

ON DIRECTING DATA IN THE NEW PARADIGM
(REFLECTIONS ON THE PROCESS OF THE COUNCIL)

7/31/84

"We are drowning in information - but starved for knowledge"

(John Nesbitt - Megatrends)

I have been noticeably troubled at various points during this council by all of the various levels and types of data we are handling (or not), by the abundance of values and perplexing array of different images and approaches in our Model Building Units. In one sense (lets call this perspective #1) I think this is our helpful diversity and just who we are at this unique point in history. So, this situation is OK. So, we should have more patience and cooperate with each other more - I don't argue with this. But there is however a whole other perspective (let's call this one perspective #2) which states to me that we are troubled, confused, and frozen by the tangle of data that we are caught up in. From this perspective, I might state then that we are now at the stage of having a unique mosaic of ways which we can go into the next year with (and questions). The very nagging question here though is the one - Is this "mosaic" of directions what we mean by the new leap into the next 16 years. I think not. I think this perplexity of directions (P.#1) we represented needs ~~SOMETHING MORE~~ **IS IT** (P.#2) in order to grasp holistically the next leap we are working out this year. And in addition ^{WE ARE} also working out the specific grasp of models that we need to pull off this next year. ~~I think then this is what we are aiming at with this council?~~ **MAY BE THESE 2 APPROACHES RECONCILE AT SOME POINTS. IN A NEW APPROACH.**

WHAT WE need

I would like to grasp what I mean by perspective #2 here by illustrating from our work in The Economic safari team. I believe that certain aspect of managing our data became revealed to us in working on this assignment. Others may have also experienced these insights along the way too, but I have not heard a clear articulation of this yet. So, to begin I would like to make the assumption that in order to swim in today's sea of data that we must find our knowledge and also articulate in some manner the process by which we have arrived at that knowledge. We have on our hands a new universe of perspectives which is the new paradigm environment. This I believe from our work is beyond anything we have been fully conscious of heretofore. We have no method to adequately cope with all of this, thus we fail again and again to give this situation and our response a clear enough focus. I would like to reveal to you 3 aspects of this new paradigm consciousness that became revealed to us in our safari sub-group work - and then I would like to state what I think are the learnings on this process that the safari experience was. **THESE MAY REVEAL A RECONCILIATION STANCE BEYOND P#1 AND P#2**
*(note: I wrote these reflections down relative to the data and method on our safari experience. Since I thought that it was the results that were most key to this experience - I neglected to follow-up and present to our final review of these learnings and just got caught up in making the charts and imaginal drawings of our product rather than worrying about the process of arriving at our product) I now reflect that perhaps its this process now that is more important to understand than 1000 good products.)

(IT SEEMS) →

So, I would like to go back and explain my present quandry and ill-feeling about our data through the keyhole of our safari group work in week 1 of the council. Let me first relate the 3 key ~~learnings~~ situations that we had relative to the new paradigm.

1. Our waterhole contained or showed a multiplicity of directions and perspectives which we had to decide about.
2. We as a group had a multiplicity/ and/or perspectives relative to what we were looking for.
3. In talking to others outside the building here - we found there would be difficulty in interviewing people because **THE** questions and answers and other factors **RELATED TO** the outcome.

Let me illustrate point #3 here with an example. If in giving the interview we were not cognizant of the negative and positive trends and human element, etc. that prevailed, as well as being aware of our own internal screen of values when we went in to the office - the questions we asked could give only "expected" results and not necessarily illuminate the real situation.)

*This kind of surprised me enough to afterwards write down in one reflection essentially what you see on our journey in Chart A. I became convinced at this point that we were undoubtedly living within this so-called new paradigm and it was indeed new and rather mysterious. In this chart I think you can see the whole process of our group's journey. Actually our whole journey seemed really complex I suppose - so nobody bothered I think to say anything too much about it other than the fact that it was indeed that - complex. In this analysis I would like to reveal more aspects of the complexity of this journey as I now discern them. At any rate what we found in doing this journey, I think, was that there is indeed no alternative (as frustrating as it is) to follow this journey of complexity that the real situation offers, and then to use all of your methods and tools to fight through it and then hopefully to come back on the other side of that, and give a credible and believable report. We all did that - but some I think may be doubting the credibility of this journey in itself. This then seems like a common denominator to all of the situations that all of the groups and people find themselves in at this point. I would like to go on here however to point out more aspects of the learnings of the process of this journey.

MAYBE THESE ARE 3 STEPS TO A NEW APPROACH OF RECONCILIATION WHICH JOINS #1 AND #2 PERSPECTIVES
I. RECOGNIZED COMPLEXITY LEADS TO DECISION OF FORCED IMAGINATION (SEE CHART OF JOURNEY)

As you can see in the chart, we ran into at least 3 dilemmas in our journey. The first one was an over abundance of directions in the Economic arena. Of good and imaginative approaches. This was the Environmental Factor out of which came our first learning. The hard fact about the economic then was that it contained within its limitations an abundance of new innovations, new books, perspectives, etc. The dilemma was that we were rather a small group with a short amount of time to handle our assignment. Fortunately with methods and with the guidance of our guru, Hubert Fulkerson we got up our arenas of concern and "How to Handle these arenas" on the board. We gestalted both of these arenas into one pattern for some reason. ("snake eyes") We came up with 5 sub-arenas of concentration in our approach to the Economic. Our sub-group's arena of investigation turned out to be "The Humanized Workplace." This seems simple enough taken in itself, - but it reveals the 1st corner of the new paradigm (or dragon) that we encountered - utter complexity of our information world in just one delimited arena. WE USED THE

TOOLS OF OUR METHODS INNOVATIVELY IN RESPONSE WHICH WAS THE NEED TO SHARE LEARNING - OUR IMAGINATION HAD TO CREATE A WAY.

II. RECOGNIZED PERSPECTIVES LEADS TO DECISION TO ACT CORPORATELY

The second aspect of the new paradigm that we encountered was the value screen or "perspective" factor. The fact was of course that we each uniquely held several different perspectives and values relative to "What we were looking for". The breakthrough then I suppose was that we "Could" put all of these together into a common screen which represented our corporate consciousness. We came up with the "Qualities of a Human Workplace" screen. It was not finally definitive but showed our best objective picture of what exactly we were looking for. As you see it is rather complex too. This screen enabled us to pull together and to confront the next roadblock which was interviewing people in the field. I think that rationalizing and gaining perspective on this factor (in our case with a chart) enabled us to have a common internal sense (rather than internal chaos) and enabled us to live out of then an authentic commonness of purpose rather than a false sense of that. So this was our second key learning of the new paradigm, that we were

going through. **THAT WE ALL HAD PERSPECTIVES OF VALUE WE COULD SHARE. AND USE.**

III. RECOGNIZED "MUTUAL CAUSALITY" FACTOR LEADS ONE TO A DECISION ~~TO~~
EMBODY A HARMONIOUS ~~3~~ PERSPECTIVE RECONCILIATIONAL RELATIONSHIP
AND TAKE A

The third factor here is the Interrelationship Factor (you might term demon if you are more spiritually inclined). This corresponds to mutual causality in Olgelvie's paper on the new paradigm (see drawing on new paradigm). We were in our sub-groups. We had listened ~~to~~ a few lectures and discussions and vidios - of various aspects of the Economic today. We began to call and get ideas for our interviews. We had a good cross-section of places, people, and experience to draw on including Ellery's work experience, Judy Montgomery at Training Inc., the 6 most preferred working places in the Chicago area, and much more. We came upon the realization however that the nature of our questions might be very related to what we might receive back. If we asked somebody questions without contexting who we were, and asked questions such as "what do like in your office? The nature of the question being general would elicit standerd or even negative data. My boss is a reall S.O.B. I don't make enough money. Etc. Things we didn't want which after all concerned the other person's particular state of mind, the immediate situation, or his particular temperment or prejudices, etc.

So, we decided instead on a much more carefully taylored ~~and~~ questionnaire. We carefully and corporately designed a model for it. Oscar and Bill NewKirk raised several values and perspectives that I had not considered. In addition we considered some of our findings in doing the values screen. This was the questionnaire form that we came up with. It follows roughly the art-form methodology.

Part 1: We context ourselves and get out objective data on the person's particular office situation.

Part 2: Somehow along the way we get it said that we are out to find (looking for) Approaches that work" Then we could ask questions about effectivity and the human elements in the job situation. And then ask what breakthroughs they might have had.

Part 3: Questions then could be asked about whzt they anticipated on the the next 10 years or in the future what did they expect. This was one of the most helpful question arenas as it illuminated present directions from a future perspective.

So as you can see - we uncovered a whole new - rather unexpected - in part - world (or cosmos) in which we had to struggle and finish our ~~task~~ task. The problems were not simple or unique, but because of using our corporateness and our methods approach along the way, we were able to come up with a clear finished product. - ~~which~~ ^{which} reflected what was really going on in the economic. This was reflected in part by our document and our charts (see chart on situations and directions), but there was much much more than this. What has become clear to me is th~~at~~ the process and the journey is every bit as informative as the resulting conclusions and products. So, ~~now~~ in part it was because we were able to stay on ~~the~~ the journey of consciousness that enabled an excellent result.

**IN OUR SAFARI UNIT,
WORK,**

ON RE-RELATING ONESELF TO GOD'S ONE WORLD

We all, I believe, have a lot to study and learn from the insights of the new paradigm - from the changes in our globe - where - life itself - God's future is leading us (I think this expresses how I can relate to this fully - but its not very clear I realize). And to recognize that we only control the media of our own world when we recognize that liveing th e new paradigm is indeed no simple matter.

Finally then there are I believe ~~many~~ many factors and demons so to speak and that our painting and images and words either ~~clarify~~ clarify or confuse relative to being in God's one complex futuristic edge or getting tangled in the meaningless tangles and battles of our own good ideas, intentions and important reflections. (Which might just be adding to the chaos.)

So, we have a choice to live in the New paradigm in God's world and see reality as it has been given to us and to live out of our intuitive, corporate, and methodological consciousness - And Imaginative ability. - And thus affirm the Mystery. In this way to live the consciousness of the journey of the present times without getting trapped in past understandings. Or our own selves, but to see the real world around us in its wonder, and its pain, and in its coming forth.

AND AGAIN BECOME THE DIRECTORS AGAIN
OR NEW GURUS OF THE SPIRIT OF THIS
NEW WORLD.

OUR OWN GIFTS
OR PREJUDICES, ETC.

CHART OF JOURNEY OF A SAFARI

TOWARD SEEING NEW PARADIGM PROCESS OF METHODS

FROM WORK W/ HUMANIZED WORKPLACE

(STEPS 1-5)

THE SAFARI MODEL SEEN AS A STRUGGLE IN THE MICROSCOP OF ADAPTING WITH OUR METHODS AND SOCIAL SKILLS IN THE NEW ENVIRONMENT OF THE NEW PARADIGM CORPORATE ACTION

	DILEMMA	KEY QUESTION	KEY RESPONSE TO MOVE FORWARD
1.) TOTAL GROUP MEETS	OVER ABUNDANCE OF NEAT DIRECTIONS $\begin{matrix} \nearrow \\ \searrow \end{matrix}$	(SIMPLE TO COMPLEXITY) WHAT ARE THE IMPORTANT ARENAS WE NEED TO KEY INTO?	BRAINSTORM GESTALT DATA INTO 5 SPECIFIC ARENAS OF DATA AND ACTION
2.) BRAINSTORM & GESTALT OF DATA	WHETHER OR NOT TO GESTALT ARENAS OF CONCERN W/ ACTION GUIDELINES? CO?	DO THESE ARENAS SPEAK TO THE ECONOMIC TRENDS IN SOCIETY	GESTALT DATA OF 2 DIFFERENT KINDS INTO 5 ARENAS OF GROUP ACTION
3.) DIVIDE INTO SUB-GROUPS & COLLECT MEDIA	WHAT MEDIA, DATA, SOURCES ARE THE MOST HELPFUL?	ASSEMBLY TO MORPHOGENIC HOW CAN WE QUICKLY GET ON TOP OF THE REAL ECONOMIC ENVIRONMENT	CHOOSE TO USE VIDEOS, GET ARTICLES AND BOOKS AND DO SOME KEY INTERVIEWS
4.) SUB-GROUP TOPIC HUMANIZED WORKPLACE	WHAT ARE WE OUT TO FIND? THERE WERE MULTIPLE PERSPECTIVES @ A HUMAN WORKPLACE	OBJECTIVE TO PERSPECTIVE WHAT SCREEN OF VALUES DO WE SEE AS FORMING THE HUMAN WORKPLACE	WE BRAINSTORM, GESTALT AND MAKE A SCREEN OF VALUES @ OUR EXPERIENCE OF THE HUMAN WORKPLACE
5.) INTERVIEWING PEOPLE FOR OUR REPORT	DIFFERENT QUESTIONS WILL GIVE DIFFERENT RESPONSES (EX: WHAT DON'T YOU LIKE IN YOUR OFFICE? ANS: I DON'T LIKE MY BOSS OR MY PAYCHECK.)	LINEAR CAUSALITY TO MUTUAL CAUSALITY WHAT QUESTIONS WILL HONOR PEOPLES WORKPLACE AND ILLUMINATE OUR SCREEN AND UNDERSTANDING OF A HUMAN WORKPLACE	WE CORPORATELY DESIGN OUR INTERVIEW MODEL CAREFULLY WITH THE PEOPLE - TYPE OUT MODEL AND THEN GO AHEAD WITH INTERVIEWING.



THE NEW PARADIGM

A SHIFT NOT ONLY IN THE QUALITY OF REALITY, BUT IN THE CONTEXT OF REALITY

FROM SIMPLE

- A MECHANICAL, PREDICTABLE REALITY
- A SET PATTERN

..... TO COMPLEX

- * MOVING OUT OF OUR SET PATTERNS
- * SEEING REALITY AS A CONSCIOUS ORGANISM
- * MOVING TO A 3RD WAVE VIEW
- * INTO PROFUNDITY
- * MAXIMIZING INTERCHANGE & COMMUNICATION (IN THE WHOLE)
- * GUARDING OUR MULTIPLE PERSPECTIVES
- * FORMING A COMMON UNDERSTANDING OF NATURE OF THE REAL WORLD

QUALITIES OF A HUMAN WORKPLACE

EMPLOYMENT -
BUSINESS, AND THE
WORK PLACE

(- INTUITIVE SCREEN -)

A. WORK MOTIVATION		B. WORK STYLE		C. WORK ENVIRONMENT	
1 CREATIVE WORK ATMOSPHERE	2 MOTIVATING WORK CONTEXT AND VISION	3 EFFECTIVE SKILLS ENHANCEMENT	4 ENABLING MANAGEMENT STYLE	5 PARTICIPATORY DECISION MAKING	6 SUPPORTIVE PERSONAL RELATIONSHIPS
7 SENSITIVE TO PERSONAL NEEDS	8 PERSONAL VALUES CONSIDERED & HONORED TO EXTENT POSSIBLE	9 FELLOW WORKERS ARE FRIENDLY	10 ALL AGES BOTH SEXES ARE HONORED AND UTILIZED	11 SUPPORTED IN YOUR NEEDS	12 ADEQUATE EQUIPMENT
13 HAVING TO BE CREATIVE	14 THE WORK IS USEFUL/ NEEDED BY SOCIETY	15 INDIVIDUAL TALENTS ARE UTILIZED AND DEVELOPED	16 MANAGEMENT IN TERMS OF PEOPLE AND TIME	17 DIALOGUE ON AND BETWEEN LEVELS	18 THERE IS EFFORT TO CREATE CELEBRATIVE EVENTS
19 INTERACTION NOT RIGID BETWEEN DEPARTMENTS OR EMPLOYEES	20 YOUR WORK IN A LARGE CONTEXT LOYALTY TO THE ORGANIZATION	21 JOB SECURITY IS ADEQUATE TO REQUEST ASSIGNMENTS	22 OPPORTUNITY TO REQUEST ON AND BETWEEN LEVELS	23 FREEDOM ON DECISION MAKING	24 CORPORATE- NESS
25 INDIVIDUAL EVERYONE CAN TELL THE STORY ABOUT COMPANY, INDIVIDUAL ROLE, IMPLEMENTED, AND WHY THEY'RE EVALUATED	26 EVERYONE CAN TELL THE STORY ABOUT COMPANY, INDIVIDUAL ROLE, IMPLEMENTED, AND WHY THEY'RE EVALUATED	27 AUTHORITY IS GRANTED COMENSURATE W/ RESPONSIBIL- ITY DELEGATED	28 FREEDOM ON DECISION MAKING	29 BE TRAINED	30 FREE TIMETABLE
31 ACCOUNTABILITY FOR BUILDING A PLANE INSTEAD OF TURNING A SCREWDRIVER	32 EVERYONE CAN TELL THE STORY ABOUT COMPANY, INDIVIDUAL ROLE, IMPLEMENTED, AND WHY THEY'RE EVALUATED	33 ABLE TO TALK WITH MANAGEMENT	34 INDIVIDUAL GIFTS & HANDICAPS HONORED TO BE CONSIDERED IMPORTANT	35 BE INFORMED	36 DIFFERENCES IN PAY ARE NOT EXTREME
37 VISION OF WORK AND ROLE	38 VISION OF WORK AND ROLE	39 ASKED AND PUSHED TO RESULTS	40 EVERYONE INCLUDED IN THE DECISION- MAKING PRO- CESS	41 OF WORK AND ROLE	42 3-YEAR ROTATION
43 WORK IS NOT NECESSARY EVIL, BUT ONE OF LIVES ENGAGEMENTS	44 WORK IS NOT NECESSARY EVIL, BUT ONE OF LIVES ENGAGEMENTS	45 EXCELLENCE IS DEMANDED FROM ALL	46 SUCCESS OF THE ORGANIZATION IS EXPERIENCED AS EVERYONES RESPONSIBILITY	47 EXCELLENCE IS DEMANDED FROM ALL	48 SUCCESS OF THE ORGANIZATION IS EXPERIENCED AS EVERYONES RESPONSIBILITY

WORKPLACE QUESTIONNAIRE

I. OBJECTIVE DATA OF THE VISIT -

- Who we are
- Why we are here
- We want to know something about you.....
 - * What do you do?
 - * Brief history of the company.
 - * How many people in your office, etc.? (Any objective data you feel might be important, but not obvious things that you can observe #, etc.))
 - * How are your people organized in the company? (in this office)

II. INTERPRETIVE DATA ABOUT OFFICE - "We are looking for approaches that work"
(-brief spin-)

- Where are you experiencing the greatest effectivity in your organization?
- Why? What are the elements of the situation that contribute to this?
- What do you think are the most critical factors to the Human Work Place.
- [Here are some arenas of work environment - Do any of these trigger some Reflection by you?]
- What new breakthroughs are/ have you experienced?

III. NEW AREANAS

- What are your future anticipations in your business?

SITUATION DIRECTIONS

