

12 STRATEGIES TO HELP YOU NAVIGATE THE CHAOS



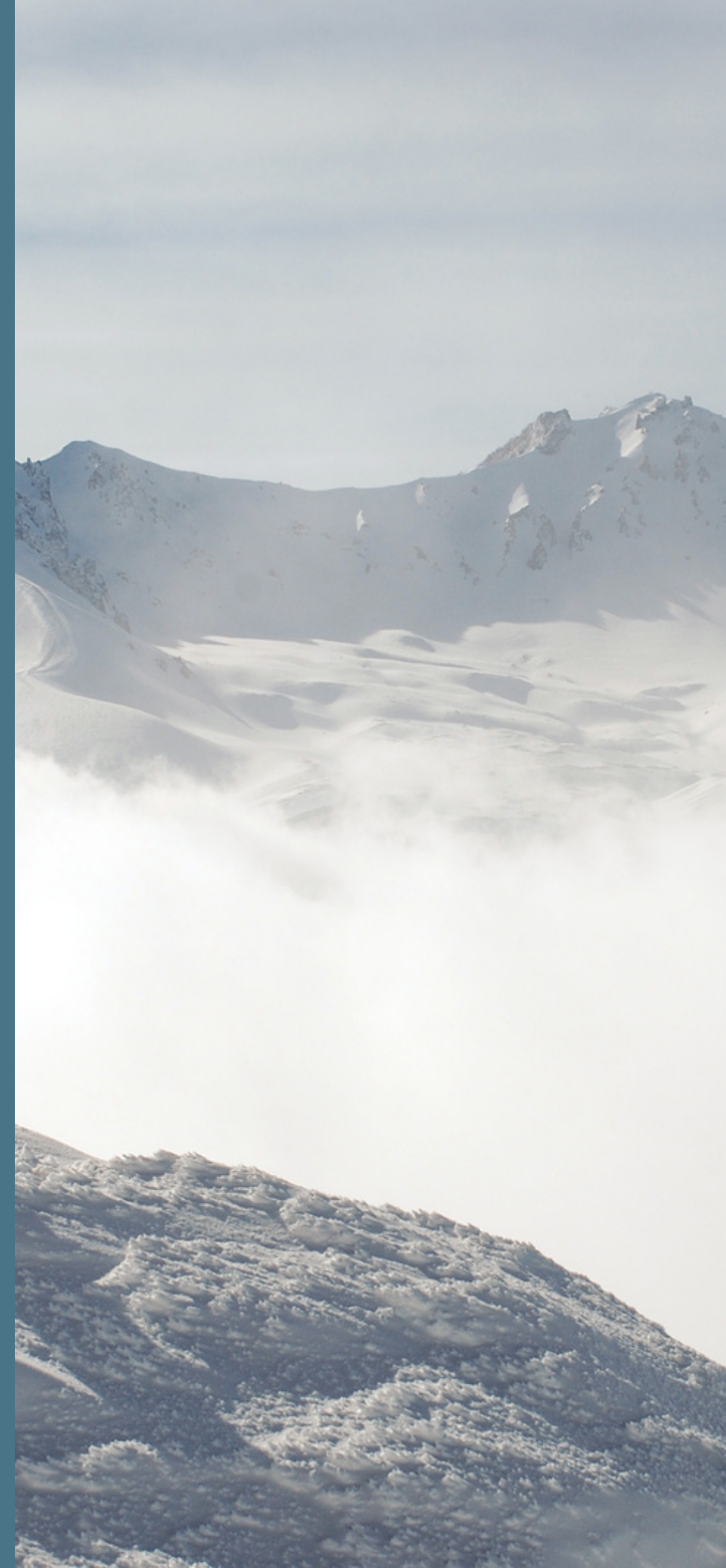
LEVERAGE YOUR MIND, BODY,
AND SPIRIT

MICHAEL EDMONDSON

Most successful people begin with two beliefs: the future can be better than the present, and I have the power to make it so. They were often showered by good fortune but relied at crucial moments upon achievements of individual will. Most successful people also have a phenomenal ability to consciously focus their attention.

Control of attention is the ultimate individual power. People who can do that are not prisoners of the stimuli around them. This individual power leads to self-control, the ability to formulate strategies to resist impulses. It leads to resilience, the ability to persevere with an idea even when all the influences in the world say it cannot be done. It leads to creativity as individuals learn to hold a problem in their mind long enough to see it anew.

DAVID BROOKS



You're probably wondering how to navigate the chaos of life and career in today's volatile, uncertain, complex, and ambiguous (VUCA) world.

While there are thousands of books, articles, and resources that provide a roadmap to follow, you should know this publication serves as a summary of the Navigate the Chaos blog series consisting of 365 questions located at www.navigatethechaos.com. Navigate the Chaos is a platform promoting self-awareness to encourage self-care and nurture self-love.

The 12 strategies are organized into the three categories of Mind, Body, and Spirit and are the common themes found in the 365 blog posts based on backstories, historical events, and academic research. Each daily post also includes questions for reflection. Each strategy consists of two parts: an element and a principle. So, what are the differences between elements and principles?

The elements of navigating the chaos are the tools, strategies, and resources available to anyone willing to put the time and effort into using them. Think of the elements as the foundation of a house. Example: 'commit to lifelong learning.'

The principles of navigating the chaos, on the other hand, are the steps involved to use each element. For example, if one element is the foundation of a house, measuring the type of soil, ensuring the ground is level, and constructing on solid land are just three of the many principles to follow.

Using the example of 'Commit to lifelong learning' above, we can add its corresponding principle of 'Develop a growth mindset.' Doing so allows us to consider the strategy of 'Commit to lifelong learning by developing a growth mindset.' While there are multiple principles related to each element, one was selected that best represents others for brevity.

For example, redefine your destiny, maintain a sense of wonder, and allow yourself to accept help are three additional principles for the element of 'commit to lifelong learning.' The corresponding principle of 'develop a growth mindset' was selected because those three principles, and others, are related to a growth mindset.

This publication defines the 12 strategies that will hopefully provide the inspiration you need to navigate the chaos of life. For more information on these 12 strategies and the related elements and principles, visit the Navigate the Chaos blog located at www.navigatethechaos.com.



The Navigate the Chaos logo is a multi-colored mountain with a road cutting through it and represents the 12 strategies available to navigate the chaos of life.


The 12 Strategies of Navigating the Chaos

MIND 	Commit to lifelong learning by developing a growth mindset. 	Think differently and challenge assumptions by embracing ambiguity. 	Enhance your decision making by relying on positive uncertainty. 	Gain perspective by focusing on the space between stimulus and response. 
BODY 	Have a bias towards action by exercising self-discipline. 	Take calculated risks by traveling outside of your comfort zone. 	Engage in subtle maneuvers by abandoning impatience. 	Develop grit over the long term by improving your habits. 
SPIRIT 	Create your future self by dreaming big and often. 	Remain present by remembering the five regrets of the dying. 	Move forward by inviting serendipity and chance into your life. 	Practice self-care by letting go and forgiving yourself and others. 

Leverage Your Mind, Body, and Spirit to Transform Your Life

MIND



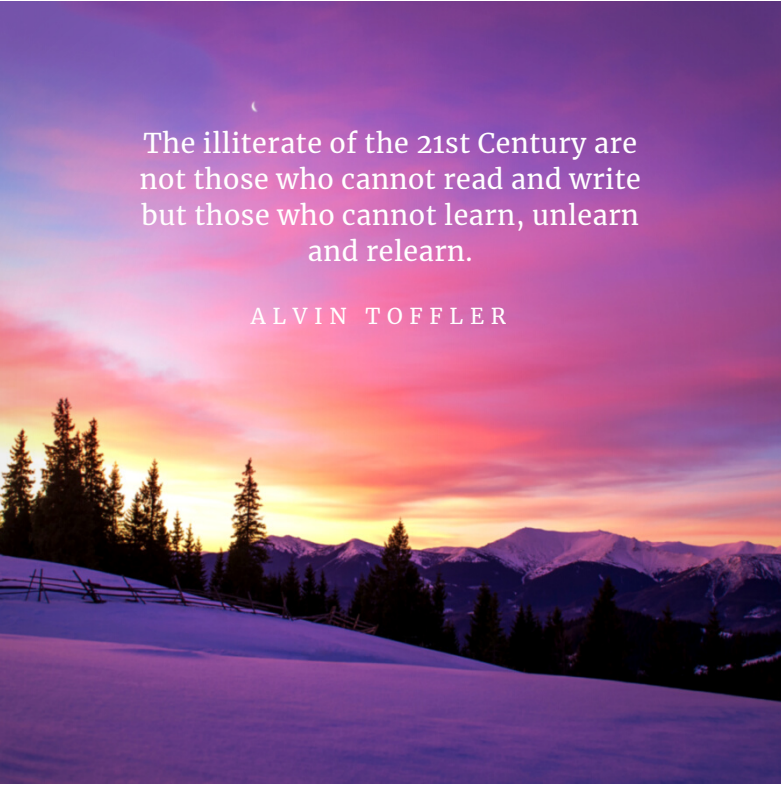


Life should be lived on the edge
of life. You have to exercise
rebellion: to refuse to tape
yourself to rules, to refuse your
own success, to refuse to repeat
yourself, to see every day, every
year, every idea as a true
challenge – and then you are
going to live your life on a
tightrope.

Philippe Petit

Commit to lifelong learning
by developing a growth
mindset.





The illiterate of the 21st Century are not those who cannot read and write but those who cannot learn, unlearn and relearn.

ALVIN TOFFLER

Making a commitment to lifelong learning is the first element and allows you to navigate the chaos by remaining open to new ideas. One such idea that should be revisited is your definition of success since your life situation will change as you mature.

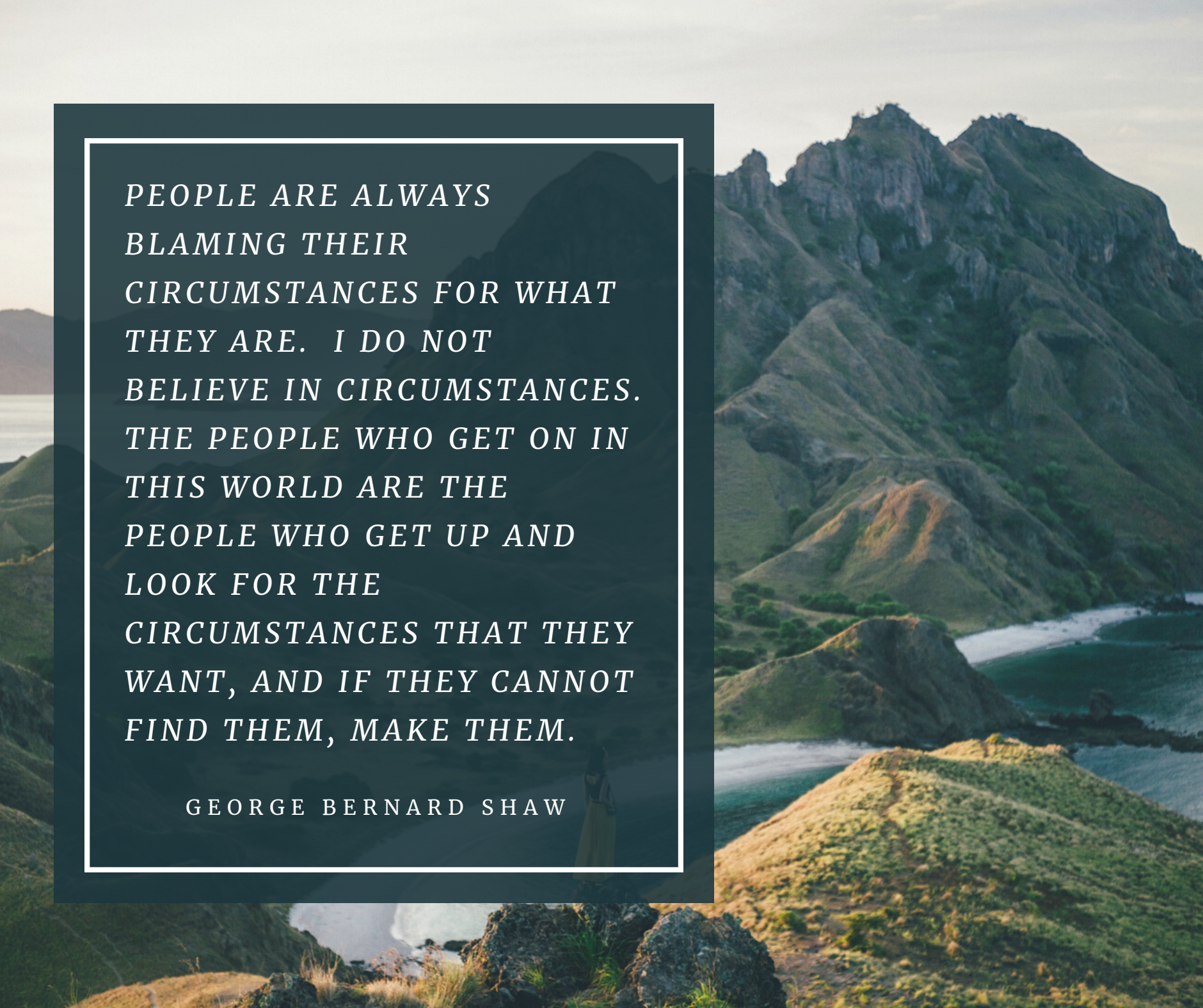
Leveraging your mind to become a lifelong learner enables you to maintaining a sense of wonder as you age while also helping your mind expand as you alter yourself to meet life's difficulties.

This expansion of your mind as you age is a necessity if you wish to remain relevant in a world of constant change and disruption. As futurist Alvin Toffler noted, 'the illiterate of the future will be those unable to learn, unlearn, and relearn.'

The principle of developing a growth mindset corresponds with the element of making a commitment to lifelong learning. A growth mindset has a desire to learn and seeks challenges while a fixed mindset avoids challenging situations.

Inviting criticism and feedback to improve are two hallmark characteristics of a growth mindset. A fixed mindset would avoid both at all costs. Leveraging your growth mindset allows you to see failure as an opportunity to learn.

Having a commitment to lifelong learning by developing a growth mindset can help you realize what the Irish playwright George Bernard Shaw did so many decades ago; 'the people who get on in this world are the people who make their own circumstances.'

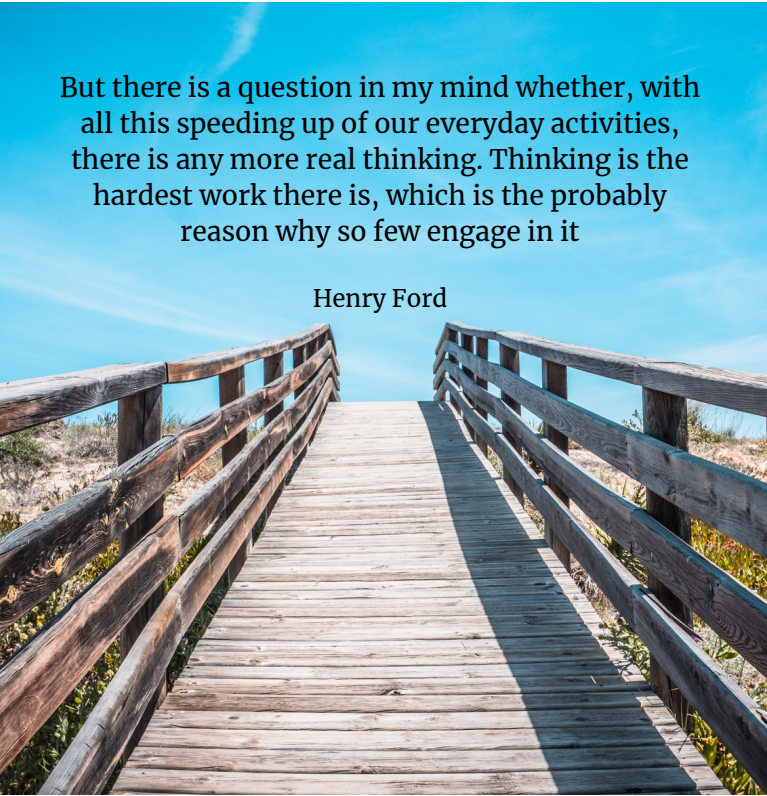


PEOPLE ARE ALWAYS
BLAMING THEIR
CIRCUMSTANCES FOR WHAT
THEY ARE. I DO NOT
BELIEVE IN CIRCUMSTANCES.
THE PEOPLE WHO GET ON IN
THIS WORLD ARE THE
PEOPLE WHO GET UP AND
LOOK FOR THE
CIRCUMSTANCES THAT THEY
WANT, AND IF THEY CANNOT
FIND THEM, MAKE THEM.

GEORGE BERNARD SHAW

Think differently and
challenge assumptions by
embracing ambiguity.





But there is a question in my mind whether, with all this speeding up of our everyday activities, there is any more real thinking. Thinking is the hardest work there is, which is the probably reason why so few engage in it

Henry Ford

Thinking differently is the second element and enables you to challenge long-held assumptions about life, your ability to interpret new information with previously held beliefs, as well as how the world has changed and continues to change.

Leveraging your mind to think differently, free of interference from others, is extremely hard work that will demand your time and energy. The end result of using this element, however, is that you will be able to evaluate and then re-evaluate the world for yourself as you navigate the chaos of life.

Do understand that thinking is hard work, and as Henry Ford reminded us, 'that is why so few people are engaged in it.'

The principle of embracing ambiguity corresponds with the element of thinking differently and challenging assumptions. By embracing ambiguity, you recognize the complexity of today's world and accept the fact that chaos will continue for the near future.

By acknowledging you do not have all of the answers, and that you do not know where life is going, you allow yourself to get comfortable with your ability to think differently as you navigate one step in front of you at a time.

Thinking differently and challenging assumptions by embracing ambiguity can help you realize what professional poker player and champion Annie Duke learned firsthand; all you can do is learn how to make the best decisions in front of you and trust that over time the odds will be in your favor.

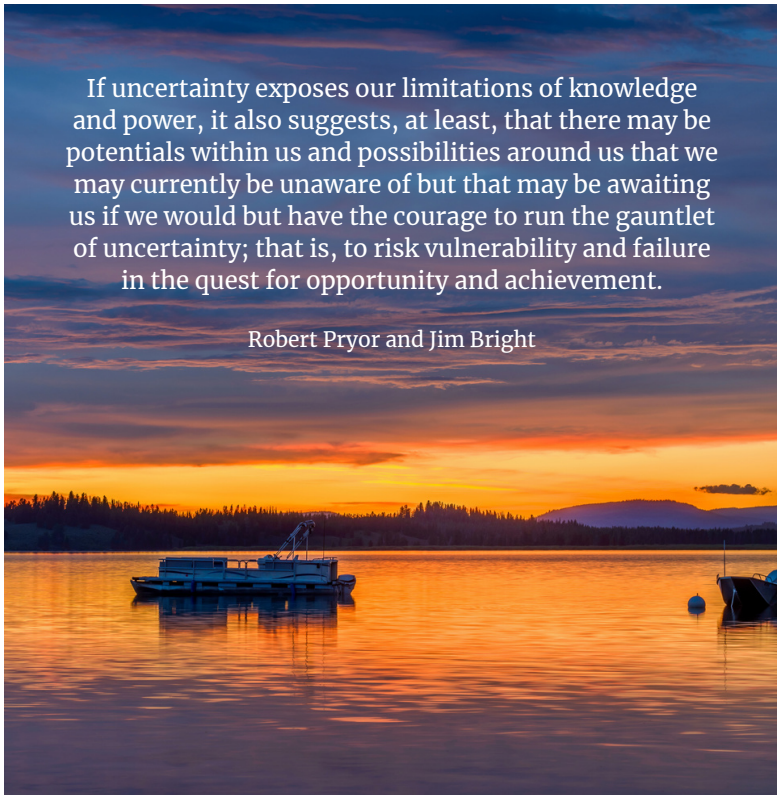
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ANNIE DUKE



Enhance your decision making by relying on positive uncertainty.





If uncertainty exposes our limitations of knowledge and power, it also suggests, at least, that there may be potentials within us and possibilities around us that we may currently be unaware of but that may be awaiting us if we would but have the courage to run the gauntlet of uncertainty; that is, to risk vulnerability and failure in the quest for opportunity and achievement.

Robert Pryor and Jim Bright

Enhancing your decision making is the third element and can help you increase your self-awareness and process the dozens, or perhaps hundreds, of choices you have to make each day. Navigating the chaos involves a keen sense of decision making.


Leveraging your mind to assess your decision making process helps you realize that the what, or choice, is often evaluated at the expense of the process itself. This limits your ability to decide.

To improve your decisions remind yourself of the role of uncertainty. As authors Robert Pryor and Jim Bright observed 'uncertainty suggests there may be potentials within us and possibilities around us that we have yet to recognize.'

The principle of relying on positive uncertainty corresponds with the element of enhancing your decision making. By relying on positive uncertainty you allow yourself the opportunity to grow in previously unforeseen, improbable, or impossible directions.

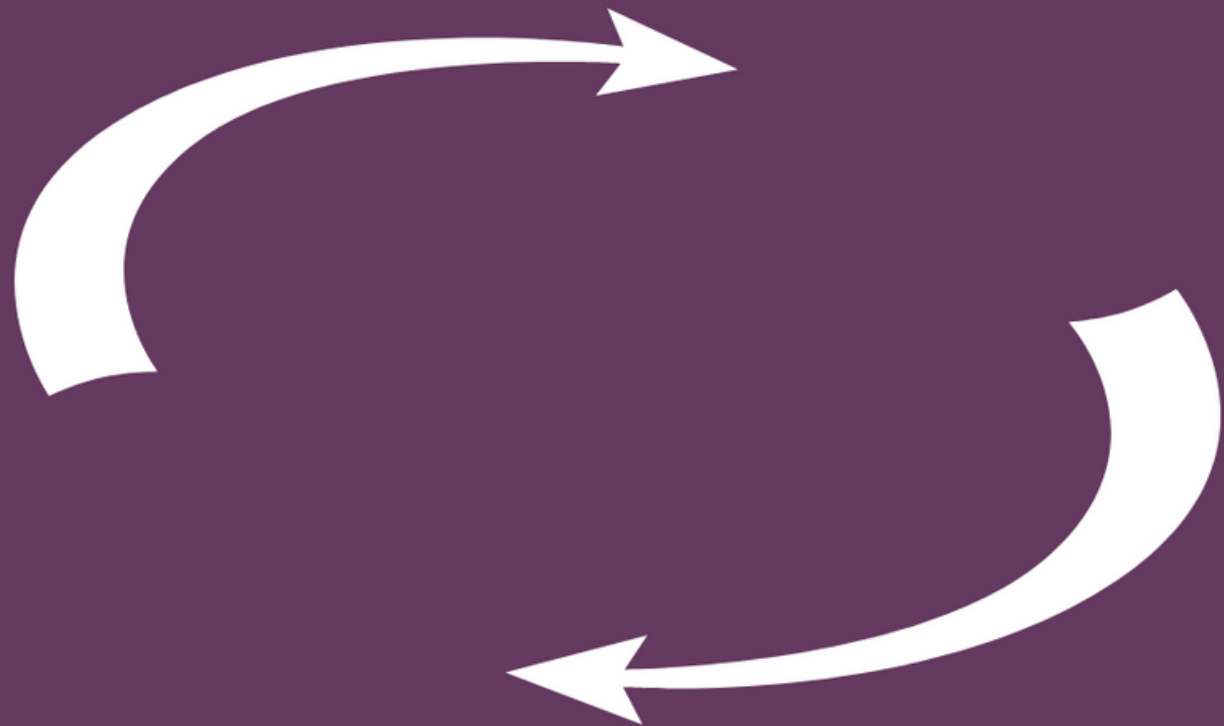
Positive uncertainty requires one to hold a steadfast belief in their ability to hold two diametrically opposed ideas in their mind simultaneously.

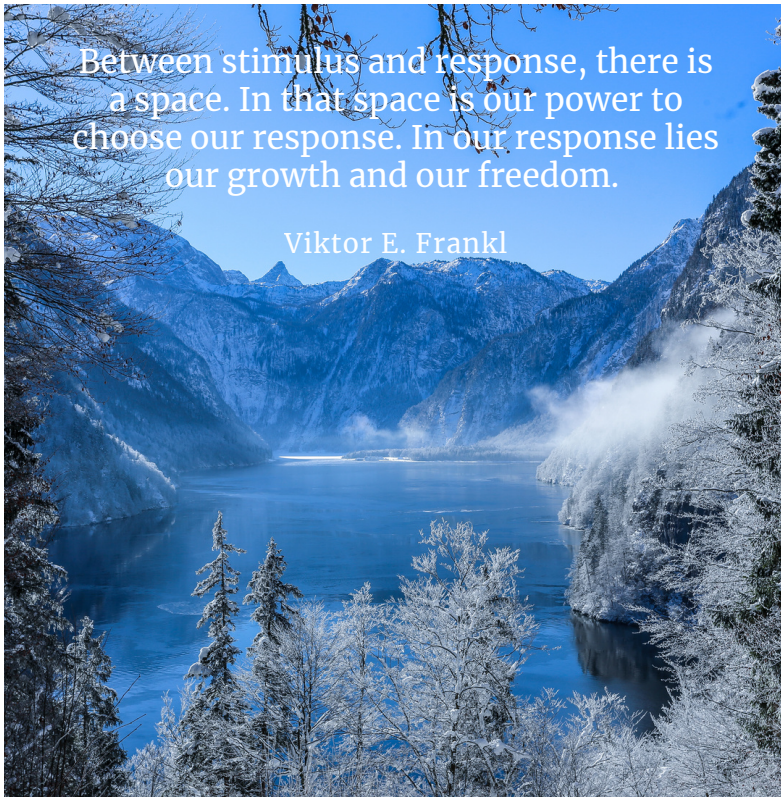
Author H.B. Gelatt identified four aspects of positive uncertainty with each one containing two opposing ideas. For example, Gelatt suggested to 'be focused and flexible about what you want.' While at first glance such a component of positive uncertainty might impair decision making, not improve it. But navigating the chaos requires a keen mind who is able to discern when to leverage focus over flexibility, or vice versa, when making a decision.

- 
- BE FOCUSED AND FLEXIBLE
ABOUT WHAT YOU WANT.
 - BE AWARE AND WARY ABOUT
WHAT YOU KNOW.
 - BE OBJECTIVE AND OPTIMISTIC
ABOUT WHAT YOU BELIEVE.
 - BE PRACTICAL AND MAGICAL
ABOUT WHAT YOU DO.

H. B. GELATT

Gain perspective by focusing
on the space between
stimulus and response.





Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.

Viktor E. Frankl

Gaining perspective on life situations is the fourth element and provides you with an opportunity to better understand the impact of each moment as you experience it while also giving you a new chance to increase your self-awareness.

A scene from the 2005 film *The Upside of Anger*, illustrates how you can leverage your mind. Evan Rachel Wood's character reflects on the anger and resentment involved with her life situation.

In a voice over towards the end of the film she helps the viewer understand the power of perspective when she says "The only upside to anger, then is the person you become...one who realizes they're not afraid to take the journey."

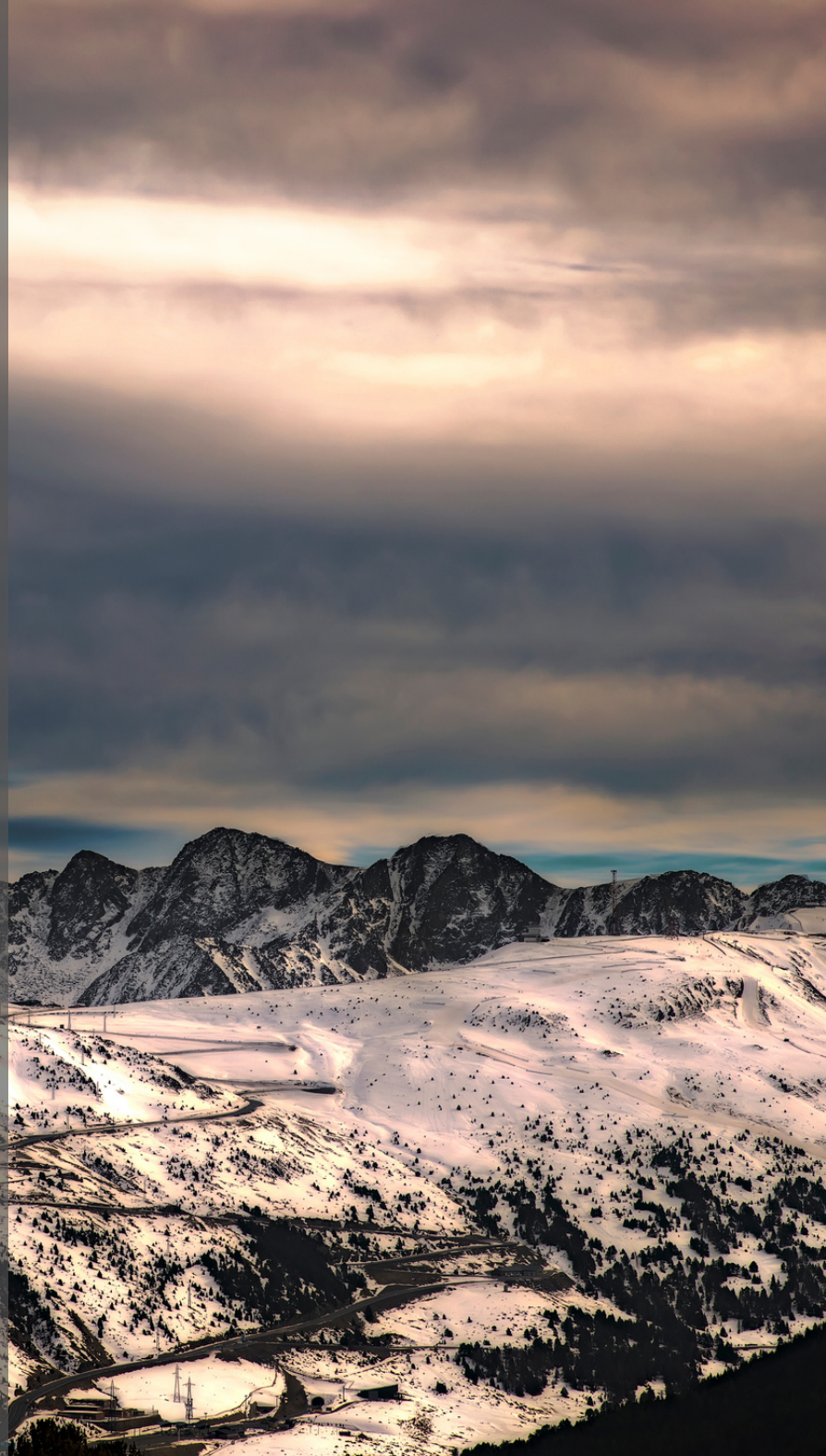
The principle of focusing on the space between stimulus and response corresponds with the element of gaining perspective. By focusing on the space between stimulus and response you are giving yourself a moment to respond with intention.

Responding with intention is hard work and recognizing the space between stimulus and response requires a high level of self-awareness. This coupling of hard work and a high-level of self-awareness could easily get pushed aside during the course of every day living

A quote often attributed to Viktor Frankl serves as a reminder, however, of the importance in that space between stimulus and response. Gaining perspective requires you to not only recognize the space but to also envision your growth and freedom in choosing your response with intention and purpose.

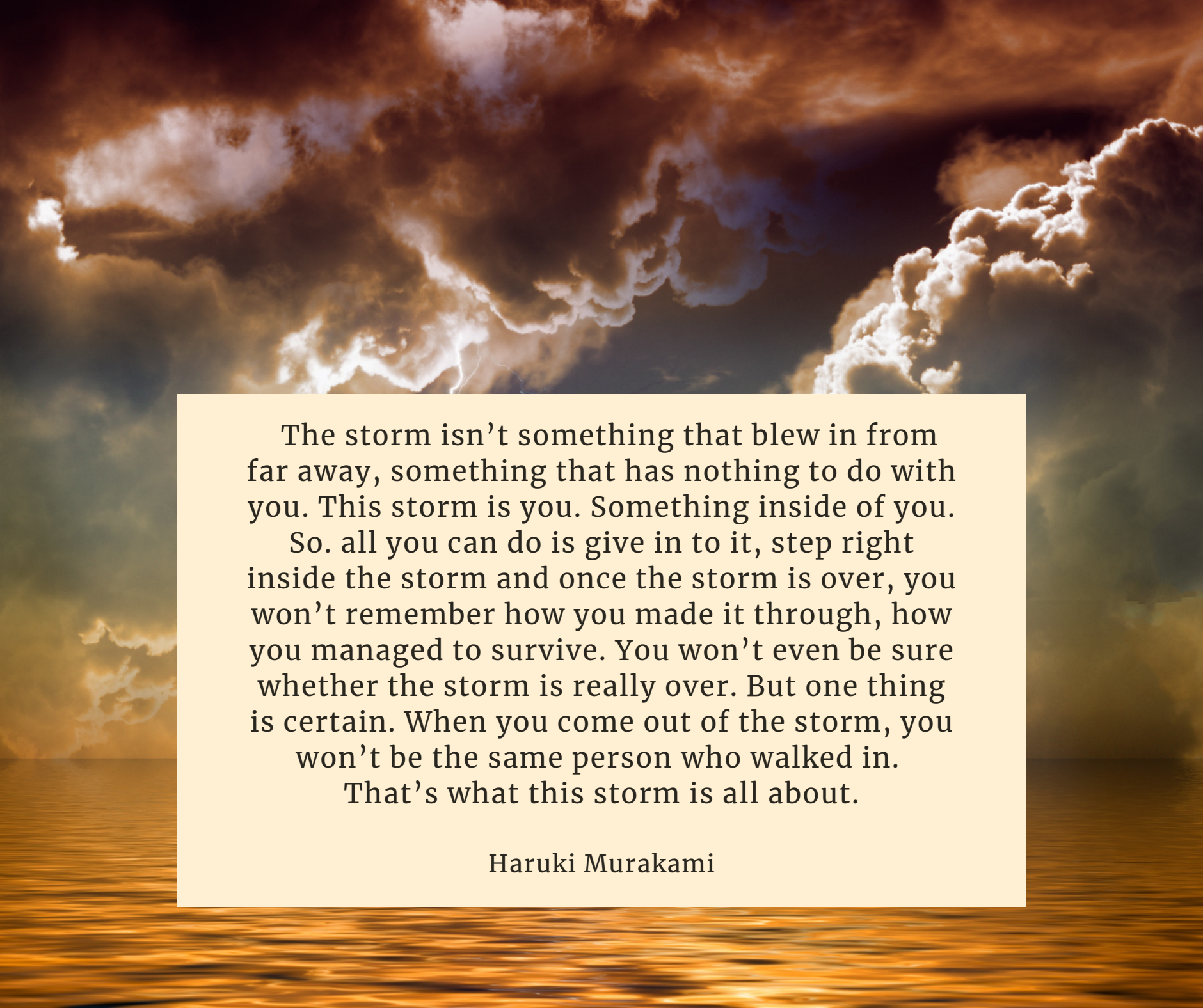
Anger and resentment can stop you in your tracks. It can change you, turn you, mold you and shape you into something you are not. The only upside to anger, then is the person you become...hopefully the person you become is someone who wakes up one day and realizes they're not afraid to take the journey...and that anger leaves a new chance at acceptance, and the promise of calm in its wake.

Evan Rachel Wood's character
Lavender 'Popeye' Wolfmeyer in
The Upside of Anger



BODY





The storm isn't something that blew in from far away, something that has nothing to do with you. This storm is you. Something inside of you.

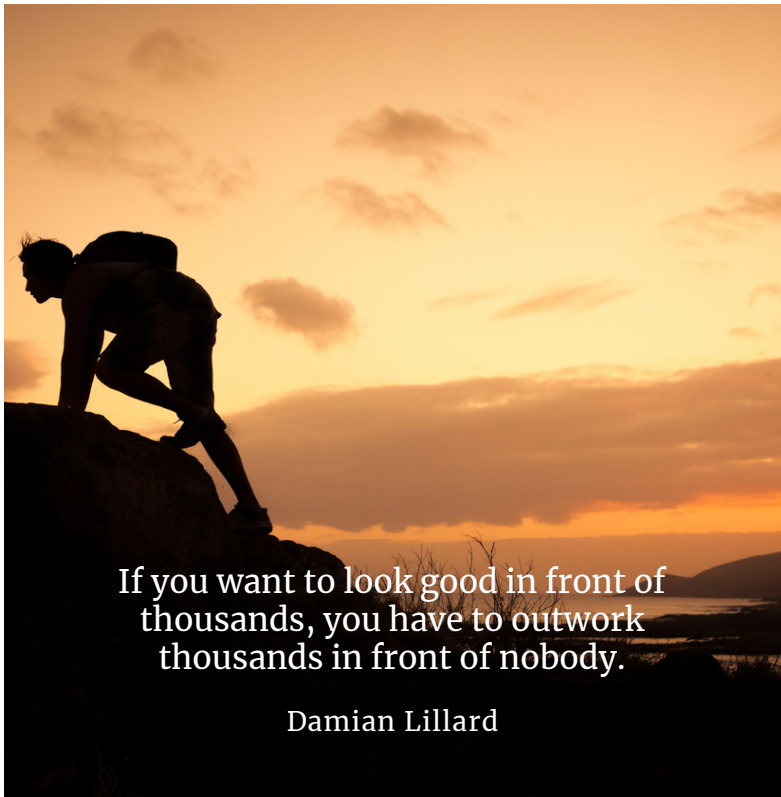
So. all you can do is give in to it, step right inside the storm and once the storm is over, you won't remember how you made it through, how you managed to survive. You won't even be sure whether the storm is really over. But one thing is certain. When you come out of the storm, you won't be the same person who walked in.

That's what this storm is all about.

Haruki Murakami

Have a bias towards
action by exercising
self-discipline.





If you want to look good in front of thousands, you have to outwork thousands in front of nobody.

Damian Lillard

Having a bias towards action is the fifth element and develops the habit you need to grind it out each day as you work towards translating one dream after another into reality. This approach also serves as a reminder that you are in charge of your life.

Leveraging your body will help you work on one task after another consistently over an extended period of time. Taking action allows you to rebound from failure, seize opportunities, and solve problems while navigating your next step.

Recognizing the need to take action, professional basketball player Damian Lillard observed "if you want to look good in front of thousands, you have to outwork thousands in front of nobody."

The principle of exercising self-discipline corresponds with the element of having a bias towards action. By exercising self-discipline you can call upon the inner fortitude you will need to deal with the many obstacles that will cross your path as you navigate the chaos.

Having a bias towards action by exercising self-discipline will enable you to ignore the critics, solve one problem after another, stay focused until the task is completed, and learn the harsh realization that the valleys of life far outweigh the hills.

It is important to remember that everyone faces challenges as they navigate the chaos. Artist Sol LeWitt reminded his friend and fellow artist Eva Hesse of this strategy in a now famous letter where he proclaimed "you are not responsible for the world - you are only responsible for your work - so DO IT!."

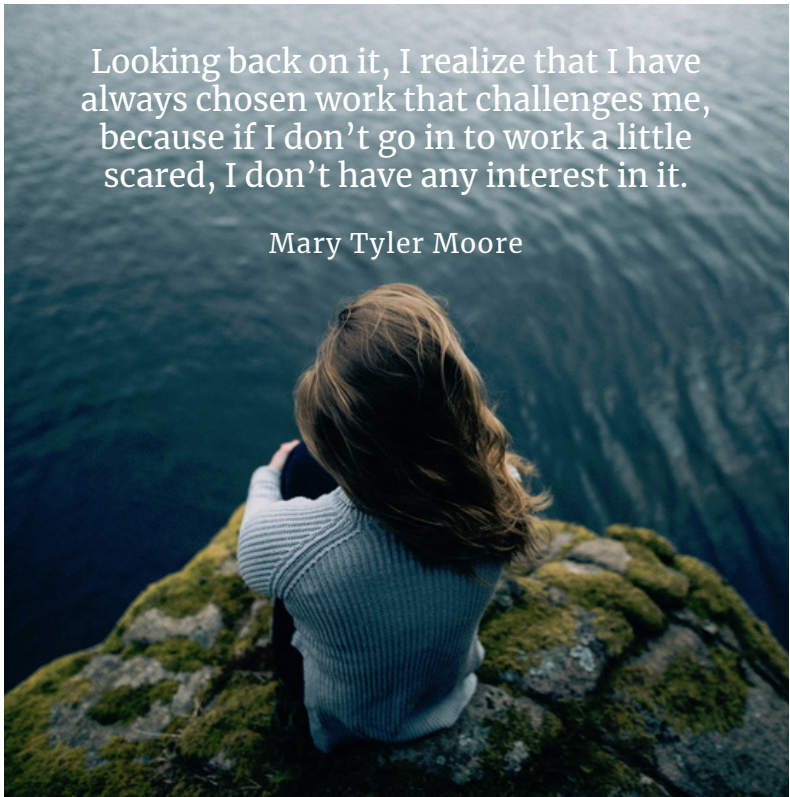
Stop thinking, worrying,
looking over your
shoulder, wondering,
doubting, fearing, hurting,
and hoping for some easy
way out. Stop it and just
DO!... you are not
responsible for the world
— you are only responsible
for your work — so DO IT.

*Artist Sol LeWitt (in a letter
to his friend and fellow
artist Eva Hesse)*



Take calculated risks by
traveling outside of
your comfort zone.





Looking back on it, I realize that I have always chosen work that challenges me, because if I don't go in to work a little scared, I don't have any interest in it.

Mary Tyler Moore

Taking calculated risks is the sixth element and means you have thought through enough of the details involved with a life situation and move forward despite thinking you are not ready.

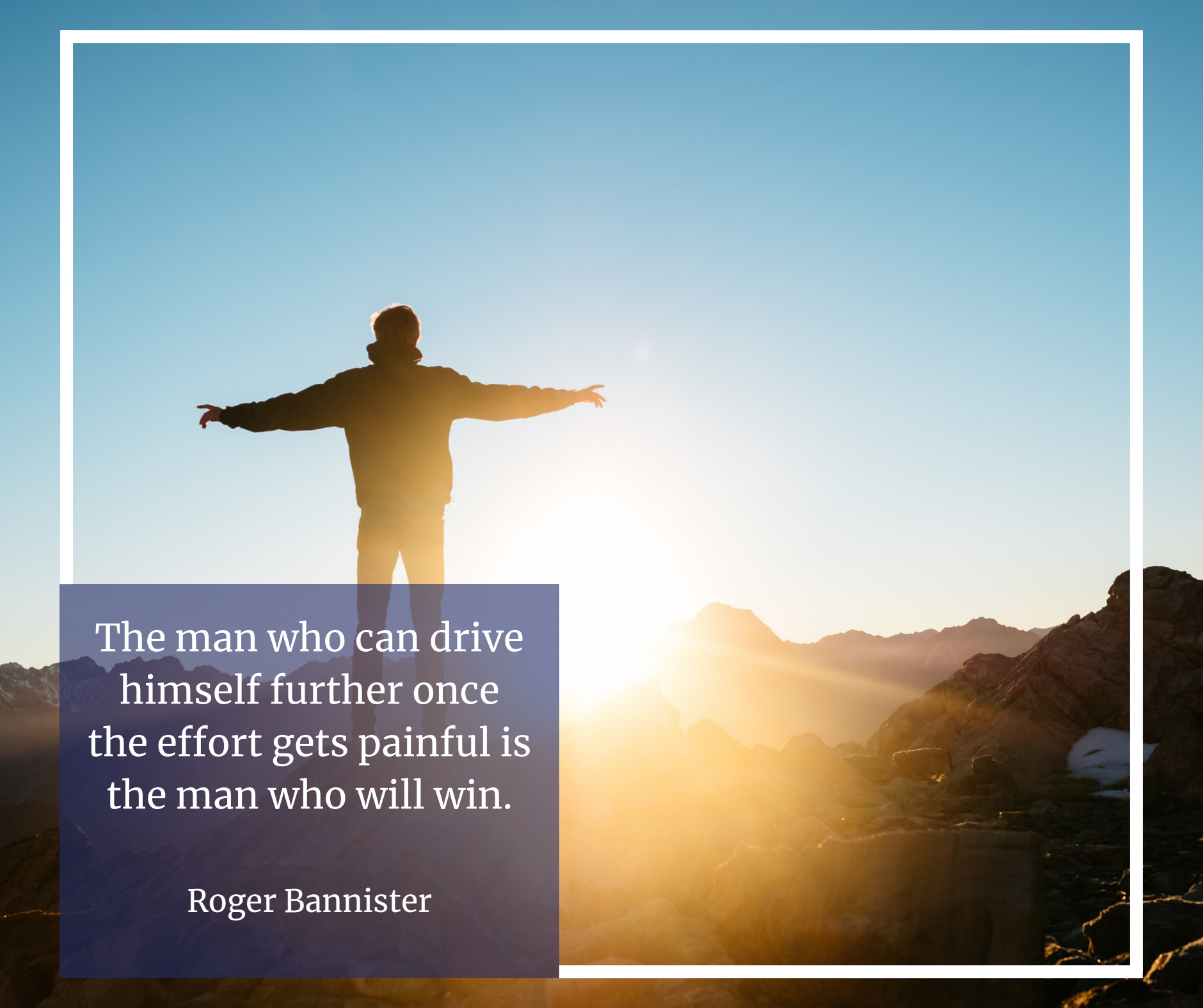
By leveraging your body you can engage in the researching, planning, and assessing involved with taking calculated risks. Since translating one dream after another into reality often requires you to approach or even pass the edge, engaging in calculated risks is a viable tool available to you.

As actor Mary Tyler Moore reflected upon her career she realized that her choices centered around work that challenged her because 'if she did not go into work a little scared she had no interest in it.'

The principle of traveling outside of your comfort zone corresponds with the element of taking calculated risks. By traveling outside of your comfort zone, you can take calculated risks by stepping into the the fear zone, entering the learning zone, and then landing into the growth zone.

Traveling outside of your comfort zone might also require you to exercise rebellion, demonstrate courage, and walk through the fire of life. These tasks will demand your attention, strength, and focus as you travel outside of your comfort zone.

Roger Bannister, the first runner to break the four-minute-mile world record noted the importance of leaving his comfort zone and said "the man who can drive himself further once the effort gets painful is the man who will win."

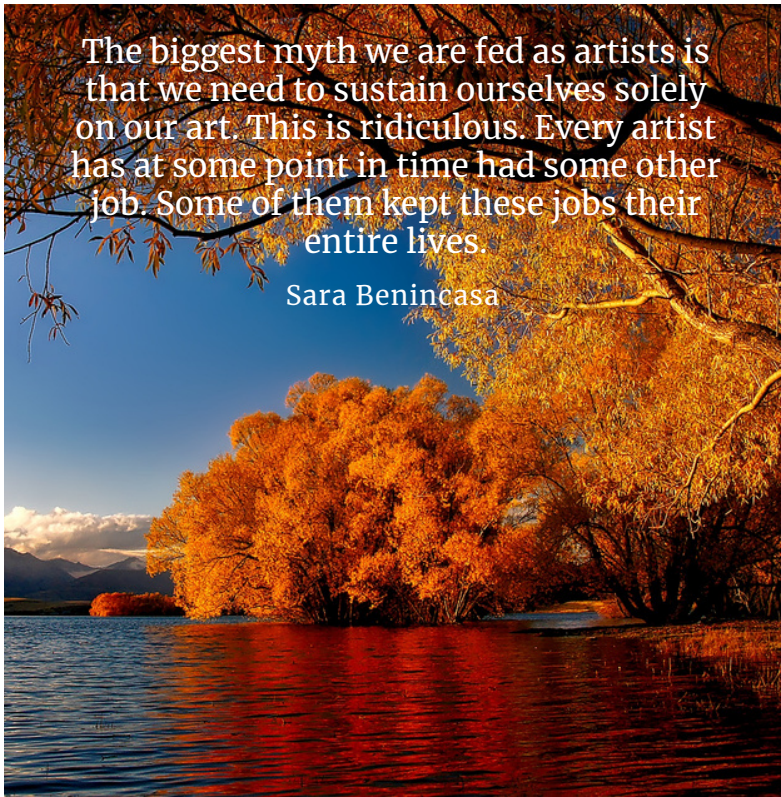
A person stands on a rocky mountain peak, their arms outstretched in a 'V' shape. They are silhouetted against a bright, low sun that creates a strong lens flare and illuminates the scene with a warm, golden light. The sky is a clear, pale blue. In the foreground and background, rugged mountain ridges and rocky terrain are visible, some with patches of snow or light-colored rock. The overall mood is one of triumph, achievement, and freedom.

The man who can drive
himself further once
the effort gets painful is
the man who will win.

Roger Bannister

Engage in subtle
maneuvers by
abandoning impatience.





The biggest myth we are fed as artists is that we need to sustain ourselves solely on our art. This is ridiculous. Every artist has at some point in time had some other job. Some of them kept these jobs their entire lives.

Sara Benincasa

Engaging in subtle maneuvers is the seventh element and empowers you to have multiple projects in development at one time. The most successful people are often working on two, three, or more projects at the same time or while working a full-time job.


By leveraging your body you can find small amounts of time to work on a passion project for ten or more years. If you are interested in creating some form of art do so in small time increments each day.

As author Sara Benincasa observed 'most artists either had other jobs in their lifetime or keep working outside of their art their entire life.'

The principle of abandoning impatience corresponds with the element of engaging in subtle maneuvers. By abandoning impatience you show yourself you are no longer going to wait and, instead, will focus on what you can do instead of what you cannot do.

Abandoning impatience acknowledges that time is limited but also enables you to work on your project even if it is only 15 minutes during each weekday and then four hours over the weekend. Working a full-time job unrelated to your project or interests should not be a barrier for you to translate your dream into reality.

Author Franz Kafka understood the value of engaging in subtle maneuvers while he worked a full-time job and noted "if a pleasant, straightforward life is not possible, then one must try to wriggle through by subtle maneuvers."

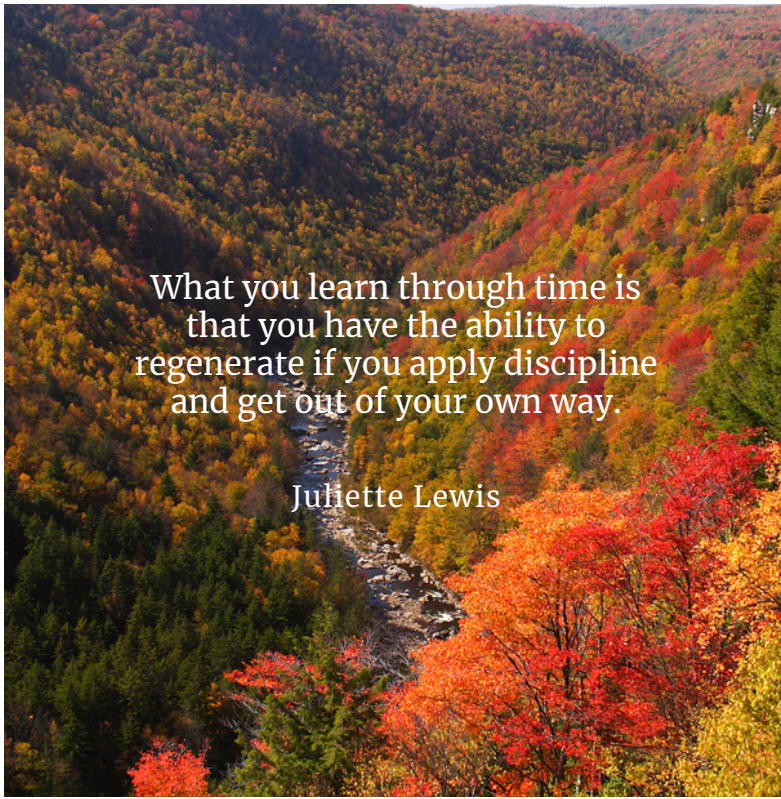


Time is short, my strength is limited, the office is a horror, the apartment is noisy, and if a pleasant, straightforward life is not possible, then one must try to wriggle through by subtle maneuvers.

Franz Kafka

Develop grit over the long
term by improving your
habits.





What you learn through time is
that you have the ability to
regenerate if you apply discipline
and get out of your own way.

Juliette Lewis

Developing grit is the eighth element and an absolute necessity since most dreams take years to translate into reality. Having the patience, diligence, and endurance to work towards a goal over an extended period of time is a requirement to navigate the chaos.

By leveraging your body you can maintain a life-long commitment to grit that will allow you to tolerate rejections, overcome adversity, and hold an unshakeable faith in yourself.

As author Angela Duckworth developing grit teaches you 'the difference between low-level goals that should be abandoned quickly and higher-level goals that demand more tenacity.'

The principle of improving your habits corresponds with the element of developing grit. By improving your habits you recognize the need to reflect upon your daily routine in order to reassess what you are good at.

Improving your habits provides you an opportunity to determine if you need to reinvent yourself or merely make subtle changes to your behavior that, in turn, would help you develop the grit required to press yourself to work harder as you look to translate one dream after another into reality.

Actor Juliette Lewis commented on this need to improve your habits when she reflected upon her life and career and said "what you learn though time is that you have the ability to regenerate if you apply discipline and get out of your own way."

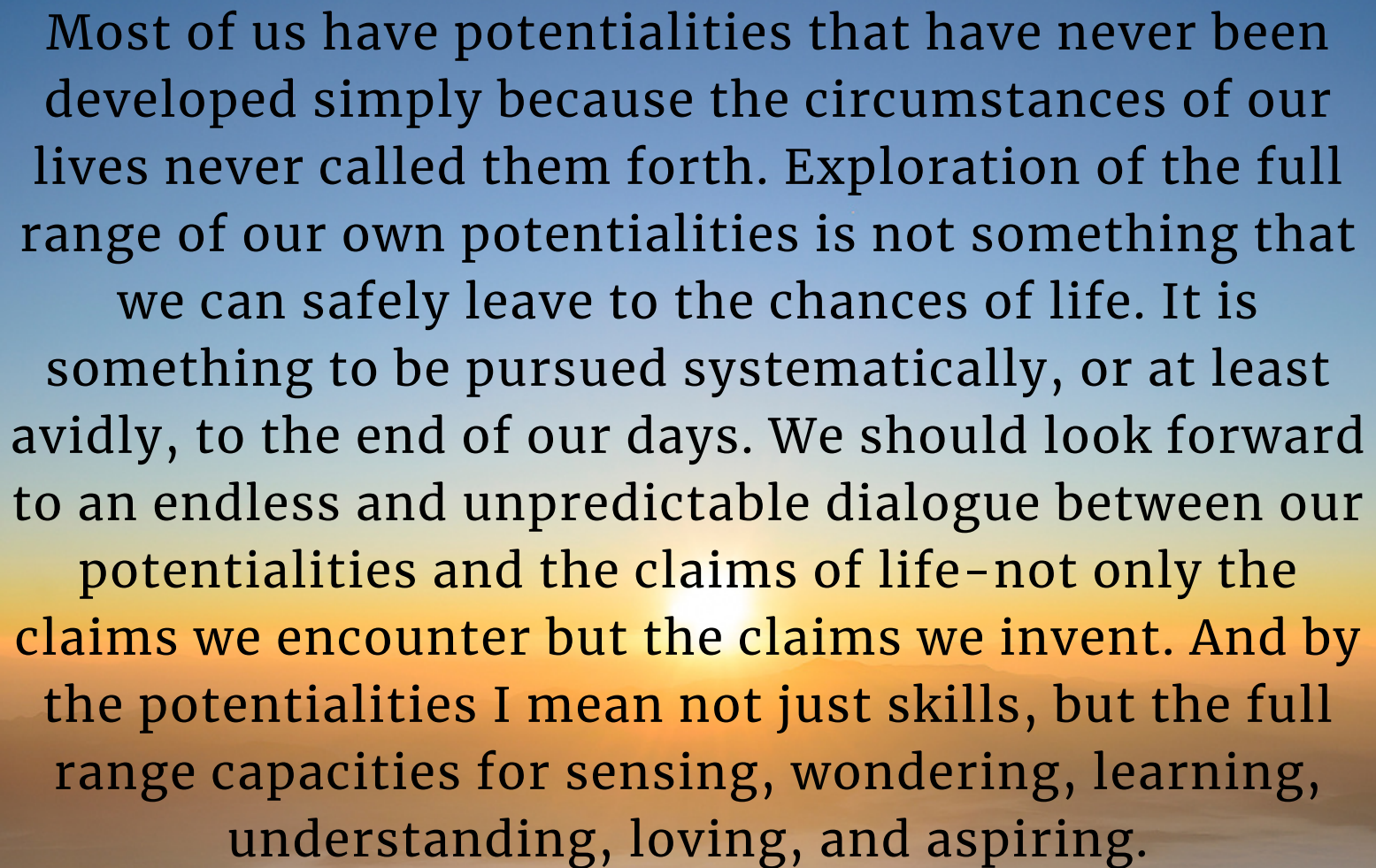


Grit grows as we figure out our life philosophy, learn to dust ourselves off after rejection and disappointment, and learn to tell the difference between low-level goals that should be abandoned quickly and higher-level goals that demand more tenacity.

Angela Duckworth

SPIRIT





Most of us have potentialities that have never been developed simply because the circumstances of our lives never called them forth. Exploration of the full range of our own potentialities is not something that we can safely leave to the chances of life. It is something to be pursued systematically, or at least avidly, to the end of our days. We should look forward to an endless and unpredictable dialogue between our potentialities and the claims of life—not only the claims we encounter but the claims we invent. And by the potentialities I mean not just skills, but the full range capacities for sensing, wondering, learning, understanding, loving, and aspiring.

John Gardner

Create your future
self by dreaming big
and often.





I have already lost touch with a couple
of people I used to be.

Joan Didion

Creating your future self is the ninth element and reminds you that you can change. On the ability to create your future self, author Joan Didion once remarked "I have already lost touch with a couple of people I used to be."

By leveraging your spirit you can open yourself to the concept of the three possible selves: the ideal self that we would like to become, that we could become, and that we are afraid of becoming.

The research of Markus and Nurius suggests there is no single self to which one 'can be true' or an authentic self that one can know since doing so would be to deny the rich network of potential that surrounds individuals.

The principle of dreaming big and often corresponds with the element of creating your future self. By dreaming big and often you remind yourself not to foreclose future thinking and to stay true to the belief that anything is indeed possible.

Dreaming big and often is available to anyone who accepts the reality that they are indeed 100% in charge of their life. Given the complexity, volatility, and ambiguity of life it is important, as David Brooks proclaimed "to imagine you have mastery over everything you will feel and believe. It's better to respect the future, to remain humbly open to your own unfolding."

Ted Turner Sr. reminded his son Ted Turner Jr. to set his goals so high it would take more than one lifetime to achieve them. Such an approach, the senior Turner believed, would allow his son to always have something to work towards.

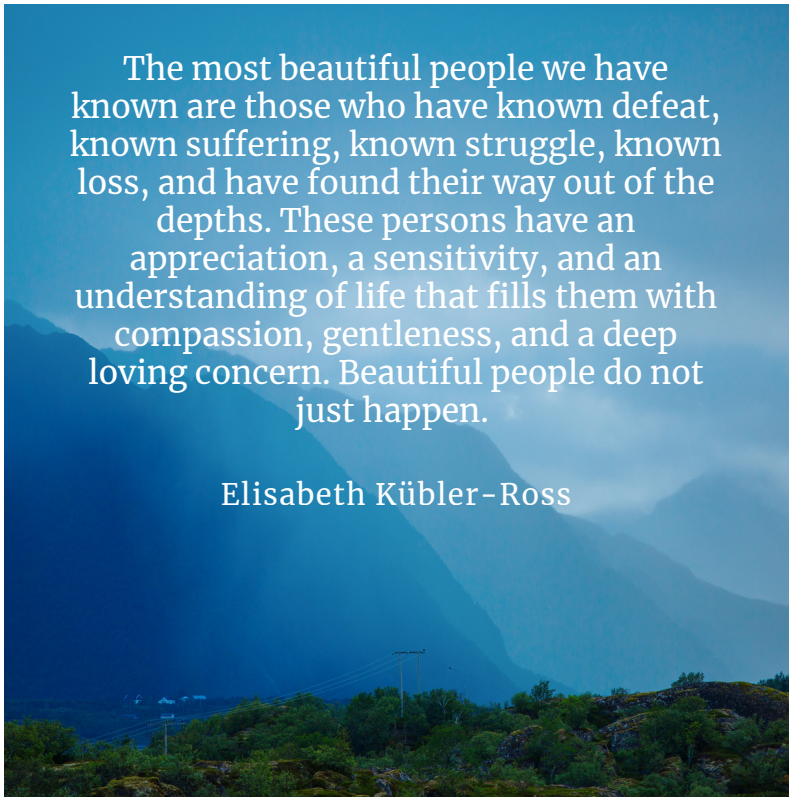


Son, you be sure to set
your goals so high that
you can't possibly
accomplish them in one
lifetime. That way you
will always have
something ahead of you.
I made the mistake of
setting my goals too low
and now I'm having a
hard time coming up
with new ones.

Ted Turner Sr.

Remain present by
remembering the five
regrets of the dying.





The most beautiful people we have known are those who have known defeat, known suffering, known struggle, known loss, and have found their way out of the depths. These persons have an appreciation, a sensitivity, and an understanding of life that fills them with compassion, gentleness, and a deep loving concern. Beautiful people do not just happen.

Elisabeth Kübler-Ross

Remaining present is the tenth element and gives you the opportunity to ignore the anchor of yesterday and the worry about tomorrow. Remaining focused on the moment in front of you serves as a reminder to feel the emotion at that point in time.

By leveraging your spirit you can remain present, reflect on the day and open yourself up to the life affirming emotions of defeat, suffering, struggle and then find a way out of the depths.

As Elisabeth Kübler-Ross noted 'people who find their way out of the depths have an appreciation, a sensitivity, and an understanding of life that fills them with compassion, gentleness, and a deep loving concern.'

The principle of remembering the five regrets of the dying corresponds with the element of remaining present. By remembering the five regrets of the dying you give yourself the opportunity to remain present.

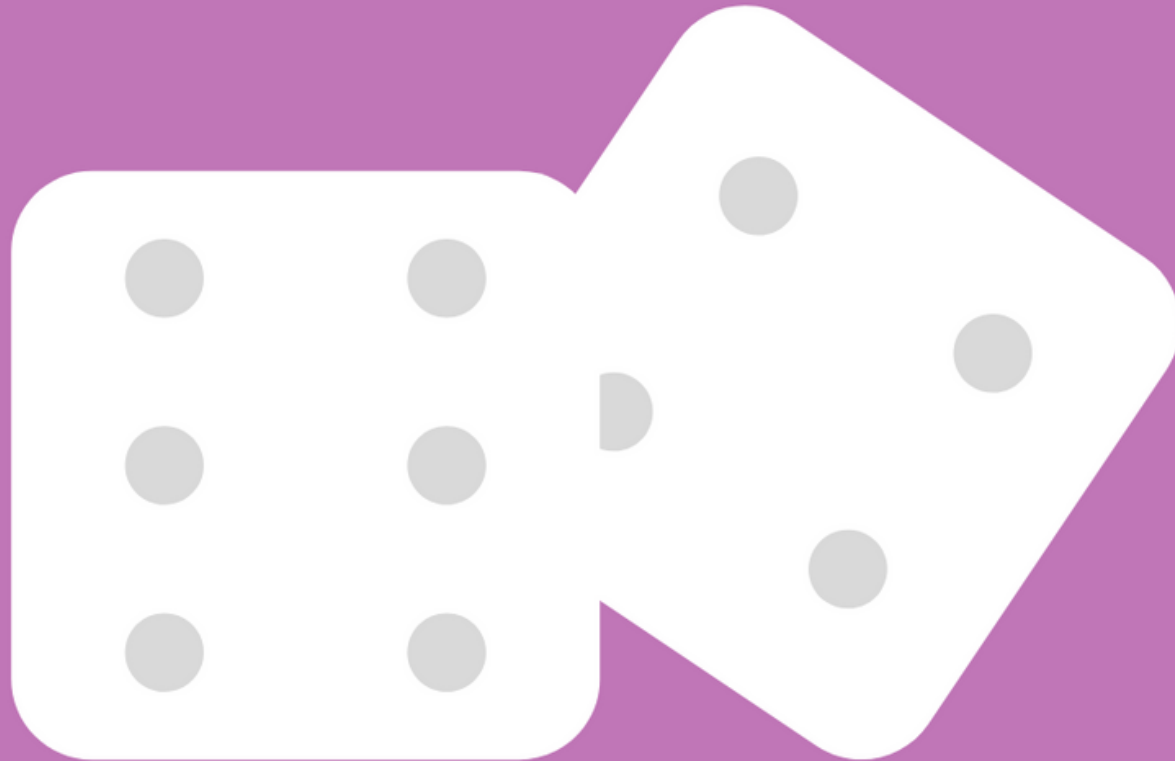
Remembering the five regrets of the dying provides a framework for you to ask yourself if there is something more, live an authentic life where you are true to yourself and accept what makes you different.

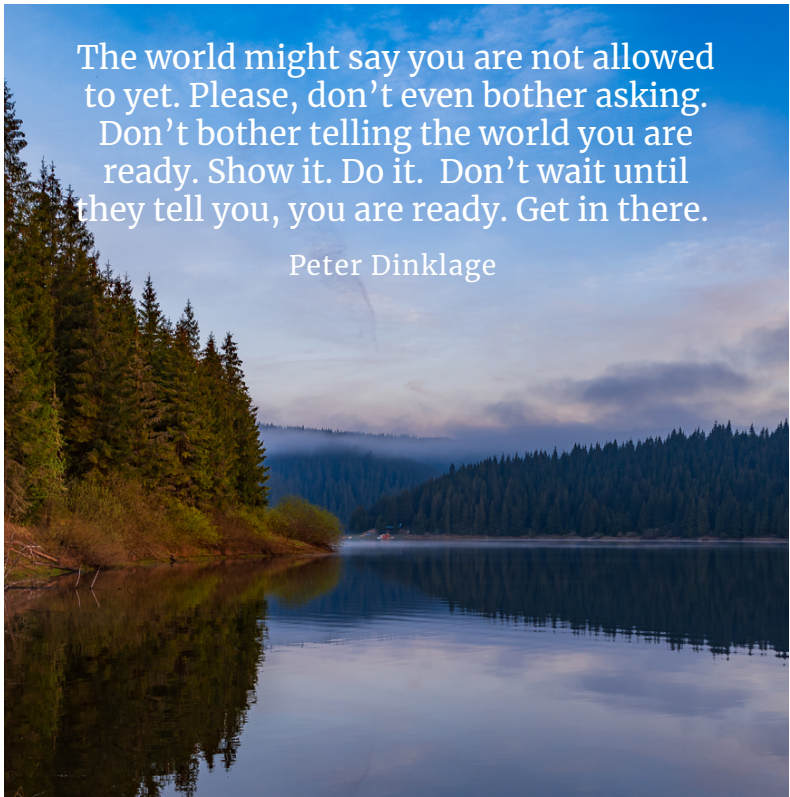
Author and researcher Bronnie Ware defined the five regrets of the dying and observed "When people realize their life is almost over and look back clearly on it, it is easy to see how many dreams have gone unfulfilled." Perhaps the most impactful of the five regrets is "I wish I had the courage to live a life true to myself, not the life others expected of me."

The Five Regrets of the Dying by Bronnie Ware

- I wish I had the courage to live a life true to myself, not the life others expected of me.
- I wish I had not worked so hard.
- I wish I had the courage to express my feelings.
- I wish that I had let myself be happier.
- I wish I had stayed in touch with my friends.

Move forward by inviting
serendipity and chance
into your life.





The world might say you are not allowed to yet. Please, don't even bother asking. Don't bother telling the world you are ready. Show it. Do it. Don't wait until they tell you, you are ready. Get in there.

Peter Dinklage

Moving forward is the eleventh element and helps you take that step even when you think you are not ready. Remind yourself that life is a windy road and translating one dream after another into reality means moving forward amidst the twists and turns of the path you are traveling.

By leveraging your spirit you can call upon the strength you need to adjust as necessary, move forward, and make the best of each life situation.

Actor Peter Dinklage waited a long time before he gave himself permission to move forward. In a speech Dinklage told the audience 'don't even bother asking permission. Don't wait until they tell you, you are ready. Get in there.'

The principle of inviting serendipity and chance into your life corresponds with the element of moving forward. Inviting serendipity into your life increases your chances to move forward since you open yourself up to previously unimagined opportunities.

Using serendipity as a tool to help you navigate the chaos allows you to experiment, improvise, and reflect upon the direction in which you are moving.

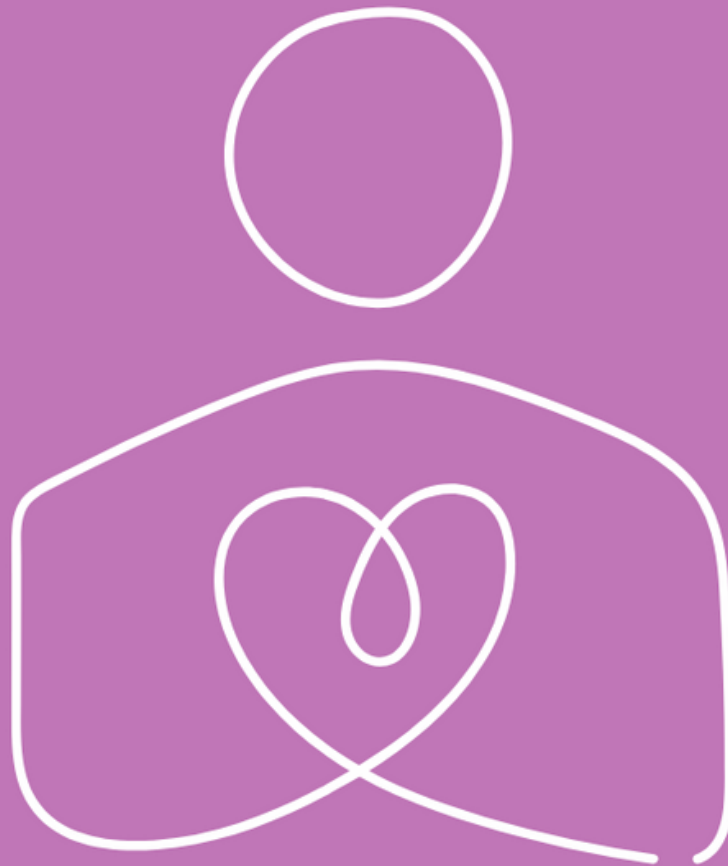
Scientist Luis Echegoyen remarked on the significant role serendipity played in his career and said “Serendipity is the norm. You can plan but be aware of the limits of planning—I cannot stress that enough. The more you connect, the more people you know, and the more diverse their backgrounds are, the better chance you have of something you did not anticipate happening.”

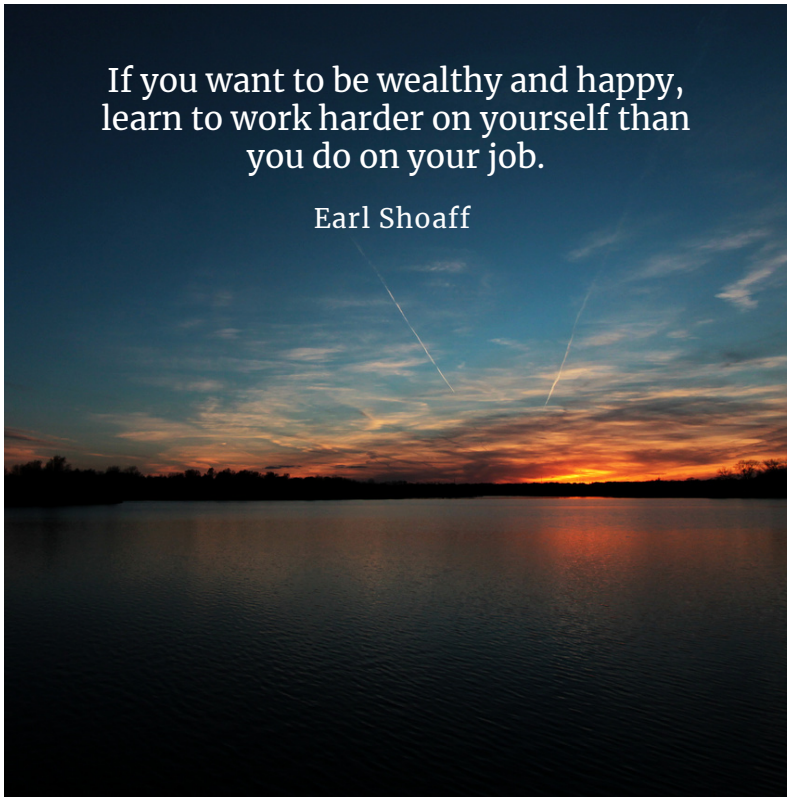
Serendipity is not strange. It's the norm. It is like mutations—it is happening all the time. Of course, you cannot go through life thinking, 'Maybe something good will happen tomorrow.' You should have a plan [but] be aware of the limits of planning—I cannot stress that enough. The more you connect, the more people you know, and the more diverse their backgrounds are, the better chance you have of something you did not anticipate happening.

Luis Echegoyen



Practice self-care by letting
go and forgiving yourself
and others.



A photograph of a sunset over a body of water. The sky is a mix of orange, yellow, and blue, with some clouds. The water is dark and reflects the colors of the sky. The quote is overlaid on the top left of the image.

If you want to be wealthy and happy,
learn to work harder on yourself than
you do on your job.

Earl Shoaff

Practicing self-care prioritizes the necessity of working on yourself as the most important aspect involved with navigating the chaos. Translating dreams into reality demands a healthy mind, body, and spirit connection built upon a lifetime of self-love, self-care, and self-compassion.

Leveraging your spirit to practice self-care reminds you to engage your heart and learn how to deal with one issue after another as you work towards translating your dreams into reality.

Author Earl Shoaff emphasized the need to work on one's self when he told fellow author Jim Rohn "if you want to be wealthy and happy, learn to work harder on yourself than you do on your job."

The principle of letting go and forgiving yourself and others corresponds with the element of practicing self-care. By letting go and forgiving yourself and others you recognize that you are not defined by your worst day and that you can indeed get yourself out of the depths. Holding on to your yesterday or to what others did to you will only serve as unnecessary obstacles.

Anyone attempting to navigate the chaos of life and translate one dream after another into reality experiences anxiety, self-doubt, and regret. Forgiving yourself and others helps you crystallize whether you need to leave, change or accept your life situation.

Commenting on the need for self-care, author Eckert Tolle wrote "when you complain you make yourself a victim. When you speak out, you are in your power. So, change the situation by taking action or by speaking out; leave the situation or accept it. All else is madness."



See if you can catch yourself complaining, in either speech or thought, about a situation you find yourself in, what other people do or say, your surroundings, your life situation, even the weather.

To complain is always nonacceptance of what is. It invariably carries an unconscious negative charge. When you complain, you make yourself into a victim. When you speak out, you are in your power. So, change the situation by taking action or by speaking out if necessary or possible; leave the situation or accept it. All else is madness.

Eckert Tolle

Doing the day's work, day by day, doing a little, adding a little, broadening our bases wanting not only for ourselves but for others also, a fairer chance for all people everywhere. Forever moving forward, always remembering that it is the things of the spirit that in the end prevail. That caring counts and that where there is no vision the people perish. That hope and faith count and that without charity, there can be nothing good. That having dared to live dangerously, and in believing in the inherent goodness of man, we can stride forward into the unknown with growing confidence.



John Gilbert Winant



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