

The Guruparadox

Integral hierarchy competence and community building

This book is the research report of a collective. Through years of field experiments it has dealt with how hierarchies are involuntarily created and how they inevitably lead to the disruption of the flow of information, thus ultimately impeding synergetic creative thinking and concrete political action.

The identified mechanism of hierarchy formation is essentially a result of a general alienation as well as individual strategies of fear avoidance. It therefore affects all types of organization, irrespective of which topics they may emphasize or how they are structured, be that loose groups, intentional communities, political parties or formal associations.

The book embarks by presenting the original working hypothesis that sparked the project as described in a pamphlet called "The Essay".

This hypothesis is based on an analysis of the current social situation: globalization, hyper-individualization and the alienation of the individual as the core issues of our time.

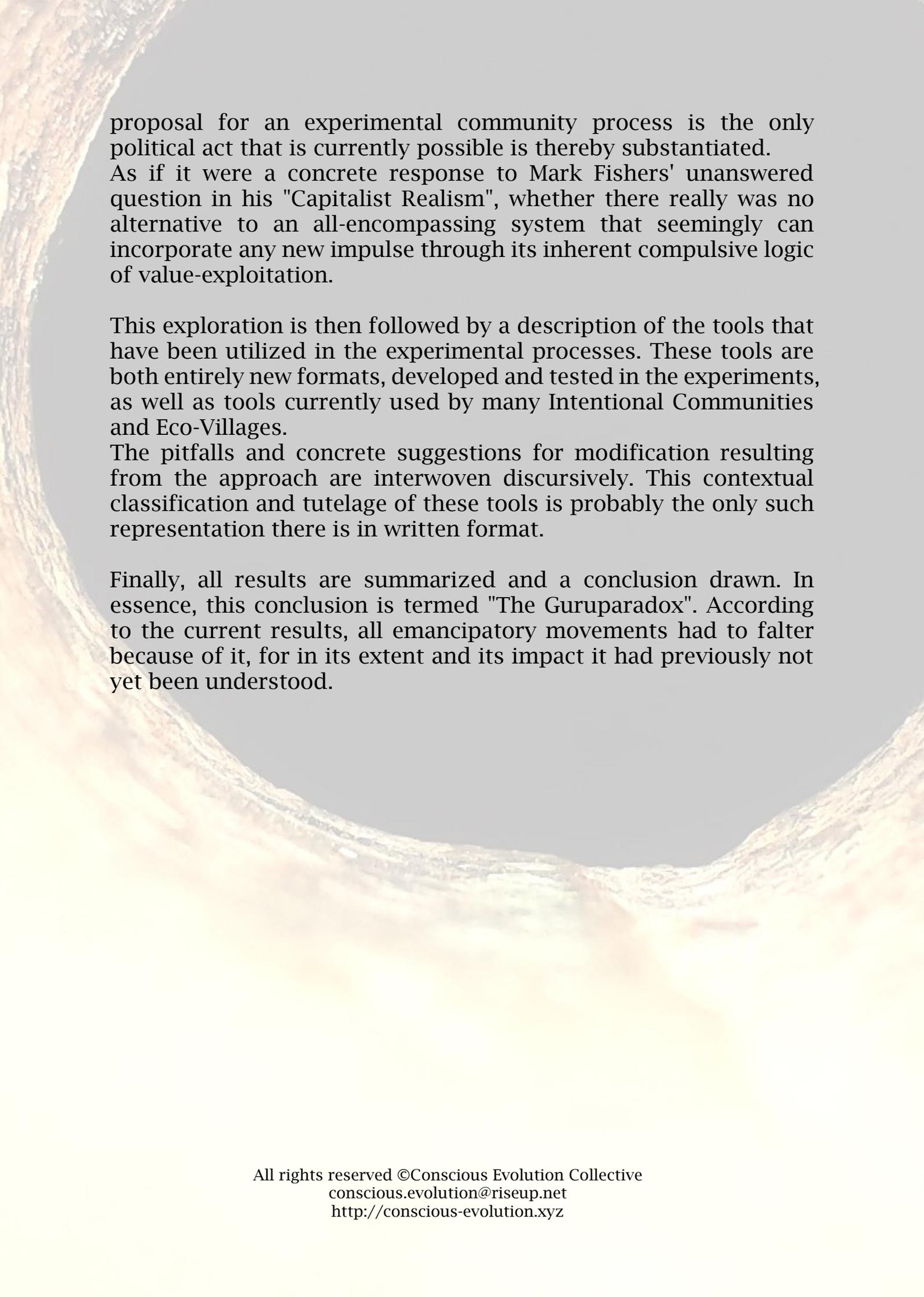
To approach this complex of problems, a suggestion is developed: a concerted group process framed by methods for hierarchical flexibility and transparency, independent from person, position, influence or merit.

A possible research method, completely new in its functionality, is introduced, the "King's Card Game". With this frame anyone can become leader at any time, the underlying structure of hierarchy formation, the so called victim-pose becomes impossible.

In the further discourse, the experimentally supported original working hypothesis is then refined and expanded.

Cross-reference is also made to other descriptive systems, in particular to "Spiral Dynamics". Furthermore, an extensive literature review, from Wilhelm Reich and Erich Fromm to R.D. Laing and to modern political theorists like Mark Fisher and Joerg Bergstedt, is incorporated.

Towards the end of the book, the concrete fallacies that reproduce the system of hierarchical formation are examined. Why the



proposal for an experimental community process is the only political act that is currently possible is thereby substantiated. As if it were a concrete response to Mark Fishers' unanswered question in his "Capitalist Realism", whether there really was no alternative to an all-encompassing system that seemingly can incorporate any new impulse through its inherent compulsive logic of value-exploitation.

This exploration is then followed by a description of the tools that have been utilized in the experimental processes. These tools are both entirely new formats, developed and tested in the experiments, as well as tools currently used by many Intentional Communities and Eco-Villages.

The pitfalls and concrete suggestions for modification resulting from the approach are interwoven discursively. This contextual classification and tutelage of these tools is probably the only such representation there is in written format.

Finally, all results are summarized and a conclusion drawn. In essence, this conclusion is termed "The Guruparadox". According to the current results, all emancipatory movements had to falter because of it, for in its extent and its impact it had previously not yet been understood.