

IV. Matter and Mind: There's Only One Issue in the World

Senge: I had an interesting conversation a year ago with Mr. Nan, the Chinese Zen master who lives in Hong Kong. - In China he's a very revered figure. He's considered an extraordinary scholar because of his integration of Buddhism, Taoism, and Confucianism. When I started talking with him about this, he had a very interesting way of putting it. I asked him if he thought that the industrial age was going to create such environmental problems that we would destroy ourselves and that we had to find a way to understand these problems and change industrial institutions. And he didn't completely agree with that. It wasn't the way he saw it. He saw it at a deeper level, and he said, "There's only one issue in the world. It's the reintegration of mind and matter." That's exactly what he said to me, the reintegration of mind and matter. I think that this kind of experience of life being predominant, being more powerful – not our *mind* being more powerful than life itself – is another way of saying that. It's consistent with Bohm's theory of dialogue, and it's why Bohm and Krishnamurti influenced each other so much. Most esoteric, spiritual traditions believe that there really is no fundamental distinction between consciousness and what is manifest. There is this continual interplay in the two of them. As Bohm used to say, "**Thought creates the world.**" I think it's that kind of capacity or awareness or reintegration that needs to be infused into our institutions.

COS: How does the separation of mind and matter relate to our world of organizations and organizational theories?

Senge: Thought creates organizations, and then organizations hold humans prisoner

