

# CREATING EXTRAORDINARY ORGANIZATIONS

Volume 3, Letter 6  
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## THREE ASPECTS OF THE WORLD

*I write this letter for those pioneers who want to move beyond the ordinary to the Extraordinary in creating business organizations.*

*Welcome to Letter 3-6 of Creating Extraordinary Organizations. As I said at the end of the last letter, I am taking another side trip. In this letter, I am going to look at three aspects of the world as proposed by Gurdjieff and J.G. Bennett, one of his prime pupils. I have learned from my consulting experiences that it is important if not essential to understand them when designing or working with organizations.*

**I will be out of the country from the middle of June until the end of July. Therefore, I am going to give you a vacation too. Volume 3 Letter 7 will come to you at the end of July.**

### ***The three aspects***

There are three aspects of the nature of all things in the world. They are *Function*, *Will*, and *Being*.

#### **Function**

*Function* is the world of doing and action. It is observable. Any time we see someone doing something he is in the aspect of *function*. If we walk into a room we see chairs, machines, telephones, etc. These are all tools of *function* that is doing or acting. However they are of no use unless there is some drive or intention to use them. This is the aspect of *Will*.

#### **Will**

*Will* is the force or intention that makes doing happen. In our room of machines and things there must be a person who has the determination or *willpower* to use them before they can function. An automobile will not move unless a person decides to drive it. There is no *will*, no force, present to make it go.

We cannot observe *will*. We can observe the action and its results but not the intention that makes them possible. In other words, if we see the car moving we know that someone is providing the *will* to get it to move. They have provided the *will* to initiate movement. However, it still cannot move without energy. This is the aspect of *Being*.

#### **Being**

*Being* is the energy that powers *will* and *function*. In the room there is a computer. It will not work unless there is electricity to enable it to function when someone wants to use it. The automobile will not move without fuel. This is the aspect of *being* – the energy or force that provides the wherewithal to enable *function* in response to *will*.

These three aspects are present in whatever we are experiencing. The amount and quality of each of them determines the nature and quality of the experience. *Will* and *function* together make something possible, but we only realize this possibility when they are enabled by *being*. It is *being* that ultimately determines the outcome of the combination of the three aspects.

Another way of looking at these three aspects is how they relate to parts of our body. *Function* is *doing* or using the body. We can connect *thinking* or using the mind with *will*. It is hard to relate *being* without just saying it is *being*. One might say it is *feeling*, *spirit*, or *heart* although none of these do it justice. Bennett spoke of these as coming from the *moving center*, the *thinking center*, and the *feeling center*. [This is a bit simplified but enough for our needs.]

### ***The three aspects in organizations***

In an organization, we can see that purpose and the goals to fulfill it are statements of *will* or intention. The actions carried out to meet the goals and realize the purpose comprise the *function* aspect. The *being* is the quantity and quality of energy that members bring to the actions.

*Function* restrains or bounds *will* because the way the organization operates determines how it actualizes its *will*. It is the energy and commitment of members that brings these two together to create an outcome. It is ultimately members' *being* that determines how well the organization actually functions in fulfilling its purpose.

### ***So what?***

Why does all this esoteric stuff matter? There are four reasons.

First, it highlights the importance of organization members in the total scheme of a business enterprise. In our current Command and Control world most of the emphasis is on how well the business *functions* and where its *will* is taking it. Any attention given to members is usually in the interest of these two aspects. However, the members are the *being* that enables the other two to happen. Without them, there is no enterprise. An EO puts *being* first with the other two flowing from that.

Second, it defines the basis for change. Although it would seem that a change of beliefs is a *will* issue, it really is not. Yes, it takes a lot of thinking and intention on the part of people to decide to try to change. However, the change can only happen with a change in *being* of the members. Yes, they must change the way they think and act. Nevertheless, the essential and fundamental change is in their *being*. At their core, members must become different.

Third, change can only happen when members' needs and aspirations —related to their *being* —become primary. If they do not, members may comply with but will not commit to the change. Not only must the change process make *being* primary, it must come as the first step. The effort must address needs and aspirations or people will not fully address *will* and *function*. Most change efforts do not do this. Most change efforts ultimately fail

The fourth reason is a bit more complicated to express. However, it is essential to understanding why I have called this new paradigm "Freedom and Responsibility." We can order the three aspects in six different ways.

One of these is *Function/Will/Being*. This is the triad of *Expansion*. It is the order the Command and Control world uses as explained in the first reason above. Those at the top of the pyramid focus most, if not all, of their attention on operations [*function*] then on purpose and goals [*will*]. Organization members [*being*] serve as the *means* to accomplish the other two and come in a weak last.

Another triad is the basis for calling the paradigm Freedom and Responsibility. This triad is *Being/Will/Function*. The energy of the organization members [*being*] is the drive to fulfill intention or purpose [*will*]. Operations activities [*function*] are then the *means* members use to complete both *being* and *will*. This is the triad of **FREEDOM**.

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### ***Until next time***

As I said, the next eletter will be at the end of July. I will return to talking about the various issues one must deal with in shifting to the Freedom and Responsibility paradigm.

Be Well, and  
Be Extraordinary!

Don Yates  
Extraordinary Organizations

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