

Master-Table 46

Using the twenty-two channels of intentionality. A summary with examples of their beneficial use, the consequence of their insufficient use and an example of their misuse. A chart like this cannot be complete, especially in regard to doing things wrongly, but it can give a feel for the channels. The channels are ordered in terms of power: higher levels first and, for those levels with two centres, the dominating centre first. Where an endeavour is referred to, related terms — like organization, social body, project, initiative or ongoing activities — also apply.

No.	Social Process	Use	Disuse	Misuse
1	Illumination UV _B ↔ VS _L	To produce a theory or doctrine which is inspired and beneficial.	Leads to meaningless and abstruse theories and doctrines.	Developing a theory or doctrine under the influence of hatred, envy or other malign passion.
2	Illusion UV _B ↔ VS _E	To create beliefs which counter feelings of helplessness, confusion, futility and isolation.	Leads to physical, mental and social deterioration and eventually death.	Knowingly fostering beliefs that are harmful to a person or society.
3	Enlightenment UV _B ↔ PO _B	To do the humane thing despite doctrinal beliefs and social pressures.	Leads to fanatical or mechanical functioning.	Using ends (ultimate values) to justify the means (principal objects) without reference to communal values.
4	Idealization VS _L ↔ VS _E	To enable critically refined ideas and personal energies to reinforce each other and increase group cohesion.	Leads to inconstancy or disloyalty.	Using theories or doctrines to suppress incompatible beliefs and vice versa.
5	Instruction VS _L ↔ SV _L	To ensure people know the right way to contribute to communal life and activities.	Leads to society eventually losing knowledge.	Forcing the theory or doctrine on people irrespective of their willingness to receive it.
6	Propagation VS _L ↔ PO _B	To develop and strengthen a theoretical framework systematically within wider society.	Leads to an inability to produce any significant change in attitudes.	Infiltrating ideas into endeavours without agreement.
7	Exhortation VS _E ↔ SV _E	To affirm and communicate deeply-held beliefs for everyday use.	Leads to the neglect of urgent social needs.	Pestering and hectoring people who deny or reject the ideas or the supposed social problems.
8	Demonstration VS _E ↔ PO _B	To generate endeavours that express and prove beliefs, so encouraging their acceptance in the wider community.	Leads to cynical or hypocritical compartmentalization of activities.	Pursuing beliefs regardless of the cost or consequences.
9	Assimilation SV _L ↔ SV _E	To enable both differentiation and belonging within a community.	Leads to social disintegration.	Substituting values of a sub-group (e.g. ruling elite, business) for the net of community values.
10	Institution SV _L ↔ PO _B	To establish social values publicly within a myriad of communally necessary endeavours.	Leads to activities being disconnected from the communal net of values.	Forcing organizations to serve the general good.
11	Conservation SV _L ↔ IP _E	To give due weight to values which support the community on which the endeavour depends.	Leads to radical or self-centred decisions causing social disruption.	Doing more of the same in response to a challenge.

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No.	Social Process	Use	Disuse	Misuse
12	Instigation $SV_E \leftrightarrow PO_B$	To generate and support an endeavour or social body which responds to a social need.	Leads to a lack of new endeavours; or loss of enthusiasm and focus in a current endeavour.	Taking over an endeavour and using it for factional purposes.
13	Innovation $SV_E \leftrightarrow IP_L$	To enable a particular social need to be incorporated sensibly and effectively within an on-going endeavour.	Leads to an inability to meet new needs and stagnation.	Destabilizing an endeavour by introducing an irrelevant value.
14	Accommodation $PO_B \leftrightarrow IP_E$	To respond positively to uncontrollable pressures in a situation and so protect an endeavour.	Leads to collapse of the endeavour through direct attack or loss of essential support.	Surrendering to powerful factions who have little concern for the rationale of the endeavour.
15	Clarification $PO_B \leftrightarrow IP_L$	To explicate and differentially value all relevant aspects of an endeavour so it can move forward on a broad front.	Leads to neglect of minor but essential parts of the endeavour.	Developing a set of criteria and preferences to be used in all situations.
16	Maintenance $PO_B \leftrightarrow SO_B$	To keep an endeavour on course by checking all proposed outcomes against its rationale.	Leads to loss of direction and drift.	Ignoring values and political considerations and acting in an unfocused opportunistic way.
17	Assertion $IP_E \leftrightarrow IP_L$	To enable both urgent priorities in a situation and the full range of valid concerns to receive due attention.	Leads to a poor focus on what really matters in any decision.	Giving excessive weight either to rationality or to social pressures.
18	Resolution $IP_E \leftrightarrow SO_B$	To force a choice of a particular outcome in the face of conflicting views about what should be done.	Leads to the neglect of inescapable pressures with explosive or devastating consequences.	Managing by crisis with cynical or expedient choices that harm the endeavour.
19	Imposition $IP_E \leftrightarrow TO_B$	To ensure that crucial values are acted upon and undesirable side-effects of achieving an outcome are avoided.	Leads to neglect of crucial values amidst the hurly-burly of action.	Handling problematic situations by habitually using directives.
20	Forecasting $IP_L \leftrightarrow SO_B$	To determine a rounded desirable and achievable outcome in the medium or long term in regard to a specific matter.	Leads to expedient short-termism.	Producing excessively elaborate rational analyses based on dubious assumptions and unrelated to practical realities.
21	Evaluation $IP_L \leftrightarrow TO_B$	To assess the appropriateness, effectiveness and efficiency of plan details and monitor their implementation.	Leads to poor use of resources and uncertainty about progress.	Evaluating as a substitute for decision and action.
22	Implementation $SO_B \leftrightarrow TO_B$	To ensure that necessary tasks are set and resourced in a way that delivers the desired outcome within a time deadline.	Leads to failure to produce desired results.	Producing results at any cost and neglecting priorities, social needs, and higher values.