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***FEATURING***

## ***ARNOLD'S CREATIVE ARC<sup>®</sup>***

*Arnold Schwarzenegger's LIFE ARC -*

*see how his intentional use of the Creative Process led to his success,  
through an innovative mindset and SYSTEM revealed only in A CREATOR'S GUIDE<sup>®</sup> !*



***EXCLUSIVE EXCERPTS  
FROM***

## ***A CREATOR'S GUIDE:***

***Principles, Process & Power to Transform Your Life, Work & World***

***& THE POWER ARC: YOUR CREATIVE GUIDANCE SYSTEM<sup>®</sup>***

### ***MASTER STUDY COURSE:***

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showcases LIFE ARCS for other leaders,  
including*

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but, most important,*

*reveals the powerful CREATIVE GUIDANCE SYSTEM -  
the exact stages & steps of the Master Creative Process -  
that leaders like these use to consciously create their lives!*

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# A CREATOR'S GUIDE:

*Principles, Process & Power to Transform Your Life, Work & World*

**& THE POWER ARC: YOUR CREATIVE GUIDANCE SYSTEM®**

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## ABOUT THE AUTHOR



### JULIE ANN TURNER

JULIE ANN TURNER & COMPANY/CREATORSGUIDE.COM®

*Julie Ann Turner is the author of [A CREATOR'S GUIDE](#) and creator of the [CREATIVE GUIDANCE SYSTEM](#)®, through which she shares her expertise and exclusive, innovative model of the master Creative Process. In addition, Julie Ann is an award-winning writer, teacher, consultant, community leader and social entrepreneur.*

*Julie Ann is the founder and CEO of [JULIE ANN TURNER & COMPANY/CREATORSGUIDE.COM](#)®, a consultancy and web company specializing in creativity development, innovation and creative counsel, coaching and training; strategic planning; leadership and organizational development; and strategic concept, branding and program development.*

#### [JULIE ANN TURNER, A CREATOR'S GUIDE](#)

*is the founder and CEO of [JULIE ANN TURNER & COMPANY/CREATORSGUIDE.COM](#)®, a consultancy focused on boosting your team's creativity innovation to breakthrough levels, through exclusive systems and practical tools.*

*Expert: Julie Ann excelled as Director of Public Affairs for global telecommunications corporation Nortel, and honed her creativity as Vice President/Senior Executive the international advertising/public relations agencies Ketchum and Tracy/Locke, Inc. (DDB Needham Worldwide). She holds an M.A. in Communications from the University of Texas at Austin.*

*Innovator: Julie Ann is the creator, founder and CEO of the [ORBITS OF INFLUENCE](#)® Global Leadership Dialogue, an award-winning social innovation initiative which enables diverse thought leaders to address the key issues and emerging ideas of our communities and world.*

*Through our [powerful, innovative methods and tools](#) -drawing on universal creative principles and process and revealed in the [CREATIVE GUIDANCE SYSTEM](#) -you and your organization dramatically enhance individual and team leadership, collaboration, creativity and innovation. Whether you are an individual, seeking to clarify your career/life focus and direction and to more effectively align and integrate your personal, professional and community endeavors ... or a corporation seeking more innovative thinking and team alignment to move your company or department to a new level of effectiveness and teamworking ... our customized programs will propel you to the next level of leadership.*

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*ment), CEO/Executive coaching, and creative counsel and services for [corporate executives, entrepreneurs and community leaders](#), and for [more than 40 national and international corporations](#) (including IBM, Nortel, Verizon, IdeaArc, Phillips Petroleum, DDB Needham Worldwide, Ben Hogan Company, Brinker International, and many more). Our exclusive tools and courses include:*

- ◆ [NAVIGATIONAL PLANNING](#)®: The Dynamic New Strategic Planning System for Navigating Change
- ◆ [THE ARC OF IMAGINATION](#): WHERE, NOW, HOW® – Creative Thinking Technology for the 21st Century
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# CREATIVE PROCESS MANIFESTO

## *The Creative Process powers the Universe.*

The Creative Process is not *a* process. It is *THE* process.

The Creative Process underlies, informs, and transcends everything that exists, ever has existed or ever will exist.

It is the process that underlies all learning, growth and evolution.

It encompasses all natural and spiritual laws.

It aligns with both physical and quantum-level science.

Indeed, all energy in the Universe flows through the Creative Process.

Its patterns - the web, the circle, the arc, the spiral - are woven throughout creation.

The Creative Process is the source of all personal growth and achievement.

It weaves the structure for all organizational learning and development,  
from innovation and strategy to planning and implementation.

It is the foundation process of authentic leadership.

It is the generative force behind all individual and collective power.

It operates on every level,

from particle

to individual

to organization

to society

to culture

to cosmos.

The Creative Process is *archetypos* - in the Greek, "*original pattern*."

Throughout time, all myth, all parable, all story - indeed, all art - has revealed this universal Creative Process.

It is *alpha* and *omega* - "*beginning*" and "*end*," and it is "*meta*" - "*beyond*."

The Creative Process moves us *beyond* the realm of *WHAT IS*,  
into the transcendent, creative realm of *WHAT CAN BE*.

The Creative Process is the master process.

It is the most fundamental and powerful process in the Universe.

And it is available to each of us.



# ***A CREATOR'S GUIDE TO THE UNIVERSE***

***Principles, Process and Power to Transform Your Life, Work and World***

*We shall never cease from exploration.  
And the end of all our exploring  
Will be to arrive where we started,  
And know the place for the first time.<sup>1</sup>*

*T. S. Eliot*

## ***A CREATOR'S GUIDE TO THE UNIVERSE***

*You have just taken a transformational step  
in the creative adventure that is your life.*

*At this moment – though you have yet to realize it –  
you are embarking on the voyage to your true potential.*

*During this journey, you will learn how to create the future.*

*You already have everything you need to start this journey.*

*The truth is, you have had the power to travel this path from the very beginning.  
But that is something you must discover for yourself.  
This GUIDE will aid you in that discovery.*

*Your creative exploration –  
the journey to your dreams and your full potential -  
will bring you full circle,  
to the pure, complete and joyful expression of who you are,  
to the miraculous meaning of your life,  
and to the fulfillment of your unique contribution to the Universe.*

***WELCOME***



# BOOK ONE

## THE ARC OF IMAGINATION



*Here you will begin your own creative exploration  
with an awe-inspiring view of the master Process of Creation -  
revealed within A CREATOR'S GUIDE..*

This essential overview introduces the core concepts, patterns and principles  
you will need to successfully navigate your own Creative Journey.



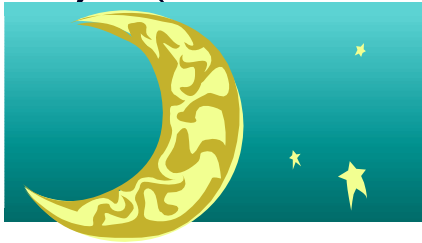


## ***METAPHOR: CREATIVE JOURNEY***



We are all adventurers on a creative journey in this Universe, whether we realize it consciously or not.

Throughout time, we have been taking this journey . . .



. . . *individually*, from the Buddha's physical and spiritual path to nirvana and Enlightenment; to Jesus of Nazareth's teaching and travels through the wilderness, Galilee, and on to the cross; to the devout Muslim's a pilgrimage, or hajj, to Mecca; to the native American's search for spiritual guidance on a "vision quest"; to our own, most personal search for meaning and purpose.

. . . and *collectively*, from the Israelites whom Moses led "home" to the promised land; to the impoverished whom Gandhi helped rediscover the power of shared vision to move toward a better life; to the disenfranchised whom Martin Luther King Jr. led in the "dream" quest for civil rights; and on to our community, societal and global efforts to envision and create a shared future.

*The Journey* is a universal, transcendent concept shared in some form by virtually all belief systems, encompassing the human search for meaning, purpose and potential. Eastern philosophies speak of the "Dao" or "Tao" - *The Journey, The Path, The Way* - as the course one takes to spiritual enlightenment. In Western thought, Christianity speaks of Jesus as *The Way, The Truth* and *The Life*.

*The Journey* is an *archetype* - a universal, primordial "*original pattern*," recognized by master minds from the philosopher Plato to psychologist Carl Jung and mythologist Joseph Campbell. Along this transformational journey, our focus is not so much a destination; rather, the constellations we navigate by are *values ... purpose ... vision*.

*The essence of The Journey is the universal human search for meaning, the unfolding experience of who we are, and the Creative Process of becoming and expressing the full magnificence of who we can be.*

*The Journey, then, is fundamentally creative.*

You will come to see that this central metaphor or archetype, *this universal Creative Journey* - which has spanned the ages - is *your journey, your story*.

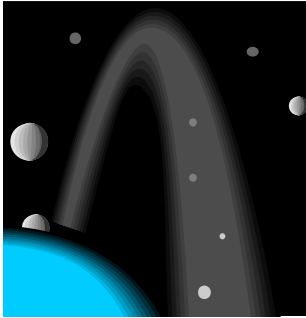
*The Creative Process is the navigational system of this universal journey.*

*Life is a journey of discovery,  
of becoming what we are uniquely meant to be.*

*We live into that potential  
through the Creative Process.*



## **MIND-ALTERING IDEAS**



*The Creative Journey* is woven through this *GUIDE* as a master metaphor or story.

Discovering the power of *metaphor* and *story*<sup>2</sup> is an essential launch point for creative exploration, because both are valuable creative tools that enable us to *see* our world differently, as well as to *envision* entirely different worlds.

Along our path of discovery, they will serve as powerful catalysts to ignite creative breakthroughs in our thinking.

*Metaphor and story help us see and comprehend new worlds of thought, by relating something with which we're familiar - in this case, a journey - to something that may be new to us - in this case, the Creative Process*

Great teachers and communicators throughout history have used the creative tools of metaphor and story to powerful effect when introducing breakthrough concepts - especially when explaining the *big, groundbreaking, mind-altering ideas* that often lead to universal shifts in our systems of thinking (a.k.a. our "paradigms").

Greek philosophers used myths, Jesus used parables, Aesop used fables . . . perhaps your Mom used fairy tales or nursery rhymes.

Today, our storytellers may include poets, novelists, painters, dramatists, and movie directors, as well as community leaders, teachers, entrepreneurs and a myriad of seemingly ordinary, yet truly extraordinary, people - all of whom use metaphor and story to reveal to us new worlds that initially exist only as *visions* or *dreams*.

*A CREATOR'S GUIDE introduces you to some big, mind-altering ideas.*

*In fact, it reveals to you an entirely different way of thinking, seeing and orienting to the world.*

Ultimately, this *GUIDE* enables you to make the conscious *CREATIVE MINDSHIFT* - the shift to the creative, "possibility" perspective - necessary for you to access creative power in your life.

Throughout *A CREATOR'S GUIDE*, our use of metaphor and story - as well as similar artistic devices and other creative tools - facilitates this *mindleap* in understanding. And besides, guiding your creative exploration through the metaphor of *The Journey* will make the experience *fun*. Fun is not only an enjoyable, but also an integral, element of creation.

*Along the way, you will find humor and playfulness, as well as wisdom, beauty and timeless truth. All of these are essential and valuable aspects of the unlimited realm of creativity.*





## ***METAMODEL: CREATIVE GUIDANCE SYSTEM®***

*What if . . .*

*you could learn*

*one master process –*

*at first three, and, ultimately, just seven  
simple, but powerful, interrelated steps –*

*that would enable you*

*to create the future you want*

*in your life . . .*

*in your relationships,*

*projects, work, career,*

*community, society, world . . .*

*One system that would give you the tools*

*to navigate successfully*

*in a Universe*

*swirling with dynamic change?*



## ***THE SHAPE OF THINGS TO COME***

Your eyes are opening to the majesty of the Creative Universe, your mind now awakening as the first light of the Creative Process begins to dawn. Here, we will preview the master system you may use to access and apply creative power in your own life, work and world.

The *CREATIVE GUIDANCE SYSTEM*<sup>®</sup> operates as a master or "meta" model of the Creative Process, describing not only the overall process, but also containing and unifying its underlying, recurring forms. This system places the essential elements of the Creative Process into an operational framework, while retaining the original patterns, stages, steps and sequence of the process.



The *CREATIVE GUIDANCE SYSTEM*<sup>®</sup> is based on *two master forms* - the creative *SPIRAL* - and the *ARC* - which is actually a fractal-like form that composes the spiral itself.

The arcs in the *CREATIVE GUIDANCE SYSTEM* are fractals, the proportional "sub-segments" that comprise the whole: each fractal arc is self-contained, and each builds on the next to form the expanding, master spiral pattern.

*This is how the Creative Process operates - arc within self-similar arc, process within process, forming an evolutionary, creative spiral.* These universal forms are transformed into the simple yet powerful creative tools you may use to remember and apply the Creative Process in your life and relationships.

*Within the overarching, universal framework of this process, we are able to create, with complete freedom to choose among limitless possibilities. Both freedom and structure are captured within this master process, a single, miraculous system with the power to create beautiful order out of disorder, perfect pattern out of infinite chaos.*

This unique system, then, captures the fundamental patterns and self-replicating, organic fractal forms that we have seen revealed in both artistic expression and natural structures. It also allows the associative, pattern-creating process to operate.



To visualize a powerful metaphor for the Creative Process, and to begin to see how the process is mirrored by the *CREATIVE GUIDANCE SYSTEM*, imagine a perfect rose. The individual fractal arc forms of each petal replicate the arc-like forms of the core Creative Process, which recurs at each level of creation (which are contained within the arcs of *WHERE, NOW, HOW*<sup>®</sup> and the advanced *VISIONSPARC*<sup>®</sup>, within the *CREATIVE GUIDANCE SYSTEM*).

At each higher level, each self-contained petal arc of the rose overlaps another, spiraling out to form a unified whole, an overarching pattern which mirrors the overall, evolutionary Creative Process (just as the individual arcs within the *VISIONSPIRAL*<sup>®</sup> model compose an overall spiral form).

*The CREATIVE GUIDANCE SYSTEM captures the proportional, recurring patterns and timeless forms that weave through the realms of nature, art and thought - generative, fractal structures observed throughout history as "golden" patterns of organic design.*

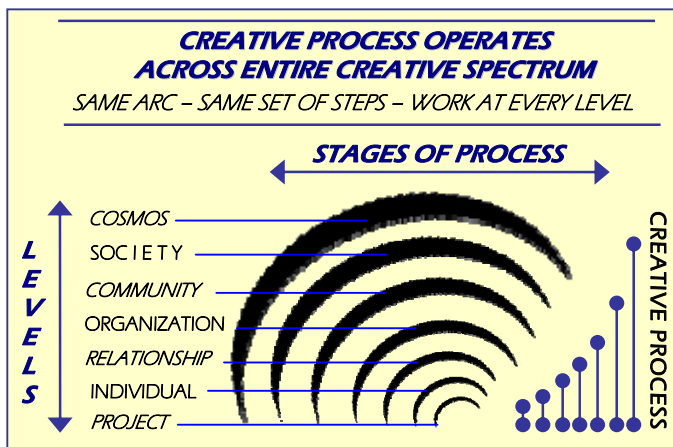


## DYNAMIC NAVIGATION

The *CREATIVE GUIDANCE SYSTEM*, then, is not a static, merely descriptive model or formula; it is a dynamic, working system of the Creative Process. Clearly, to be a creator in this Universe of searing speed and constant change, we need more than just a traditional, static plan or formula.

We need a navigational guidance system that helps us move, maneuver, assess and reorient in real time. The *CREATIVE GUIDANCE SYSTEM* is this interconnected, dynamic navigational system.

It is a *system*, because, like the Creative Process upon which it is based, each element within its framework functions independently, in concert with the other framework elements, as well as a holistic, unified framework, while allowing interaction with a constantly changing external environment.



*The Creative Process is fractal-like, in that, at each level of creation, the same process repeats.*

*In other words, once you understand the core elements and steps of the core process, you can apply them at any level of creation - from project, to career, to relationship, to organization, to community, to society, to cosmos.*

Like the fractal Universe, this master, recurring pattern operates in parallel, on unlimited levels. As you travel on your own "heroic," creative journey, these universal metaphors will serve as invaluable signs to guide you along your path, and actually become the tools you use to navigate your own creative journey.

And like any worthy navigational system, the *CREATIVE GUIDANCE SYSTEM* enables you to identify, at any time, where you are in the process, to orient to your destination, and to adjust your course. In addition, by establishing a common, shared framework, the system enables you to align and co-create with others along the way.

- ① **WHERE**
- ② **NOW**
- ③ **HOW**

The *CREATIVE GUIDANCE SYSTEM*<sup>1</sup> is one Master Process - at its most basic level, just three simple, yet powerful stages - *WHERE, NOW, HOW*<sup>2</sup> - that enable you to create the future you want in your life, from your day-to-day work projects to your career, through your relationships and your community, and always, ultimately, to your purpose, your potential and your dreams.

<sup>1</sup> This initial section provides a brief overview of the *CREATIVE GUIDANCE SYSTEM*, which is revealed in full in BOOK THREE - THE MASTER GUIDEBOOK, *THE CREATIVE GUIDANCE SYSTEM*.

<sup>2</sup> *CREATIVE GUIDANCE SYSTEM*®, *WHERE, NOW, HOW*®, *VISIONSPARC*®, *VISIONSPIRAL*®, *CREATOR'S GUIDE*®, *CREATORSGUIDE.COM*®, *CREATIVE ARC*®, *CREATIVE FIELD*®, *CREATE YOUR LIFE, WORK & WORLD*®, *CREATIVE FIELD*®, *CREATIVE CONSCIOUSNESS*®, *CREATIVE RENAISSANCE*®, *COMMUNITY RENAISSANCE*®, *MINDSHIFT*®, *PLANES OF THOUGHT*®, *NAVIGATIONAL PLANNING*®, *BRAND ARC*®, *ORBITS OF INFLUENCE*®, *WHERE GLOBAL THOUGHT LEADERS GATHER*®, *CHANGING COURSE*®, *SPIRAL CREATION*®, *AGE OF IMAGINATION*®, *A CREATOR'S GUIDE TO THE UNIVERSE*® are registered trademarks of JULIE ANN TURNER & COMPANY/CREATORSGUIDE.COM, as indicated throughout the GUIDE by SMALL CAPS.. All Rights Reserved. The *CREATIVE GUIDANCE SYSTEM* is Patent Pending.



## **THE GRAND DESIGN**

*Is this Creative Process magic?*

Well, not exactly . . . there are no hidden tricks, slights of hand, or even slick psychology, manipulation or sales techniques here.

Although this is the master Creative Process, it is not a static formula. In each instance of creation, although the core Creative Process remains the same at every level, the exact course taken to reach the creative destination will vary - with the creator, with the destination, with the environment.

*This is the essence of the freedom within the framework.*

*After all, the power of the master Creative Process flows not from a formula; its power flows from accordance with natural and universal laws.*

*It is both simple and profound: If you work the process, the process will work.*

First, the Creative Process operates "from the inside out," in that it involves inner transformation that precedes the external expression.

Like any seed of growth, the process is first unseen, as the creation grows from within, only later becoming visible to the world. Because the initial stages are unseen, it often seems magical when a creation emerges in its full power. In addition, the process may well seem magical or mystical, because its results are so often miraculous and life-transforming.



**Why? Because the Creative Process is *THE* process. It is the foundation process of the Universe.**

**This is the real deal. And because of its fundamental, universal nature, the Creative Process works for anyone who applies it, as is true of any universal law.**

**Even if you don't fully understand, or accept all the underlying theory, *if you apply the process - even in part, even accidentally - it works.***

**How much more powerful, then, to understand the full process and be able to choose at any moment to apply it in your life.**

*One who knows the inner self knows the external world as well.  
One who knows the external world knows the inner self as well. <sup>3</sup>*  
Jainism - Acarangasutra 1.147



## **CONSCIOUS CREATION**

*The meta-patterns are the songs you were singing  
before you knew there were songs to sing.*<sup>4</sup>

Tyler Volk, *Metapatterns: Across Space, Time and Mind*

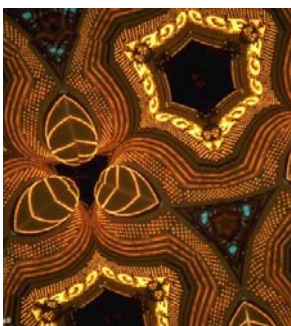
Some elements of the *CREATIVE GUIDANCE SYSTEM* will almost certainly seem familiar to you. Whether we realize it consciously or not, most of us use parts of this system naturally, as we actually should expect, given the fundamental nature of the Creative Process on which it is based.

*Occasionally, we catch glimpses of the true power  
of the transcendent Creative Process.*

However, few recognize it for what it is, and fewer still understand how the system as a whole works, so we too rarely use the process fully, consciously, intentionally. As a result, we don't realize or tap into the real power of the Creative Process, or, more accurately, into our own true creative power.

That is the purpose of this *GUIDE* –  
to enable you to use the Creative Process *intentionally*,  
to create what you desire in your life, relationships, work and world.

The metaphor of the spiral-shaped rose helps us *see* the elegant, astonishing perfection of the Creative Process. This metaphor also enables us to illustrate how the elements that comprise the *CREATIVE GUIDANCE SYSTEM* parallel the forms and process fundamental to creation.



The Creative Process is the *Grand Design* –  
its patterns reflect both form and process –  
visible in the rose and in the hidden process that created it.

As we see the fractal arcs in nature replicate to form  
mathematically perfect, beautiful forms, we become aware  
of the Grand Design inscribed throughout creation.  
The Creative Process and its patterns underlie  
and transcend all that is.

O hidden under the dove's wing,  
Hidden in the turtle's breast,  
Under the palmtree at noon,  
Under the running water  
At the still point of the turning world.  
O hidden.<sup>5</sup>

T.S. Eliot, American poet



# CREATIVE GUIDANCE SYSTEM<sup>®</sup>

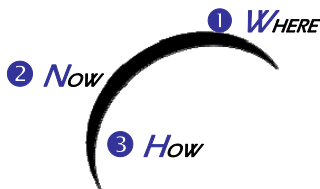
NAVIGATIONAL MODEL OF THE CREATIVE PROCESS

MASTER  
CREATIVE FORM:

## THE ARC

MASTER CREATIVE TOOL:

**WHERE, NOW, HOW<sup>®</sup>**

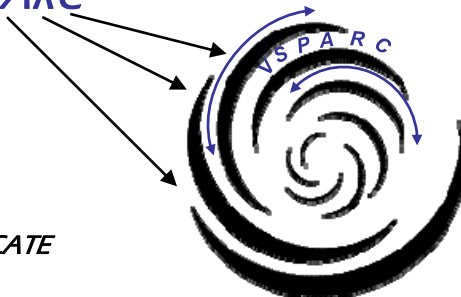


PROCESS  
STAGES

MASTER CREATIVE TOOL:

**VISIONSPARC<sup>®</sup>**

SCAN  
PLAN  
ACT  
REORIENT  
COMMUNICATE



PROCESS  
STEPS

UNIVERSAL FORM: THE FRACTAL ARC

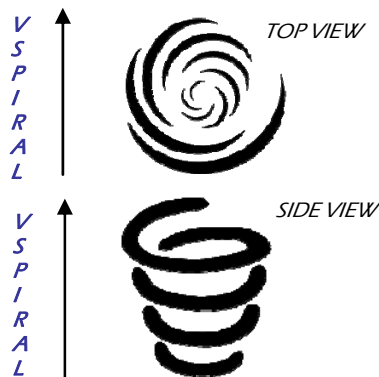
MASTER  
CREATIVE FORM:

## THE SPIRAL

MASTER CREATIVE TOOL:

**VISIONSPIRAL<sup>®</sup>**

SCAN STATE  
PLAN  
INITIATE  
REORIENT  
ALIGN  
LEARN



UNIVERSAL FORM: THE EVOLUTIONARY SPIRAL





## ***SEARCHING FOR GOLD***

In this opening section of *A CREATOR'S GUIDE*, you have discovered that this omnipresent pattern - *the creative spiral* - as well as its underlying "*golden*" forms - such as the *arc* - appear in visible, multidimensional forms we see repeated throughout the realms of art, thought, and nature. These visual and conceptual forms are signs of the Creative Process operating throughout all of creation.

The *CREATIVE GUIDANCE SYSTEM* captures these master patterns of the Creative Process - in the form of the *ARC* of *WHERE, NOW, HOW* and that of the advanced *VISIONSPARC* form, and in the *SPIRAL* of *VISIONSPIRAL* - and places them within a learnable, usable framework.

At the same time, the *CREATIVE GUIDANCE SYSTEM* establishes the essential "*freedom within structure*" that allows the energy and force of the Creative Process to flow and adapt with the ever-changing Creative Universe. Because it captures the dual, "*form and force*" nature of the Creative Process, this dynamic navigational system will enable you to become a master creator, as you, too, discover its patterns and learn to access its power.

These original patterns of the Creative Process actually have been woven into the "stories" of your life all along. As you come to recognize these forms, you will begin to see them everywhere - not only in art, nature and thought, but also, remarkably, in your work, in your relationships, in your organization, in your own life and in the lives of others.



As you do, you will become better able to understand the hidden dynamics within every situation, to recognize the stage of the Creative Process within which in you and those around you are operating, and then to use your knowledge of the Creative Process and its tools to navigate and lead successfully to your intended goal or destination.



*Your knowledge of these universal creative patterns will dramatically shift and expand your view, or "paradigm," enabling you to see the Creative Universe.*

*At the same time, as your creative vision sharpens, it may seem as if you have discovered you can see patterns or veins of gold within a mountainside or beneath a running stream - and realize you now know how to unearth those riches.*

*This, in fact, would be a worthy metaphor to describe the immeasurable value of the power and potential that become accessible to you when you are able recognize, and consciously apply, the patterns of the Creative Process.*



# MASTER GUIDEBOOK THE POWER ARC: YOUR CREATIVE GUIDANCE SYSTEM®

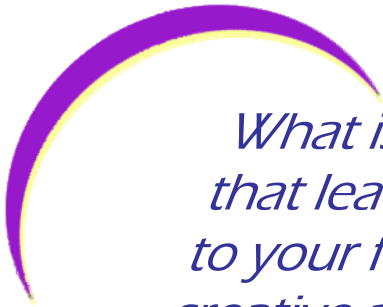


**The** CREATIVE GUIDANCE SYSTEM captures the master Creative Process – in at first three, and, ultimately, just seven simple, but powerful, interrelated steps - to enable you to create the future you want in your life . . . in your relationships, projects, work, career, community, society, world . . .

It is the One System that gives you the tools to navigate successfully in a Universe swirling with dynamic change . . .



## ***THE ARC OF IMAGINATION***



*What is The Way  
that leads  
to your full  
creative potential?*

Throughout time,  
this question has been framed in riddles,  
with its answer revealed in story.

It makes perfect sense, then, that we would begin  
with a story of a creator's journey.

As we've seen, stories make the unfamiliar familiar  
and help us see new worlds of possibility - even those which previously  
may have existed beyond our current WorldView.

So here, we begin with one story –  
actually, one special story within a life story –  
that illustrates the answer ...  
and we will use this story to introduce the tools of the Creative Process.

It starts as this creator is shifting from one story arc of life to another.  
As many great stories do,  
this short, simple story  
actually begins in the middle  
of one creator's life.

You will soon see,  
as we later trace  
the full spiral path  
of this creator's story,  
this vignette captures the essence  
of how an ordinary life  
can become quite remarkable.

It also reveals important keys to conscious creation,  
accessible to all of us, through the Creative Process.



## **ARNOLD'S STORY**

*In 1976, in the city of Tucson, Arizona, a sports reporter named Steve Chandler sat down to interview a young man, a native of Austria. This young man had made quite a name for himself as a bodybuilder; in fact, this young man had recently been named both Mr. Universe and Mr. Olympia. His name was Arnold Schwarzenegger.*

*What attracted Steve Chandler to the interview, however, was not the young man's success at bodybuilding. It was Arnold Schwarzenegger's surprising recent announcement that he was leaving bodybuilding to pursue a career in movies.*

*Now, Chandler, like most who knew anything of Arnold Schwarzenegger at that time, saw Arnold's publicly stated intention to shift from bodybuilder to box-office star as quite a leap, given that Arnold was then known primarily as a physical, rather than an intellectual, giant (not the first, or last, time Arnold would be underestimated), and given Arnold's his relative lack of acting experience, and his heavy Austrian accent that often overpowered his still-somewhat-stiff English.*

*Perhaps it was the seeming incongruity of Arnold Schwarzenegger's surprising career ambitions that drew Chandler into this interview; at the very least, this should make for a good story, even if only as a humorous anecdote. Sitting across from Arnold's massive form, one might imagine that Chandler may have held back a bit of a smile as Arnold confidently reiterated his announcement:*

*"I'm going to be the number one box-office star in all of Hollywood."*

*And Chandler squeezed out the natural question:*

*"How do you intend to do that?"*

*Arnold Schwarzenegger answered, with a resoundingly profound, and, as it would turn out - prophetic - response:*

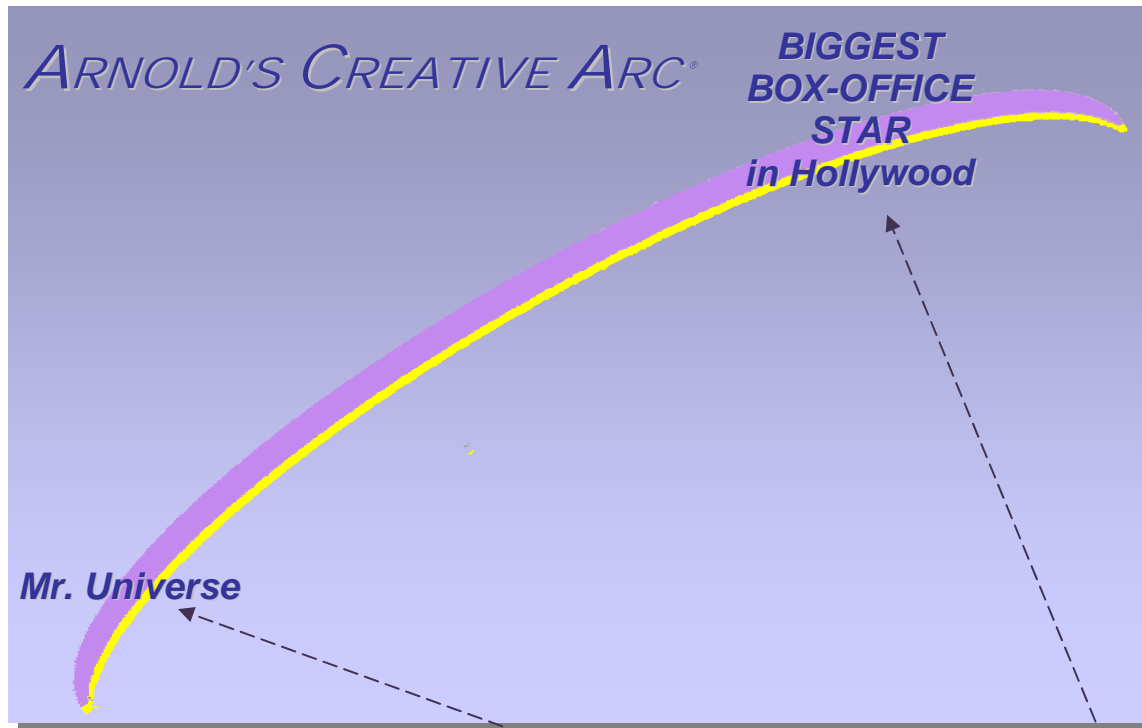
*"It's the same process I used in bodybuilding.*

*What you do is create a vision of who you want to be, and then live into that picture, as if it were already true."<sup>6</sup>*

*And Arnold proceeded to do exactly that.*

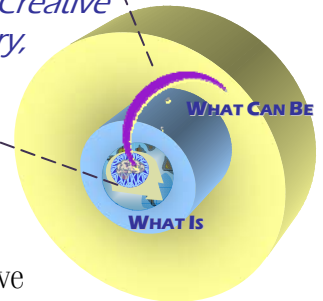


## ARNOLD'S ARC



*Arnold Schwarzenegger mastered the conscious, intentional use of the Creative Process to create every arc in his life's story. As revealed in this initial story, Arnold used the "same process" to create his career as a movie star that he used to create his success as a bodybuilder.*

As it turns out, Arnold's story enables us to begin sharing simple secrets of the Creative Process, each hidden behind the "story arcs" that comprise his life's spiral journey to the top. Arnold's CREATIVE ARC provides a perfect model for us to demonstrate the power of the ARC and the SPIRAL as the master creative tools of the CREATIVE GUIDANCE SYSTEM, which you, too, may use to create the life you desire.



Regardless of what anyone may think about Arnold Schwarzenegger – his movies, his lifestyle, his politics – the fact remains that Arnold has walked a life path largely of his own conscious creation. Along the way to many remarkable achievements, he has overcome ridicule, challenges, failures, mistakes.

Like all who follow the hero's path, he faces obstacles<sup>7</sup> Though Arnold often seems larger-than-life, he is, like the rest of us, human. This is one of many reasons why Arnold is an excellent model for demonstrating the profound power – and the simple steps – of the Creative Process, as revealed here in the CREATIVE GUIDANCE SYSTEM.

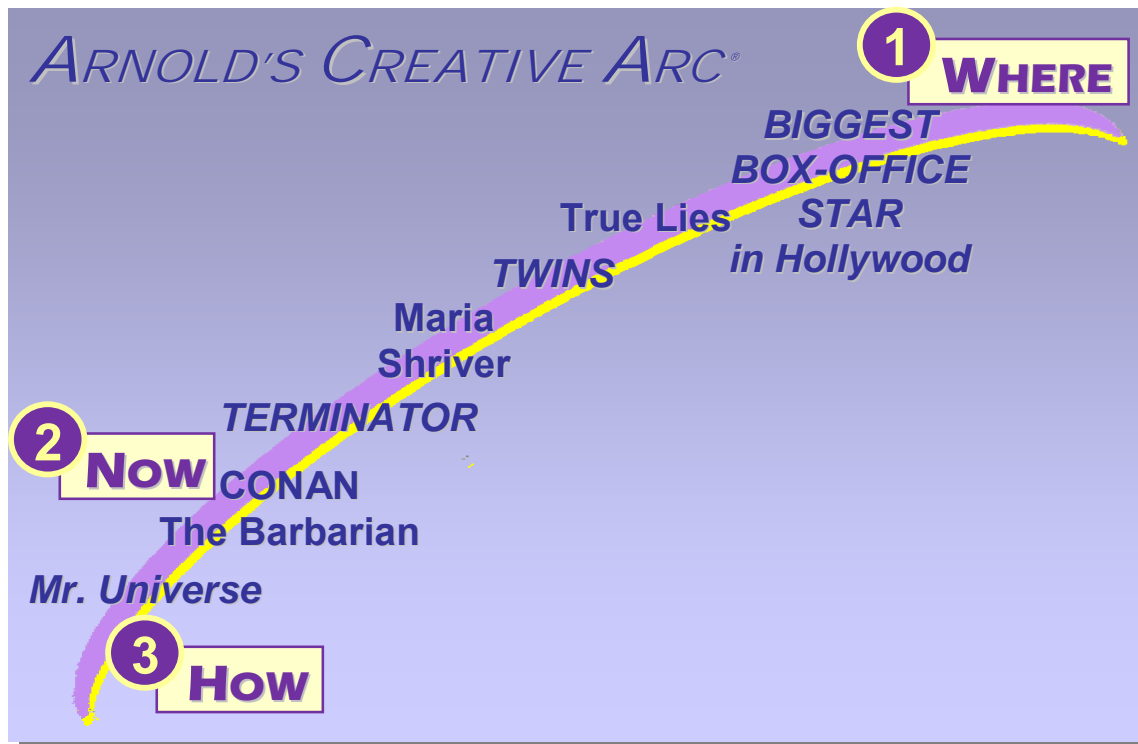
Most of all, Arnold Schwarzenegger continues to re-create himself, and therefore shows us how the navigational nature of the master Creative Process enables anyone who uses it to move consistently and successfully, even through change and chaos, to reach their dreams.

*We use ARNOLD'S ARC as a master example as we first introduce the main stages of the CREATIVE GUIDANCE SYSTEM, and then will delve deeper into the process as we go.*





## CREATING A LIFE



*So let's follow Arnold's CREATIVE ARC a bit further, to learn how he stepped into the role of the creator of his life, how he steered his movie career, and how he achieved his dream of being the biggest box-office star in Hollywood.*

*In doing so, we begin to reveal the basic steps of the CREATIVE GUIDANCE SYSTEM.*

- 1 **WHERE** - First, notice that Arnold *began* by envisioning *where* he desired to be – *where* he was going (Biggest Box-Office Star in Hollywood) – rather than beginning with a focus on what his circumstances were *now*.
- 2 **NOW** – Arnold *built on* - but was *not limited by* - where his life was *now* (Body-builder with no acting experience, limited English speaking skills and a heavy Austrian accent).
- 3 **HOW** – He *then* determined *how*, *step by step*, to take action toward his goal - *navigating* his way, always in the direction of his goal - until he achieved his dream.

*As we will see, the order of these creative steps is crucial.*

*This sequence – beginning the Journey by first envisioning **WHERE** you wish to be – rather than by focusing on what the current (or past) circumstances or skills are **NOW** – or, as so many do, by immediately focusing on **HOW** (or whether) the goal can be reached - cannot be underestimated.*

*It is this powerful sequence that initiates of the Creative Process.*

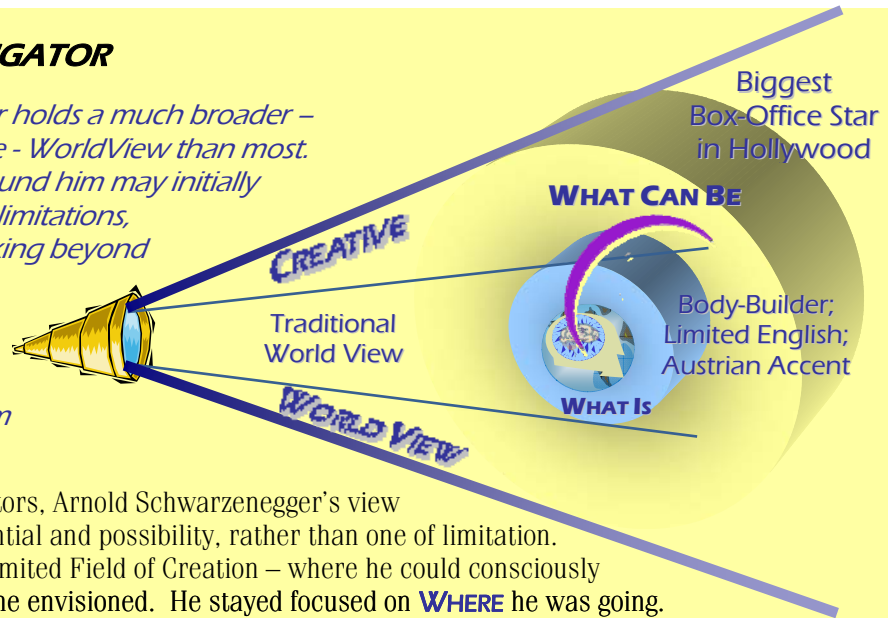
*It requires uncommon thought, uncommon sense, and unconventional wisdom. Yet, taking this "road less traveled" makes all the difference in your Creative Journey, as it has in Arnold's. And, as we will see, it is this road that leads to uncommon success.*





## ARNOLD: THE NAVIGATOR

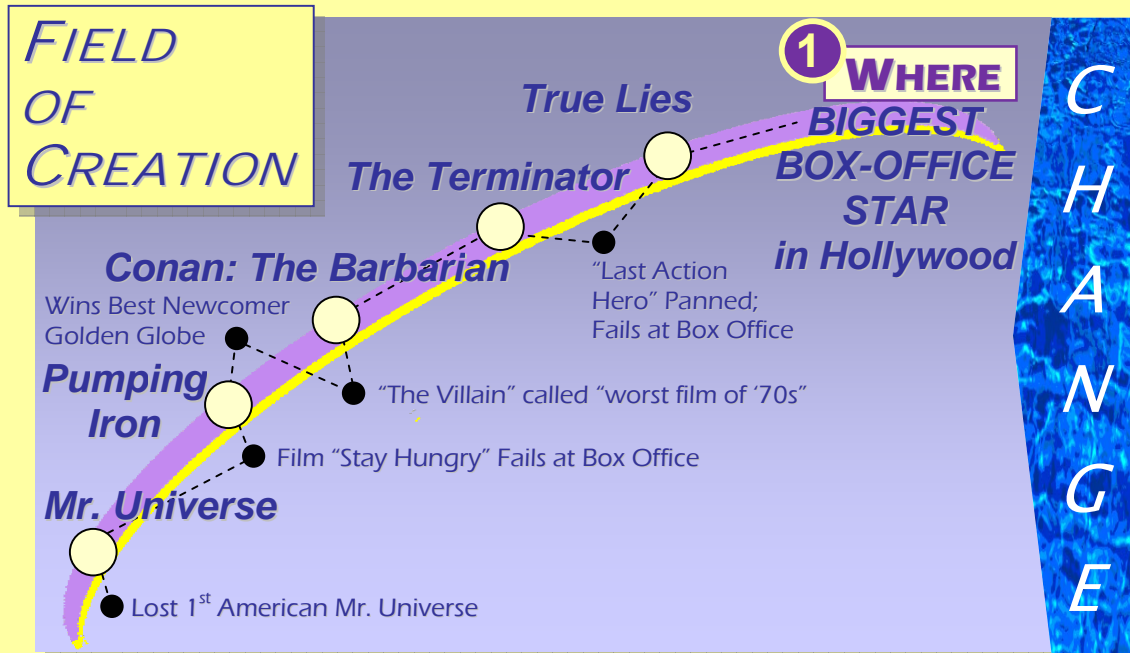
*Arnold Schwarzenegger holds a much broader – and much more creative - WorldView than most. While most of those around him may initially have seen his apparent limitations, Arnold was already looking beyond what already existed – beyond WHAT IS – and beginning to “live into” the unlimited Creative Realm of WHAT CAN BE.*



As it is with all great Creators, Arnold Schwarzenegger's view of the world is one of potential and possibility, rather than one of limitation. He saw before him an Unlimited Field of Creation – where he could consciously create the life and career he envisioned. He stayed focused on **WHERE** he was going.

*It might be easy to think that the course – and high trajectory - Arnold charted for himself unfolded smoothly and easily. In truth, it took tremendous physical and mental strength for Arnold to reach such high goals. Most of all, however, Arnold succeeded because he knew how to navigate consistently toward his Vision, in spite of every challenge, disappointment and failure - as well as the constant change - he faced along the way.*

In fact, when he was being interviewed by reporter Steve Chandler, Arnold actually was promoting one of his very first movies, “*Stay Hungry*,” in which he played a body-builder. The movie was not receiving positive reviews, and it ultimately made a poor showing at the box office. However, Arnold persevered – navigating and overcoming many setbacks and failures along the way, as the partial chart of his career shows below.<sup>8</sup> He not only went on to win a Golden Globe as Best Newcomer for “*Stay Hungry*,” but moved on from starring as a body-builder (in his successful “*Pumping Iron*”) to action-star roles that evolved from *Conan: The Barbarian* to *The Terminator*. At every stage, Arnold's clear Vision, his “creative guidance system,” and his ability to navigate change carried him to the top.





## SEEKING THE HIGHEST



*Arnold Schwarzenegger possesses a Creative WorldView.*

*He is a Conscious Creator.*

*Like all Creators, he does not see things as they are, and merely ask "Why?"*

*Creators see things as they never were – but "can be" – and ask "Why not?"*

*Where has the conscious use of the Creative Process taken Arnold?*

*All the way to the Governor's Mansion in California.*

*There is actually an Austrian postal service stamp featuring Arnold's picture.*

*There is talk of Arnold perhaps being president of Austria one day, and even talk of his becoming president of the United States (if U.S. law were changed to allow it).<sup>9</sup>*

*How powerful is conscious use of the Creative Process –*

*as revealed here in the CREATIVE GUIDANCE SYSTEM?*

*Arnold's life trajectory and achievements prove the power of the Creative Journey.*

As we shared in the preview to the CREATIVE GUIDANCE SYSTEM, this navigational model captures the stages and steps of master Creative Process – found throughout thought, art and nature – through which all that is created has been created.

Here, we reveal to you this CREATIVE GUIDANCE SYSTEM – in simple, unfolding steps – using the master forms of the ARC and the SPIRAL to guide you. As we've seen expressed so vividly throughout Arnold's story, living a consciously creative life requires not only an understanding of what these steps are, but also how to use this creative system to navigate, in real time, through an ever-changing FIELD OF CREATION, and on to your highest dreams.



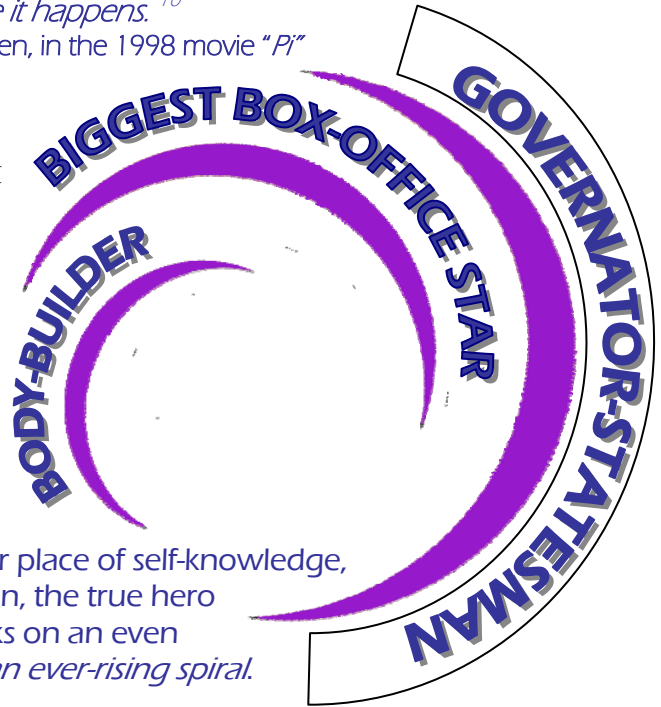
## THE EVER-RISING SPIRAL

*If we're built from spirals, while living in a giant spiral,  
then everything we put our hands to is infused with the spiral.  
10:15, personal note: It's fair to say I'm stepping out on a limb,  
but I am on the edge, and that's where it happens.*<sup>10</sup>

Maximillian Cohen, in the 1998 movie "Pi"

Recall that all great myth and story reveals the Hero's Journey. In this ageless archetype or "pattern of story" – represented here by the ARC and SPIRAL – the adventurer sets out toward an envisioned destination or goal (the initial arc of the story), and is challenged to overcome obstacles and trials, which call upon creativity and test inner and outer strength (often, through several "adventure" arcs of the story).

Ultimately, the hero prevails, returning triumphant to the place where the journey began (the hero comes full circle), yet the hero is transformed, having risen to a higher place of self-knowledge, wisdom and renewed perspective. And then, the true hero sets sights on higher Vision still, and embarks on an even greater journey. *The form that emerges is an ever-rising spiral.*



We also can envision each "story ARC" of Arnold's life, for his is a true Spiral Story. If we look at the major "ARCS" of his life, we can distinguish his "Body-Builder" ARC, his "Box-Office Star" ARC, and his "Statesman" ARC. Arnold not only overcame obstacles and navigated change at each level, he also successfully did what we call "SHIFTING THE ARC" – consciously using the Creative Process to move to ever-higher levels of creative expression and achievement.

Now we may begin to see more clearly why The Journey ARC is the "right" metaphor – the single perfect concept and pattern - with the power to enable us to see the master Creative Process, because revealed within this universal story ARC are the fundamental stages and steps of the master Creative Process itself.

Some of the elements of the Creative Process – revealed here in the CREATIVE GUIDANCE SYSTEM - will almost certainly be familiar to you. As we've said, "We are All Creators." Deep inside our being, we sense our creative power, and, at times, we naturally use elements of the Creative Process because creating is inherent in our very nature as human beings. However, though we "know" the process instinctively, we seldom use it in full, we even more rarely use it consciously. Moreover, we will show how the conscious use of the Creative Process, amazingly, differs dramatically from the way we, especially those of us in the Western world, have been taught to think, in our fast-fast, urgency-driven environment.

Therefore, in the 21<sup>st</sup> Century, full application of the Creative Process ironically marks a radically different approach from today's "business-as-usual" thinking. And yet, it is this refreshingly new – and yet timeless – approach that will enable you to consciously create the life, work and world you most desire. For The Journey is your Story, too.



## **ON BEGINNING**

*Your creative journey is one of rediscovery - it is your return to your own creative power. You have always carried deep within you this creative force. By reconnecting with, and more fully expressing, the creativity that already resides within you, you return again, evolving to a higher plane of self-knowledge, purpose and contribution*

You may recall from the Introduction to this GUIDE the Japanese concept of *shoshin*, or the "beginner's mind": *If your mind is empty, it is always ready for anything; it is open to everything. In the beginner's mind there are many possibilities; in the expert's mind there are few . . . . This is also the secret of the arts: always be a beginner.*<sup>11</sup> As you embark on your own creative exploration, your potential for discovery will expand exponentially as you consciously remain open to the free flow of ideas, imagination and possibility.

*Remember, this GUIDE is all about possibilities.*

So, as you begin your creative journey, consciously and intentionally open your eyes and your mind . . . to enter uncharted territory . . . to explore remarkable ways to access your creative potential . . . to discover a more creative way of thinking and traveling through the world. Look at it this way . . . the only way to tap into new realms of potential is to first open your mind to *consider the possibilities*.

Welcome each element of the process with "*the innocence of first inquiry.*"<sup>12</sup> If we consciously keep an open channel, we will be able to see even familiar concepts anew - authentic, powerful creative keys such as *vision, purpose, power, choice* - as well as to perceive a creative spectrum of possibilities we may never even have imagined before.

*You may only discover new worlds if you embark with a true explorer's mind.*

We will begin by introducing the CREATIVE GUIDANCE SYSTEM in its simplest, three-stage form – in the ARC OF IMAGINATION expressed in the stages of WHERE, NOW, HOW, which we saw etched within Arnold Schwarzenegger's own Creative ARC. As we will see, this same three-step, master Creative Process works on every level of creation. We will discover how the Arc of WHERE, NOW, HOW works first on a personal, individual level, and then on an organization level, as well as see how this same simple process can be applied to any project, challenge, change or opportunity we may face.

As is appropriate for a Creative Journey, we call the first stage of the process "WHERE" – as in "*Where are we going?*" – within the master navigational system of the CREATIVE GUIDANCE SYSTEM. We will explain each of the stages – WHERE, NOW, and HOW – and reveal the principles and elements within each of these stages. Later, in our Advanced and Mastery sections, we will share in more detail the stages and steps of the CREATIVE GUIDANCE SYSTEM, and reveal in more depth the power of this navigational master system, through the advanced models of VISIONSPARC – which presents WHERE, NOW, HOW in more detail - and VISIONSPIRAL – which reveals the full power of the Creative Process over time.

*Throughout A CREATOR'S GUIDE, the unfolding forms of the ARC and the SPIRAL will be two central visual archetypes or images we will use to represent the Creative Process. In fact, they will become primary tools to guide us through this universal, transformational process.*



## MASTERING THE CREATIVE GUIDANCE SYSTEM®

### STORY ARCS

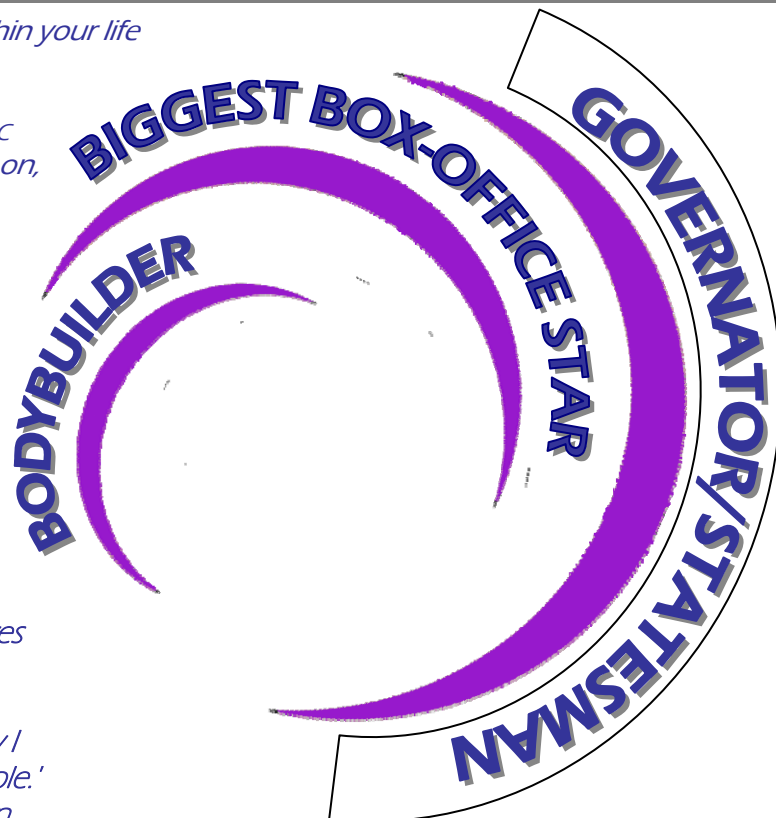
#### LIFE SPIRAL – Mastering the CREATIVE GUIDANCE SYSTEM®:

Are you living your life to your full creative potential? A life expressing your Greatness? On the timeline of your life, is your path a series of ever-rising ARCS OF CREATION, or a long, flat, uneventful line, broken only by occasional unconscious reactions to whatever floats randomly into your immediate view? You may live a life of Conscious Creation, where you determine your own life trajectory ...

Does each “STORY ARC” within your life carry you to a higher level of purpose, achievement and wisdom, with each ARC aligned with, and building on, the previous one, to form a resonant, resilient, remarkable SPIRAL of increasing imagination and realization of your dreams?

From time to time  
it's fun  
to close our eyes,  
and in that dark  
say to ourselves,  
'I am the sorcerer,  
and when I open my eyes  
I shall see a world  
that I have created,  
and for which I and only I  
am completely responsible.'  
Slowly then, eyelids open  
like curtains lifting stage-center.  
And sure enough,  
there's our world,  
just the way we've built it. <sup>13</sup>

Richard Bach,  
The Bridge Across Forever



#### ARNOLD'S LIFE ARCS

Have you created your Life Journey – your Creative ARC and SPIRAL – as consciously as Arnold created his?

Now that you have seen how Arnold “shifted his ARC,” reflect on the LIFE ARCS in your life thus far ... (Worksheet next page).

**We are all creators.** We have the power in every moment to choose to create our lives (in truth, we already are creating our lives, but often, not consciously or intentionally; all the choices we have made up to this point have generated the ARCS of our lives thus far.) Through our conscious application of the Creative Process, we may choose the direction and trajectory of our next LIFE ARCS, and create a magnificent life of full creative potential.



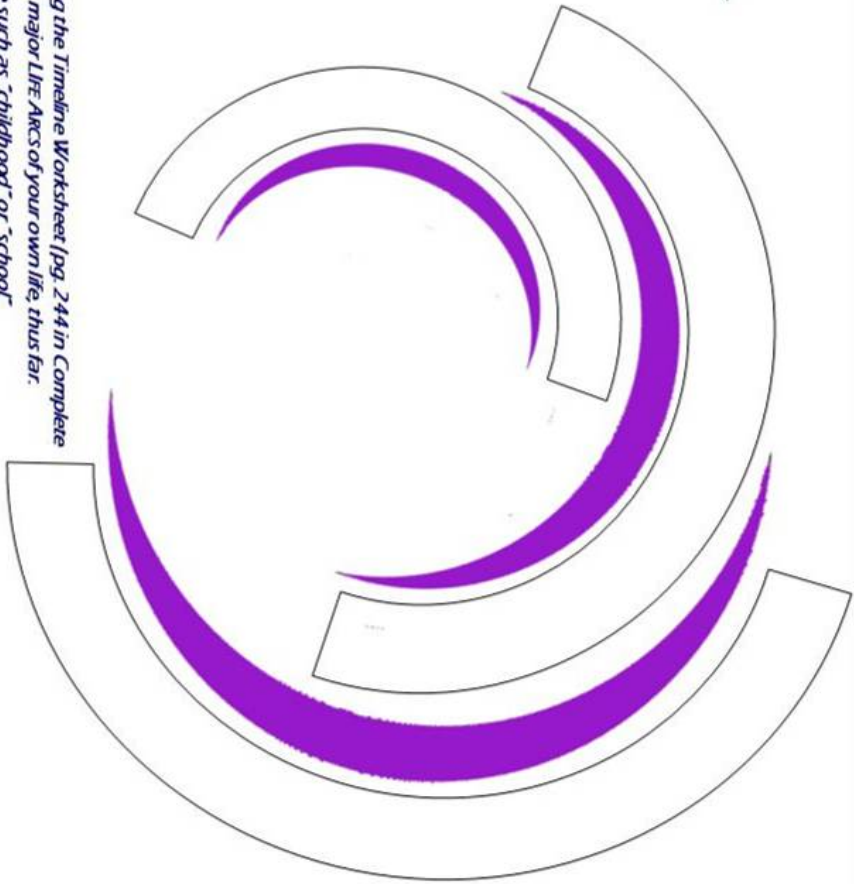


# YOUR LIFE SPIRAL™ WORKSHEET

Most people can identify several "Arcs" in their Life's Journey ...

Has your Life Journey – your CREATIVE ARCS and LIFE SPIRAL – been as conscious as Arnold's?

Use this Template to sketch your initial ideas about the major "Arcs" of your life thus far ...



**YOUR LIFE SPIRAL® Worksheet Instructions –**

Now that you have created your initial CREATIVE ARC® using the Timeline Worksheet (pg. 244 in Complete GUIDE) you may review your life timeline to identify the major LIFE ARCS of your own life, thus far.

Often, these may include ARCS for the earliest stages of life such as "childhood" or "school" (in first, smallest ARC), and with later ARCS for significant "job" or "career" stages, "family" or "relationship" stages, or major "life contributions" or other "life experiences" (in the medium and largest ARCS; note: if you need more ARCS to adequately capture your life's stages thus far, feel free to draw them in on the diagram, as needed). At this point, you may wish to fill in the ARCS using a pencil, so that you may revise your Arc titles as you wish, or as your reflections change.

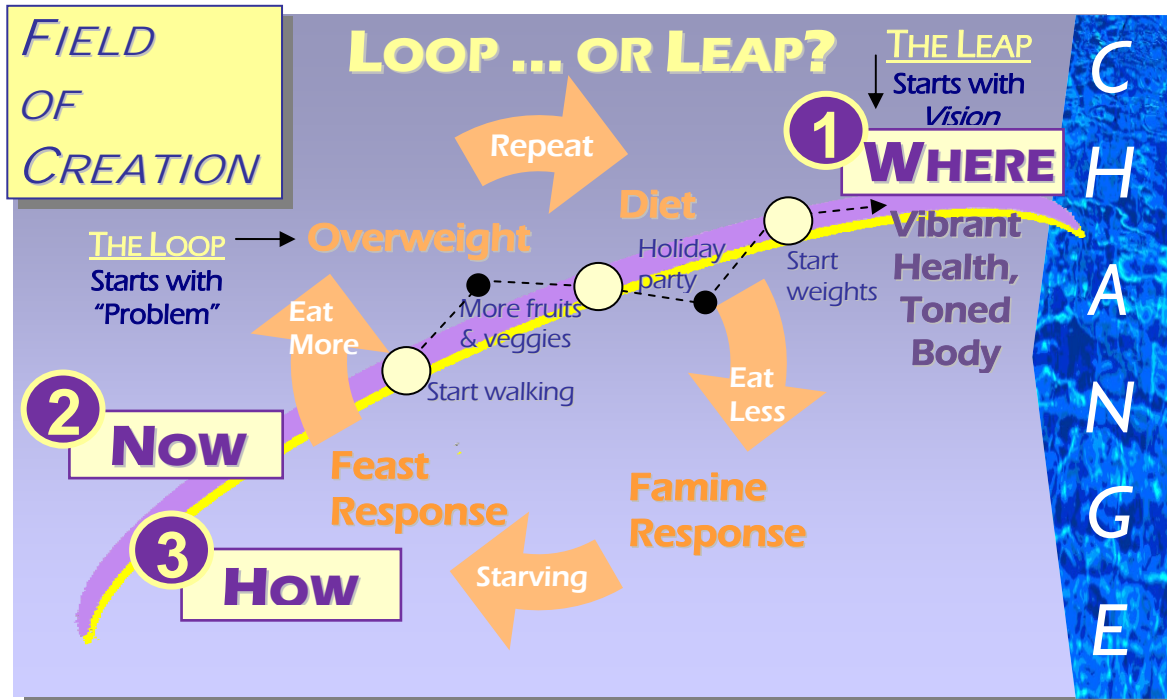
This exercise will give you a unique overall view of your life thus far, and enable you to reflect on how conscious, or perhaps, how unconscious, the major ARCS of your life have unfolded thus far. Later in the GUIDE, you will discover how the CREATIVE GUIDANCE SYSTEM® will enable you to create your life more intentionally – to consciously "SHIFT THE ARC" to even higher levels of performance and potential – and we will see more examples of how other creators did this in their own lives.

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## LOOP OR LEAP



*Our thinking leads us to “loop” or “leap.” We may always choose a higher Way.*

For example, in the “Diet Loop” shown above (orange graphics), as long as we focus on avoiding what we don’t want (alternately, we don’t want to be overweight, but then we don’t want to starve, either), we limit ourselves to a inwardly focused, *closed system* or “loop” of thought, and, in this reactive mode of thought, we are never able to break out of the loop. If we never choose outside the existing system (WHAT IS), we are limited to loops and cycles.

In every instant, however, we may to access choose to leap into the unlimited realm of creative potential - the expansive, *ARC-TO-SPIRAL open system* available to us through the Creative Process (purple arc). In this potential-driven mode of thought, we focus on *what we really want*, our highest *Vision* – here, vibrant health and a toned, fit body. And we realize that, though we still face obstacles (such as tempting holiday parties), we can continue *navigating* through any setbacks (dotted lines), until we reach our *Vision*.

*Creative, potential-driven thought is as essential on a larger scale as it is in our daily lives. Consider this exchange between two U.S. presidential candidates, on healthcare:*

Mike Huckabee, Former Arkansas Governor: “... We really have an incredible problem because our [U.S. healthcare] system is upside-down. It focuses on intervention at the catastrophic level of disease rather than focusing on prevention. ... We’re not going to fix it until we begin to address the fact that this country has put its focus not on wellness, not on prevention, not on health, but on sickness. And that’s the single most important and urgent thing that has to be done. ...”

Tommy Thompson, Former Gov. Wisconsin (R) and former Secretary of Health: “We’ve got a sickness, illness, and disease society. We spend 90 percent of \$2 trillion – that’s 16 percent of the Gross National Product – on getting people well after they get sick, and less than 10 percent keeping people out of the hospital and nursing homes ... lets go to wellness and prevention.”<sup>14</sup>

*Our lives – and our world – call us to make a fundamental shift to a creative mode of thought.*



## SHIFTING THE ARC

*Arnold Schwarzenegger not only knows how to live into a high Vision, but just as important, he knows how to navigate and change course in real time.*

In fact, in 2006 Arnold saved his governorship of the State of California by dramatically adjusting his political course, after an entire set of his conservative, tight-reined budget cuts and anti-union proposals were soundly defeated in 2005, and late in his first term once-high approval ratings were plummeting.

*So what did Arnold do?* First, he took full responsibility, saying the failed policies were “my mistake.” And then he immediately began to listen to the voting public, to reassess his direction, and to dramatically change course. In what *The Wall Street Journal* called an “abrupt about face,” Arnold proposed bold strategies to fund education, repair roads, cut car emissions, and raise the minimum wage – embracing a more populist style and policies more traditionally aligned with Democrats than Republicans (which Arnold is). Many began referring to “*The Governator*” as “*Arnold 2.0.*” As a result, his approval ratings rose rapidly, and he easily won re-election in late 2006.<sup>15</sup>

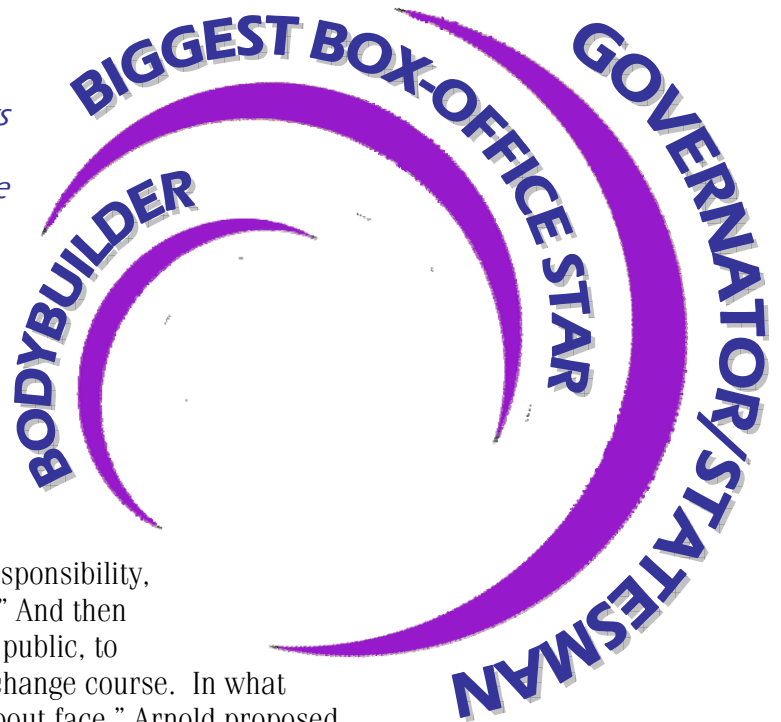
Moreover, in typical Schwarzenegger style, Arnold is still pushing the limits of the possible, extending his leadership to take on development of a universal healthcare system for the entire state, including undocumented immigrants. Many, including senior’s groups like AARP, are betting if Arnold can pull this off, “it could break the national logjam” on universal healthcare.<sup>16</sup>

More than just having the essential skills and judgment to navigate and change course along his path, Arnold also has the rare foresight and *Vision* to intentionally “*shift the ARC.*” We saw this magnitude of creative leap when Arnold shifted from one entire field or industry to another – from bodybuilder to box-office star, and again from entertainment to politics.

*Using the Creative Process, Arnold consciously envisions, plans and prepares in advance to move to an even higher ARC – beyond his current path or trajectory.*

In his last section, we’ve seen how other leaders and modern-day heroines have done the same – *shifting their ARCS* to entirely new levels, moving beyond course adjustment and incremental improvements – as necessary as these navigational skills are - leaping from one plane of possibility to another, as they ascend the *Creative Spiral*. Far beyond reacting to circumstances or avoiding change, these *CONSTANT VISIONARIES* intentionally *create their own change.*

The ability to *shift the ARC* through the conscious use of the Creative Process is essential, both for individuals who wish to live into their dreams and reach their full potential, as well as for organizations which desire to sustain their success in a competitive, global marketplace. Do you know what your next *ARC* will be? Through the *CREATIVE GUIDANCE SYSTEM* and the exercises and worksheets in this *GUIDE*, you may not only consciously create your *Career*, but your *Life Contribution*. Organizations can not only innovate, but *create entirely new categories.*





## **DEGREES OF POSSIBILITY**

*Ideas don't explode; they subvert. They take their time.  
And because they change the way we think,  
they are less visible than a newly paved national highway or the advent of wall-sized TVs.  
After a while, someone notices that we're not thinking about things the way our parents did.* <sup>17</sup>

David Weinberger, co-author of *The Cluetrain Manifesto*

*Often, it seems as if some ideas explode onto the scene, suddenly disrupting our awareness.  
As we've seen, however, every breakthrough creation was once the merest tiny seed of a  
thought, which, after growing slowly and unnoticed in the background, over time may reach  
a tipping point, and burst into our consciousness, as if it appeared in its wholeness all at once.*

We witness what we often call crazes, fads and even “overnight successes” all the time. Though these may seem ubiquitous for a short time – like the hula-hoop, tie-dyed t-shirts, or Beanie Babies – they are short-lived and soon-forgotten.

Breakthrough ideas, however, hold the power *to shift the ARC* – and even to change the world. These are the ideas that spawn movements and revolution, open our eyes to new realms of possibility and, over time, fundamentally change our WorldView. Those who cling to the status quo, or seek to control, fear them. “*Ideas*,” said former communist leader Nikolai Lenin, “*are much more fatal things than guns.*” <sup>18</sup> Some are more global and transformational, like the Space Race or the Internet, and still others are transcendent – ideas like Peace or Freedom, or Rome or America, or like the shift in consciousness from Knowledge to Imagination. Yet they all grow – as well as guide us - behind the scenes.

Sometimes breakthroughs come as new forms in existing categories, or as creations that launch entirely new categories, or as inventions that change how society lives, works and thinks. Many open new worlds by expanding physical movement, communication, or thought itself. From the invention of the wheel, to horse-drawn carts, to boats, to steam engines, to automobiles to airplanes. Or the evolution of stone arrowheads to metal spears to gunpowder and guns to nuclear weapons. Or advances from simple hand tools to the plow to irrigation systems and hydroponics. Or the transformations from stone tablets to paper, from handwriting to the printing press, from the abacus to calculators to mainframes to minicomputers to personal computers. Or the shifts from analog to digital, from telegraph to telephones to digital cell phones, from vinyl records to 8-tracks to cassette tapes to CDs to digital music devices.

Clayton Christensen describes “the Innovator’s Dilemma,” which occurs when “disruptive innovations” leapfrog existing forms and even “sustaining innovations” (which improve existing products, often incrementally). The creator’s of the existing forms are slow to respond or change, due to their investment in the current product or system. <sup>19</sup> They are even less likely to consciously *shift the ARC in advance*, to replace their own successful creations, and less able to envision entirely different forms or approaches have never yet existed, as their view of *WHAT IS* so often blocks their ability to envision *WHAT CAN BE*.

As we’ve emphasized, true innovators do not try to force their creations to fit what already exists. They envision forms never imagined before, as Francis Crick and James D. Watson did, in envisioning the structure of DNA. Or, as engineer Jack Kilby did in the 1950s, when, instead of incrementally tweaking the vacuum tube, he invented the new form of the microchip, which gave rise to computers and the digital age. Breakthroughs often lie entirely outside what has gone before, on an entirely new plane of thought. *As Einstein said, we cannot solve problems on the same level in which they were created. Vision itself is inherently disruptive, infused with passion and power. It ignites the SPIRAL from which creation comes.*

*Before a great vision can become reality, there may be difficulty. Before a person begins  
a great endeavor, they may encounter chaos. As a new plant breaks the ground  
with great difficulty, foreshadowing the huge tree, so must we sometimes push  
against difficulty in bringing forth our dreams. Out of chaos, brilliant stars are born.*

*I-Ching, Chinese “Book of Changes”*



## **THE CREATIVE GROUND OF INNOVATION**

*Like the sun's gravitational pull, innovation also pulls.  
It pulls through a compulsion to change, change substantially.*<sup>20</sup>

Tom Peters, *The Circle of Innovation*

*Though all too often we try to contain it, control it, minimize it or even ignore it,  
there ultimately is no avoiding that the Creative Process powers our world.  
Creativity is the ground of all things, whether tangible or intangible.*

Moreover, creativity is more than just a high theory or noble concept – it is the essential force that determines how our lives unfold and how our organizations reach their potential.

*As we've discovered, creativity – as well as its cousin, innovation –  
is a mindset, a different culture, a new way of thinking.*

Instead of limited or incremental changes to WHAT IS, creativity and innovation call on us to leap to new realms of WHAT CAN BE. Instead of staying stagnant, or even struggling against the masses in turbulent, competitive space, we strike out for the open space to create entirely new possibilities, new markets, new categories (what W. Chan Kim and Renée Mauborgne call the “Blue Ocean,” in their business metaphor, and what, on a much more all-encompassing scale, we call the Creative Realm).<sup>21</sup> As the legendary business mind Peter Drucker said, “Every organization – not just business – needs one core competence – innovation.”<sup>22</sup>

*This requires not merely incremental change, but consciously shifting the ARC – actively envisioning two or three ARCS beyond our current ARC, and beginning to build those higher ARCS far in advance of their full realization in our tangible world. This is the key to overcoming “the Innovator’s Dilemma” that so often keeps us, and our organizations, falsely locked into lives and limits (of existing products or services, or even existing success) of far less impact and scope than our full potential holds for us.”*<sup>23</sup>

As we’ve noted, however, *innovation* can be framed almost as broadly as creativity itself – as a *mindset* or *ground of thought* – or as narrowly as the “*action and Implementation*” stages of the Creative Process. In our terms, this means some describe *innovation* as including all three stages of the Creative Process - WHERE, NOW, and HOW – while many others emphasize innovation as focused primarily, or solely, on HOW. As we’ve seen, although it may be tempting to try to squeeze this creative shift of thought into an old, familiar mold, we cannot shortcut the Creative Process by skipping ahead to HOW, as doing so effectively disconnects any resulting “actions” from the strategic value and power that are framed by, and generated from, the essential first stages of the process. As Drucker said:

*Defending yesterday – that is, not innovating – is far more risky than making tomorrow.*

For businesses, the *profitability* of ideas is paramount. Yet, it is only within the context of the full Creative Process that innovation gains its power to reshape not only products but categories, and to contribute dramatically to an organization’s bottom line (or *Return on Innovation* investment). In *The Seeds of Innovation*, author Elaine Dundon acknowledges this context, in noting that “*without creativity, there is no innovation,*” and goes on to define *innovation* as “*the profitable implementation of strategic creativity.*”<sup>24</sup> In this definition, she describes *creativity* as “the discovery of a new idea,” *strategy* as “determining whether it is a new and useful idea,” *implementation* as “putting this new and useful idea into action,” and *profitability* as “maximizing added value from the implementation of the new and useful idea.”





## CIRCLES OF INFLUENCE

One of the crucial questions on navigating the ARC is “Where should we focus our attention?”

We know first and foremost to focus on our *Vision* and *Mission*, filtering information relative to our primary *Goals*, rather than being distracted by any “problem” or particular set of circumstances. We do want to *Scan* the space for information that may help guide or propel us forward (see *Scan* section).

Beyond that, however, how do we know what to pay attention to or expend energy on? Here, we share a useful model that expands on concepts proposed by Stephen R. Covey, called the *Circle of Concern* and the *Circle of Influence*.<sup>25</sup> Simply put, the *Circle of Concern* encompasses those things which may affect your path or journey toward your *Goals*, but over which you have no influence or about which you can take no direct action at this moment. These could include anything from a potential stock market downturn to global terrorism to the responses of other people. The *Circle of Influence* encompasses anything that we can act on or influence – and we add, *directly* or *indirectly*. This includes all your *internal* or *Personal Mastery* – how you think, how you feel, how you act, as well as the gifts, talents, experience and skills you may develop. To this inner circle, we have expanded the model to include *Relationships*, through which we may indirectly influence situations and outcomes, and gain information and resources.

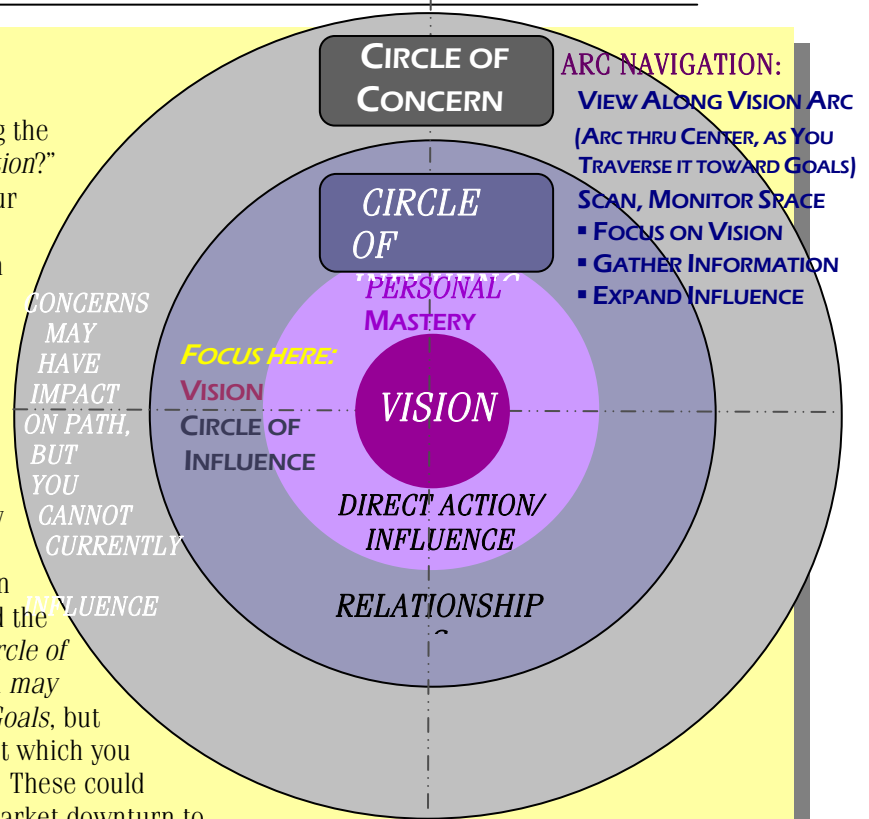
*It is crucial to understand the value of Relationships as a powerful conduit through which we may expand our influence. As we develop our Personal Mastery – our skills, attitudes, emotions, and especially, our conscious creative thought – and expand our Relationships, our Circle of Influence grows.*

*Clearly, we want to focus on what we can Influence, and not on outside Concerns which can only worry us and drain our attention and energy (and which may, ultimately, never actually affect us in the long term). First, we Scan any set of circumstances to glean any useful information, and determine if we can take any action or make any contact that would influence the situation. If not, we consciously acknowledge that this currently lies outside our Circle of Influence, commit not to allow this situation to distract us, and then actively refocus our attention and energy on our Vision, Mission and Goals – on what we can act on or influence. No matter how turbulent the space ahead may seem, this will keep us on the right path.*

With regard to *Relationships*, we make three critical points. First, we *seek the highest* here, as well. That means we expect the best of people (WHAT CAN BE), even if they may not have shown us their best previously. As Abraham Lincoln once remarked, “I don’t like that fellow very much. I must get to know him better.” Expectations are *powerful*, and research shows that if we expect the best from others, we are more likely to receive it in return (the *Law of Reciprocity*, which Robert Cialdini cites as one of the most powerful triggers of influence).<sup>26</sup> Second, we *set our own limits* with others – we state clearly what we will, and will not, accept in our relationship with them.<sup>27</sup> Finally, we *become CREATOR’S GUIDES*. As we live into our full creative potential, through the Creative Process, we then help others live into theirs.

*If you treat an individual as he is, he will remain as he is. But if you treat him as if he were what he ought to be and could be, he will become what he ought to be and could be.*

Johann Wolfgang Von Goethe, German writer, artist and philosopher





## **HOLD THE HIGH VISION**

*I say to you today, my friends, so even though we face the difficulties of today and tomorrow, I still have a dream.*

Martin Luther King, Jr., civil rights leader

*Throughout your Creative Journey, hold the high Vision.*

How can doing something higher or “harder” actually be easier? Because a high, compelling *Vision* and high expectations – of yourself and of what is possible – increase creative tension, which attracts resources and helps propel you toward your goals and dreams.

When we focus on our own limitations, on competition, on scarcity, we limit our own power. In fact, worrying is actually negative visioning – it saps our energy and reduces our power. Essentially, Albert Einstein said that when we seek to resolve problems on the same level at which we created them, there is no creative tension. As we move to a higher level of thought – from *WHAT IS* to *WHAT CAN BE* – we may create compelling new solutions, shared *Visions* which hold power and attraction to shift everyone to a higher level of potential.

*Growth and excitement in individuals and companies comes from stretching to achieve things that may not have seemed possible earlier.*<sup>28</sup>

Gay Hendricks and Kate Ludeman, *The Corporate Mystic*

Every thought affects energy flow and carries power. Negative and fearful thoughts reduce our energy and power. Positive, passionate and compelling thoughts increase our energy and power. So, as motivational speaker Tony Robbins says, don’t just seek to be good; instead, “*be outstanding.*” Seek the highest in every moment. When we operate at a higher level – on a higher plane – we tap into our full creative power. We direct change.

We hold our highest intention and *Vision* – and our commitment throughout the Creative Process – regardless of the immediate circumstances we may see. We did not depend on circumstances to determine our *Vision* and direction; likewise we do not depend on them for our evidence that *creative change is in process*. We know it is. We set it into motion, and “*as we work the process, the process will work.*” As challenges arise, we will not lower our *Vision*, but instead will adjust our course, and navigate onward toward our high *Vision*. As Stephen Covey says, staying true to our *Vision* and principles “*will always bear fruit. Always.*”<sup>29</sup>

*Life’s challenges are not supposed to paralyze you, they’re supposed to help you discover who you are.*

Bernice Johnson Reagon, singer and social activist

We are navigating in a realm of infinite potential. The Creative Realm is one of abundance, not scarcity. Rather than further dividing the slices of an existing pie, we create more pie – more capacity, more ideas, more sources, more markets, more categories, more uses of existing resources. Competition is based on scarcity, and engenders conflict. Creation is based on abundance, and engenders collaboration and co-creation.

*At each level or plane, we expand capacity. Arnold Schwarzenegger expanded his capacity – and shifted his ARC - to move from Pumping Iron to politics. The Space Race not only opened a new realm of discovery, but spawned a new age of technological creation.*

*The Spiral widens with every turn, to a higher plane of potential.*





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<sup>1</sup> T.S. Eliot, "Little Gidding" from *Four Quartets* (1942, 1943 by T.S. Eliot; renewed 1971 by Esme Valerie Eliot) in *The Norton Anthology of English Literature*, Vol. 2, 4<sup>th</sup> Edition ed. M.H. Abrams et al. (New York: W.W. Norton & Company, Inc., 1979), 2292.

<sup>2</sup> Here we use the concept of metaphor broadly, emphasizing its powerful associative nature; in this sense, the observations here are applicable for both metaphor (using "is") as well as simile (using "like" or "as"), when comparative analogies like these are used to establish conceptual linkages. We also use the concept of story in a very broad sense here, as well, one that would encompass other more specific elements (such as symbolism) and types of story (such as myth, allegory, fable, and fairy tale) - to emphasize their common, associative nature.

<sup>3</sup> *World Scripture: A Comparative Anthology of Sacred Text*, ed. Andrew Wilson, (St. Paul: Paragon House, 1995), 212.

<sup>4</sup> Tyler Volk, *Metapatterns: Across Space, Time and Mind*, (New York: Columbia University Press, 1995), 210, 242-244. quoted in Jill Neimark, "Inescapable Creativity," *Science & Spirit*, (Washington, D.C.: Heldref Publications, May-June 2002), 32.

<sup>5</sup> T.S. Eliot, "Triumphal March," *Collected Poems, 1909-1962* (Orlando, Harcourt Brace & Company, 1963), 126.

<sup>6</sup> Steve Chandler, *100 Ways to Motivate Yourself*, (Franklin Lakes, N.J.: Career Press, Inc., 1996) 19-20.

<sup>7</sup> *Ibid.*, 22.

<sup>8</sup> Arnold Schwarzenegger Life Timeline, <http://www.schwarzenegger.com/en/life/hislife/timeline/timeline.html>.

<sup>9</sup> *Dallas Morning News*, "Looking Presidential: Arnold Schwarzenegger," July 26, 1998; *Arnold Talk Magazine*, November 1999.

<sup>10</sup> Darren Aranofsky and Eric Watson, "Pi" Motion Picture (New York: Harvest Filmworks, July 10, 1998).

<sup>11</sup> Shunryu Suzuki, *Zen Mind, Beginner's Mind* (New York: Weatherhill, Inc., 1973), 21.

<sup>12</sup> *Ibid.* p. 14.

<sup>13</sup> Richard Bach, *The Bridge Across Forever: A Lovestory* (New York: Dell Publishing, 1989), 124.

<sup>14</sup> *This Week with George Stephanopolis*, "The Iowa Debates/Republican," moderators George Stephanopoulos and David Yepsen, ABC News (Washington, D.C.: Council on Foreign Relations Essential Documents, Republican Debate Transcript, Aug. 5, 2007).

[http://www.cfr.org/publication/13981/republican\\_debate\\_transcript\\_iowa.html?breadcrumb=%2Fpublication%2Fby\\_type%2Fessential\\_document](http://www.cfr.org/publication/13981/republican_debate_transcript_iowa.html?breadcrumb=%2Fpublication%2Fby_type%2Fessential_document)

<sup>15</sup> Christopher Cooper and Jim Carlton, "He's Baaack – Facing Re-Election, Schwarzenegger Switches Course: Huge Spending Plans Revive His Fortunes in California While Irking Republicans," *The Wall Street Journal* (New York: Dow Jones & Co., Inc., June 3-4, 2006).

<sup>16</sup> Anna Wilde Mathews and Rhonda L. Rundle, "Crunch Time – Schwarzenegger Fights to Save Health Plan: Governor Would Levy Fees to Cover All in State; Rival Democratic Bill," *The Wall Street Journal* (New York: Dow Jones & Co., Inc., July 17, 2007).

<sup>17</sup> Keith H. Hammonds, "Internet 101: According to "The Cluetrain Manifesto" coauthor David Weinberger, the Web has been underhyped. That's right, underhyped. In his new book, "Small Pieces Loosely Joined," Weinberger offers a unified theory of the Web -- and rules for tapping into its real power," *Fast Company Magazine* (New York: Mansueto Ventures, Inc., March 2002), 132.

<sup>18</sup> *Understanding Mass Media*, Jeffrey Shrank, (Skokie, IL: National Textbook Company, 1981), 127.

<sup>19</sup> Clayton M. Christensen, *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*, (New York: HarperCollins Publishers, 2000).

<sup>20</sup> Tom Peters, *The Circle of Innovation: You Can't Shrink Your Way to Greatness*, (New York: Alfred A. Knopf, Inc., 1997).

<sup>21</sup> W. Chan Kim and Renée Mauborgne, *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*, (Boston: Harvard Business School Publishing Corporation, 2005).

<sup>22</sup> Peter F. Drucker, *Management Challenges for the 21<sup>st</sup> Century* (New York: HarperCollins, 1999), 119.

<sup>23</sup> Clayton M. Christensen, *The Innovator's Dilemma*.

<sup>24</sup> Elaine Dundon, *The Seeds of Innovation: Cultivating the Synergy that Fosters New Ideas* (New York: Amacom Books, 2002), 6, 16.

<sup>25</sup> Stephen R. Covey, *The Seven Habits of Highly Effective People: Powerful Lessons in Personal Change* (New York, Fireside/Simon & Schuster Inc., 1989), 81.

<sup>26</sup> Robert B. Cialdini, Ph.D., *Influence: The Psychology of Persuasion* (New York, William Morrow and Company, 1984, 1993), 17.

<sup>27</sup> Maria Arapakis, *Softpower!: How to Speak Up, Set Limits, and Say No Without Losing Your Lover, Your Job, or Your Friends*, Warner Books, 1990).

<sup>28</sup> Gay Hendricks and Kate Ludeman, *The Corporate Mystic: A Guidebook for Visionaries with Their Feet on the Ground*, (New York: Bantam Books, 1996), 63.

<sup>29</sup> Stephen R. Covey, *Quest: Discovering Your Human Potential*, Vol. 1 (New York: Sound Ideas/Simon & Schuster Audio Division, 1996); Covey, *The Seven Habits of Highly Effective People*, 22.