



# laetus in praesens

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18 October 2021 | Draft

## Pattern of 14-foldness as an Implicit Organizing Principle for Governance?

### Web resources

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### Introduction

The case for the following search of web resources follows from two similar investigations undertaken previously ([Checklist of 12-fold Principles, Plans, Symbols and Concepts: web resources](#), 2011; [Requisite 20-fold Articulation of Operative Insights? Checklist of web resources on 20 strategies, rules, methods and insights](#), 2018).

Web searches were undertaken to determine the extent to which a 14-fold pattern was used to organize information of relevance to any form of governance. Typically the search key, using Google or Bing, was for "14 X", where X could be any of the following: points, pillars, phases, stages, commandments, principles, articles, guidelines, or steps. A few other sources were used, notably *Wikipedia* and *Listverse*. The results have been roughly clustered below by theme (rather than by X).

A key question is how the individual results are to be interpreted, and which could be provisionally set aside as not immediately helpful to the later commentary ([Comparable Modalities of Aesthetics, Logic and Dialogue: in the light of correspondences between their polyhedral representation](#), 2021). Possible interpretations include:

1. use of 14 is simply arbitrary and similar results would be available for similar themes using 12, 13, 15 or 16, for example
2. use of 14 as a propaganda slogan, as with its value to white-supremacists ([Fourteen Words](#))
3. use of 14 as derived from traditional symbolism, possibly as some form of imitation of its use in mythology
4. use of 14 as a consequence of preoccupation with numerology, cyphers and [gematria](#), possibly following from the previous point
5. use of 14 as primarily imitative of use of that number in related literature on a theme
6. use of 14 as derived from  $2 \times 7$ , given the greater attention that has been given to use of that number
7. use of 14 as implying in some manner a sense of closure, namely the completion of a set -- typically in the absence of explanation of how it constitutes completion (in contrast with lesser or greater numbers)
8. use of 14 as follows from well-studied sets of constraints, typically informed by mathematics

The primary interest is in the last two possibilities (7 and 8), with some sense of how insights into closure may have informed traditional thinking, namely (3). As a number greater than those which it follows (7 to 13), a key question is how any closure of the set of 14 is comprehended, since the ability to recall with ease any of the elements of a set between 7 and 13 decreases progressively. This has been the subject of considerable commentary with respect to a classic paper on the number 7 ([George A. Miller, \*The Magical Number Seven, Plus or Minus Two: some limits on our capacity for processing information\*, \*Psychological Review\*. 63, 1956, 2\).](#)

Under what conditions does 14 "work" -- or is believed to do so -- and why? This question can obviously be asked of the set of 16+1 [Sustainable Development Goals](#), and of the results of the similar exercise with regard to sets of 20 indicated above.

Through clustering the 170 sets roughly by theme (despite a degree of overlap), this clearly focuses the question as to how a set of 14 may be held to be especially relevant to the particular domain

### Checklist of 14-fold patterns

**Management:** It is somewhat remarkable to note the importance attached in this domain to a set of 14 management principles, especially since they are the basis for the operation of (at least two) highly successful multinational corporations. There is obviously an extensive literature on the theory and principles of management and those who have been most influential in their articulation (Reginald L. Bell, et al, [An Examination of Differences between the most influential Management Books of the 20th Century and Amazon best sellers](#), December 2016; Sagar Ub, [Five Faces of Management: Taylor, Fayol, Mayo, Deming, Drucker](#), 2015).

Somewhat intriguing is the early articulation in French by [Henri Fayol](#) ([14 Management Principles](#); Carl A. Rodrigues, [Fayol's 14 principles of management then and now: a framework for managing today's organizations effectively](#), *Management Decision*, 39, 2001, 10). This was followed by the seemingly independent articulation of [Edward Deming](#) (A. Lyes: [Deming's 14 Principles: what do they](#)

mean for today's business, LinkedIn, 6 January 2015; *Deming's 14-Point Philosophy: a recipe for total quality*, MindTools; Nabil Tamimi, et al. *Assessing the Psychometric Properties of Deming's 14 Principles* (*Quality Management Journal*, 2, 1995, 3).

It is less evident whether efforts have been made to reconcile the two sets, or whether the later could be considered as inspired by the former. Also less evident is exactly to what degree one or both influence the 14-fold articulation of the principles of the multinationals in question:

- **Amazon:** There are many references to the 14 principles, including:
  - Steve Anderson: *Bezos Letters: 14 Principles to Grow Your Business Like Amazon* (Morgan James Publishing, 2019)
  - Louis Carter: *A Deep Look Into the 14 Fascinating Amazon Leadership Principles* (2021)
  - Ian Golding: *The 14 Leadership Principles that Drive Amazon* (*Customer Think*, 6 July 2017)
  - Madeline Stone: *Here are the rules behind Amazon's brutal workplace* (*Business Insider*, 16 August 2015)
- **Toyota:** There are many references to the 14 principles, and their adaptation through **lean construction**, **lean manufacturing** and **lean thinking** to **lean project management**, including:
  - *The 14 Principles of The Toyota Way* (*LeanBlitz*)
  - The Toyota Way: *The 14 Lean Management Principles: driving performance and enhancing organisational culture* (*Leanscape*)
  - Jeffrey K. Liker: *The Toyota Way: 14 management principles from the world's greatest manufacturer* (McGraw-Hill, 2004)

There is ongoing debate regarding the relationship and relevance to **Six Sigma** as a set of techniques and tools for process improvement. Six Sigma projects follow two project methodologies, inspired by Deming's *Plan-Do-Study-Act Cycle*, each with five phases. A six sigma process is one in which 99.99966% of all opportunities to produce some feature of a part are statistically expected to be free of defects. **Lean management** and Six Sigma share similar methodologies and tools, including the fact that both were influenced by Japanese business culture (*The 14 Lean Management Principles: driving performance and enhancing organisational culture*, *Leanscape*; *Lean and Six Sigma History: a common starting point*, *Shmula*, 7 July 2010). However, lean management primarily focuses on eliminating waste through tools that target organizational efficiencies while integrating a performance improvement system, while Six Sigma focuses on eliminating defects and reducing variation:

- *Lean Six Sigma and Deming's 14 points* (*Smarter Solutions*)
- David Dribble: *The 14 Reasons Six Sigma and Lean Don't Work in Most Companies* (*LinkedIn*, 15 January 2020)

**Entrepreneurship / Organization:** Far less evident is the extent to which any set of 14 "management principles" influenced, or were adapted and applied more generally, as indicated below:

- Laszlo A. Szerb, et al: *Entrepreneurship and Policy: The National System of Entrepreneurship in the European Union and in Its Member Countries [14 Pillars]* (*Entrepreneurship Research Journal*, 3, 2013, 1)
- Global Entrepreneurship and Development Institute: *Global Entrepreneurship and Development Index (GEDI): The 14 Pillars of Entrepreneurship*
- Tom McKaskill: *Winning Ventures: 14 principles of high growth businesses* (Wilkinson, 2006)
- David Cancel: *Want to Build an Enduring Company? Start With These 14 Rules* (*Drift*, 4 November 2020)
- Larry Tyler: *Romancing the Loan: 14 Principles for Opening Your Lender's Vault* (Alpine Publishing, 2010)
- Jacob Morgan *The 14 Principles of the Future Organization*, *Forbes*, 14 January 2015)
- Defence Contract Management Agency: *DCMA 14 Point Analysis [for Earned Value Management]*
- International Training Centre of the ILO: *14-point checklist for effective monitoring and evaluation within the UN* (1 July 2021)
- Gerardo Gonzalez: *14 Guidelines To Engage Every Employee In A Culture of Winning* (*Growth Institute*)
- *14 guidelines for adapting to the abruptly changing marketing industry* (*AdAge*, 2 September 2020)

**Leadership:** Clearly there is a degree of overlap between "management" and "entrepreneurship" and the qualities associated with leadership, but it is unclear how this is framed by recognition of a set of 14 principles, as in the following:

- OECD: *Recommendation on Public Service Leadership and Capability: 14 principles for a fit-for-purpose public service*: (OECD, 17 January 2019)
- Alan Axelrod: *Gandhi CEO: 14 Principles to Guide and Inspire Modern Leaders* (Ascent Audio, 2010)
- General Norman Schwarzkopf: *14 Commandments for leaders* (*LinkedIn*, 14 March 2020)
- Michael McKinney: *Beginner's Pluck: 14 Principles to Build Your Life of Purpose* (*Leadership Now*, 28 October 2019)
- Steve Glaveski: *14 Ways You're Sabotaging Your Organisation* (*Medium*, 6 April 2018)
- *14 Rules of Leadership* (*Cultivated Management*, 11 September 2020)

**Policy / Governance:** The 14-fold articulation in the previous examples could be understood as translating into understandings of strategic articulation and governance, especially in the public domain:

- *His own words: The 14 principles of 'Xi Jinping Thought'* (*BBC Monitoring*, 2021)
- *President Woodrow Wilson's 14 Points [for World Peace]* (January 1918)
- *The 14 sins of Australia: Beijing expands list of grievances and digs in for extended diplomatic dispute* (*SupChina*, 18 November 2020)
- *14 Grand Challenges for Engineering in the 21st Century* (US National Academy of Engineering, 2020).
- *The 14-Point People's Agenda* (National Association for the Advancement of Colored People)
- *Khamenei outlines 14-point plan to increase population* (*AI Monitor*, May 2014)
- *G20 finance ministers release 14-point communiqué* (*G20 Insights*, 13 June 2019)
- *Experts Make 14 Recommendations to Redirect Lost Revenue to SDGs, COVID-19* (*SDG Knowledge Hub*, 3 March 2021)
- *14 Recommendations on Policing, Community Investment, and Accountability: A Roadmap for Re-imagining Public Safety in the*

*United States* (Human Rights Watch, 12 August 2020)

- Joe Kennedy: *A 14-Point Guide to Tax Reform* (ITIF, 10 November 2017)
- Edwin L. Dale Jr.: *14 Guidelines Set for Loans Abroad* (*The New York Times*, 8 March 1965)

**Sustainability / Environment:** Especially relevant at this time is the strategic focus on sustainability and the manner in which a 14-fold articulation is favoured:

- European Commission, European Investment Bank, World Resources Institute and World Wide Fund for Nature: *14 Sustainable Blue Economy Finance Principles* (*International Institute for Sustainable Development*, 6 November 2018)
- Beatriz Rodríguez-Díaz, et al: *Sustainability as a Key Factor in Tourism Competitiveness: A Global Analysis [14 Pillars]* (*Sustainability*, 12, 2020, 12, 1)
- David Roodman: *Straightening the Measuring Stick: a 14-Point Plan for Reforming the Definition of Official Development Assistance* (ODA) (Center for Global Development, 5 June 2014)
- Lawrence W Lan, et al: *Exploring an Objective Weighting System for [14] Travel and Tourism Pillars* (*Procedia - Social and Behavioral Sciences*, 57, 2012, September 2012)
- *14 recommendations to reform, redesign and revitalize the global architecture, so it can effectively foster financial integrity for sustainable development* (FACTI Panel Report, 25 February 2021)
- *14 Recommendations to Turn Intentions into Action for More Sustainable Food Consumption* (CSCP, 2020)
- *Delhi govt issues 14-point guidelines to prevent dust pollution* (Yahoo News, 18 September 2021)
- *Infrastructure crisis: 14 investments the world must make [14 pillars of critical infrastructure]* (Allianz, 14 February 2013)
- *Food Chains and Networks Development: a 14 point list* (China Daily, 31 May 2010)

**Ethics / Justice:** Usefully recognized as a social complement to the economic preoccupations of sustainability, a 14-fold articulation is also somewhat surprisingly evident:

- US Department of Justice: *14 General Principles of Ethical Conduct* (5 C.F.R §2635.101 (b))
- Amnesty International: *14 Principles on the Effective Exercise of Universal Jurisdiction* (IOR 53/01/99)
- Amnesty International: *14-Point Program for the Prevention of "Disappearances"* (December 1992)
- Amnesty International: *14-point program for the prevention of extrajudicial executions (includes correction)* (24 February 1993)
- Amnesty International: *14 Recommendations to Ensure the Election of Independent Experts of the Highest Calibre to Monitor Implementation* (Council of Europe Convention against Trafficking, 2007)
- New York City Department of Correction: *Mayor announces 14-Point Anti-Violence Agenda* (6 April 2015)
- *14 recommendations look to reform pre-trial services programs* (*California News Times*, 21 July 2021)
- *14 Principles of Protection for Migrants and Displaced People During Covid-19* (*Refugees International*, 29 April 2020)

**Religion / Spirituality / Symbolism:** Any recognition of the relevance of a 14-fold articulation in this domain is necessarily controversial for many, although fundamental for some as the basis of the articulation of human values and principles. It is somewhat curious that even the recognition of a religious organization has been articulated in a 14-fold pattern (*14-Point Criteria for a Religious Organization; BRAFB Guide for Church Qualification*, 2015):

- **Principles**
  - *14 Stations of the Cross* (Listverse); *Stations of the Cross* (Wikipedia); *Stations of the Cross* (Catholic Online)
  - *14 Principles of Maimonides [in distinguishing positive and negative obligations]* (Chabad)
  - Sideris Church: *14 Principles Living Out the Gospel in the Real World*
  - Azriel ReShel: *Thich Nhat Hanh's 14 Principles of Engaged Buddhism* (Uplift)
  - Taylor Marshall: *The Fourteen (14) Articles of Faith according to Thomas Aquinas* (March 2009)
  - William J. Barber II and Jonathan Wilson-Hartgrove: *14 Steps to Moral Fusion Organizing* (*Repairers of the Breach*)
  - Oscar Ichazo: *The 14 Pillars of Perfect Recognition* (Arica)
  - Priyavrat Thareja, et al: *The 14 Principles Guru Gobind Singh Cultivated to Societal Stability* (*OmniScience: A Multi-Disciplinary Journal*, 1, 2011, 2)
  - De La Salle University-Dasmariñas: *The 14-Point Agenda: The DLSU-D Experience*
- **Deities:**
  - Chandan Panday: *Kharchi Puja: When Tripura comes together to worship 14 Gods* (EastMojo, 15 July 2019)
  - Utkarsh Patel: *The Festival of 14 Gods* (*The Mythology Project*, 1 April 2014); *How many people believe in the 14 Hindu gods and goddess?* (Quora)
  - Marcel Khalif: *Who are the 14 Greek gods?* (WikiLivre, 9 April 2021)
  - 14 Indras in Hindu creation mythology, consecutively overseen by Brahma.
  - 14 avatars of Shiva.
- **Commandments**
  - *There Are Actually 14 Commandments* (KnowledgeNuts); David T, Lamb: *The 14 Commandments* (2 November 2011)
  - *Buddha's 14 Commandments* (*Buddhism Network*, 10 December 2016)
- **Prayer:**
  - Dina Mohamed Basiomy: *What Are The 14 Pillars of Prayer [in Islam]?* (*AboutIslam*, 23 June, 2021)
  - *What Are the [14] Pillars, Obligatory Parts and Sunnah Acts of Prayer?* (*Islam Question and Answer*, 19 December 2004)
- **Temple design:** Given the metaphorical use of "pillars" in the articulation of principles and strategies, it is somewhat extraordinary to recognize that early temple design in a number of cultures made use of 14 pillars (notably those on the longer side of the **Doric temples of Greece**), presumably to render concrete a pattern of understanding. The pattern was repeated in the much esteemed

colonnade of the Palais du Louvre under Louis XIV).

- *Discovery of ruins of ancient Turkic monument surrounded by 14 pillars with inscriptions* (*Phys.org*, 20 December 2017)
- *14 towers of the Meenakshi Temple in Madurai*
- *14 pillars of Ramses II in Luxor Temple.*
- *14 columned Mortuary Temple of Amenhotep III in Luxor*
- *14 columned Philae Temple in Aswan*

With respect to modern use of the metaphor, as noted by Zoltan J. Acs, et al (*The Global Entrepreneurship Index In: Global Entrepreneurship and Development Index*, 2016):

The modern temple of the entrepreneurial ecosystem is like many temples of the ancient world: both are held up by pillars. Like the pillars of ancient temples -- made of sand and limestone held together by cement -- the pillars of the economic ecosystem are made of individuals and institutions that are held together by the “cement” of incentives created by institutions that influence the behavior of people. The entrepreneurial ecosystem rests on these pillars of development, which hold up three large building blocks consisting of attitudes toward entrepreneurship, entrepreneurial abilities, and entrepreneurial aspirations. The pillars must be of similar height and strength for a fully developed economy to flourish, and they need constant attention, continuous improvement, and careful maintenance.

Extensive use of the pillar metaphor is made by the European Union and other institutions, as noted separately (*Coherent Value Frameworks: pillar-ization, Polarization and Polyhedral frames of reference*, 2008).

- **Cloister design:** As might be suspected, there is some suggestion that the **cloister**, so characteristic of monasteries, may feature a set of 14 columns or two parallel sets of 7 (Mary W. Helms, *Sacred Landscape and the Early Medieval European Cloister: unity, paradise, and the cosmic mountain*, *Anthropos*, 97, 2002, 2).
- **Symbolism:**
  - 14 as the *dramatis personae* associated with the **Last Supper**. Given its iconic significance, and its fundamental role in Christianity, of potential relevance in symbolic terms to the associated drama is that the number seated at that table was 13 (the apostles with Jesus) -- including **Judas** (who then committed suicide), being replaced thereafter by **Mathias**
  - concern in some countries and cultures with the inauspicious nature of 13 (**triskaidekaphobia**) has resulted in a marked tendency to pass from 12 to 14 in numbering floors of tall buildings or rooms. In Formula 1 races, cars do not use the number 13, skipping instead to 14. It has been argued that such superstition is influenced by the dynamics of the previous point.
  - 14th degree of the **Scottish Rite** of Freemasonry, the ultimate degree of the **Lodge of Perfection** in which the Grand Elect Mason compiles the essence of symbolic masonry.
  - 14 pieces into which the body of **Osiris** was torn into by his fratricidal brother **Set**.
  - 14 **sacrificial victims of the Minotaur**.
  - For other examples (including numerology): *Properties of the number 14*; *The Meaning of Number 14*; *Meaning of Numbers in the Bible: the number 14*; *The Meaning of the Number Fourteen*

**Health:** It might well be assumed that the integrative preoccupation of health would depend on a systemic understanding of some kind -- making it somewhat curious to note the extent to which a 14-fold pattern is deemed variously appropriate:

- *Good Clinical Practice: 14 Principles* (University Hospitals of Leicester, 20 March 2017)
- *14 principles of best practice for service delivery* (The Women's Health Council)
- *14 Principles of Holistic Practitioners* (*4WellnessNaturally*)
- *14-point Maladaptive Daydreaming Scale*
- *14-Point Review of Systems* (Health and Vascular Care)
- *A 14-Point Plan for an Optimal Aseptic Approach* (*Safer Breast Implants*, January 2017)
- *14-point Maladaptive Daydreaming Scale*; Eli Somer, et al: *Maladaptive Daydreaming: proposed diagnostic criteria and their assessment with a structured clinical interview* (*Psychology of Consciousness: Theory, Research, and Practice*, 4, 2017, 2)
- *14 Rules You Should Never Break When Dealing With Addiction* (Pathfinders Recovery Center)
- Gy Larsen: *14 recommendations for an improved working environment* (Danish Board of Technology, 11 January 2018)
- Andrew Sharman: *14 principles of health and safety management* (*SHP Online*)
- Sanctuary Support Group: *14 Principles for Carers* (*Sanctuary*, 2 July 2019)
- William P. Adams, Jr: *Surgical Best Practices: 14-Point Plan* (*Sientra*)
- R Frasca, et al: *Press relations: a 14-point plan for enhancing the public image of health care institutions* (*Health Care Management Review*, 13, 1988, 4)
- Nicka Ghods: *The 14 Stages of Quarantine You've Probably Experienced* (*Teen Magazine*, 23 April 2021)

**Knowledge / Data / IT:** This domain could be recognized as a particular expression -- through information -- of strategic organization, order and management:

- Anna Mar: *14 Principles of Knowledge Management* (*Simplicable*, 24 March 2013)
- National Cyber Security Center: *Implementing the [14] Cloud Security Principles; The 14 Pillars of Modern IT Security* (*Verus*)
- Steven Melendez: *These 14 principles could help big platforms create healthier social media* (*Fast Company*, 20 January 2021)
- Joshua Tauberer: *14 Principles of Open Government Data* (*Open Government Data*, April 2012)

- Krishnan Kaushik: *14 Pillars That Make An Amazing Digital Adoption Strategy* (APTY, 19 June 2020)
- Paul Downey: *14 Rules from the Great Book* (Flickr)
- Dom Nicaastro: *14 Rules for Selecting the Right Content Management System (CMS)* (CMS Wire, 26 June 2020)
- Staci Jaime: *UX + VR: 14 Guidelines for Creating Great First Experiences* (Medium, 13 April 2017)
- Riyadh Announces 14 Recommendations at the Conclusion of the First GCC Statistical Forum (18 May 2017)
- *Blockchain: 14 recommendations to remove existing technological and technical barriers* (Inria, 25 May. 2021)
- *14 Rules That Every Developer Should Stick To* (Better Programming, 29 October 2020)

**Education / Communication:** Any 14-fold pattern of organization, as understood above, might be expected to call for a 14-fold articulation of its communication -- and how it is rendered comprehensible:

- Thomas Angelo: *14 Principles for Improving Higher Learning* (1993)
- Ann Beloved Crowned: *14 Learner Centered Principles* (Slideshare, 25 November 2014)
- Dan Horwitz: *Help Them Up: 14 Principles To Educate Energize And Empower Your Team To Build A Championship Basketball Culture* (2020)
- Ross Young: *Explore the 14 Principles of World-Class Writing Teaching* (Writing for Pleasure Center)
- Niki E. Pearce and Helen K. Scott: *No-ordinary you: 14 principles to live an extraordinary life* (2011)
- Laura Farrelly: *14 Recommendations For More Equitable Education* (Aurora Institute, 30 November 2020)
- Benedicte Pentz: *14 recommendations for a successful disputation* (University of Stavanger)
- *14-Item Resilience Scale (RS-14)*: the short version of the *Resilience Scale* with which it strongly correlated

**Design:** Arguably an underlying factor in many of the domains above is an understanding of design and architecture (generally and metaphorically understood):

- *Did You Know There Are 14 Patterns of Biophilic Design?* (Interior Architects); *14 Principles of Biophilic Design* (Biophilic Design)
- Abid Uzair: *Design for Humans: or 14 Principles of Good Design* (UX Planet, 20 May 2018)
- Stefan Pautze: *Cyclotomic aperiodic substitution tilings: Girih inspired 14-fold Tiling* (Symmetry, 9, 2017, 2)
- Jim Millar: *Pattern Blocks: Harriss 14-fold rhomb tiling using fractile-7 pieces*

**Rules:** Various collections of rules follow a 14-fold pattern, distinct from the particular reference to "rule of 14" in some games (bridge bidding):

- *14 rules of Johan Cruyff* governing conduct in schoolyards (Cruyff Foundation)
- *14 Rules to Trade* (Cotton On Group); *Our Considered Promises: 14 Rules to Trade* (Ceres Life)
- *14 Rules For Traders* (Futures Trading Secrets)
- *14 Rules of Identity* (Concept Bureau, 10 January 2021)
- *14 Rules To Improve Your Life* (LifeHack)
- *14 Rules for Public Speaking* (Indeed, 8 April 2021)
- *14 Rules and Precautions for COVID-19* (Maltepe University)
- *Coronavirus 14 Rules* (Ministry of Interior Turkey, 17 March 2020)
- James Fraser of Brea: *14 Rules for the Christian Life* (Reformation Scotland)
- St. Ignatius of Loyola: *14 Rules for the Discernment of Spirits* (Scepter, 3 August 2018)
- Mustafa Gatollari: *14 Rules with Good Intentions that Backfired Spectacularly* (Distractify, 6 December 2018)
- Nicolas Colin: *14 Rules and Practices for Corporate Strategists* (European Straits, 15 May 2020)
- Steve LeVine: *The 14 rules for predicting future geopolitical events* (Quartz, 7 January 2013)
- Nicholas Bate: *14 Rules for Radicals* (Waterstones, 2008)
- Kelly Johnson: *14 Rules and Practices* (Lockheed Martin)
- Richard Templar: *The 14 Rules of Long-Lasting Relationships* (Family Education)
- Edwin J. Brown: *Punishment: 14 Rules for Handing It Out* (The Clearing House, 23, 1949, 6)
- Marty Latz: *What Is Leverage? 14 Rules for Using it Well* (Expert Negotiator)
- James Walton and Ty Supancic: *14 Rules for Fair Fighting* (Family Divorce Solutions)
- Kieran Gilmurray: *14 rules for Robotic Process Automation (RPA) and Intelligent Automation (AI) success* (The AI Journal, 6 September 2021)
- Gustavo Olague, et al: *14 rules used in an infection algorithm* (An artificial life approach to dense stereo disparity, *Artificial Life and Robotics*, 13, 2009, 2)

**Miscellaneous:** The following disparate examples of 14-fold recognition are especially useful in that they are indicative of domains in which a lesser number of phases or stages is more conventionally recognized, raising the question as to why the more complex 14-fold pattern may be preferred by some:

- *14 phases of the Moon* (Flickr); *14 phases of the Moon* (World Teacher Trust)
- *14 stages of stellar evolution*
- *14 phases of labour* (Milli Hill, *Positive Birth Book*, 2017)
- *14 Stages of Investor Emotions and Trading Psychology; The 14 Stages of Investor Emotions* (16 January 2017)
- *14 stages of Bhakti*
- *14 Different Stages of Love according to the Arabic Language*; Gary Greer: *The [14] Stages of Love described in Arabic Language*
- *14 Phases and Steps of Collaboration's Life Cycle* (Hank Rubin, *Collaborative Leadership: Developing Effective Partnerships for*

*Communities*, Corwin Press, 2009)

- [Sound Healing Therapy: 14 mystical instruments that induce profound relaxation and inner quiet](#), (Aletheia Luna, 19 August 2021)
- [14 Voices from the Bloodied Field](#) (20 November 2020); [Theatre: Fourteen voices speak from War of Independence graves, Independent](#), 14 November 2020) bringing together 14 writers, 14 directors, and 14 actors to give voice to the men, woman, and children who were killed in Croke Park on 21 November 1920.
- [14 Voices that Distort Prophecy](#) (*Prophetics Professional Mentorship Union*) concerned with combating unconscious and subtle influences that interfere with prophetic accuracy and precision
- [What are the 14 steps in a trial?](#)
- Johannes Baader: *Fourteen Letters of Christ* (*Vierzehn Briefe Christi*, 1914)
- Parker Palmer: [14 Ways of Looking at Community](#) (31 March 2021)
- Katelyn M. Cooper, et al: [Fourteen Recommendations to Create a More Inclusive Environment for LGBTQ+ Individuals in Academic Biology](#) (*Life Sciences Education*, 19, 2020, 3)



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