BEING CAUSE IN THE MATTER
The Fourth of the Four Factors that Constitute the Foundation for Leader and Leadership

- Being a Person of Integrity
- Being Authentic
- Being Given Being and Action By Something Bigger than Oneself

- Being Cause in the Matter
  Being Cause-in-the-Matter is a uniquely powerful place from which to view, comprehend, and deal with any situation with which you are confronted as a leader
Being Cause-in-the-Matter

When being a leader and in the exercise of leadership, you will have to deal with what we have termed the “condition” – that is, the facts or circumstances of the situation with which you are confronted.

While it certainly isn’t the whole story, the way in which you relate to the situation you are dealing with is critical to being a leader and exercising leadership effectively as your natural self-expression.

More pointedly, it is the way in which you relate to the situation you are dealing with, rather than the situation itself, that is critical to your being a leader and exercising leadership effectively as your natural self-expression.
Being Cause-in-the-Matter

By default, if you are not in fact the direct cause of the circumstances of the situation with which you are confronted, you will relate to those circumstances “at effect”.

At the very least you don’t have a choice about the circumstances with which you are confronted, and you do have to deal with them. This leaves you related to the circumstances “at effect”. Often we are even annoyed by the circumstances, making us even more “at effect”.

Even if you are able to competently deal with the circumstances when you are “at effect”, it is unlikely that you will be powerful as a leader and extraordinary in your exercise of leadership when your relation to the circumstances is one of being “at effect”.
Being Cause-in-the-Matter

Obviously, if in any given matter you actually have the power to cause what happens, that’s power. Conversely, if in any given matter you are in reality in any way at effect (at the effect of), to that degree you lack power. We’re not saying that, because you lack power, the situation is bad or that you are bad; we’re just saying that to the degree you are at effect, you lack power.

Unfortunately it is those situations in which you in fact don’t have power that you most need it. And as we said, if as a leader you are at effect, you are unlikely to be successful in your exercise of leadership.
As we use the term being cause-in-the-matter, it is not an assertion – that is, it is not meant as a statement of fact. Or more specifically, we do not use the term cause-in-the-matter to mean that you caused the conditions with which you are confronted, or even that you did it or you made it happen.

Rather than using the term being cause-in-the-matter as an assertion, we use the term as a declaration – that is, so to speak, as a place to stand from which to view, comprehend, and deal with the facts of the situation with which you are confronted. Whereas an assertion is a statement about the facts of the matter, the declaration, being cause-in-the-matter, is a choice from which to view and relate to the facts.
EXERCISE

With a partner(s) discuss:

How would you distinguish Cause-in-the-Matter as a declaration versus as an assertion?
Be clear that what is meant by the term *being cause-in-the-matter* is not anything like any of the following: fault, blame, shame, guilt, burden, obligation, credit, or praise. For many people having caused something (“you did it”) cannot be seen as anything other than fault and the like, or credit and the like.

In this course, what we are distinguishing in our use of the term *being cause-in-the-matter* has no relation to assigning blame or credit, who is at fault, who made it happen, or who should be rewarded. In exercising leadership, who is at fault or to blame, or who gets the credit, or even who actually did it conveys no power to anyone. In fact, it is more likely to be disempowering.
Being Cause-in-the-Matter

There is nothing that you cannot be cause-in-the-matter of. Remember being cause-in-the-matter is not a conclusion that you have come to based on your observation. It’s a stand you take (a context you create) so that the facts of the condition you are dealing with occur for you in a new world (we mean new world in the Kuhn sense of new world; Kuhn wrote about paradigm shifts in science).

“… though the world does not change with a change of paradigm, the scientist afterward works in a different world.”

Thomas S. Kuhn (1962, 2012)
EXERCISE

With a partner(s) discuss:

What is a stand you can take (a context you can create) so that the facts of a condition you are dealing with occur for you in a new world?
“Ultimately, being cause-in-the-matter is a context from which one chooses to live. Being cause-in-the-matter is not burden, fault, praise, blame, credit, shame or guilt – there is no evaluation of good or bad, right or wrong. There is simply what’s so, and your stand. Being cause-in-the-matter starts with the willingness to deal with a situation from the view of life that you are the generator of what you do, what you have and what you are. That is not the truth. It is a place to stand. No one can make you cause-in-the-matter, nor can you impose being cause-in-the-matter on another. It is a grace you give yourself – an empowering context that leaves you with a say in the matter of life.”

Werner Erhard
BREAK ASSIGNMENT
Break Assignment

Being Cause in the Matter

Discover what you can now be cause-in-the-matter of regarding your life and leadership.
THE FOUNDATION FOR LEADER AND LEADERSHIP PROVIDES ONE WITH ACCESS TO POWER PART 1
In this Course What is Meant by “Power”?

On the following slide is a quote attributed to Charles Reich. The way Reich speaks about power is somewhat poetic, but certainly conveys the sense in which we use the word “power” in this course.

The second underlined sentence in the quote is less poetic and gets closer to a description of what we are speaking about in our use of the word “power”. (We added the underlining.)

Note that the last sentence of the quote is not poetic at all; it fits literally with what we mean by power.
“[Power] means to me pretty much the same thing as freedom. Power is a thing that everybody wants the most that they can possibly have of. That is, skiing is power, sex appeal is power, the ability to make yourself heard by your Congressman is power. Anything that comes out of you and goes out into the world is power and in addition to that, the ability to be open, to appreciate, to receive love, to respond to others, to listen to music, to understand literature, all of that is power. By “power” I mean human faculties exercised to the largest possible degree. So in a way, in a large sense, by power I mean individual intelligence. Now when you reach out to another person through the energy or creativity that is in you and that other person responds, you are exercising power. When you make somebody else do something against their will, to me that is not power at all, that is force, and force to me is the negation of power.”  (Charles Reich, born 1928)
EXERCISE

With a partner(s) discuss:

Given the definition of power written in the previous slide, how would you differentiate “power” from “force”?