

The Integrity Model

INTRODUCTION

All People Thriving developed the Integrity Model to analyze, study and alleviate oppression. The model compiles important teachings from a wide school of thought, including historic and religious documents, scientists, business and organization leaders, sociologists and others. From rising health care costs, homelessness and severe addictions to continuously emerging civil rights issues, and corruption in local, state and global governments, the Integrity Model can be used to probe a wide array of issues facing humanity.

The Integrity Model includes a set of concepts and systems to identify oppression and suggest solutions for achieving or restoring alignment (integrity). First, the Integrity Model provides a lens from which to view oppression. This lens is known as the Theory of Oppression. It outlines the core beliefs of oppression and provides us with a more comprehensive understanding of oppression than what was previously available. It is based on the idea that in order to understand the roots of oppression, we must first understand what oppression is. Second, the Integrity Model provides a framework for comparative analysis allowing us to observe the opposite of oppression which is thriving. This is known as the Foundationalist Framework. Finally, the Integrity Model outlines a method of inquiry that helps us to intentionally alleviate oppression. This is known as the Integrity Process. The Integrity Process was used to assist in the development of the Integrity Model itself as well as the Theory of Oppression. A complete outline of the Integrity Model provides us with a baseline from which to begin addressing the many issues facing humanity. Moreover, it allows us to start at the very beginning, at the roots.

APPLICATION OF THE INTEGRITY MODEL

The Integrity Model--at this stage--is intended for use by professionals in a variety of fields involved in the development or use of concepts, systems and technologies, as well as stakeholders in groups, businesses, organizations, governments and movements. All People Thriving reserves the right to edit, update and alter the Integrity Model as new information, resources and tools become available. NOTE: The Integrity Model is not designed to provide or replace professional or legal guidance, and consultation of counselors, mental health professionals, attorneys, accountants, or other professionals may be required. Those who experience any level of mental, physical or emotional distress or discomfort upon reviewing this material should contact or seek professional help or guidance immediately.

THE THEORY OF OPPRESSION

In order for a theory to be considered valid, it needs to be universally applicable. Not just within one community or for one group, but for all of those who are subjected to the definitions or assertions. Historic definitions of oppression assert phenomena such as racism, sexism, classism and religious discrimination result in oppression. The Theory of Oppression, however, asserts the inverse is true. Racism, sexism, classism, etc., are symptoms--not the root causes--of oppression. The Theory of Oppression is built on a series of assertions to provide a solid

foundation for understanding oppression and its impact. These are categorized into three (3) main areas: The Foundationalist Framework; Oppression Theorized & Defined; and Alleviating Oppression.

The Foundationalist Framework Assertions

- Individual human beings are the building blocks of human constructs.
- Human constructs include: concepts (ideas), systems (actions/roles), technologies (tools), relationships and institutions (organizations, government, businesses and groups).
- There are *universal* elements for individuals and their and constructs:
 - Mission (a purpose or point)
 - Basic Structure (building blocks)
 - Truths (core beliefs)
 - Guiding Principles (concepts or ideas dictating interactions or exchanges)
 - Values (contributing to decision-making and prioritization)
 - Basic Requirements (needed to exist or function at the highest capacity)
 - Evolutionary Process (acquiring and incorporating information, tools and resources)
 - Milestones (core indicators of progress or decline)
- Individuals, concepts, systems, technologies, relationships and institutions each have their own self-defined *independent* elements, which also include a mission/purpose, basic structure, core beliefs, guiding principles, values, evolutionary processes and milestones for progress or decline.
- Individuals and their constructs grow through a continuous process which includes acquisition (input), alignment (acceptance or rejection of some or all of the input, and which commonly includes a comparative analysis of self or current status with external entities or environmental factors, and with the internal mission, structure, core beliefs, guiding principles, values, evolutionary process and milestones), decision (intent or action), plateau (no new stimulus or input), testing (practice), operating (functioning or output with the newly acquired input).
- Individuals and their constructs make decisions or take actions based on the information, tools and resources available to them at the time of the decision.

- Individuals and their constructs able to identify and obtain their *independent* elements in alignment with the *universal elements* are most likely to operate at their highest capacity and reach their fullest potential.
-

Oppression Theorized & Defined

- Oppression prevents individuals and their constructs from operating at their greatest capacity.
- Structurally, oppression is a set of acts, systems, thoughts or concepts. Oppression involves:
 - Harming dignity, self-worth, self-respect or self-awareness;
 - Eliminating autonomy of the body, mind or soul;
 - Ending or inhibiting life, liberty or the pursuit of happiness;
 - Restricting access to basic needs;
 - Preventing learning, growth or free will;
 - Solidifying an “other” within the human species.
- Oppression can be intentional (willful and done with malice), or unintentional (done with ignorance).
- Oppression can be inflicted upon an individual by other individuals, concepts, systems, technologies, relationships and/or institutions.
- Oppression can be inflicted by an individual upon oneself, other individuals, concepts, systems, technologies, relationships or institutions.
- Oppression requires a decision or action based on missing, false, misaligned or incomplete independent elements.
- Individuals and their constructs are able to reject oppression when their independent elements are in place and aligned with the universal elements. Rejection of oppression includes natural human instincts to fight, flee, avoid, or grow.
- Oppression is likely to be internalized or institutionalized by individuals and their constructs when their independent elements are missing or misaligned with the universal

elements; This can result in oppression-based responses, including fight (to destroy or take); flight (avoid dealing with the oppression); freeze (stagnate); adapt (change to match the oppressive environment); submit (acceptance of oppression); alienate (creation an “other” or “enemy”); or manipulate (exploit, coerce, threaten, deceive).

- Oppression utilizes destructive or competitive, rather than comparative or cooperative, means of evolution.
- Once internalized or institutionalized, oppression is likely to become part of the normal output or operating of individuals and their constructs.
- When oppression is present for prolonged periods of time, the individual, concept, system, technology, relationship or institution is likely to experience decline, prolonged conflict or adversity, stagnation or even death, and indicators of oppression will be identifiable.

Indicators of Oppression

- **Individuals** - Indicators of internalized or institutionalized oppression *may* include, among others:
 - Persistent damaged sense of dignity, self-worth, self-respect or self-awareness
 - Persistent shame or fear
 - Assertion of dominion over the body, mind or soul of another
 - Allowing others to impede without personal boundaries
 - Restricting or allowing the restriction of basic needs for self or others, such as housing, resources, affection, love, opportunities, etc.
 - Interrupting or ending the life, liberties or pursuit of happiness of self or others
 - Preventing free will of self or others
 - Forming destruction-oriented competition, rather than growth-oriented comparative competition or cooperation
 - Creating a permanent “other” or “enemy”
 - Asserting permanent blame
 - Persistent victim status (assuming no role in self-healing)
 - Persistent repression of own needs
 - Persistent lack of purpose or meaning in life
 - Persistent lack of self-esteem, or prolonged ego or martyr phase
 - Prolonged self-identification as an “other”

- Prolonged mental health diagnosis or addiction
 - Attempting to meet needs through coercion, manipulation, exploitation, harassment, threats or punishment
 - Prolonged use of lying, deceit or omission
 - Persistent inability to express one's own truth
 - Lack of empathy or compassion for self or others
 - Inability to accept affirmation, information or opportunities for self-growth
 - Inability to define oneself
 - Prolonged reliance on others for self-definition
 - Inability to be wrong (or right)
 - Inability to make or accept mistakes in good faith
 - Prolonged reliance on others for self-esteem or affirmation
 - Persistent requirement of external praise over internal guidance
 - Inability to forgive self or others
 - Willingness to harm others to achieve needs
 - Unwillingness to take responsibility for own actions, or to learn from them
 - Willingness to kill or harm others
- **Concepts** - Indicators of internalized or institutionalized oppression *may* include, among others:
- Devaluing the unique experiences or potential of each human being
 - Creating a permanent "other" or "enemy"
 - Creating unnecessary or unhelpful categories
 - Accepting or rationalizing exploitation, coercion, manipulation, or other forms of oppression as "acceptable" or "that's the way it is"
 - Dismissing the rights to life, liberty or the pursuit of happiness
 - Accepting the denial or restriction of basic human needs and experiences, including food, water, shelter, love, affection, etc.
 - Enshrining oppression or competition as an acceptable way of obtaining basic needs
 - Allowing for lying, deception, misdirection or omission of truth
 - Promoting or enforcing "false options"
- **Systems** - Indicators of internalized or institutionalized oppression *may* include, among others:
- Failing to acknowledge basic human rights

- Failing to acknowledge basic human bodily and emotional needs (i.e. systems that prevent using the restroom, or policies that prevent time off for caring for sick children or parents)
 - Failing to acknowledge natural human instincts
 - Failing to acknowledge the diversity of human bodies and experiences, including physical abilities or mental, cognitive and emotional capacities
 - Exploiting vulnerabilities
 - Creating unnecessary, harmful or meaningless categories
 - Damaging the inherent dignity, worth or self-respect of individuals
 - Does not work for everyone it is intended to serve
 - Confusing equality with equity
- **Technologies** - Indicators of internalized or institutionalized oppression *may* include, among others:
- Inhibiting life, liberty or the pursuit of happiness (designed to kill people)
 - Seeking to assert control, ownership or manipulative influence over the body, mind, soul or free will of individuals
 - Enabling the ability to infringe on basic human rights
 - Preventing access to education or information
 - Destroying the environment or other essential human needs
 - Allowing or enabling exploitation, coercion, manipulation, deception, omission, neglect, harassment, threats, or actual bodily harm
 - Curtailing or unduly influencing free will
- **Relationships** - Indicators of internalized or institutionalized oppression *may* include, among others:
- Unarticulated purpose and goals of the relationship, including shared beliefs or values
 - Unarticulated needs in the relationship
 - Unarticulated and/or lack of honoring boundaries of the parties in the relationship
 - Assumption of ownership of body, mind or soul of other parties in the relationship
 - Use of threats, harassment, exploitation, shaming, coercion, or punishment to meet needs
 - Use of lying, manipulation, omission or deceit to meet needs
 - Tendency towards maintaining stagnation or decline rather than supporting independent growth of the parties in the relationship
 - Tendency towards maintaining a “need” to be in the relationship
 - Inability to end or evolve the relationship in healthy ways

- Permanent labeling, such as “abuser”, “victim”, “cheater”, “slacker”, “no-good”, “toxic”, etc.
 - Inability to allow for growth of the parties in the relationship
 - Prohibits or detracts individuals from accessing basic needs or pursuing personal goals
 - Lack of trust, honesty, transparency, loyalty, commitment, consideration, appropriate affection or companionship
 - Diminished capacity of one or more parties in the relationship to maintain a sense of self-worth, dignity or self-respect
 - Lack of positive reciprocity
 - Devaluing the contributions of one of the partners
 - Dominance or competition over cooperation
 - Thriving on negative energy rather than promoting positive growth and development
 - Promoting or thriving on co-dependency rather than cooperation
 - Collective decision-making doesn’t benefit all parties
- ***Institutions*** - Indicators of internalized or institutionalized oppression ***may*** include, among others:
- Lacking clearly articulated mission
 - The mission has no direct relation of the mission to one of the universal elements
 - The mission or purpose is to harm dignity or worth of individuals
 - Asserting ownership over the bodies, minds or souls of individuals
 - Restricting life, liberty or the pursuit of happiness
 - Restricting learning or prevents growth
 - Lacking clearly articulated core beliefs, guiding principles or organizational values
 - Implementation of programs and services is misaligned with independent and/or universal elements
 - Use of threats, harassment, exploitation, coercion or punishment to meet desired needs or goals
 - Individuals (such as employees, customers, clients, etc.) engage only because they feel they have to, and not because they share the values or mission of the organization
 - High turnover, dissatisfied customers or clients, unhappy staff, volunteers or employees
 - Individuals being asked to give up autonomy or basic human rights
 - Low loyalty to the mission
 - People staying for benefits versus prolonged belief in the mission

- Fear is present among staff, leadership or participants
- Achievement by staff is seen as a threat to management
- Referring to some members of its own team as the “enemy”
- Spies on its own people or team
- Too many laws or rules
- Seeking to micromanage the affairs of its participants
- Use of punishment or punitive measures
- Inconsistency in policies, laws, regulations, processes or programs and services
- Use of oppressive tactics marked by exploitation, deceit, misdirection, coercion, threats, harassment, neglect or punishment as a way to reach desired outcomes
- Use of reactive measures instead of responsive measures in the development of policies, procedures, programs and services
- Devaluing any of its team (employees, staff, volunteers, colleagues) or clients (members, participants, customers, etc.)
- Unfair or inequitable compensation
- Actively seeking to compete (destroy others) rather than comparatively compete or cooperate
- Is in prolonged “survival mode”, stagnation or decline
- Readily makes use of oppressive concepts or systems

Alleviating Oppression

- Individuals and their constructs are likely to continue the cycle of oppression unless there is an impetus for change. This is likely to include:
 - Awareness of decline, stagnation or impending death;
 - Identification of oppression indicators; and
 - An intent, including a decision and/or action, address or alleviate oppression.

- Once an impetus for change has occurred, oppression can be alleviated through an intentional process. This process often includes:
 - Analysis of mission, structure, beliefs, guiding principles, values, requirements, evolutionary process and milestones;
 - Identification of missing independent elements, including mission, structural components, beliefs, guiding principles, values, requirements, evolutionary processes or milestones;
 - Identification of incongruence or misalignment among the independent elements;

- Identification of misalignment of independent elements with the universal elements (if any);
 - Opportunity, including information, resources or tools to identify, obtain or revise mission, structural components, beliefs, guiding principles, values, basic needs, evolutionary processes or milestones, and align independent elements; and
 - Opportunity, including affirmation, information, resources or tools to align independent elements with universal elements.
- Once oppression is alleviated, individuals and their constructs are likely to operate at their highest and fullest capacity.
 - Individuals and their constructs operating at their highest and fullest capacity are able to thrive.
 - Thriving individuals and their constructs are able to reach their highest and fullest potential.

THE FOUNDATIONALIST FRAMEWORK

The Integrity Model also includes a framework to identify and understand the opposite of oppression which is thriving. The framework is built on several assertions, each deriving from the one before and carefully designed to be applicable to all individuals and their constructs. It utilizes a variation of successful strategic planning tools commonly used for organization and business development, and outlines the universal elements and the framework for independent elements.

Foundational Assertions

- Individual human beings are the building blocks of human constructs.
- Human constructs include: concepts (ideas), systems (actions/roles), technologies (tools), relationships and institutions (organizations, government, businesses and groups).
- There are *universal* elements for individuals and their and constructs:
 - Mission (a purpose or point)
 - Basic Structure (building blocks)
 - Truths (core beliefs)
 - Guiding Principles (concepts or ideas dictating interactions or exchanges)

- Values (contributing to decision-making and prioritization)
 - Basic Requirements (needed to exist or function at the highest capacity)
 - Evolutionary Process (acquiring and incorporating information, tools and resources)
 - Milestones (core indicators of progress or decline)
- Individuals, concepts, systems, technologies, relationships and institutions each have their own self-defined *independent* elements, which also include a mission/purpose, basic structure, core beliefs, guiding principles, values, evolutionary processes and milestones for progress or decline.
 - Individuals and their constructs able to identify and meet their *independent* elements in alignment with the *universal elements* are most likely to operate at their highest capacity and reach their fullest potential.

Universal Elements

Universal elements are the fundamental and common building blocks of individuals, concepts, systems, technologies, relationships and institutions. The universal elements are built upon a wide array of research including teachings from religious and civic leaders, historic documents and academic models. Because the Integrity Model is designed to view and identify oppression, it is also designed to view and identify the opposite of oppression which is thriving.

Individuals

- Mission – The universal mission or purpose is for human beings to each reach their own unique highest and fullest potential.
- Structure – The universal structure of human beings includes the body (physical self), mind (cognitive and behavioral self) and soul (spiritual and emotional self).
- Truths – There are foundational truths which include the following: 1) All human beings have inherent dignity and worth, regardless of the perception of themselves or others; 2) Human beings are each autonomous entities, and have sole ownership of their body, mind and soul; and 3) Human beings, from the moment of birth, are endowed with the right to life (to be physically alive), liberty (the opportunity to experience, learn, grow and

contribute in ways that work best for them) and the pursuit of happiness (to explore, identify and do that which brings them joy).

- Guiding Principle – “Do no harm to self or others” provides a universal guiding principle.
- Values – Human beings each have free will to prioritize and determine their own destinies in alignment with the universal truths and guiding principles.
- Basic Needs & Requirements – Human beings each have basic needs and requirements (built upon and derived from Abraham Maslow’s Hierarchy of Needs, and which are likely to be expanded as human knowledge increases):
 - Access to new and complete information, education and experiences
 - Access to basic needs and connecting with others through mobility and transportation
 - Ability to contribute and exchange one’s experience, knowledge and skills in a way that is meaningful to oneself
 - Adequate, stable housing and utilities
 - Affection (to express and receive)
 - Affirmation (sense of belonging, acknowledgement of being “right”, self-worth, dignity, sense of being valued by self and others)
 - Air (access to clean, breathable, healthy air)
 - Gratification/Entertainment (ability to experience joy, including sexual fulfillment)
 - Medicinal or surgical treatment for the prevention and treatment of bodily injury
 - Nutrition (access to healthy food and clean, drinkable water)
 - Opportunity (hope/access)
 - Sense of justice (fairness or equity)
 - Understanding of self (including body, mind, soul, beliefs, guiding principles and values)
 - Sense of security (ability to make decisions, take appropriate actions and use free will by predicting outcomes based on complete information, tools and resources; ability to determine what makes one feel safe and secure in themselves and their own being, and to identify and remove that which causes insecurity or obtain that which causes security)
 - Ability to obtain information, resources and tools, and engage in commerce or trade
 - Ability to defend body
 - A sense of hope

- A set of personal boundaries enabling individuals to navigate their environments without causing harm to self or others

- Evolutionary Process – There is a universal continuous process which includes acquisition (input), alignment (acceptance or rejection of some or all of the input, and which commonly includes a comparative analysis of self or current status with external entities or environmental factors, and with the internal mission, structure, core beliefs, guiding principles, values, evolutionary process and milestones), decision (intent or action), plateau (no new stimulus or input), testing (practice), operating (functioning or output with the newly acquired input).
 - Acquisition (input) is the process of obtaining and/or receiving information, resources or tools.
 - Alignment (digestion) is the process of discernment in which newly acquired information, resources or tools are aligned with universal or independent elements, and either incorporated (accepted) or discarded (rejected). This phase often includes internal and external analysis or comparison to similar or like experiences or situations to determine legitimacy.
 - Decision is an intentional process of internalizing and fully incorporating information, resources, or tools. Individuals make decisions or take actions based on the information, tools and resources available to them at the time of the decision.
 - Plateau is the temporary period in which no new information, resources or tools are obtained or received.
 - Testing is a period of practicing and nurturing that which has been incorporated or institutionalized towards what is desired, wanted or needed. Rejection is still possible at this stage.
 - Operating (output) includes intentional thoughts and actions based on internal alignment, and the information, resource and tools available at the time of the thought or decision. Contribution (output) is based on what has been received and/or internalized.

- Milestones – When all universal elements are in place, individuals are likely to: 1) Express free will with consideration, respect, compassion, care, forgiveness and love of self and others; 2) Contribute to and continuously learn about themselves, others and their external environments; 3) Obtain information, resources and tools through cooperation; and 4) Indicators of thriving will be present.

Concepts

- Mission – The mission or purpose of a concept is to empower individuals to reach their highest and fullest potential by quickly organizing thoughts and patterns from which to make decisions and take actions.
- Structure – Structurally, concepts are ideas, or a set of beliefs, based on foundational truths, guiding principles and/or values. They provide a set of logical and practical assertions.
- Truths – Concepts should be universally applicable and practical to all of the subjects to which it refers.
- Guiding Principles – Concepts should be able to be expressed and understood universally.
- Values – Concepts must be useful in empowering individuals or subjects to make more complete and accurate decisions or predictions by providing a greater and more complete understanding of the stimulus with which they interact.
- Basic Needs & Requirements – Concepts require articulated assertions based on facts and experience, and a framework for application.
- Evolutionary Process – Continuous analysis and testing is necessary for the concept to grow in strength and permanency.
- Milestones – When all universal elements are in place, concepts are likely to aid in the successful development and implementation of thriving within individuals, other concepts, systems, technologies, relationships and institutions, and indicators of thriving will be present.

Systems

- Mission – The mission or purpose of a system is to empower individuals to reach their own unique highest and fullest potential by establishing a set of actions, policies and

procedures to achieve a specific goal or outcome.

- Structure – Structurally, systems are a set of ordered actions, roles, responsibilities, policies and/or procedures based on specific concepts or assertions.
- Truths – Systems should be equitable and respect and honor basic needs and human rights.
- Guiding Principles – Systems should: 1) Alleviate or reduce burdens on individuals, concepts, systems, technologies, relationships or institutions; 2) Account for natural human behaviors and responses; and 3) Uphold individual autonomy, rights and basic needs.
- Values – Systems should be accessible and easy to understand and interact with. Systems should provide the most efficient use of information, resources and tools.
- Basic Needs & Requirements – Systems require a set of well-defined or articulated roles, responsibilities, processes and procedures. In addition, systems require an individual or technology for development and implementation.
- Evolutionary Process – Systems acquire new information, resources and technologies through intentional maintenance and research and development of best practices and emerging trends. Systems should maintain structural integrity when incorporating new information, tools or technologies.
- Milestones – When all universal elements are in place, systems are likely to aid individuals, concepts, other systems, technologies, relationships and institutions in accomplishing specific or multiple goals by establishing efficient and practical mechanisms, and indicators of thriving will be present.

Technologies

- Mission – The mission or purpose of a technology is to empower individuals to reach their own unique highest and fullest potential by providing efficient means with which to meet basic needs and exercise individual rights.
- Structure – Structurally, technologies are tools based on specific concepts and/or systems.

- Truths – Technologies should improve the ability for individuals to meet their basic needs and exercise individual rights.
 - Guiding Principles – Technologies should respect basic human rights and needs, and account for basic human anatomy and responses.
 - Values – Technologies should provide practical, cost-effective, efficient solutions to issues, opportunities or problems.
 - Basic Needs & Requirements – Technologies require individuals or technologies for development and implementation. In addition, technologies require a well-developed concept or basis of invention and a system or process for how the tool is used.
 - Evolutionary Process – Technologies require information, resources, tools or other stimulus with which to interact. New information, resources and tools should be incorporated to ensure the technology is continuously operating at its highest capacity.
 - Milestones – When all universal elements are in place, technologies are likely to improve the ability for individuals, concepts, systems, other technologies, relationships or institutions to obtain basic needs, exercise rights, and acquire new information, tools and resources, and indicators or thriving will be present.
-

Relationships

- Mission – The mission or purpose of a relationship is to empower individuals to reach their own unique highest and fullest potential through cooperative exchange and support in meeting one or more basic needs or exercising human rights.
- Structure – Structurally, a relationship is an intentional and/or prolonged interaction and exchange between oneself and/or one or more individuals.
- Truths – Relationships should honor the basic rights and needs of the individuals in the relationship.
- Guiding Principles – Cooperative exchanges in the relationships should benefit all parties, and be mindful of basic human needs and rights, as well as basic human anatomy and responses.

- Values – Free will of all parties in the relationship should be maintained.
 - Basic Needs & Requirements – Relationships require: 1) Individuals who willingly engage in the relationship; 2) A mutually agreed upon set of parameters or boundaries in which the relationship exists; and 3) A mutually agreed upon set of goals, outcomes or expectations.
 - Evolutionary Process – Relationships evolve with a continuous influx of information, resources and tools brought forth by the individuals in the relationship.
 - Milestones – When all universal elements are in place, relationships are likely to: 1) Empower participants in the relationship to continuously evolve, meet personal missions or goals, obtain new information, resources or tools, and more readily access basic needs and exercise human rights; 2) Aid in the achievement of cooperative goals for the parties in the relationship; and 3) Indicators of thriving will be present.
-

Institutions

- Mission – The mission or purpose of an institution is to empower individuals to reach their own unique highest and fullest potential by addressing one or more individual universal elements, including basic rights, basic needs, evolutionary processes and/or an individual's body, mind or soul.
- Structure – Structurally institutions are a set of individuals, concepts, systems, technologies and relationships cooperating to achieve a particular mission or goal and 1) Is likely to take a long time to achieve; 2) Requires funds or capital for exchange; 3) Requires human resources; and 4) Requires additional tools and resources.
- Truths, Guiding Principles, Values – Institutions should develop their own core beliefs, guiding principles and values aligned with the universal elements for individuals.
- Basic Needs & Requirements – Institutions without individuals to guide or participate in them are just ideas. Institutions require individuals to develop, implement and guide them and to be participants. In addition, institutions require governance (a decision-making body), operations/administration (a foundational set of tasks, roles and responsibilities), fundraising/development (a system for obtaining information, resources and requirements), and programs, products or services (the delivery of education, training, advocacy, services, goods or products in a strategic way to achieve the mission or goal).

- Governance components include a set of bylaws, decision-making processes, a budget, a system for elections/appointments and a strategic plan.
 - Operations & Administration components include policies and procedures, human resources, financial management and marketing and outreach.
 - Fundraising & Development components include a fundraising plan or strategy.
 - Programs & Services components include goals, objectives, systems and performance measures.
- Evolutionary Process – Institutions continuously evolve by incorporating new individuals, concepts, systems, technologies and relationships, as well as new information, resources and tools, while intentionally maintaining foundational or stable elements or components.
 - Milestones – When all universal elements are in place, institutions are likely to: 1) Empower individuals to reach their own unique highest and fullest potential; 2) Achieve or continuously make progress towards achieving their mission and the goals and objectives articulated in their strategic plans; and 3) Indicators of thriving will be present.

Independent Elements

Independent elements are derived from and built upon the universal elements. Individuals, concepts, systems, technologies, relationships and institutions (subjects) each define their own mission or purpose, structure, truths, guiding principles, values, requirements, evolutionary processes and milestones specific and unique to themselves. Individuals and their constructs are able to thrive and reach their own highest and fullest potential when their independent elements are in place, and are aligned internally and with the universal elements.

- Mission – The subject should articulate its own mission or sense of purpose (and recognize it may change throughout the subject’s lifespan).
- Structure – The subject should have an understanding of its basic structure.
- Truths, Guiding Principles, Values – The subject should articulate its own core beliefs, guiding principles and values.
- Basic Needs & Requirements – The subject should understand its basic needs, and be able to fulfill or meet basic needs by itself or through cooperation with others.

- Evolutionary Process – The subject should obtain and incorporate new information, tools and resources, while rejecting that which may be harmful or oppressive.
- Milestones/Outcomes – The subject should articulate its own milestones of success or achievements.

	Universal Elements	Independent Elements	Thriving
Mission	✓	✓	✓
Structure	✓	✓	✓
Truths	✓	✓	✓
Guiding Principles	✓	✓	✓
Values	✓	✓	✓
Basic Needs	✓	✓	✓
Evolutionary Process	✓	✓	✓
Milestones + Outcomes	✓	✓	✓

Indicators of Thriving

- **Individuals** - Indicators of thriving *may* include, among others:
 - Ability to express self-worth, dignity and self-respect independent of others
 - Understands, values and asserts autonomy of body, mind and soul
 - Understands physical, cognitive and emotional self
 - Feels and is secure in the rights to life, liberty and the pursuit of happiness
 - Basic needs are fully met
 - Ability to achieve more if desired
 - Forms mutually cooperative relationships
 - Ability to seek out own truths
 - Questions and affirms own beliefs
 - Ability to make mistakes and learn from them without condemnation of self
 - A willingness to be wrong (and right)
 - Ability to explore, express oneself, learn and actively seek new experiences
 - Understanding and respect of boundaries of self and others without casting judgments
 - Use of discernment over condemnation

- One's actions, words and thoughts are expressed with integrity (alignment with one's own core beliefs, values and guiding principles)
 - Ability to provide self-affirmation and affection
 - Ability to differentiate and express feelings versus thoughts
 - A positive sense of self and others
 - Makes use of unoppressive concepts, systems and technologies, and engages in cooperative relationships and institutions
- **Concepts** - Indicators of thriving *may* include, among others:
- Incorporates the unique experiences or potential of each human being to which the concept refers
 - Promotes honesty, truth, transparency and complete information
 - Promotes, understands and values basic human needs and requirements
- **Systems** - Indicators of thriving *may* include, among others:
- Acknowledges and upholds basic human rights
 - Acknowledges and appropriately addresses or responds to basic human bodily functions, emotional needs and human instincts and responses
 - Acknowledges and incorporates provisions for the diversity of human bodies and abilities; mental, cognitive and emotional capacities; and breadth of human experiences
 - Acknowledges or provides provisions to ensure vulnerabilities are not exploited
 - Creates little and only necessary categories
 - Upholds the dignity, worth and self-respect of individuals
 - Is equitable and works for everyone it is intended to serve
- **Technologies** - Indicators of thriving *may* include, among others:
- Enhances life, liberty or the pursuit of happiness
 - Ensures autonomy over body, mind, soul and free will
 - Upholds basic human rights
 - Promotes access to information, education and basic needs
 - Acknowledges and appropriately addresses or responds to basic human bodily functions, emotional needs and human instincts and responses
 - Acknowledges and incorporates provisions for the diversity of human bodies and abilities; mental, cognitive and emotional capacities; and breadth of human experiences
 - Acknowledges or provides provisions to ensure vulnerabilities are not exploited

- Creates little or only necessary categories
 - Upholds the dignity, worth and self-respect of individuals
 - Works for everyone it is intended to serve
- **Relationships** - Indicators of thriving *may* include, among others:
- Participants are able to articulate the purpose and goals of the relationship, including shared mutual beliefs and values
 - Participants are able to articulate and respond to evolving needs or goals
 - Ability to identify, articulate and honor boundaries asserted by parties in the relationship
 - Participants maintain autonomy and ownership of body, mind and soul
 - Free of manipulation, coercion, deceit or control
 - Tendency towards promoting individual growth among the parties
 - Tendency towards promoting “want” to be in the relationship versus “need” to be in the relationship
 - Reduces or eliminates co-dependency
 - Ensures and promotes access to basic needs and pursuit of personal goals
 - Promotes and encourages trust, honesty, transparency, loyalty, commitment, consideration, and appropriate affection, intimacy or companionship
 - Maintains, promotes and encourages a sense of self-worth, dignity and respect among the parties
 - Includes reciprocity among the parties
 - Values the contributions of the parties
 - Cooperation presides over competition
 - Mutual decisions impacting both parties benefit all parties
 - The relationship meets its goals and evolves
- **Institutions** - Indicators of thriving *may* include, among others:
- Mission, core beliefs, guiding principles, values, concepts, systems, technologies and internal and external relationships consistently align
 - Policies and systems view customers/clients, leadership and team members (such as employees and volunteers) as whole people with dignity, worth and inalienable rights to life, liberty and the pursuit of happiness
 - Policies and systems recognize and promote basic human needs and bodily functions
 - Systems for acquisition promote voluntary participation and cooperation
 - Participants, including funders, customers, employees and leadership are involved because they want to be

- Loyalty is to the mission, core beliefs, values and guiding principles, and is voluntary rather than compulsory
- There is longevity in participation
- Ability to move through conflict swiftly and in healthy, affirming ways
- Successful achievement of internally developed milestones
- Ability to accept or reject opportunities in line with values
- A plan for future growth or evolution
- A focus on retention of team members
- Customer/client/employee/leadership satisfaction
- Use of teaching rather than punishment
- Transparency and free flow of information
- Cooperates with others
- Continuously evolving with forward momentum
- Financially secure

Intervention & Analysis

Oppression is likely present when independent elements are missing or misaligned with the universal elements, often coupled with indicators of oppression. Intervention from a trained professional may be required to help alleviate oppression and build or restore capacity for thriving.

THE INTEGRITY PROCESS

The Integrity Process is a method of inquiry designed to identify and alleviate oppression within individuals, concepts, systems, technologies, relationships and intuitions, which includes groups, businesses, organizations and governments. For ease of communication, the term “subjects” may be used to refer broadly to individuals and their constructs during the analysis. Through this process, the integrity of the subject may be examined. Integrity, though often associated with virtues, simply means “operating in alignment”. The phrase, “the subject lacks integrity”, means the subject is not operating in alignment with universal and/or independent elements.

Impetus for Change

The Integrity Process is used when an impetus for change has occurred. It is implemented when there is an intentional decision to analyze the subject.

Inquiry (A.K.A. Dismantling)

Successful organization and business strategic planning frameworks provide a basic outline for the initial inquiry. The inquiry is a series of questions related to the foundational elements, including the mission, truths, guiding principles, values, basic needs, evolutionary process and milestones or outcomes of the subject. Sample questions are provided as a starting point.

- Mission – What is the point of this? Is the subject an individual, concept, system, technology, relationship or institution?
- Structure – What is the subject made of? How does the subject work? What are the processes it uses?
- Truths – What is true about the subject? What does the subject believe about itself or others?
- Guiding Principles – What determines how the subject intends to interact with itself or others? How does it treat or interact with other subjects? What are its boundaries?
- Values – How does the subject prioritize or make decisions? What is most important to the subject?
- Basic Needs & Requirements – What does the subject need to operate at its highest and fullest capacity? Are those needs being met? If so, how? If not, why not?
- Evolutionary Process – Does the subject continuously evolve by incorporating new information, tools and resources, while maintaining stable foundations? How does the subject acquire new information, tools and resources?
- Milestones/Outcomes – How do we know the subject is meeting its intended mission or purpose? How do we know the subject is in a state of thriving, decline, stagnation or impending death?

Alignment

Once the initial inquiry has been completed, the independent elements and universal elements can be incorporated in the analysis.

- Independent Elements – Does the subject have independent elements in place? If so, what are they? If not, why not? Are there internal or external factors preventing this? For example, does the organization have a mission statement?

 - Universal Elements – Are the independent elements aligned with the universal elements? If not, why not? Are there internal or external factors contributing to the misalignment? For example, is the system truly equitable?
-

Recommendations

Based on the inquiry and analysis, a set of recommendations is presented based on best practices and the subject's strengths with the intention of healing or building or restoring the capacity of the subject. Common recommendations are likely to include: 1) Identify missing independent elements and address them; and 2) Align the subject's mission, core beliefs, guiding principles, values, evolutionary process and milestones with universal, rather than oppression-based, elements.

For more information, please visit [All People Thriving at www.allpeoplethriving.com](http://www.allpeoplethriving.com).

Last Revisions: October 15, 2018, June 10, 2019