

## Mind map protocol

### The Peter Principle revisited

"In evolution, systems tend to develop up to the limit of their adaptive competence."

"The Peter Principle was first introduced by L. Peter in a humoristic book (of the same title) describing the pitfalls of bureaucratic organization. The original principle states that *in a hierarchically structured administration, people tend to be promoted up to their "level of incompetence"*. The principle is based on the observation that in such an organization new employees typically start in the lower ranks, but when they prove to be competent in the task to which they are assigned, they get promoted to a higher rank. This process of climbing up the hierarchical ladder can go on indefinitely, until the employee reaches a position where he or she is no longer competent. At that moment the process typically stops, since the established rules of bureaucracies make that it is very difficult to "demote" someone to a lower rank, even if that person would be much better fitted and more happy in that lower position. The net result is that most of the higher levels of a bureaucracy will be filled by incompetent people, who got there because they were quite good at doing a different (and usually, but not always, easier) task than the one they are expected to do.

Getting stuck here does not mean "being unfit", it just means having reached the limit of one's competence, and thus having great difficulty advancing further. This explains why even the most complex and adaptive species (such as ourselves, humans) are always still "struggling for survival" in their niches as energetically as are the most primitive organisms such as bacteria."

F. Heylighen (2000): "Referencing pages in Principia Cybernetica Web", in: F. Heylighen, C. Joslyn and V. Turchin (editors): Principia Cybernetica Web (Principia Cybernetica, Brussels), URL: <http://pespmc1.vub.ac.be/REFERPCP.html>.

### Ripose and the Peter Principle

Expanding on the above principle, we propose the notion that a business is made up of a number of minds/competencies. Each competency needs to be cognisant of the following six domains, namely realms, perceptions, objects, processes, faculties and behaviours

We recognise the fact that most people have multiple competencies and would therefore be 'multi-skilled'. However, due to the complexity of tasks, we are only capable of effectively utilising one or two competencies.

### Mind map

The following table has been developed to illustrate the interaction between the seven domains and represents the 'building blocks' of the mind map.

| Competency      | Realm               | Perception        |                | Object          | Process    | Faculty       | Behavior           |
|-----------------|---------------------|-------------------|----------------|-----------------|------------|---------------|--------------------|
|                 |                     | Class             | Type           |                 |            |               |                    |
| Entrepreneur    | Conceptual          | Wisdom            | Hidden         | Vision/idea     | Objective  | Imagination   | Modality           |
| Business person | Conceptual /logical | Value proposition | Tacit          | Business acumen | Strategy   | Understanding | Quality & quantity |
| Technologist    | Logical/physical    | Information       | Tacit/explicit | Logical/real    | Experiment | Reasoning     | Relations          |
| Process worker  | Physical            | Sensory           | Explicit       | Real            | Operation  | Experience    | Systemic           |



Rapidly integrates patterns of strategic elements

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## Grey areas

The grey areas that appear in the mind map matrix are due to the multiple nature of the domain's protocol. What works in a vision/dream may not necessarily work in reality. Reason dictates that we may have to transform some or all of the respective protocol into the other 'realm'. This transformation is made more difficult because:

- Entrepreneurs live in the conceptual (vision & ideas) world alongside conceptual (unreal) objects
- Business people live in the conceptual/logical world alongside conceptual and logical (rationale) objects
- Technologists live in the logical/physical world, alongside logical and physical (pragmatic) objects
- Process workers live in the physical world alongside physical objects

## Resolution

To resolve these 'grey areas', it is necessary to introduce an intermediary or a translator between the four competencies. These intermediaries will in turn introduce new entries in the mind map matrix.

## Extended Mind map matrix

The following matrix illustrates the expanded relationships that exist between the seven domains:

| Competency      | Realm               | Perception        |                 | Object            | Process    | Faculty       | Behavior           |
|-----------------|---------------------|-------------------|-----------------|-------------------|------------|---------------|--------------------|
|                 |                     | Class             | Type            |                   |            |               |                    |
| Entrepreneur    | Conceptual          | Wisdom            | Hidden          | Vision/idea       | Objective  | Imagination   | Modality           |
| Translator      |                     | Clarify           | Explicit        | Conceptual entity | Knowledge  |               | Discipline         |
| Business person | Conceptual /logical | Value proposition | Tacit           | Business acumen   | Strategy   | Understanding | Quality & quantity |
| Translator      |                     | Clarify           | Explicit        | Logical entity    | Data       |               | Discipline         |
| Technologist    | Logical/ physical   | Information       | Tacit/ explicit | Prototype         | Experiment | Reasoning     | Relations          |
| Translator      |                     | Clarify           | Explicit        | Logical/real      | Education  |               | Discipline         |
| Process worker  | Physical            | Sensory           | Explicit        | Real              | Operation  | Experience    | Systemic           |

This hopefully explains why running a physical process (an operation) against a conceptual or logical object (eg. a vision) can lead to irrational results. However, running a conceptual process (objective) against a logical or physical object (eg. a logical entity) can lead to a rational result, **provided** that the correct translation protocols are well defined ie. the knowledge - data (data bases & flows) - education components.

## Use of translators

The three translators are needed to interpret the deliverables from the entrepreneur to the business person to the technologist and finally to the process worker. The skills required go beyond those of the traditional analyst and are more aligned to those of an architect.

The following table shows how the translator works:

| Translator       | Clarifies  |
|------------------|--|
| Knowledge        | Objectives of the entrepreneur and transforms them into strategies and tactics, which can be implemented pragmatically |
| Data             | Strategies of the business person and transforms them into prototypes  |
| Technical writer | Designs/prototypes, so that the process worker can use them  |

## About us

Ripose rapidly clarifies an organization's objectives and strategies by identifying, documenting and managing three types of knowledge - explicit, tacit and hidden with the Ripose Technique. We produce high quality deliverables from strategic plans to implemented solutions rapidly with the Ripose CASPAR engine.