

The Co-everything Move

Notice of Discovery for a New Cognitive Move in Systems Thinking

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ABSTRACT: Discovering a new cognitive Move in systems thinking is “comparable to identifying a new species in biology or a new molecule in chemistry — a novel structural configuration composed of the atomic elements of thought defined by DSRP.”¹ New Moves reveal a reusable structure of thought that transcends content and applies across disciplines. The Co-everything Move, proposed by Dave Silberman, is such a discovery. It is the 204th Move formally validated and entered into the Universal Cognitive Move Registry (UCMR). The Move makes explicit the structural conditions necessary for all “co-” processes, including communication, cooperation, and coordination, by applying perspectival equivalence within the *action/reaction* system. Through this equivalence, both actors are recognized as symmetrical participants within a shared relationship-object, revealing the structure that allows any “co-” process to exist. This paper presents the Co-everything Move, details its composition through DSRP, and demonstrates its cognitive and practical significance across contexts such as leadership, project management, coaching, therapy, education, and everyday relationships.

KEYWORDS: systems thinking | cognitive moves | discovery | cognitive universals | cognitive tools | Co-everything Move

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Introduction

Across personal, organizational, and societal systems, interaction often breaks down for the same reason. Participants fail to see the shared relationship-object and the *action/reaction* system between them. When this relational structure is not seen, interaction appears as an exchange of disconnected actions and effects rather than as participation within a single, shared structure of relationship². The issue does not stem from emotion or personality but from structure itself: a

form of structural blindness to how relationship, perspective, and the *action/reaction* system organize all “co-” processes. This unseen structure is not theoretical; it often shows itself whenever people try to work, decide, or relate together, from personal relationships to collective endeavors³.

The consequences of this unseen structure unfold when people perceive only themselves and the other as isolated identities. Once the shared relational system fades from awareness, attribution within the *action/reaction* dynamic becomes distorted. The person who initiates an action may assume the other’s response is an extension of their own choice, while the one who reacts may experience that response as something imposed rather than chosen (i.e., “They made me angry.”). In both cases, what happens between them is mistaken for a personal exchange, one throwing and the other feeling struck, rather than recognized as a single relational process that neither controls but both co-create within a shared structure. When this happens, perspective narrows and interaction loses its symmetry. Without equivalence in how each actor perceives the shared structure, engagement collapses into projection instead of relation, an exchange of effects without systemic coherence. This distortion appears across families, teams, and friendships alike.

To make interaction structurally coherent, the Co–everything Move isolates and corrects this blindness to structure. It requires that the relationship-object be clearly distinguished and that each actor discern their own part within the shared *action/reaction* process. It also requires that both actors perceive the same *action/reaction* system through perspectival equivalence. When this structure becomes visible to each actor, interaction can regain the symmetry and clarity that make co-processes such as communication, cooperation, and coordination possible.

Everyday settings illustrate how the structure necessary for these “co-” processes goes unseen. In conversation, one person may say, “You started this,” and the other replies, “I only said that because of you.” Each believes they are responding to the other rather than participating in a single relational system. The exchange continues as misperception rather than relation. In organizations, a manager may say, “I keep checking in because they never show initiative,” while the employee experiences that same checking in as control, saying, “I can’t do anything right without being watched.” Each interprets the other’s behavior as the cause of their own, missing that both are part of one ongoing *action/reaction* loop. In communities and societies, opposing groups often amplify conflict through familiar claims such as “They left us no choice” or “We’re only doing what they did first.” Each side believes it is defending itself, yet both keep recreating the same cycle. What seems like opposition is one shared system seen through non-equivalent perspectives, as when two people argue past each other while describing the same event from opposite sides of the exchange. When the shared structure becomes visible, projection can give way to relation, and coherence can emerge through perspectival equivalence within the *action/reaction* system.

When the shared *action/reaction* structure becomes visible, interaction reveals its underlying form. The same exchange that once appeared reactive can now be recognized as a coherent system that can be traced, mapped, and applied. Seeing this structure is the cognitive action that defines the Co–everything Move. It makes the relationship-object explicit so that Distinctions, Systems, Relationships, and Perspectives are understood as functioning together within a shared frame of cognition. This recognition sets the stage for understanding how DSRP provides the universal structural grammar through which every “co-” process, including communication, cooperation, and coordination, takes form⁴.

Background: DSRP and the Structure of “Co-” Processes

All “co-” processes share the same DSRP structural configuration. Distinctions define the actors involved. The relationship-object functions as a system that organizes the flow of *action/reaction*, while perspectives govern how each actor interprets self and other. The Co–everything Move integrates all four patterns by establishing perspectival equivalence so both actors perceive a shared *action/reaction* architecture, each recognizing its own action and reaction as distinct yet interdependent within the same system. The relationship-object thus functions as the systemic container that makes coherence possible when perceived through perspectival equivalence.

In the absence of perspectival equivalence, each actor projects its own action and interprets the other’s through that projection. The relational frame disappears, taking systemic awareness with it. Co–everything restores the shared structure that allows cognition and communication to re-align with lived reality. It reveals DSRP in action, where Distinction, System, Relationship, and Perspective converge to shape all “co-” processes, whether biological, social, or technical. Where that structure remains hidden, “co-” processes collapse. Where it becomes visible and applied, participation regains systemic clarity, reinstating the relational pattern that makes “co-” possible⁵.

Discovery of the Co-everything Move

The Co–everything Move corrects a missing structural equivalence within “co-” processes. It was discovered in counseling and communication contexts where the relationship-object and the symmetry of action and reaction were unseen. Analysis revealed a recurring structural omission: interactions treated actions and reactions as separate events rather than as reciprocal elements within a shared system. This recognition exposed the absence of perspectival equivalence that underlies all “co-” processes and led to the identification of the Co–everything Move as the structure that makes them possible.

Definition:

- Before: A generic dyadic relation where actions and reactions are undifferentiated.
- After: The relationship-object is distinguished, and both actors are seen as symmetrical points in the *action/reaction* system through perspectival structural equivalence (i.e., they both see (or are aware of) the quadratic structure of $a-r$, $a-r$ that constitutes the relationship as a system).

This structural transformation isolates the minimal cognitive action necessary for "co—anything." It avoids information-rich framings (e.g., "clarifying ownership boundaries"), which may be useful in application but are not part of the universal structural definition.

Structural Mechanics of the Co-everything Move

The Co—everything Move is molecular, formally rooted in all four DSRP patterns: Distinction (D), System (S), Relationship (R), and Perspective (P). It integrates perspectival equivalence within the *action-reaction* ($a-r$) system, establishing the minimal structure required for any “co—” process to exist.

- Distinction (D): The two actors are identified as distinct identities within a shared relationship-object.
- System (S): The relationship-object functions as the systemic container through which all actions and reactions occur.
- Relationship (R): Actions and reactions are reciprocal but not interchangeable, forming a dynamic of mutual influence without ownership overlap.
- Perspective (P): Each actor perceives the same $a-r$ structure through perspectival equivalence, allowing symmetrical cognition of the system.

The Move operationalizes three prior Moves. RDS (Relationship Distinction System) isolates the relationship as an object and a system with parts. Rar Quad (*action/reaction* quadratic) maps iterative flows between actors. Perspective Circle ensures perspectival equivalence across viewpoints. By combining these, Co—everything forms a single integrated structure that defines what it means for any process to be genuinely "co—." It is the 204th Move formally identified.

Moves Library Entry for Co-everything

Unique ID: B-M-2S-13

Move Name: Co-everything

Alt Names: Co-mmune

Belongs to Set: Second Set

Explicit DSRP No. (Atomic No.): 4/4

Explicit DSRP Patterns/Elements: Distinction, System, Relationship, Perspective (perspectival equivalence on *a-r* system)

Information Agnosticism Ratio (I/O): 1.00

Required Informational Content: None

Mental Move Discovered By: Dave Silberman

History: Discovered September 27, 2025, in counseling and communication contexts where the relationship-object and *a-r* symmetry were overlooked.

Description: The Co-everything Move makes explicit the structural requirement that each actor must be seen through perspectival equivalence within the *action/reaction* system. By doing so, it ensures that "co-" processes are structurally valid and cognitively clear.

Related Moves: RDS (Relationship Distinction System), Rar Quad (*action-reaction* quadratic), Perspective Circle

Variant Moves: n/a

Map: See Official Co-everything Visualization Map (Figure 1)

Articles/Resources: Silberman, D. (2025). Co-everything Move Application to the Universal Cognitive Move Registry.



Figure 1. Structural transformation from an undifferentiated *action/reaction* exchange to a perspectivally symmetrical *action/reaction* system. Each interacting unit recognizes both *action-reaction* pairs within the shared relationship-system, maintaining structural attribution through perspectival equivalence.

Distinguishing from RarQuad Move

The Co-everything Move extends the RarQuad Move by introducing perspectival equivalence across the *action/reaction* system (Figure 2). While RarQuad formalizes reciprocal flows between actors, Co-everything situates those flows within a shared perspectival structure. The relationship-system therefore shifts from a mechanical exchange to a cognitively symmetrical system in which both participants recognize both *action-reaction* pairs within a single shared frame.

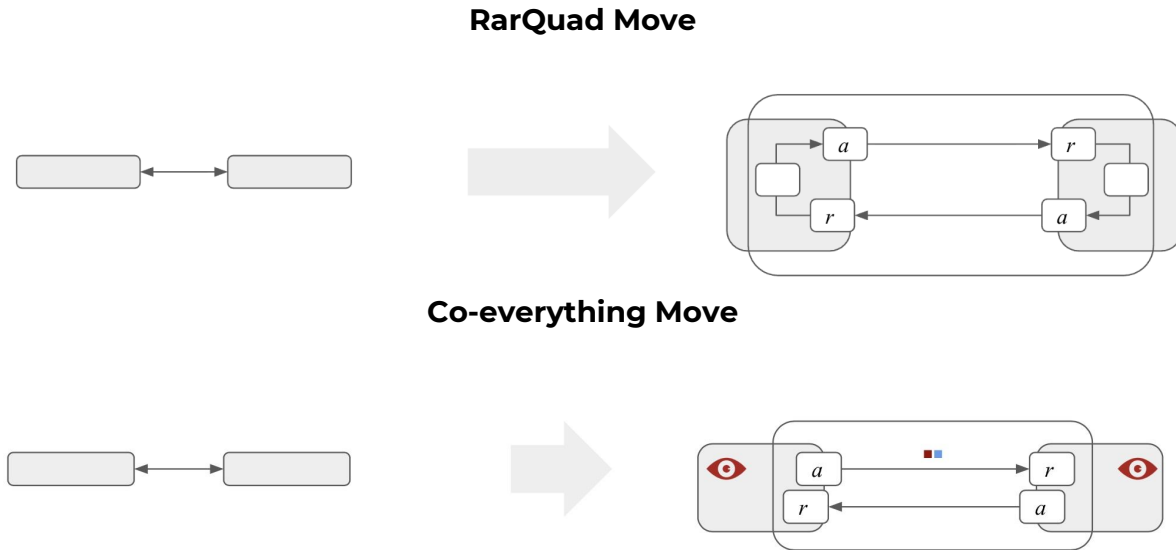


Figure 2. Structural comparison of RarQuad and Co-everything configurations. RarQuad represents reciprocal *action/reaction* flows between interacting units. Co-everything adds perspectival equivalence, creating a cognitively symmetrical system in which each unit recognizes both *action-reaction* pairs within the shared relationship-system.

Illustrative Examples

Establishing a Move's range of application requires demonstrating its structural invariance across distinct domains. Each example below expresses the same underlying structure: distinction of actors, a shared relationship-object, and perspectival equivalence within the *action/reaction* system. While differing only in context, the recurrence of this structure does not imply duplication but confirms universality, showing that the Move operates as a transferable cognitive mechanism rather than a domain-specific instance.

Ecology (Physical/Natural Sciences):

In predator-prey systems, the predator owns its actions, such as hunting, and its reactions to the prey's behavior. The prey owns its actions, such as fleeing or defending, and its reactions to the predator's behavior. Neither owns what the other does. Their shared relationship-object, the predator-prey system, organizes both and shows how equilibrium can emerge when each operates within its own structural role. The Co-everything Move can make this structure visible, revealing that coherence in ecological systems may arise from relational symmetry rather than intention.

Sociology and Conflict Studies (Social Sciences):

In labor–management negotiations, management owns its actions, such as proposals and concessions, and its reactions to union behavior. The union owns its actions, such as demands and strikes, and its reactions to management behavior. Neither side owns the other’s part. Their shared relationship-object, the negotiation itself, organizes both and shows how conflict can persist when structural symmetry is unseen. The Co–everything Move can make this structure visible, showing that coherence and structural clarity may emerge when both perspectives perceive the same *action/reaction* system.

Everyday Life:

In parent–teen interactions, a parent may say, "You ruined my day by talking back." The Move clarifies that the teen owns their action, talking back, and their reaction to the parent, while the parent owns their action, setting limits, and their reaction, feeling upset. Neither owns the other’s. Their shared relationship-object, the parent–teen relationship, organizes both and shows that mutual understanding may develop when each perceives the same relational structure. The Co–everything Move can make this structure visible, allowing what once appeared as conflict to be understood as coherence within a shared system.

Cognitive Significance

The Co–everything Move provides several core benefits for cognition and systems thinking

- Structural Clarity: It makes explicit the structural requirement that each actor must be seen through perspectival equivalence within the *action/reaction* system.
- Relational Awareness: It reveals the relationship-object as the shared system through which all actions and reactions occur.
- Attribution Clarity: It reduces confusion about ownership by distinguishing what belongs to each participant within a “co–” process.
- Systems Literacy: It strengthens metacognition by revealing the universal structure that enables all "co–" phenomena.

Together these outcomes show how Co–everything extends DSRP in practice. By making relational symmetry visible, it can deepen awareness of how thinking itself becomes coherent when structure is seen.

Practice Guidelines

To apply the Co-everything Move:

1. Identify the actors: Distinguish each participant as a unique identity within the shared system.
2. Distinguish the relationship-object: Make explicit the shared relationship through which all action and reaction occur.
3. Map the *action/reaction* system: Trace how each action produces a corresponding reaction within the shared structure.
4. Apply perspectival equivalence: Confirm that both actors can perceive the same *action/reaction* structure from their respective viewpoints.
5. Integrate the structure into practice: Use the clarified map of roles and structural attribution to guide ongoing “co–” processes.

Significance of Move Discovery

The formal identification of a new Move in DSRP is more than a conceptual contribution; it represents a structural innovation. To qualify as a Move, a discovery “must meet strict criteria:

- Structural: built directly from DSRP-483
- Content-agnostic: works on any topic
- Distinct: not a duplicate or minor variant
- Cognitively valuable: common, repeatable, useful
- Validatable: expressible in DSRP Script v4 and mappable to its structure
- Types: Atomic (one DSRP pattern or intra-pattern) and Molecular (two or more patterns or inter-pattern).”¹

The recognition of the Co–everything Move meets all of these requirements. It isolates a universal yet previously unnamed operation of thought: the perspectival equivalence within the *action/reaction* system that makes any “co–” process possible⁶. By formalizing this structure, the Co–everything Move provides a precise cognitive model of how shared processes can be organized and understood across every domain of experience.

Conclusion

The Co–everything Move demonstrates that no genuine “*co-mmuning*” process can function without perspectival equivalence within the *action/reaction* system and the shared relationship-object. By making this symmetry visible, the Move enriches the Systems Thinking Moves Library and grounds “co–” processes in structural clarity rather than metaphor or intuition. It may offer practical value across leadership, therapy, education, ecology, and everyday relationships, wherever people must think or act together.

More than a tool, Co–everything reframes how shared interaction can be understood. It shifts attention from content and behavior to structure and structural attribution, showing that coherence in "co–" processes can emerge only when participants see the shared system that connects their actions and reactions. This understanding strengthens both systems thinking and everyday cognition by returning focus to the structure beneath experience itself.

Recognition by the New Moves in Systems Thinking Committee

Following formal submission and peer review, the Co–everything Move was unanimously approved by the New Moves Committee of the STSI Science Board as an official addition to the Table of Known Moves. After deliberation on its structural validity, cognitive utility, and universality across domains, the committee classified the Co–everything Move as a Molecular Move rooted in the full DSRP configuration: Distinction (D), System (S), Relationship (R), and Perspective (P).

The committee assigned the Move to the Second Set of Molecular Moves, recognizing its foundational importance for systems thinkers, researchers, and practitioners across fields. It was commended for formalizing the perspectival equivalence required for all “co–” processes and for making explicit the *action/reaction* structure that underlies shared cognition and communicative exchange.

The award was formally conferred and entered into the Universal Cognitive Move Registry (UCMR) on September 27, 2025, accompanied by the official certificate of recognition:



This recognition affirms the Co-everything Move as a reusable cognitive structure within the DSRP framework and places it among other formally validated Moves in the systems thinking canon, where it may be applied to strengthen clarity and coherence across domains.

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