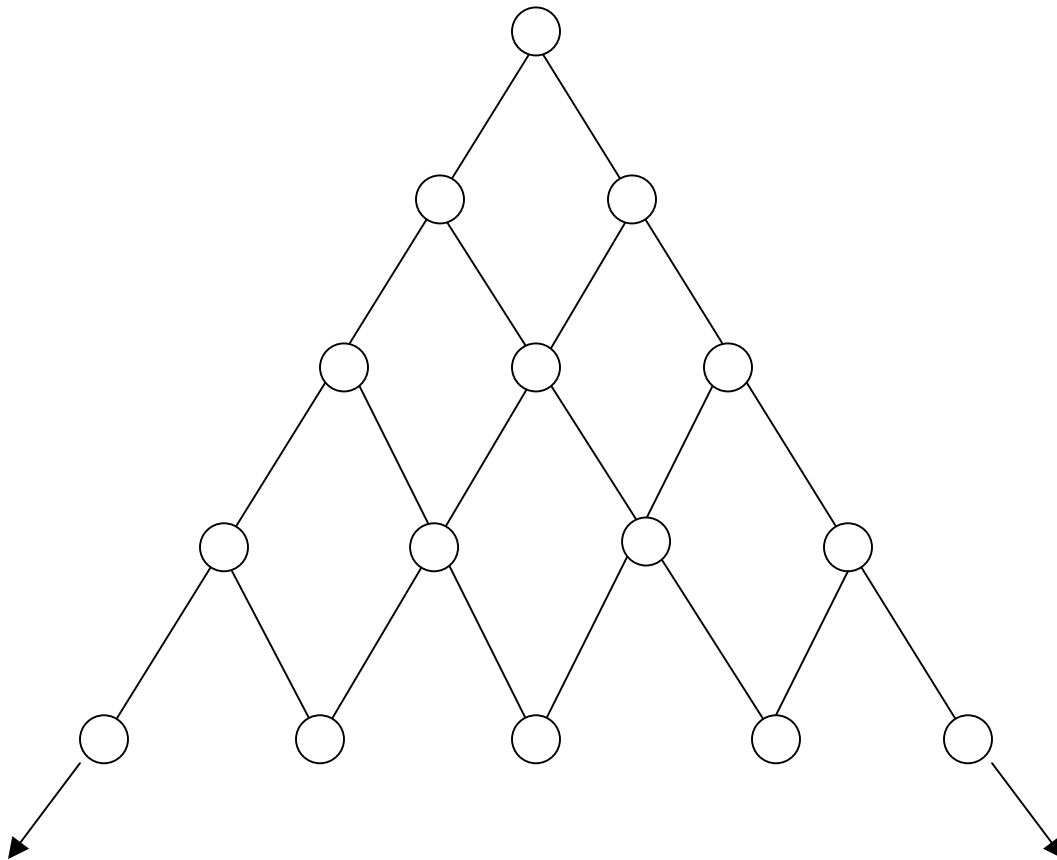


Guidelines & Definitions
Of a Holistic System

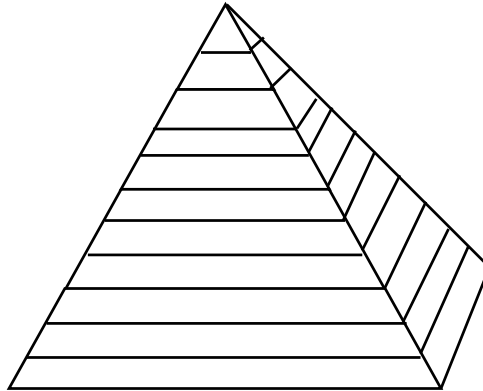
TRADITIONAL ORGANIZATIONAL & COMMUNICATION STRUCTURE & STRATEGY



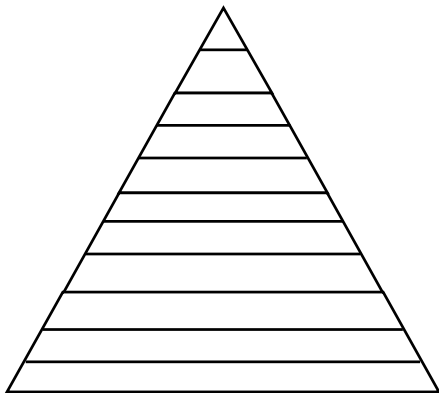
The networking of this system indicates that its manner of communication or information-flow is extremely linear. To maintain the structure of this system, rigidity is required; the loss of its rigid structure is equated with the loss of order, since order is dependent on its structural configuration. The type of order, however, is antithetical to successful inter-organizational relationships – relationships between economic, social, political, and ecological environments.

**CREATIVE TRANSFORMATION OF
TRADITIONAL ORGANIZATION STRUCTURE**
Conceptual Redesign

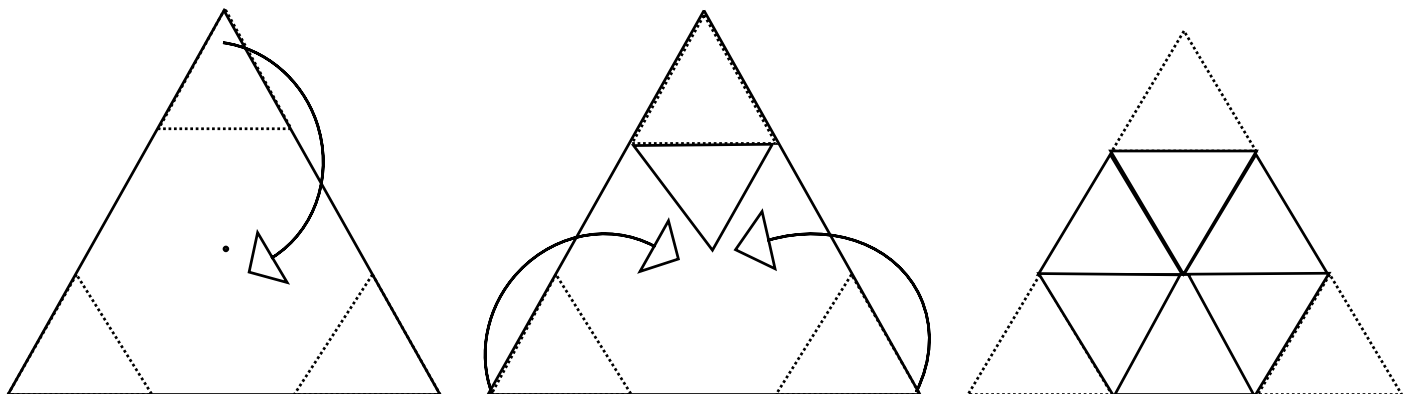
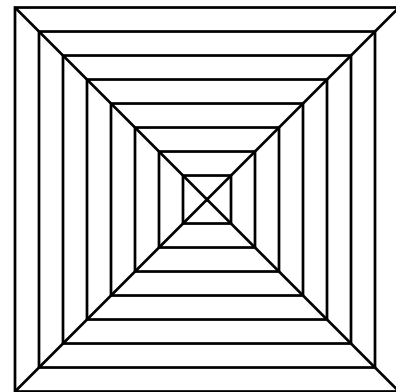
*Traditional Organization
Structure*



Section View



Top View

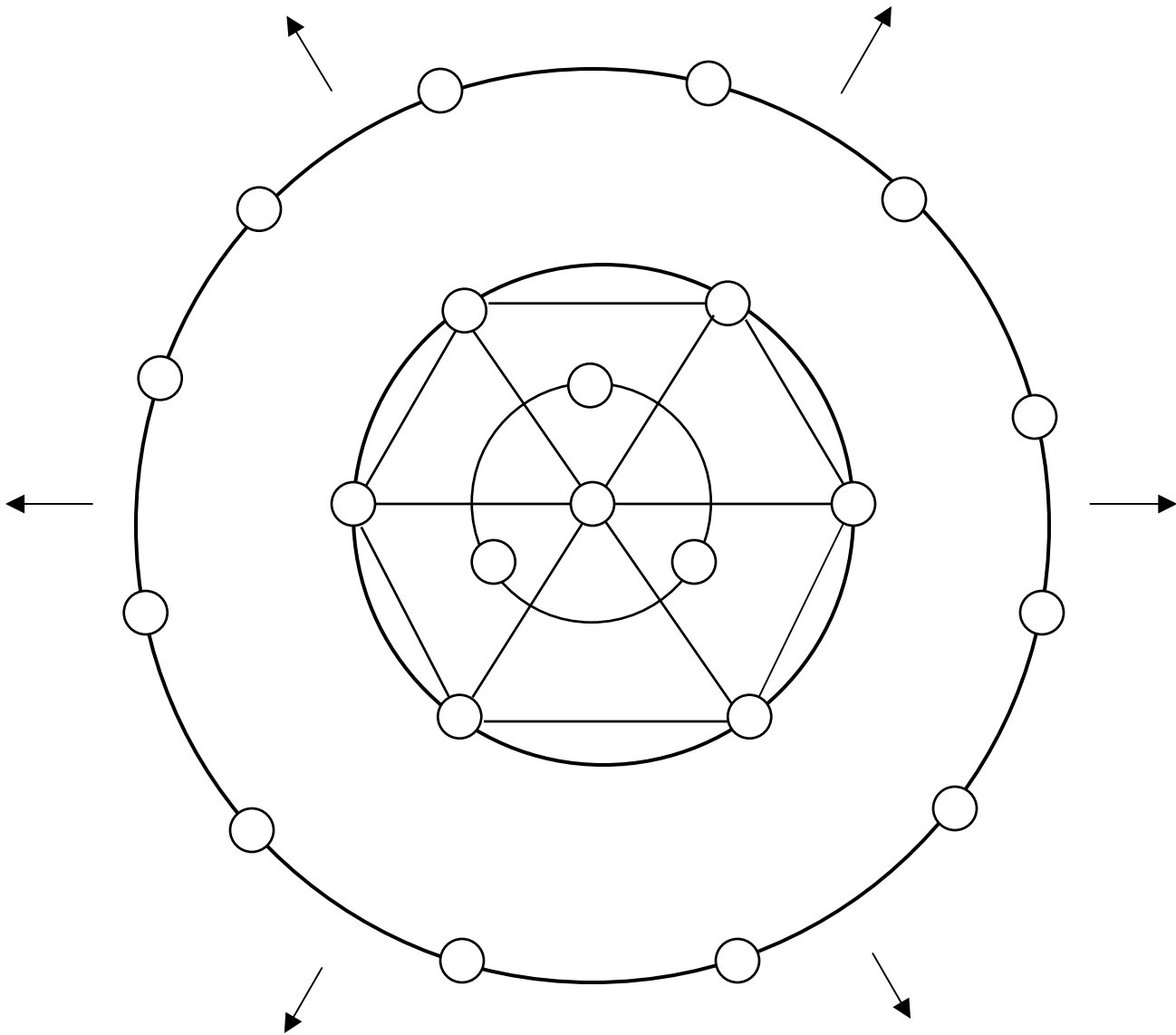


This transformation is herein characterized as two-dimensional. The points of the traditional pyramid converge on the center of its mass/volume: this convergence is a three-dimensional transformation. The result is a multi-dimensional, highly dynamic structure.

In the new structure, every individual (small circle) on any level (ring) can communicate with any individual on his level, on the levels above his own, or on the levels below his own. In other words, any member of an organization, in order to perform his job, complete a project, make a report, etc., can communicate with any other individual regardless of whether or not the ring which they are on is closer or further from the center than his own; needless to say, he may also communicate with anyone on his own ring.

The position and meaning of any ring, in regard to the entire structure, is arbitrary: the meaning of any position within the entire structure may be based on responsibility, function, pay-level, etc. This reflects the dynamic nature of the “new” structure. The rings exist as indicators of the new structure’s basic system of organization.

NEW STRUCTURE

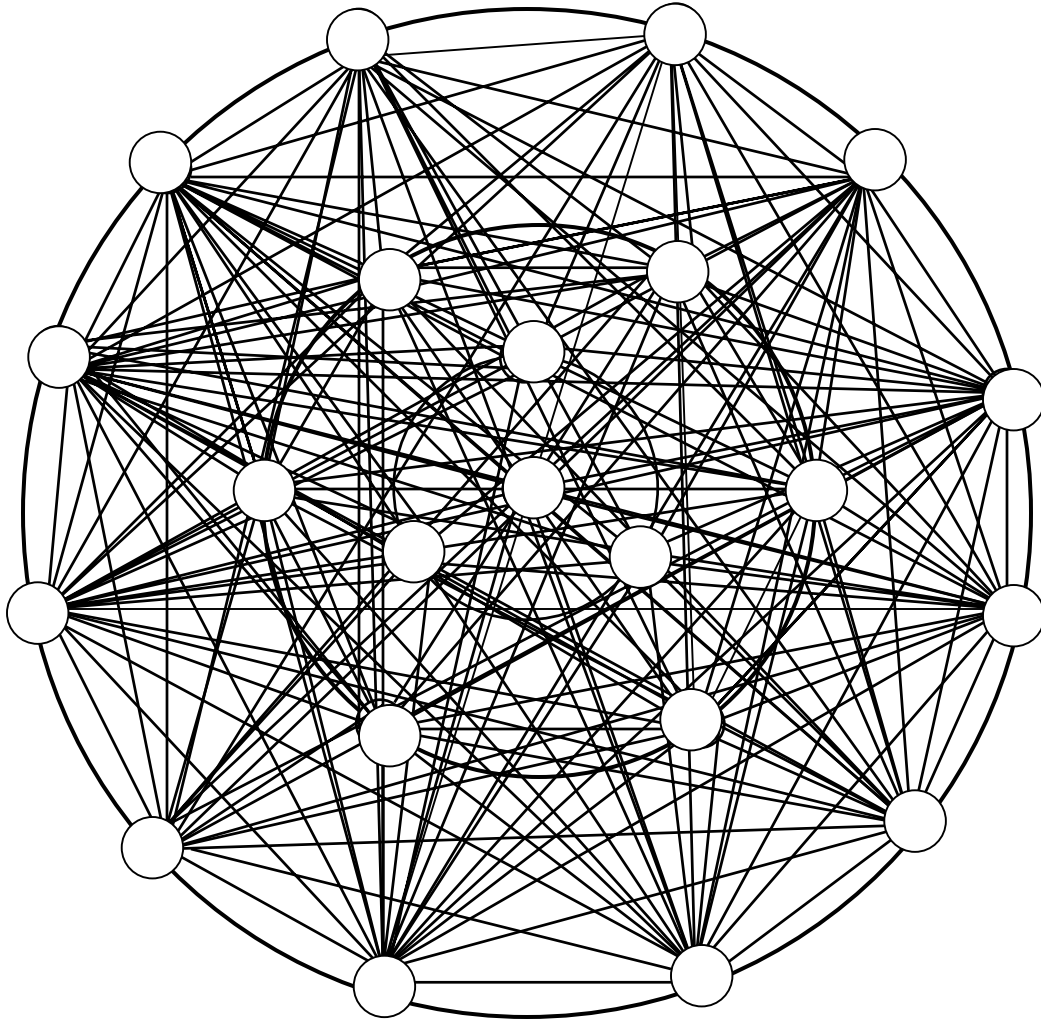


The hexagon in the center is a cut-away section of the transformed pyramidal structure (see previous page). It shows how the areas of the organization have been restructured into a different configuration. In this diagram of the “new” structure, the circles on the outer ring represent those who would traditionally have been near the bottom of the pyramid. All possible concentric rings represent the different “level” as they apply to the traditional structure (president, vice president, executives, upper-management, middle-management, supervisors, workers). The functions and responsibilities of each individual and his respective level (ring) are maintained although the pyramidal structure has changed to one of concentrically aligned rings.

NEW STRUCTURE

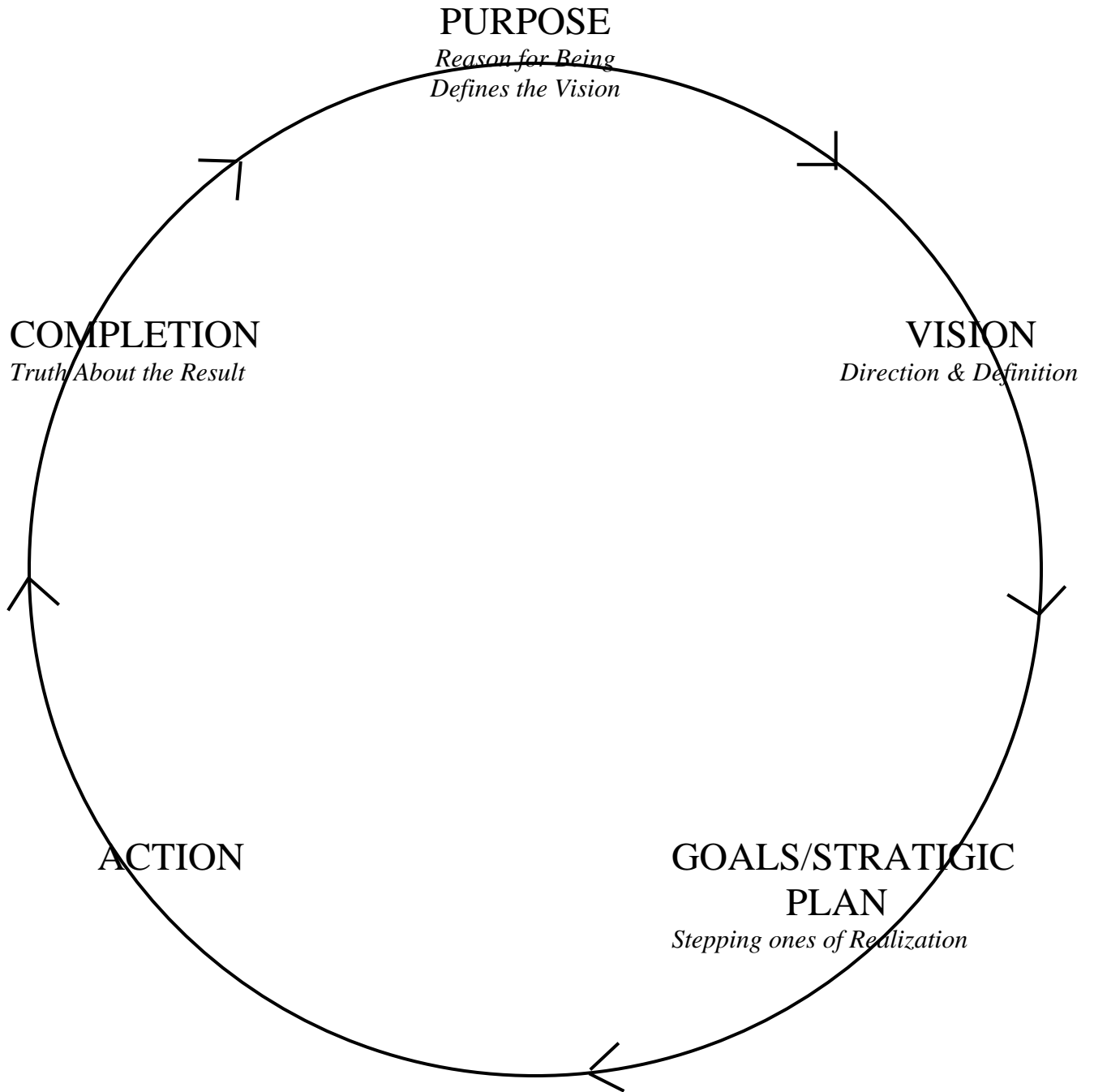
Dynamic Information Flow

Here we see a geometric representation of all possible paths of information flow: the position of the circles is identical to that of the previous diagram. In this diagram, as well as the previous one, each individual (small circle) is arranged in respect to various concentric rings in order to conceptually portray how the “old” structure relates to the “new”.



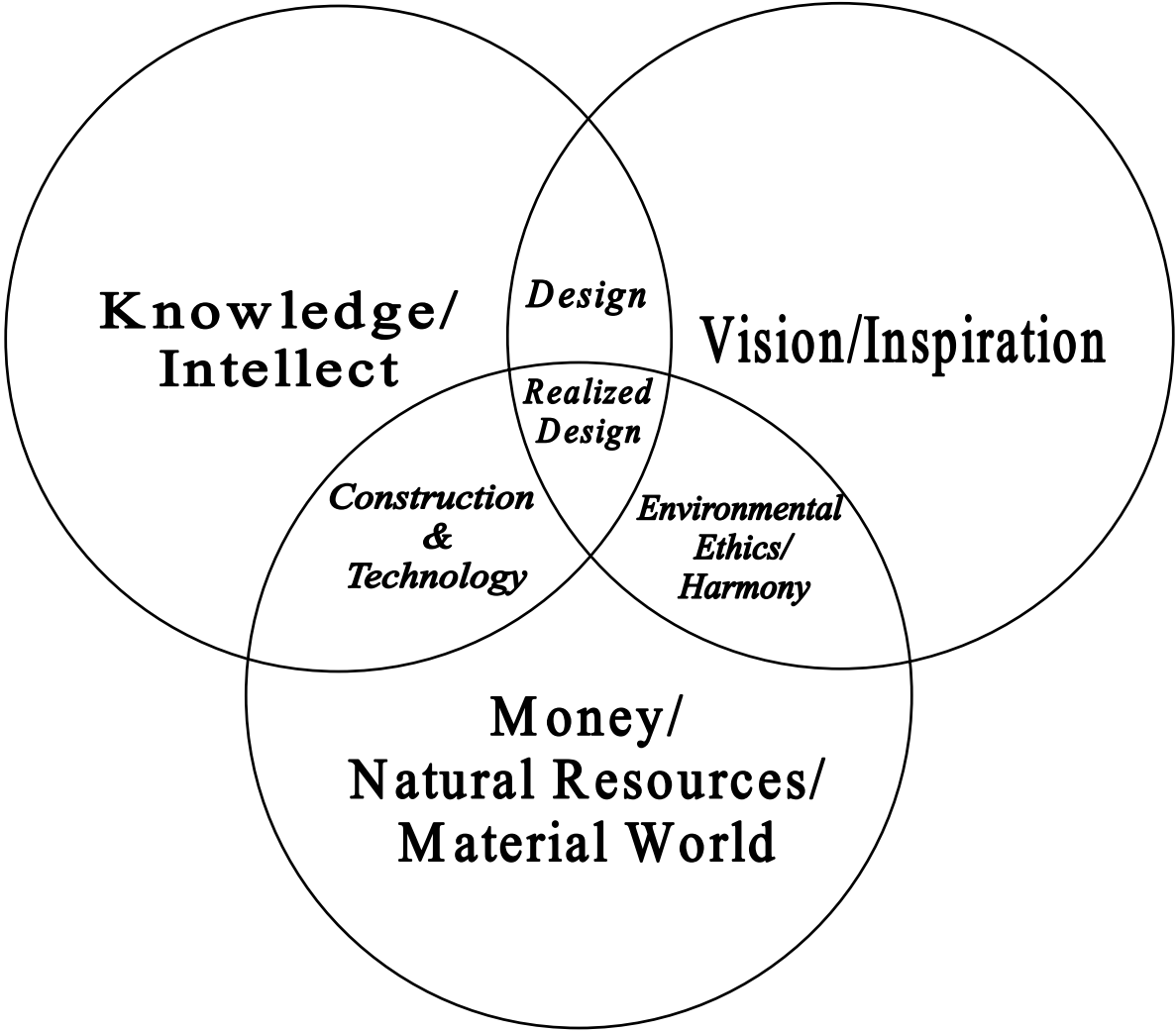
It should be noted that many individuals in an organization might occupy positions somewhere in-between two concentric rings; this may be due to the fact that he or she performs functions that do not accurately belong to any specific ring (or which do not accurately correspond to any level as it would correspond to the traditional structure).

INTEGRITY CYCLE



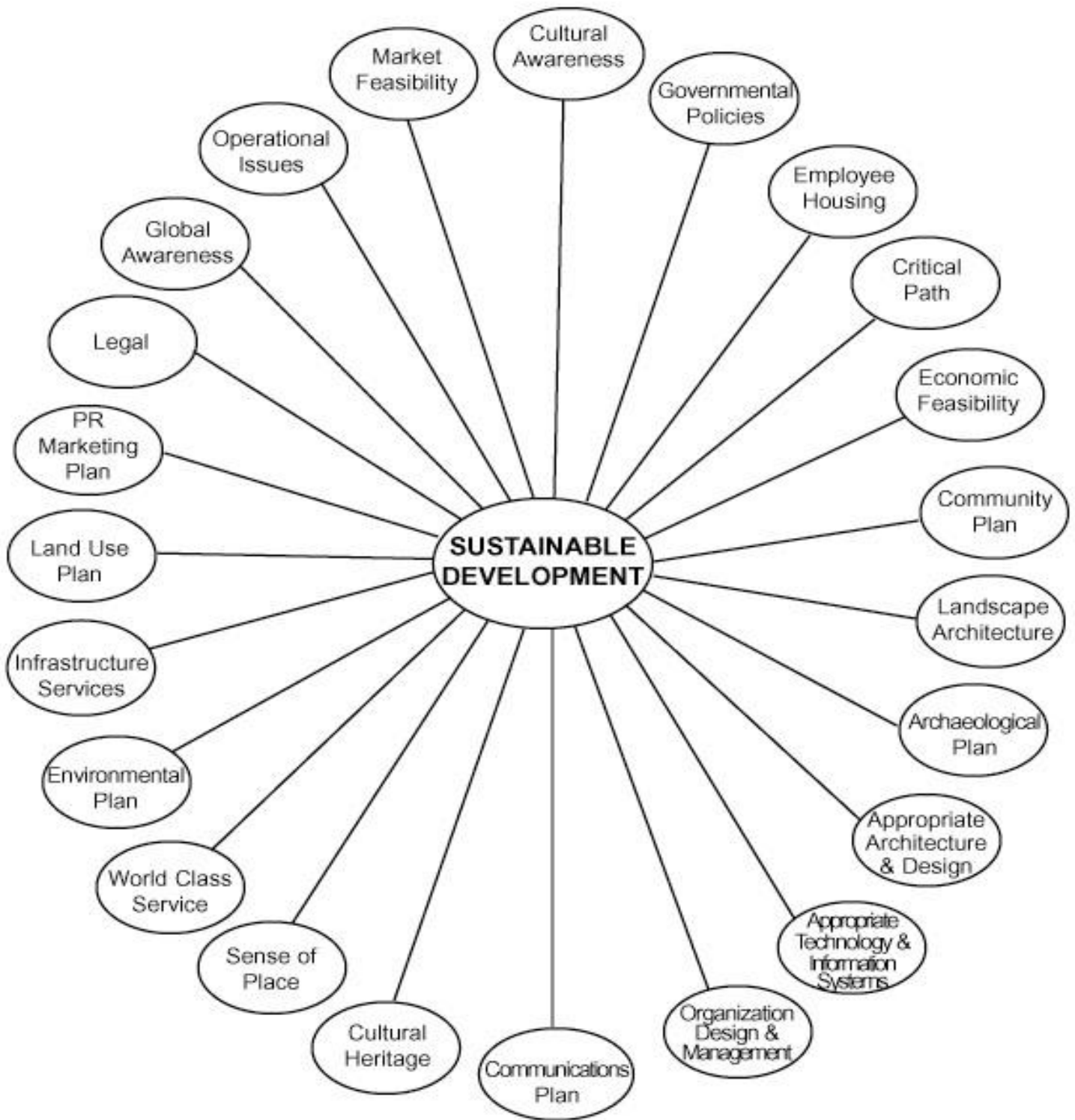
MIND

SPIRIT



BODY

Hotel/Resort Sustainable Development



REGENERATIVE DESIGN **AND DEVELOPMENT**

- Enables developments to become integral parts of their natural and cultural environments
- Creates an appropriate match of technology to need - reduces wasteful over design
- Depends on local processes & resources to vary widely by locale - draws on human creativity for invention and adaptation to ever varying circumstances
- Involves intentional redesign of ecosystems
- Creates systems that continue to evolve after taking initial form - management is necessarily a creative activity as well
- Requires understanding of how to determine limits - sustainability requires using natural processes and resources within their limits
- Moves us from built environments that are indistinguishable to ones that return a sense of place, recognition and belonging

SUSTAINABILITY REQUIRES:

- A WHOLE SYSTEMS APPROACH DEVELOPED OUT OF WHOLE SYSTEMS THINKING
 - Every issue is holographic
 - Relationship...relationship...relationship
 - Nature achieves economies by “stacking” functions, not isolating them

- ETHIC BASED VS. REGULATION AND PROCEDURE BASED DEVELOPMENT

- MOVING BEYOND PALLIATIVES
 - Being damage neutral is not enough to pay the bills of past development practices
 - Development must regenerate our core community systems – culture, economy, and ecology

Sustainability Salient Points

- Sustainability is simply about maintaining a healthy relationship with a place
- The first step toward achieving sustainability in environmentally appropriate development is an in-depth site assessment - a study to evaluate the assets and liabilities of "*Place*" in terms that relate directly to the appropriateness of planned or existing use
- The scope of considerations is such a study focus on the *relationships* between the factors that created and maintain the existing system, and the health, productivity and resilience of that *whole*
- For it is an intimate understanding of the *connections* between land, human, geologic, and natural history as well as the natural cycles and forces that play across and through a site that tells the story of *Place* - the breadth of the personality of our partner
- We can understand the limits or boundaries of such a relationship and the consequences of inappropriate development and technologies
- Within these limits the elements of design can be placed in an array that not only complements the *Whole* we are about to join, but also creates safe, energy-efficient, comfortable, productive and aesthetically pleasing human habitat
- The advantages of entering into healthy relationship with place extends beyond preserving a healthy environment, our legacy to our descendants
- It enables us to understand how to avoid *dysfunctional designs*, the antithesis of sustainability
- A metaphor for healthy relationship with the Whole is the attention and consideration given to water. In an ethical, sustainable system of design, water is recognized as the most precious resource - the lifeblood of *Place*
- Every element of a design for an environmentally appropriate, sustainable development needs to address its relationship to water
- How can water be held at its highest potential in this system?
- How can our designs interact with the system's - our system's lifeblood - in a manner that retains its integrity, its purity, and its potential energy for as many cycles as possible before it finally leaves?
- Regenerative systems, or in a smaller sense regenerative design elements, replace themselves or grow in extent to sophistication with the passage of time
- Achieving environmentally appropriate or sustainable development is really about engaging in a process or relationship with a *Place* on this earth
- A willingness to intimately know oneself and to know one's partner with the same intimacy, respect for limits and boundaries, appreciation of the partner's virtues, mutual sharing and sacrifice, continual communication and reassessment, a zest for life and the joy of living, and commitment to be in relationship