

BOOKS

GUEST
BOOK
REVIEW



BY JOHN T. SNYDER

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ST. LOUIS, MO

HUMAN ENERGY

By JOHN INGALLS

Right-brained alternatives meet a Left-brained society. John Ingalls' *Human Energy — The Critical Factor for Individuals and Organizations* takes some very hard looks at what is going on *within* the individual, the individual's culture and the rest of the world.

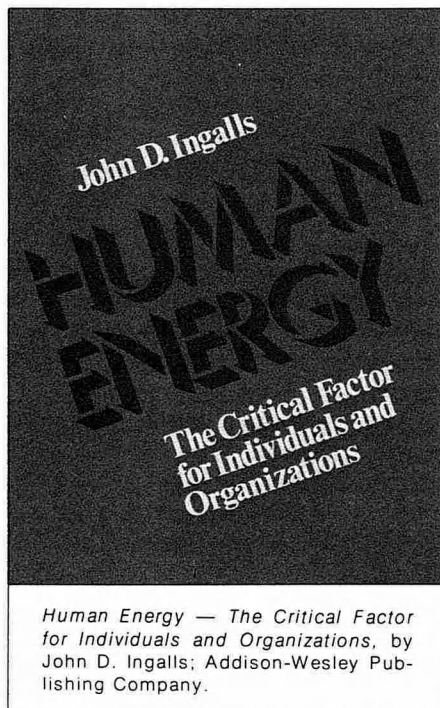
As a basis for his position, Ingalls leans heavily on the theory that each of the two hemispheres of the brain are concerned with specific kinds of behaviors and concepts. He terms Type A as generally predominant of the left hemisphere and Type B as representing the right hemisphere.

The Type A person predominates in our culture and generally throughout the Western World. These persons are task-oriented and work hard to distinguish the true from the false, the correct from the incorrect. They are evaluation-oriented. They are continually making social comparisons. A strong tendency exists to say that "mine is better than yours," "I'm O.K. and you're not" or "yours is better than mine," "I'm not O.K. but you are." Finally, they tend to assign specific motives to all peoples' behavior and may even play the game of "psychiatrist."

At the other extreme are the Type B persons . . . more typically open to new experience, more descriptive and nonjudgmental concerning the behavior of themselves and others; and finally, using a questioning inquiry to ensure their objectivity in a problem-solving situation. Their posture is one of saying "I'm O.K. and you are, too."

With the preceding premise of the two categories of behavior (Types A & B), Ingalls develops a model which integrates the world of Carl Jung, who represents the

most up-to-date psychoanalytical viewpoint, with his four functions of consciousness. These functions are *sensation, thought, emotion and intuition*. Using this data, Ingalls constructs a model in which he integrates the Jungian field of



consciousness into a practical model "field of action." Figure 1 describes this relationship. Ingalls describes the interaction on Page 175 of the book by saying:

"Transcendence occurs through achieving integration of the binary combinations of the four functions of the field of action and of the field of consciousness. This breakthrough to Transcendence is usually experienced as both increased self-awareness and increased competence and usually results in a reorganization of our self-concept or ego concept in relation to others and

our general life situation."

Lest we be tempted to assign a value to Type A as a "theory X" person and a Type B as a "theory Y" we must use caution since this polarity idea will get us in the same kind of trouble that many found in the 60s with Douglas McGregor's original idea, that "X" is bad and "Y" is good.

"Too much ambiguity (Type B) leads to chaos; too much control or certainty (Type A) leads to paralysis."

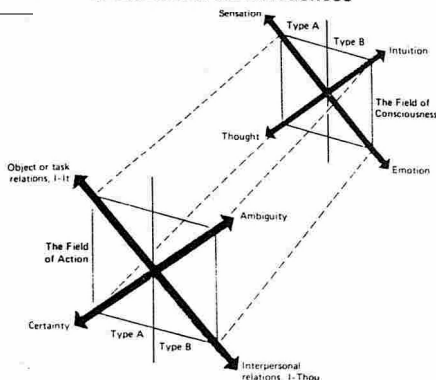
As a trainer or "change agent," if we are seeking to change the organization, we must examine our own internal climate. Ingalls supports this by saying:

"Climate, as I have said, is always a 'within' proposition; to be effective in changing or developing human organizations it is necessary to develop the capacity for forming open and honest relationships with others and for continuing the never ending search for increased personal maturity. In this effort, Type B behaviors are crucially important, as is the capacity to remain neutral in the face of many attempts by factions to prove to you that their side is right and the other side is wrong."

With all of the preceding, Ingalls begins the development of a "Living System Design." He rightly refutes the machine model of the Western World which built our culture with seemingly endless resources (people and commodities). Machine-theory organization has produced "blue-collar blues" and "white-collar woes" with boredom, disinterest and general worker alienation. Almost exclusive task application (Type A) has

Figure 1.

The relationship between the fields of action and consciousness



created rigid structure, little problem-solving or finding, lots of data and even greater amounts of conflict within the organization. On the other hand, the author says the Living System Design would result in a very different organizational climate.

"If we begin with a tentative assumption that any organization is a living system (or organism) rather than a machine, we approach a new viewpoint that will enable us to develop sufficiently different operating strategies and tactics to bring about a new situation. One primary characteristic of a living system model of an organization would be its aliveness. This kind of organization would constantly seek to attend to the growth and development needs of its members, not by pursuing ancillary training and development activities, but by creating conditions where growth and development would arise during and as a result of finding and implementing effective solutions to the primary internal and external problems faced by the organization itself."

Ingalls also negates the corporate belief that maximizing growth and profits due to seemingly endless resources will have to be mitigated by the realities of our natural and social environments. The new key will be growth and profit "optimization" in a new framework of limited natural resources and social needs rather than maximization. He continues by saying, "When optimization is sought instead of maximization, machine theory is further forced to

give way to system integration, and unbridled competition turns into more orderly forms of collaboration."

From the model and all its implications, Ingalls moves to the implications for personal growth which holds the key for psychic growth and the release of more positive human energy. Each of us is terribly unique and it is this uniqueness which we must be able to use to create positive synergy. Otherwise negative synergy will result. In a passage on personal growth, he says:

"When two people meet face to face, either in conflict or in a spirit of collaboration, far from being perfectly matched pairs they are most likely to find themselves at different levels of relative growth or development. This is not so much a factor of chronological age but rather of differences in knowledge, experience and energy. Thus the foundation of any interpersonal relationship usually rests in inequality."

A chapter devoted to organization development speaks of the sometimes "treadmill progress" that is being made in this behavioral technology. Leaders question the validity of OD because they can't clearly see its value; personnel departments are too control-oriented (mechanistic) and antithetical to human needs; OD practitioners themselves may be out of step and intimidating to the organization leaders and, finally, there is a lack of appreciation of understanding the basic energy forces at work in human organizations. A further word on this last item. Ingalls says:

"One key to the resolution of seemingly impossible patterns of organizational conflict and confusion appears to lie in the discovery that Type A behavior increases interpersonal conflict and that Type B behavior reduces it. Another key lies in the realization that as ambiguity rises, the energy to reduce that ambiguity back to certainty rises with it. As the gap closes, energy is released until a point of rest or release is obtained. Thus we can conclude that human energy accelerates or de-

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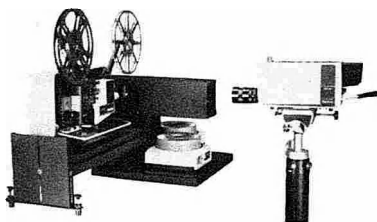
celerates along the ambiguity/certainty continuum."

Rather than controlling energy with certainty, maximization of the process occurs. This means there is a flowing back and forth. Never should this energy remain at one end or the other.

In his final chapter he speaks of our age of crises where we are engaged in a 19th century competitive struggle for material goods and resources with a 21st century technology to rip everything apart including ourselves and each other. Whether it be the individual, his or her community or culture, there are vast amounts of human energies available. Our preoccupation with a one best way by means of sensation and task; certainty and thought (Type A) or intuition and ambiguity; emotion and interpersonal relations (Type B) now requires a transcendence. Perhaps a greater part of the answer for Western Culture rests in the right hemisphere of the brain. Lord knows we need a right way!

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A COLLECTION OF "DRUCKERISMS" . . .

The following highlight quotes were taken from Peter Drucker's 1978 ASTD National Conference presentation, "The Trainer As a Manager — How Effective Are You?"

"You face as challenging and interesting and exciting a time in your work as any we have had . . . a great and challenging period in which a lot of new important and difficult things are going to come your way . . . partly because of the long and dangerous decline in productivity in all developed countries. While training is only one of the answers, it is by far the key answer."

* * * *

"Retirement is becoming flexible . . . a very large proportion of people who take early retirement will only take it to go to work elsewhere."

* * * *

"For the first time in the history of this country, employment statistics and tax statistics are no longer compatible. The number of people, and the proportion, who don't tell the IRS everything is growing very fast."

* * * *

"It is not at all impossible, within another 10 or 12 years, that part-time people who work permanently part-time will comprise anywhere from 1/3 to 1/2 of the labor force."

* * * *

"The very great changes in our labor force are very largely training opportunities. . . ."

* * * *

"Sometimes I wonder if you know how to get the most out of your knowledge, your dedication, and your hard work — whether you really know how to make yourselves fully effective. I'm going to shock you and say that most of you, whom I've seen, don't — for the simple reason that you do not see yourself as a member of the management team . . . you see yourself as a training professional, and that you are; but it isn't enough. And you teach other people, very successfully, to go beyond the professional definition of their work — and you are very good at it. But you don't really project that same kind of knowledge on yourself. Because if you did, you'd realize that so much of your training and your development is not really becoming effective because your organization does not really help to make it effective."

* * * *

"One of the things we have learned —

and you know it — is not to train people so that they get expectations which the work then doesn't fulfill. . . . Effective skills training raises expectations. It raises the demands one makes on oneself and for the job and on the boss. And therefore it is not intelligent to train people when they are going to be quenched. A certain amount of frustration is inevitable and maybe even desirable. But too much is too much."



(on sales call reports)

"No salesman, who can sell, writes a legible hand. Have you ever seen one? There's a direct correlation between the ability to sell and inability to write a legible hand. . . . If anyone wants to get a Ph.D., that's a wonderful subject because you won't find any answers. You can easily fill 360 pages. One reason they write an illegible hand is that they hate it so much."

* * * *

"We know how to make an incompetent salesman out of a moron; but we don't know how to make a star out of a competent salesman. . . . But we do know that if he can't make a call, he can't sell. The reverse is also true . . . the number of sales he closes is directly proportionate to the number of calls he can make. And so we know that he needs training to sell and he can only put it to work and improve himself or herself by selling, and not by filling out flimsies."

* * * *

"Nothing so destroys motivation as not to be allowed to do what one is being paid for — if one wants to do it — and knows how."

"One should not take 'no' for an answer before it is given. Whether you take it after it's given, that depends on the situation."

* * * *

"A professional is not a dispenser of knowledge. A professional is somebody who gets 'right action' because he or she has the knowledge. . . ."

* * * *

"I see professionals suffering from the belief that what they do is obvious, 'good,' and everybody must know what they are doing. And you probably sell a great deal unnecessarily — but you don't tell enough."

* * * *

"All computers I know suffer from overweight. . . . Don't feed them. Give them a minimum diet. Not the maximum."

* * * *

"Training is action-focused, and so the feedback from the action must be built in, somehow. What do you expect will happen in your organization? What do you expect will happen to people? And their capacity to perform?"

* * * *

"Take a yellow pad and jot down on whom you depend for information and action. And for input. And then jot down who depends on you for what. Think it

through. But then go and ask. . . . You are not effective in your work except through and with other people. And so one goes and asks. One goes to that person and says, 'This is what I depend on you for.' And he will say, 'Why haven't you told me earlier?' Every time. Or you go to another person and say, 'This is what I think you look to me for.' And she'll say everytime, 'Not quite.' It never fails. And people who do this — and do it every six months, will you? — things drift fast — don't have to worry about communications.

"Sure, there are still personality conflicts, there are still policy conflicts, there are still priority problems. But fundamentally, the greatest cause of the troubles I see in organizations is simple misunderstandings. People believing they know what you're doing — and they don't. And you believing that you know what they're doing — and you don't."

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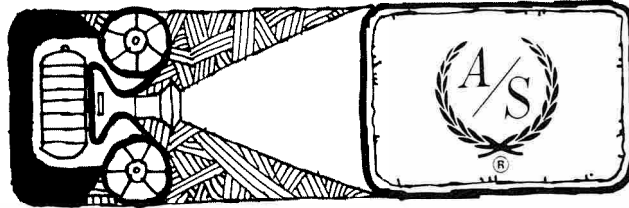
"You are going to keep on complaining that top management doesn't pay you enough attention. Keep on complaining. If you ever stopped complaining, I'd become very nervous. But there's no danger of that, fortunately. You keep on.

"You will, I think quite rightly, keep on complaining not only that we don't

pay enough attention to you, but that we don't know how to make the best use of you. There I'm much less sympathetic. That's largely your fault. You haven't really told us. And you will keep on complaining that the job is so much bigger than the forces you're allowed to have, the money. And you are right. But that's largely because the job keeps on growing. Because what is growing is the demand and not the supply; one has to increase the yield. You in this room represent a tremendous resource and one we have built up only in the last 20-25 years, really. Believe me, the years ahead are the years in which we really need the yield from this resource. In which we really need you to become fully effective, fully productive — as professionals, as consciences, and as leaders of the management team."

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