The Generativity Solution

Introduction to the Generativity Paradigm

Robert R. Carkhuff, Ph.D.
“Be ashamed to die until you have achieved a victory for humanity.”

— Horace Mann
## Contents

Preface: A Personal Note on Generativity ........................................ vii
Foreword: A Prophet in Our Time................................................ ix
1. The Paradigm Shift to Generativity ....................................... 1
2. The Generativity Solution.................................................. 7
3. The New Economic Paradigm ............................................. 17
Dedication to Dr. Bernard G. Berenson................................. 23
About the Author ................................................................. 25
Contributors ........................................................................ 27
The Generativity Solution Series............................................ 29
Preface
A Personal Note on Generativity

Dear Reader:

For 50 years, I have explored, understood, and acted upon the operations of “Generativity.”

Generativity empowers us to “see beyond the high beams—to think outside the box.”

It is Generativity that our civilization is in desperate need of—NOW!

I remember vividly initiating “The Study of Generativity.” Often, after a day’s work at the AIC Center for HRD, in Springfield, Massachusetts, Andy Griffin, Bernie Berenson, and I would debrief and learn to generate alternative and improved responses to the community crises we were addressing. We labeled our own personal learning programs “The Post-doctoral Study of Truly Social Sciences.”

It was here, with Dr. Berenson as our mentor, that we began our “Voyage of Discovery” into the pre-potent powers of Generative Processing. It was here that we generated and implemented “womb-to-tomb” empowerment programs for the community. It was here that we learned the skills and generated the systems for saving Springfield. We succeeded!

It is now at the point of culmination of our country’s greatest socioeconomic crisis, that I offer you, the reader, “The Generativity Paradigm” to save America.

RRC

January 6, 2009
McLean, Virginia
Foreword
A Prophet in Our Time

Robert Carkhuff is the only person in the world who says that he has a solution to our economic crisis. For this reason alone, we should listen to him. But he is much more! The world has rarely seen prophets such as he.

This pathfinding work is dedicated to the issues of our time—from community and cultural crises to national and global crises such as our current socioeconomic crises.


I have worked with Bob Carkhuff for over 40 years. His body of research has constituted the foundation for revolutions in all areas of human endeavor: human, information and organizational resource development; governance; corporate and community development; cultural, national, and now global economic growth. In short, he has changed the world by making social science a “true science.”

In the area of Human Capital Development, Carkhuff’s work has helped to create a trillion dollar market.

In my own work in pioneering the applications of Computer-Assisted Design (CAD-CAM), his Organizational Capital Development Systems have shown the way to the ultimate marketing strategy: “Generativity Positioning Systems for Tailoring Customer Products and Services.”
Foreword

Carkhuff alone generates the formulas for individual, national, and global growth—the 21st century solution to human crises:

“Anything that can be conceived can be achieved—provided it is generatively defined and passionately pursued!”

Fortunately for us, he is a prophet in our own time!

Barry Cohen, Ph.D.
Executive Vice President
Parametric Technology Corporation
1. The Paradigm Shift
to Generativity

There is a story told about an old man doffing his hat to a passing funeral procession. As he prayed silently for the victim, his companion commented on how touching his behavior was. The old man replied:

“Yeah, well I was married to her for 50 years but I made a mistake.”

Amidst the tumult of crashing markets and unsustainable bailouts, a similar thought has been expressed by the promulgators of free market enterprise:

“We were wrong!”

From the surrounding gurgles of Greenspan, Mendlebrot and Taliv to the condemning silence of the intellectual elite, they all have expressed themselves in unison:

“We thought we were right until we found we were wrong!”

So what happened? Where did they go wrong?

The answer is simple: We chose to believe naively and greedily in the grandiose proposition of the marketplace, that markets are self-adjusting and self-regulating.

Sources of Socioeconomic Growth

We have culminated the greatest half-century of socioeconomic growth in the history of humankind. Indeed, it is growth greater than was accomplished in the history of recorded civilization. To be sure, the last five decades have generated more wealth than the 14 million years of human evolution. And America has led this growth with its free enterprise principles and free trade policy!
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Why is it then that we Americans are not celebrating this most awesome accomplishment in human history? Could it be because we find ourselves attenuating in our leadership characteristics even as we are serving to culminate world growth? Could it be that even as we are powering forward and empowering others to do likewise, we are being “hollowed out” by enemies from within and without?

We may view illustrations of the influence of America’s leadership upon World Income Distribution (see Figure 1). As may be noted, there is significant growth in Per Capita GDP for each decade. Not only is growth in income relative for countries but absolute for the world. In all instances, American Free Enterprise (▲) has led the way for all peoples everywhere.

Figure 1. World Per Capita GDP Growth by Decades

These world economic curves are comprised of individual country curves. As may be noted, the curves build to a crescendo. Like a gathering Tsunami, they follow the leader and project to build into the future.
The Generativity Paradigm

We are the people who have been able to postdict our origins. We are also the people who can predict our futures. Relating to our experiences, empowered by our Generative Processing Systems, we are free to define our own empowerment programs and to generate our own futures intentionally.

The Generativity Paradigm may be viewed in Figure 2. As may be noted, it characterizes all elements of human endeavor with the “generativity” adjective: individuals, organizations, communities, cultures, economics. In other words, the driving force is Generative Processing.
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Conceptually, Generativity means “seeing beyond the high beams” and “thinking outside the box.”
Grammatically, Generativity is defined as a noun as “the brain-power to create a new idea.”
Operationally, Generativity is defined as a verb by creating a new response that the stimuli were not intended to elicit.
The sources of this Tsunami wave are empirically validated

Cultural Capital Ingredients:
1) Collaborative Cultural Relating
2) Enlightened Participative Governance
3) Entrepreneurial Free Enterprise

These are the cultural factors that relate to the indices of civilization.
Countries and cultures that are high on these Cultural Capital Ingredients are high on their achievement of peace, participation, and prosperity.
For example, they are free of war, empowered by self-determination, and prospering by their own entrepreneurial ingenuity. On the economic index alone, people of high functioning cultures are 10 to 20 times more affluent than people of low functioning cultures.
These Cultural Capital Ingredients are the culminating sources of Economic Capital Ingredients.
The issue before us today is not how to invest another trillion dollars in employment or infrastructure-rebuilding and the like, whether “green” or otherwise.
The issue is how do we achieve the highest levels of those Cultural Capital Ingredients leading to the highest levels of The Indices of Civilization:
• Collaborative Cultural Relating → Peace
• Enlightened Participative Governance → Participation
• Entrepreneurial Free Enterprise → Prosperity
The problem is getting to this civilized place.
1. The Paradigm Shift to Generativity

The Generativity Paradigm may be viewed as follows:

1. Individual Generativity developing Human Capital and Information Capital;
2. Organizational Generativity developing Organization Capital;
3. Community Generativity developing Community Capital;
4. Cultural Generativity developing Cultural Capital;
5. Economic Generativity developing Economic Capital.

Developmentally, each stage of Generativity is “nested” or housed in the higher-order stages:

- Networks of individuals that comprise organizations;
- Networks of organizations that comprise communities;
- Networks of communities that comprise cultures;
- Networks of cultures that comprise economies.

This means that Economic Generativity is comprised of cumulative networks of cultures that process generatively.

What makes this Generativity Paradigm different from all other sociopolitical proposals is that it is derived from actionable architecture and operational technologies. In other words, this platform is based on projects that have been validated and are, therefore, predictable in their effects.

Generativity is the only stimulus package that will work for America! Generativity in all areas of human endeavor, alone, can bring America back to its leadership role in the world economy. Generativity must be the foundation for all platforms which define all leadership priorities in America now, at the beginning of the 21st century.
2. The Generativity Solution

The miracle of Generativity may be seen in sharpest relief in relation to our freedom. All of us encounter moments in our lives when we must think “outside of the box.” We may have lost our jobs and our incomes, or our opportunities in other areas such as studying for advancement. The whole idea of finding ourselves “boxed in” implies a loss of degrees of freedom.

In our lifetimes, authority usually devolves from the top down. Often, we are offered the “Go–No Go” solutions: Either do the work or leave! Or, as our current economic crisis dictates: Either be regulated or deregulated! This gives us the boxed-in feeling.

Generativity offers another way. Indeed, it offers many other ways, potentially an infinite number of ways. But only if we care enough to explore them!

Generativity is a process. It is a “thinking process.” Functionally, it creates new and better solutions to our predicaments.

We may participate in Generative Processing—individually or interpersonally with others; on a team in an organization; in an organization in a community; in a component of a community in a culture; in an aspect of the economy.

In The Generativity Solution, I am going to introduce you to the processes of Generativity that empower us as individuals and as units of people to create new and more productive solutions to our predicaments.

The miracle of Generativity is that it offers solutions from both the bottom up as well as the top down. Indeed, these solutions may occur simultaneously with Individual Generativity and Economic Generativity.

In making our presentations, we are going to begin developmentally with Individual Generativity.
**Individual Generativity**

The first and most basic process of Generativity is *Individual Generativity* (see Figure 3). Individual Generativity empowers us as individuals to generate solutions to all crises. Individual Generativity empowers us to engage in Generative Processing as follows:

- **R¹ – Relating** to the images of the phenomenon
- **R² – Representing** to improve images of the phenomenon
- **R³ – Reasoning** to generate the most productive images of the phenomenon

![Diagram of Individual Generativity](image-url)

**Figure 3. Individual Generativity**
As may be viewed in the Generativity Process, we expand alternatives before narrowing images. We may go on to share our images with others, after which we may “merge” images that are most preferred for meeting our requirements and capacities. In the illustration, we see the individual who, after expanding and narrowing images, generates the preferred image: a system with inputs, process, outputs, and feedback (I–P–O–F).

The net effect of Individual Generativity is to develop Human Capital Development (HCD) and Information Capital Development (ICD). In essence, Individual Generativity is the synergistic or mutual growth-producing relationship between Human and Information Capital Development:

\[
\text{Individual Generativity} \rightarrow (\text{HCD} \leftrightarrow \text{ICD})
\]

In Volume I, I will take you through ongoing experiences of Individual Generativity in my life.

**Organizational Generativity**

Since I began my career, I have often been working with individuals who were victims left in the wake of independent and impersonal organizations. I was initially suspicious of organizational processing. Then I discovered in my research that organizations are merely networks of individuals that, just as with individuals in teams or units, may process “for better or worse.”

The second process of Generativity, then, is to relate Individual Generativity to Organizational Generativity (see Figure 4). Within the organization, we relate the individual processors “interdependently” with each other. Thus, at both individual work stations and within units, the individuals are processing independently and interdependently. In this manner, the organization is able to accomplish all of the functions to accomplish its mission.
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Figure 4. Organizational Generativity

COMPONENTS
Leadership  Marketing  Resource Integration  Technology  Production

FUNCTIONS
NCD  MCD  OCD  HCD  ICD  mCD

Marketplace Positioning  Organizational Alignment  Human Processing  Information Modeling  Mechanical Tooling
The net effect of Organizational Generativity is *New Capital Development* or NCD:

- MCD—Marketplace Positioning
- OCD—Organizational Alignment
- HCD—Human Processing
- ICD—Information Modeling
- mCD—Mechanical Tooling

In essence, then, Organizational Generativity is the generative source of New Capital Development (NCD):

\[ \text{Organizational Generativity} \rightarrow \text{NCD} \]

In Volume II, I will take you through case studies of Organizational Generativity.

**Community Generativity**

I personally have spent much of my professional life in Community Resource Development. Just as with organizations, I have found that communities are simply networks of organizations: homes, schools, colleges, governments, businesses. Relatedly, just as with organizations, I have found that community components can become Interdependent Generative Processors.

The third process of Generativity, then, is to relate Generative Organizations in *The Generative Community* (see Figure 5). Within the Community, we relate the organizations interdependently with each other. Thus, all components process both independently and interdependently. In this manner, the community is able to accomplish all of the functions necessary to accomplish its mission.
The Generativity Solution

Figure 5. Community Generativity

The net effect of The Generative Community is *Community Capital Development* or CCD. Community components specialize in New Capital Development:

- Homes emphasize Mechanical Capital Development or mCD.
- Schools emphasize Information Capital Development or ICD.
2. The Generativity Solution

- Colleges emphasize Human Capital Development or HCD.
- Governance emphasizes Organizational Capital Development or OCD.
- Business emphasizes Marketplace Capital Development or MCD.

In essence, then, The Generative Community is the generative source of Community Capital Development:

\[ \text{Community Generativity} \rightarrow \text{CCD} \]

In Volume III, I will take you through case studies of all the components of The Community Generativity.

Cultural Generativity

The secrets of Cultural Generativity came to me in my maturity. The fact is that we in America have lived in the most Generative Culture in the history of civilization and we have derived the benefits directly. Our 50 states have lived in peace unlike any other similarly-positioned states in the history of the world. The foundations of our democratic governance have delivered participation on levels unknown to any other citizens in the world. Our entrepreneurial capitalism has accounted for by far the greatest technological advances and job creation in the last five decades, dwarfing the prosperity of the entire history of civilization.

In our research, we have discovered that cultures are networks of communities committed to common functions. Those cultures dedicated to Cultural Relating, Participative Governance, and Free Enterprise thrive on all indices of benefits: Peace, Participation, and Prosperity.
The fourth process of Generativity, then, is to relate Generative Communities to Cultural Generativity (see Figure 6). Within the culture, all communities process independently and interdependently to accomplish all of the functions necessary to accomplish its mission. For example, the American Culture has been characterized by Collaborative Relating, Democratic Governance, and Entrepreneurial Enterprise.

Figure 6. Cultural Generativity
The net effect of Cultural Generativity is *Cultural Capital Development* or CCD'. In essence, then, Cultural Generativity is the generative source of Cultural Capital Development or CCD':

\[
\text{Generativity Culture} \rightarrow \text{CCD'}
\]

In Volume IV, I will take you through the cultural assets and deficits that you have experienced in your lifetime.

**Economic Generativity**

The process of *Economic Generativity* came to me in my work with private sector corporations and public sector communities. Those entities that practiced Generative Processing in every area and at every level of the organization and communities became Generative Organizations and Generative Communities. An economy is simply a network of cultures dedicated to a common socioeconomic mission and its support structures.

As we will see, the secret to any economy’s success is positioning for comparative advantage in the marketplace. This means establishing that we have products and services which our trading partners value because of their quality, cost, and timeliness.

The fifth process of Generativity, then, is to relate Cultural Generativity to Economic Generativity (see Figure 7). Within the economy, the cultures relate interdependently with each other. Thus, all cultures process independently and interdependently to accomplish all of the functions necessary to accomplish its mission. For example, the American Economy has historically supported Entrepreneurial Capitalism with Democratic Governance and Collaborative Relating.
The net effect of Economic Generativity is *Economic Capital Development* or ECD. In essence, then, Economic Generativity is the generative source of *Global Capital Development* or GCD:

\[
\text{Economic Generativity} \rightarrow \text{GCD}
\]

In Volume V, I will take you through the “Generativity Solutions” to the economic crisis in which we find ourselves at this moment.

![Diagram](image-url)
3. The New Economic Paradigm

Thirty years ago, the embattled Lee Iaccoca, head of Chrysler, humbly submitted his application for a bridge-loan of 1.2 billion dollars. While the idea of the federal sector supporting the private sector was controversial, Mr. Iaccoca and Chrysler responsibly paid back the loan with interest to the taxpayers of America.

Today, all elements of society—public and private sectors alike—are competing at the trough for their “fair share” of the TARP and other gimmicks that have been dreamed up by our “faux leaders” who would not have us pay for their friends’ transgressions in the “self-adjusting and self-regulating markets.” They would have our children and grandchildren pay a tab already expanded by the U.S. Treasury to over ten trillion dollars and counting. Yes, thousands of times the amount asked for by Mr. Iaccoca!

So, what do we get for these investments of our progeny? The best that I can figure out follows:

1. Economic and Employment Initiatives

We are going to make trillions of dollars of investments in infrastructure rebuilding and environmental rehabilitation. These, in turn, are going to produce make-work jobs in order to reinvigorate the economy and hire the unemployed. Notwithstanding the “I.Q. Lid” which Industrial Age jobs place on this generation, nor the dollar burden which the cost imposes upon future generations, there is no evidence that this socialistic strategy will work. Massive investments of this kind failed during the Great Depression of the 1930s and, indeed, exacerbated conditions which precipitated the Crash of 1937, the low-point of the Depression. The spending-spree never did bring us out of the Depression. It was not until the anticipatory war years of 1939 and 1940 that the economy began to recover.
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Moreover, regarding the financial markets, it took 25 years and a World War for the Dow-Jones averages to return once again to the heights they recorded preceding the 1929 crash. Perhaps the greatest threat to both economic and employment growth is the loss of confidence in free trade and open markets in this modern era of globalization. Both trade and capital flows—the engines of global integration—are in reverse gear. Consequently, countries that have relied upon exports to drive economic growth will decline in GDP. All countries will entertain protectionism modeled after America’s failed Smoot-Hawley Tariff of 1930. Any kind of shift away from market openness will dramatically intensify both nationalism and depression around the world. There is more! Much more! And I am going to tell you about it in Volume V—Economic Generativity.

2. Cultural and Community Initiatives

We are going to make these massive investments in order to restore the character and confidence of the American people. Nothing could be further from the truth! The informal conferences of the 1980s and 1990s, cynically dubbed “Bretton Woods II,” have already changed the character of the American people and their economics from producer to consumer. The net of this contract is the following: America plays the “parasitic host” of debtor in international trade while creditor nations purchase our debtor bonds. The effects of this consumer conditioning have already reduced our citizens performance on those cultural indices leading to wealth generation: from collaborative cultural relating to dependency; from enlightened participative governance to authoritarian socialism; from entrepreneurial free enterprise to command-and-control protectionistic economics. Let it be known to one and all, that while we were on the verge of the highest levels of these Freedom Functions, we have been reduced to utter
3. The New Economic Paradigm

despair by the “Totalitarian Socialist Administration for Multinational Corporations” installed by the Bush administration in the 21st century. A continuation of this socialist tradition dedicated to the middle class bodes poorly for the citizens of the world as well as America. Again, there is more and I am going to present it to you in Volumes III and IV—Community and Cultural Generativity.

3. Human and Organizational Initiatives
Perhaps the greatest source of initiative comes from the human generativity that is the source of all other New Capital Development initiatives. I have already visited with the leaders from Route 128 in Boston, the so-called “Silicon Valley East” of the marketplace. I enquired of them: “After information technology—what?” To a person, they answered, “Teach your children Mandarin!” And why not? They have already seen “The Economic Engines of the West” stumbling with lack of support. For over 30 years, the “Entrepreneurial Capital” of the world has thrived in Silicon Valley, California, with the “Generation–Innovation–Venture Capital–IPO Cycle” generating new wealth, commercializing innovation, and creating new companies and industries while spinning off millions of new jobs. This “Cycle of Generativity” is self-perpetuating: Entrepreneurs generate new ideas, form teams, architect and plan, and promote the ideas to venture capitalists. In turn, VCs invest, start-ups perform, and IPOs are offered. The cycle begins again with the profitability and reinvestment of the companies. The success of this driving force in our economy is over, under assault by legislators and regulators who do not understand the fragile nature of Generativity. In the name of “fairness,” the SEC and Financial Accounting Standards Board have put Individual Generativity at risk. In 2008, a mere six companies from Silicon Valley have gone public, compared with an average of 300 per year over the past two
decades. There is more—a lot more! I will tell you more in Volumes I and II—Individual and Organizational Generativity.

The Generativity Package

After my encounter with business leaders of Silicon Valley East, my colleagues and I set about to architect Generativity Solutions at every level of Community and Cultural Generativity:

- Every infant gets stimulated!
- Every child learns to discriminate!
- Every adult learns to generate!
- Every citizen becomes enlightened!
- Every worker becomes entrepreneurial!

Together, these define The Community and Cultural Generativity Standard which constitute the foundation for a Generative Civilization

Simultaneously, in our Research and Development Center, we generated the architecture of Generativity Solutions at every level of The Generativity Paradigm:

- Individual Generativity Systems
- Organizational Generativity Systems
- Community Generativity Systems
- Cultural Generativity Systems
- Economic Generativity Systems

Together, these Generativity Solutions generate the productive ingredients for spiraling growth—socially, intellectually, economically, and spiritually!

Together, these Generativity Solutions constitute “The Package That Keeps on Giving!”
Let us be empowered culturally to elevate our levels of Cultural Generativity:

- Collaborative Cultural Relating
- Enlightened Participative Governance
- Entrepreneurial Free Enterprise

Let us be empowered socially to elevate our levels of Community Generativity:

- Marketplace Positioning for Comparative Advantage
- Organizational Alignment with Positioning
- Human Processing to Implement Alignment
- Information Modeling to Implement Processing
- Mechanical Tooling to Implement Modeling

Let us be empowered personally to elevate our Individual and Organizational Generativity:

- Relating to Share Images
- Representing to Improve Images
- Reasoning to Generate New Images

Please, President Obama, let us have the opportunity to culminate the mission of this “Great Experiment called America” (see Figure 8).

In The Generativity Solution, then, I will take you, the reader, through experiences that I have had with these changing ingredients. Clearly, financial capital is a necessary but not sufficient condition of generating wealth. All of the data points to finances accounting for somewhere around 15% of the variance in all indices of wealth generation. I will take you through the remaining 85% of wealth generation: “The New Paradigm for True Economic Growth.”
Figure 8. World Per Capital GDP Growth Projected by Decades
To Dr. Bernard G. Berenson
Mentor and Processing Partner
About the Author

Among the most-cited scientists of the 20th century and the most prolific in his field, Robert R. Carkhuff, Ph.D., is best known for his “helping models” which introduce systematic ways to increase growth through human behavior. His book, The Art of Helping (HRD Press, 2009), sold more than one million copies, and is now in its ninth edition. Carkhuff’s earlier works Helping and Human Relations (Holt, Rinehart and Winston, 1969) and The Development of Human Resources (Holt, Rinehart and Winston, 1971), are still considered classics.

Collaborating with his colleague, Bernard G. Berenson, Ph.D., Carkhuff generated The New Science of Possibilities (HRD Press, 2000) which opened the doors to freedom building and culminated in his most vital work today—Generativity. With a life-long commitment to making Social Science a “True Science,” Carkhuff boldly confronts our current socioeconomic crises:

“Generativity is the solution!
“What is the crisis?”
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