

MANAGEMENT'S ROLE FOR THE FUTURE:
CARING FOR THE GENERATION OF SOCIETAL WEALTH
AS CO-CREATORS IN VALUE ADDING PROCESSES

**The role and principles for managing wealth as a nation
through regenerative work in industries and communities.**

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This paper identifies the true meaning, value and purpose of wealth in the world today, and the management role required in businesses for generating this type of societal wealth in the future. The fundamental basis for advancing wealth as a phenomenon is: “Surplus over consumption that has the capacity to generate a higher order being.” Specifically, shifts in paradigms, philosophies and principles of managing are presented for evolving ourselves and evolving systems of managing related to a value adding process.

CONTEXT

This paper addresses the subject of wealth creation and distribution from the perspective of the following questions:

1. WEALTH: What is wealth?
2. WEALTH AS A SYSTEM: What does wealth enable as a system?
3. PRINCIPLES FOR MANAGING WEALTH AS A NATION: If we are to be a wealthier nation, what principles are needed for managing wealth as a system?
4. WORKING ON GENERATING WEALTH: If we are to become a wealthier nation, what levels of work are required throughout our culture?
5. OUR ROLE: What is the intelligent thing for us to be doing, given our faith and role in the world, regarding managing wealth generation?
6. AN EXAMPLE: *CREATING A WEALTHIER HAITI & HAITIAN*

INTENT

The intent of the paper and these particular questions is to generate a shift in management's role for the future. The functional paradigms and mind that dominates our thinking in institutions today no longer serves our needs, in both material processes and in human processes. Basic premises of the paper and why that scope of change is required, are:

- We need to make evolutionary advancements in work in the coming age, if we are to solve pending human requirements in the context of making a better world to inhabit for all living beings.

- Fundamental shifts in the management role as a whole are required, i.e., the managing mind, motives, and levels of accomplishment, if we are to be successful in our work, both from a scientific and a spiritual perspective.
 - The management role in each of us must increasingly present a spiritual mind to the worlds in which we are working, versus the existing functional mind of our institutions, such that we and others can continually manifest higher being quality energies in processes
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Scientifically, the technology will have to better serve our common human processes and earth's processes in ways that can be perpetuated. Spiritually, the life generating energies of the spiritual world will have to be our primary motivating force, versus the material energies of the physical world. Almost without exception, scientific leaders and spiritual leaders across the world are calling for this type of change.

Fritjof Capra, a theoretical physicist, in *The Web of Life*, states: "In the emerging theory of living systems mind is not a thing, but a process. It is cognition, the process of knowing, and it is identified with the process of life itselfand requires a radical expansion of our scientific and philosophical frameworks."ⁱ The Dalai Lama, in New York's Central Park last summer (1999), spoke powerfully about the loss of the divine in the U.S. culture, both in our relationships with each other and our uses of earth's resources. A principle he stated that we should follow in our society is: "Let the poor achieve wealth." There are other examples all about us.

AIM

The aim for such changes in work and in management's role is to create a wealthier world for all living beings. As such, this paper tries to present a universal view of management's role, a whole system each of us could apply in our work. In systems terms, everyone has a role and impacts the purpose of the whole through its processes. This is in contrast to the functional hierarchical view that dominates our existing institutions, and that restricts the boundaries of our motives and accountabilities to specific knowledge/ skill levels. The chart on page 4 specifics the types of qualities needed in our roles.

Universally, therefore, we all share a role to be Co-Creators in life's processes, the processes we engage in to achieve our basic needs for life and living. A premise for the scope of processes this aim involves, is:

- Each of us, in what it means to be fully human, has the following basic needs:
 - Physiological Needs
 - Psychological Needs
 - Social/Spiritual Needs

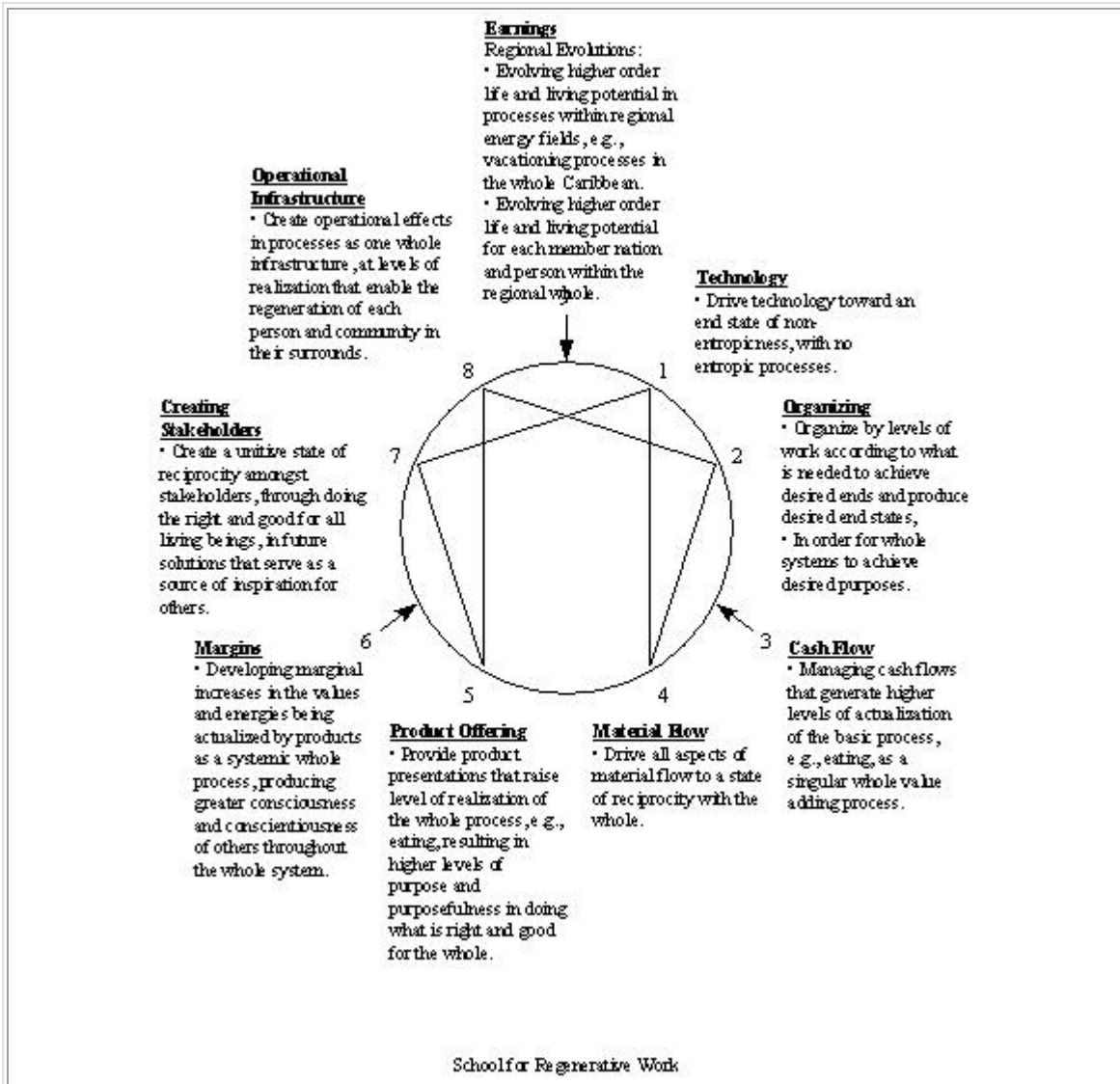
Pope John Paul II, in what I feel should be our common textbook, *DIGNITY OF WORK*, states:

“The worker - I mean every one of you - is not a factory mechanism, is not a labor instrument: he belongs to an order of greatness superior to all material reality, endowed, by his nature, with intelligence and freedom; ...the worker is called by God to insert himself into the creative plan and to become, in a certain sense, creator himself. ...whatever be the level (*of work*) at which he operates or the category to which he belongs”ⁱⁱⁱ

Finally, each of us also universally come from and reflect the thinking and motivation of particular nations and their related cultures and communities. In that context, this paper presents a view of management’s role from the perspective of managing wealth generation as a nation. My hope in providing a nation’s perspective is that each of us can experience a new inspiration and role for ourselves in creating a wealthier nation for all. Each of us, if we so choose, can adopt a role in caring for our nation’s future wealthiness and the wealthiness of other nations in the world. Again, Pope John Paul II states it most dramatically:

“The dreams of centuries have been made possible by breakthroughs in technology. ...But it is also true that the same technology now threatens man with disaster. ..All of us need to become involved beyond national boundaries because there are enormous possibilities for good or evil for everyone on our planet.”ⁱⁱⁱ

MANAGEMENT’S ROLE



WEALTH

What is the meaning of wealth as a phenomenon in the world in which we are living?

Conceptualization

- Surplus over consumption that has the capacity to generate a higher order being.
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From this conceptualization we can see that a person or nation can have a lot of money but no wealth; being wealthy is different from being in the money. In this context, what does it mean to become wealthier, or to produce a wealthier earth or wealthier community, or to have wealthier air to breath and place to live?

A powerful example for me was demonstrated by my cousin, her husband and two children after they defected from what is now Slovakia when the Iron Curtain still existed in 1986. They left behind property, a home and furniture of the finest craftsmanship, cars, parents, and friends to have the freedom to practice their faith and to allow their children to live to their fullest potential.

When I met them a year later they were in minimum wage jobs, barely spoke English, refused any money handouts, and didn't want to discuss how precarious was their financial situation. But, every time we had them for dinner at our home, they brought a bottle of wine and a bouquet of flowers. I was too cheap at the time to do this myself, though I had a ton of money compared to their situation.

Bringing out a higher spirit and quality of being in life is not a luxury for them, it is the very essence of real life and what it means to be really alive. This action on their part confronted my lack of consciousness to making work concepts real in life and in how I am living and evolving as a human being.

A different type of example comes from 14 years experience in Procter & Gamble in manufacturing management roles, mostly in the 1970's. For P&G, at that time, building a new plant meant first building a good community for good people to live in and raise families in, that everyone could be proud of, not just be the place where we worked. Through this principle communities became wealthier, families and employees became wealthier, schools became wealthier, businesses in the community adopted higher standards for their behaviors, and any environmental disturbance by the plant, for physical or social reasons, was not tolerated.

If community leaders did not share the Company's social goals, the plant was not built, regardless of the economics. P&G management understood principles and purposes and lived by them in all aspects of the business. Purpose was the only job description I had during my entire career, and if you didn't have a real purpose for everything you did, you didn't survive. And, it wasn't what was written on paper that was critical, but what people experienced from you, felt in the interactions and actions and judgements.

As a contrast, the manufacturing plants along the Mexican border, called maquiladoras, are designed and operated in ways that lead to greater depletion in both the natural systems in the environment and the social systems in communities. Further, the corporate strategies are aimed at cheaper labor and materials for export, versus higher order potential and benefits for life in Mexico itself. What changes in consciousness and choices are needed to live up to such a principle, and what value and purpose could this

provide both the U.S. and Mexico? What if our goal was to make both countries wealthier by our actions, in all affected communities and people and environments, e.g., to generate higher order being spirit and qualities in all impacted life?

To answer this question we have to move our minds from the physical world to the spiritual world. We normally use conceptualizations to manage the physical world; but, the question we are dealing with here requires us to explore and understand the working of wealth in the spiritual world, or the world of process and qualitative energetic phenomenon.

In order to operate in the spiritual world we have to become conscious of the energy potentiality in something: its essential nature and what does that enable, the value of that, and what purpose it serves. To do this it is helpful to understand the working something in core process, core value, and core purpose terms, as a wholistic system.

WEALTH AS A SYSTEM

What is the significance of wealth as a system in the world in which we are living?
What is core for its behavior as a system to generate a higher order being in the world?

Core Process

- Eliminate processes that produce entropy;
- Focus processes on increasing the vitality, viability, and evolutionary potential of man;
- Develop energy sources such that they can regenerate a higher order capacity in the future,
e.g., the field is a better field for having grown crops.

Core Value

- Enables participation in world creation and rejuvenation.

Core Purpose

- Create open-ended possibilities for future evolution of higher order life and living.
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PRINCIPLES FOR MANAGING WEALTH AS A NATION

As a nation, if we wanted to pursue that intent - e.g., to manage wealth generation as a whole system - what principles would we have to follow in the future? What criteria should we use to determine the type of principles we require? What scope of thinking is required, that will give us the guidance and intelligence we need for managing wealth as a whole nation? What new framework does this thinking involve?

FRAMEWORKS

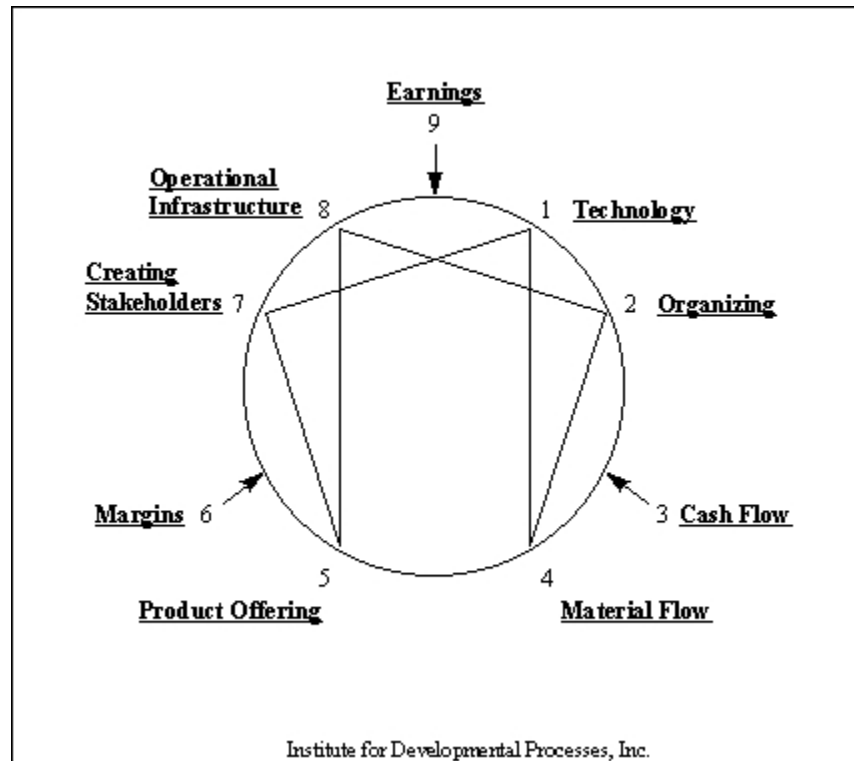
Frameworks such as architectural drawings, electrical diagrams, or basketball play diagrams, are commonly used in the physical world. Their purpose is to design structures for the desired behavior and actions of something or someone to achieve a desired outcome. We can observe everyday examples in designing and constructing houses, or coaching and playing basketball.

We are introducing frameworks here for use in the spiritual world. The purpose is to design the structure of thought processing we want our minds to bring about, in order to achieve a desired value adding process; it enables us to think in wholistic and systemic terms. As such, we can use a framework as a mechanism to lift up the consciousness of thought processing involved in a value adding process, and through reflective thinking be continually improving the quality of thinking.

ENNEAGRAM

An enneagram, as depicted below, has the following purpose: “A framework that is designed to enable wholistic thinking about all elements of a value adding process, so that they can be engaged in the harmonious evolution of that process, consistent with enabling regeneration of societies and the planet.”^{iv} The essential aspects of the enneagram framework, therefore, can help us identify critical elements for principles that are needed to guide our thinking in managing wealth as a nation.

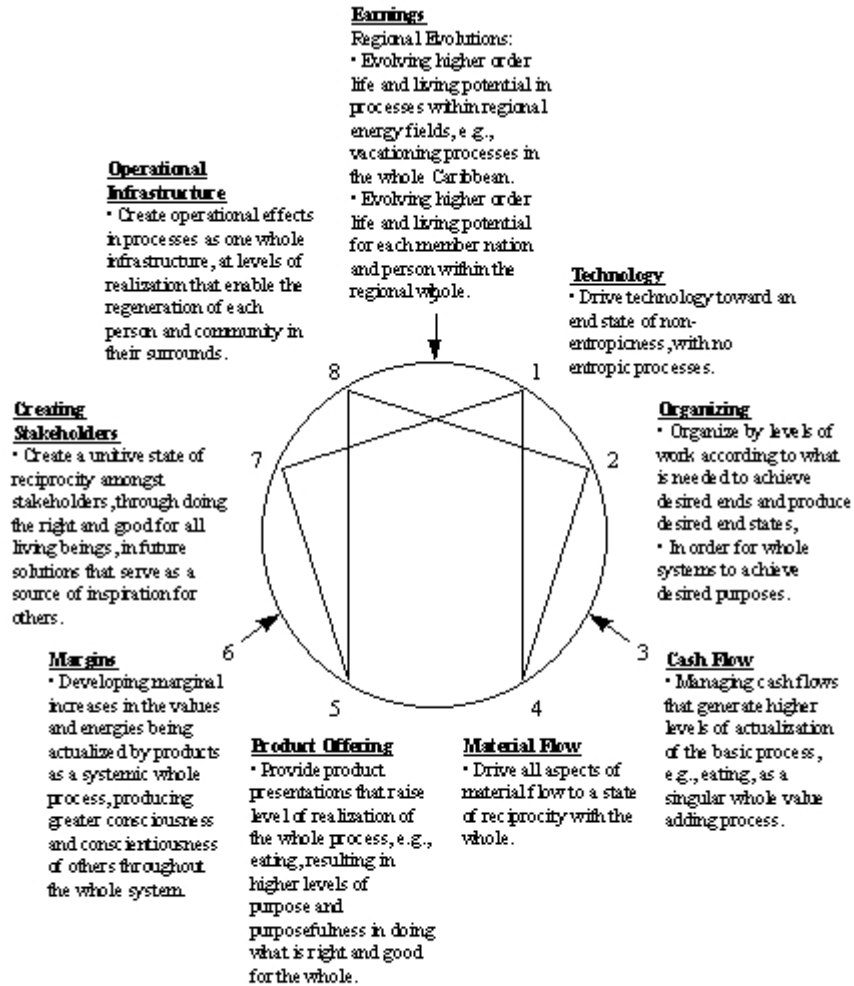
ENNEAGRAM



PRINCIPLES

What follows is an overall summary of principles for managing wealth as a nation, such that we bring to real life and live out the essential nature and meaning of wealth that we have developed so far. How do we bring the essence and spiritual world into existence, in order to truly spiritualize existence? The pages after the summary provide more detailed descriptions of most of the principles, including contrasts with the existing philosophies and paradigms driving existing behaviors.

PRINCIPLES FOR MANAGING WEALTH AS A NATION



School for Regenerative Work

PRINCIPLES FOR MANAGING WEALTH AS A NATION

TECHNOLOGY

Technology Principle

- Drive technology toward an end state of non-entropicness, e.g., a car that doesn't produce any entropic processes.
-

MATERIAL FLOW

Material Flow Principle

- Drive all aspects of material flow to a state of reciprocity with the whole, e.g., a naturally regenerating fuel that is fully utilized in powering all aspects of operating car, with no emissions.
-

ORGANIZING

Organizing Principle

- Organize by levels of work according to what is needed to achieve desired ends and produce desired end states, in order for whole systems to achieve desired purpose.
-

Levels of work refers to the levels of ordering and organizing energy potential that is possible to manifest in existence through regenerative work in a value adding process. A framework depicting the levels is on page 19.

OPERATIONAL INFRASTRUCTURES

What is happening relative to our infrastructures today, based on the effects being produced by the type of operational processes involved?

- Building more prisons, with less hope for eliminating undesired repetitive patterns of behavior in individuals or communities;
- Using up more landscapes for freeways and parking lots, creating more “dead” space in communities, with no good end in sight.
- Depleting more soil, water, air and other ecosystems due to over-production or other non-regenerative methods and technologies;
- Isolating ourselves individually in walled-off relationships versus developing community relationships;
- Escalating costs of health care systems, consuming massive amounts of resources, focused on fixing symptoms of problems;
- Educational systems focused on replicating functional knowledge and skills that exist, without developing the minds, hearts and motives for where we need to be going;

- Industries extracting value from resources of the earth and humanity, at continually increasing levels, without regard to managing resources as sources of future life to be regenerated.
-

What philosophy and paradigms for managing wealth are currently producing these type of infrastructures, within which operations are occurring that impact our communities, society and environments as described above? What is driving our current patterns of thinking?

Existing Philosophy - Operational Infrastructures

- Maintain functionalism/functional security, through control of boundaries determined by functional knowledge, skills and accountabilities.

Existing Paradigm - Operational Infrastructures

- Maximize functional efficiencies and effectiveness, for competitive superiority.
-

What philosophy and paradigms do we need to follow in managing operational infrastructures, if we are to become wealthier people, in a wealthier country, providing a wealthier earth for the future?

Future Philosophy - Operational Infrastructures

- Enrich community vitality in ways that can be perpetuated and regenerated, in both the material and human/social structures we create.

-Regenerate one's self in the operational processes, e.g., access work more vitalized and prepared than at the start; depart prison with greater ability to be self managing in society; leave school able to generate value in community life.

Following that philosophy, we would build prisons and road systems that vitalize a community spirit in all life impacted by the infrastructure. We would have both the prisoner and the guard come back to the community vitalized by the processes and in a more purposeful state. Road systems would increase viability in all aspects of community life and purposes, physical and human, at both ends of our journey and along the way.

Future Paradigm - Operational Infrastructures

- “CARING FOR THE CANARY”, caring for the life generating energies, the life or lack of life in all structures, both physical and social, throughout all operational phases of the infrastructure, caring for processes and their effects as a whole system.
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My dad told me stories of how coal miners used canaries to bring about a consciousness of the lack of life generating energies in the air. The miners then became united in conscientiously getting out of the mine to a source of clean air quickly, not pushing over each other. In the same way, many signals are telling us that we need the consciousness and conscientiousness to transform about the consciousness the structures we are building, both in our individual communities and as a world community. The previous examples identify many infrastructures that are depleting the life generating energies of the earth, and with it the potential and destiny of man’s role on earth. Our technology and materials must serve to lift us to higher life potentials, not the reverse.

Operational Infrastructures Principle

- Create operational effects in processes as one whole infrastructure, at levels of realization that enable the regeneration of each person and community in their surrounds.

-For example, what level of values are we each realizing from prison, health, road systems?

Are the effects of infrastructures today generating higher order results throughout their operational phases and processes? Or, are we in reality at best only slowing down the rate of depletion and decay and the dampening of life generating energies, the creative spirits. Where is the “Canary” falling asleep or dying in the world and in relationships each of us depend on for the future of our life and living processes?

Thinking from this principle for prison infrastructures, for example, means we would be pursuing mechanisms for transforming energies going into all phases of illegal drugs, - e.g., the energies expended growing drugs, making drugs, distributing drugs, selling drugs, taking drugs, recovering from drugs, operating drug-free, and maintaining effectiveness in society without drugs. And, we would be structuring processes with the capacity to create the effects we desire in the community and in individuals, versus those effects we so abhor.

PRODUCT OFFERING

How are we currently managing product offerings of our industries, such that we are becoming wealthier people, a wealthier country, inhabiting a wealthier earth? For example, how are we managing product offerings related to meeting our needs for eating?

Existing Philosophy - Product Offering

- Maximize efficiency and effectiveness of each functional step within whole food chain, for maximum financial margins within each functional entity.
- What paradigm drives that type of thinking?

Existing Paradigm - Product Offering

- Extract maximum marginal profits in each cycle of use, within each functional entity.
-

In the future, how should we be going about managing product offerings that meet our basic needs for life and living, if we are to become a wealthier nation, for both present and future generations?

Future Philosophy - Product Offering

- ENABLE REAL LIFE: Enable us to live a life based on the true purpose for everything we do and everything we see, all as a part of fulfilling our life's purpose and continuing to pursue higher order purposes as life transpires.
-

What is the true purpose of: eating overall, each source of nourishment, how it is best used, how it should be produced, and how it generates nourishment for all life, including our own. What paradigm is needed to drive the type of thinking needed for managing product offerings in ways that will generate a wealthier eating process, throughout all phases?

Future Paradigm - Product Offering

- SERVE THE NOBLE PURPOSE IN ALL LIFE PROCESSES: Generate higher order possibilities and purposes for life and living, throughout all phases and processes generated by products, as one whole offering.
-

For example, with regard to eating, why can't we have product offering presentations that insure that no child comes to school without the right nourishment for the day? Isn't this

a purpose we should honor? What new levels of accomplishment will this bring into our schools, businesses, and communities? What state of mind and purposefulness will product offerings have to produce? What principle is needed for managing product offerings that result in higher quality nourishment for the whole family.

Product Offering Principle

- Provide product presentations that raise the level of realization of the whole process, e.g., eating, resulting in higher levels of purpose and purposefulness in doing what is right and good for the whole.
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CREATING STAKEHOLDERS

How should we go about creating stakeholders for managing wealth generation as a nation, in ways that produces wealthier people, a wealthier country and a wealthier earth? What is our current approach or philosophy and paradigm?

Existing Philosophy - Creating Stakeholders

- Make countries safe for foreign investment, as a basis for enabling poor countries the same opportunities as rich countries, e.g., enabling poor countries to become like the rich countries.

Existing Paradigm - Creating Stakeholders

- Opening resources and markets to foreign capital and competition provides equal opportunity for future growth.

What philosophy should we follow as a country, if we are going to gain true stakeholders in making the country wealthier for all people and the earth?

Future Philosophy - Creating Stakeholders

- Become self managing in our capacity to regenerate entropic processes of ecosystems and social systems of the nation, as a basis for regenerating the intelligence that exists in the nation for further evolution.

Future Paradigm - Creating Stakeholders

- Creating future solutions to mankind's most pressing problems, creates future possibilities for becoming more evolved as a whole nation.
-

For example, can the material energies in the rain forests provide a source for solving the worst health hazards pending for the nation and all humanity? And, if we became united in accomplishing this capacity, wouldn't this also generate possibilities for the evolution of nations in the region of the rain forests?

We have accumulated vast knowledge, but we have yet to develop the intelligence for creating solutions for the future, and to create real stakeholders for manifesting those solutions. How do we develop in people a real stake, one in which we are relentless in caring for doing what is right and good for all people and the earth, such that we can become united in celebrating what is best in us, versus complaining about what is worst?

Mother Teresa provides the most powerful example of doing this that comes to my mind. She created a worldwide symbol of caring that people everywhere continue to draw on for inspiration. And, through this process of caring, people are able to regenerate their spirit in working on something and caring for the life generated by that something.

She started by adopting a role of ministering to the burial process, and doing this at a level of caring that the poor and dying could experience God's love before they died. She also created a whole system that is continuing the work she started. Mother Teresa wasn't trying to fix an existing problem; she relentlessly worked at bringing the highest order spirit possible, God's love, into existence through the burial process.

Creating Stakeholders Principle

- Create a unitive state of reciprocity amongst stakeholders through doing the right and good for all living beings, that serves as a source of inspiration for others.

-Creating future solutions that inspire the population in doing what's right and good for all.

CASH FLOW, MARGINS, EARNINGS

SOURCES OF NOURISHMENT

Cash Flow, Margins and Earnings represent the types of nourishment required by value adding processes for ongoing regeneration of the basic process as a wholistic and evolutionary system. Similarly for human beings as value adding processes with the capacity to maintain and evolve ourselves, we require ongoing nourishment in the form of food, air and impressions. And, the lack of regeneration of the sources of food, air and impressions can leave us in a state of hopelessness and deprivation about the future.

Therefore, the basis upon which we as a nation place our faith and hopes in regard to future nourishment, and the capacity we develop for regeneration of our sources of nourishment, are critical success factors for enabling our future wealth and capacity for evolution. In reality, our future life as a nation and as people - real life, really alive in all aspects of ourselves - requires that we manage our sources of nourishment at levels that can be perpetuated and regenerated for future generations.

A fundamental issue for us today is that our financial systems ignore the true cost to humanity of the materials we use and how we use them. We price materials strictly as physical commodities under our control; we don't base our measures on the life generating energy potential in something and on our capacity for regeneration of those energies for the future. Further, we take as free our most precious sources of nourishment - e.g., who pays for the continuing loss of vitality and viability of the air we breath or the impressions we import into our being from our environments.

The result is that we continue to dampen or deplete the higher being qualitative energy content in both the physical systems and human systems we depend on for our collective and individual future. The issue symbolized by the "Canary" is not aimed at saving canaries, but rather at saving and regenerating the life generating energies being depleted by the methods of "mining" (or eating, sheltering, etc.) as well as by the purposes which we pursue through our basic processes of living.

What type of life is possible if we manage the basic process of "eating" holistically today, both in our methods and purposes, such that "canaries" everywhere - the soil, water, shorelines, air, animals, families, communities, schools - sing more joyfully? Hopefully, this example brings to our minds why principles for managing sources of nourishment at regenerative levels - ones that can maintain and regenerate more evolved future potential - are critical for managing wealth as a nation.

CASH FLOW

Existing Philosophy - Cash Flow

- Maximize scale of functional efficiencies and effectiveness, as a basis to maximize cash flow generated from resources used within functional segment.

For example, Wal-Mart maximizes scale of retailing to maximize sales dollars generated per employee, or per individual sale. ADM (corn oil refiner) maximizes scale of refining to maximize sales dollars generated per employee, or per bushel of corn.

Existing Paradigm - Cash Flow

- Rights of individual property owners are superior to all other requirements of society, in accordance with laws governing individual functional usage and taxation.
-

Future Philosophy - Cash Flow

- Increase the level of actualization of the basic process as a whole, e.g., eating and the values actualized by the whole eating process, as a basis to regenerate higher order capacities for actualizing higher levels of human requirements in the future.

If we dedicated ourselves and the whole eating process to actualizing higher protein corn, what higher order capacities would we have to develop in ourselves, in the fields we farm, in the farmers and farming communities, in the corn seeds and growing process, in how we harvest and prepare our foods, etc.? How could those capacities help us better generate higher order sources of nourishment for future human requirements?

Future Paradigm - Cash Flow

- Evolutionary requirements of the earth and humanity are superior to individual rights of property owners, in accordance with principles governing the regeneration of planetary systems and societal systems.
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Cash Flow Principle

- [Managing cash flows that generate higher levels of actualization of the basic process, e.g., eating, as a singular whole value adding process.](#)
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MARGINS

Existing Philosophy - Margins

- Extract the greatest marginal differences possible, within each functional step, without losing competitive positioning.

Existing Paradigm - Margins

- Extract maximum profitability in each cycle of use of resources.
-

What philosophy is needed for the future, if we are going to be managing margins in ways that will produce a wealthier country for everyone?

Future Philosophy - Margins

- Pursue the highest order values possible as a whole process, e.g., make more conscientious eaters everywhere, such that we attract the highest order evolutionary potential of ourselves as human beings.

Future Paradigm - Margins

- Maximize profitability of future generations, in both planetary systems and societal systems.

What principle is needed for managing margins as a nation and manifesting that spirit throughout the basic processes of the country?

Margins Principle

- Developing marginal increases in the values and energies being actualized by products as a systemic whole process, producing greater consciousness and conscientiousness of others throughout the whole system.

-What are the total effects produced by eating processes?

EARNINGS

Existing Philosophy - Earnings

- Maximize within functional entities increases in revenue and earnings, based on fixed periods of calendrical time and functional accountancy standards;
- Through investments that minimize the cost of capital, materials and labor used to generate revenues, in accordance with the controlling government's environmental and labor standards.

Existing Paradigm - Earnings

- Maximize capital efficiency and rates of return worldwide, e.g., “Free Trade” as we practice it.

Future Philosophy - Earnings

- Continual regeneration of basic processes, manifesting the highest order possibilities for the future life and living of all earth’s resources - physical and human;
- In accordance with principles that enable world creation and rejuvenation for each person and nation.

Future Paradigm - Earnings

- HONOR THE OPEN-ENDED POTENTIAL IN ALL LIFE PROCESSES - that which we can see and can experience, that which we can’t see and can’t experience, and that which we can imagine, hope for and hold in awe.

Again, Mother Teresa honored the open-ended potential in the burial process, at levels that lifted the whole world consciousness of the awesome power of spiritual phenomenon in our lives.

Earnings Principle

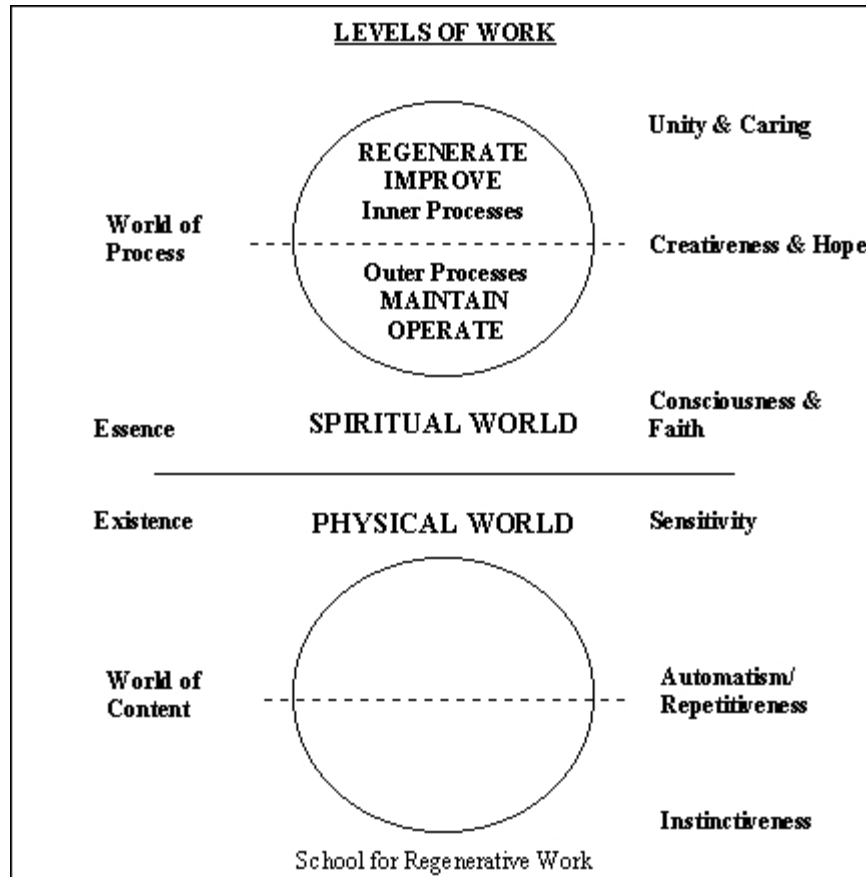
REGIONAL EVOLUTIONS

- Evolving higher order life and living potential in processes within regional energy fields.
-For example, consider the effects of vacationing processes on all life in the Caribbean as a whole.
- Evolving higher order life and living potential for each member nation and person within the regional whole, e.g., within Haiti, Dominican Republic, Puerto Rico, Jamaica, Cuba, and Bahama Islands.

WORKING ON GENERATING WEALTH

LEVELS OF WORK

Levels of work is a framework that is designed to enable thinking about the levels of ordering and organizing of energy potential in a value adding process, one that has the capacity to sustain effectiveness of its process and to regenerate vitality, viability and evolutionary potential of its process as a whole system. The essential aspects of the levels of work framework, as depicted below, are therefore critical capacities for our working on becoming wealthier as a nation.



WORKING ON GENERATING WEALTH

OPERATE

To become operational as a wealthier nation, what is the first order of work required for bringing about a system of wealth in the country that:

- Has the capacity to generate a higher order being in society and in the world we inhabit?

[OPERATE SCHOOLS OF INDUSTRY](#)

- Develop SCHOOLS OF INDUSTRY in new or existing educational systems, that can develop capacity in students to self manage processes - beyond tasks/standards, that produce higher being quality energies through one's work.
-

MAINTAIN

If as a nation we are going to be effective in developing a system of wealth in our country, and maintaining a wealthier spirit of people working in the system, what will we have to be effective at maintaining?

MAINTAIN COMMUNITY CENTERS OF VITALITY

- Develop COMMUNITY CENTERS OF VITALITY, that are vitalizing to all members of the community, and that are reflective of the essential spirit and abilities of people in the community as a whole;
 - And, provide through the centers new possibilities for self development and advancement of one's unique spirit and abilities in generating community vitality;
 - Build community infrastructures that can be perpetuated as whole systems that revitalize the whole community.
-

IMPROVE

In order to originate new sources of energy for becoming a wealthier nation, with the potential for continually improving the wealth of the nation, what work will we have to initiate and to religiously invest our whole self in the pursuit of, e.g., the hearts, minds and spirit of each individual and the country as a whole?

IMPROVE REGION ENERGY FIELD DEVELOPMENT

- Develop in REGIONAL ENERGY FIELDS sources of higher order qualitative energies for the development of improved processes and products in the basic processes serving basic needs of humanity;
- Drive the creation of processes and product systems that can eliminate entropic processes in earth's processes and social processes, resulting in following improvements across the country:
 - Improvements in the vitality, viability and evolutionary potential of all members of society;
 - Improvements in consciousness and conscientiousness toward the regenerative capacity of the region's ecosystems, e.g., the true potential and capacity of the rain forest to sustain and regenerate that potential.

REGENERATE

In order to create a wealthier nation overall, at levels that enable:

- a state of reciprocity with wealth generating processes of the world, and
- capacity development in the country for continual regeneration of wealth creating and distributing systems, e.g., wealthier systems for life and living,

what work will we have to dedicate our total being and resources toward as a nation, to relentlessly care for the life and processes of living potential being given to us, including being willing to subjugate and sacrifice our personal goals toward the accomplishment of?

REGENERATE CULTURE SYMBOLS OF CARING

- Regenerate the spirits of past hero's of the culture, from industry, education, religion and government, as SYMBOLS OF CARING, in processes of life and living today across the country;
- Recreate the spirit of caring symbolized by cultural hero's, in the work of regenerating the life processes which are occurring in critical ecosystems or social systems of the country;
- Such that we are recreating the power of the hero today in processes that have the potential to make the country a wealthier world for all inhabitants.

-Access the ability to sustain a life's purpose and live a purposeful life, and pursue higher purposes for life.

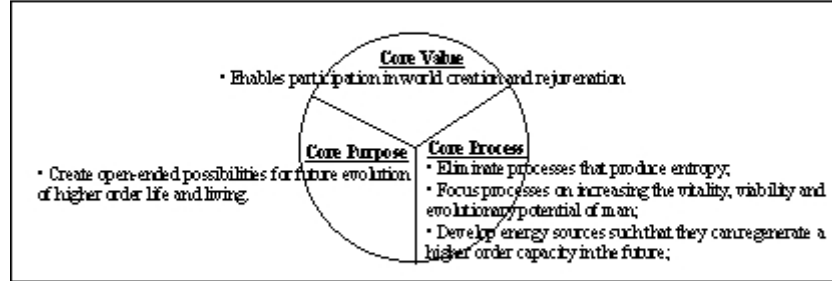
MANAGING WEALTH GENERATION

WEALTH AS PHENOMENON

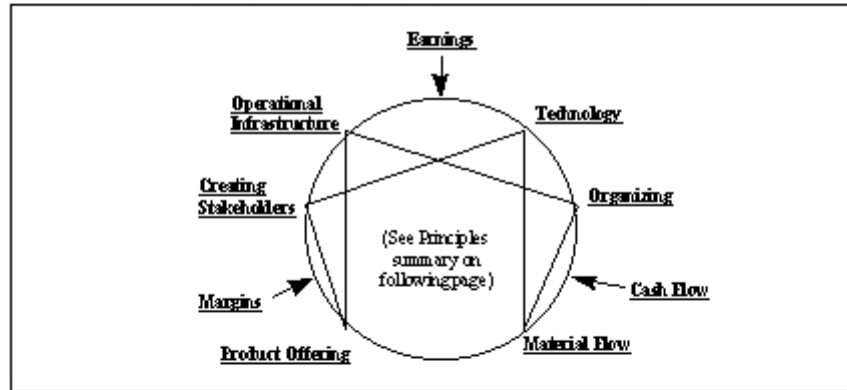
Conceptualization

- Surplus over consumption that has the capacity to generate a higher order being

WEALTH AS A SYSTEM



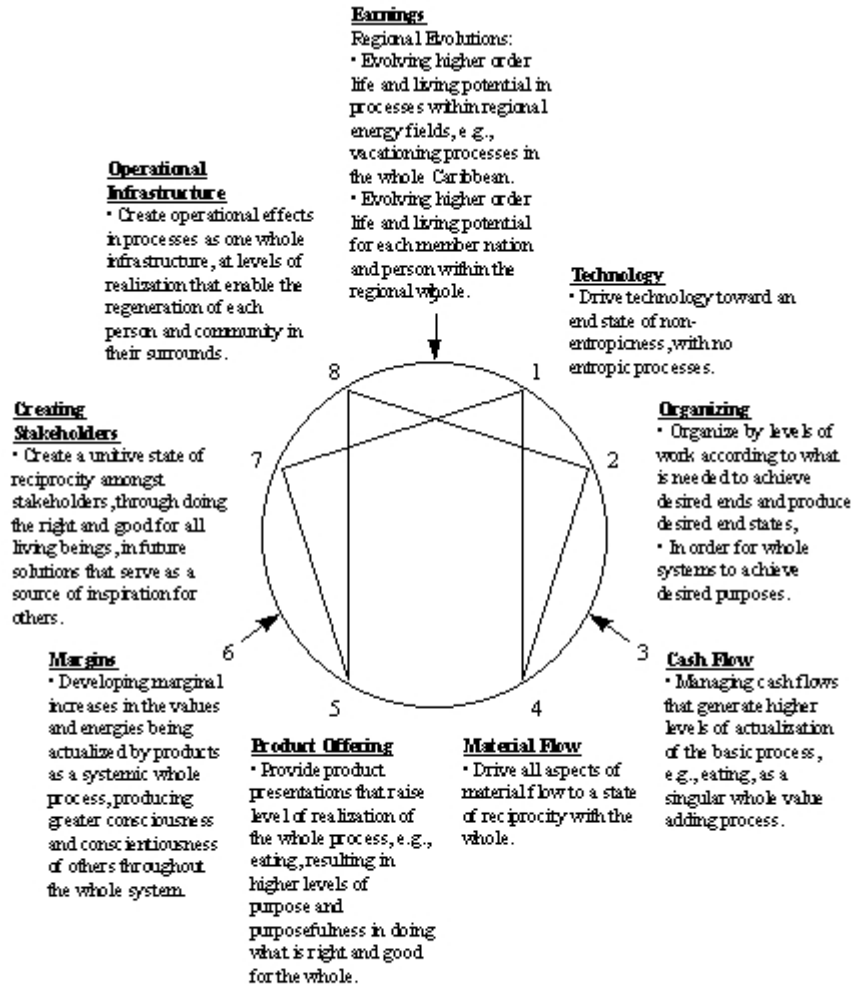
PRINCIPLES FOR MANAGING WEALTH AS A NATION



LEVELS OF WORKING ON GENERATING WEALTH AS A NATION

REGENERATE	CULTURE SYMBOLS OF CARING
IMPROVE	REGION ENERGY FIELD DEVELOPMENT
MAINTAIN	COMMUNITY CENTERS OF VITALITY
OPERATE	SCHOOLS OF INDUSTRY

PRINCIPLES FOR MANAGING WEALTH AS A NATION



School for Regenerative Work

OUR ROLE

What is the intelligent thing for us to be doing, given our faith and role in the world, and the level of motives and motivation we have regarding MANAGING WEALTH GENERATION?

All of us, to one degree or another, are currently operating in institutions dominated by the functional mind and the functional energies related to that mind. The existing paradigms and philosophies capture this level of energy and motives, and is producing the resulting patterns of behavior, as well as the expectations of and rewards for conformance to patterned behaviors, in the world we live today. The existing world of wealth, dominated by existing financial systems, is but one example of countless others

we can see all around us - transportation systems, medical health systems, educational systems, prison systems, community and family systems, air/water/land systems, and certainly throughout industrial systems.

Higher stock prices do not translate into higher spirits, and certainly not into a wealthier earth or people, generating higher order life processes and being energies across the nation in which I live. The latest “Canary” report is that over 50% of the major metropolitan areas in the United States FAILED air quality tests, not just were bad. And what test shows the loss of vitality of the people sitting in gridlock or racing to avoid it? No “joyful singing” there for sure!

Given that we all share a deep conviction, born of the faith we have been given, that:

- We desire to change the existing world of wealth and the way it is operating in our world today, and
 - We aspire to occupy a role of creating a wealthier world for all living beings,
 - what are we to do in the variety of fields and institutions in which we find ourselves? Several questions come to mind, versus simple prescriptions to follow or pills to take.
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QUESTIONS

1. **How do we move from thinking about something in functional terms to thinking about it in spiritual terms, as part of a life process that we experience in our being? How do we move from the content and concepts we have about something, to the bodily experience and a conceptualization about that something? What is the value of doing that?**
2. **Why is it critical to think about something, regardless of our field or institution, in relationship to its potential in a value adding process? What happens to oneself if we don't? Do we ultimately end up treating ourselves in the same way that we treat something or someone else that we are interacting with in our lives? When we think about the machine or material as a thing with no value or life, don't we think about ourselves mechanistically as well?**
3. **How can we better grasp the true purpose for something in our lives? Does it help us to experience and to make the right judgements about something if we extend our thinking to include its effects? For example, if the true purpose of wealth is to create open-ended possibilities for each of us to become a higher order being, what are the effects wealth should be creating**

in our communities or schools?

4. **Why is it critical to our future to always start our thinking from the effects to be created versus the level of effectiveness or level of efficiency required by existing functional measures? What are the effects we truly wish for in something, and imagine as its highest possibilities, and will hold in awe as a goal? What happens to our thinking and state of being when we instead start thinking from standards?**
5. **Does everything we encounter in life have an essence nature to it, made up of particular essence qualities which we sometimes refer to as “essential.” How do we grasp the essential nature of something versus its existential nature? If we don’t, what happens to our thinking and state of being in relationship to that something? Can we truly realize the value of something, its full potential - material or human - if we don’t initiate thinking from and relate to its higher order essential nature? What happens to the quality of outcomes that are possible if we only think from the senses and sensory inputs we receive?**
6. **Is it possible to regenerate oneself in the absence of joining with something or someone else in working on a purpose beyond the reach of either and that requires faith? Isn’t it an inherent aspect of our human role to have to regenerate oneself in harmony with regenerating a system in which our purpose has meaning, develops one faith, and can be perpetuated? Writing this paper cannot be a source of regeneration for myself or other people in the absence of faith in higher order potential, an experience of new energy and values, and the freedom and ability to bring new thinking and insights into building a better system of wealth in the world.**
7. **How do we bring our faith into developing this type of thinking and understanding in our educational processes and industrial processes? How do we develop the intelligence for managing wealth generation, and really be caring individuals toward all life in the worlds in which we are working? How is intelligence about something different from knowledge about it? What type of processes are needed to develop intelligence versus knowledge for working on wealth in a way that spiritualizes existence?**

PLANTING THE SEED

The imagery that arises for me in regard to our role in the future is one of planting a seed, with the seed referring to the world of wealth depicted on page 23, **MANAGING WEALTH GENERATION**. The seed that is pictured is intended to enable us to embody the higher order motives of faith, hope, love and caring in a role, and to truly manage wealth generation as Co-Creators. The structuring potential of the processes in the seed

are intended to enable us to receive the wisdom of the Creator; to bring into our work the higher order qualitative energies and intelligence related to working in the spiritual world; and, to evolve all aspects of our whole being in our work.

The purpose of the seed image is to highlight the type of capacity related to managing wealth generation for a whole nation, its people and the earth it inhabits. The picture comes from 35 years experience in industrial processes and 57 years experience in spiritual processes and influences. It is A PICTURE, not the picture, and certainly NOT THE ANSWER. The seed only has value as it finds fertile soil, joins with others, gets the right nourishment, and is part of growing a whole field of food for thought that provides good energy for others.

DEVELOPMENT

Like all seeds, its growth depends on faith in the intent and design of the Creator, and in the ordering and organizing of energies it receives to develop into the life form structured into its potential as a seed. And we have to be relentless in caring for all the processes related to its growth, as well as never lose hope in the purpose the seed can serve. The processes then continually produce the changes required for development of the seed into its full potential being.

CENTERS

Equating the growth of the seed to ourselves, we will therefore require processes in which we continually regenerate in our thinking the paradigms and philosophies we are living from and manifesting in our roles and work. Ultimately, going beyond the existing functional mind and paradigms existing in our nations and institutions will require CENTERS, new fields of energy for generating processes of development and for regenerating thinking and development in regard to the worlds we are working in, e.g., the world of eating if we are in the food industry.

The CENTERS can provide a source from which to develop intelligence related to the managing wealth generation in the world of eating, such that both the earth and people on earth become wealthier by the basic processes related to how we eat. The type of intelligence we have been describing reflects bringing our whole human potential into work, our hearts, mind and souls, and our capacity to have faith, build hope, and really be caring individuals toward life as a whole system.

COLLECTIVE PROCESS

Without an ongoing COLLECTIVE PROCESS of continuing to regenerate our thinking, understanding and intelligence about wealth generation, all of our papers, ideas and efforts will not attract the energies needed to grow and evolve new forms of managing. My deepest wish for this Symposium, therefore, is that all of our collective efforts will lead to forming arenas for creating fertile fields of energy/processes for the seeds in all of our papers to take root and grow, be nourished and reach their fullest potential.

A faith that the ultimate Spirit and the ultimate Seed of wisdom and intelligence is available to us, helps me to allow this process to unfold in ways I can't even imagine. I await in great anticipation and hope to hear from others and to join with others in our common desires to create a wealthier world for all living beings. The prayer that embodies God's wisdom for me in this pursuit I offer to you in your pursuits:

“The bread, which earth has given and human hands have made”

AN EXAMPLE

CREATING A WEALTHIER HAITI & HAITIAN

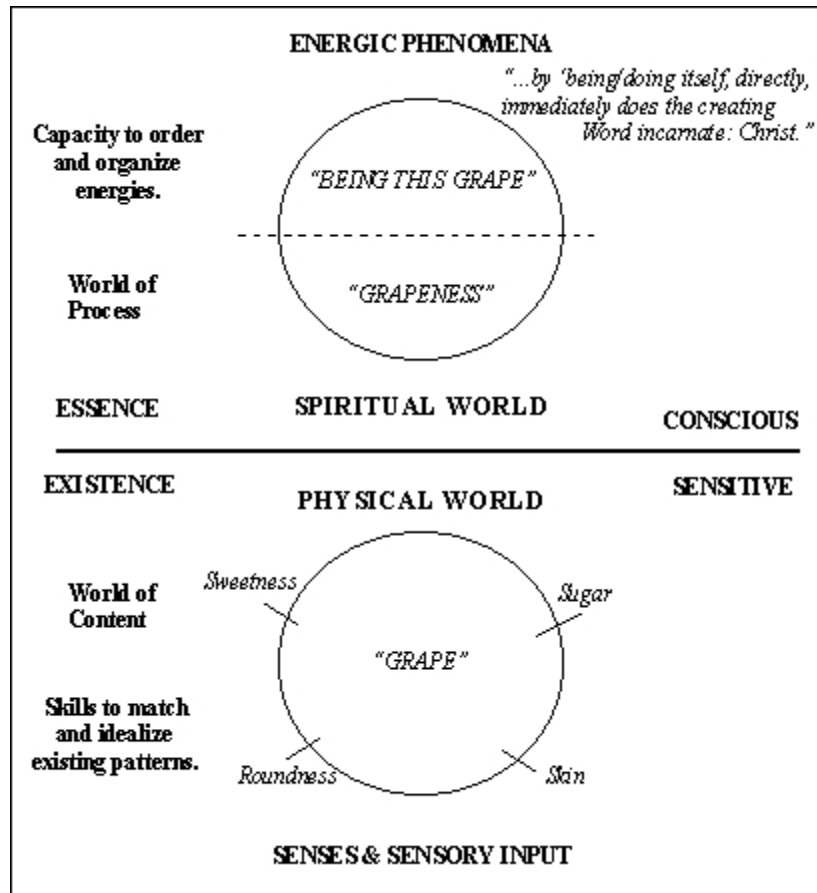
An example of managing the generation of societal wealth, through regenerative work, as Co-Creators in value adding processes of industries and communities.

**What follows is the HANDOUT from Symposium in Puebla, Mexico
July, 11, 2000**

CREATING A WEALTHIER HAITI & HAITIAN

INTENT

To create an experience of
the meaning of working on generating wealth
in the Spiritual World...What is *“Wealth”*, *“Wealthiness”*, *“Being This Wealth”*?



*Jesuit poet Gerard Manley Hopkins (d. 1889), from his reading of Franciscan John Duns Scotus's (d. 1308) reflections on the incarnation and 'Univocity of being,' in William J. Short **OFM, POVERTY AND JOY, The Franciscan Tradition**, Orbis Books, 1999, pp. 123. ISBN 1-57075-295-8.

FUNDAMENTAL PREMISES

- We are made in the image of God, our Common Creator, with the capacity and the obligation to be **Co-Creators** in the basic processes of life and living on earth. The basic processes, as reflective of our full potential human dignity, includes processes for the realization of:
 - Physiological Needs
 - Psychological Needs
 - Social/Spiritual Needs

- The **Role of Co-Creator** in the coming age calls us to move beyond existing patterns of kindness, to fully exercise our inherent **Freedom and Intelligence** and be really **Caring** for the basic processes of all life and living. “He(Man) is called to guard and rule over God’s creation with a shepherding love and concern...in accordance with the Creator’s will ... expressed in ‘autonomy of things created.’” (Pope John Paul II)

-Mother Teresa powerfully symbolized for us someone really caring for the burial process, at a level of depth that enabled God’s love to come into the process, so that the poorest people could experience true love before dying.

-For example, what is the most caring thing we can do for Haiti today? Be really caring toward the whole eating process? The attached example, based on intuition and indirect experience, is intended to depict that nature of motivation and intelligence, e.g., with a deep caring versus kindness, not to provide the right answer.

- As Co-Creators and instruments of God in “dominating the earth,” the intent and design of our Common Creator is for us to do this in a way that **“increases its (earth’s) fruitfulness for future generations ...so that our children’s children and generations after them will inherit an ever richer land.”** (Pope John Paul II)
- To increase fruitfulness of life on earth, or to become a wealthier people and earth, our work must move beyond efficiency and effectiveness goals of the physical world to include the creation of **Effects** that allow for the **Regeneration** of spiritual life qualities in all living beings.
- The **Management Role and Mind** in the future must shift and operate from processes of the spiritual world that allow for self regeneration and systems regeneration, as essential to the future evolution of ourselves and the cosmos. This requires we change the existing functional paradigms, philosophies, and principles that lock us into the physical world and into perpetuating patterns of existence that don’t serve either our human dignity or the common good.

MANAGING WEALTH AS A NATION

<u>SPIRITUAL ASPECTS</u>	<u>HAITI EXAMPLE</u>
<p><u>Co-Creator Role</u></p> <ul style="list-style-type: none"> • Caring for _____ (Basic Process) as a Co-Creator, endowed with Freedom, Intelligence and Creativity. 	<ul style="list-style-type: none"> • The basic process of <u>Eating</u>. For Haiti to develop internal capacity to be self-sustaining in raising nutritional levels of the whole population, to levels that allow for, as well as require, regeneration of the most entropic issues in social systems and physical systems; such issues could be racketeering/stealing and raw open sewage.
<p><u>Conceptualization</u></p> <ul style="list-style-type: none"> • Surpluses over consumption that has the capacity to generate a higher order being. 	<p>Surpluses that have the capacity to generate higher order eating processes, from beginning to end, e.g., from seed sources to infant mortality rates, could be:</p> <ul style="list-style-type: none"> • Internal: Fruit-growing soil, cotton-growing soil, sunlight, moderate temperatures, land, employable people, accessible water, shipping ports. • External: Technology/equipment, seed science, technical skills/methodologies, educatable youth corps/"Peace Corps" (e.g., give high school kids in U.S. something challenging and worthwhile to strive for upon graduation, and get scholarships for, other than being drug entrepreneurs or sports.)
<p><u>Core Process</u></p> <ul style="list-style-type: none"> • Eliminate processes that produce entropy; • Focus processes on increasing the vitality, viability and evolutionary potential of man; • Develop energy sources such that they can regenerate a higher order capacity in the future. 	<ul style="list-style-type: none"> • Racketeers, stealing for food and supplies. Have churches redirect energies of culture toward entrepreneurial, work opportunities as spiritual work, aimed at building a self-sustaining independent society. • Form family-owned associations of fruit-growing and garment-making industries, that fully supply nation, and develop export market uniqueness only as Haiti itself becomes self-sustaining internally. • Develop energy fields related to increasing potential of: Fruit-growing soil; Fruit packaging presentations; Cotton-growing soil; Cotton-composite fabrics; and Cotton-based garments. Shift the whole scope of work in each field (e.g., Cotton-growing soil) to encompass values that lift the spirit of everyone working in whole field, and that provides greater benefits, both to society and for future growing processes.

MANAGING WEALTH AS A NATION

SPIRITUAL ASPECTS

Core Value

• Enables participation in world creation and rejuvenation.

HAITI EXAMPLE

• Enable Haitians to define for Haiti the nature of greatness Haiti can provide the world; if Haiti disappeared, what unique energies and values would the world lose? Establish national goals and strategies for making advancements in each of those arenas; develop capacity of leaders.

• For Haitians themselves to be managing processes that: Require all external resources and support include development of internal capacities and abilities amongst population that increases the vitality and viability of whole community, as an integral aspect of any investment.

• For example, when U.S. Military is building schools, do this with members of the community and develop abilities for building, maintaining, managing, teaching, and regenerating vitality of current and future schools in the community.

Core Purpose

• Create open-ended possibilities for future evolution of higher order life and living.

• Redirect the lowest entropic energies in the culture toward goals for the highest order possibilities that that energy could produce if in pursuit of what's right and good for the whole nation; what something has the potential to raise the faith and hopes of the whole population? For example:

-Redirect racketeering/stealing into Food and Garment entrepreneurs, at levels of possibilities that the world can recognize by taste or by feel, e.g., "This is a Haitian plum or Haitian cotton". Why are Cuban cigars sought the world over? What's an equivalent that is truly good for all Haitians?

-Redirect disease-generating/open dumping of raw sewage practices into self-managing waste, by producing the most energy efficient naturally renewable sources of nutrients in the world, e.g., the most capital effective and self renewable recovery of drinkable water from sewage in the world.

• Create Co-op Education as the norm throughout the nation, at all levels of schooling, that is fully integrated with all levels and phases of operations related to developing and managing fruit and cotton industry processes, as well as community nutrition and waste, and freely available for all.

MANAGING WEALTH AS A NATION

<u>PRINCIPLES</u>	<u>HAITI EXAMPLE</u>
<p><u>Technology</u></p> <ul style="list-style-type: none"> • Drive technology toward an end state of non-entropicness, with no entropic processes. 	<ul style="list-style-type: none"> • Employ only those technologies that serve to eliminate the most entropic processes of the nation, such as nutrition and waste; add technology only as workforce becomes fully employed at all levels; add capacity to manage and regenerate technical systems as integral to any technology; maximize renewable energy sources.
<p><u>Material Flow</u></p> <ul style="list-style-type: none"> • Drive all aspects of material flow to a state of reciprocity with the whole. 	<ul style="list-style-type: none"> • Eliminate commodity pricing of labor and materials; manage both sources of fruit and garment industries at regenerative levels, such that future capacity is always improved (e.g., the capacity of the person, soil, water, seeds and cotton gets better every year) and all materials produced are recyclable in higher order processes (e.g., human waste as water supply).
<p><u>Organizing</u></p> <ul style="list-style-type: none"> • Organize by levels of work according to what is needed to achieve desired ends and produce desired end states as a whole process. 	<ul style="list-style-type: none"> • Establish national purposes and goals by community and region for each basic process, e.g., fruit and garment processes, as well as eating and waste mgmt. • Develop capacity in Haitian schools to self manage one's development, in aims for processes related to becoming more operational as individuals and in systems in the community and industry.
<p><u>Operational Infrastructure</u></p> <ul style="list-style-type: none"> • Create operational effects in processes as one whole infrastructure, at levels of realization that enable the regeneration of each person and community in their surrounds. <ul style="list-style-type: none"> -For example, what level of values are we each realizing from prison, health, road systems? 	<ul style="list-style-type: none"> • Create joint Church/Family associations for distribution of products, to avoid and/or reduce unethical practices in current infrastructures. • Develop transportation networks within and between communities that develop internal capacity of people and community to revitalize themselves and surrounding environment as integral to all processes, e.g., a road that eliminates erosion and creates farmland. • Develop Co-op educational reforms within regional groups that are developed and taught by community members with the greatest experience of the process itself, e.g., growing cotton.

MANAGING WEALTH AS A NATION

PRINCIPLES

Product Offering

• Provide product presentations that raise the level of realization of the whole process, e.g., eating, resulting in higher levels of purpose and purposefulness in doing what is right and good for the whole.

HAITI EXAMPLE

• Create industry aims to raise nutritional levels realized by whole country, in regard to total sources of nourishment needed by each person, i.e.; physiological; psychological; and social/spiritual needs.

• Establish national purposes for specific areas of nourishment related to eliminating effects of major top 3 health hazards in the country.

• Focus national media, packaging and advertising, on vehicles for educating people regarding the true effects of nutritional and waste practices and how to self-manage for the greatest value for oneself and within families and communities. For example, every package informs people about the hygienic, nutritional and environmental effects of the right way to make and use the product.

Creating Stakeholders

• Create a unitive state of reciprocity amongst stakeholders through doing the right and good for all living beings, that serves as a source of inspiration for others.

- Creating good future solutions that inspire the population in doing what's right for all.

• Develop national and regional strategies, principles and work relationships in partnership with those elements of society that are beyond reproach in regard to supporting ethical practices, such as churches, schools and universities, family and international industries, and international military bases.

• Construct symbolic representations in statutes, holidays, etc., that honor cultural symbols of individuals really caring for the good qualities of true Haitian's, and regenerate that spirit in caring for processes essential to people today.

MANAGING WEALTH AS A NATION

PRINCIPLES

Cash Flow

• Managing cashflows that generate higher levels of actualization of the basic process, e.g., eating, as a singular whole value adding process.

Margins

• Developing marginal increases in the values and energies being actualized by products as a systemic whole process, producing greater consciousness and conscientiousness of others throughout the whole system.

- For example, consider products of grazing processes as an element of the whole eating process.

Earnings

Regional Evolutions:

• Evolving higher order life and living potential in processes within regional energy fields.

- For example, consider effects of vacationing processes in the Caribbean as a whole.

• Evolving higher order life and living potential for each member nation and person within the regional whole, e.g., within Haiti, Dominican Republic, Puerto Rico, Jamaica, Cuba, and Bahama Islands.

HAITI EXAMPLE

• Organize and establish a Core Group for both Fruit Industry Processes and Garment Industry Processes as a whole, that reflect critical stakeholders from all levels of society; manage all investments and returns against principles and values that provide capacity in processes for generating future human and environmental requirements, as well as becoming more efficient and effective.

• Have the Core Group in each industry also focus the abilities being developed by people toward aims for higher accomplishment levels in Eating and Waste Mgmt.

• Develop product presentations for Fruit and Garment products, that lift the consciousness and conscientiousness of the Haitian society with regard to evolving the potential of Eating and Waste Mgmt. processes in society for all members.

• Make visible public displays of the scale of values provided by various products, such that each community member can manage own eating and waste. For example, to know when I am eating junk food versus nutritional food; to know when I am harming community health versus helping.

• Develop strategic options that extend the unique abilities developed for Eating, Clothing and Waste Mgmt., into values and product offerings that can serve to reduce entropic processes and conditions in other regional nations.

• Establish Educational Centers with other nations for developing capacity of regional wetlands/marine life/beaches, in harmony with what serves the highest order values in each society as a whole.

MANAGING WEALTH AS A NATION

LEVELS OF WORK

HAITI EXAMPLE

Operate Work

• SCHOOLS OF INDUSTRY

• Develop Co-op educational processes at all levels of education, that enable people to both think and understand how the qualitative aspects of all phases of Fruit and Garment industries as a whole value adding process can be manifested for the ir greatest effect.

• Institute educational structures that allow students at all levels to experience self regeneration and system regeneration as an aspect of educational processes in the community.

-Have a role that expresses one's uniqueness in making improvements to harvesting system itself, versus just picking faster.

Maintain Work

• COMMUNITY CENTERS OF VITALITY

• Have Church's take on a role to establish centers of recreation for "re-creating" and maintaining spirit of people in vitalizing the community through self-expressions of uniqueness in all relevant fields, such as music, arts, sciences, sports, carpentering, grooming, gardening, etc., as appropriate to uniqueness of community.

• Have celebrations of the unique energy fields in each community as a means of strengthening interrelationships both within the community itself and between communities across Haiti.

MANAGING WEALTH AS A NATION

<u>LEVELS OF WORK</u>	<u>HAITI EXAMPLE</u>
<p><u>Improve Work</u></p> <p>• REGION ENERGY FIELD DEVELOPMENT</p>	<p>• Establish regional development principles and managing processes with other nations in the region (Dominican Republic, Puerto Rico, Jamaica, Cuba, Bahama Islands) for the purpose of sustaining and regenerating capacity of regional energy fields, such as wetlands/marine life/beaches, to improve basic processes in each nation, such that <u>future human requirements</u> are achieved and evolved, at all levels of potential:</p> <ul style="list-style-type: none"> -Physiological Needs -Psychological Needs -Social/Spiritual Needs
<p><u>Regenerate Work</u></p> <p>• CULTURE SYMBOLS OF CARING</p>	<p>• Regenerate throughout Haiti, through statutes and festivals, and related art, music, poetry, or writings, the greatness of the spirit of Haiti's cultural heroes ... in overcoming boundaries, self-sacrificing, developing faith, representing hope for all people ... while caring for the nation's true wealth in regard to its: artistry, industriousness, creativity/inventiveness, craftsmanship, religiousness, or governance.</p> <p>• Construct a free, open and accessible-to-all communication network throughout the nation, available to all homes and institutions, as a source for creating and communicating national goals and revitalizing national efforts, and directed toward regenerating the spirit of hero's past in today's advancements that are most critical to Haiti becoming a wealthier world for all Haitians.</p> <ul style="list-style-type: none"> -An "internat" infrastructure and network processes that moves by human spirit versus electronic spirit.

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Notes

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