

A Developmental Culture (no deliberately, that is different)

The first, and eternal phase, to a developmental organization is the creation and evolution of a developmental culture. It is what all beings in the organization 'see' as the way of being and doing. It is the default for the HOW of the organization. Do we default to authority and are self-referential or people think for themselves considering the effect on all beings? Is the organization politicized and defensive or territory or is it unified around decision-making and evaluation. Is everything focused on the bottom line and people are fearful of mistakes? Does everyone feel free to disagree and offer wildly new ideas. These are not the only options but are intended to give a flavor of how different cultures can be. What is characteristic of a development culture. And what does it take to generate those characteristics. There are HOW work is designed to happen is HOW things get done in this culture, rather than what is targeted as goals.

- **Self to Self** in decision-making and execution, and **not role to role**, nor level to level. Ideas and thinking pervade in the context of agreed to strategic contribution to stakeholder Systems.
- **System-actualization** is the focus, **not self actualization** as the highest achievement. Self-actualization is activated as embedded in the process of systems work being evolved for buyers, users, suppliers, customers, as well as social and planetary systems
- **Focus is on Contribution** to effectiveness of systems more than **achievement in progression and promotion** (without trade-offs of individuals with organizational goals.)
- **Work with diversity and complexity of thinking** via shared languaging, word meaning, and framework thinking rather than mental models that drive thinking alike on subjects and proceduralizing approaches.

Managing Mental Energies: Framework Thinking

Most of us took some science that taught us to understand the working of energies. Although it was not called 'energies' likely. It was about physical energies transforming from One state to another. One use to another. One kind of work. From solids to liquids to gases and back again. The different forms are not different objects but different states of the same objects.

When a word was needed for the process of transformation through states of one object, a few mathematicians and natural philosophers (the designation before the idea of science existed) came up with terms for the transition and transformation nature of these processes. Pythagoras, a Greek philosopher (philosophy encompassed the idea of physical and spiritual worlds), and William Whewell (a 19th century English polymath and philosopher of science, who was an inspiration to Thomas Kuhn¹, each made up the term, energies, two centuries apart. It not clear that Whewell knew of Pythagoras' School in his time.

Both used the term 'Energies' as a way of describing changes in state where different values and forms were achieved. Both Pythagoras and Whewell noticed the same transformation qualities not only in the physical world of objects but also in the spiritual or mental world. Both worlds were studied together in the Pythagorean school, in what we would call a holographic way². Where the structuring and restructuring in one arena helped them evolve understanding at different levels of energies. Two hundred years after Whewell, another English mathematician, John G. Bennett, applied the term Energies to spiritual and mental levels of transformations as well as physical phenomena. In fact, Bennett pointed to a continuum of 12 levels of energy transformation moving from dispersible gases beyond the physical world into ephemeral changes. He called 12th level, transcendental, in the highest plane, bringing the material and spirit world together. He demonstrated forms moving through phases that go up and down from transcendent into dispersible gas and back up again, as all being in

¹ Kuhn, Thomas, The Structure of the Scientific Revolution, the philosopher of science who points to shifts in paradigms in science.

one universe. And forms could move from one state and way of working to another and back.

Bennett's twelve energies were used by a few Princeton's quantum scientists in the early 20th century where Einstein was demonstrating the undivided nature of energies at work in physical and spirit world. But then the founding of public mandated education happened. The USA adopted and specified the curriculum to include primarily and specifically Newton's laws. The early quantum sciences were dropped from all but higher-level curriculum. Behavioral theories were also introduced and adopted from influencers of the new departments of *psychology* based in animal research. Behavioral science was applied to how motivations worked based on material science of animals.

All in this same window of time of radical change, logical positivism was proposed and adopted in Europe as THE method of science discovery. These three theories and methods, arriving at the same window of time and space, all divided knowledge between the planes of sensory and non-sensory. Newtonian science, behavior psychological and logic thinking were all sensory based and therefore, henceforth proscribed as THE science, THE psychology and THE epistemology of knowing and thinking. We have come to accept these limits from that day until now.

All three became the designated cosmology, how the world is seen to work, and therefore the new mandated public school 's epistemology (how and what they learn.) The education of children and adults changed abruptly, all in the first

quarter of the 20th century, with influential groups pushing for sensory modes and no one fighting for the wholes recommended by Pythagoras or Socrates, indigenous traditions, or even Quantum science emerging at the time (during Einstein and other physicist lifetime.) I call it, *The Science of Wholes*. The fragmented approaches were embedded into educational institutions broadly and all semblance of an unfragmented world were dropped out leaving us with only material energies as a concept. And even those seen parted out by subject. Schools teach them as divided subjects of study, since the 1920s. Spirit vs material! Another aspect of the reductionist view we speak of. Western science and wisdom traditions are now fragmented and understanding is no longer offered as a holographic² Whole. Only some indigenous traditions and wisdom Schools hold them as a Science of Wholes. Our School is based on the study of Wholes.

Exercise: Think about an event that mattered in which you later, or in the moment, observed yourself moving from one state to another. Angry to sad or to caring and even creative. You caught yourself and shifted energy states. e.g. at home with family and particularly children. You and spouse had a difference of opinion and raised your voices and expression. You suddenly noticed the kids were watching and reacting. You used your capacity to shift your state, maybe not only in your, but for your spouse as well. What does it take to create that shift. Internally and between you and others? What is the effect on all other parties and

² The term Holon created by Arthur Koestler in *Ghost in the Machine*, is a combination of the word Holos-, which means whole and the suffix -on, which means particle or part. They are isomorphic, the same pattern at each level of scale

yourself. What is the shift in values, way of work of parties there, and outcomes from the original trajectory.

How does this play out at work? Do you have a similar example at work? Groups at work playing out this scene. Does it differ?

Premises: We want a culture that favors and internalizes discerning, designing and self-managing of mental energies over ones that manage others, by behavioral devices, authority over, and projection of our ideals onto others.

There are three characteristics of a Developmental culture that take education, effort, and self-evaluation to awaken and nourish. First is a culture with **high quality mental energy where we are overcoming our mechanicalness and seek understanding of universal values**. Where everyone can think for themselves and consider what is best for all.

Second, we want a culture where **everyone can evoke higher levels of work** that considers more than getting things done; going beyond the task in front of us to the system we are affecting in all our ventures.

Third we want a culture that is **discerning, having a way of learning and knowing what is true and complete about how things work, including humans, so we are in alignment with Life and Living Systems**; engaging with and from a Science of Wholes.

Conscious transformation of energies. It is an easy thing to say but not so easy to realize what it means in practice. It is likely that we can't know what this means

without having some clear ideas articulated to go along with our feeling. That is the purpose of this framework. So you can do on demand

Transformation: Of Existence and Essence as Energies³ (10 minutes)

Energies/Nature	Example	Working process	Notes: continued process
Cosmic, trans human/ Transcendent	Death and dying or with someone passing, prayer, meditation.	Infuse with sacred and meaningful to	Energy fields are entered
Unitive	Wedding day- surrender our experience of separateness	Entangled, imaging at work	Set aside all that is categorizing and not whole
Creative	I, not 'I's' A singular being without puppets	Our conscious energy is an instrument of creative energies. Freedom to recreate. My Will unites with great then I.	Direct perception, not visioning, of how life works. Conscious energy under control of creative. No opposites experienced
Consciousness	Link Life (material and existence and cosmic energies (spirit & non-human) Each center doing it 'right work.'	Key: Activate Voluntary Attention; Divided self-observer and observed self, Aims used to develop Will; Shocks. Experience nestedness.	Observe 3 centers in self, not just one, Can then draw sensitive to it and be more consciousness. Has Us! Contradiction arises
Living; awareness Sensitive	Kindness & empathy, awareness of ordinary awareness	Noticing a variance from pattern; living being; reading env safety	Complexity of Three brains needed (W, B, F) Visioning outside of current but human projection
Automatic	Routines/Rote/ problem solving	Pattern following, replicating	Mechanicalness
Vital	Fear or thrill, birth	Fight or flight to be alive or overcome death	Living beings pursue purpose or goal
Constructive	DNA becomes a body or business is built; e.g. enzymes- break down, build up	Feed on their environment, can maintain form of body when environment cannot	
Material World: Plastic-	Human body, vocal cords, arteries	<u>Bend</u> , not break;. Modify, respond, alter adapt in circumstances or conditions. Still be what/who they are	
Cohesive	Family, a crystal	things are held together. 'binding energies'	Gives pattern to matter so senses can pick up
Directed	Conducted heat	a consistent direction	
Dispersed	Gases, Mist	Free forming	

³ Sourced from J. G Bennett, Energies and Deeper Man.

Levels of Energy From the Perspective of Decision Making and Behavior⁴

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.

⁴ © 2005-2024 copyrighted IDP, Inc. and IDG, Inc. All rights reserved. For permission., contact carolsanford@interoctave.com.

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.

Creative Energy

The organization seeks to produce things of higher value, developing all persons ableness to engage in meaningful work.

Decision-making tends to the people and events with equanimity and acceptance. Will is directed to redeem Earth and life upon it. Discernment is taken on as something for which we are intrinsically accountability; for what matters and is life-giving.

Behaviorally, 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.

Exercise #3

Handout read #1- Any whole transitioning and transforming to higher order potential.

1. select a **recurring activity** or subject you want to put higher quality mental energies for a higher quality outcomes. And **worth thinking in a Whole way.**
 2. For each level, what is familiar and limiting and what is expanding. Begin with automatic and be very specific at **each level that is the best you can conceive of**
 3. Then go to the next level and remind yourself what that level brings that the previous one did not. **And work to create a new level of potential.** What is restraining and reconciling at this level. Continuum up until you feel you have something so much deeper, wider, broader or more meaningful than where you started.
 4. Reflect if everyone could do the way of thinking, naturally and quickly, up the levels of energy. Became **normalized in the culture.** At each level, **what is familiar and gets us stuck.** What capabilities need to be developed? How did your **personal mental energy move up as exercise did?**
 5. How does each next up level encompass and reconcile the level below. How does each level raise the potential return?
 6. What if everyone could notice, manage and move up levels of energy in engagements. Ritual way of thinking? How is it different from way routinely take on this subject? Projects? Science of Whole vs. Parts
- Assignment: Do this exercise with at least three endeavors. Which Levels of energy in, the Normalize reflection as group.** And the same personally. Reflecting on the difference in value and effectiveness, with NOT reflecting.