Self-based Organization
Transcending Capitalism

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*"You never change things by fighting the existing reality.
To change something, build a new model that makes the existing model obsolete."*
- Richard Buckminster Fuller

1. Abstract

Organizations for thousands of years have been a great source to leverage the potential of humanity and bring sensational progress (Laloux, 2014). Within this organon, the "software" that has run within it for centuries, called *Capitalism*, have transformed the face of the planet (Stuart, 2005). *Capitalism* has brought innovation, wealth and new possibilities; however, it has also brought inequality, financial crises, environmental degradation and much more (Benioff, 2019; Stiglitz, 2019).

Capitalism is not broken, it just no longer satisfies the job and needs humanity now has and our higher level of evolution and consciousness. Also, *Capitalism* doesn't need to be reexamined or amended. It doesn't require an incremental change (e.g. conscious-capitalism, sustainable-capitalism, etc) because its own essence will always be the pursuit of capital. Lets thank it, it did its job when needed and now let's make a substantial transformation and evolve the system. We need something totally new, a whole new business model that vibrates equal to our new consciousness. We need to transcend *Capitalism*.

The intention of this written report is to manifest the vision and perspective of an organization paradigm called *Self-based Organization*. An organization that is based on the *Self*; with the purpose of "being" its truest "Being". In other words, an organization that exists for the purpose of experiencing who it really is (highest *Self*) by being the Organism that embodies all the organisms (stakeholders). It is expressed with an inside-out layers structure of 4 dimensions (*Spirit, Soul, Body and Arena*)—also representing the 4 concepts of existence and 4 states of the *Self*—with their own inherent attributes.

At the same time, a redefinition of growth and success is manifested: from the paradigm of maximizing profits and market value and growing the fastest and biggest quarterly to *Coherence, Harmony* and *Unity* of the organization's truest purpose. A description of the process to follow in order to create and run a *Self-based Organization* and the vision of how this type of organization will substitute the *Capitalism* Market to a *Self-based Network,* are also exhibited. To create and live this potential reality, part of the Ontocracy, will require an evolutionary process—not a revolutionary endeavor— of transcendental consciousness. That new and more conscious era is awaiting us and is only up to us to become it.

I chose to manifest this reality because I Am Awakening, I Am Creation, I Am Consciousness. My truest purpose, my *Spirit* is to help awake the consciousness of the Self and the Creation. I Am allowing myself to be. I Am aligning my free will with my higher purpose. I Am, simply, being my higher *Self*.

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Organizations and Capitalism

Organization, an entity comprising a group of people that are structured and work together for a shared purpose. The word is derived from the Greek word *organon*, which means tool or instrument (Cambridge Dictionary, 2022; Wikipedia, 2022). Organizations for thousands of years have been a great source to leverage the potential of humanity. They have brought sensational progress for humanity in less than two centuries. None of the recent advances in human history would have been possible without organizations as vehicles for human collaboration (Laloux, 2014). The innovation and advances that organizations have brought and made is unquestionable.

Within this *organon*, businesses and specially the "software" that has run within it for centuries, called *Capitalism*, have transformed the face of the planet and the complexion of daily life for the majority of people (Kristol, 1978; Stuart, 2005). Thanks to its own structure and characteristics, *Capitalism* has brought innovation and openness to new technologies and global markets have brought new goods and services, new firms, new wealth and a lot of prosperity on average (Hubbard, 2022). Is an extraordinarily powerful system for creating, harnessing and multiplying value. Has allowed entrepreneurship, innovation, freedom, dignity, creativity and new possibilities (Mackey & Sisodia, 2013). Businesses and *Capitalism* have made a vital contribution by creating value for the society for a long time.

However, despite these historic accomplishments, it's also easy to see and worry that how the system is performing today is not working appropriately with our needs and desires. Social and economic inequality, environmental degradation, legal and moral corruption, financial crises, political fallout, and even calamities and disgraces, have been correlated with *Capitalism* (Benioff, 2019; Bresser, 2010; Klein, 2011; Little, 2003; Noor, 2021; Sawhill, 2019, Stiglitz, 2019).

The short-termism obsession with maximizing profits—over lives—has brought us to healthy, economical, social, political and environmental problems, erosions and harms. Capitalism was built on—and the entire globe now operates according to—the theory and principles that people create businesses to pursue profits (Alejo G., 2014; Bakan, 2005; Mackey & Sisodia, 2013; Milanovic, 2019). "There is one and only one social responsibility of business, to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game" (Friedman, 1962). A purpose, a foundation and an intention has been permeated and integrated—consciously and unconsciously—to the organization essence.

The responsibles

Organizations, businesses and *Capitalism* are usually seen as greedy, selfish, exploitative, and untrustworthy. They are judged as harsh, dehumanized, and uncaring because they have the simple and unhinged spirit, soul and body of living for profits. However, let's clarify two things.

First, organizations and businesses are different from *Capitalism*. While the first ones are just an instrument, an organon—as defined by its own etymological definition—*Capitalism* is the model, the system, the software that is run within that instrument. Organizations and businesses are devices and means in which any model or system—such as *Capitalism, Socialism or Communism*—can be contained and flow through. Therefore, organizations and models don't have the blame.

Second, *Capitalism* doesn't have any blame either. The system as itself is nothing without its creators and the users. The subject—in this case all of us—is the only responsible for how it uses a system or object. The object doesn't have any accountability. It is like blaming a knife used by someone for killing a person. The knife is just an object that can be used to accomplish different purposes—such as saving lives—but it was the subject and its intention that made the difference.

Therefore, based on these two arguments, the real responsibility is on us. We—humanity—are the real and only accountables for anything done or resulted from using the instrument —organizations— and the system that is operating inside—*Capitalism*—. This simple but meaningful notion is the key to being able to transcend *Capitalism*. Until we don't truly understand and integrate this and stop pointing fingers towards the organizations, businesses or *Capitalism*, we will not be able to be the creators of a transcendental reality.

Capitalism is not broken

If we are able to comprehend this notion—and become the responsibles—, then what can we do? If *Capitalism* is "broken"—as hundreds of authors and academics have claimed—how can we fix it? To answer this, let me share a quick story. A 12 years old kid likes to play and travel to certain nearby places. For that reason a bicycle is the best instrument to satisfy those needs. But now let's say this kid turns 18 years old. Now it is a teenager with different needs such as sharing with its partner and traveling long distances. Is the bike going to satisfy its new needs? Most likely not. Does it mean that the bike is broken? No at all! It just means that the kid grew up, its needs changed and now a new and different instrument is required.

The kid is the Humanity and the *Capitalism* is the bicycle. Humanity has used *Capitalism* for a long time to satisfy its needs such as finding a mechanism to exchange goods and services, organizing capital, providing opportunities or managing property. However, Humanity has grown up. It has evolved in a physical, cultural, social, technological and political aspect. And most important of all, it has reached a higher level of consciousness (i.e. understanding of how its actions affect its

surroundings and therefore itself). To a point that *Capitalism* became insufficient for the job and needs the Humanity now has.

Capitalism was the right and perfect system used for the level of consciousness for that specific period of time of Humanity. It helped us with our needs and desires for that particular moment of history. Therefore, Friedman was "right". He just saw and explained what the bicycle could help the kid to do. He perfectly showed what was happening during that time: what were the systems and instruments in place and how was the right way to use them, based on the level of consciousness that we had in that specific period of time. The paradigm—to use *Capitalism* as the system for organizations—was an equal resonance of the *Self* we were at that time—Humanity essence—.

The *Capitalism* is not broken. The bicycle is not broken. They just no longer help to satisfy the new level of evolution and consciousness we are now on. Therefore, let's not judge *Capitalism*. Let's not blame the bicycle for not going faster or being more comfortable. Rather, let's thank it. It did its job when we needed it as a mirror of who we really were.

Capitalism is neither what we need

Despite *Capitalism* is not broken, it doesn't mean that we have to use it. That the bicycle still works doesn't mean that the kid—now a teenager—has to keep using it. We have new needs, desires and a level of consciousness that requires a new tool. We have shown, specially during the last 10 years, an urge to have something that can reflect and satisfy who we are now. A consensus of authors, academics, business leaders, policymakers, investors, employees, customers, and the society as itself to look for a new way of *Capitalism* has been reached and said loud and clear.

More and more people question the status quo and come to embrace new ways of thinking and new directions for policy. The Millennial and Gen-Z are the generations that have shown a decreasing trend in positive views toward *Capitalism* and even more the majority reject both Socialism and *Capitalism* models (Doherty, 2019; Harvard Institute of Politics, 2016). Younger generations are now sending stronger messages about their concerns about the future and what will be done towards current social, political, economical and environmental challenges.

Multiple academics have expressed the need to save *Capitalism* from itself, championed capitalism's openness to change or stressed the importance of real transformations (Hubbard, 2022; Stiglitz, 2019). Every time more authors are stating that we are experiencing the beginning moments of the self actualization of *Capitalism*, of an entirely new stage that is usually referred as "Conscious *Capitalism*" that will allow humankind to consciously evolve to a level where it works for everyone (Bakan, 2005; Laloux, 2014; Mackey & Sisodia, 2013; Sisodia, Wolfe & Sheth, 2014).

At the same time, a broad range of financiers and elite business managers such as Warren Buffett, Larry Fink or McKinsey's Dominic have spoken out publicly about the need for a new and more inclusive type of *Capitalism* (Foroohar, 2016). "Capitalism is a damaged ideology that needs to be

reinvented for the 21st century." –Paul Polman, Former Unliever CEO. "Capitalism, as we know it, with its obsession on maximizing profits for shareholders, is dead." –Marc Benioff, Salesforce CEO.

And these intentions have also become actions. More than 100+ of the world's most progressive, rebels and revolutionaries organizations, such as Semco, Patagonia, Zappos or Spotify, have shown that using a more progressive *Capitalism* model can make work enjoyable and rewarding, while boosting performance and success (Minnaar & De Morree, 2019). Likewise, the Independent Study that I made in Fall 2021 researched and presented 26 different organizations, such as Buffer, Be my Eyes, Wikipedia, Bitcoin or the Linux Foundation, that have been transcending the traditional business boundaries while changing their industry game rules by creating new paradigms and thriving within the old system (Alejo G., 2021).

3.2 Remembering our Future

It's the right timing

From the academic community and society to business managers and real companies, have said and shown that organizations must—and can—do much more consciously by having a higher purpose and optimal value creation for all of the stakeholders while creating cultures that optimize human flourishing (Sisodia, Wolfe & Sheth, 2014). Human and organizational consciousness evolution has been accelerated faster and faster (even striking) during the last years (Laloux, 2014).

These changes, this striking transformation of the organizations is just a result of something bigger, is just showing the pick of the whole iceberg. The shift of how humanity sees and uses organizations are caused by the new conditions that we are beginning to experience and the level of consciousness we are currently evolving to (Laloux, 2014).

We are transitioning from having and doing—steeped in self-centeredness and materialism—to being—deeply vested in high-ground moral values—(Sisodia, Wolfe & Sheth, 2014). We have been grounded in a materialistic having focus but now it is diffused by rising desires for a sense of meaning that cannot be drawn from material things. People are hungrier than ever for a durable sense of meaning and purpose in their lives (Warren, 2013).

A more powerful, more soulful, more meaningful way to live is underway (Walsch, 1996). Humankind is evolving to a new and higher age, during the next 2.000 years, that will be defined by unified truth and brotherhood (Yukteswar, 1894). Profound changes in consciousness and systems are going to start emerging; an awakening process of who we are is coming; a transformation of the *Self* that we can't even imagine (De Stefano, 2021). Therefore, if we really want to make a shift in the *Capitalism* model, then this is the best and right timing to channel, transcend, awake and create a new reality.

We need to transcend Capitalism

The diverse negative impacts and externalities, the multiple authors, business leaders and academics' consensus, the progressive and revolutionary organizations examples and even the argument of a new and more enlightened age, have shown and proved that there could be—and actually is—a better and brighter organization business model scenario for everyone.

Hence, does this mean that _Capitalism_ needs to be reexamined and amended? The answer is no. To understand why, let's go back to the bicycle example. If we lube the chain, adjust the pedal tension, set the tyres to the right pressure or add a better seat will probably make the bicycle faster and more comfortable. However, this will not satisfy the new needs of traveling longer distances or taking a 2nd passenger. If we start adding to Capitalism new B-Corp Certifications, explaining pretty well why stakeholder value is so beneficial or setting Governmental restrictions or requirements—so Humanity doesn't die from exhaustion or by falling down from the bicycle—will not make a real difference. Again, because the new needs and the level of consciousness have transcended the utility that the instrument—_Capitalism_/bicycle—was created for.

Capitalism doesn't require an incremental change. Is not adding an extra word that will improve it (e.g. conscious-capitalism, progressive-capitalism, sustainable-capitalism or capitalism-redefined). _Capitalism_ has its own essence and utility. It will always ingrain the purpose and accumulation of capital (i.e. wealth, money, funds, goods, assets, property and so on). It is its own nature and adding or changing something to it will not hide or transform its essence.

Unlike past adjustments we have done, we can't face the new level of needs, conditions and consciousness by simply addressing externalities through incremental adjustments or by mere notions of "expanding the pie" or "win-win scenario". It would be crazy to stretch _Capitalism_ to something it wasn't made for. Using the bicycle to take 2 people or for traveling 33 miles every day is not the job why it was built for. Is not making some changes here and there or creating new strategies to see how we can implement social impact or social corporate responsibility initiatives to the businesses. We have done that for a long time. We have only evolved in the shapes but now is time to make a substantial transformation.

If we want a real and deep change on the whole system this will require proportionally deep structural changes. We need a new structure, something totally new. We need to go to the root cause, understand it and from there create something completely fresh (Alejo G, 2014). Only by replacing our old theories with better and more modern ones will we build the deeper understanding necessary to improve the _Capitalism_ system (Di Biase, 2015). As Richard Buckminster Fuller, metaphysics and sacred geometry sage, "you never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete". We need a whole new business model, something that vibrates equal to our new consciousness. We need to transcend _Capitalism_.

Awakening and Manifesting the Self

Organizations are an expression of the people, the current world-view and the level of humanity and we are in the early days of a beautiful new phenomenon of consciousness . We are in an urgent need for a richer, more holistic, and more humanistic philosophy and narrative about business (Mackey & Sisodia, 2013). There is a call for new types of organizations that can mirror what we can think, feel and do. We are at an inflection point, at a critical juncture in history where we must awaken consciousness to evolve these operating systems to meet the needs of our time (Sisodia & Gelb, 2019). It is an arduous but delightful job and I am part of this transcendance.

There is an awakening happening at the organizational level and I am here to help unlock that potential of the business, to liberate its extraordinary power so it can become a higher paradigm. My intention is to support creating a new reality that can tap and align the level of vibration of the Organizations and Businesses with the vibration that the Earth and Humanity is having and emerging. To awake and create _Coherence_, _Harmony_ and _Unity_ among the consciousness of the _Self_.

The way of doing this is by showing another perspective of how we can use organizations and businesses. Another perspective that is not the right way or thing to do, but rather a perspective that is a good fit for and in resonance with what we now need, our conditions and consciousness. A perspective that shows the new paradigm for business, that reality of how we can harness this magnificent tool. One that goes…

From **Ideology** (believes) to **Biology** (reality)

From Being **_for Doing and Having_** to Doing and Having **_for Being_**

From **_Capital-focus_** (capital maximization) to **_Self-focus_** (Self maximization)

From **_Competition & Individuality_** (you or me) to **_Cooperation & Unity_** (you and me)

From **_Short, private & exclusive_** value creation to **_Long, collective & open_** value creation

From **_Shareholders_** ownership, direction & power to **_Network_** ownership, direction & power

This perspective goes beyond Corporate Social Responsibility (CSR). Is not tending to implant social and environmental or "good" programs into a traditional business profit-maximization model. Also it is beyond philanthropic organizations. Is not altruistic or charity work grafted onto the business model.

It is a paradigm that uplifts humankind to its truest level of _Self_ through the organizations. That taps into the authentic _Spirit_ of the businesses. A realistic and practical approach so companies can awake and become its higher purpose. This sounds like an utopia or imaginary entity, but it exists and it is precisely what I am going to manifest. It's known as _Self-based Organization_.

4. Intention & Methodology

4.1 Project intention

The intention of this written report is to present and explain the perspective of a new paradigm of how to see and use organizations, called *Self-based Organization*. It aims to answer the question:

What is a Self-based Organization
and how does it transcend the Capitalism model?

The specific intentions are:

1. Manifest and define a *Self-based Organization*, its framework, dimensions, attributes and principles
2. Explain what are the specific practices, tactics and potential examples that entails a *Self-based Organization*
3. Describe the process to follow in order to create and run a *Self-based Organization* and what can be expected when this is a reality

Considering that this is something completely novel and the amount of new concepts and details that this can entail, the focus will be more towards those aspects that haven't been said and are more significant in order to grasp this new paradigm. That said, the 1st and 3rd specific intentions are going to be prioritized and detailed while the 2nd is going to have a more general view without going too deep.

At the end, the aim is to provide not only a theoretical understanding of a *Self-based Organization*, but also a practical structure so anyone can put into practice and run that concept within an organization. This written report tries to be a balance between theory and practice to give a proper direction of how to tap into that higher organizational stage of consciousness.

To successfully accomplish this goal, an Independent Study Project was taken for all Winter 2022 (3 months in total) and [Felipe A. Csaszar](), Associate Professor of Strategy, supervised the project as faculty advisor. The final deliverables are this written report and a 60-minutes presentation with an open invitation to anyone.

Everything that was, is and will be explained and presented related to the *Self-based Organization* and the transcendence of *Capitalism*, represents the perspective and vision of the author Dimitri Esteban Alejo Giraldo and it doesn't represent the vision or perspective of his Supervisor Felipe Csaszar. At the same time, this written report, rather than being and following the academic or research paper norms, is a Manifesto declaring the author's opinions, vision and intentions.

4.2 Project methodology

The *Self-based Organization* is a new paradigm that entails a new framework, concepts, practices and attributes. At the same time, it lays down certain principles and definitions of purpose, success and growth that completely differ with the *Capitalism* model. Even more, in certain moments it challenges some well-established *Capitalism* archetypes of seeing and doing things in order to propose new and different ones. However, it also considers some practices and activities that certain organizations—usually revolutionary—have begun to test and put into practice with some explendid results.

In order to make a comprehensive and pragmatic and not a confusing and idealistic understanding, the methodology will follow a top-down and bottom-up approach. On one hand, the top-down approach will help to understand the big picture and overall components—more theoretical—. It will use and leverage some authors and books that have already done a beautiful job in terms of defining or explaining broad concepts. On the other hand, the bottom-up approach will help to see the specific characteristics and examples of those components—more practical—. It will rely on concrete research and companies' examples that have been able to embody these virtues and are succeeding against odds.

By using and connecting the top-down and bottom-up approaches will help to have a macro and micro view of a *Self-based Organization*. Likewise, by highlighting different authors, books, research and companies cases will help to articulate and anchor that new information into a familiar context. However, sometimes it will go beyond by introducing new terminology or changing concepts as part of the intention to transcend the *Capitalism* paradigm. Some are going to be related or based on ontology, metaphysics, spirituality and consciousness notions. Still, proper definitions, comparisons with business or traditional jargon and/or examples are going to be given to make the understanding more simple.

Finally, it is important to clarify that much of the information that will be presented will seem not-common sense or against traditional business practices. This is completely understandable because we are so deeply ingrained in our current paradigm that we rarely consider something that we haven't heard before and would struggle to imagine any other approach. For that reason, and to make a placid experience of the reading, I suggest having an open mind by setting an intention to hear something new, understand what is all this about and mitigate any type of judgment. What you are about to read is a work in progress. It's not a final in-stone recipe, rather, it's an invitation to see a new paradigm and the many ways how we can start doing business differently in order to create the higher *Self*.

5. Self-based Organization

5.1 Framework

The Self

A "Self" or "Being" can be a very abstract concept to understand, however it can be understood based on the following 7 characteristics that it has/is and its examples. The following were developed by taking Biology, Ontology, Psychology and Metaphysics as references.

Entity Existence
  Individual body that exists due to its objective and subjective features of existence
  E.g. Person with physical body and unseen emotions ⇔ Company with physical assets and invisible culture

Function Agent
  Agent that isn't simply a being but a doer: has intentions, makes choices, initiates action and make changes
  E.g. Dog with needs, decisions and changes ⇔ Business with vision, strategies, processes and progress

Interpersonal Being
  Creature that doesn't emerge in isolation but relates with and depends on others beings and the environment.
  E.g. Tree with plants and animals in a forest ⇔ Firm with suppliers and customers in the market

Living System
  Living thing that reacts to stimuli, reproduces, grows, adapts, and maintains homeostasis
  E.g. Planet earth that creates live, evolves and has seasons ⇔ Business that is incorporated, grows and improves

Organism Structure
  Entity structured on different and smaller parts, each one with its own function, that communicates and are connected to carry on various processes.
  E.g. Cell with its organelles and their roles ⇔ Firm with its business units with their connected functions

Self Aware
  Object of its own reflective consciousness by referencing itself from a subjective perspective
  E.g. Person recognizing itself and its personality ⇔ Organization identifying itself and its attributes

Purpose Self
  Unit that exists—consciously or unconsciously—for the purpose of being its own creation
  E.g. Person finding and living its life purpose ⇔ Business setting and achieving its corporate mission

Based on these 7 characteristics and the examples provided, two things can be identified. First, that the *Self* can be—for a better understanding let's say it takes the shape of—a cell, a person, an animal, a plant or a planet. Second, that the organization as itself—no matter if it is from a *Capitalism* or *Self* model—is also a Being. The organization is as well an entity that exists, functions, inter-depends, lives, structures and reflects for its own purpose. This happens not because the organization is a "living system" by itself, but rather because it is a projection of the human being that broadcasts and expands our thoughts, feelings and actions into a "created" organism.

Having this clear, now a higher concept can be understood. Not only the *Self* is or "takes the shape of" a cell, a person, an animal, a plant, a planet or an organization, but also means that all these organisms are a single *Self*. In other words, everything that is considered a *Self* (cell, person, animal, person, business, plant or planet) is at the end a single and unified Organism that can be represented in all those types of beings. The Organism (the *Self*) is at the end the composition of "other" organisms that can go to a micro or a macro perspective.
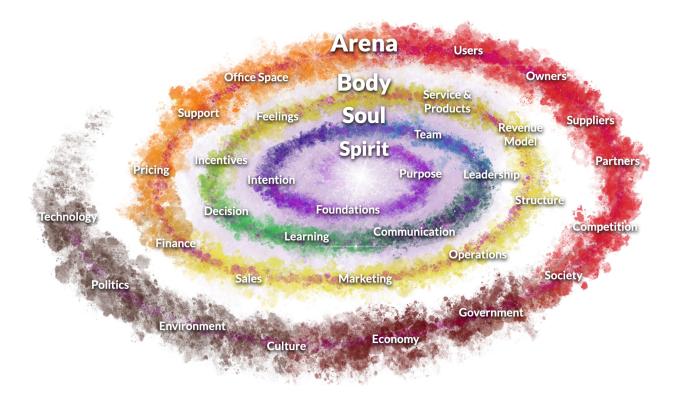
To illustrate, a body is an Organism composed of systems (e.g. circulatory, respiratory or excretory) and those systems as themselves are also Organisms composed with systems (e.g. the circulatory system is composed of the heart, blood vessels, cells, plasma, etc) and those smaller systems are also composed of smaller parts (e.g. cell with nucleus, ribosomes or mitochondria) and it can go on and on. But this not only happens in a micro-dimension but also in the macro-dimension. The body of a person with other people forms a higher Organism called society and that society with other organisms such as animals or plants forms a bigger Organism called earth, and multiple planets form an Organism called solar system and this can go on and on. Like a Matryoshka doll, there are macro and micro dimensional organisms contained in a single Organism.

Therefore, the *Self* is a single and unified entity that merges—because it projects itself in fractals—different organisms at the same time (e.g. cell, person, animal, business, plant or planet). The *Self* is a whole embodied organism that considers different dimensions of itself. It is everything that 1) exists, 2) functions, 3) inter-depends, 4) lives, 5) structures and 6) reflects for its 7) own purpose.

The Self-based Organization

With these clear definitions, now it is easier to understand and define a *Self-based Organization*. The *Self-based Organization*, as its name refers, is a type of organization that is based on the *Self*. It is—as the definition of organization—an entity compromising a group of entities that work together—the following is what changes all—for the purpose of "being" its "Being". In other words, it is that set of synchronized structures (e.g. people, resources, activities) that exist and act together for the purpose of being that highest *Self*. The organization exists because it chooses to manifest and experience that *Self* who truly is. That "Self" refers to 1) the Organism that embodies all the organisms—what we just learned about—and 2) the truest purpose for being—that will be well explained in the next chapter "*Spirit*" and specifically in the part of "*Purpose*"—.

The *Self-based Organization*, for an easier visualization, can take the following manifestation:

This expression—let's call it framework for a better understanding—helps to make a tangible representation of a *Self-based Organization*. This framework unifies and represents the wholeness of an organization by showing all the holistic aspects that are part of a firm to lay it out as an Organism, as a *Self*.

This entity is formed by 4 dimensions—*Spirit, Soul, Body* and *Arena*—representing the 4 concepts of existence—*Why, How, What* and *Where*—and embodying the 4 states of the *Self*—Being (time), Doing, Having and Being (space)—. It starts from the most inside level (*Spirit*) and ends with the most outside one (*Arena*). For each dimension there are multiple components—called attributes— that represent those features or characteristics inherent to that dimension. Those attributes could be functions, processes, strategies, norms, meanings, actors and more that the organization owns or is related with (e.g. Purpose, Team, Operations, Pricing, Users, Government, Environment, etc).

The dimensions and the attributes that are part of the *Self-based Organization* are just a mirroring of an Organism composed of other organisms, as explained in the definition of the *Self*. These are macro and micro dimensional organisms (dimensions and attributes) that are contained in a single Organism (organization) creating a single and unified *Self (Self-based Organization)*. An entity that 1) exists, 2) functions, 3) inter-depends, 4) lives, 5) structures and 6) reflects for its 7) own purpose. These 4 dimensions and their attributes have the following characteristics:

Spirit

The most inner layer that represents the *Why* of a firm and the *Being on time* ("Ser" in Spanish). The *Spirit* is the company's essence and the organization's reason for existence and meaning. This core substance consists of 3 main attributes: (1) Purpose (2) Fundations and (3) Intention. These and the *Spirit* are and project the why, how and what the company exists. As it is the nucleus of the organization, whatever is stated there will be expanded and projected to the rest of the dimensions and attributes as an inside-out wave.

Soul

The second inner layer that represents the *How* of a firm and the *Having*. It is the company's personality. The *Soul* considers the intangible forms and means the company has in order to accomplish its *Why*. Are those unconscious norms the company unconsciously set to "be" that nowadays are known as "company culture". Is everything regarding how we team and work together, how we lead and define leadership, how we make decisions, how we communicate among ourselves, how we embrace change, how we learn, how we incentivize, how we embrace feelings and how is work-life.

Body

The third inner layer or the second most outer layer that represents the *What* of a firm and the *Doing*. The *Body* entails the actions, functions and processes that a company does in order to achieve its *Why* and *How*. These are the tangible strategies and business units that can be structured, measured and executed. It considers what are the services and products served, what is the organizational structure, what are the operations, what is the marketing and sales strategy, what is the finance frame used, what is the revenue and pricing model, what are the support processes and what is the office space.

Arena

The most outer layer that represents the *Where* of a firm and the *Being in space* ("Estar" in Spanish). The *Arena* is the company's ecosystem and surroundings. It constitutes the forces where it operates and the stakeholders it influences and is related with. It includes the connections and relations the company has with different actors such as users, society, competition, investors, suppliers, partners, influencers and government. Also it considers the external forces the company depends on, affects and is affected by such as politics, technology, economy, sociocultural and environment.

The Organization as it truly is

The way this framework shows and structures all the different aspects that an organization is, does, has and is part of, helps to see and treat an organization as it truly is.

The *Self-based Organization* framework aims to represent an organization with a different approach from all the known and used frameworks such as the Business Model Canvas, Nadler-Tushman Congruence Model, Porter's Value Chain or Galbraith Star Model. It doesn't lay out just the mere tangible elements such as functions, strategies and practices but rather exhibits all the different aspects an organization is, does, has and is part of—visible or invisible—that other frameworks miss (e.g. reason for existence, culture, other stakeholders, etc). At the same time, while the traditional frameworks represent an organization in silos and with linear dependencies, the *Self-based Organization* framework describes a company in a holistic, interconnected and dynamic approach. Finally, the *Self-based Organization* framework is structured with an inside-out onion-layers approach to help observe an organization with a more complete and wider vision and from different perspectives.

Thanks to these framework characteristics, organizations can now be seen beyond a plain and squared model of lines and blocks. They are no longer a machine but rather a living system. Firms are now observed as an Organism composed of multiple aspects, all important, to make it live (not only work). A *Self* that has conceived a purpose, personality, behaviors and outside relationships as a projection of the other organisms (human-beings) that are manifesting that reality.

By comprehending this new way of seeing an organization, then treating and using an organization can go to another level. Companies can now be operated as something more than a transactional, cold and lifeless machine. Current frameworks—as they are based on the *Capitalism* model—aim to analyze, optimize and improve the company's efficiency and effectiveness for its ultimate goal: capital (i.e. money, power, reputation, assets, etc).

The *Self-based Organization* framework by representing the organization as a *Self* (i.e. as an Organism) gives more detail, color, completeness and understanding to what an organization really is. By having an interconnection of dimensions and attributes and on its core the *Self* (i.e. the *Spirit* or truest purpose) it helps to design and structure a company with a higher purpose —beyond capital—. The truest and most noble purpose of the *Self* will be expanded as an inside-out wave effect permeating and aligning the rest of the organization's dimensions. As a wave effect that starts from the center, now a more elevated company can be created: a *purposeful*, *coherent*, *harmonious*, *conscious* and *unified* organization.

Now that we have presented the *Self-based Organization* and understood its components and characteristics, the following chapters will present in detail each of the dimensions and attributes in order to have a deep comprehension of how this living system can be created and it is. The *Spirit* dimension will be prioritized over the others due to its big relevance to the *Self-based Organization*.

5.2 Spirit (why)

Nowadays most companies have very clear elements of business strategies, operating practices, key resources and many more. They have defined, univocal and palpable elements of its business model, however unknown, undetermined or nebulous reason for being. The questions "what's our reason for existence?", "what do we truly believe in?" and "where are we going with all that?" are never answered or luckily "answered" because an "about us" section was put on the company landing page. However, even if they were written down, usually they simply describe the company value proposition, customer needs or product lines. A specific, precise and articulated "Why" of a company is very rare to be found and if it exists, it is taken as part of dressing the company up, as a communications and marketing tool, rather than as the real "purpose" of the purpose.

In a *Self-based Organization Model* the "Why" of a company, the reason for its existence, is the first and most important element. It is called *Spirit* as it entails the unique and highest essence (I Am) that an organism truly is. This core essence consists of 3 distinct parts. (1) Purpose: <u>why</u> the *Spirit* exists, (2) Fundations: <u>how</u> to become this *Spirit*, and (3) Intention: <u>what</u> the *Spirit* looks like. Purpose, Fundations and Intention are the attributes that captures the why, how and what the company stands for their existence and expresses the organizational *Spirit*. It is the north star that shows you the direction of your path (what), the map and backpack to walk it (how) and the reason you decided to endeavor this (why).

Currently there are some similar components on the Capitalism model called "mission", "values" and "vision", and that can be taken as a reference to understand these 3 attributes of the *Self-based Organization.* However, to be clear, there is a big difference. The Purpose, Fundations and Intention are a subtle identity that transcends value proposition, product, customers, market and any other business element, to the point that the meaning it holds to be is largely independent of the current environment, competition, or market trends. As it is the truest essence of the company, this doesn't come from looking outside—the external environment—but rather comes from looking inside—who the organization is—.

It is the nucleus of the organization that helps to elevate business beyond the current Capitalism model. By knowing "Why" the company exists, there is a meaning and inspiration to every stakeholder, tools and guidance to undertake any situation and a true north to stay focused. It is more important to know who you are than the business elements specificities—without saying that you must have them clear—because the KPIs, products, customers, challenges and many more will change as the world around changes. "Leaders die, products become obsolete, markets change, new technologies emerge, and management fads come and go, but core ideology in a great company endures as a source of guidance and inspiration" (Collins & Porras, 1994).

Without doubt this *Spirit* element (why) sounds and is difficult to identify, however it must be set as much accurately as possible because this is precisely what will give the essence and life to the company. We are talking about a self-based organization so all the rest of the elements (*Soul, Body*

and Arena) are effects resulting from an inside-out process. The processes, routines, strategies and any other type of manifestations, as well as the company results, will be a mirror of what is the *Spirit* of the company. As this is so important, I'll explain in detail and examples how to identify and express the truest why of a company that wants to be set as a *Self-based Organization Model*.

5.2 (i) Purpose

Why a Purpose?

Why does your organization exist? And if it is already difficult to answer: why are you here? What is the truest reason for manifesting your highest version in an organization? That is "purpose". The unique and most authentic reason why a *Being* exists. A *Being* that is started from the founder, is extrapolated to the employees, customers and any stakeholders, is expressed in the shape of an organization and finally is weaved by the network.

By answering this question—or at least start crafting one—multiple benefits and manifestations start being part of the organization. First, an extraordinary degree of sense of belonging and reason for being among all the stakeholders is created. There is a heart for the organization that glues, drives and unifies everyone as a single organism (i.e. founders, employees, business units, business itself, other stakeholders, etc) (Collins & Porras, 1994). Second, innovation, engagement and commitment are catalyzed in the daily basics and even more during difficult times. Everyone is profoundly part of something bigger, inspiring and transcendental than just working for a paycheck (Jones, 2016). Third, decision making, coherence and self management become easier and more effective. Everyone knows and feels what's the reason for being there therefore there is little room for misinterpretation and mistakes (Laloux, 2014). Fourth and finally, without a sense of purpose, no company, either public or private, can really achieve its full potential (Fink, 2018).

However, despite the huge importance of purpose, this word has become one of the most overused and misused words in the organizational language. For that reason the goal in this section is to add clarity and rigor to the vague and fuzzy concepts swirling around that trendy term. To explain what purpose really means for a *Self-based Organization Model* and to give practical guidance for articulating one within an organization.

Capital as the purpose for Capitalism

Consciously and unconsciously, the Capitalism Model has a main and ultimate purpose: make money (Bakan, 2005; Friedman, 1970; Kristol, 1978; Little, 2009; Pearlstein, 2018; Weber, 1905). Shareholder value has become the dominant perspective. The overriding duty is to maximize profits. "Public companies focus relentlessly on the bottom line: profits and losses are forecasted month by month, quarter by quarter, and every element that could increase or reduce the bottom

line is analyzed and analyzed some more" (Laloux, 2014). To the point that today our culture celebrates money and wealth as the benchmarks of success (Beinhocker & Hanauer, 2014).

Companies exist to become the biggest, the strongest and the best in terms of capital value. Top positions are desperately sought and competed for who gets the title. The total company value, the return on investment, the stock price, the market share and many more became the gold standards. Money—and other types of capital such as power, reputation, assets, etc— is the north star and compass for existing. All around capital, maximization of profits, has become the standard off-the-shelf purpose for most organizations that have not yet identified their true core purpose.

However, the bleeding pursuit of profits at all cost is unattainable. Nearly four decades of Shareholder Capitalism has served mainly to enrich a few, create toxic levels of inequality, disenfranchise deindustrialized communities, create further racial divide, and bring the planet to the brink of environmental and climate meltdown (Anderson, 2020). Companies need to stop chasing profit like it's crack cocaine (Minnaar & De Morree, 2019). The ethical lapses at the top usually reflect a morally impoverished corporate culture in which money matters more than anything else (Sisodia, Wolfe & Sheth 2014). And organizations are something bigger than just making money.

Capital as a tool for a higher purpose

For the *Self-based Organization Model* a company's purpose for being is different from and goes beyond making money or creating shareholder value. As the organization is a Being not in a survival mode but rather in a living/being state, to just make money, more profit and/or gain market share is not its deeper reasons for an existence. It transcends the greed, urge and crave of any ego or external form to an expansive, more genuine and higher purpose.

However, let's clarify something right away: that capital/money/profits are not the main purpose of the company, it doesn't mean that these aspects are irrelevant. There is a tendency to think that if money is not the main purpose of a company then there is a shift to not making money at all. But this is not the premise of a *Self-based Organization Model*. There is not a direct or indirect conflict between money and a truest purpose, they can go hand in hand.

Actually, they have shown that they can work really well. The strange thing about purpose-driven companies is that the most profitable companies are not the most profit-focused (Minnaar & De Morree, 2019). Various research studies have shown that companies that are truly purpose-driven outperform the S&P 500 by 14 times in terms of cumulative returns for investors (Sisodia, Wolfe, & Sheth, 2014). Another study found that new generations are more likely to buy items associated with a cause or products and services that are committed to positive social and environmental impact (Fromm, 2019; Nielsen, 2014). It is like a paradox, by focusing on purpose rather than profits, profits tend to roll in more plentifully (Laloux, 2014).

At the same time, money is necessary, it is a tool needed to make businesses and the economy work and function. In the end, it doesn't matter how well a company is doing if it dissents from using money as a medium of exchange or if it is not profitable. Although a company has the most virtue and authentic purpose, if it is missing a proper business and product strategy that fits a consumer and market need, then it will not sell and therefore not prosper.

While money and profits are an important object to consider and monitor so the company can exist, we must give money the right place. In a *Self-based Organization Model* money is a tool—and not the end or the final purpose—, in other words it is like fuel, a necessary means and condition for pursuing the higher purpose of the organization. The reason why the organization exists is its truest purpose by producing profitable solutions for the needs of the people. No the other way around.

Several founders and academics have used different metaphors to put this into a better perspective. "They [people in general] then make the logical error of inferring that the purpose of business is to make as much money as possible. That is like saying that because we need red blood cells to live, the purpose of life is to make red blood cells'" (Sisodia, Wolfe, & Sheth, 2014). "Profit is like the air we breathe, we need air to live but we don't live to breathe" (Laloux, 2014). "Just as people cannot live without eating, a business cannot live without profits. But most people don't live to eat and neither must businesses live just to make profits" (Mackey & Sisodia, 2013).

What a higher purpose is not

As profit is desirable for a healthy company—but not a substitute (or part) of its essence—and a byproduct towards a higher purpose, then we have to go deeper and find the real reasons for the organizational being. But before doing this, and due to the misused and misconceptions of this word, we must first clarify what a higher purpose doesn't mean.

First, a higher purpose is not the value proposition or core competence of the company. Let's not confuse core essence with these concepts. Core competence is a strategic concept that defines your organization's capabilities—what you are particularly good at—and value proposition is a promise of value to be delivered, communicated, and acknowledged by a company to a customer or market segment (Collins & Porras, 1994). Also this should not be confused with the company's current product lines or customer segments. Rather, core purpose is an organization's most fundamental reason for being. Disney's core purpose when conceived was to make people happy, not to make cartoons or build theme parks (Collins & Porras, 1994).

Second, it should also not be confused with specific goals or business strategies. "Whereas you might achieve a goal or complete a strategy, you cannot fulfill a purpose; it is like a guiding star on the horizon, forever pursued but never reached. Yet although purpose itself does not change, it does inspire change" (Packard, 1960). Also the role of purpose is to guide and inspire the organization's existence, not to differentiate against others. The very fact that purpose can never

be fully realized means that an organization can never stop stimulating change and progress (Collins & Porras, 1994).

Third, neither is to help or create value to all the stakeholders. Some authors have stated that "business is not about making as much money as possible, it is about creating value for stakeholders" (Mackey & Sisodia, 2013). However, purpose as is the truest essence of the company it doesn't come from looking at the external forms but rather from what is deeply inside. Therefore, stakeholders are another variable to be considered as a condition, as a means —such as money—, but not as the final end.

Fourth, a higher purpose is not doing or achieving altruistic or charity work. To be philanthropic or do charitable contributions doesn't mean this is the ultimate essence of an organization. It can be for some companies, but this is not what necessarily means a "higher purpose". Higher purpose doesn't need to entail a service to humanity. It is not a redeem of yourself or the company to do good work in the world. This could be a desirable outcome of the organization that comes after that nucleus purpose. If we think this is the most authentic company purpose then we are still seeing the shapes and external states.

Fifth and finally, it is not necessarily "doing good". A higher purpose does not necessarily mean that a social and/or environmental impact must be involved. Is not having as part of the company truest essence one of the 17 Sustainable Development Global Goals set up by the United Nations. This is not about corporate social responsibility or doing the "right thing" or being a nice guy. I personally acknowledge this could be the most difficult aspect to understand about "what is not a higher purpose" and maybe the most controversial—even more than money—considering what the "world needs". However, morality is not part of the truest essence of a being. What is right or wrong is a dimension that varies among time (history) and space (geography).

What a higher purpose really means

Purpose is, again, the unique and most authentic reason why a _Being_ exists. It answers the questions: why does the business need to exist? and/or what are we here for? But their answers go beyond the shapes and any external cues. As it is the most fundamental reason for existence it transcends any physical, intellectual, social, cultural, emotional, ecological, and of course, financial dimension. It is within the realm of the spiritual dimension. A dimension in which no moral or outside variable exists because the Being is its own existence and meaning.

In other words and to be more specific, the purpose is being who you truly are. Is tapping into your essence and bringing it out. Is unlocking the highest potential to become your truest self, that best version of yourself (Alejo G. 2020). You/yourself meaning the organism that considers all the beings that form the company (i.e. the founder, employees, business units, business itself, etc). As simple and difficult as it sounds. It is a non-trivial solution because it asks questions that we haven't asked ourselves and/or taught us to answer. Also because the answer is not found by

looking at the external aspects or by doing an intellectual exercise, but rather by looking and creating it internally.

You know that the answer is the right one not because it makes sense—intellectually speaking—but because it feels coherence and resonance to you. By articulating in words what's your essence there is a feeling of being part of something bigger and larger that is difficult to describe. It feels that the company really possesses a spirit, a sense of purpose, a reason for experiencing this reality. There is nothing to fake or there are no doubts. You know, feel and act as who you truly are.

Closest examples to a higher purpose

There are some existing business examples that closely illustrate the definition of purpose for a _Self-based Organization Model_. For example, for Patagonia, one of the most known purpose-driven companies is "We are in business to save our home planet". As shown, even though they are an apparel company they don't address its specific product offerings, segments or core differences. Is important to mention that this new "mission statement" was set 3 years ago, before it was "Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis". This helps to show that purpose is always evolving, the shapes can change—in this case the articulation of it—but the essence always remains the same.

Even Patagonia's mission statement is well stated and close to its truest essence, based on the definition of purpose for a _Self-based Organization Model_ this statement can evolve even more and get closer to its essence. To illustrate it could be a purpose statement like "I am the endeavor, change and protection of myself the planet earth". This purpose statement defines much more what "business" they are doing and what exactly they mean with save the planet (i.e. they are a change, endeavor and protection) and they state that they are the planet earth (i.e. the planet is not something separate from them but rather they are the planet itself).

Other companies' examples with a close _Self-based Organization Model_ purpose and some ideas of how they can get even closer to the exact definition are the following. Linux Foundation with "Unlocking the value of shared technology", and the opportunity to have a self-based purpose such as "I am unlocking, empowering and democratizing the potential of community-based technology". Be my Eyes with "Make the world more accessible for blind and low-vision people" and its opportunity to "I am the vision and bridge that connects the blind and low-vision people with the world". And finally, Buurtzorg with "Helping home-based patients become healthy and autonomous" and the opportunity of a self-based purpose such as "I am the instrument and shift for a healthy and autonomous life".

Crafting a higher purpose

Stating a higher and truest purpose takes time. It is not a one off action but rather a process that is refined through time. It could take years or decades to really understand and articulate the most authentic one. For that reason the purpose must not be considered something fixed (i.e. the 1st one that you write down will be forever). Also it doesn't change, but rather evolves. Change means converting the essence to something completely different but evolution means progressing and improving based on the same essence. And it evolves not because the essence evolves at itself but rather because we understand more and better articulate the truest essence of the Self.

Although it is a process that takes time, this doesn't have to stop us from crafting one. To have a first draft even if it is not perfect is already a huge progress. To begin, do not ask "what purpose should we have?" Do not confuse the purpose that you think the organization ought to have—but does not—with authentic purpose. Ask instead, "what is the reason for our existence?". Then, when answering it try not to think about what is your reason for being but rather try to feel it. It must be a feeling that reflects who you are and requires "no-brainer" because it is worth being it.

If this is too hard and/or there is already a company purpose, then try to ask the following question "why am I doing this?" or "why is this important" at least 3 times and 5 times being the desirable goal. After a few whys, you will get down to the core purpose of the organization. To illustrate, let's say that there is a shoemaking company and we ask them "why are you doing this?", "why you run this business?". Their first answer could be "we make shoes for people". After the 2nd why the answer could be "to help people have affordable and comfortable footwear". After the 3rd why "to help them walk paths they want without too much cost". After the 4th "so they live different experiences without limitations". After the 5th "give access to the experience the world offers to us". Those final answers are much closer to the organization core essence and can help to draft the company purpose.

However, the final and truest question that will really give you your truest purpose—and still the easiest but most difficult one—is to ask the question: Who I truly Are?

Additional considerations

Regardless of the approach to draft the organizational purpose, at the end you will always find that the most authentic company purpose will not focus on extrinsic motivations (i.e. money, fame, power, grades, etc) but rather on intrinsic motivations (i.e. freedom, love, mastery, experimentation, etc). At the same time, if made properly, it will be so strong that if, let's make the case, there is a buyer that plans to buy your company with a potential change of its essence, you would never accept the offer because it will feel as losing part of your own existence. Therefore, also ask yourself: "If I have enough money, power, fame (or whatever external variable you choose) to retire for the rest of your life, would I continue working for the company?" If the answer is yes, then the organizational purpose is not the truest one—yet—or is not aligned with you.

Of course crafting and feeling the answer for the organizational purpose is not an easy task. However, it is the first and most important element for a *Self-based Organization Model*. Everything else of the organizational model (*Soul, Body and Arena*) and even the other elements of the *Spirit* (Fundations and Intention) rely and come after this aspect. Therefore, let's give enough time to draft and always improve it. At least let's give the same importance and effort as we currently do when thinking and stating the value proposition, customer segments, operations, financial model, and any other business element.

The more time we spend creating the purpose, the better and better it evolves and therefore the company more becomes it. It will generate sentiments that touch the heart. Usually understandable to describe but incredibly inspiring. The key activities, the stakeholders relationships, the financial results and any other business aspect will happen easily and with incredible results. All this and more because you are finally tapping into something greater, connecting with who you truly are and being coherent with your higher Self that is manifested and mirrored as an organization.

5.2 (ii) Foundations

How to become that purpose?

The *Spirit* of the company has started to take shape with the Purpose; the <u>why</u> the *Spirit* exits has begun to be articulated. The next step now is to state <u>how</u> to become this *Spirit* and for this the Foundations is the element which will help to achieve this goal.

Foundations continue defining the *Spirit*, the nucleus of an organization, the "why" of a company but now through the lenses of how that Purpose can become real. This is the map and the tools that are in the backpack that will help to navigate that path that already has a reason to endeavor it. It sets the character and the personality that the organization has. It guides how to think, feel and act aligned with the organization's purpose. It defines the desired behavior and way of being to achieve the company's why.

Based on these characteristics and the *Self-based Organization Model* framework the Foundations will set the *Soul* of the company. In other words, it will define and direct the second dimension of the framework which answers *how* the company will behave. It will stipulate the personality and culture of the organization. Therefore, setting some clear, essential and enduring Foundations will help the company to provide a framework for decision making, build community, attract the right stakeholders and most important of all, to help achieve your business purpose (Razzetti, 2020; Silvia, 2021).

From cored values to Foundations

The closest concept to Foundations and that is very used, is known as "core values". These are principles, beliefs or accepted standards to decide what is right and wrong (Razzetti, 2020). It also helps to guide the route of the company, however they ingrained 3 characteristics that are different from Foundations. First, core values usually state moral aspects, in other words, they hold what should be good or bad for human character. Second, they generally pursue efficiency, performance and returns. Third, commonly they reach 8 or 10 different principles.

To illustrate, Google's core values are: 1) Focus on the user and all else will follow, 2) It's best to do one thing really, really well, 3) Fast is better than slow, 4) Democracy on the web works, 5) You don't need to be at your desk to need an answer, 6) You can make money without doing evil, 7) There's always more information out there, 8) The need for information crosses all borders, 9) You can be serious without a suit, 10) Great just isn't good enough. Another example is Amazon with its 14 different principles.

Foundations differ from core values on those 3 main characteristics in the following way. First, they do not entail any morals because, as explained before, morality (i.e. what is right or wrong) is a dimension that varies among time (history) and space (geography) and is not part of the truest essence of a being. Foundations rather are inherent and intrinsic principles that should not be accommodated, linked or justified to what we externally think is the "right thing to do". Second, they are not performance or efficiency driven, rather they are the underlying basis or groundwork to accomplish the purpose. They should never be compromised, either for convenience or short-term economic gain, unless the purpose stated is "to maximize performance or profits". Third and finally, Foundations are only a few, between 3 to 5 in total. If there are more, they are usually confused with operating practices or business strategies, or cultural norms, only a few can be truly core, that is, so fundamental and deeply held that they will change seldom, if ever (Collins & Porras, 1994).

To illustrate some companies' examples that are very close to the meaning and characteristics of Foundations for a *Self-based Organization*, are the following. Threadless with 1) Be an artist, 2) Elevate our community, 3) Make it Real, 4) Never stop growing. Buffer with 1) Default to transparency, 2) Cultivate positivity, 3) Show gratitude, 4) Practice reflection, 5) Improve consistently, 6) Act beyond yourself. Netflix with 1) Judgment, 2) Communication, 3) Curiosity, 4) Courage, 5) Passion, 6) Selflessness, 7) Innovation, 8) Inclusion.

As the Foundations are those tenets of what we stand for and how we will become that purpose, stating them are, again, not an intellectual nor an outside-looking exercise. Therefore, do not ask, "what foundations should we hold?". Ask instead, "what foundations do we truly and intrinsically are?". Also ask, "what are those principles that are linked to the Purpose and will make us become it?". The answers shouldn't be faked because if the exercise is done correctly, they should be around your authentic Self, your purpose.

You will know they are the "right" ones for a couple of reasons beyond the Foundations' characteristics that were already stated. First, if applying them, always the behavior and decision will be aligned with the company's Purpose. Second, there is no need to set any bureaucracy or additional policies because they create a crystal clear context and framework to know how to think, feel and act no matter the situation. Third, they aren't necessarily tied to an industry or market because as they stipulate who the Self/Organism is, no matter what, they will always represent its essence. To the point that if the current industry plays in other forms, either you don't mind doing it in your own way or you find another industry that will appreciate it, all in order to remain true to the Foundations.

Therefore, once the first Foundations are drafted, ask yourself these 3 questions that are crucial for knowing you outlined enduring principles and that James Collins and Jerry Porras well wrote: 1) "can I envision them being as valid for you 100 years from now as they are today?", 2) "would you hold those even if at some point one or more of them became a competitive disadvantage?", 3) "if you were to start a new organization tomorrow in a different line of work, are those "core values" helping you to build a new organization regardless of its industry?" (Collins & Porras, 1994).

5.2 (iii) Intention

What does the purpose look like?

Two out of 3 *Spirit* attributes have been articulated: the Purpose, the <u>why</u> the *Spirit* exits and the Foundations, the <u>how</u> to become this *Spirit*. The third and final step is to state the Intention, <u>what</u> the *Spirit* looks like.

The Intention also defines the *Spirit* by now setting that north star that shows the direction of the path. Different from the Purpose that establishes why the organization exists (its truest essence) and the Foundations that determines how to become that purpose (tools we have), the Intention defines what that reality will look like. It helps to outline that envisioned future that the company aspires to create, achieve and be. It is a vivid and landed picture of how the organization and the world will look once the purpose is fulfilled—even the purpose can't never be fulfilled—.

At the *Self-based Organization* the Intention sets the *Body* and *Arena* of the company. In other words, it defines and directs the third dimension of the framework which answers *what* the company will become (*Body*: company's actions, functions, strategies, etc) and the fourth dimension which implies *where and who* will affect and influence (*Arena*: company's surroundings, stakeholders and external forces).

Laying down a clear and compelling Intention serves as a unifying focal point of effort, and acts as a catalyst for team spirit. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines (Collins & Porras, 1994). By creating an image that people can carry around in their heads will engage the different stakeholders and guide them on their way to success.

From vision statement to Intention

The closest concept to Intention and that is used by companies, is known as "vision statement". A vision statement is the future of what you want your business to be at some point, based on your goals and aspirations (Collins & Porras, 1994). Based on this definition, an Intention shares the characteristics of the vision statement however its difference lies that the Intention goes beyond what the vision statement is and wants to achieve. An Intention goes further to an envisioned future by being a reality —a potential scenario or Being— that is 1) concrete and tangible and   2) can be felt.

The first difference relies on the fact that the Intention states a vivid and landed potential reality of that future. Is not, as some vision statements, an ethereal or sublime future sentence that is difficult to imagine. To illustrate, Ikea with "to create a better everyday life for the many people" or Shopify with "make commerce better for everyone, so businesses can focus on what they do best: building and selling their products". As shown, although these statements present a future aspiration, they are very hard to picture and conceive. Is not easy or tangible to conceptualize what the company will look like or become in the future.

The second difference is based on the fact that an Intention can be felt. In other words, that potential scenario can't only be seen but also be felt because it entails a feeling of what the Being will be. Is not, as some vision statements, a long-run mental image that lacks that energy or feeling to become it. For example, Amazon with "Be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online." or Netflix with "Becoming the best global entertainment distribution service." Although these vision statements are a picture of the company's future, they miss that energy, connection and eagerness with that future reality.

Some close examples of what an Intention can look like are the following companies with its vision statements. Southwest with "to become the world's most loved, most flown, and most profitable airline", Wikipedia with "Imagine a world in which every single person on the planet is given free

access to the sum of all human knowledge" or Nubank with "Imagine a different world, where what only matters is your values, not the value in your bank account. […] Since day one, we've treated people as human beings and not as numbers. We deconstruct complexity, bureaucracies and that unfashionable way of dealing with money. […] We have a new world to build."

These vision statements show, in a certain way, the characteristics of an Intention for a *Self-based Organization*. However, they still have room for improvements so they not only have a tangible and concrete scenario but also a reality that can be felt.

Crafting the Intention

As an Intention is a reality or Being that the organization can become in the future based on its Purpose, some questions that might help are: "what we want to become?" or "Where are we going with this purpose?". A 25 to 30 years future timeframe can help to create that envisioned reality. The answer must come from the Purpose of the company, as this is the truest essence and reason for the company. Therefore, the final Intention should always ingrain its organization essence.

This envisioned reality must have a very vivid, concrete and vibrant description. It must consider that potential and desired scenario that the company wants to become in the future while being specific and engaging enough so that everyone can understand, see and feel it in the present moment. It is essential that this vivid north star entails passion, emotion, conviction and power so it can guide, energize, inspire and be remembered by all stakeholders. But at the same time it must be realistic, not an ideal and impossible state, that considers the context, resources, capabilities and potential growth of the organization.

One useful approach is to translate that intention from words into pictures, so it can create that tangible image that people can carry around in their heads and be focused on. It is more a question of painting a picture with words (Collins & Porras, 1994). By doing this it is important that the Intention is short and says a lot in a few words without the need to use numeric measures.

Finally, it is important to recognize that there is no right or wrong Intention. As said before, an Intention is a potential reality, therefore, as a possibility, it can or not happen. However, even if that scenario might not take place, the Intention conveys a visible and concrete picture to help guide the Purpose that sometimes can be very ambiguous or difficult to visualize or materialize. For that reason, openness to other potential realities might be considered over the Intention. In other words, even though the Intention helps to have a specific future scenario to stimulate engagement and progress, the Purpose must be prioritized as it entails the most authentic reason why the organization exists. The Intention must be used as a north star to guide but not as an expectation to narrow the creation. Otherwise, other potential higher realities can't be seen and unlocked that could have been closer to the truest *Self* that the organization is and can become.

5.3 Soul (how)

<u>*Definition*</u>

Soul, as its definition, is the immaterial part of a being that consists of mind, character, thoughts, and feelings. For a *Self-based Organization* is the intangible personality of an organization that it uses in order to differentiate itself and accomplish its *Spirit*. In other words, it represents the character, the vibe, the underlying fabric of a company, the *How* of an organization that it is usually known as the "company culture" (Kofman, 2006; Sisodia, Wolfe & Sheth 2014).

It goes beyond company's policies, procedures and resources or employees perks, programs and benefits (Mackey & Sisodia, 2013). *Soul* is all within the company that is driven and borned by human expression, interaction and relationships. For that reason, it considers the behaviors, values, expressions, perceptions, communications, principles, rituals, symbols, feelings and basic assumptions that the organization reflects of their beings, both individually or collectively. All these at the end projected on how the organization does/behaves: on how we team and work together, how we lead and define leadership, how we make decisions, how we communicate among ourselves, how we embrace change, how we learn, how we incentivize, how we embrace feelings and how is work-life.

It is extremely critical because it forms the backbone of the company. As it is the shared and mutual understanding of how we want and are expected to behave, it enables the organization's strategy, the achievement of its goals and the fulfillment of its *Purpose* (Kofman, 2006). Usually, it is the greatest asset and primary source of competitive advantage because it has a direct relationship with the strategy and results of the company (Weiss, 2021). The more ingrained is the understanding of what everyone needs to do, the less supervision is required, the fewer mistakes are made, the less time it takes to make anything happen, and the faster and more confidently everyone can realign their routines to respond to the inevitable crises (Lidow, 2020).

<u>*Crafting a Soul*</u>

Even though the *Soul* is that intangible and invisible part of the organization, every company has a *Soul*. No matter if it is known or not or if it was created consciously or not. Usually it is built and executed unwittingly and by accident. However, based on its relevance the idea is to create it as conscious and intentional as possible since the beginning. Paying attention to the type of culture and *Soul* the company wants to create is critical for the success of a *Self-based Organization*.

In order to craft a higher and conscious *Soul*, the first step is to remember that the *Soul* for a *Self-based Organization* means the intangible forms and means the company has in order to accomplish its *Why*. As explained in the chapter "5.1 Framework - The Self-based Organization", the *Soul* is how the organization becomes this *Spirit*. This *How* is the same Foundations explained in the chapter "5.2 (ii) Foundations". In other words, once the Foundations, that is an essential part of *Spirit*, are drafted, then a big part of the Soul of a *Self-based Organization* has been set.

With a clear *Soul* the organization culture will reinforce its own Purpose. It will provide a framework to act in the right way with the right mindset, without the need of extensive bureaucracy. The stakeholders will have a clear understanding of what they can expect from the company and the behavior they should be aligned with in order to work with the organization and help it succeed.

Attributes

Despite the Foundations help to create that framework for the *Soul*, this doesn't mean that everything is ready and finished. The *Soul* can also be materialized in diverse aspects or elements of the *Self-based Organization* such as how we team and work together, how we lead and define leadership, how we make decisions, how we communicate among ourselves, how we embrace change, how we learn, how we incentivize and, how we embrace feelings. Below are some specific attributes that might help as a reference to create the *Soul* of any *Self-based Organization*.

Leadership and Teams
- No leadership/manager, just facilitators, provide context, frameworks and/or north star
  E.g. Netflix: context, Buurtzorg: facilitator, Buffer: principles, Happy: mentor & frameworks

- No individual roles and/or descriptions, just task forces and team's tasks
  E.g. Buurtzorg and Morning Star: self-management teams, Happy: employee chooses tasks

- Self-management teams without the supervision or management of an authority
  E.g. Buurtzorg, Zappos and Morning Star

Communication and Decisions
- Non violent communication, authenticity and vulnerability to allow inner truth
  E.g. Morning Star: direct and agreements, Buurtzorg: nonviolent comm, Happy: feeling

- No majority or consensus, rather other methods to achieve no major objections
  E.g. Buurtzorg: facilitator with Q&As, Happy: framework & metrics, Netflix: indep. decision

- Full transparency on salaries, roadmap, price, decisions, revenue, finance, fundraising
  E.g. Buffer: full transparency company, Bitcoin: transactions and owners, Patagonia: supply

Incentives and Learning
- Self-set Salaries, calibrated/checked by the committee/peers
  E.g. Buffer, Happy and Morning Star: Self-set salary approved by panel

- Intrinsic motivators rather than extrinsic
  E.g. Jaipur Rugs: company mission, Threadless: design passion, Buurtzorg: patients wellbeing

- Inner-self and professional learning programs
  E.g. Jaipur Rugs: self programs, Buffer: choose your education, Buurtzorg: team's programs

- Mentors & Multipliers programs and systems
  E.g. Happy: all employees on M&M program, Buurtzorg: facilitators and team's mentorship

5.4 Body (what)

Body, as its definition, is the material form to something abstract. As a person or an animal it is the physical structure including bones, flesh, muscles and organs. For a *Self-based Organization* it is the organization's actions, functions, processes and strategies that allows it to become its *Spirit*. It represents all those tangible activities and units that structure and materialize the company and can be easily measured and executed.

This dimension constitutes the *What* as concept of existence and the Having as the state of the *Self*. In other words, it considers what the company has in order to embody its essence (*Spirit*): what are the services and products served, what is the organizational structure, what are the operations, what is the marketing and sales strategy, what is the finance frame used, what is the revenue and pricing model, what are the support processes and what is the office space.

As this dimension is the closest and best tool to drive and bring materialistic results it is the most known, important and used by the *Capitalism* organization. It is also definitely an essential part of the *Self-based Organization* because it helps to materialize and bring down that *Spirit* to earth, however it is not the main dimension or aspect. As shown on the *Self-based Organization* framework, the *Body* is the third inner layer, followed by the *Spirit* and *Soul*, meaning that the first two dimensions have to happen first in order to create and run a successful *Self-based Organization*.

Crafting a Body

This could be the easiest dimension to craft and build because it is the most common and utilized by the *Capitalism* organization. However, this reason can also make it a challenging dimension to construct. All the structures and activities of the *Body*, such as Marketing, Operation, Support, or Services and Products, are built and operated very similar to the *Capitalism* organization, still it has differences due to the change of the organization essence that goes from capital to *Self*.

In order to craft a *Body* that really embodies the *Spirit* of the *Self-based Organization* the Intention of the *Spirit* must be first drafted as explained and detailed in the chapter "5.2 (iii) Intention". By having a clear Intention there will be a vivid and landed picture of what the organization will look like. It will help to have a north start to later start outlining the details of that envisioned future that the organization aspires to create, achieve and be. The process of setting all the organization's actions, functions, processes and strategies will be aligned and eloquent to the truest essence.

As there are multiple aspects within the *Body*, beyond just the Intention, that might change due to a different essence—no longer the *Capitalism* but the *Self-based*—below some specific attributes and examples that might help as a reference of a *Body* aligned with a *Self-based Organization*.

Organizational Structure
- Organizational structure is based on the community/network and/or users
  - E.g. Threadless: users are the designers, Wikipedia: contributors, Bitcoin: users

- Holacracy structure with decentralized and organic management and governance
  - E.g. Zappos, HolacracyOne, GlassFrog, talkSpirit and Concept7

Investors and Ownership
- Need for investors is by-passed by using donations, bootstrapping or no money
  - E.g. Wikipedia and Linux: donations, Grameen: bootstrapping, Bitcoin: no money

- Ownership is unclear and/or is owned by the society/network
  - E.g. Bitcoin: owned by no one and/or society, Grameen: owned by rural poor borrowers

Operations
- Crowdsource plays a significant role in the operations
  - E.g. Humble Bundle: users submit games, Linux: people build code, Bitcoin: users mine

- Platforms-based to connect the supply and demand
  - E.g. Threadless: designers with buyers, Wikipedia: contributors with readers

Marketing and Sales
- No marketing, rather rely on worth of mouth, free PR and product/service quality
  - E.g. Threadless, Wikipedia, Linux, Bitcoin, Grameen: no marketing just WOM and quality

- Pay what you want pricing strategies and/or free
  - E.g. Humble Bundle: PWYW, Wikipedia: free + donations, Linux: free

5.5 Arena (where)

Definition

Arena, as its definition, is the area or field that involves people and specific activities happening. For a _Self-based Organization_ it is the organization's ecosystem and surroundings in which the organization manifests its _Spirit_. It constitutes the forces the organization depends on, affects and is affected by such as politics, technology, economy, sociocultural and environment and the connections and relations the company has with different actors such as users, society, competition, investors, suppliers, partners, influencers and government.

This dimension constitutes the _Where_ as concept of existence and the Being in space ("Estar" in Spanish) as the state of the _Self_. In other words, it considers that space and scope that the organization needs and uses to express its essence (_Spirit_): all the forces that shape and can impact and the stakeholders it influences and is related with.

Even the _Self-based Organization_ is built based on the _Spirit_ the organization must not reject or dismiss the reality that it is surrounded by and influenced. The company must be conscious and integrate what is happening in the external world (i.e. the forces and stakeholders). If the organization is able to incorporate and play in harmony with its surroundings, it will be able to unlock its highest _Self_.

Crafting an Arena

There is not something such as crafting the _Arena_ because the elements that it entails are external to the _Self-based Organization_. The organization can't build or create the forces or stakeholders that are already in the field. However, the _Self-based Organization_ can integrate those elements in its favor and also impact them. To illustrate, a fish in a river can't shape the elements proper of a river—which is its surroundings or _Arena_—such as the flow, volume and temperature of the river. Still the actions and decisions of the fish—independently if it is consciously or unconsciously— affect the river on a certain scale and at the same time the fish can use those features of the river in order to decide where to go or what to do.

In order to use and influence the _Arena_ so it is coherent and harmonious with the _Spirit_ of the _Self-based Organization_, the organization must observe, connect and integrate its surroundings, stakeholders and external forces. To observe means to not ignore or deny the circumstances that are happening in the world or might happen in the future but rather watch and understand them. To connect means to be able to create a relationship that can benefit both parties (i.e. the organization and the _Arena_ as a whole). Finally, to integrate means to recognize and own the forces and stakeholders that it is influenced by and influences, to the point that it is accountable for evolving itself and shaping the _Arena_ considering the potential _Arena_ circumstances.

There are multiple examples of how a *Self-based Organization* can leverage and influence the *Arena*. Below are some specific attributes and organization examples that might help as a reference to understand how a *Self-based Organization* can use and impact its *Arena*.

Society
- Democratization of resources and/or access of exclusive & private goods/services
  E.g. Wikipedia: knowledge, SpaceX: spaceflight, NuBank and Grameen: financial access

- Society synergies harnessed by connecting needs, resources and practices
  E.g. Uber: peer drivers and riders, Linux and Wikipedia: contributors to build platform

- People's life quality improvement, society welfare increase and/or society gaps close
  E.g. Beyond Meat & Outly: reduce livestock, NuBank and Grameen: financial opportunities

Users
- Make users to think, feel and act differently compared to the status quo
  E.g. Patagonia: repair & recycle program, Bitcoin: digital currency, Oatly: drink oat milk

- User is closer to the value creation and decision making
  E.g. Wikipedia: content creation, Uber: driving for others, Patagonia: design and materials

- Open and/or free access to see, use, edit and build
  E.g. Linux: operating systems, Bitcoin: buy, sell and mine, Wikipedia: knowledge

Suppliers and Partners
- Supply is crowdsourced and/or volunteering input is used
  E.g. Linux and Wikipedia: contributors to build platform, Uber: peer drivers and riders

- Fair trade and sustainable practices to develop and offer better supply conditions
  E.g. Patagonia: supply fair trade, Oatly: oat producers agreements

Politics and Economy
- New legislations and regulations are set
  E.g. Grameen: loans, SpaceX: space travel, Uber: transportation, Oatly: dairy regulations

- New markets are opened and/or markets are more efficient
  E.g. Netflix: video streaming, Uber: transportation, Grameen: loans for poors

- Monopolies or oligopolies are broke up
  E.g. Uber: taxi monopolies, Nubank: corporate banks, Oatly: dairy companies

Technology and Environment
- Technology is leveraged to build, connect, optimize and/or provide solutions
  E.g. Beyond Meat: vegan protein, Netflix: streaming, Wikipedia and Linux: create content

- Sustainable (long term) practices and efficient process/systems
  E.g. Bitcoin: decentralized currency, Patagonia: eco-friendly products, Ecosia: Reforestation

6. Growth & Success

6.1 Paradigms

The paradigm of Capital

What is defined as growth? What is success? The answers of these questions could be one of the main differentiating factors between the *Capitalism* Organization and the *Self-based Organization*. Here is where everything goes even more apart.

Nowadays, for the *Capitalism* Organization model, company growth is any business that generates significant positive cash flows or earnings. Metrics such as sales, EBITDA, profits, stock price, market value, market share, return on the investment, profit margin and many more, month by month, quarter by quarter, year by year, are the bottom line of growth. The positive change of these metrics over time is the default definition of a company's growth (Buck, 2020).

Success, on the other hand, has multiple perspectives. Sometimes, it can be defined by how large the company is: how much revenue, market share or market cap (Ross, 2021). At some other occasions around efficiency or effectiveness: how much they are optimizing costs and maximizing profits or shareholder value (Buck, 2020). Under these definitions companies such as Walmart, Amazon, Apple, Alphabet and Meta are the most successful ones (Fortune, 2021). At the same time, success can be appraised by how fast a company grows or achieves certain milestones such as amount of funding received in a certain period, the shortest time to achieve a billion dollars in revenue, or the fastest to give return to their investors. Airbnb, Uber, Square, Stripe or Nubank will make this pole position (Wallach, 2021). Finally, success can also be measured by other more intangible metrics such as power, reputation or innovation. Alibaba, Tesla, Berkshire Hathaway, JPMorgan Chase & Co. or ExxonMobil will be under this top ranking (MBA Central, 2019).

Regardless of the perspective, whether it is how large, efficient, effective, fast, powerful, most known or innovative, all these metrics fall under a capital notion. Capital growth and success are the ultimate business scorecard for a company.

These conscious and unconscious rules have led to create unattainable and endless goals. No matter what the company does and reaches, there is something more to do and achieve. Never is enough. The sacrifice and hard work is a never-ending path. There is no ceiling or cap to what a company can achieve. Additionally, the comparison against the others—who is bigger or faster—feeds these mindset of capital growth and success. Everything is bound to who goes further and bigger in the shortest time. Competition is just another motivator—and criteria—of growth and success for the Capitalism system.

Living based on these success and growth criterias—and values—are some of the reasons why we have reached those levels of social and economic inequality, environmental degradation, legal and

moral corruption, financial crises, political fallout, and even calamities and disgraces (Anderson, 2020, Noor, 2021). Furthermore, they have also gone beyond by creating a toxic chemistry of how we see and live life. If the company doesn't outperform the market or its goals by a certain percentage over a certain period of time, then it is a failure. Frustration and resentment seeps the company. We become dependent on the external shapes: what our competitor is doing, how much we have to achieve this time or what is the return on investment for this quarter. At the end, everything to become slaves to a system that we ourselves create and support.

The paradigm of Being

At the *Self-based Organization* the definition of growth and success shifts. As the *Self* is the core and focus of the organization, rather than the capital, the paradigm of a company's growth and success changes.

For the *Self* its unique "goal" is to be its purpose. Is to be that Being. In other words, it exists and lives for the purpose of simply experiencing and becoming that highest Self. The *Self* does not look to win, acquire, have, achieve or finish something because this is a concept of the matter and the body and not of the Spirit. Not even achieving its Purpose or Intention is its goal because those can never be achieved, they just provide a reason for existence and a north star for direction, respectively. The *Self* as it is boundless and infinite, what really looks for is to —again— simply be itself. It is just to experiment itself by being. To put it in more simple words, to express, experiment and evolve its own Purpose.

As this concept can be very abstract and subtle and in order to have a more tangible and measurable way to outline the growth and success of a *Self-based Organization*, 3 main elements are going to be set as those "criterias" for growth and success. Three principles that are not linked to any external form or condition, but rather to an internal state and using as a reference the Biology. These are: *Coherence*, *Harmony* and *Unity*. Also known as the *Trinity* of existence.

When the *Trinity* is experienced—not achieved because that is not the goal—the more the *Self* is. The more the *Self-based Organization* is becoming its Purpose. The paradigm of growing for the sake of growing and achieving profits, market share or ROI in the shortest period, shifts to a paradigm of cohesion, alignment, consonance, evolution, integrity and wholeness. The truest and deepest consciousness of the *Self* is awakened and created.

Furthermore and paradoxically, —still more needs to be shown and exemplified to be believed— certain capital metrics, such as revenue, profit margin, efficiency, efficacy or innovation, are improved and achieved. The closest examples of companies living this paradox could be Patagonia and Buurtzorg, which by focusing on its Purpose, capital growth and success metrics are reached. And its reason is because the *Self-based Organization* exists thanks to an inside-out wave effect design and creation.

6.2 Trinity

6.2 (i) Coherence

Definition

Coherence is the first principle of the *Trinity*. As its definition, it is the systematic or logical connection or consistency of diverse elements. Is that state in which all the parts fit together with congruency and with an overall sense or understandability. For the *Self-based Organization*, *Coherence* is the alignment among its dimensions by taking the *Spirit* as the starting point. In other words, is the congruence among the *Spirit-Soul-Body-Arena* of the organization; is the consistency among the company's Why, How, What and Where; is the alignment among the Being (time), Having, Doing and Being (space) of the business.

Coherence is that logical and congruent vertical alignment achieved among the 4 dimensions of the organization (*Spirit, Soul, Body and Arena*). When the company's purpose (reason for existence), personality (norms and culture), actions (strategies and processes) and surroundings (forces and stakeholders) are fitting together in a single and comprehensive sense. Is being congruent with your Why (company' purpose) by reflecting a corresponding How (company's culture) that is later translated into a consistent What (company's actions) that is aligned with the Where (company's surroundings).

This alignment takes as its starting point the *Spirit* to create that *Coherence*. As this is the core and essence of the company, the reference to create that line, which all the rest dimensions must fit, begins with the company Purpose, Foundations and Intention. The framework and colors presented in the chapter "Self-based Organization" can help to understand this concept. The purple color (representing the *Spirit* of the company) passes as a line or channel throughout the whole *Self-based Organization* framework and dimensions. This representation shows that everything that is set on the company must be a mirror of the company Purpose, Foundations and Intention. At the end, the essence and reason for existence of the organization is spread in all its aspects as the blood that starts from the heart and goes to all the parts of a body.

Coherence in Capitalism Organizations

Coherence could be not only the hardest principle to apply, but also the most infringed and trespassed by the Capitalism organizations. Although certain companies can have a mission, vision and values, they use them more as fancy words for prograpanda than a reference to really create their organization and even less to create a coherent culture, processes and relationship with its surroundings. Capitalism organizations are not coherent, even more, they aren't even aware, understand or measure this principle within the company.

No matter the fancy talk or the gorgeous plaque in the headquarters' wall staying the mission statement, the culture, actions, impact, results and final measurements are what betray the capitalism companies. The mission that Capitalism companies set and say they are following almost every time is not the truest one because everything within the company (*Soul*, *Body* and *Arena*) is set to achieve its real—and hidden—mission: profits.

To illustrate, Johnson & Johnson, with its Credo (aka mission statement) "We believe our first responsibility is to the patients, doctors and nurses, to mothers and fathers and all others who use our products and services. [...] Our final responsibility is to our stockholders" and it's 133-year life controversies. From links to cancer-causing asbestos in its talcum powder to the deadly 1982 sabotaging of Tylenol capsules and its most recent one the Opioid epidemic (Erickson, 2019). Also, the company's thousands of lawsuits that it is facing over its products and the $6M yearly average lobbying budget to protect itself (Open Secrets, 2021). This will not be coherent for the *Self-based Organization*, however, it is considered a "successful" company under the Capitalism criterias.

To not go so far away, let's have another example: Meta. Its mission statement is "Give people the power to build community and bring the world closer together". Without doubt lots of their activities, services and products are related to this, creating a certain level of coherence, however, is this the ultimate goal of Meta? Is it really that one or rather to make profits/shareholder value by —and this word "by" is the key—giving people the power to build community and bringing the world closer together? These are two different sentences and unquestionably the latest is the truest Meta ultimate goal. Therefore, there is incoherence in what they claim is their reason for existence and what they are truly ultimately looking to achieve.

As a third and final example, Microsoft with its mission statement "to empower every person and every organization on the planet to achieve more". Based on it, some questions arise. How many people have they empowered? What is the meaning of "empower someone"? When it says "to achieve more", how much more is that and what exactly is "achieved"? What are those exact metrics? Very unlikely they have those answers and are measuring this and if they are doing it —and I hope I am wrong—where can we find them? Do people know them? However, there are tens of ways to measure the capital value (e.g. profits, market cap, dividends, EBITDA, etc) and they are very easy to find. Hence, is this coherent?

These examples represent different levels of incoherence that current companies are based on the *Self-based Organization Coherence* principle. Is important to clarify that nothing is wrong or against making money, however, based on this new principle, you should not vent an "awesome-attractive" purpose if that is not what they are doing, having as ultimate goal or measuring. Rather, it is better to stick to that philosophy or purpose of making money and don't pretend to show and sell something that isn't.

How exactly does a company become Coherent? Even though it can be clear that _Coherence_ is the alignment among the _Spirit_, _Soul_, _Body and Arena_, what is specifically needed to make this possible? The _Spirit_ of a _Self-based Organization_, its Purpose, Foundations and Intention—the starting point of _Coherence_—are not something that are showcased on a plaque at the reception desk or in the annual report. Doing this will just create a disconnection between what is claimed and being and will never bring the _Spirit_ to life. Rather, the _Spirit_ is something that must be embodied in order to start creating _Coherence_. It's about becoming that _Spirit_, to embed it within the other dimensions (_Soul_, _Body and Arena_). Some steps to understand and be _Coherence_ gradually are the following.

1st: Have a _Spirit_ even is not perfect

Write down that Purpose, Foundations and Intention of the _Self-based Organization_, even though it is very hard. For sure the first attempt will never state a complete and flawless one , however that is how the _Self_ starts. Do not wait until you have it perfect. This is a creation process that through time will evolve and become more clear and comprehensive.

2nd: Translate the _Spirit_ to <u>everyone</u>

Recognizing the _Spirit_ is only a small part of the whole story and this is when most of the Capitalism organizations get stuck and don't go further. The step to follow is to convey this _Spirit_ of the organization all the way down to every individual. Every person should know why, how and what the company stands for their existence and expresses its _Spirit_. These individuals are not only the employees, but all the different stakeholders that are presented in the _Self-based Organization_ framework (e.g. users, owners, suppliers, partners, competition, society, government, etc). When everyone surrounding the organization knows why the company exists, they can contribute to the purpose of the organization. Only then the purpose can start becoming a reality.

3th: Translate the _Spirit_ to <u>everything</u>

The _Spirit_ also becomes real if the company's personality, actions and surroundings relationships are in line with it. Therefore, the next step is to traduce that _Spirit_ to all the dimensions of the company _(Soul_, _Body_ and _Arena)_. Start by embedding that to the company culture with clarity, signaling and consistency. How you celebrate, communicate, hire, learn, make decisions, incentive and everything related with the personality of the organization should be a direct representation of the _Spirit_. At the same time, that truest nucleus should also dictate the Services and Products, Revenue Model, Org. Structure, Operations, Marketing, Sales, Finance, Pricing, Support and Office Space. Finally, the relationships and connections the organization has with the external forces (e.g. Politics, Tech, Environment, Culture and Economy) as well as all the stakeholders (e.g. (Government, Society, Competition, Partners, Suppliers, Owners and Users), should be reflected.

At the end, from the first interview and daily rituals to how the office is decorated and how we see our competitors, should be a reminder of the core essence of the organization.

4th: Measure and track the *Spirit*

While the *Spirit* is started to be ingrained and translated in every individual and aspect of the organization, diverse measures must be put into place. How would you expect to know whether the culture or actions are aligned with the *Spirit* if they are not being measured? Individuals not only want to know what the organization Purpose, Foundations and Intention are, they also want to know if they are being achieved. The metrics must be beyond the financial aspects, they should also include every aspect the organization is related with and impacting. At the same time, if the Purpose of the company states happiness, then measure it, if it states connection, then measure it. Even if they are subjective metrics, always put into place multiple specific, regular and identifiable metrics and quantify them monthly, as the process that is performed with financial measurements.

5th: Share widely and transparently the *Spirit* results

Now that *Spirit* is being tracked, now is time to share it. Share every result, inside and outside the company. Be authentic and honest no matter what the results are. Part of being coherent is to be completely transparent. As the organization is becoming its truest *Self*, there should not be something to hide and everything must be proud of. This is who the company really is, therefore, what you share to the world should not be an issue. Individuals have contributed to the essence of the company, then the minimum is to let them know the value of what they are doing. And if results are not "working", still share them. This will help to really attract and align people who are aligned with the company Spirit and conversely, repelling those who are incompatible. This plays an important role in determining who is inside and who is not and who is for the long term goal and not for the short term. The more open the organization is, the more advantages come back.

6th: Your competitors are allies

This could be one of the most challenging steps to execute because it defies a very old and ingrained belief: competition. If the organization is truly coherent with its *Spirit*, then it wouldn't mind at all having other organizations with the same (or similar) *Spirit* and/or services, products or target customers. If the company genuinely lives the purpose, then there is no competition, because those "competitors" are actually helping to achieve that most authentic Purpose on a wider scale or more quickly. Therefore, those competitors must not be viewed as enemies to be crushed but as allies to be partnered because the organization's real reason to exist is to make that Purpose a reality.

Applying and aligning those six steps is a process that takes a long time—very likely years—. To understand and refine its truest _Spirit_, translate it to everyone and everything, measure and share it and finally to change the mindset of competitors to allies, is part of being that _Self-based Organization_. Now add to it the fact that the company is always creating and evolving every day, making this "metric" something that will never be achieved. In other words, to be _Coherence_ is not something that is achieved once and that's all, but rather is something you are. That is why the goal of this first principle of the _Trinity_ is to help experience that _Self_. The more coherent is the _Self-based Organization_ the more it becomes its _Spirit_.

Each time that all these six steps are better performed and aligned, it all comes down to one thing: authenticity. Without true authenticity purpose will just be another word in the corporate bullshit bingo dictionary. Only by being truly authentic about the purpose of the organization can you tap into the vast range of benefits (Minnaar, & De Morree, 2019). If the _Spirit_ is really well ingrained in the company, then we are able to unlock a lot of the different attributes of the _Self-based Organizatio_n that were presented in the 4 dimensions. All because everyone and everything is integrating and breathing the essence of the company. Individuals will have a clear set of guidance for their best judgment, processes and actions will have a framework to act in the right way and forces and stakeholders will be impacted and inspired accordingly.

6.2 (ii) Harmony

Definition

The second principle of the _Trinity_. _Harmony_, as its definition, is that pleasing arrangement of different elements that are interweaving into a single narrative. Is that state in which all the parts are played together with a main tune to make a single piece more suitable and pleasing than when they are separate. For the _Self-based Organization_, _Harmony_ is the eloquent combination among attributes within each dimension by taking the _Arena_ as the starting point. In other words, it is the suitable arrangement of practices, principles or structures that are within each of the dimensions.

Harmony is that fit and syntonic horizontal compatibility among the attributes—those specific elements of each dimension—of the 4 dimensions of the organization (_Spirit, Soul, Body and Arena_). To give an example with the dimension of _Soul_, is when the Team, Leadership, Communication, Learning, Decision, Incentives and Feelings—attributes of the _Soul_—are interweaved in a single tune and narrative. This means that those elements are played—executed—eloquent and fluent enough to create a piece—value—higher than when they are executed as single silos.

This also applies to the other 3 dimensions. For the *Spirit* is that eloquent interweaved of the Purpose, Foundations and Intention. For the *Body* is with its attributes: the Services and Products, Revenue Model, Org. Structure, Operations, Marketing, Sales, Finance, Pricing, Support and Office Space. Finally for the *Arena*, it is that tune with the external forces (Politics, Tech, Environment, Culture and Economy) as well as all the stakeholders (Government, Society, Competition, Partners, Suppliers, Owners and Users).

This tune and interweaving doesn't start with the *Spirit* as it did with the *Coherence* principle, rather its starting point is the *Arena*. The reason for this change is that *Harmony* represents the articulation and tuning of the *Self-based Organization* with the external world. The organization must not be blind to the reality that it is surrounded by and influenced. The company must be conscious and integrate what is happening in the external world (i.e. the forces and stakeholders) to be able to be its highest *Self*. As one of the seven characteristics of the Self, "Interpersonal Being", the being is a creature that doesn't emerge in isolation but relates with and depends on others beings and the environment. Therefore, *Harmony* is the second principle that will help to measure the "growth and success" of a *Self-based Organization* based on the Paradigm of Being.

Harmony in Capitalism Organizations

Harmony is also a very infringed and trespassed element on the Capitalism organizations. Companies despite considering certain external elements to create and improve their business (e.g. customer, competitors, suppliers, culture, politics, technology, etc) they usually don't mind to not be in tune with these elements if those are not affecting the business. Even more, if the companies are influencing and impacting negatively that *Arena* but it helps to grow the business —grow their capital— they don't do any internal adjust or syntonization until it is forced by an external force or stakeholder (e.g. the Government with policies, the customers demanding changes, the vanish of a natural resource or the changes in the culture).

To illustrate, Exxon Mobil, the U.S. oil company and its profound influence and impact on climate change. This company was not only ranked as one of the companies that most affect the environment with carbon and physical emissions but also one of the most obstructive companies in the world when it comes to progressing on climate policy. For example, by obstructiving corporate and industry associations with lobbying holding back Paris Agreement-aligned climate policy (InfluenceMap, 2021). Without doubt the company is not in *Harmony*, based on this principle for the *Self-based Organization*, considering the environmental and political forces or the social and government stakeholders. However, it is considered a successful company for the Capitalism Organization as it has made a lot of profits and growth.

To give another example, Apple and the $99 million pay package for its CEO Tim Cook. A compensation package that triples its peer median pay and is 1,447 times of the average Apple employee (The Guardian, 2022). This is not only not in tune with the average compensation packages of its peers or disproportionately not eloquent with their employees, but also very blind

with the inequality reality. The global inequality growing for more than 70% of the global population, the United States having the higher level of income inequality among G7 countries or the wealth gap between America's richest and poorer families more than doubled from 1989 to 2016 (Schaeffer, 2020). An exacerbating salary difference that doesn't consider or integrate the reality of the *Arena*. An example that *Harmony* is not being achieved for the *Self-based Organization*, however, but again, a success for the Capitalism Organization because this salary reflects the CEO value and what it has given back to the shareholders.

Being Harmony

Harmony in a *Self-based Organization* is not just a fact of considering the external forces and shareholders of the *Arena* to then think and apply strategies to fit them within the organization. It is also a change of paradigm of why, what and how we see success and growth. The problem of the last examples rely—beyond the capital purpose—that we usually make that tune with the *Arena* in order to win, never to evolve. To be *Harmony* means that the organization not only is integrating those external aspects that it is influenced by and it influences, but also is becoming *Harmony* not in order to win more money or capital, but rather to grow as a being and adapt to the environment.

Currently, the most stunning thing living systems and social systems can do is to change themselves utterly by creating whole new structures and behaviors. In biological systems that power is called evolution. In systems lingo, it's called self-organization. "Self-organization means changing any aspect of a system lower on this list: adding completely new physical structures, such as brains or wings or computers; adding new physical structure, adding or deleting negative or positive loops or information flows or rules. The ability to self-organize is the strongest form of system resilience, the ability to survey change by changing." (Ison, 2017).

To give an example, the human body and specifically its immune system has the power to develop new responses to the external environment and forces in order to survive. It doesn't look to win —even if we think that it does that to overcome that outer agent—, but rather to evolve—to adapt to the environment, to integrate it—. This is what the *Self-based Organization* is looking for in terms of being *Harmony*: to adapt, to evolve, to thrive. Some specific steps to understand this more and become *Harmony* gradually are the following.

1st: Connect with the *Arena*

Don't be oblivious of the organization's surroundings and ecosystem. In other words, be aware and consider them, with your *Spirit*, for the design, creation and evolution of the company. Hear the external forces where the organization operates and the stakeholders it influences and is related with, to them connect their truest essence with the *Self-based Organization*. Integrate the *Arena* as it is not something unrelated or independent but rather it is part of the organization's *Self*.

2nd: Goal setting as learning and evolution opportunities

All the goals and projects for the *Self-based Organization* should be framed as learning and evolution opportunities, not as execution problems. By doing this first you are acknowledging that you are considering the *Arena* dimension which you have an interdependency and is usually out of your hands and has a lot of uncertainty. Second, instead of seeing a project as a problem to be executed and solved—in narrow and constricted terms—you are seeing it as an opportunity to learn and evolve—in expansive and infinite positive possibilities—. Third, you are more resistant to short-term solutions and more open to long term solutions. All this helps to set a curiosity and growth mindset that is more likely not only to integrate and be more empathetic with the external forces and stakeholders but also to come up with holistic and long term solutions.

3rd: Measure learning and evolution

For the metrics and measurements that were put into place to measure and track the *Spirit*, consider its success and growth not only in terms of increasing numbers or achieving more of that *Spirit*, but also in terms of learning and evolving. Growth cannot simply be measured by changes in revenue, profits or cost reduction and also cannot only be in terms of the number of active users, people impacted or any *Spirit* metric. Rather, the concept of growth and success must be also a measure of what and how the *Self-based Organization* is learning and evolving. To give some examples, the improvements in lived experience, solutions that are now available, the increase in the quality of a method, the discovery of something or the adaptation to a new variable.

4th: Accept and acknowledge all results

To accept and acknowledge all results includes—specially—bad results or mistakes. We are learning and evolving, not competing and winning. To acknowledge our own fallibility creates a safety space for taking risks and learning and models a behavior of turning failures and mistakes into growth and resilience. This is not about being right, but about adapting and transcending the patterns of reasoning to evolve, learn and expand. Therefore, do not aim to show perfection. We are not perfect, we are perfectly imperfect. Instead, show progress. Admit that you are not where you want to be, and that you are still getting there.

5th: Learn!

Learn from those mistakes and failures. Approach those "bad" experiences as learning opportunities and see those struggles as moments to learn. Allow room to try new things, to make mistakes—even the hard ones—, model curiosity and ask lots of questions. When asking a question, do it as an open ended so you are in a position to listen, connect with the other reality and integrate. Finally, learning also includes forgiveness. Understand that we are in a process of evolution and that part of it means to be gentle and empathetic with the learning curve.

6th: Evolve!

Learning is one part, the other big chunk is to integrate those new concepts as part of the being. Every time that those lessons learned are incorporated with consciousness then the organization is evolving. Also, instead of seeing the challenges as enemies, see them as valuable perspectives that can be integrated. Finally, continually challenge and improve the status quo, as opposed to treating their perspectives as the truth. To evolve is different to change. Nature doesn't change due to the circumstances, rather it evolves by keeping its essence and adapting its shapes and tools to the environment. Therefore, everytime the *Self-based Organization* is evolving, be flexible with the plans and goals but stick with the *Spirit*. A company's *Soul*, *Body* and *Arena* should change continually but its *Spirit* does not. In the end, a company should not change its essence in response to the *Arena*, rather, it should evolve and integrate it by remaining true to itself.

7th: Share widely and transparently the learnings and evolution

As the *Coherence* principle 5th step, share every result, by being completely transparent, to every inside and outside stakeholder of the company. Share your progress, be transparent. Show the mistakes you have made, what you have learned and how you are integrating them to be a more evolved being. If you are still in the learning curve then reveal how much you have advanced and how much is remaining. Have the humility and courage to be wrong. You can't learn and evolve unless you let yourself the opportunity to acknowledge that you don't know something but that you are on that path of becoming it.

Result of Harmony

Applying and aligning those seven steps, as being *Coherence*, is a process that never ends. Again, this is not a competition of who arrives first to a certain point, but rather is a process of learning and evolving considering the *Spirit* and *Arena* of the *Self-based Organization*. However, every time the *Self-based Organization* follows these steps then the company is already growing and being successful, because it is being those *Harmony* principles. A more pleasing, fluent and thriving organization will become with its surroundings. Learning, integration and evolution will become part of the daily life of the stakeholders (e.g. employees, users, suppliers, partners, etc) and part of the substance of the attributes within the organization (e.g. Operations, marketing, decisions, communication, etc).

The *Self-based Organization* will not be hunting for results, rather, will be hunting for learning and evolution. Success will change its definition. It will no longer be an aggressive short-term number but an empathetic long-term integration. Organizations will not look for perfection, but will look for evolution. An evolution journey in which the *Self-based Organization* will become its *Spirit* in tune with its *Arena*.

6.2 (iii) Unity

Definition

Unity, the third and last principle of the *Trinity*. As its definition, is that a whole or totality when combining all its parts into one. Is that state of being united, of being one; oneness, wholeness. For the *Self-based Organization*, *Unity* is when all dimensions and attributes are aligned and compatible together to form a united whole. In other words, when all the elements explained and shown for the *Self-based Organization*—everything that has been shared and explained in this paper—are in an overall sense of cohesion and inter-connection.

Unity is that state when all the vertical dimensions and horizontal attributes are weaved and integrated as one. It is that unit that is connecting the *Coherence* among the 4 dimensions of the organization (*Spirit, Soul, Body and Arena*) and *Harmony* among the attributes of those specific dimensions.

Being and Result of Unity

Unity is the only principle that, personally, I think—and feel—doesn't have a specific process to follow in order for a *Self-based Organization* to become that reality. Two potential reasons for that. First, for certain reasons—some known, some unknown—I haven't been able to connect very well with this information—yet—. Second, because *Unity* doesn't have a "recipe" or specific steps to follow in order to become that. I'm more towards the second option and let me explain why from what I have connected and seen so far.

Once the *Self-based Organization* starts becoming *Coherence* and *Harmony*, *Unity* will happen without intention. In other words, *Unity* is a state that occurs without planning or execution only if the *Self-based Organization* is its journey of being *Coherence* and *Harmony*. The only "steps"—if we can say that—for being that wholeness in a *Self-based Organization* are to follow the steps provided already in the *Coherence* and *Harmony* chapters. No other method can make *Unity* to happen and its reason belongs to what precisely it is and results of *Unity*.

Unity is the Organism itself. It is that Being being itself. Is that *Self* experiencing its truest Purpose. Its when the individual purpose (e.g. CEO, employees, suppliers, partners, etc) and the organization purpose becomes one, which is actually known as *Self-based Organization*. Is that connection of the *Spirit* purpose with the *Arena* free will. When this happens the *Self* is one, is wholeness. Not only with itself but also with the rest of the *Self-based Organizations*, with what is known—and latter will be explained—as the *Self-Network*. The Organism is finally alive, is oneness. The *Self* is experiencing in the *Arena*, by expressing with its *Body* and integrating with the *Soul*, its *Spirit*. There is nothing and everything more to be. The *Self-based Organization* finally remembered that I AM.

7. Potential Reality

7.1 Creation process

The reason for a new paradigm, the framework, the four dimensions, the attributes per dimension and the principles of growth and success for a *Self-based Organization* were explained. During the last chapters the main theory to understand why, how and what exactly are these new types of organizations were exhibited. Unquestionably, there are still a lot of questions to answer and details to describe, however, the fundamental elements and concepts explained help to get a general understanding of a *Self-based Organization*. Now, it is necessary to describe the process to follow in order to create and run a *Self-based Organization* successfully.

Business model + Purpose

Purpose, as explained before, is the first and most important aspect of the *Self-based Organization* as it sets the firm's essence that the rest of dimensions and attributes will mirror. However—and the following will sound unlogical—the Purpose can't be the first thing to set, without anything in place previously, to create a *Self-based Organization*—yet—. The reason is that we are not still in such vibration and consciousness to start from scratch a Purpose of a *Self-based Organization*. It can be done—and actually is the most coherent and elevated way to do it—however it will require the founder to do an extremely deep inner consciousness work. For that reason and to not make the job so hard and make the *Self-based Organization* more accessible, a balance and mix of what was explained in this written report and the current business practices is required.

Therefore, to start creating a *Self-based Organization* will demand to have the organization at least with a validated business model. In other words, the organization must have achieved successfully, at a minimum, a problem/solution fit and a product/market fit. By doing this, the company not only has checked those basic and necessary business elements for creating and running a firm but also it has a reference point to start working on its Purpose. Now, to begin setting the *Spirit* of the organization by crafting the higher Purpose, Foundations and Intention, as explained in the *Spirit* chapter, will make the job easier and more enjoyable.

If the organization is beyond the business model validation phase, still it can become a *Self-based Organization*. However, the younger the organization the easier it is to be a *Self-based Organization*. When an organization is in its early stages it has more room to make the proper creations and transformations because it is still in a development stage. A firm that is mature, for example Apple, Walmart or Nike, is already well-established in its essence, personality, behaviors and relationships with the external forces and stakeholders. Consequently, the likelihood for a mature organization to go through a transformation of a *Capitalism* Organization model to a *Self-based Organization* one is smaller, unless there is a lot of inner willingness and energy.

Nevertheless, independently of the organization phase, there is only one variable that can make all this creation or transformation to a *Self-based Organization* almost an impossible or limited endeavor: equity investment. If there is investment in the company that is dilutive, in other words, that takes shares of the property of the company (different from non-dilutive fund), the organization will find it extremely hard to become a full *Self-based Organization*. The reason for this is that once a company receives dilutive investment its purpose is now only one: make money. The organization has become a *Capitalism* organization. The truest Purpose of the organization (the real why of its existence) has been replaced by the purpose of making capital for the investors. Now its reason of being is to make money—capital—by having as means that "truest" purpose. In other words, the means and the goal have switched places. Money is no longer the means for that higher purpose, rather, the higher purpose is the means for the ultimate goal of money.

The only way to untangle that is if the organization is able to rebuy all the shares that investors have so it can change its purpose of making money to that of higher Purpose. An exercise that will be very difficult for big corporations whose essence is already well known and established.

A inside-out progressive implementation

Once the *Self-based Organization* has laid down a first draft of the *Spirit*—not necessarily perfect because again this is a long term process—the organization can begin to implement the rest of the attributes explained in the rest of the 3 dimensions (*Soul, Body and Arena*). This roll-out will happen —if done correctly—as an inside to an outside approach. The *Spirit*, which is the essence, will function as a source to provide that north-star, toolkit and reason for implementing the rest. In other words, once the *Spirit* is set, the *Soul*, followed by the *Body* and ending with the *Arena* can start being implemented easier and faster due to a clear why, how and what of the company.

The fact that this process follows an inside-out procedure doesn't mean that some attributes can't be executed in parallel, including attributes of different dimensions. An attribute of the *Soul* can be implemented simultaneously with an attribute of the *Body* or the *Arena*. However, a clarity and order of what depends on and what must be set in place before something else, must be considered. For example, to implement the Pay What You Want attribute of the *Body* or the Self-Set Salaries attribute of the *Soul*, will not work if the Transparent Communication attribute of the *Soul* is not in place. However, it will be possible to start implementing the Wisdom of Crowd attribute of the *Arena without* having the Self-Set Salaries attribute of the *Soul* or the Self-Management attribute of the *Body*. In the end, the *Self-based Organization* is like a big Lego construction that must have some parts built first before others can be put in place.

Another relevant consideration for the *Self-based Organization* creation is that it must be progressive. To start building and/or implementing certain dimensions or attributes of the *Self-based Organization* must proceed by degrees or phases and never everything at once. This is not a binary outcome of becoming a *Self-based Organization* from one day to the next like a light switch. Rather, it is a transformation journey or learning process that must be tested, learned and

improved. It is an evolution approach in which by testing certain initiatives and learning from the results those that have worked can be implemented as evergreen practices. In the end it will look like a balance-instrument outcome in which every time that there is a *Self-based Organization* attribute implemented to the organization the *Capitalism* model essence decreases and the *Self-based Organization* model essence increases.

To give an example, if a company wants to implement the Transparency attribute of Communication, it is to not be transparent with everything to everyone suddenly (e.g. salaries, product roadmap, decisions, price breakdown, revenue, diversity and more to all stakeholders). Instead, it must perform certain initial tests (e.g. being transparent with the salaries to all the employees), learn from that initiative and then set it as a constant practice based on those learnings. After, the organization can follow the same process with another piece of that attribute (e.g. now being transparent with the finance of the company to all the stakeholders) and so on.

Being that reality

From all the different factors needed and shared to create and run a *Self-based Organization*, there is still one missing, which is the most important one—and perhaps the only one needed—to really create that Self: inner-self consciousness. In other words, for the founder and people who want to create this to be that consciousness; to vibrate in the same frequency as this potential reality.

Any conscious model, system or paradigm is not necessarily the solution because the people can still be unconscious. For a conscious paradigm to work, the beings that desire to create and use it must first become that level of consciousness. To illustrate, an enjoyable melody does not only depend on the radio station or the type of song, but also on the person who is listening and its capability to appreciate it. The song could be the most lovely and delightful one but if the person can't sync with it—vibrate—therefore the song can't become a true experience—reality—.

For this reason, a *Self-based Organization* reality is only possible if we are able to become it. Everything that has been expressed, explained and discussed can only be true when we are able to be that. If our thoughts, feelings and acts are in sync with this paradigm then we can project and manifest it. We need to connect with that essence starting with ourselves, to feel and be that *Spirit* so from there reflect it as a mirror to the organizations.

All starts when we resonate with this paradigm; when we think and feel—from an inner perspective—that this type of information is true. When we believe that this new paradigm is something that we need and it is a very likely reality, then we will start to connect with it. Once we are connected with this information then a process of understanding and digesting it will come. "Aha moments" will arrive every time more often because we will begin to awake and weave it. Finally, the manifestation process will begin by simply being that *Trinity* explained before: Coherence, Harmony and Unity. In other words, we can express and create that reality by being coherent, harmony and unity with ourselves and the information that is inside us.

7.2 The Self-based Network

If we are able to resonate, connect and become that potential reality then the *Self-based Organizations* will start to emerge. Slowly but firmly more and more of this new type of organizations paradigm will arise. Up to the point that every time that more *Self-based Organizations* are in the organizational ecosystem something splendid could happen: a new type of "market" will spring. Once there are enough *Self-based Organizations* bonding and interacting among each other, a concept beyond the traditional *Capitalism* transaction deal (i.e. *Capitalism* Market) will emerge, named as the *Self-based Network.*

From a Capitalism Market to a Self-based Network

The current *Capitalism* paradigm relies on the statement, unconsciously and consciously, of self-interest and selfishness to operate and create what we know as "the Market". "It is not from the benevolence of the butcher, the brewer, or the baker that we expect our dinner, but from their regard to their own self-interest" as the "father and mother" of economics Adam Smith once said (Smith, 1776). We just need 2 people (or firms): a buyer (who is looking for something) and a seller (who satisfies the needs and wants) which when connected, based on their own interest, will create efficiency in the market. That invisible hand, that relies on voluntary trade and the opportunity of the free market, will keep promoting, without intention, the market economy's efficient exchange between supply and demand (Smith, 1776).

The *Self-based* paradigm (i.e. the *Self-based Network)* relies on certain current foundations of the *Capitalism* paradigm but at the same time evolves others. The reason to maintain or evolve certain tenants is based on the biology foundations. By taking nature and biology as reference, the *Self-based Network* paradigm can be set. For that reason, the *Self-based* paradigm will keep the *Capitalism* tenants of—that also apply to the Nature— 1) the opportunity to connect, 2) the option to choose with whom to have a relationship/trade, 3) the freedom to create and exchange any type of value and 4) the no intervention of a central authority or government.

Nevertheless, it differs in three aspects compared to the *Capitalism* paradigm. First, the *Self-based Network* is not based on selfishness and competition, but rather on the cooperative self-management concept. Individuals and firms decide, on their own, to interact and exchange due to an interest to collaborate not due to an interest to compete. Second, the private property idea fades away over time to transition to a more public and common goods notion. In other words, the services and goods provided in the ecosystem will follow more an accessible, sharable and democratizing approach. Third, which is the most important one and that makes the last two foundations possible, is that the final purpose of the interaction is not to generate capital accumulation but rather a development of the truest purpose and wellbeing of the organization.

This last characteristic is what makes all the difference and makes it possible to do a transition from a *Capitalism Market* to a *Self-based Network*. As explained in other chapters, the organization's final goal is not to make money or any type of capital (e.g. assets, profits, power or reputation) but rather to create its highest self. As this is the organization's purpose, there will be a transcendence of the greed, urge and crave of any ego or selfishness external form to an expansive, more genuine and higher purpose. Cooperation now will transcend competition and public/common goods notion will transcend private property.

Self-based Network

Once this transcendence happens, the *Self-based Network* will start becoming a bigger reality over the *Capitalism Market*. The *Self-based Network* will be that physical, virtual and etheric platform of multiple *Self-based Organizations* unlocking their truest purpose/self by interacting and connecting with each other. It will be that ecosystem of companies that has as its single purpose to help develop that truest being/self (i.e. most authentic purpose or highest wellbeing) that the firm can become. The network will be that hub of shared tools, information, interactions and processes so everyone—from organizations to individuals—can become its goal of creating that best version.

To better understand and visualize this *Self-based Network* concept we can again rely on the main reference: biology. As explained in the chapter "Framework - Self-based Organization", any Organism (e.g. human being, forest, cell, etc) is an entity structured and organized on different and smaller parts, each one with its own function, that are connected and function together to carry on various processes. For example, a forest consists of living components such as trees, animals, plants, fungus and other non-living components such as soil, water, air, sunlight and landforms. All of these components collectively make up a forest ecosystem and live together thanks to what is known as Homeostasis. Homeostasis is the result when each part of the forest has a specific role /purpose to follow and can connect with the rest of the components in order to (i) live its purpose and (ii) maintain stable conditions necessary for that higher purpose (in this case be a forest).

The *Self-based Network* and the *Self-based Organizations* within it coexist with a similar homeostasis process. Thanks to the fact that (i) each organization has a higher purpose different from capital accumulation and (ii) the collaborative connection and interchange within the ecosystem, not only can the firms become its truest purpose but also can create that higher purpose of the *Self-based Network* that is to unlock the truest purpose/self of all. Since each organization is responsible for its own tasks, projects and results, which are multidisciplinary, at the end this creates a final value to everyone. As it happens with the elements of a forest, all the organizations are connected and dependable with each other, as a network, creating that bigger organism and higher purpose.

Another important aspect to consider, that also happens within nature and the *Capitalism* Market, is that there is no central agent or government, rather just elements bound with each other and developing their own purpose. The homeostasis in any Organism (e.g. forest or human body) doesn't function because there is a leader who tells everyone what to do, but it works because

there are thousands of beings who know and are responsible for doing its own role while sharing a higher purpose. There is not an external force that rewards or punishes, but more like an alliance agreement in which two or more parties establish a contract (formal or informal) to work together by having each party responsible for its tasks and aware of the impact that it can generate to the other. As each company has skin in the game everyone will feel the impact of the successes and failures of all, similar to when a node of a spider net moves making every other node move.

The final characteristic to consider of the *Self-based Network*, also related with nature, is that it is not owned by someone but by everyone. It doesn't belong to anybody but to everybody. Anyone can join and own it and be part of and become its collective purpose. At the same time, everyone participates, both in its elaboration and maintenance. The closest illustration to understand this concept is Bitcoin. Nobody owns the Bitcoin platform or technology behind it but it belongs and is controlled by all Bitcoin users around the world (i.e. the Bitcoin network).

For the *Self-based Network* to function it only needs that each company has clear its own purpose and is responsible and autonomous of accomplishing its own tasks that are aligned with the shared goal and connection of the network. The main resources demanded are the technology and internet infrastructure, as these are magnificent tools to scale, democratize, collaborate and impact without boundaries and in a fastest way. Finally, the transparency of the information is required for all the companies and the network as a whole in order to connect and create a unique unity that coordinates and creates value—without central government— for the entire system.

A new reality

Based on all the characteristics and differences that have been discussed during the whole written report the following table of comparison can summarize the distinctions of the *Capitalism* and *Self-based* paradigms. In addition, and with the purpose to have another paradigm to compare with, the *Communism* paradigm was added to the table.

	Communism	**Capitalism**	**Self-Based**
Goal	Equality	Capital	Being
Metrics of Success	Fair distribution of the wealth with absence of social classes	Gain, growth and accumulation of external wealth	Coherence, Harmony and Unity of the highest Self/purpose
Principles	(i) Central planning (ii) State ownership (iii) Distribution of necessaries (iv) Control	(i) Free markets (ii) Private property (iii) Capital accumulation (iv) Competition	(i) Homeostasis (ii) Public/Common goods (iii) Organism wellbeing (iv) Cooperation

Actor	Government	Market (Companies)	Network (Self-based organizations)
Segment focus	For the collective Doesn't consider the dignity of the individual, but the dignity of the collective	For the individual Respects the freedoms of the individual but little of the collective	For the Organism (individual and collective) Considers the system as a whole, individual and collective are an organism

The *Capitalism* and *Communism* paradigms were created based on shared ideas and beliefs of the human-beings. On assumptions, later put into practice, of what could be a system that works for most of the society. This is one of the reasons why these two paradigms have their own downsides and negative impacts, still we can't judge them. Both were borned from the unconscious vision of humanity to survive and to put order into what could be a complete chaos. It was the best option and tool we could use for that specific moment of time.

The *Self-based* paradigm tries to get rid as much as possible—as it is impossible to eliminate the human bias—all potential human beliefs. To move to a stage of taking as a reference something that has worked for millions of years: Biology. Aims to replicate the perfection and evolution of a system that has worked and has brought us to live. Looks to understand that need of the being to evolve and be. Seeks to become and be that consciousness that we truly are.

7.3 Evolutionary process

A whole chapter of how to create and run a *Self-based Organization* was expressed. Nevertheless, to move to a new paradigm, to become a *Self-based* system is a completely different issue. It is not creating and running an organization, it is changing one of the—or maybe the most—strongest, rootest and longest paradigms in our life and history. Doing this means that we have to understand that we are dealing with something beyond a system. Systems are just a creation of humanity. We are dealing with a whole concept of how we—Humanity—conceive and live our life, our existence, our selves. Therefore, it is humanity that has to transform, not the system.

To make this transformation, to make this move to a whole new stage is a massive duty. It will require us to let go of old habits and beliefs to experiment with a new way of living. For that reason, this is not a sudden or quick action but a long and transition evolutionary process. All will depend on how we decide to see this process and the approach and mechanisms that we put in place so it can leverage that willingness and potential of the people to transform.

Consciousness not Unconsciousness

To go from a *Capitalism* to a *Self-based* paradigm is an evolutionary process not a revolutionary endeavor. It is showing a new paradigm so people have the freedom to choose to live it and it is not destroying one to impose another. If we think or expect the transition process to be somewhat like the Communism and Capitalism cold war, then we are not doing something greater or more conscious than the current systems. If the plan is to fight against the *Capitalism* system so there is a "winner", this is just following more of the *Capitalism* paradigm essence. Competing to show who is the best is using the same poison that has made *Capitalism* an outdated tool for the new era.

An evolutionary process that wants to reach a higher consciousness state includes and requires to transcend the methods used in the past. It is transcending not only systems but also means how to reach those new systems. Therefore, an unconscious paradigm can't be transcended with more unconsciousness. If we are moving to a more conscious paradigm, then everything needs to start and go from a conscious stage. For a real transcendance to happen—not one of the forms but one of the essence—we cannot pretend to create a new revolution from the unconscious reaction destroying the previous one as we always do. Rather, we need to turn into a positive and transcendental consciousness that is able to move to another superior level by changing our perspective of it (De Stefano, 2021).

This higher vision of transcendence doesn't imply that there is an enemy or that we have to fight against something or someone. Rather, it implies that, if we aim to reach another level of consciousness we need to start (i) integrating the old paradigm to then (ii) becoming the new paradigm. This entails that we need to ask ourselves which of the current paradigm aspects we want to keep and which ones to transform. Leave and thank those we no longer need and keep and reuse those that have worked. At the same time, not denying or judging the past or old system, but rather acknowledging it and understanding that it was the right system/tool for our level of consciousness for that time. We are just moving to another stage that requires another tool.

Successive stages in development would not imply that some things are somehow better than others. Each stage is well adapted to a certain context and there is not a better one. There is nothing inherently "better" about being at a higher level of development, just as an adolescent is not better than a toddler. Any level of development is okay, the question is whether that level of development is good fit for the task at hand (Laloux, 2014).

Therefore, to understand we are in an evolutionary process, acknowledge our past and integrate it to transcend our present is the path to build that new future. The solution is in ourselves (the subject) not in the tools (the object). To become that higher conscious paradigm we need to do it from a higher consciousness approach; integrating and not separating, growing together and not against the other and being the process, not only the result.

One of the many contributions of Adam Smith is his realization that things didn't have to be planned in order to be orderly. Human beings are not like chess pieces. Individuals have their own emotions, thoughts and behaviors—free will—and we can't plan and let them know what to do (Izzit, 2016). He (Adam Smith) believed that many complex systems can be generated by their own behavior, they don't have to be and actually can't be created from the top-down. The _Capitalism_ model wasn't something planned, was more the result of human action based on how the individuals see fit on their freedom to choose (Hanley, 2016).

This must also happen for the successful transcendence of the _Capitalism_ paradigm to the transition to the _Self-based_ paradigm. It is not something that must be imposed from a higher authority or come as a top-down approach. It is a process that starts from the free will of the individual that decides to take an action as it sees fit. The only authority that makes the decision is the authority of the self-individual. It is a personal resonance process in which the person, if it resonates with the paradigm, will choose to listen to it and be open to try it.

Again, any system is not transcended by changing the shapes or external aspects. Unquestionably, the basis and fundamentals that support the system have to be transformed—as it was presented in all this written report—however the inhabit and function of the new system or paradigm is only successful when the individual makes that inner change. The person must go—hopefully in a conscious process but can also happen in an unconscious occurrence—to the source of its own representation and from there heal something internal and create a transcendental being and to not repeat the same (De Stefano, 2021). As the _Self-based Organization_, the creation starts and goes from the internal to the external; it is an inside-out process.

This is an arduous individual task of self consciousness, of recognition of the inner power and respect for the power of the others. Growing into a new form of consciousness is always a highly personal, unique and somewhat mysterious process. It cannot be forced onto somebody. No one can be made to evolve in consciousness, even with the best of intentions (Laloux, 2014). Therefore we need to transcend the idea that we have to take from some to give to others or impose what we think is the "correct" for all. We must come to the idea that what should be given is the opportunity to freely connect with others, to create new transcendental projects, for constant and interactive growth in networks. And this is achieved by awakening the will of individuals to develop their being as human beings, physically, emotionally and mentally (De Stefano, 2021).

<u>*Be the Example and the Network*</u>

Although the transcendental consciousness transition is an individual and internal process there are some things for those who already resonated with it can do in order to help create this reality.

First, by starting being that transcendence. If this paradigm personally resonates, then become it. Apply it to your organization. An organization can go from a little business and a home to an entirely business conglomerate or a university. From a non-profit to a for-profit. From a team of 2 people to a whole network. No matter the industry, size, legal structure, country, age of the organization or any other characteristic, a lot of the concepts and elements of the *Self-based Organization* can be applied. Plan, test, learn, redesign and test again. Become that cycle of iteration and evolution. Remember that *Spirit*, embody that *Soul*, shape that *Body* and connect that *Arena*. Be that Coherence, Harmony and Unity. Become your truest *Self*, be who you truly are.

Once you are starting to test and seeing results—becoming that *Self*—independently of the amazing outcomes you could have, do not impose this to other organizations or individuals. Rather, be the example. We can just show by example and if it works and resonates to them, therefore the individuals will follow it, as they see fit on it. No enforcement of advice or direction must be given to others if they are not willing to hear. You can openly express and show who you are—and it is encouraged to do it—but something else is to go around telling the rest what they should or must do if they haven't resonated with it.

Finally, become that *Self-based Network*. Be that Organism of multiple *Self-based Organizations* interacting and connecting with each other. Be that *Self* of shared purpose of helping unlock that truest being/self that an organization can become. Be that physical, virtual and etheric platform that are and share those tools, information, interactions and processes so anyone can become its goal of creating that best version. You cannot change how another person thinks but you are already creating an environment that is showing another paradigm and is conducive to growing into larger stages (Laloux, 2014). You are building the opportunities for other organizations to see and try another perspective that will gradually lead them to think, feel and act differently. You are acknowledging that each organization is different by proposing and offering the tools and not forcing it. You are helping to make a choice, not obligating anyone. You are a platform of growth.

7.4 A reality waiting for us

If we are able to become this reality, if this *Self-based Network* is weaved then another level of consciousness will be lived. A creation that we can't even imagine will become. Even more, everything explained here will be part of a higher reality called Ontocracy (De Stefano, 2021).

We will go beyond the concepts of communities or clans and any type of ideology to something more practical and evolved as biology or nature. The system for the economic transactions will move from a Market of selfishness transaction to a Network of cooperative purpose. Regulation will not be ruled by the government or the market, but rather by the network and its self-managed system. Regulations of rules and policies to create order will shift to transparency and responsibility to create a shared purpose.

We will create a fair, open, fast, transparent and trusted network in which technology will help to coordinate and connect. We will discover that there is no problem on earth that we cannot solve, no obstacle we cannot overcome. Scalability, democratization, collaboration and impact will be the most resounded words. Life will seem to be living itself effortlessly and everything that needs to get done will get done.

Over decades our culture will change their celebrations of money and wealth as the benchmarks of success to coherence, harmony and unity of purpose. There will be a shift in the balance of power to the masses and a distributed intelligence instead of top-down hierarchy. Nations will become concepts of the past, where symbols are mere decorations, and the sense of belonging will go from one of looking outside to one being inside.

The *Self* will be the subject, actor and goal of the individuals, organizations, education and the goverments. We will start tapping into the real human potential. Billions will be enabled to blossom and empowered to create higher realities. All this and more because, finally, we will be living as a network of truest purposes connected. We will start to awake our truest Self. That new era, that Acuarios, that higher Consciousness, is awaiting us and is only up to us to decide who we choose to become.

8. Conclusions and Reflection

The Self-based Organization in a Nutshell

The _Self-based Organization_ is a paradigm that shows another perspective of how we can use organizations. It looks to transcend the _Capitalism_ system that is currently run within the organizations so it fits and resonates in the same frequency of the humanity needs, earth conditions and level of consciousness. This paradigm,through the organizations, uplifts humankind to its truest level of _Self_ by awakening and becoming its higher purpose.

By mirroring Biology, a definition of the "Self" or "Being" was set following 7 characteristics to then extrapolate it to the organizations so they can be seen as an entity that (1) exists, (2) functions, (3) inter-depends, (4) lives, (5) structures and (6) reflects for its (7) own purpose. With this definition a _Self-based Organization_ could be understood as a type of organization that is based on the _Self_. An entity compromising a group of entities that work together for the purpose of "being" its "Being". In other words, it is that set of synchronized structures (e.g. people, resources, activities) that exist and act together for the purpose of being its highest _Self_ (i.e. most genuine purpose) by embodying all the organisms (i.e. stakeholders).

For an easier visualization, the _Self-based Organization_ can be manifested as a framework of 4 dimensions—_Spirit, Soul, Body_ and _Arena_—representing the 4 concepts of existence—_Why, How, What_ and _Where_—and embodying the 4 states of the _Self_—Being (time), Doing, Having and Being (space)—. It starts from the most inside level (_Spirit_) and ends with the most outside one (_Arena_). For each dimension there are multiple components—called attributes—that represent those features or characteristics inherent to that dimension and take the shape of functions, processes, strategies, norms, meanings, actors and more that the organization owns or is related with.

For each of the dimensions there is a definition and a linked importance with the _Self-based Organization._ By following the guidance provided of how to craft each of the dimensions and taking as reference the examples of attributes and companies provided, any organization can start becoming a _Self-based Organization_ and creating its truest and highest purpose.

In order to make a real transcendence of the _Capitalism_ paradigm to the _Self-based_ paradigm, the notions and measures of growth and success also have to be transcended. It is required to move from the current growth and success ideas of generate capital (sales, EBITDA, Profits, stock price, ROI), capture capital (revenue, market cap, market share), grow for the sake of growing (fastest getting users, funding, exit) and perception (power, reputation or innovation) to _Coherence_ (alignment among dimensions by taking the _Spirit_ as the starting point), _Harmony (_eloquent combination among attributes within each dimension by taking the _Arena_ as the starting point) and _Unity_ (_Coherence_ and _Harmony_ weaved together to form the oneness, the wholeness).

Finally, to start creating a *Self-based Organization* will demand to (1) have the organization at least with a validated business model, (2) follow an inside-out progressive approach and (3) become that reality through an inner-self consciousness process. If we are able to resonate, connect and become that potential reality then a slowly but firmly transition from a *Capitalism* Market to a *Self-based Network* will emerge. Nevertheless, to move to a new paradigm, to become a *Self-based* system—different to create and run a *Self-based Organization*— it is required to (1) be in an evolutionary process of transcending the method of fighting against something (2) not impose this system as a top-down approach but rather let it be a personal resonance decision and (3) start being this transcendence to teach it through example and provide the tools to others.

I AM

We are in a moment of precious and serious transformation. One that goes beyond what we are used to seeing and living (i.e. beyond a transformation of tools, structures, systems or methods). We are in a transformation of consciousness. Something that most don't understand—yet—because precisely to comprehend and experience it a shift of inner consciousness must happen first. However, the awakening process already started, the new zodiac era began, the time and space portal is now open and we are able to understand, connect, create and become our truest and highest *Self*.

It all starts with an internal and personal process that resonates with each individual that no system or person can impose. A journey that may be alone but doesn't feel lonely. A connection to something larger than ourselves, an exquisite intimacy of sense of belonging and yet completely at one with our most genuine *Self* is felt. Coherence, Harmony and Unity of the Being are finally understood and began to be lived because there is nothing else that can fulfill or achieve.

As a wave effect, this inner awakening will create an inside-out transformation. Profound changes in systems, methods, tools and structures that we can't even imagine will emerge. The organizations, the *Capitalism*, the businesses, as explained here, are just a piece of the whole Unity. Education, healthcare, communities, household, politics, economics, entertainment, environment, religion and culture will have a conscious transcendance. The *self-based* paradigm (I AM) will arise in all the different ambits to enable the potential of who we can truly be.

This is a transitioning process that will take a lot of testing, learning and evolution of the shapes. The seed has just been sowed. However, by now being connected to the source (I AM) the answers will start emerging easily and faster because we are finally not looking outside but inside. 3 generations will take to see enough strong results so most of the Humanity will understand and agree on this paradigm that some have been able to connect, see and share at the present moment.

And I am saying and manifesting all this—including this whole report—because I Am part of this wave of helping to awake this potential reality. I've been able to connect and see that reality, specifically for the organizations and the businesses. I've tapped into, what could be called, how we will transcend the current organizational model. But beyond seeing it, I decided to manifest it.

It all started to be manifested with my Business Administration bachelor dissertation "Revaluating Capitalism: Rethinking the Capitalism Organizational Model" (*LINK*) in 2014. It is followed by this Business Administration master written report "Self-based Organization, Transcending Capitalism" in 2022. And it will continue with a higher expression: now by putting all the "theory" into "practice". For the following years I'll start testing and implementing the *Self-based Organization* paradigm to my non-profit company "Creating Who You Are". A lot of what is expressed here will evolve, as it also happens with an Organism, however, the foundations are established, the groundwork is ready to now manifest it into a material reality.

And I decided to be all this and express that parallel reality that I allowed myself to experience because I Am Awakening, I Am Creation, I Am Consciousness. My truest purpose, my *Spirit* is to help awake the consciousness of the Self and the Creation. I Am liberating my *Spirit*. I Am allowing myself to be. I Am aligning my free will with my higher purpose. I Am, simply, being my higher *Self*.

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