

RELATIVE, CONDITIONAL LOVE

- Theory X**
- The average person dislikes work and will avoid it he/she can.
 - Most people must be forced with the threat of punishment to work towards organizational objectives.
 - The average person prefers to be directed; to avoid responsibility; is relatively un-ambitious, and wants security above all else.

Adages from Eckhart Tolle - A New Earth
Ego lives by comparison P. 45
Ego's need for power and control P. 79
Ego in blindness unable to see the suffering it inflicts on others and self P 110
Ego is always saying not enough P 80

BEHAVIORS

VALUES

in service of social self)

- | | |
|----------------|----------------|
| Model 1 | Model 2 |
| BE RIGHT | LEADN |

Summary
 Four Fold Way

The capacity for remaining open to experience

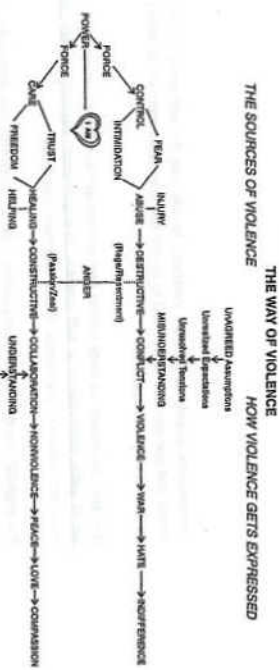
ABSOLUTE, UNCONDITIONAL LOVE

- The ability to be descriptive Non-judgmental acceptance
- The willingness to question and inquire. Experimentation and exploration
- Theory Y**
- Effort in work is as natural as work and play.
 - People will apply self-control and self-direction in the pursuit of organizational objectives, without external control or the threat of punishment.
 - People usually accept and often seek responsibility
 - The capacity to use a high degree of imagination, ingenuity and creativity in solving organizational problems is widely, not narrowly, distributed in the population.
 - In industry the intellectual potential of the average person is only partly utilized.

TOLERATION OF AMBIGUITY

The Paradox of Power: From Control to Compassion
 By Michael H. Crosby 2008

TWO BASIC LIFE-PATHS: VIOLENCE OR COMPASSION



- 1) achieve your purpose
- 2) maximize winning, minimize losing
- 3) suppress negative feelings
- 4) behave according to what consider rational

Lead to: Suspicion, Fear, Mistrust
 ALSO see Welwood
 Perfect Love, Imperfect Relationships

Key Norms in Wm. O'Brien's

Character at Work

Character At Work: Wm. O'Brien	Qualities for Self	Qualities for Organization
<p>LOCALNESS - distributing power so that decisions are made at the most effective level possible</p> <p>self-direction, responsibility, self-discipline and sense of duty/wisdom of intuition</p> <p>understand freedom</p> <p>high level of personal responsibility and confidence, yet detached so also verify with those having specialized knowledge</p> <p>use self-pledge personally and serve organization's needs</p> <p>work primary vehicle that people can achieve satisfaction and happiness/engage whole person</p> <p>inclined to see way other than command and control by suffering the fear based mental models that surround it</p> <p>understand power and its positive and negative uses</p> <p>empowering individual means encouraging them to order in the most possible self-will still having sense of interdependently generated motivation build capacities such as creativity, ingenuity, and relationship building skills</p> <p>self-pledge a healthy balance between focus on self-pledge and an something larger</p> <p>empower individuals find it easier to resolve conflict, less from others' perspectives.</p>	<p>Discipline not imposed, trust self-discipline</p> <p>guides relationships between people at various levels</p> <p>dedicated to the growth and fulfillment of each individual</p> <p>orthogonal relationships between levels in org is possible (not 100%)</p> <p>balance between freedom and order (no command and control)</p> <p>role of senior leaders help people grow through coaching, mentoring, evaluating, and inspiring</p> <p>use of experiential methods of experientially distributed power to enable people to increase org's responsibility and self-reliance (what's a best way to use and distribute power)</p> <p>distributed power and high personal</p> <p>job design makes unenforceable (if don't, grow)</p> <p>reduces micromanagement with high expectations</p> <p>acknowledges spillover of lit that grows from personal conviction/accept individual responsibility & self-direction, and common values and shared explanations</p>	
<p>MERIT - embedding decisions based on their worth, not on how much they please the boss</p> <p>thematic ideas</p> <p>merit: involvement requires a strong sense of responsibility and willingness to speak out/advocacy)</p> <p>empowerment</p> <p>individual merit separates from facts, (if an evidence-in-place responsibility for thinking about merits of own ideas rather than just raising questions or making suggestions because want to see change)</p> <p>can participate in open discussions and see winning for community drive to understand and challenge own mental models</p>	<p>merit environment supports individual initiative, open discussion, and search for common good</p> <p>organization merit clarity of purpose</p> <p>hold open discussions and ensure employees have core skills in conversation and systems thinking</p> <p>a culture of continually challenging own mental models</p> <p>out of common, testing and challenge of individual merit, new insights will emerge that will generate fresh "manager's" role teach how vision and values apply to local need</p>	

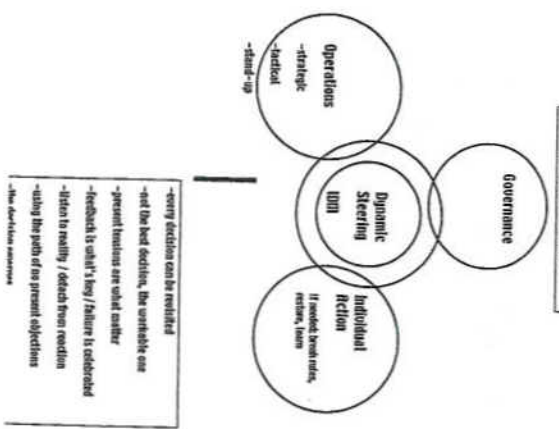
OPENNESS - allowing for the free flow of information throughout the organization	LEARNNESS - being students of the organization's resources
<p>all of us built with unlimited potential for openness but environments of shields and distort close us down</p> <p>ideas may hide themselves to be open</p> <p>seems often there's drive to get on agenda and maintain</p> <p>listen and inquire about beliefs of other's assumptions and be open to other testing</p> <p>share own thinking/unlike others know how we think, they can't connect our misperceptions</p> <p>open to see reality over time, be forthright</p> <p>open to gap between expected & practice</p>	<p>renewal</p> <p>renewal comes from being independent, self-reliant</p> <p>organization of identifying with and contributing to a higher cause</p>
<p>unfettered flow of ideas throughout organization</p> <p>incentive to be open</p> <p>advanced sharing of information so people prepared for meeting</p> <p>impossible to have openness without trust</p>	<p>big mistake in times of prosperity to live high as it makes dependent on externals and spirits are saved</p> <p>think organization can be distraction and keep us from knowing self</p>

The key to wise thought is the sense of energy state behind the thought. If we pay attention, we will notice that certain thoughts are produced by fear and the small sense of self. With them will be clinging, rigidity, unworthiness, defensiveness, aggression, or anxiety. We can sense their effect on the heart and body. When we notice this suffering we can relax, breath, loosen the identification. With this awareness the mind will become more open and malleable. With this pause we return to our Buddha nature. Now we can think, imagine, and plan, but from a state of ease and benevolence. It's that simple. P 148 The Wise Heart: A Guide to the Universal Teachings of Buddhist Psychology Jack Kornfield

Compassion impels us to work tirelessly to alleviate the suffering of our fellow creatures, to dethrone ourselves from the center of our world and put another there, and to honor the invaluable smoothy of every human being, treating everyone, without exception, with absolute justice, equity and respect.

It is also necessary in both public and private life to refrain consistently and empathetically from inflicting pain. To act or speak violently out of spite, chauvinism or self interest, to impoverish, exploit or deny basic rights to anyone, and to incite hatred by denigrating others—even our enemies—is a denial of our common humanity.

We urgently need to make compassion a clear, luminous and dynamic force in our polarized world. Rooted in principled determination to transcend selfishness, compassion can break down political, dogmatic, ideological and religious boundaries. Born of our deep interdependence, compassion is essential to human relationships and to a fulfilled humanity. It is the path to enlightenment, and indispensable to the creation of a just economy and a peaceful global community.. Quotes 12 Steps to Compassionate Life, 2010



Wanna Get Rid of that Pesky “Static” Cling?

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It's that simple.

Jack Kornfield, p. 148 The Wise Heart: A Guide to the Universal Teachings of Buddhist Psychology

Pllleeease Release Me, Let Me Go!

1. What are you integrating considering: Armstrong, Model 1- 2, Character At Work, and other Thrive topics?	2. What might an individual do to dethrone the ego?	3. What might an organization do to support dethroning the ego?	4, What might a whole community do to support dethroning the ego?	5. What in our society/ community currently promotes staying in the egoic frame?
<p>Accident of birth; don't choose to be born into pain -ego never sleeps; self does (what I care about) -fear based part -don't realize fear mode - attack mode ; all about them -those like to be persecutor(attach portion to amount of fear) and (Helps control) -dictators; I'm in control fear lose power ; intoxicating -believe they are right & hold even if others counter and black and White -grandiose ego - compensate for inflicted, wounded child: inner parent(express and don't put down ? lack of healthy parenting). -healthy choices vs. fear based choices - make safe; safer to tell truth -don't trust; see around the corners all the time -trust long time to build but gone in minute.. rebuild (hard) - where's compassion and forgiveness? -how see others? lack of confidence vs. label jerk -live by woundedness; scar tissue -how challenge mistrust? -perfect vs. comfort with mistakes; strive -how we help each other -4th r(relationships);how do them not just in school -I can't do; where does this idea come from? -permission to be who we are; how learn? -love self -add I can try -monitor own response to ourselves(what others say about others; no truth, just judgment) -ability to trust self.. - I can to be better, burden not joy - when's enough, enough?</p>				<p>Column 5 -ownership of idea; credit for idea = "I" -scarcity of resources; I win/you lose -holistic vs. linear model of potential; balance ? how extract passion, vs. perfect outcome of things don't need -little to help and start maintain -so much to pull back; causes us to be this way.. -hard to keep going; system thwarts - not a place to imagine - pace move at; no room for soak time. -isolation in sets of values; how communicate to those who don't see? - language ego based vs. language to explore -internal rules so we don't bring out conflict -lots of shooters so need courage to take risk -share personal journey; primer from heart; don't over intellectualize -emotional IQ -relational distance</p>

Armstrong's Ideas on Dethroning Ego Coded to 3rd Step Chapter -Compassion for Self

75 Love yourself- as Albert learned to

77 Golden Rule requires self knowledge(feelings as guide) If treat self harshly, likely others too. – list assets and flaws(accept my flaws-don't deny)

77 Be aware of our misdeeds and take responsibility for.

78 reptilian brain's rage, etc not me(don't identify with- Buddha- this is not me-distance via mindfulness)

78 If can't accept reality of own terror, dismiss others' fears too. PHILO

78 Courage 2- open hearts and minds to those find hostile & frightening

79 Accept our shadow , so can accept dark side of others too and not inveigh against their sexual depravity, violence, cruelty

80 acknowledge our pain or can't have compassion for other

84 meditate to take greater control our minds and channel destructive impulses creatively.- touch positive emotions of friendship, compassion, joy, even mindedness.

85 constantly activate positive psychological states to become free of fear, hate and instead expand power of love as Buddha did..

-look deeply into seeds of rage within bring to mind past suffering- feel compassion for your conflicted struggling self

86 take pleasure in what often take for granted.. also take 4.0 look(even minded) not unique have failings as does everyone also talent deserve joy

-need this kinder attitude to self to transcend ego -1st step

-need radical reorientation away from preoccupation with self

87 compassion requires all day and everyday to dethrone from center and put another there – sensing connected to all beings

88 make conscious effort to abandon me first mentality –not destroying self

89 boundaries expand fear evaporate.

90 self (ego) extinguished by cultivation of compassion

- do a realistic, healthy assessment of self

-mediation on love a regular part of day