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Advancing Knowledge.
Transforming Lives.

St. Vincent Catholic Charities The Next Stage of Zoom

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“Those at the cutting-edge are looking to design, align, and implement systems through forms that will actually work in the fast-paced, complex, and multifaceted world of today like nature would have done it. They need the power to effect Vertical change and the precision to do it right the first time by thinking as chemists, biologists, ecologists, systems engineers, sleuths, anti-terrorists, and anthropologists – all at once.”

- Don Beck

St. Vincent Catholic Charities' Response to the Challenge

- Promoting positive client/customer change through asset-based outcomes
- Improving the application of evidence-based practices
- Bringing the stakeholder/client voice into redesign processes

To Take the Next Step

- Understand the context of our work
- Match people to jobs naturalistically
- Manage people in ways that are supportive of the naturalistic concept

What are the Characteristics of a Good Organization?

Rank each statement below from 1 to 7. (1 - most like you, 7 - least like you)

IN A GOOD ORGANIZATION. . .

- ___ a. Loyalty earns job security now and guarantees future rewards
- ___ b. They stay off my back, so I can do what I have to in my own way
- ___ c. The primary concern is with our role in the 'living system'
- ___ d. My people feel safe and our folkways and rituals are honored
- ___ e. An opportunity exists for people to excel and become winners
- ___ f. The people and our feelings come first as we join in community
- ___ g. Natural differences, inevitable conflict, and constant change energize

What does a Mature Person Seek to be?

Rank each statement below from 1 to 7. (1 - most like you, 7 - least like you)

A MATURE PERSON SEEKS TO BE. . .

- ___ a. Safe, like a member of an extended family that looks after its own
- ___ b. Successful, independent, innovative, and a competitive winner
- ___ c. Functional and flexible within own personal principles
- ___ d. Responsible being, aware of community and Earth
- ___ e. Macho and powerful, because strength and respect matter most
- ___ f. Warm and supportive so that all can grow and be fulfilled
- ___ g. Purposeful and disciplined as directed by a rightful higher authority

The Plumb Line Process

- hangs from a solid hook in agency ethics, individual principles, or universal standards
- aligns job requirements, people profiles, recruitment, selection, placement, training, management, and organizational form
- points to the job that needs to be done

The Plumb Line Process (continued)

- **Job requirements** - the work to be done
- **People profiles** - those people who perform the work naturally
- **Recruitment and selection** - identifying those same people
- **Placement** - placing congruent people into job functions
- **Training and development** - enhancing competencies and capacities
- **Management** - managing people in ways that fit them and the work
- **Form** - designing the organizational structure to fit people

vMEMEs

- vMEMEs manifest the core intelligences that form systems and impact human behavior
- vMEMEs impact all of life's choices
- vMEMEs express both healthy (for better) and unhealthy (for worse)
- vMEMEs are structures of thinking
- vMEMEs can brighten and dim as life conditions change

vMEMES (continued)

- Each vMEME "transcends and includes"
- Each vMEME can itself be activated or reactivated as life circumstances warrant
- But what none of those vMEMEs can do, on their own, is fully appreciate the existence of other memes
- Each of those first-tier vMEMEs thinks that its worldview is the correct or best perspective
- No vMEME is better than another vMEME
- We operate from stacks of memes

First Tier vMEMEs

1. ***Beige: Archaic-Instinctual.*** The level of basic survival; food, water, warmth, sex, and safety have priority. Uses habits and instincts just to survive. Distinct self is barely awakened or sustained. Forms into *survival bands* to perpetuate life.

Where seen:

First human societies, newborn infants, senile elderly, late-stage Alzheimer's victims, mentally ill street people, starving masses, shell shock. 0.1% of the adult population, 0% power.

First Tier vMEMEs

- 2. Purple: Magical-Animistic.** Thinking is animistic; magical spirits, good and bad, swarm the earth leaving blessings, curses, and spells which determine events. Forms into *ethnic tribes*. The spirits exist in ancestors and bond the tribe. Kinship and lineage establish political links. Sounds "holistic" but is actually atomistic: "there is a name for each bend in the river but no name for the river."

Where seen:

Belief in voodoo-like curses, blood oaths, ancient grudges, good luck charms, family rituals, magical ethnic superstitions; strong in Third-World settings, gangs, athletic teams, and corporate "tribes." 10% of the population, 1% of the power.

First Tier vMEMEs

- 3. *Red: Power Gods.*** First emergence of a self distinct from the tribe; powerful, impulsive, egocentric, heroic. Mythic spirits, dragons, beasts, and powerful people. Feudal lords protect underlings in exchange for obedience and labor. The basis of *feudal empires* - power and glory. The world is a jungle full of threats and predators. Conquers, out-foxes, and dominates; enjoys self to the fullest without regret or remorse.

Where seen:

The "terrible twos," rebellious youth, frontier mentalities, feudal kingdoms, epic heroes, James Bond villains, soldiers of fortune, wild rock stars, Atilla the Hun, *Lord of the Flies*. 20% of the population, 5% of the power.

First Tier vMEMEs

- 4. *Blue: Conformist Rule.*** Life has meaning, direction, and purpose, with outcomes determined by an all-powerful Other or Order. This righteous Order enforces a code of conduct based on absolutist and unvarying principles of "right" and "wrong." Violating the code or rules has severe, perhaps everlasting repercussions. Following the code yields rewards for the faithful. Rigid social hierarchies; paternalistic; one right way and only one right way to think about everything. Law and order; impulsivity controlled through guilt; concrete-literal and fundamentalist belief.

Where seen:

Puritan America, Confucian China, Dickensian England, Singapore discipline, codes of chivalry and honor, charitable good deeds, religious fundamentalism (e.g., Christian and Islamic), Boy and Girl Scouts, "moral majority," patriotism. 40% of the population, 30% of the power.

First Tier vMEMEs

5. **Orange: Scientific Achievement.** At this wave, the self "escapes" from the "herd mentality" of blue, and seeks truth and meaning in individualistic terms-- deductive, experimental, objective, mechanistic, operational-- "scientific" in the typical sense. The world is a rational and well-oiled machine with natural laws that can be learned, mastered, and manipulated for one's own purposes. Highly achievement oriented, especially (in America) toward materialistic gains. The laws of science rule politics, the economy, and human events. The world is a chess-board on which games are played as winners gain pre-eminence and perks over losers.

Where seen:

The Enlightenment, Ayn Rand's *Atlas Shrugged*, Wall Street, emerging middle classes around the world, cosmetics industry, trophy hunting, colonialism, the Cold War, fashion industry, materialism, liberal self-interest. 30% of the population, 50% of the power.

First Tier vMEMEs

- 6. *Green: The Sensitive Self.*** Communitarian, human bonding, ecological sensitivity, networking. The human spirit must be freed from greed, dogma, and divisiveness; feelings and caring supersede cold rationality; cherishing of the earth, Gaia, life. Against hierarchy; establishes lateral bonding and linking. Permeable self, relational self, group intermeshing. Emphasis on dialogue, relationships. Reaches decisions through reconciliation and consensus (downside: interminable "processing" and incapacity to reach decisions). Refresh spirituality, bring harmony, enrich human potential.

Where seen:

Deep ecology, postmodernism, Netherlands idealism, Rogerian counseling, Canadian health care, humanistic psychology, liberation theology, cooperative inquiry, World Council of Churches, Greenpeace, animal rights, ecofeminism, post-colonialism, Foucault/Derrida, politically correct, diversity movements, human rights issues, ecopsychology. 10% of the population, 15% of the power.

Source: Wilber, K. (2005) *Introduction to Volume 7 of the Collected Works*, http://wilber.shambhala.com/html/books/cowokev7_intro.cfm/

Second Tier vMEMEs

7. **Yellow: Integrative.** Life is a kaleidoscope of natural hierarchies [holarchies], systems, and forms. Flexibility, spontaneity, and functionality have the highest priority. Differences and pluralities can be integrated into interdependent, natural flows. Egalitarianism is complemented with natural degrees of excellence where appropriate. Knowledge and competency should supersede rank, power, status, or group. Good governance facilitates the emergence of entities through the levels of increasing complexity (nested hierarchy).

1% of the population, 5% of the power.

Second Tier vMEMEs

- 8. *Turquoise: Holistic.*** Universal holistic system, holons/waves of integrative energies; unites feeling with knowledge [centaur]; multiple levels interwoven into one conscious system. Universal order, but in a living, conscious fashion, not based on external rules (blue) or group bonds (green). A "grand unification" is possible, in theory and in actuality. Sometimes involves the emergence of a new spirituality as a meshwork of all existence. Turquoise thinking uses the entire spiral; sees multiple levels of interaction; detects harmonics, the mystical forces, and the pervasive flow-states that permeate any organization.

0.1% of the population, 1% of the power.

The Codes to Slides 2 and 3

1. IN OUR CULTURE ...

- a. BLUE
- b. RED
- c. TURQUOISE
- d. PURPLE
- e. ORANGE
- f. GREEN
- g. YELLOW

2. WE SEEK TO BE

- a. PURPLE
- b. ORANGE
- c. YELLOW
- d. TURQUOISE
- e. RED
- f. GREEN
- g. BLUE

Job Requirements

- Know what business you are really in
- Know the task to perform and the thinking necessary to perform it:
 - Sketch in the parameters of the work—think as an engineer as you survey and chart the movement of knowledge along the input-throughput-output flow
 - Use people who do the job well as consultants to design *two* benchmarks:
 - Minimum characteristics required to qualify for the job
 - Characteristics that describe people who exceed the base—the best, highest level of functioning

People Profiles

- Identify the vMEME profiles of people who do the jobs naturally
- Getting the right person into the right job at the right time is not difficult if you can align the requirements of the task with the vMEME profiles of people who can think in ways to do the job

Recruitment and Selection

- Recruit people with the vMEME profile in mind:
 - What vMEME must be active to do the job – able to think how?
 - Where can you most likely find people with those capacities?
 - What recruitment ads and images will those people most likely detect and respond to?
- To select:
 - Step outside your own vMEME profile
 - Ask the ‘why?’ questions five times

Placement

- **Approach 1:** Place people into jobs they do naturally, but stay open to reassignment if they change (most people will)
- **Approach 2:** Build the job around the person, create a job portfolio to match what she/he does best

Training and Development

- Education programs and developmental initiatives should be crafted to fit the ways people naturally learn
 - **BEIGE** learning is instinctual
 - **PURPLE** learning is stimulated classically through modeling, repetition, rhythm and storytelling
 - **RED** learning is conditioned by hands-on activities accompanied by immediate, external reinforcement
 - **BLUE** familiar avoidant book learning is oriented towards content and facts, rather than process and ideas, and is reinforced by standardized testing, by obedience, and by punishment for mistakes
 - **ORANGE** expectancy learning is geared towards real life experience, trial-and-error experimentation, competitive games, case studies, and simulations
 - **GREEN** observational learning is stimulated by reflection, interaction, involvement, and attention to feelings as opposed to merely dry content and hard facts or anticipated rewards
 - **YELLOW** informational learning is self-paced and tailored towards the needs and interests of the particular individual

Management

- The nuts and bolts of management—systems, styles, procedures, and persons—should be arranged along the Plumb Line to fit the way particular workers, doing particular tasks, are most naturally managed.

Form

- The form—command and control points, culture, even physical spaces—of the organization should be tailored to its unique functions and to the kinds of people who naturally perform those functions
- Form should follow function, and function follows the Spiral



Next Steps



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