The IPhone was an emergent phenomena that combined a mobile phone, a video camera, a music player, an operating system, applications, an internet connection, a touch-screen, and much more. The emergent property was an incredible new device that you could use to take videos, check email, go online, play music, buy things, etc. In systems theory, there is a phenomena called an "emergent property." Emergence is what happens when many elements operating on one Uber was an emergent phenomena that ultimately combined a smartphone, GPS navigation, 4G wireless networks, drivers who owned cars, the internet, and much more. level create a property on a higher level Once you understand emergence and creating value on a higher order or in a higher dimension, it opens up possibilities that didn't exist before you understood the model. And once your mind acclimates to thinking in the vertical dimension, you eventually have a big realization: That there is going to be an infinite progression of vertical development and emergent innovation in the future. Value and opportunity is different for a cell than it is for an organ, and it's value and opportunity is unletter to a cert direct in the story of a different for organs than it is for bodies. Opportunity and value are different on different levels, and when you start looking for how you can combine elements on this level to produce and create the next level, you can open doorways to places that will change your life. To me, the greatest opportunities are emergent opportunities. They come from taking what is currently available, and then combining these elements in new ways to create something on a higher order, the way subatomic particles self-organize into stable atoms, bees organize into a hive or the way fish self-organize into glant schools, swimming as one entity Ken Wilber points out that to actually transcend something, you include it. Moving beyond doesn't mean rejecting or denying. It actually means accepting and embracing, in a higher order structure, identity or model. Opportunity Mindsets When an atom transcends the subatomic particles that compose it, the when an atom described the soundaring particles that compose it, the atom doesn't reject them or deny that they exist anymore. It gathers them together weaves them into the fabric of itself, each a precious and absolutely necessary part of the atom's existence. I read that Ken Wilber sometimes refers to different stages of his life as "Wilber 1" and "Wilber 2" and "Wilber 3" to refer to the previous paradigms and reality versions that he lived in. This might seem strange to some people, but it makes perfect sense once you move through a couple of key identity and life transformations. At each stage of your personal evolution, you will arrive at a place on your path where you have reached the end of one phase, and are on the threshold of the next. You will know that you are in this place because something has happened that has caused you to realize that you can't go on thinking and living the same You can see the next level, and what you will need to do in order to get there But you also don't want to leave the comfort zone of your current reality The next step, once you have embraced this process, is to start designing your life so that it actually invites transformation and evolution Potential value. An opportunity is when you can s Potential value. An opportunity is when you can see possibility to produce or capture value. Value is the thing you want, and potential is the possibility that you can get it. This definition depends upon you knowing what value means to the individual or group who would like to achieve it Research has shown that "Reward centers" in the brain are not initially triggered by a reward. Instead, they are triggered by a potential reward, also knows as an "opportunity" as an opportunity It's important to always be watching your environment and the dynamics of the situations that you move through. Reality often presents coincidences, intersections, synchronicities, convergences and collisions that create possibilities and potentials that weren't there before. What is an Opportunity? If you're alert, and you understand the potential implications of the emergence of new forms and dimensions of opportunity, it can lead to a game changer in your life. An opportunity is really a collaboration between the conditions and circumstances that converge in your environment, along with the way you use your mind and actions to take advantage of it. ge of it.

DR. CAROL DWECK SAYS that some people believe that the world and everything in it is reliatively fixed or set. For example, they would consider their life situation and intelligence level to be fixed, and they would invest time and energy to verify or document their level of intelli- gence, rather than investing time to increase it. These people have what Dweck would call a "Fixed Mindset." Some people, on the other hand, believe that the world and everything in it is changing and evolving. They believe that they can change themselves and their situations. They would consider their intelligence level to be flexible and modifiable, and would invest time and energy working to develop their level of intelligence, rather than investing time to verify or establish it. These people have what Dweck would call a "Growth Mindset." Growth Mindset What is Opportunity? Peter Drucker recommends to build your career and business success on your strengths. Strengthen Your Strength & Your Weakness Just as developing your strength is key to success professionally and in business, developing your shadow or your weakness is ke to success in your personal life. Mindsets for Seeing Opportunity Peter Drucker advises that each year you should invest the time to make a plan for that year, and then at the end of the year invest the time to carefully reflect on your plan, to see what you did and didn't accomplish. This type of ritual also helps you develop an experiental intuition around what a ye feels like and about what's possible in a year. Thinking, Planning, & Living in Longer Time-Horizons This intersection of idea and multiple enabling This intersection of idea and multiple enabling innovations is what I mean by a window of opportunity. More and more of these windows are opening up as we move towards the future. Why? Because faster change combined with more people and groups innovating creates more and more new innovations and ideas in more domains. This leads to more possible intersections -- and more window of opportunity.

In the future

In addition, there's another factor that cause

The future of Opportunity	in the nature, windows of opportunity will open faster and close faster	windows of opportunities to close faster: you have increasing opportunities available to you.  If you're looking at a good opportunity today, but you decide to sleep on it and come back in a month, it's likely that in that time you will have several other newer opportunities to consider.  Pay attention and watch for those rare, unique, big opportunities that are a perfect match for your personality, passions, knowledge, and purpose in life.  I don't just mean in terms of novel geography or life experiences. I also
	opportunity will com from increasingly unexpected places	and more, from unexpected combinations.  Creativity is usually about taking something you learn in one place and using it in other
	become more and m important to opportu	ore oreate novel innovations that create a lot of value).
opportunities, it your comfort zon	scover and develop the will require you to be a e, and at the edge of ally a lot of other people	at the edge of the comfort
lives. Learn to be	nat the edge is where ecome more comfortab eurself surrounded by a cunities.	le at the edge,
	nost empowering stand ity is that it is unlimite wing all the time.	
		We can't afford to have experiences that we don't learn from anymore. Things are changing too quickly, and wasting time doing things that we don't learn from is putting us behind. Most people don't choose their next projects, jobs, or
	Return	On Experience learning experiences based on what they will need to know several years into their future. Instead, they do things that are "interesting" to them, or that are "available" to them, or that entertain them, or that distract them.
		Opportunity cost assumes that there are several other opportunities that are available, where we could invest the same time, energy, effort, attention and other resources and that we need to consider what the potential outcome would be for those opportunities as our most important consideration.
One key to evalu opportunity is to	ating an use	Whenever we say 'yes' to one thing, we are saying 'no' to a million other things.
multiple models t appraise, estimat predict potential value (and poten	te and o Opporti	when an opportunity comes your way, sit back and seriously consider the other opportunities that you could pursue with your time, attention, and resources.
future costs or lo		If you buy a piece of real estate for \$200,000, and put \$40,000 down, then your initial investment is \$40,000. If you later sell the property for \$400,000, and you net \$200,000 after expenses, you have made a 500% return on your investment of \$40,000.
		This all sounds easy enough, but wait a minute how will you make the payments between when you buy it and sell it? And how much will it cost to maintain that property? And how much is the real estate commission you'll have to pay when you sell? And what if the market crashes, and you can only sell it for \$300,000 in the future?  When estimating return on investment, remember to
		start with the potential return, then multiply by the probability that you will succeed.  If you have a potential return of one million dellars
	Return	On Investment  If you have a potential return of one million dollars, and you estimate that your chance or probability of success is 20%, then the estimated value of this opportunity is \$1 million multiplied by 20%, or \$200,000. If, for example, you could invest \$20,000 and this would essentially buy you this 20% chance of getting \$1 million, then this is mathematically a 10x return on investment.
		When a system is going through change, you are in new territory, and many things are unpredictable. Many or most of the people involved in a system that's changing do not know what's going to happen, and most of them are walting for someone else to figure out what's happening, and what everyone should do. This configuration represents opportunity because a system going through change is often in chaos because it's reorganizing in order to break through to a higher level of organization on a different level.
	There are	In my experience, most people become confused, fearful, and conservative when things start changing rapidly. Because they haven't been anticipating, preparing, and mentally rehearing for cycles of change, they become disoriented.
	two main signs to look for:	On the other hand, most people become lazy, complacent, and over-confident when their situation stays the same for too long. They haven't been mapping cycles of stability and change in their lives enough to know that stability is a platform for development and prepa- ration for your next move in life. They essentially stop orienting beyond what they know, and get locked into a groove, going down a 2. Stagnation od that doesn't go anywhere in the long-run.  Where is the greatest opportunity with my
Opportunity Sign	als 💿	emotions? How can I avoid sadness and anger, and create more happiness, joy, and fulfilment?
	Look Beyond Business & Money	Where is the greatest opportunity with my mind? How can I avoid boredom, and create more learning, growth, and meaning in my life? Where is the greatest opportunity in my environment? How can I avoid failure, and create success and surroundings that inspire me? Where is the greatest opportunity with my relationships? How can I avoid rejection,
		and build loving and collaborative relationships with friends, family and business partners?

Opportunity Eben Pagan

Where is the greatest opportunity to make a contribution? How can I end suffering and create success and joy for all people and all life? Dr. Barry Schwartz, in his book The Paradox of Choice, explains that we believe that more choices will make us happier. Where & How to Find Opportunity And up to a point, they do. But past a handful of good choices, we start to experience a decreasing level of happiness and more stress, because too many choices overwhelm our judgement systems. The cognitive load is too big when faced with so many choices. In his book, Schwartz explains two strategies In his book, Schwartz explains two strategies for dealing with increasing choice. He calls these "maximizing" and "satisficing." Maximizers look at all their options and then compare them to try to find the very best one. They won't settle for less than the very best. Satisficers use a different approach. They decide what they want, then go look for a solution that will satisfy their needs. If there's something marginally better out there, then so be it. They're not bothered. The Stress of Increasing Opportunity Opportunity and fear go hand in hand. As you discover and develop more opportunities in life, you will see there are risks and sometimes dangers involved. It's useful to get to know your fear better, so you may dance, rather than fight with it. So you may cance, rather than fight with it. Fear tends to trigger us to do things that worked in the past to help us avoid loss or death. Fear does this instinctively, without engaging our rational minds. In fact, it short circuits our rationality, and shuts it down. Dealing with increased opportunity Fear of missing out is cousin to another psychological-emotional state in humans: Anticipatory Regret. Many of us do not make decisions based on what we want but instead based on avoiding a potential negative consequences of the decision or action, and subsequent regret. Let's say you've been building a business for a year, but then you see others you know successfully launching businesses in other niches. Some of them have become financial winners. You can see they are achieving success much faster than you, and you start to notice a part yourself saying, "Maybe you should quit what you're doing, and go start one of those other businesses." One implication is that you can essentially stop doing 80% of what you do, and you'll keep getting almost the same results. If you dedicate some of that time and effort to doing the 20% that gets you most of the results, you can literally multiply the success that you have. The Pareto Principle The best way to learn something new is by doing it. Many people make the mistake of thinking that they can learn something simply by reading a book or watching a video. Of course, there is great value in reading books and learning from videos, but this only gets you part of the way to what I would call "real learning." Wyatt Woodsmall often says "knowledge plus experience equals understanding." This is a profound insight, that's worth writing down and reviewing regularly. By taking the knowledge, and then putting it to use or implementing it, you get messages back from the world that offer either validation or invalidation of your hypothesis. Experiential Learning Another thing that Wyatt Woodsmall says is that "learning equals behavior change." If your behavior hasn't changed, then you haven't learned. This is another reason why experiential learning is so critical. Accelerated Learning in time of increased Opportunity One of the hazards of learning a new skill is becoming overlyidentified with the role or image that goes with the skill. The trick here is to learn new skills, to the point where you are competent at them, and Competence, Then Integrate then to start using them in combination with your other skills. As you consider an opportunity, ask yourself if it will contribute to the long-term health and wellness of all of the people that are touched by it. Ask yourself if it will contribute to their growth and evolution. Ask yourself if it will ultimately reduce suffering and help enlighten everyone. Will this opportunity make the world better? Will it will this opportunity make the world better? will it the help us become more evolved as a species? Will it the the planetary ecosystem into healthy balance? Will it encourage us to be our best selves, and make a world that works for you, the people you care about, for everyone else, and the people they care about? Will this opportunity make my life better? Will it help me evolve personally? Will it put my life into balance? Will it encourage me to be my best self, and make my life really work? The Ethics & Morals of Opportunity 

o One of the best ways to practice creativity is to take something you learned in one place, and try it or apply it in another place. I want to share a word I use when I think about I want to share a word I use when I think about design. It's a combination of the words "discover" and "design" - and the word is "discodesign." Part of design is discovery. And part of discovery is design. You can imagine something in your mind, and then go try to create it in reality. Most of the time, it doesn't turn out exactly as you imagined, and you discover something. When you hang around innovative people who are experts at manifesting the reality that they want to see, you plug yourself into a powerful source of knowledge, ideas, experiments, collaborations and news. Networks create opportunities. If you're part of what we might call an "evolutionary network" in a particular domain, you will increase the number of opportunities in your life. As you become a member of multiple networks, and connect with others in multiple networks, this effect becomes exponential. The real power is at the intersections. Because most people only stay in their own network and their own little comfort zone, they don't experience Your Opportunity Network

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the highest potential of their knowledge: Transferring and using it in a As you build your opportunity network, focus on finding people who are at the intersections of multiple networks. Look for the musician who knows the other musicians, but who also hangs out with technology geeks and foodies. Look for the architect who is the innovator in the group, but who also hangs out at the chess club and the windsurfing meetup. Combining and synchronizing diverse skills to produce a multiplication of Opportunity & Collaboration Characterized by the production of a higher order or emergent level of Each life level and form specializes in a particular way of making a living. Together these forms work to create emergent, higher-order entities and higher-order forms of value. In order to successfully collaborate, two or more diverse people must learn about themselves and about each other, and then work to both divide the tasks that need to be accomplished, and also synchronize their efforts by sculpting themselves to fit better with the other or others involved. When you work together in collaborative relationship with a person who has different skills, and a different way of seeing reality, you activate a sort of "relational binocular vision." You can see not only the two perspectives or the two views, but you get a third type of vision, almost like a "relationship depth perception" that either view alone doesn't possess. A passion project is a new project that you start around a topic that you are passionate about. It is distinct from a general project by the quality of it being initiated around a personal interest purely from inspiration. You begin a passion project to pursue something for its own sake. After you start the project and it gets traction, then you concern yourself with whether it will be a business, a hobby, or a philanthropic initiative. Launching new passion projects is about following your curiosity, your inspiration, and your creative spirit. It's easy to the mistake of thinking just because you have a great idea, or a great design you think will work out, that you've already created a success. Remember, entrepreneurs know that only 1 in 5 things will work out the way that they anticipate, and they need to get real-world feedback in order to orient and navigate to the next step. When a passion project gets traction, it begins to face challenges on many dimensions. People challenges, technical challenges, legal challenges, management challenges, financial challenges, political challenges, and more. If you're not passionate about the project, my experience is that you're likely to walk away at some point, because it just isn't worth it to continue. When you remember that everything is a test, it creates an atmosphere where you become less attached to outcomes, and more motivated to test things earlier, rather than later. The question to ask is: "How can I test this idea quickly?" When you move to test out an opportunity, or act on it, you want to waste as little energy as possible in the testing and validation phase. The passion project Prospects But you also want to get high-quality feedback, so that you notice whether or not your test or experiment is working. Key Types of Feedback Surveys Sales Marketing tests I recommend that you add what we might call a "meta estimation." And this is the idea of being happy if you get your estimation within 20% of what actually happens. If you can estimate an outcome, whether it be how long it will take you to walk from one place to another, how much a home-im-- provement project will cost, or how many people will want to buy your new product... and be thrilled if you get within 20%, it frees you in an important way conceptually. Scaling Opportunity Too often, perfectionism and paralysis of analysis cause us to go into recursive loops of fear and hesitation The first version of your product or service should be created as quickly as possible, and then tested out with real people. That's the rule of thumb. In Silicon Valley, they call it a "Minimum Viable Product." I call it "Version 1.0" of your product The mindset is to go for Version 3.0, and get there as When you create version 2.0, you get a chance to create something much better than the first version. 2.0 is the first "real" version. You created your first version in order to get something into the hands of real people quickly, and validate that people would buy it from you. When you create version 2.0, you're making something more substantial, that's a model for a sustainable, long-term design. After iterating once, and then getting more feedback from customers and from your market, and after validating that you really have something that customers need and want, it's time to go for version customers need and want, it's time to go for version 3.0. Now you can make something great. You will have enough sales coming in to give you the confidence to go long, and you will be knowl-edgeable enough about the needs of your customers to design some- thing uniquely valuable - something that you can base a business on. As you learn to launch products and build businesses As you learn to rounce and build businesses, you will see a common denominator in both successes and failures. It has to do with the teams of people who you work with on your projects. We have already learned that you essentially become we nave arready learned that you essentially become the average of those that you surround yourself with. This mindset goes "doubly" for the people that you work closely with. You will be interacting, communicating, collaborating, solving problems, and being influenced by the people you work with. 

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