

## Hidden Purpose of an Organization

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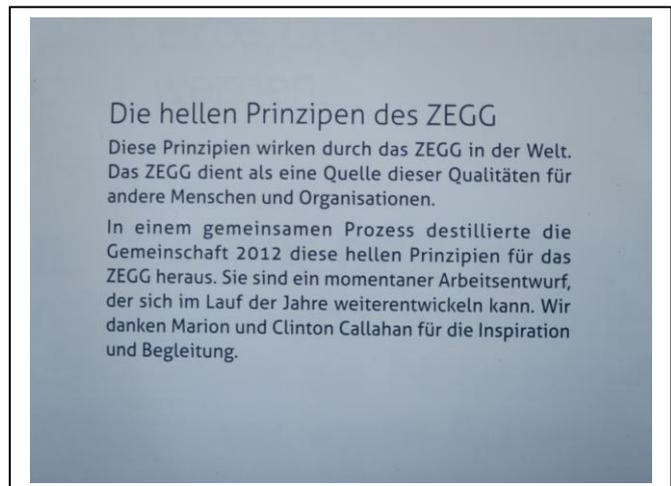
### NOTES:

This is a research write-up of having one-time distilled the Hidden Purpose of an organization. In this case the organization was Zegg community, a nanonation ecovillage near Berlin in Germany. This was a unique case and the specifics assuredly contributed to the elegance and success of distilling their Shadow Principles. Here are the factors which should probably be considered as prerequisites if you are going to distill the Hidden Purpose of any other organization:

1. Zegg had already worked with us at least 6 times in the previous 4 years. Actually they let us work with them, giving us at least 2 full days and nights during their regularly scheduled community Intensive Times, twice a year. After interviewing designers of the Intensive Time we were given *questioned-freedom* to do whatever we wanted with them. *Questioned-freedom* means that anyone at Zegg was free to question our method, motive, intention, and procedure at any moment, and quite often they did, which of course proved to be a rapid learning environment for me and Marion as well as for them. Often times entirely new processes, interventions, and initiations were required, so we invented them on the spot. And they worked. The group of between 40 and 60 participants got used to us navigating wild processes for them, and for the most part, they loved it.
2. During the course of these sessions we laid a lot of Possibility Management context into their organizational context (such as feedback and coaching, rapid learning, Box, Gremlin, Bright and Shadow Principles, culture shift, next culture, initiation centered culture, and so on) and there was a good match in contexts.
3. Over the years we eventually stellated anger, fear, and sadness in whole group processes. Try to imagine 51 empowered edgeworkers simultaneously stellating archetypal fear... my ears are still ringing... (not really, but you get the idea).
4. During this time period approximately 25 of the Zegg residents participated in various *Expand The Box* trainings with different trainers around Europe, and also by now some have been in PLabs. Several Zegg residents want to become Trainers.
5. In 2014 (they claim it was 2012... but so history is written...) Zegg asked us to help them distill their Bright Principles. We accomplished this in a day. It was not easy but they were dedicated and pulled it off. They were excited about the clarity and power their Bright Principles gave them. It was as if suddenly Zegg could stand on its own feet in the world. Previous to then Zegg elders had the picture that Dieter Duhm had started Zegg and then abandoned them for Tamera, and that Zegg was still crippled from this. After a few investigative discussions with us about what happened they

came to realize that Zegg is the mother of Tamera. Zegg was first. And Zegg has always had its own Bright Principles and context, sourced by Zegg itself, free of the Dieter Duhm context. They were so jubilant at these discoveries that an improvised sign was hand-painted overnight and laid over the large monolith at the village center which for so many years hosted only the words of Dieter Duhm. That hand-painted sign was recently replaced by a giant professionally produced weather proof sign which stands there today. (See photos.)

6. Miraculously (if you still believe in miracles and have not replaced the concept with the term *serendipitously*) as we entered the least-navigable and most-disruptable step in the distillation process where 8 flip-charts of phrases should be condensed into a single sentence, Michael walks in. Michael was not at this intensive *at all* until this moment. Along with Kordula, Michael had successfully navigated distilling the Bright Principles of Zegg several years before, so we immediately threw him up to the flip-chart boards with Kordula, and together they pulled it off perfectly! It was immensely touching and totally impressive how this team of 40 people applied their own Bright Principles (Transformation, Anarchic Cooperation, Connectedness, Love, Eros, Lively Experimenting) while distilling their Shadow Principles.



Here we are just beginning the Hidden Purpose Process for the nanonation of Zegg.



Michael and Kordula navigated the challenging distillation process. Michael reads each Hidden Purpose sentence. If people feel a strong resonance to the accuracy of it they put up 2 hands, medium resonance 1 hand, low resonance no hands. High resonance got a red dot. At the end they sent out a team of 7 people to combine the red dot sentences into one powerful Hidden Purpose statement.

Das ZEGG ist ein Lebensenergie saugender Vampir, der dich mit einem scheinheiligen Versprechen auf Zugehörigkeit, freie Liebe, und Weltrettung verführt und dich in einem Strudel aus süßer Manipulation, subtiler Kontrolle und schwarztönder Instrumentalisierung ausbluten lässt, bis du <sup>schwach</sup> eben genug bist, sein Opfer-Mangel-Spiel mitzuspielen.



Michael and Kordula with Achim in 2014, distilling the Bright Principles of Zegg.

7. Zegg already had enough experience with the unconscious shadow sides of community that they literally begged us to navigate the Hidden Purpose initiation for them so they could better work with what has been unconsciously happening. They asked for the initiation because they knew its value and wanted it.
8. On the evening we arrived at Zegg for the Intensive Time we delivered the *Relationship Space Clean-Out Initiation*, for two reasons. One, they needed it. Two, it was a test to see how well they could engage the emotionally intense experiences of the Hidden Purpose Initiation. They did super. I explained how they had already turned on their feelings during the stellating processes in Phase 1 of feelings work. Now it was time for Phase 2, to discover what kinds of amazing things they can do with their conscious feelings, such as journey into the underworld as the organization of Zegg and bring back the treasure of clarity for everyone about the Hidden Purpose of Zegg.
9. The evening before the process I described the Hidden Purpose journey as horribly as I could, and then while answering questions I kept saying, *“But it is actually worse than that.”* Next morning there were 44 Zeggians in the room. I said that only a dozen people needed to make the sacrifice of taking this journey and all current and future Zeggians would benefit from it. I explained that the sacrifice is that anyone who goes on this archetypal journey will have memories of their underworld experiences, and these memories are not erasable. Finally, one woman left the room, and 4 men wanted to stay but not do the journey. Everyone else wanted to journey into the underworld as Zegg to find its hidden purpose. I was amazed. I posted the 4 men as service guardians (Kaitiakitanga) at the north, south, east, and west corners of the room. 39 people made the journey. Their level of participation was at least as high as any PLab Hidden Purpose process I have ever navigated.

**NOTE:**

Setup and Procedure for *Hidden Purpose Initiation for Organizations* is the same as for the personal version. Please review that write-up for those details. This write-up will only describe what is different in the Organizational version.

**FORMAT:**

Doing Hidden Purpose for Orgs seems to take the same amount of time as for a room full of individuals finding their own Hidden Purposes. An hour for preparation, an hour or so for the journey itself, and several hours for distilling. A full half-day of work, minimum.

**PURPOSE:**

An organization is an organism constituted to serve a stated purpose. Regardless of what the stated purpose is, the organism also serves Hidden Purposes. Participants in the gameworld of an organization are, for the most part, unconsciously attracted to the organization's Bright Principles and Shadow Principles. By making your organization's Bright and Shadow Principles conscious, members and participants wake up into a new level of alertness about their daily choices. They then have the option of asking themselves, *“Am I serving this organization's shadow purposes when I do this? Do I want to?”* Ah, now that is an interesting sort of considerations to have in your members! They have a choice that they did not have before. That is the purpose of Distilling the Hidden Purpose of your organization.

## SETUP:

There is no difference in setup between the individual and organizational Hidden Purpose process, except that in the organizational process, during the distilling, it is helpful to have two flip-chart boards at the front of the room as shown in the photos above.

## BACKGROUND CONTEXT:

Present the *Map of Possibility* from the viewpoint of an organization. The organization creates stories either unconsciously to serve Shadow Principles in low dramas, or consciously to serve Bright Principles in high dramas. People attracted to the organization are attracted to both.

Present the *Map of Three Worlds*, and the *Map of Intersection of Worlds* to confirm the context and purpose of this authentic initiatory process in people's minds.

## INSTRUCTIONS:

Make certain people have gone pee, drunk water, and are sitting in the circle with paper and pen before them, with the usual tissues, towels, and buckets spread around, before you begin delivering these instructions.

- ☹ You will be journeying through the underworld to being back a treasure. The treasure in this case will be clarity about the Hidden Purposes of your organization.
- ☹ You will be journeying *as the organization*. Not as yourself. I will speak to you as "you" but I am referring to "you" as the whole organization, not you as an individual.
- ☹ Please shift now into being the \_\_\_\_\_ (fill in the blank) organization. You have its past, present, and its future. You have its Bright Principles and Shadow Principles, its resources and handicaps.
- ☹ We will be journeying through 3 levels of the underworld. In each level we will visit 3 chambers. We will start where you are sitting here and journey using your energetic body. This is not about using your imagination or creating a fantasy world. You will use your energetic body to journey in the underworld.
- ☹ The entryway to the first level of the underworld is found either within one of your organization's buildings, such as a doorway to stairs found in the back of a storeroom in the basement, or somewhere on the grounds of your organization, such as a meadow with a black iron fence in its center surrounding a stone stairway that leads down.
- ☹ The FIRST LEVEL is a long hallway, perhaps in one of your buildings, lined with doors on either side. Each door leads to one of the horrors that you as your organization are already causing. These are horrors that are known.
- ☹ When you reach the end of the hallway you will find an escalator that takes you down into the SECOND LEVEL, a forever-nighttime wide-open space. The escalator ends at the center of the underworld version of your organization's complex. This may be in the courtyard of a building or its penthouse suites, or at the center of your

ecovillage for example. Throughout the building or the village you will find ongoing examples of your organization's horrors that are possible, that could be known.

- ☹ The THIRD LEVEL of the underworld is over to the side of the building or the village center. It is a totally black cliff that drops off into the valley of horrors beyond understanding. After engaging some challenges there we will journey back up through all 3 levels and return to this room.
- ☹ Be sure on the journey that you continuously say out loud what is happening while you play the various roles in the low dramas you find. Whenever you discover a trick, a technique, a deception, a way to betray, etc. be sure to say it out loud when you are writing it down so others can explore those same parts of the underworld you find.
- ☹ Are there any questions?

(Trainer Note: Each time you enter one of the levels, explain what it is to the Journeyers.)

### **FIRST LEVEL:**

The first level is where your organization deals with guests, customers, clients, the marketing department, sales, department, customer service department, and the mailing lists. This is what your organization does to your external participants while you deliver your products and services, the underworld of your front office. How does your organization accomplish its shadow-world goals? What do the customers lose and what do you gain?  
FIRST CHAMBER = FIRST DOOR, SECOND CHAMBER = SECOND DOOR, THIRD CHAMBER = THIRD DOOR OF THE FIRST LEVEL'S HALLWAY.

### **SECOND LEVEL:**

The second level is what your organization does to the village residents, the employees, the workers and support staff, the people who provide your products and services to the outside world. This is the underworld of your back office, the kitchens, cafeteria, gardens, offices, meeting rooms, delivery ramps, and storage bays.

FIRST CHAMBER OF THE SECOND LEVEL: is the center of the village out by the fire pit, the main meeting hall, whatever people are doing to each other out in the open.

SECOND CHAMBER OF THE SECOND LEVEL: is in one of the side rooms down one of the less used hallways. In a village it is in one of the offices, work rooms, or dormitories, what people do to each other in private meetings.

THIRD CHAMBER OF THE SECOND LEVEL: is a mysterious darkened room in the basement of a building or when you push the "x" button in the elevator. In a village it is a room behind the tool shed or between buildings, a dark place no one ever noticed before. This is what people do to each other and never tell about, the deep dark secrets.

### **THIRD LEVEL:**

The third level of the underworld is the leadership struggles and power games, the deception and back-stabbing that goes on to gain and hold territory and positions of power.

It is not that power corrupts. It is that corrupt individuals seek power. This is the deepest darkest part of the underworld where all the power flows.

**FIRST CHAMBER OF THE THIRD LEVEL:** For what seems like hours, or days, you drift down past souls of fired employees, people who left or died, people who gave their lives and failed, all locked away in the cliff face, begging you to let them out.

**SECOND CHAMBER OF THE THIRD LEVEL:** You eventually land on the floor of the valley littered with dry bones and carcasses. Turn left and walk down the valley towards something that mysteriously attracts your attention there. Here you will fight with the demonic-thing that is guarding the prison cell where the radiant goddess hero jewel treasure of the organization is captured. This part is similar to the personal underworld journey, except that you fight for the return of the precious jewel as the organization, not as yourself.

**THIRD CHAMBER OF THE THIRD LEVEL:** If you are able to conquer the demon and take back the bright-treasure-being, you carry it, oh, so carefully, back up through the valley of horrors that are beyond understanding. It is as silent as death. Each step either crunches on dusty dry bones or slips on the stinking slime. The stillness is only broken by nameless moans. Then you stand facing the throne of the organization's underworld. You built that throne. You climb the stairs up to the throne platform, turn around, and survey all three domains of the underworld with satisfaction, thinking, *"This is all mine. The suffering is all mine. I made it. I own it. And I run it any way I want to."* The employees grovel before you bowing in the stinking slime below the throne. You despise them for giving you their center.

Then you notice the bright treasure that had been imprisoned for so long at the other end of this valley. It still shines brilliantly in your hands. You rescued it. It longs to be back at its proper place at the center of your heart. You forgot that you have a heart. You look down at the colleagues. They look up at you. You look at the blazing jewel in your hands and its longing is the key that opens your chest and lets your organizational heart slide forward. There is a little throne ready and waiting for this shining jewel-being. You hold your hands towards your heart and the small shining valiant one steps carefully across the void, turns around before its own throne, and sits powerfully in its place back home. As it sits down, your heart slides back inside and you sit carefully down in your own throne, a different person. Everything looks different. It all fits together. It makes sense. It had to get this bad before you were willing to make this journey and retrieve the radiant-heart-jewel and place it back in its true and powerful home.

### **RETURN TO HOME:**

And as soon as the jewel streams its radiance into your veins it purifies the past, present, and future of your organizational body. Then you find yourself effortlessly floating gently upwards along the cliff-wall of the lowest level of the underworld. Your floating upwards feels like a joyful meditation. You come back to the edge of the cliff that you stepped off of and you step back onto it. You pause for a moment to turn around and gaze back down into that dark valley of suffering and you notice that you have owned it now. It no longer rules you. Now you have awareness of the shadow purpose of the organization, and you are taking the bright spirit of clarity with you in your own heart back out of the underworld. You turn and step towards the center of the village. The same huge bonfire is still crackling and burning. It is so dark yet the glowing smoke is everywhere. The soldiers with their guns

and prisoners, the slave traders, the demon lawyers, the evil salesmen, the government informers, and the insurance agents are still lurking in the shadows ready to pounce...

Etc. etc. etc. all the way back to enter the training rooms, find your body, sit down in the exact same physical position that your body has now, take a deep breath, and very slowly open your eyes. Please be silent for now.

### **COMPLETION AND WRAP UP:**

1. After the journey take a 5 minute silent break so people can use the toilet, drink water, breathe some fresh air, look at plants and sunlight, and clean up the room a little.
2. Set up a space with 2 flip chart boards and 2 excellent Scribes, people known to be able to keep their center while holding space and quickly writing in small legible handwriting with the marker pens on the flip-chart paper.
3. Trainer asks Journeymen to go through their notes and copy 1 or 2 of their most potent pieces of clarity to the bottom of their paper, perhaps combining several phrases into one. Tell them that single words are useless in this endeavor. Whole phrases are needed, unbelievably evil phrases that put a chill down your spine for their accuracy and evilness.
4. The Trainer cannot do this for the organization. The organization has to do this for itself with its own people. The Trainer sits at the side of the room and holds space.
5. One of the Scribes starts by asking one Journeyer to stand up and read their contribution from their journey. After reading it out loud for everyone to hear, the Journeyer goes up to make sure the Scribe gets the Journeyer's exact words written onto the flip-chart board.
6. While the first Scribe is writing, the next Journeyer stands up and reads their contribution, and then goes up front to help the second Scribe get their exact words onto the second flip-chart paper, alternating back and forth like this until all contributions are copied to the flip-chart papers.
7. Trainer should perhaps coach the Journeymen to listen to what the others contribute so as to avoid offering duplicates, but if they have something powerful and unique they should be responsible for it getting onto the flip-charts.
8. When all phrases are listed take a 5 minute silent break.
9. Ask people to get into comfortable positions for listening attentively with all 4 bodies. Scribe needs a red pen and a blue pen. In a totally silent space the scribe reads the first of the Journeymen's contributions listed on the first flip-chart board out loud to the whole space. Everyone listens and senses how it lands in them. The Trainer is the neutral outside voice that scans the room and assesses the outcome.
  - a. If only a few people put their hands up, no matter how adamantly, the Trainer announces "Low resonance," and the Scribe puts no dot by the phrase.

- b. If the phrase lands in the listeners with some precision and some resonance then people put one hand up. The Trainer says, "Medium resonance," and the Scribe gives the phrase a large blue dot.
  - c. If the phrase lands with a spine-chilling accuracy of underworld resonance and the vast majority put both hands up, the Trainer says, "High resonance," and the Scribe gives the phrase a large red dot.
10. Scribe continues reading until all the phrases have a red, or blue dot, or no dot at all.
  11. At the end, the Scribe reads all the red dotted phrases to check for duplicates.
  12. A Final Distilling Team of minimum 3 maximum 8 people from the various stakeholder groups is tasked with the job of combining all the red-dotted phrases into one powerful statement of the organization's Hidden Purpose. People with clear thinking and writing skills stand up and go to the center of the room if they feel called to be on that Team. The Team is modified or approved by the rest of the organization. The Team is given one hour for the task.
  13. When the Final Distilling Team returns they write their masterpiece onto a fresh flip-chart paper. The organization's Hidden Purpose is read to the entire organization for approval and acceptance. One or two minor adjustments can be made if necessary. Then this is it. A working draft has been achieved.
  14. Ask people to read the organization's Hidden Purpose out loud together, and then personally make the effort to memorize it. If they forget their organization's Hidden Purpose it is secretly ruling their lives. Ask people to check each other during the next weeks to make sure it is memorized and brought consciously into every meeting.
  15. The Final Distillation Team is applauded, and then everyone stands and applauds each other for a job well done. It is time to celebrate!