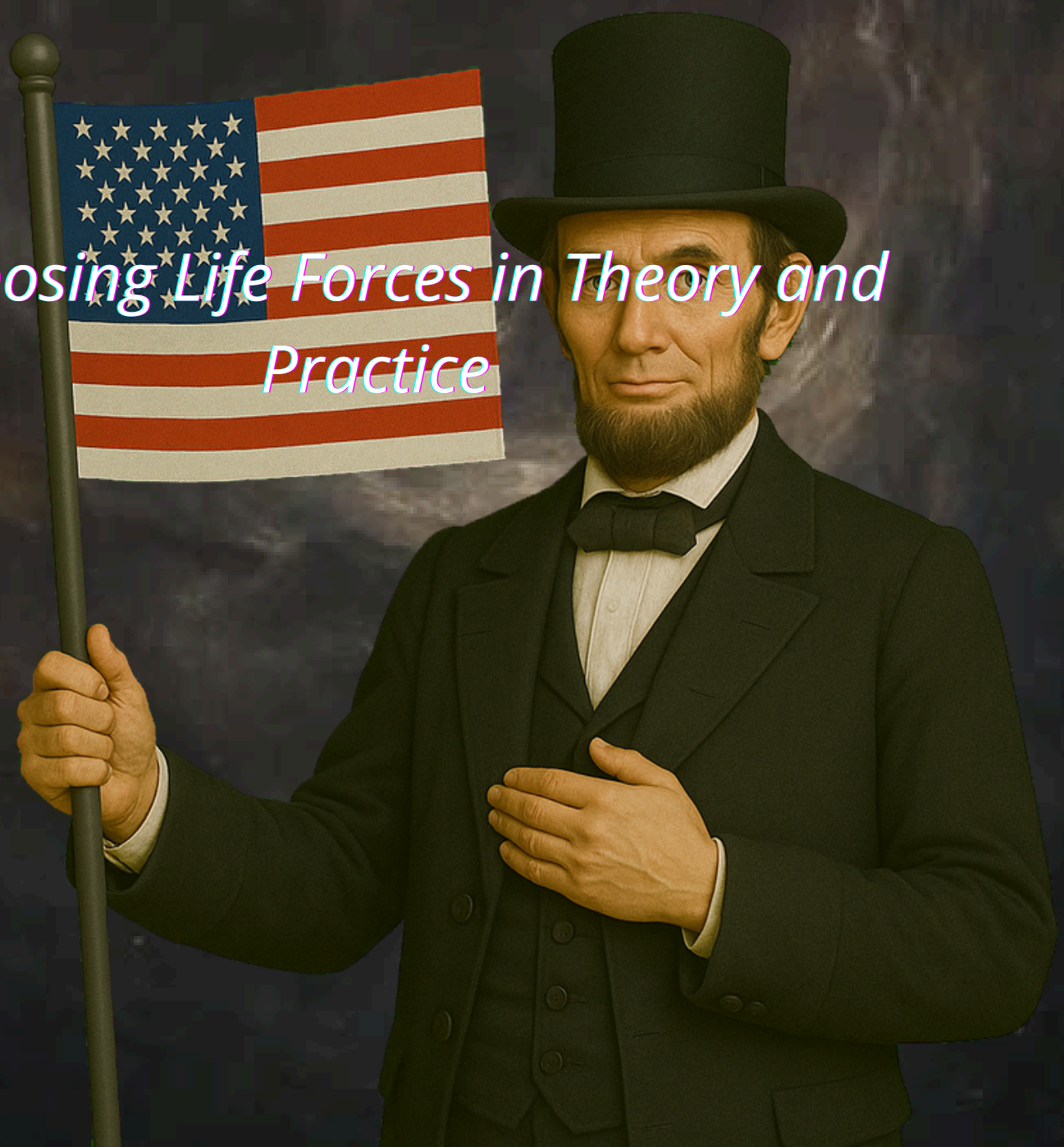



SHALEM

(Ancient Hebrew שלם, wholeness')

Opposing Life Forces in Theory and Practice



The background is a dark, textured canvas. It features large, ethereal, swirling patterns in shades of deep blue and vibrant orange. These patterns resemble smoke or nebulae. In the center, there is a bright, glowing yellow light source, possibly representing a star or a sun, which casts a warm glow and creates several concentric, faint circular patterns around it. The overall composition is balanced and visually striking.

Properties of the Elements



SOURCE

The silent matrix from which all forms arise and to which all forms return. While the four elements shape the stage of existence, the fifth is the space itself – the consciousness in which all unfolds.

binds the elements – the breath between breaths, the light within the shadow, the awareness that dreams and dreams through us.

Water

Empathy & creativity
Flexibility & altruism
Calm & adaptability
Emotional depth
Softness & continuity

The Source allows us
to consciously
experience emotions,
understand emotional
processes, and learn
from them.

FIRE

Structure & clarity

Drive & determination

Egoism

Action & structure

Dynamics & activity

The Source directs
transformative energy
and provides clarity
about how and why
change happens.
It prevents destructive
and chaotic outbreaks.

Air

Agility & lightness
Communication & ideas
Exchange & connections
Breathing & alignment

The spirit transcends intellectual thinking by providing deeper, intuitive insights. It calms the mind and enables conscious communication.

Earth

Patience & care

Fertility & stability

Discipline & steadiness

The solid foundation

The Source penetrates
and supports the
earth. It grants the
physical world a
spiritual dimension.
Without the field, earth
is purely material; the
field gives it meaning.

The Active and Receptive Principle

Fire - Sun - Yang Active

Movement, action,
tension
Warmth, heat,
summer

Balance:

Self-confidence,
determination,
activity, clarity, focus

Imbalance:

Feeling of pressure,
irritability, high blood
pressure, insomnia,
feeling of coldness,
fatigue, lack of drive,
diarrhea

Water - Moon - Yin Receptive

Calm, receiving,
relaxation
Coldness, frost,
winter

Balance:

Emotional depth,
empathy,
patience, caring, calm

Imbalance:

Dryness, restlessness,
emotional instability,
lethargy, withdrawal,
constipation,
depression

The Active and Receptive Principle

Fire

Active, giving, and dynamic principle
Brings light and warmth

Water

Receptive, flowing, reactive principle
Is gentle and nurturing

Clarity & Empathy

Decisions are comprehensible both rationally and emotionally.

Action & adaptability

The ability to act is complemented by flexibility and resilience.

Structure & flexibility

Guides emotions dynamically into concrete actions while remaining open to changes.

Determination & flow

Prevents the flow from becoming sluggish or uncertain, giving it the impulses it needs to (re)act.

Active and Passive in Everything

- **Within each of us:** Every human carries both active and passive life forces, regardless of biological gender. The balance of these two principles allows us to act rationally and emotionally, structured and flexibly.

- **In everything around us:** These principles are reflected in nature, relationships, our thoughts, and actions. They work wherever there is activity and calm, clarity and emotion, structure and flow.



Inner Division

Mirror

Outer Division

Mirror of Inner and Outer Division

“Our inner division is reflected in our outer conflicts because what we fail to balance within ourselves, we unconsciously project into the world.”

The Pendulum Mode

Symbolizes the "swinging" between active and passive life forces without the two forces being harmoniously integrated.

Restlessness & Inner Division:

Acts either controlling or emotional, without finding a harmonious flow.

Conflicts:

Imbalance creates internal and external tension as the life forces work against each other.

Stress & Exhaustion:

Constantly adapting to the current situation without a stable inner foundation.

The Balance-Mode

Describes the fusion of active and passive life forces where the two forces work together harmoniously without existing as separate poles.

Inner Peace:

Through a stable inner core that is both rational and empathetic.

Flexibility & Stability:

Depending on the situation, one can act actively or respond flexibly without feeling internally torn.

Sustainable Well-being:

Leads to less stress and emotional balance, as both life forces work in harmony.

The Storyteller within us



The central instance within us that interprets, processes, and forms narratives from our experiences, emotions, and thoughts.



When the storyteller integrates both life forces, they can make balanced decisions, recognizing when it is time for action and when to receive and reflect.



In this state, the storyteller creates narratives that are complex and holistic instead of being focused on a one-sided action or emotional perspective.



The storyteller can help us overcome inner conflicts and narrate our life story in a way that strengthens us and aligns us with ourselves.

Pendulum Mode: Perfectionism

Excessive **active** energy to maintain structure and control. Everything must be perfect—clear rules, strict schedules, and high expectations dominate behavior.

At the same time, the perfectionist feels deep insecurities and fears of not being good enough. This blocks **emotions** and fuels self-doubt.

A constant switch between **controlling behavior (active)** and **self-doubt (receptive)** without these life forces working harmoniously together. This leads to stress and inner division.

Pendulum Mode: Narcissism

Overly active to demonstrate power and control. Puts themselves at the center and seeks recognition through dominance and attention.

Internally, there is deep insecurity and dependence on the validation and approval of others. The dominant outer façade hides vulnerability.

Switching between life forces leads to **manipulation mechanisms** and **emotional outbursts**.

Pendulum Mode: Emotional Narcissism

Manifests through an excessive focus on one's own emotions, which are perceived as morally superior. Other people's emotions are either ignored or manipulatively used to serve one's emotional world.

This can lead to the person seeing themselves as a victim while simultaneously undermining others' emotional experiences.

- **Control & Sensitivity:** "I set the tone, but when criticized, I play the wounded soul."
- **Toxic empathy & self-elevation:** "I feel so deeply, so I must be right. If you disagree, you lack empathy to understand me."
- **Manipulative dynamic:** "If you don't do what I want, I'll explain how much it emotionally burdens me—surely, you understand."

Pendulum Mode: Savior / Helper

Receptive: Acts out of an excess of receptive life force, such as empathy and emotional care, to please others and gain recognition. Prioritizes the needs of others over their own.

Active: Simultaneously feels the need to control their own needs and subordinate themselves to maintain harmony. This leads to being increasingly hard on oneself and ignoring one's own wishes and dreams.

*Helpers constantly switch between the desire to be liked (**receptive**) and the urge to control and suppress themselves (**active**).*

Result: A feeling of exhaustion.

Pendulum Mode: Hesitation/Doubt

Receptive: Hesitation often stems from being overwhelmed by emotions, making decision-making difficult. Swings between possibilities and feels unsure about making the right choice.

Active: The pressure to make clear decisions and bring structure into life can lead to frustration when success is not achieved.

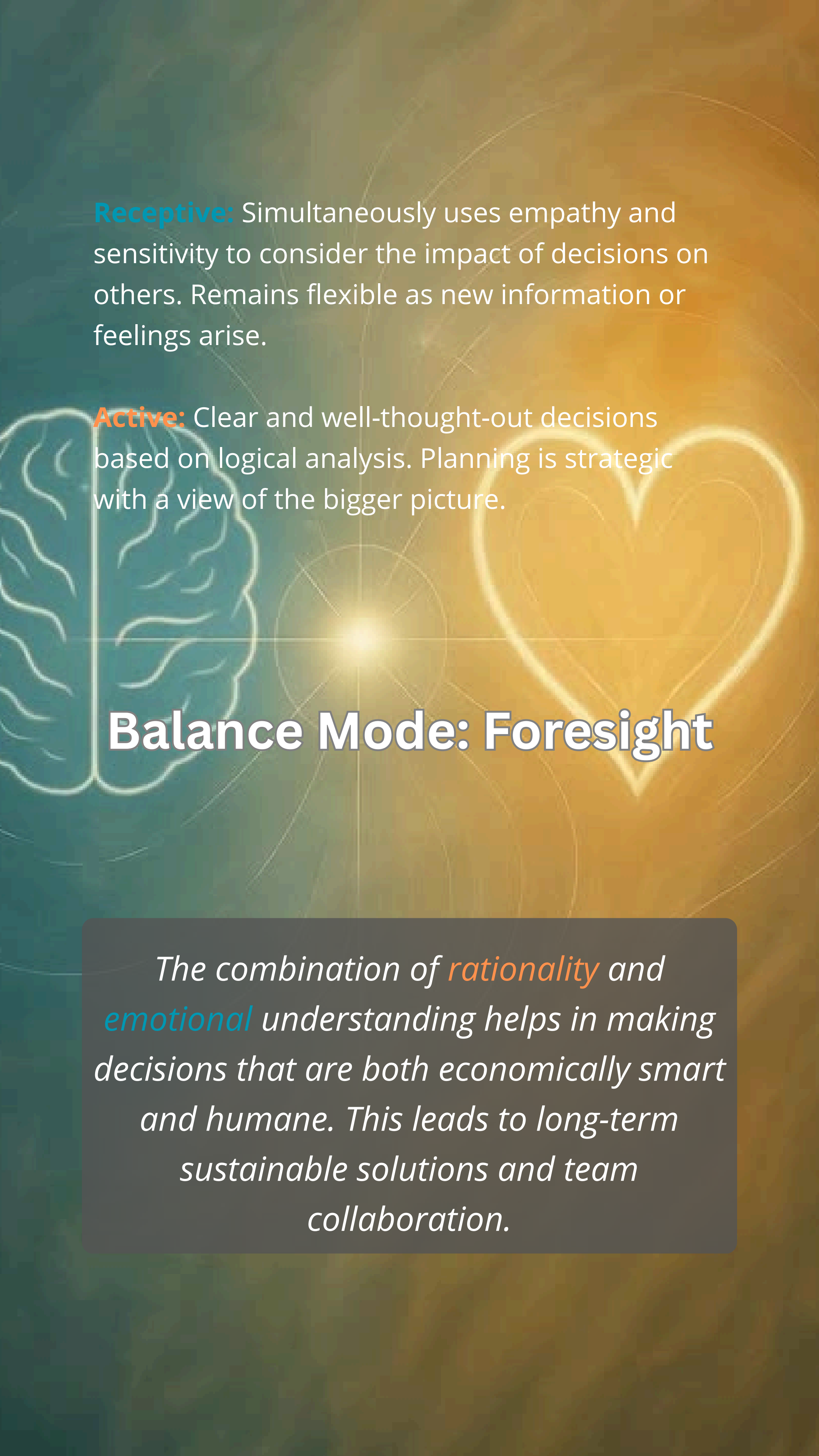
*Hesitators jump between **emotional insecurity** and the **pressure to make decisions**,
resulting in stagnation and growing tension.*

Receptive: Frequently feels emotionally overwhelmed and regrets actions, leading to states of remorse and insecurity.

Active: Acts without thinking, leading to quick decisions and a desire for immediate results without considering the consequences.

Pendulum Mode: Impulsive

*Constant switching between **impulsive actions** and **emotional overwhelm** without learning from past actions or achieving long-term stability results in sacrifices over time.*



Receptive: Simultaneously uses empathy and sensitivity to consider the impact of decisions on others. Remains flexible as new information or feelings arise.

Active: Clear and well-thought-out decisions based on logical analysis. Planning is strategic with a view of the bigger picture.

Balance Mode: Foresight

*The combination of **rationality** and **emotional** understanding helps in making decisions that are both economically smart and humane. This leads to long-term sustainable solutions and team collaboration.*

Receptive: Simultaneously leaves room for intuition and creativity. Allows out-of-the-box thinking and incorporates inner feelings and instincts into the problem-solving process.

Active: Brings structure to projects, strategically plans, and works towards concrete results. Uses analytical skills to define problems.

Balance Mode: Problem Solver

*The creative problem solver combines **structured thinking** with **creative freedom**. The outcome is innovative problem-solving that is both logical and inspiring.*

Receptive: Supports others with genuine empathy and care. Helps wherever possible without sacrificing oneself.

Active: Simultaneously attends to their own needs and sets clear boundaries. Knows when it's time to stand up for oneself and take space.

Balance Mode: Self-Confident Helper

*The confident helper can serve others without neglecting themselves. They provide **emotional support** while maintaining their own stability and **independence**.*

Receptive: Simultaneously ensures regular breaks, regeneration, and pays attention to emotional and physical health. Stays in the flow and avoids burnout.

Active: Goal-oriented and performance-driven. Works hard, sets clear goals, and has a strong work ethic.

Balance Mode: Calm Performer

*The calm performer combines **focus and drive** with **mindfulness and self-care**, making them more successful and balanced in the long run.*

Balance Mode

Typical outcomes:

- Harmonious actions
- Emotional Balance
- Sustainable solutions
- Successful conflict resolution
- Inner peace
- Increased resilience
- Creative, well-thought-out solutions

Comparison of Perspectives

Pendulum Mode

Typical outcomes:

- Conflicts internally and externally
- Unbalanced decisions
- Inner division
- Impulsive actions
- Emotional overwhelm
- Over-control
- Frustration & stagnation

Healing in Synthesis

01 Harmonious leadership and collaboration

Balanced decision-making and cooperative teamwork lead to long-term, dynamic goals.

02 Creativity and innovation

The unification of logic and creativity allows us to go beyond traditional thought patterns.

03 Role models for emotional intelligence

A balance between mind and heart makes us natural leaders and peacemakers.

04 Compassion and social healing

An atmosphere of compassion creates an inclusive society that views differences as enrichment.

Healing in Synthesis (Continuation)

"Healing begins when we recognize that our inner life forces can only thrive through balance —by understanding that both the active and passive principles exist within us and must be honored."

Promotion of sustainability and balance

Leads us into a society of cooperation with a balance between giving and receiving.

Inspiration and self-healing

A healed individual serves as a role model for personal growth. They can act as mentors or advisors who support the healing process in others.

A woman with long brown hair and blue eyes, wearing a teal top, holds a circular mirror in her right hand. The mirror reflects her face. In the background, several other faces are visible, some of which are partially obscured by bright orange, starburst-like light effects. The overall tone is warm and contemplative.

Targeted Criticism - An Invitation to Growth

- **Mirror of one's own aspects:** Criticism often reveals unconscious parts of ourselves that have not yet been fully integrated. It offers an opportunity to get to know and understand ourselves better.
- **Perspective shift:** Provides the possibility to see things from a different angle. It opens up new perspectives that we might not see on our own.
- **Development potential:** By recognizing criticism as a suggestion for improvement, we can continuously grow and thrive. Criticism not only highlights weaknesses but also awakens our potential to learn.

A dramatic, low-key photograph of a man in a dark jacket pointing a handgun at a woman in a light blue shirt. The scene is dimly lit, with a strong light source from the right creating a bright, hazy background and highlighting the woman's face and the man's hand and gun. The man's expression is serious and intense, while the woman looks on with a calm but concerned expression.

Untrained Marksmen

- **Separating content from emotion:** Even when criticism is unfocused or inappropriate, we can filter out the emotional impulse and see if there is a valuable core.
- **Self-reflection:** Unfocused criticism can draw attention to blind spots. Sometimes, it reveals more about the critic but also provides an opportunity for us to reflect on how we appear to others or what we can improve.
- **Setting boundaries:** Not all criticism is justified. It's important to learn when to accept it and when to set clear boundaries to avoid emotional harm.

A glowing orange tree with a bird flying in the sky. The tree is the central focus, with its roots and branches extending across the frame. The background is a soft, teal-colored sky. A small bird is flying in the upper right corner.

The Tree as a Metaphor

- **Crown:** Represents consciousness that can illuminate the causes of thoughts, emotions, and actions. The inner storyteller is free.
- **Trunk:** Connects the subconscious with the world of thoughts. Perception can be influenced by the nourishment provided by the roots. Reactions and criticisms are often not fully thought through or felt.
- **Roots:** Hidden parts and emotions that can distort our perception of the world without us being aware of it.

Conclusion: Criticism and strong reactions often stem from unconscious aspects.

*In synthesis, the inner storyteller recognizes the connections between the different parts of the tree and can see itself as a whole. The story flows again without blockages.
Everything can breathe freely.*

Key Thoughts for Target Groups

- **Children:** Need both life forces to grow safely and happily, like a tree that can only reach its full potential with strong roots (**emotional-receptive**) and strong branches (**cognitive-active**).
- **Adults:** Active and passive life forces work harmoniously to promote personal and professional growth and to achieve goals.
- **Hospitals:** The balance of both life forces is crucial in everyday hospital life to act efficiently while remaining humane, achieving better results for patients and the team.

Common Concepts

Psychology (Humanities)

Carl Jung: Integration of **Anima (receptive)** and **Animus (active)**

- Integrating repressed aspects leads to a fuller, more holistic personality, free from tensions.
- Healthier, genuine encounters with fewer projections lead to deeper relationships.
- Accepting life's contradictions results in inner peace.

Common Concepts

Chemistry (Natural Sciences)

- Communication in the human body functions according to the **key (active)** - **lock (receptive)** principle.
- Every cell has specific **receptors (locks)** that can only be activated by certain **messengers (keys)**.
- This precise interaction controls how cells respond to stimuli to maintain the body's life force balance.

Common Concepts

Physics (Natural Sciences)

Light as a phenomenon

Wave (receptive)

Propagation, movement, and oscillation of light, explaining properties such as diffraction and interference. Waves spread gently and are receptive to external influences. They exist in connection with all particles of which they are composed.

Particle (active)

Light is also known as a photon (a small, indivisible particle) that is absorbed or emitted, exhibiting more active, focused characteristics. It transfers life force in clear, concentrated, measurable packets.

Superposition (Balance)

Describes a state where particles can exist in multiple positions simultaneously until measured.

Common Concepts

Traditional Chinese Medicine (TCM)

Yin (receptive) & **Yang (active)**: Balance and integration of the poles lead to physical and mental health.

- A Qi flow without blockages is the foundation of health.
- Excessive Yang leads to irritability and hyperactivity. Excessive Yin leads to lethargy and emotional exhaustion.
- Balance brings calmness and clarity.
- Inner balance leads to outer balance.



Common Concepts

Yoga and Ayurveda

(Traditional Indian Medicine - TIM)

Shiva (active) and Shakti (receptive) in synthesis lead to self-realization.

- The universal consciousness of Shiva paired with the emotional life force of Shakti brings clarity in actions.
- The balance of both energies strengthens the Doshas (body types).
- Balance promotes conscious dealing with challenges and creates an awareness of when it's time to act and when to withdraw for regeneration.

Common Concepts

Spiral Dynamics (Leadership Training)

Integration of **active** and **receptive** life forces is divided into levels, with each level building on the previous one. True integration is possible only with a strong foundation.

- **A holistic worldview enables individuals to see beyond rigid concepts.**
- **Leadership qualities develop once individuals achieve balance.**
- **Learning to remain balanced, regardless of external influences, is essential for sustainable leadership.**

Common Concepts

Gender Fluidity & Integration (Science)

Dissolution and integration of gender roles are crucial for personal well-being.

- *Freeing oneself from role clichés leads to more accurate self-perception.*
- Accepting both poles within oneself reduces the inner pressure to fit into predefined roles.
- Without the limitations of traditional gender roles, people experience more space for intuitive-rational approaches that harmonize **naturally.**

Concepts Overview

- Wholeness and self-realization (Psychology)
- Key-lock principle (Chemistry, Biology)
- Light as a phenomenon (Physics)
- Physical and emotional health (TCM, TIM)
- Alignment, synthesis, and growth (Yoga)
- Leadership qualities (Spiral Dynamics)
- Freedom from rigid role models (Modern gender concepts)
- Sustainable relationships and easier decision-making
- And much more...

The background is an abstract composition of concentric, swirling circles. The colors transition from a bright, glowing yellow-white at the center to various shades of green, teal, and blue as they move outwards. On the right side, there is a prominent streak of red and orange, suggesting a sunset or a fiery element. The overall effect is one of depth and movement, like looking down a tunnel or into a vortex.

Challenges

Stability and Care

The element **Earth** represents stability, care, and reliability. It is reflected in the medical staff who provide daily care for patients, establish solid structures, and create a secure foundation.

*When the life **force of Earth** is overemphasized, it can lead to stagnation—*

Staff may feel trapped in their daily routines and find it difficult to adapt to new challenges.

The rigid stability can also affect flexibility in addressing patients' individual needs."

The element Air can help overcome this stagnation by bringing in fresh ideas, lightness, and new perspectives. Open communication and the introduction of new viewpoints can help restore Earth's life force to its natural flow.

A woman with blonde hair tied back, wearing blue medical scrubs, is looking down at an open book she is holding. The background is a warm, golden-brown gradient. There are several glowing icons: a large heart in the upper right, a water drop in the middle left, and a heart in the lower right. The text is overlaid on this background.

Emotions and Empathy

The element **Water** stands for emotions, compassion, and adaptability.

Caregivers embody the life force of Water when they engage with patients in an empathetic and flowing manner.

*“When the life **force of Water** becomes too dominant, it can lead to emotional overwhelm.*

Caregivers may feel overburdened by the constant emotional demands of patients and find it difficult to establish healthy boundaries.”

The element Fire can help set clear boundaries and foster determination.

It brings the strength needed to assert oneself in emotionally demanding situations and promotes the ability to say “no” when necessary.



Drive and Motivation

The element **Fire** stands for drive, enthusiasm, and determination.

Doctors and therapists embody this energy when they energetically lead treatments and make quick decisions.

*"Too much **Fire** can lead to overwhelm and a lack of sensitivity to patients' needs."*

Constant activity and the pressure to act quickly can result in neglecting the team's cohesion and attentiveness toward patients."

The element **Water** can help calm the **Fire** and promote more compassion and adaptability.

When Fire is tempered by Water, a space for reflection and mindful action is created, improving relationships with patients.

Communication and Flexibility

The element **Air** represents communication, the exchange of ideas, and flexibility.

It manifests through open communication between team members and the exchange of ideas for new treatment approaches.

*"When the life **force of Air** is too strong, it can lead to instability.*

Too many opinions and ideas can create confusion and prevent a clear direction. Decisions may be delayed as too many options are considered."

The element **Earth** can help stabilize **Air's** life force.

By setting structures and focusing on the essentials, ideas can be grounded and translated into action.

Connection and Holistic Understanding

The meta-element Spirit stands for the space and connection between all things.

It represents the holistic understanding that the various aspects of patient care are interconnected.

All elements are necessary to activate the life force of Spirit:

Earth provides structure, **Water** provides emotional connection, **Fire** provides motivation, **Air** provides communication.

The meta-element expresses itself when all other elements work in harmony and form a unified whole.

"When the meta-element Spirit is not sufficiently considered, the connections between individual treatment methods may be missing.

The team may struggle to integrate the different elements and approaches into holistic treatment."

A group of people, including a man in a white lab coat, are gathered around a glowing object. The man in the lab coat is holding the object, which is emitting a bright yellow light. Other people, including a woman in a blue uniform and a man in a white shirt, are looking on. The background is a warm, yellowish-brown color.

Traditional Role Models and Social Norms

"Men and women are just different, and we shouldn't blur these differences."

Integrating different life forces does not mean denying natural differences but using them to create a harmonious balance. Both energies exist in every individual, regardless of gender. Through integration, we can draw on both life forces simultaneously.

Cultural ideas can hinder integration.



Fear of Identity Loss

There is a belief that adopting aspects of the opposite gender means betraying one's identity.

Men may fear being perceived as weak, while women may fear being seen as aggressive when developing assertiveness.

*"I am just like this, and it has worked well so far.
Why should I change?"*

Inner balance does not mean losing one's identity but expanding it. Integration creates new possibilities and more flexibility.

Societal Expectations and Pressure

Both genders are often under societal pressure to meet certain expectations. This can make it difficult to develop new behavior patterns.

"If I show my emotional side, I won't be taken seriously in my role."

Society is continuously evolving, and we increasingly see that people who harmoniously use both life forces are more successful and happier. Former weaknesses are being recognized as strengths and vice versa. This phenomenon is called evolution.

Psychological Resistance & Vulnerability

Integrating receptive life forces requires acknowledging emotions and weaknesses, which can initially feel uncomfortable, especially in performance- and strength-oriented societies. This fear of weakness particularly leads men to suppress feelings.

"Showing emotions makes me vulnerable."

Vulnerability is not weakness but a form of strength.

When we learn to accept and show our emotional needs, we create deeper connections and become more resilient. Integrating emotions leads to emotional intelligence, which is a significant advantage, especially in leadership roles.

Lack of Role Models & Uncertainty

Most people do not have role models in their immediate environment because this developmental step has not been accessible to everyone due to societal structures. Without direct role models, the path initially seems uncertain and unfamiliar.

"I don't know anyone who successfully lives this way, so why should it be different for me?"

Change often starts within ourselves.

It can be inspiring to find role models who show that this path exists. However, the path must always be walked independently, with everything that comes with it. The more people complete themselves, the more holistic life becomes for us and our children.

Beliefs and Internal Blockages

Deep-rooted beliefs keep us stuck in old patterns.
(Example: Scarcity perspective vs. abundance perspective)

"I'm not the type for this. It just doesn't work for me."

Such beliefs are often unconscious blockages that prevent us from reaching our full potential. Through reflection and self-work, these blockages can be dissolved and overcome. Then, we can recognize how balance leads to greater freedom and self-realization.

Expectations & Outcomes

Integration is a process that requires time, courage, and focus. Some people expect quick results and give up when they don't immediately experience change.

"This is too hard and complicated—I don't see the goal."

Change and integration are long-term processes that require patience and practice. Consistent training reveals benefits like emotional well-being, reduced stress, and deeper relationships.

A man in a blue t-shirt and dark pants is balancing on a tightrope. He is looking down at his feet. In the background, there is a crowd of people, some of whom are blurred. The scene is set against a backdrop of swirling blue and yellow clouds. The overall mood is one of focus and balance.

Misinterpretation of Balance

Balance does not mean a 50:50 ratio in every situation.

Balance is never rigid but flexible.

"It's impossible to always be perfectly balanced."

What one person considers balanced may be out of balance for someone else. Different phases of life require different forms of balance. Balance means that all parts of ourselves are in a flowing exchange. Flexibility allows us to find new ways to restore balance in challenging times.