

Levels of Energy From the Perspective of Decision Making and Behavior

Through experiencing ourselves we can see that we operate with different energies at different times. We can also experience, as members of organized wholes, that organizations exhibit different levels and types of energy at different times. These different levels and natures of energies reflect themselves in both different natures of behaviors and also in different decision-making processes. The energies take a hierarchical form such that as organizations or people move downward in the hierarchy, the qualities we aspire to increasingly drop out. As we move upward in the hierarchy we increasingly are aroused to live by the right values and to do things that are of benefit to the whole.

In this write up we seek to identify the energies that make up this hierarchy and the nature of process related to decision making that accompanies each level. The verification of the hierarchy, its accompanying behaviors and decision-making processes are verifiable by comparing them to your own experience.

The energy hierarchy reflects tendencies and is not absolute. We are not controlled by this hierarchy and through self will have the capability to transcend the hierarchy. We then engage in will-driven activity, which is described in the next handout, where we transcend the normal tendencies of organizational energies.

Vital Energy

The organization is concerned about its capacity to remain vital, and the internal energy speaks to its loss of previous vitality. The energy of people gets diverted from their normal tasks and instead focuses on whether or not they or whom will be considered vital to the organization. Work is no longer of a primary concern. Energy is focused on who and what will be dropped and on who and what will remain.

The decision processes of the organization become polarized. Those things and people that deal with the indirect and the long term are devalued. Those things and people that relate to the short term and direct become increased in value. Polarized behavior results from this shifting value.

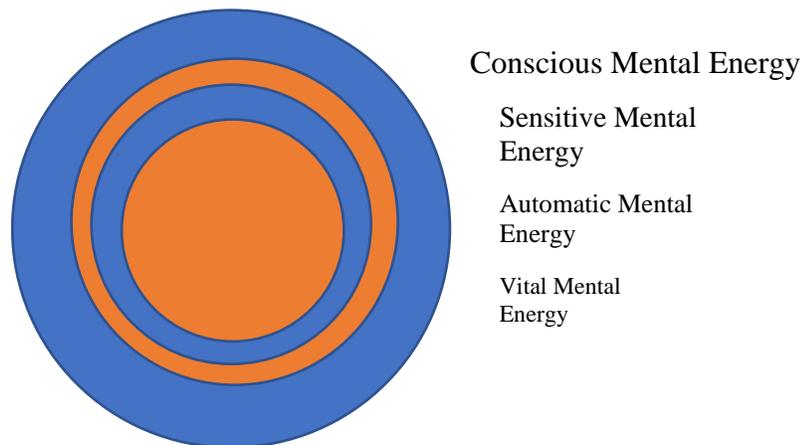
The behavior of people becomes more assertive and often divisive. People are increasingly ordered or directed in regard to what functions they must engage in, bounded by their functional sense of themselves and how they must carry them out their function. The will of the organization is much more excitable than it is under less taxing circumstances. Accountability is seen as externally driven and managed.

Automatic Energy

An organization operating to the level of automatic energy expects that everything is in place and things should automatically be done. In such an organization, procedure prevails over people. In experiencing the energy of the organization, one gains a sense of a machine-like state with a lack of personality.

The decision processes of the organization are focused on variances and their correction. These variances may be in the behavior of people, in the value adding process or in the product offering. People are experienced as a constraining force to the organization in regard to how it wants to do things and have things done. The expectation of organization members is that they will respond immediately to the variance. In addition to this they are expected to inform the hierarchy in regard to how they reacted and to reach reconciliation with them on the appropriateness of their reaction.

Behaviorally people in the organization are very responsive to any functional requirement. They largely seem to have left their being or concern about their state of being behind. Being is kept out of being a part of "business interactions" of the organization. The will of people is engaged in performing and engaging in desired maneuvers such as meetings, visits, etc. Only at an informal level is there an expression of care, concern, and friendliness. Accountability is managed through standardized processes to ensure uniformity and their clarity.



Sensitive Energy

In an organization operating at a level of sensitive energy behavior becomes a central focus. There is an expectation that people, their origins, and their gender will be paid attention to. There is a level of awareness and caring for one another in such an organization that does not exist in an organization operating at the level of automatic energy.

The decision processes of a company operating at a sensitive level of energy are expected to be carried out while maintaining identified standards of behavior and conduct. These standards vary in accordance with the nature of activity involved in the decision. Each decision is made against the grounds indicating the need of a decision and also against a clear articulation of the goals involved in making the decision. Generally speaking, the members of the organization are carefully schooled in the guidelines expected of members of the organization in the decision-making process. People are valued and considered in working together and managing.

People in an organization operating at a sensitive level of energy have as their behavioral attributes:

- that of addressing their will to be of service, as well as connected to one another
- in terms of their being they are expected to exhibit qualities appropriate to the activity they are involved in and toward one another.
- and they address their functionally oriented behavior toward maintaining desired standards of performance with work and with others. Respect, consideration, appreciation,

Accountability is managed situationally with the intention of fairness across the system.

Conscious Energy

In an organization operating at a conscious level of energy there is a recognition that each entity and person have a "way of being in the world" and identity of their own which is consistent with their essence. There is a recognition that existence is a stratified phenomenon and the persons and organizations both seek to reach higher strata, higher contribution, or higher orders of existence. Development is aspired to for others and ourselves. Generally speaking, they seek to provide products and perform functions that are a pattern for higher order existence of all of Life. They seek to have the will to love and care and to create a world of social and ecological harmony. They see living as a means of providing redeeming values to the future.

The decision-making processes of the organization are based on providing or achieving new strata of existence for greater wholes. Intrinsically they see this requiring of themselves the seeking of higher order ableness and greater understanding of the working of reality. Extrinsically they see this as requiring the ability to generate operational images and patterns of operating toward what is better and to do things out of conscience and conscientiousness for greater wholes.

The behavior of conscious organizations is in ALL work to produce something of higher significance and to provide all members of the organization with the ability to engage in meaningful work. And for beneficiaries of the work. They tend to the people and events with equanimity and acceptance even when reconciliation required great effort. They have the character or will that seeks to potentialize Earth and the life upon it for the future. Accountability is seen as intrinsically evoked toward that which matters and is life-giving. It is sourced through-time and in-time reflection and personal development as the primary means of awakening inner will to contribute to greater wholes in which we are embedded.

Produce things of higher value, provide all ableness to engage in meaningful work. Tend to the people and events with equanimity and acceptance. Will seeks to redeem Earth and life upon it. intrinsically accountability for what matters and is life-giving. It is sourced through-time and in-time by reflection and personal development as the primary means of awakening inner will to contribute to greater wholes in which we are embedded.