



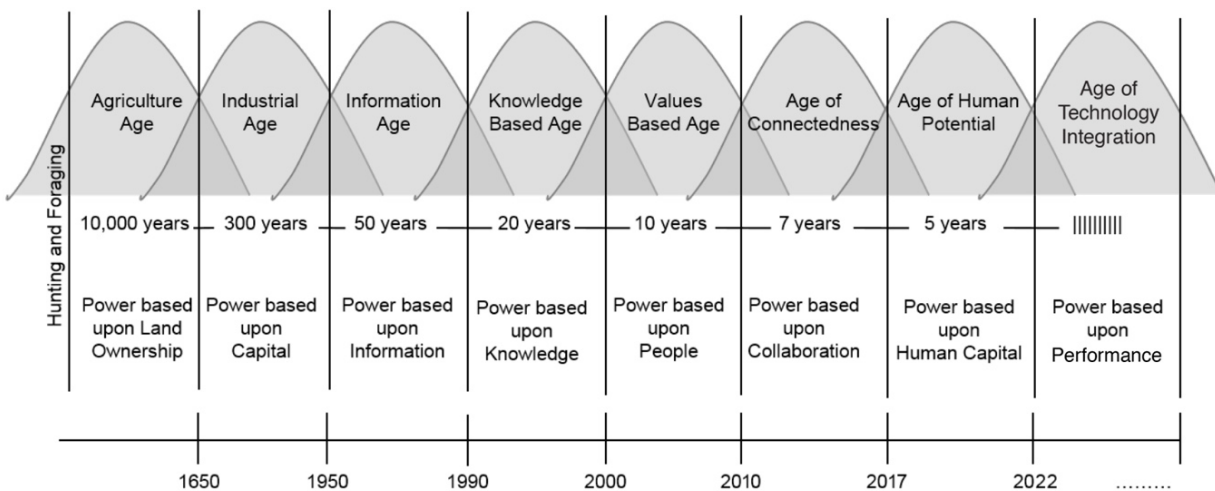
The global leader in personal and organizational transformation

## Compatibility—The Next Cultural Paradigm©

### I. Defining Compatibility

The emerging business paradigm\* during the early 2020s is **Technology Integration**, as shown on the diagram below. In terms of value and power, it is the transition from competency, which is assumed, to performance. This means that however one acquires competency, whether through formal or informal education, or a combination of the two, the measure of a valued employee is the ability and willingness to perform at an exceptional level. Within this paradigm, it also means that if a machine can outperform an individual in terms of effectiveness and efficiency of operation, then that individual is replaceable. Particularly, if the net result is a more profitable operation. The forward tail of the paradigm shows, leading-edge organizations have already begun this integration process in earnest.

### Global Societal and Business Paradigms



This paradigm will prevail during the early 2020s. **Technology Integration** is the comprehensive application of information technology to enhance the acquisition of learning in terms of:

\*A *paradigm* is a system of principles (mostly unspoken and unwritten) which govern the thinking, practices, and behaviors of a group or society, e.g., an individual's or a nation's worldview of reality.

- knowledge (the experiential synthesis of information)
- wisdom (an expanded way of being and including), and
- processes which continually maximize performance in shorter timeframes;

as well as the simultaneous creation of new products and services which measurably improve efficiency of operations and quality of life.

The corresponding transition in culture, required to keep pace with these performance enhancements, is **Inclusion** to **Compatibility**. Inclusion is an *employee-supportive environment* where *equitable opportunity* exists for all employees to maximize their performance-capacity and advancement-potential; while simultaneously contributing to the organization's success. **Compatibility** is a workplace environment where:

- differences in ideas are viewed as the *creative-tension* necessary to achieve exceptional performance;
- employees *experience* a culture of human equality;
- the focus is on *customer success* and *exceptional performance*; and
- the culture is *organically flexible* to integrate both rapidly-evolving technology and the values of younger generations.

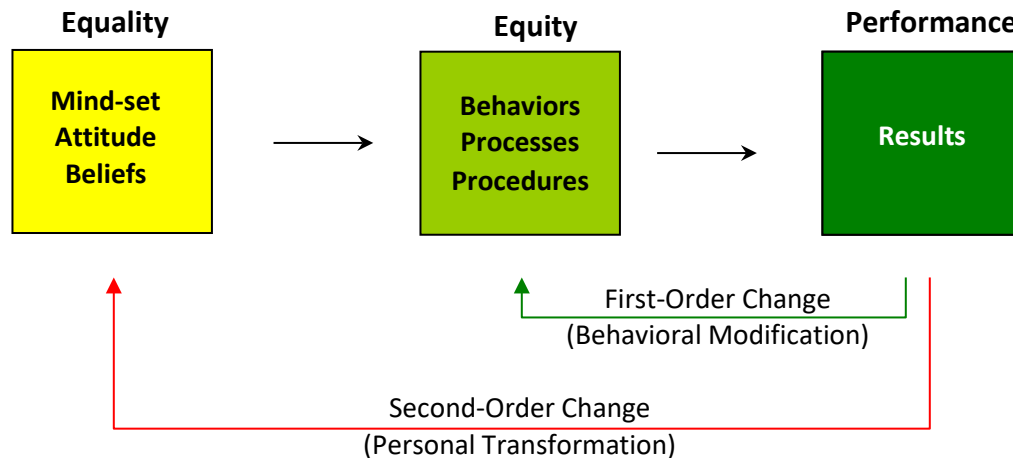
*Creative-tension* is defined as situations where differences in ideas are viewed as opportunities for new, breakthrough possibilities in *synergism*, *synchronicity*, and *quantum-thinking*. It is most important to emphasize that compatibility evolves from and builds upon Inclusion. Therefore, it must be comprehensively *embedded* into every aspect of organizational functioning: such as recruitment, development, succession planning, visible opportunities, leadership, mission, vision, and the well-being and success of all employees.

## II. Equality, Synergism, and Synchronicity

An often-overlooked factor for both Inclusion and Compatibility to maximize performance is to ensure a *culture of equality*. Again, by comprehensive measurements of numerical placements *and* a serious cultural survey; which goes beyond simplistic questions and indexes. This concept is very different from equitable opportunity or equity, as shown by the State of Mind diagram on the following page. The former is a *way of being* and the latter is a *way of doing, organizing, or measuring*. Therefore, simply changing procedure, process, and policy (on paper) through hiring and limited advancement will not "transform a

culture” at any credible rate; except possibly in an inevitable, evolutionary way, over time.

STATE OF MIND DIAGRAM\*



Although everyone experiences inequality in some way, these ways are not of equal impact on a person’s professional success and well-being. Therefore, those of us who do not *experience* various dimensions in counterproductive ways, do not *experientially* understand or know the impact on another individual. Where race is concerned, Robin Diangelo has written an extremely powerful book titled *White Fragility*.<sup>1</sup> As a Caucasian woman, she addresses this issue from the standpoint of how race plays out from an “assumed superiority” mind-set, which she proposes is *deeply* buried and unconscious in the psyche of many Americans.

An equally powerful book is HOW TO BE AN ANTIRACIST<sup>3</sup>, WRITTEN BY Ibram X. Kendi. He details the impact of racism—from a personal perspective, on people of color in the American culture, and on the future of America—as a stage IV cancerous disease. His message is compelling, if not confronting to many of us, at a critical time (2020) in our history. A time when compassionate leadership, personal responsibility, and decisive action involving personal and organizational transformation, beyond rhetoric and change, are absolute necessities.

The key factor in “Unconscious Bias” trainings is to facilitate the transformation of a majority of participants, *beyond* experiential awareness. Since, in truth, the superior/inferior dyad *requires* the participation of both roles. This statement is discussed, in detail, in an Innovations White Paper titled, *The Beginning of the End of Racism*,<sup>2</sup> on the website *thewayofthehearth.org*, Products.

*Human equality* is a state of being equal in terms of one's personhood. It begins with a personal realization, by an individual, that equality cannot be:

- realized through a written document;
- made reality through the acknowledgement of others; or
- earned through opportunity, accomplishments, and awards, etc.

That human equality is a birthright.

Although, all of these external actions are encouraging and confirming by others, they are really associated with one's self-esteem, not one's *inherent* self-worth. The difference is obvious: the former is transitory in terms of permanency and the latter is not only permanent, but the fundamental nature of being human. The realization of one's equality, from within, is made a functional reality through a "rite of passage,"—from a state of believing to a state of being. This rite of passage involves a non-victimized state of mind and corresponding behaviors which are constructive and empowering in one's behalf. These behaviors may involve the non-victimized experience and acceptance of playing on an uneven playing field, not being selected when qualified, and not having one's opinion prevail about important issues, in spite of one's promoted status. In essence, true compatibility or even inclusion cannot be achieved until the experiential reality of equality is achieved; by the measurements I have suggested above.

The other two factors, discussed above, critical to exceptional performance, are *synergism* and *synchronicity*. Synergism is the interaction among two or more individuals or situations which produces a combined effect greater than the sum of their individual contributions. Examples include: the influence a charismatic leader and leadership team can have on an organization's performance; how the resolution of racial inequality can positively influence the elimination of other forms in inequality, such as sexism and ethnocentrism; and how an excellent player's performance can positively enhance the performance of an entire sports or organizational team. In essence, the result of a creative-tension situation is an example of  $1 + 1 = 3$ .

Synchronicity is the simultaneous occurrence of events which appear to be significantly related, often after the fact, but have no discernable causal relationship. Carl Jung coined this concept and stated, "*Everything that irritates and excites us about someone else reveals a greater understanding about ourselves.*" Additional examples include, meeting someone for the first time, having a conversation, experiencing a spiritual connection; and concluding the meeting was not an accident. A final example is the fact that the The Theory of

Evolution was simultaneously and separately published by Charles Darwin and Alfred Russel Wallace.

These phenomena as well as higher-order thinking become commonplace when compatibility is embedded into an organizational culture.

### III. Making Compatibility a Present Reality

Since compatibility is simply an expanded, but higher-order form of inclusion, the process of cultural transformation is similar in sequence:

- **Commit** to creating a culture of exceptional-performance, in terms of Leadership participation, facilitation, and financial support.
- **Implement**, organization-wide, Engagement in a Virtual World and/or Compatibility education, training, and experiential workplace learning.
- **Administer** a Compatibility Survey (10 to 15 Questions/Survey Monkey) consisting of the **Principles of Compatibility** to establish a baseline cultural measurement.
- **Use** the results of the survey to design a plan for integrating the principles of compatibility through cultural transformation.
- **Implement** the plan over a year with a clear focus on embedding the Principles of Compatibility into the high-performance culture to initiate the transition to exceptional-performance.
- The theme of the new initiative could be **“Achieving FuturePerfect Performance,” based upon the Innovations FuturePerfect Model.** (created by W.A. Guillory, Christopher Harding, and Daniel S. Guillory.)
- During the implementation effort, ensure a majority participation from all levels of the organization.

The overall intention of this strategy is to create an interactive employee collaborative learning process designed to increase morale, learning, customer service and organizational success.

### IV. The Principles of Compatibility

The transformation from inclusion to compatibility involves the integration of the following principles of operation into the organizational culture: **Collaboration; Reconciliation; Receptiveness; Resilience; and Cohesiveness.** As outlined above, it is based upon the three-step process for achieving Compatibility: Education and

Training; Measurement and Planning; and Implementation and Cultural Transformation.

A culture of compatibility is characterized by the following practices:

1. **Collaboration**—working with others in a mutually respectful, trusting, open, and supportive way.
2. **Reconciliation**—working with others to amicably resolve and synergize differences.
3. **Receptiveness**—working with others with openness, transparency, and the creative exchange of ideas.
4. **Resilience**—working with others to proactively respond to conflict, adversity, and change as learning experiences.
5. **Cohesiveness**—working with others as a connected, united, whole of One.

Innovations has designed highly experiential, two-hour learning experiences of each of the five operational principles above. The corresponding essence of each principle is summarized below:

1. **Collaboration**—the essence of this principle is to create a comprehensive organizational network of *inclusive relationships*—characterized by mutual respect, acceptance, and support of each other’s success.
2. **Reconciliation**—the essence of this principle is the recognition that *inherent* in differences in ideas is a more powerful, transcendent concept.
3. **Receptiveness**—the essence of this principle is to adopt a mind-set of *curiosity, wonderment,* and *transformation* as the basis for the creative exchange of ideas.
4. **Resilience**—the essence of this principle is to adopt a personally appropriate way of dealing with *conflict, adversity,* and *change* which preserves the well-being of oneself and others.
5. **Cohesiveness**—the essence of this principle to learn how to compatibly retain your *individuality* within a connected part of a *greater whole*.

## V. Conclusion

Innovations introduces the emerging cultural paradigm for exceptional performance—Compatibility. Compatibility evolves from and builds upon inclusion as the operational system for expanded knowledge, wisdom, and performance. As

Technology Integration increasingly exerts its influence on organizational performance, there is a simultaneous realization that a higher level of mental functioning, in terms of human exploration and interaction, that is required. Compatibility is the initial step into the world of exploring and expressing unlimited human potential—the exploration of consciousness.

## References

1. Diangelo, Robin, *White Fragility*, Bacon Press books, Boston, Massachusetts, 2018.
2. Guillory, William A, *The Beginning of the End of Racism*, Innovations White Paper, [thewayoftheheart.org](http://thewayoftheheart.org), Products, December, 2018.
3. Kendi, Ibram X., *How To Become An Antiracist*, One World, a division of Penguin Random House LLC, New York, 2019

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Salt Lake City, Utah 84117  
December, 2018  
Revised, August, 2020  
Distribution, January, 2022