

Applications of Esoteric Ray Theory to Manager and Organizational Development

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Abstract. The evolution of manager and organizational development is discussed from the standpoint of esoteric ray theory. The past represents a lower manifestation of the rays while present activities represent a much higher expression. Steps toward the immediate future involve the development and implementation of managerial and organizational psycho-synthesis. Preliminary requirements for a School of Integral Management are suggested.

Introductory Statement

I am assuming that readers of this paper are familiar with esoteric psychology, integral psychology and psycho-synthesis. I intend to apply the concepts of these approaches to the fields of manager and organizational development. From an evolutionary standpoint we need to ask the following questions: What has gone on in the past? What is the present situation? What is the future? With respect to the future I would like to make a major jump to the year 2000 to speculate on what a School for Integral Management would be like.

The Past

We need to look at the past in order to see where management and organizations have been from an evolutionary standpoint. In general, we can consider this period to be a lower manifestation of manager and organizational development. From an integral psychology point of view the centers below the diaphragm were the main polarization areas. The higher centers of head, heart, throat and brow were not functioning. There were few integrated personalities in organizations. Those that appeared to be integrated were

primarily manifestations of the lower level of the first ray. The rays are expressing themselves primarily through the physical, emotional and mental bodies. There is minimal personality integration nor much soul contact. The organizations and the individuals in them possessed a materialistic value system. Ray expression was primarily at the lower levels, i.e., lower sub-planes. The following is a brief description with key words to describe the expression of the rays in the past:

Ray 1: Will

Excessive use of power for individual purposes, dictatorial, imposing will, one-man leadership, negative aspects of power.

Ray 2: Love

Minor expression, concern for being liked main expression, outer directedness, superficial relationships, emotional attachment.

Ray 3: Creative Intelligence Manipulation, scheming, minimal imagination or creativity, suppression of spontaneity, conformity, busyness.

Ray 4: Harmony Through Conflict Destructive conflict, suppression of conflict by ignoring it or appealing to higher authority.

Ray 5: Concrete Mind Over analysis, scientific management. Humans treated as cogs in a machine, mechanistic.

Ray 6: Devotion Materialistic values, Social Darwinism, Separatism.

Ray 7: Organization A closed system.

Bureaucracy. A mechanistic approach to the design of organizations. Organize life out of the form.

The above mentioned characteristics of the organizations of the past gives us a general idea of their nature. It should be pointed out that although we are talking of the past what is really meant is the old way of designing and managing organizations.

Many organizations are living in the past today. From a healing standpoint, we could consider them to be quite sick. The question arises as to how can we heal organizations functioning at this level? I am not too optimistic regarding this. I have spent a good part of my professional life working with them, and I have experienced the futility, the anger, the pessimism associated with change. I am coming to believe that the techniques of integral psychology and psycho-synthesis are not appropriate here. About the best that could be done is to provide some basic human relations training. As servers we could visualize the organization and perform an esoteric evolutionary activity by sending first ray energy expelling lower frequency atoms of the organization, the second ray to attract higher frequency atoms and utilizing the third ray for assimilation.

From the standpoint of esoteric relativism, this organization of a hundred years ago would be considered highly evolved. However, it does not realize that it has served its purpose and that it needs to evolve into new forms.

The Present

The year 1950 could be considered to be the beginning of the present era. A major jump in consciousness occurred with respect to how people thought about organizations and management. People began to think about how to improve organizations. The most significant impetus to this was provided by Abraham Maslow, Kurt Lewin, Douglas McGregor, David McClelland, Frederick Herzberg, and Chris Argyris who were some of the key figures influencing this evolutionary thrust.

New ideas were presented that were

intended to foster the evolution of organizations and of those who managed them. There were many esoteric consequences of these ideas. The major characteristic, from an esoteric standpoint, of these evolving organizations over the last 30 years or so was the opening of the centers above the diaphragm--the heart, throat and brow centers--the loving creative integrated personality.

The goal was to raise the evolutionary consciousness of managers to this level and to change or design organizations that would support this level of personality. I believe that during this process there was some development of soul contact (even though individuals were unaware of this) and increased group and organizational soul contact. The assumptions (values) espoused centered on a positive, humanistic view of the nature of people, respect for the dignity of human beings, and trust and openness.

The rays tended to manifest at a higher level. At the same time a restructuring of individuals and organizations was taking place in order for them to be more receptive to these higher inputs. We can look at the effects of this by changes in the manifestation of each ray as follows:

Ray 1

Assertive training, positive use of power, (McClelland), make leaders out of followers; shared power, contingency theories of leadership, decision-making theories.

Ray 2

More inclusive management styles, participative management, team building, group process, group dynamics, sensitivity training.

Ray 3

Achievement motivation, the concern for excellence, to do things well, to find new and better ways of doing things, synectics, brainstorming, freedom of expression--the keynote of the creative process.

Ray 4

Positive approach to conflict resolution, confrontation, techniques for inter-group conflict resolution, integration of the needs of individuals and the goals of the organization.

Ray 5

Science of management, systems theory.

Ray 6

Tremendous influence, dealing with values, humanistic ideals, self-actualizing values.

Ray 7

Organic systems, evolutionary, responsive to changes in the environment, contingency point of view.

We have been going through this evolution for over 30 years. It has definitely been a positive trend. Business schools have incorporated many of these ideas in the training of managers and the majority of manager and organizational development consultants utilize some form of these values and processes in their own work. This phase is still evolving and developing new approaches such as Gestalt, stress management and even some simple visualization and meditative techniques from psycho-synthesis.

However, the promise of these approaches has not been realized. There has been the usual resistance to new ideas, and there has not been a significant infusion of this energy into organizations. In many cases the individuals and the organization are not prepared to receive it. However, it is my belief that the main reason for the lack of significant success has been the overemphasis on ego needs (a significant evolutionary step) and over-identification with the role of manager. The work does not involve the development of a sense of self. If the role of manager is not performed effectively, the individual is lost. They have not developed a strong center, a sense of self, the personal self in psycho-synthesis terms. It is with this thought I would like to move toward the future of manager and

organizational development.

The Immediate Future

The immediate future of manager and organizational development--the stepping-stone to integral management is the development and implementation of managerial and organizational psycho-synthesis. Psycho-synthesis is more comprehensive than current approaches and can be considered a bridge to the vision of Integral Management. Psycho-synthesis concepts and techniques and most particularly its set of values are very appropriate for this next step. Its emphasis on the development of a personal center of identity can alleviate many of the current problems. From an esoteric point of view we can deal with the problem that many managers face, namely, the concern for results. This is an extremely difficult problem to deal with in organizations. A manager is evaluated based upon the results that he or she obtains. If objectives are not met and the individual is totally identified with their managerial role, they could be totally devastated. This does not mean that we should not be concerned with results but rather that the results do not effect our identity.

Personal Managerial Psycho-synthesis

I do not plan to discuss psycho-synthesis in detail in this article. There are many books and articles describing psycho-synthesis theory, applications, and techniques available. However, I would like to discuss what kind of energy Managerial and Organizational Psycho-synthesis would be bringing into the organization from a ray standpoint. Assagioli in his book, *The Act of Will*, provides much insight on this.

Ray 1

Development of the strong will. The qualities of the strong will, choice, patience, determination, persistence, etc. Psycho-synthesis techniques are available to develop these qualities. As a side note it should be remembered that the will is the closest

function to the self. The development of the will is a bridge to the personal self.

Ray 2

The Good Will. Empathetic understanding, acceptance, etc. A myriad of psycho-synthesis techniques available to evoke Good Will.

Ray 3

Development of the imagination, creativity, more with less.

Ray 4

Development of personal intuition, resolution of sub-personality conflicts, integration of the personality vehicles--body, emotions and mind, synthesis techniques.

Ray 5

The science of the self. Using our own experience as the data for understanding the self. (Note) Psycho-synthesis needs to develop at the same time an experimental approach to testing its own hypotheses.

Ray 6

Values are very significant in psycho-synthesis, particularly the development and discrimination of personal and transpersonal values.

Ray 7

Reorganization and restructuring of one's inner life and of the environment, and the emerging expression of transpersonal qualities.

The above has dealt primarily with personal psycho-synthesis and its application in the organizational environment (in the most general terms).

**Transpersonal Managerial
Psycho-synthesis**

This is a major step up from personal psycho-synthesis. It is a major link to integral management. The terms are very similar, e.g., Transpersonal Will, Transpersonal Love, Transpersonal Mind. From a ray standpoint

we can see the following similarities:

Ray 1

Transpersonal Will--the purpose of the Higher Self. The enlightened leader. Decisions are made from a transpersonal perspective.

Ray 2

Transpersonal Love--unconditional love, unity, will to good, love from the heart, group consciousness.

Ray 3

Abstract thinking, world betterment, creative thought forms, active service.

Ray 4

Higher intuition, resolution of personality and Higher Self conflicts. Esoterically, the confrontation of the Dweller on the Threshold and the Angel of the Presence.

Ray 5

The illumined mind. The mind held in the light and becoming the instrument of the Higher Self.

Ray 6

Transpersonal values are dominant. The ideals that one expresses are those of a transpersonal nature.

Ray 7

One's life is organized from the standpoint of the transpersonal self. The personality becomes the instrument for expressing transpersonal qualities in the world.

Transpersonal managerial psycho-synthesis is a major step into the future. Few managers and fewer organizations are ready for this type of energy. However we can envision this future state. Some years ago in a psycho-synthesis exercise I saw a management center located in a mountain retreat and chief executives of major organizations were coming there to obtain their semi-annual infusion of transpersonal love and to bring this energy

back to their organizations. Now at the present time this may seem like a pipe dream, but at the same time is this not what we aspire to? Do we not want to reach the individuals who have the most influence on organizations? This is a hard statement to make but it must be made. Where is the least resistance? Where can the energy be most fruitfully applied? Granted that there is a great need to deal with the problems existing at the lower levels of management and these problems can be handled by the current professionals in managerial and organizational development. At the same time psycho-synthesis consultants who are trained to deal with emotional and mental problems of managers can make a major contribution.

The question that I would like to introduce is "Can psycho-synthesis be introduced into management training and organizational development?" I would like to suggest to you that the answer is, "Yes." My own experience in training over 400 managers in a traditional MBA program began in 1975. These were people who were functioning well in the world. They were the functioning self-actualizers in their world-practical-getting things done-mentally polarized. What seemed to be lacking was a sense of purpose and little soul contact. Through psycho-synthesis training they become to develop a sense of purpose and in esoteric terms to identify themselves as active servers. They have always been servers. They just become more conscious of it.

There are three basic workshops presented in this program. The first, The Self-Actualizing Manager, is an introduction to psycho-synthesis including an introduction to the levels of consciousness based on the Assagioli Egg and extensive work on sub-personalities. The second workshop deals with creativity and the development of the intuition. The third workshop deals with leadership styles based on Assagioli's work on psychological types derived from the seven-ray theory described by Alice Bailey. (The details of these workshops will be described in a subsequent monograph, "*Applications of Psycho-synthesis to Manager*

and Organizational Development." I believe that in the next five years that managerial psycho-synthesis will be a major force in the development of managers. There will be a real need to train people to conduct this work. They will need extensive training in psycho-synthesis and most important education in management such as an MBA. Psycho-synthesis courses need to be integrated into graduate schools of business.

Organizational Psycho-synthesis

Organizational psycho-synthesis involves the application of psycho-synthesis to organizational development. The principles of personal and transpersonal psycho-synthesis apply directly to this evolving field. In preparation is a book, entitled *Organizational Psycho-synthesis*, which will describe in detail new applications.

School for Integral Management

As managerial and organizational psycho-synthesis evolves over the next 15 or 20 years and organizations and managers parallel this evolution with higher expression of the rays and higher degrees of soul infusion, we need to begin to think about preparing for a School for Integral Management. This is obviously speculative, but I would wish to share some of these with you for the purpose of establishing programs to realize this vision.

The students would have considerable business and management experience. Academically, they would have at least an MBA. In addition, they would have had considerable exposure to psycho-synthesis such as that described earlier.

The staff would also be schooled in management with at least an MBA and preferably a DBA with extensive training in managerial and organizational psycho-synthesis. They would also need to have studied, and experienced the field of integral psychology similar to the training provided by Robert Gerard. Competence in all three of these areas will be necessary for a professor in Integral Management Development and

Integral Organizational Development. The curriculum would center on the following topics:

Integral Management Functions

Management functions are normally described under the headings of Planning, Organizing, Directing and Controlling. We need to look at these functions from an esoteric point of view. Meditative approaches to these functions would be stressed in order to learn about them from a higher consciousness standpoint. The more we are in tune with the plan for this planet, the more we can enhance our own planning activities. We organize along ashramic lines-flexibility, delegating energy as appropriate. Directing involves leading and motivating. Here we explore the Science of Impression. Soul motivation becomes the primary means for accomplishing organizational tasks. In the control area we are concerned with assessing how things are going and taking action. This will involve the development of intuitive assessment capabilities. In a nutshell, the integral manager knows the plan of the soul, is able to organize his or her instruments and environment to fulfill the plan, follows the guidance of the soul and is motivated by world service. They are unattached to results and are intuitively perceptive. The program is to facilitate the development of these capabilities.

There would be a heavy emphasis on developing the qualities of the new age manager. Some hints regarding these qualities are provided in the book, *Esoteric Psychology II*. The "new age manager is inclusive, centered, still in the center of activity, steadfast in the midst of conflict, detached, expansive and is a white magician, i.e., functions from soul levels and not from the personality. Adapting the techniques of integration described there would be a significant part of the curriculum.

Ray Assessment will play a significant role particularly with respect to management styles. This will be an advanced approach to a contingency approach to leadership. Related to

this could be the formation of management teams to perform a particular task more effectively based upon the combination of rays. In addition, the whole area of interpersonal relationships and counseling would be derived from ray theory.

Individual work dealing with the centers, special meditations relating to individual development, working with glamors through such techniques as the Technique of Light.

Esoteric Astrology may have developed to the point to be of some use for manager development.

Other key areas would include such esoteric concepts as: Telepathy, the Laws of Group Life, Healing, Service, Law of Right Human Relations, etc.

The above has dealt primarily with integral management development. The other major curricula would fall under the title of Integral Organizational Development. Here the emphasis is not on the individual but on the macro aspects of organizational life. Key areas would include:

1. Exploration of the organizational philosophy. Are the goals of the organization in tune with higher purpose? With the plan of evolution? With respect to service?
2. New assessment work on the rays of organizations. Nations, cities and organizations have rays. There may be certain ray types that have a profound influence on how organizations can function. The soul and personality rays of organizations need to be assessed.
3. As the Law of Correspondence is universal, many of the integral healing techniques developed for individuals can be applied to organizations. A study of the centers of organizations and their stage of development would be undertaken. Essentially, what we learn about ourselves can be applied to organizations. Organizational analysis would be based upon an assessment of the rays and the centers.

Other areas would include such things as organizational glamors, astrological implications, the establishment of telepathic

networks both intra and inter-organizational, the development of the organizational antahkarana, organizational initiation.

Ultimately, the work would extend to a variety of inter-organizational networks and then to the study of larger and larger wholes until we are studying one organization, namely the world.

We do have our work cut out for us. There is a crisis today. Just as there are crises in the individual, there are organizational crises at whatever level we define the organization. Managers are burning out. Organizations are stifling human evolution. There are a few points of light, and they are increasing, but there is still much darkness. Many organizations are in a state of decay, crystallization, materialistic, anti-evolutionary. They won't go away when their purpose has been fulfilled.

In summary, the short-term approach and where a lot of energy and attention is going to be needed is the development and implementation of managerial and organizational psycho-synthesis. There is a need to train professionals currently working in traditional fields of OD in psycho-synthesis. Individuals skilled in psycho-synthesis need to be trained in applications of psycho-synthesis to manager and organizational development.

The long-term approach is the development of integral management and organizational development. We need to begin to prepare for this now.

The last point I would like to make is that the two most important groups who will have the most responsibility for bringing the new age about will be the financiers and the psychologists, and that it is time to synthesize these two approaches to human evolution.