

Afterword

Psychenomics

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When we invited Robert R. Carkhuff and Andrew H. Griffin to “Save Springfield,” it was, to be sure, a last-resort measure. It is true that Carkhuff did bring with him an extensive research-based knowledge of individual and organizational generativity. In other words, he knew how to make people and organizations work effectively and, moreover, innovatively.

However, we had no idea of the awesome community benefits we would receive. Least of all, I had no idea of the scientific discipline Carkhuff and associates would establish: “Psychenomics”—the application of the science of psychology to the practice of economics. Here is how I now understand this new discipline.

First of all, Carkhuff was troubled by the limitations of traditional “Probabilities Science” and its measurement tools, “Parametric Statistics.” The traditional functions of science—describing, predicting, and controlling—dictated the architecture for construction and policing of a ghetto from the top-down: totalitarian governance, control economics, and dependency relating.

Confronted with these unacceptable consequences, Carkhuff and his life-long processing partner, Dr. Bernard G. Berenson, generated “The New Science of Possibilities” with its possibilistic functions—Relating, Empowering, Freeing—which, in turn, generated the building of the community from the bottom-up: individual, organizational, community, cultural, and economic development.

Carkhuff and Griffin made a pact: Griffin would represent the minority community and Carkhuff would represent the majority community, including especially the corporate community with whom the minority community so desperately needed a relationship. Their pact was interdependent and synergistic: the community would grow as the corporate community grew; the corporate community would grow as the minority community grew.

The Generativity Solution

The different sub-communities involved were held together by “the cellular bonding tissue” of cultural generativity: interdependent cultural relating, participative democratic governance, and entrepreneurial capitalistic enterprise.

In turn, these different sub-communities were dedicated increasingly toward economic generativity: generating, innovating, and commercializing in interdependent and synergistic relationships.

Lo and behold, in the 1970s and 1980s, Springfield was transformed dramatically from its declining manufacturing base to an exemplary information technology center served by numerous technological boutiques.

However, as a social scientist, I now stand in awe of the new science that Carkhuff and his associates have discovered. Here are the salient features of Psychenomics:

- It employs the full power of Probabilities Science and related Parametric Measurement to describe and predict all phenomena.
- It generates the full power of Possibilities Science and its non-Parametric Measurements to relate, empower and free the full potential of all phenomena and, in so doing, directs the operations of Probabilities Science.
- It employs the prepotent power of Generative Human Processing—individual, organizational, community, cultural, economic and a new “Paradigmatic Measurement System” to represent the universal processing of all information—conceptual, operational, dimensional, vectorial, phenomenal.

Psychenomics is a true science—generative, measureable, and replicable. It explicates the unknown by describing, predicting, relating, empowering and releasing or freeing phenomena. Economics is simply another instance of the application to human endeavor.

In terms of systems thinking, here is a simple example of how Carkhuff and Psychenomics diagnosed our current economic crises (see Figure 27):

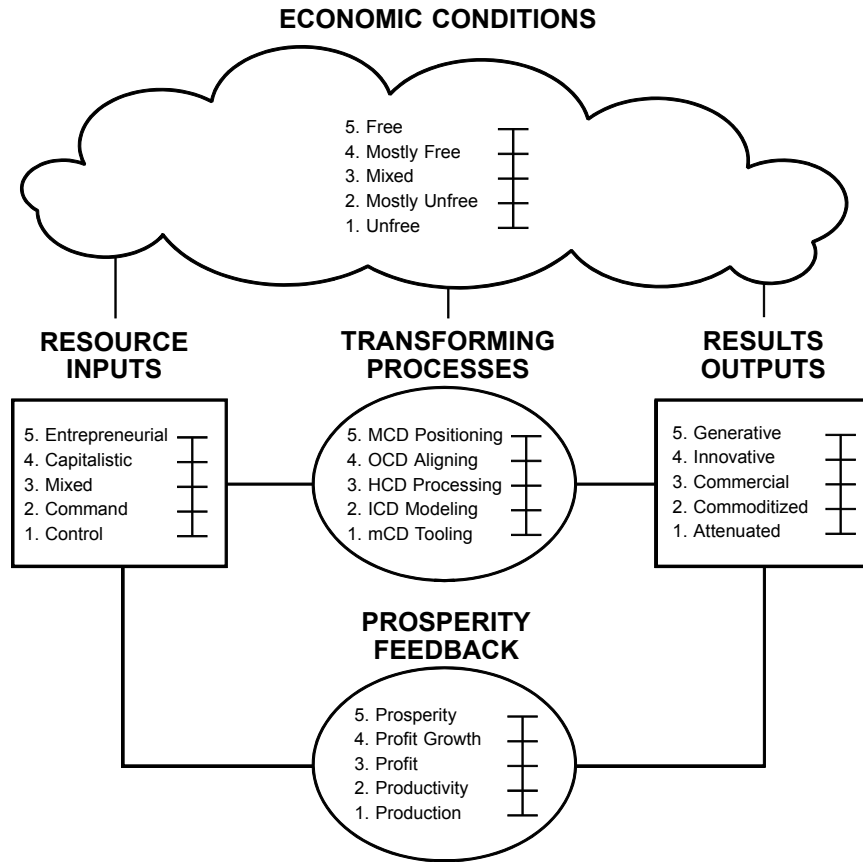


Figure 27. Systems Analyses of Carkhuff’s “Psychenomics”

- Economic Conditions**—The economic conditions determine up to 50% of our prosperity. At the highest levels of freedom, people can generate, innovate and commercialize. At the lowest, unfree levels, people are unable to process in any way. Carkhuff, himself, was offered the highest levels of economic freedom in his architecture and implementation for “Saving Springfield.”

The Generativity Solution

- **Resource Inputs**—The entrepreneurial enterprisers are the primary resource inputs. Potentially, they may contribute the other 50% of the variance in our prosperity. At the highest levels of enterprise, entrepreneurs engage the economic conditions in an attempt to generate, innovate, and commercialize. At the lowest levels of enterprise, chain-of-command organizations dictate programmed performances in command-and-control economics. Carkhuff, himself, was offered carte blanche support in architecting and engineering “Saving Springfield.”
- **Transforming Processes**—The actualization of the entrepreneur’s contribution to prosperity is contingent upon the interaction with the transforming processes. The first issue is the inclusiveness of the entrepreneur’s empowerment with the levels of “New Capital Development (NCD)”:
 - **MCD**—Marketplace Positioning
 - **OCD**—Organizational Alignment
 - **HCD**—Human Processing
 - **ICD**—Information Modeling
 - **mCD**—Mechanical Tooling

In Carkhuff’s approach to “Saving Springfield,” he operationally defined and systematically implemented all of the NCD technologies.

- **Results Outputs**—Likewise, the actualization of the entrepreneurial contribution to prosperity is contingent upon the relationships to results outputs: generative, innovative, commercial, commoditized, attenuated, or some combination of these outputs. All levels of the transforming processes (MCD, OCD, HCD, ICD, mCD) are potentially involved. Positioning is critical: Do we meet the requirements of our positioning with our capabilities? In Carkhuff’s case, he positioned Springfield “Generative–Innovative:” Generative with the Possibilities architectural “break-throughs,” and innovative with the Probabilities systems follow-through.

- **Performance Feedback**—Finally, the analysis culminates with the measurement of the prosperity feedback:

$$5. \text{ Prosperity} \quad \left(\frac{\$ RO >}{\$ RI} \right)^n > \left(\frac{\$ RO >}{\$ RI} \right)^{\dots}$$

$$4. \text{ Profit Growth} \quad \left(\frac{\$ RO >}{\$ RI} \right)^2 > \left(\frac{\$ RO >}{\$ RI} \right)^1$$

$$3. \text{ Profitability} \quad \frac{\$ RO >}{\$ RI}$$

$$2. \text{ Productivity} \quad \frac{RO >}{RI}$$

$$1. \text{ Production} \quad \frac{RO}{RI}$$

The success of all levels of feedback are contingent upon the relationship between results outputs (RO) and resource inputs (RI): economic growth is predicated upon getting more value in RO than we invested in RI. In “Saving Springfield,” Carkhuff generated high levels of prosperity that were universally identified as “The Springfield Miracle.”

In summary, the scaled measurements of Psychenomics contrast vividly with the current contradictory and conceptual ideologies. Throughout all of his generativity demonstrations, Carkhuff has maintained his goal of demystifying the operations behind the words. Thus, he delivers data-based policies for “Saving America” just as he did for “Saving Springfield:” Elevate our freedoms! Empower our generativity! Turn Entrepreneurial Enterprisers loose!

The Generativity Solution

In conclusion, the power of Psychenomics was demonstrated by the generativity of its creator. Carkhuff is the living model of “The Generative Entrepreneur.” Psychenomics is his legacy to a Possibilities Civilization—Prosperous, Participative, Peaceful!

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