

Table of Contents extracted with permission from:

Working with Values: Software of the Mind

*A Systematic and Practical Account
of Purpose, Value and Obligation
in Organizations and Society.*

Warren Kinston

**The Original Reference Text as used by Consultants in
SIGMA:
THE CENTRE FOR TRANSDISCIPLINARY SCIENCE**

The right of Warren Kinston to be identified as the author of this work has been asserted by him in accordance with the Copyright, Designs and Patents Act 1988.

All rights reserved. Except for the quotation of short passages for the purposes of criticism, review or academic studies, no part of the main text may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publishers. However, Glossary entries and Master-Matrices may be freely used and photocopied for educational purposes subject to acknowledgement of the author.

This book is sold subject to the condition that it shall not by way of trade or otherwise be lent, resold, hired out, or otherwise circulated without the publisher's prior consent in any form of binding or cover other than that in which it is published and without a similar condition including this condition being imposed on the subsequent purchaser.

© **Warren Kinston 1995**

V.1.0 first published 1995 in hardback by The SIGMA Centre
(Chapter drafts progressively published between 1986 and 1994.)

ISBN: 1 874726 02 7

Originally published and distributed by
The SIGMA Centre
London, UK.

Printed on acid-free paper by Reedprint, Windsor, U.K.
Index compiled by Indexing Specialists, Hove, U.K.

Cover design and illustration by Chris Price: the figures (from left to right)
represent religion, philosophy, law, government, natural science,
social science, business, finance and the imagination.

Who is wise? He who learns from everyone.

The Talmud.

CONTENTS

| | Page |
|--|-----------|
| Preface | xv |
| Ch. 1: Getting Started | 1 |
| Why bother..... | 1 |
| Artificial intuition..... | 2 |
| A special-ordinary language..... | 3 |
| Learning and using the framework..... | 4 |
| It really is like software..... | 5 |
| How to tackle the book..... | 6 |
| ➤ <i>Master-Matrix #0</i> | 8 |
| Notes..... | 9 |
| Ch. 2: Investigating Ethically | 11 |
| Ethical design..... | 11 |
| The logic of intervention..... | 12 |
| Designing a universal framework..... | 13 |
| A holistic vision..... | 14 |
| Learning from people..... | 15 |
| The originating project..... | 18 |
| An unavoidable discovery..... | 18 |
| Disciplinary links..... | 19 |
| The individual in the community..... | 22 |
| Notes..... | 23 |
| Ch. 3: Unravelling Purpose | 25 |
| Confronting the confusion..... | 25 |
|and finding a way through..... | 26 |
| ➤ <i>Introducing purposes</i> | 27 |
| Translating values into action..... | 27 |
| L-5: Social values — what we all need..... | 30 |
| L-4: Principal objects — what we are here to do..... | 33 |
| L-3: Internal priorities — what must be emphasized..... | 35 |
| L-2: Strategic objectives — what the desired outcome is..... | 38 |
| L-1: Tactical objectives — what must be done by when to get there..... | 42 |
| ➤ <i>Reviewing purposes and their mishandling</i> | 43 |
| Transition..... | 45 |
| <i>Master-Matrix #1</i> | 47 |
| Notes..... | 48 |

| | | |
|---------------|--|-----------|
| Ch. 4: | Exploring Value | 51 |
| | •➔ <i>Introducing values</i> | 51 |
| | The need for higher levels | 52 |
| | Summarizing the pure values | 52 |
| | L-6: Value systems — ideas we live by | 53 |
| | L-7: Ultimate values — experiencing the essence | 55 |
| | •➔ <i>Reviewing values</i> | 57 |
| | Comparing the levels of value | 58 |
| | Evil and the supreme good | 61 |
| | Transition | 63 |
| | <i>Master-Matrix #2</i> | 64 |
| | Notes | 65 |
| | | |
| Ch. 5: | Handling Natural Social Groups | 67 |
| | •➔ <i>Introducing natural social groups</i> | 67 |
| | Summarizing the groups | 68 |
| | L-7: Humanity, unions and ultimate values — joining the human race | 69 |
| | L-6: Tribes and value systems — something to die for | 73 |
| | L-5: Communities and social values — living together | 78 |
| | L-4: Associations and principal objects — pursuing a common interest | 82 |
| | L-3: Factions and internal priorities — taking sides | 85 |
| | •➔ <i>Reviewing natural social groups</i> | 88 |
| | Linking personal and group identities | 88 |
| | Values and social life in organizations | 91 |
| | Transition | 92 |
| | <i>Master-Matrices #3 & #4</i> | 94 |
| | Notes | 96 |
| | | |
| Ch. 6: | Making an Ethical Choice | 97 |
| | •➔ <i>Introducing approaches to ethical choice</i> | 97 |
| | Teleology (what is good) or deontology (what is right) | 99 |
| | Properties of each approach | 100 |
| | Summarizing the approaches | 101 |
| | L'-1: The rationalist approach — solve the problem | 103 |
| | L'-2: The conventionalist approach — go with mainstream values | 105 |
| | L'-3: The pragmatist approach — act appropriately | 109 |
| | L'-4: The individualist approach — look after yourself | 111 |
| | L'-5: The communalist approach — benefit everyone | 115 |
| | L'-6: The legitimist approach — stick to rules | 118 |
| | L'-7: The transcendentalist approach — let the spirit speak | 121 |
| | •➔ <i>Reviewing approaches to ethical choice</i> | 124 |
| | AN EXTENDED EXAMPLE: Legalizing addictive drugs | 125 |
| | Using rationalism | 126 |
| | Using conventionalism | 126 |
| | Using pragmatism | 126 |
| | Using individualism | 127 |
| | Using communalism | 127 |
| | Using legitimism | 128 |
| | Using transcendentalism | 128 |
| | Making the choice | 128 |
| | •➔ <i>Outlooks on choice action and inquiry</i> | 128 |
| | <i>Master-Matrices #5 to #9</i> | 130 |
| | Notes | 135 |

| | | |
|---------------|--|------------|
| Ch. 7: | Developing Identity | 139 |
| | •➤ <i>Introducing identity development</i> | 139 |
| | Origins of human identity | 139 |
| | Summarizing the approaches to developing identity | 140 |
| | Illustrating the properties—using social being | 141 |
| | The identity realms..... | 143 |
| | L'-I: Sensory being — good food, fine wine, sparkling conversation | 143 |
| | L'-II: Vital being — living in the body | 144 |
| | L'-III: Emotional being — swimming in feelings..... | 145 |
| | L'-IV: Individual being — an idea of one’s self | 146 |
| | L'-V: Relational being — relationships are everything | 147 |
| | L'-VI: Social being (again) — participating in society | 148 |
| | L'-VII: Transpersonal being — minding your soul..... | 149 |
| | <i>Master-Matrices #10 to #13</i> | 151 |
| | •➤ <i>Introducing the natural moral institutions</i> | 155 |
| | Summarizing the institutions | 155 |
| | L"-I: Formal etiquette and its prescriptions — formalities and ceremony..... | 157 |
| | L"-II: Popular morality and its conventions — sex, drugs and violence..... | 158 |
| | L"-III: Communal ideals and their tenets — feeling at home | 160 |
| | L"-IV: The social structure and its rights — knowing our place | 161 |
| | L"-V: The ethical teaching and its maxims — rules we should live by | 163 |
| | L"-VI: The governance system and its laws — rules we must live by | 165 |
| | L"-VII: Organized religion and its absolutes — God interpreted | 167 |
| | •➤ <i>Reviewing identity</i> | 169 |
| | <i>Master-Matrices #14 & #15</i> | 173 |
| | Notes | 175 |
| | | |
| Ch. 8: | Setting Ethical Rules | 179 |
| | •➤ <i>Introducing ethical rules</i> | 180 |
| | Properties of rules | 180 |
| | Summarizing the rules..... | 180 |
| | Ethical dispositions..... | 182 |
| | L"-1: Prescriptions and codes of practice — the bounds of behaviour | 183 |
| | L"-2: Conventions and ethos’s — having the right attitude..... | 185 |
| | L"-3: Tenets and credos — some things we must not doubt..... | 187 |
| | L"-4: Rights and charters — entitlements and expectations | 190 |
| | L"-5: Maxims and codes of ethics — the fragile concord..... | 192 |
| | L"-6: Laws and systems of regulation — the iron fist in the velvet glove | 195 |
| | L"-7: Absolutes and the eternal verities — harmony with the cosmos | 197 |
| | •➤ <i>Reviewing ethical rules</i> | 199 |
| | <i>Master Matrix #16 & #17</i> | 201 |
| | Notes | 203 |

| | | |
|---------------|---|------------|
| Ch. 9: | Accommodating Ethical Authority | 205 |
| ◆ | <i>Introducing ethical authorities</i> | 207 |
| | <i>Master-Matrices #18 to #20</i> | 211 |
| | G"-1: Binding rules — recognizing authority | 214 |
| ◆ | <i>Introducing the rules</i> | 215 |
| | Properties | 215 |
| | G"-1 ¹⁻⁷ : The seven rules — again | 216 |
| ◆ | <i>Reviewing the rules</i> | 218 |
| | <i>Master-Matrix #21</i> | 220 |
| | G"-2: Guiding principles — maintaining the community | 221 |
| ◆ | <i>Introducing the principles</i> | 221 |
| | G"-2 ¹ : Civility principles — showing respect | 223 |
| | G"-2 ² : Social policy principles — appreciating needs | 225 |
| | G"-2 ³ : Ideological principles — jockeying for position | 227 |
| | G"-2 ⁴ : Human right principles — limiting social control | 230 |
| | G"-2 ⁵ : Legal principles — protecting community institutions | 233 |
| | G"-2 ⁶ : Natural justice principles — playing fair..... | 235 |
| ◆ | <i>Reviewing the principles.....</i> | 237 |
| | <i>Master-Matrix #22</i> | 241 |
| | G"-3: Internalized positions — orienting individuals | 242 |
| ◆ | <i>Introducing the positions</i> | 243 |
| | G"-3 ¹ : Good practice — our habitual controls | 244 |
| | G"-3 ² : Communal role — our social relations | 247 |
| | G"-3 ³ : Cultural ethic — our personal outlooks | 249 |
| | G"-3 ⁴ : Legal responsibility — our unavoidable obligations | 252 |
| | G"-3 ⁵ : Distributive justice — our conception of fair shares | 254 |
| ◆ | <i>Reviewing the positions.....</i> | 258 |
| | <i>Master-Matrix #23</i> | 261 |
| | G"-4: Minimum standards — protecting identity | 262 |
| ◆ | <i>Introducing the standards</i> | 263 |
| | G"-4 ¹ : Communal standards — what everybody does | 265 |
| | G"-4 ² : Individual standards — what I stand for | 267 |
| | G"-4 ³ : Societal standards — what society demands | 268 |
| | G"-4 ⁴ : Universal standards — what all governments agree is right | 270 |
| ◆ | <i>Reviewing the standards.....</i> | 272 |
| | <i>Master-Matrix #24</i> | 275 |
| | G"-5: Definitive frames of reference — judging conduct | 276 |
| ◆ | <i>Introducing the frames of reference.....</i> | 277 |
| | G"-5 ¹ : The custom — what has always been taken as right | 278 |
| | G"-5 ² : The law — what must be taken as right now | 281 |
| | G"-5 ³ : The morality — what ought to be taken as right | 285 |
| ◆ | <i>Reviewing the frames of reference</i> | 288 |
| | <i>Master-Matrix #25</i> | 291 |
| | G"-6: Categorical imperatives — regulating obedience..... | 292 |
| ◆ | <i>Introducing the imperatives</i> | 292 |
| | G"-6 ¹ : Pragmatic imperatives — maintaining a political society | 292 |
| | G"-6 ² : Moral imperatives — maintaining a moral community | 293 |
| | Applying imperatives | 294 |
| | <i>Master-Matrix #26</i> | 298 |

| | | |
|----------------|---|------------|
| | G"-7: A sustainable order — engendering will | 299 |
| | G"-7 ¹ : The ethical order — source of hope and despair | 299 |
| ◆▶ | <i>Reviewing ethical authorities</i> | 303 |
| | Authority as a hierarchy..... | 303 |
| | Integrating subcultures..... | 305 |
| | Ultimate values and authority..... | 307 |
| | <i>Master-Matrix #27</i> | 308 |
| | Notes | 309 |
| Ch. 10: | Realizing Values: The Building Blocks | 315 |
| ◆▶ | <i>Introducing the realization of values</i> | 316 |
| | <i>Master-Matrices #28 to #30</i> | 319 |
| | G-1: Purpose — defining responsibilities | 322 |
| ◆▶ | <i>Introducing purpose</i> | 322 |
| | Properties | 322 |
| | G-1 ¹⁻⁷ : The seven purposes (again)..... | 323 |
| ◆▶ | <i>Reviewing purpose</i> | 326 |
| | <i>Master-Matrix #31</i> | 328 |
| | G-2: Direction — constraining activities | 329 |
| ◆▶ | <i>Introducing direction</i> | 329 |
| | G-2 ⁶ : Convictions — an ethical constraint | 331 |
| | G-2 ⁵ : Approaches — an ideological constraint | 334 |
| | G-2 ⁴ : Missions — a membership constraint | 336 |
| | G-2 ³ : Roles — a network constraint | 338 |
| | G-2 ² : Policies — a leadership constraint | 341 |
| | G-2 ¹ : Plans — an action constraint | 344 |
| ◆▶ | <i>Reviewing direction</i> | 346 |
| | <i>Master-Matrix #32</i> | 349 |
| | G-3: Drive — promoting change | 350 |
| ◆▶ | <i>Introducing drive</i> | 350 |
| | G-3 ⁵ : Ideals — aspiring to the heights | 353 |
| | G-3 ⁴ : Crusades — fighting the good fight..... | 355 |
| | G-3 ³ : Campaigns — winning hearts and minds | 357 |
| | G-3 ² : Initiatives — producing results at last | 359 |
| | G-3 ¹ : Directives — resolving the impasse..... | 361 |
| ◆▶ | <i>Reviewing drive</i> | 363 |
| | <i>Master-Matrix #33</i> | 365 |
| | G-4: Functioning — sustaining achievement | 366 |
| ◆▶ | <i>Introducing functioning</i> | 366 |
| | G-4 ⁴ : Vision — an identity that inspires | 369 |
| | G-4 ³ : Culture — an individuality that fits the social context..... | 372 |
| | G-4 ² : Growth — development that benefits everybody | 376 |
| | G-4 ¹ : Operation — the nuts and bolts of success..... | 379 |
| ◆▶ | <i>Reviewing functioning</i> | 381 |
| | <i>Master-Matrix #34</i> | 384 |
| | Notes | 385 |

| | | |
|----------------|--|------------|
| Ch. 11: | Classifying Organizations | 387 |
| | •➤ <i>Introducing the typology</i> | 387 |
| | Core role: communal function..... | 387 |
| | Recognizing the types | 388 |
| | Visionary bodies (#7) and vision-generation | 390 |
| | Membership associations (#8) and membership-centredness | 391 |
| | Promotional groups (#9) and reform-generation | 394 |
| | Service organizations (#10) and customer-centredness | 396 |
| | The remaining six types of organization..... | 398 |
| | Di-functional types — ethical, evangelical and reforming bodies | 398 |
| | Tri-functional types — ideological and sectional associations..... | 400 |
| | The tetra-functional type — universal institutions..... | 401 |
| | •➤ <i>Reviewing the typology</i> | 401 |
| | <i>Master-Matrices #35 & #36</i> | 403 |
| | Notes | 405 |
| | | |
| Ch. 12: | Realizing Values: The Controlling Conceptions | 407 |
| | G-5: Autonomy — organizing endeavours | 407 |
| | •➤ <i>Introducing autonomy</i> | 407 |
| | Properties..... | 410 |
| | G-5 ³ : A Movement — transforming values | 412 |
| | G-5 ² : An Authority — preserving values | 421 |
| | G-5 ¹ : An Enterprise — pursuing values | 432 |
| | •➤ <i>Reviewing autonomy</i> | 439 |
| | <i>Master-Matrices #37 & #38</i> | 443 |
| | G-6: Sovereignty — regulating power | 445 |
| | G-6 ² : The citizenry — the constitutive ruler | 447 |
| | G-6 ¹ : The government — the executive ruler | 448 |
| | Legitimation — work in the political arena | 449 |
| | •➤ <i>Reviewing sovereignty</i> | 452 |
| | <i>Master-Matrix #39</i> | 454 |
| | G-7: Membership — exercising freedom | 455 |
| | G-7 ¹ : The social order — society as the supreme association | 455 |
| | •➤ <i>Reviewing the realization of values</i> | 458 |
| | <i>Master-Matrix #40</i> | 461 |
| | Notes | 462 |

| | | |
|------------------------------|--|------------|
| Ch. 13: | Being Intentional | 465 |
| | •➤ <i>Introducing intentionality</i> | 465 |
| | Properties of the image | 465 |
| | Explaining the structure..... | 466 |
| | Developing purposes and values — participating responsibly..... | 467 |
| | Centres at each level..... | 468 |
| | Completing the image: Stage 1 | 473 |
| | Encountering reality — determining influences..... | 473 |
| | L-7 → L-6: Revelation | 474 |
| | L-6 → L-5: Socialization | 476 |
| | L-5 → L-4: Embodiment | 477 |
| | L-4 → L-3: Orientation..... | 478 |
| | L-3 → L-2: Decision..... | 479 |
| | L-2 → L-1: Implementation..... | 480 |
| | Completing the image: Stage 2 | 480 |
| | Changing reality — overcoming resistances..... | 481 |
| | L-6 → L-4: Dissemination | 481 |
| | L-5 → L-3: Evolution | 483 |
| | L-4 → L-2: Maintenance..... | 484 |
| | L-3 → L-1: Re-assertion | 484 |
| | Completing the image: Stage 3 | 486 |
| | Maintaining humanity — by their deeds do ye know them..... | 486 |
| | L-7 → L4: Enlightenment | 486 |
| | 17 dysfunctional channels — to be avoided | 487 |
| | •➤ <i>Reviewing intentionality</i> | 488 |
| | The image of freedom and power | 488 |
| | The endless journey..... | 489 |
| | Closure and transition | 494 |
| | <i>Master-Matrices #41 to #46</i> | 495 |
| | Notes | 502 |
| | | |
| Ch. 14: | Reflecting on the Framework | 503 |
| | Making sense of it all..... | 503 |
| | The good life | 504 |
| | Theory or myth | 505 |
| | Salvation or revelation | 508 |
| | Notes | 509 |
| | | |
| GLOSSARY | | 513 |
| | | |
| MASTER-MATRICES | | 571 |
| Figure 0: | The full framework. | |
| Table 1: | The hierarchy of purposes used to translate values into action. | |
| Table 2: | The complete hierarchy of purpose. | |
| Table 3: | The hierarchy of values and types of social group. | |
| Table 4: | Natural groups and organizations. | |
| Table 5: | Properties of the seven approaches to ethical choice. | |
| Table 6: | Using the approaches to ethical choice. | |
| Figure 7: | The hierarchical evolution of ethical aspirations and constraints. | |

| | |
|------------|---|
| Table 8: | A comparison of approaches for ethical choice, decision-making and inquiry. |
| Figure 9: | Nested hierarchies in the framework of purpose. |
| Figure 10: | The framework of experience with its nested hierarchies. |
| Table 11: | Properties of the seven approaches to identity development. |
| Table 12: | Psychotherapy and the approaches to identity development. |
| Figure 13: | The hierarchical evolution of dualities in identity development. |
| Figure 14: | Rules in society's natural moral institutions. |
| Table 15: | Properties of society's natural moral institutions. |
| Figure 16: | Linking the frameworks of experience and purpose via motivation. |
| Table 17: | Properties of the seven types of ethical rule and associated codes. |
| Figure 18: | The framework of ethical authorities. |
| Table 19: | The groupings of levels of ethical rule generating ethical authority. |
| Table 20: | Qualities of internal levels in each of the groupings of ethical rules. |
| Table 21: | Properties of the seven types of binding rule in society. |
| Table 22: | Properties of the six types of guiding principle in society. |
| Table 23: | Properties of the five types of internalized position in society. |
| Table 24: | Properties of the four types of minimum standard in society. |
| Table 25: | Properties of the three types of definitive frame of reference in society. |
| Table 26: | Properties of the two types of categorical imperative in society. |
| Table 27: | Properties revealing the coherence of the hierarchy of ethical authority. |
| Figure 28: | Purpose derivatives and processes for realizing values in society. |
| Figure 29: | The groupings of levels of purpose used to realize values in society. |
| Figure 30: | Qualities of internal levels in each of the groupings of purposes. |
| Table 31: | Properties of the seven levels of purpose. |
| Table 32: | Properties of the six types of direction. |
| Table 33: | Properties of the five components of drive. |
| Table 34: | Properties of the four domains of functioning. |
| Table 35: | A ten-fold typology of organizations based on societal role. |
| Table 36: | Examples of organizations in each of the ten types. |
| Table 37: | Properties of the three embodiments of autonomy. |
| Table 38: | Designing duties to provide synergy in endeavours. |
| Table 39: | Properties of the two guardians of sovereignty. |
| Table 40: | Properties revealing the coherence of the seven groupings of purposes. |
| Table 41: | Intentional processes in social life. |
| Figure 42: | Developing the channels needed to be intentional. |
| Figure 43: | Effects of the various types of purpose and value on each other. |
| Table 44: | Positive and negative effects in being intentional. |
| Figure 45: | The image of intentionality: purposes and intentional processes in social life. |
| Table 46: | Using the twenty-two channels of intentionality. |

INDEXES

| | |
|----------------------|------------|
| Names | 623 |
| Subject | 629 |