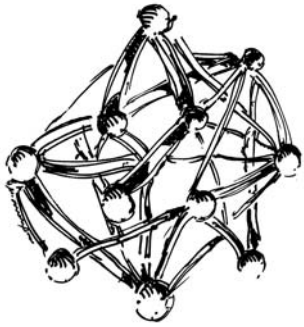


## SECTION ONE/CHAPTER

## 7

## Well Roundedness

*The integrity of our spheres  
is always in flux.*



*Throughout our lives, our spheres  
bulge, dent, expand and contract.*

Though it might be natural to assume from the title of this book that our goal in life is, or should be, to be perfectly round, *Being Spherical* is not about achieving an ideal shape. THE SPHERE implies no such state of being.

No sphere is perfectly round. No two spheres are alike. And, no sphere is the same shape twice. Each of us is born a sphere of unique configuration, and our spheres are always transforming. The same is true for the spheres of groups, organizations, companies, societies and all dynamic systems.

As individuals and groups, we are not after spherical perfection; we are seeking *spherical integrity*.

It does not take a degree in architectural engineering to understand that the integrity of every structure is dependent on the strength, number and quality of its interconnections. For a structure to achieve and maintain a desired shape, all the supporting elements must be harmoniously interrelated. The same is true of all systems.

**Spherical integrity refers to the dynamic condition of the interconnections and energies that form and maintain the shape of THE SPHERE.**

People and organizations that are positively engaged in shaping the world exhibit robust spherical integrity. Such spheres have the necessary links and dynamics to maintain their shape. Individuals with good spherical integrity manifest the characteristics we prize most in life, such as courage, wisdom, honesty, compassion and creativity. Groups, companies and institutions with strong spherical integrity are generally healthy and successful.

Spheres with weak spherical integrity do not function well in the world. Because they lack many of the important interconnections and energies necessary to sustain a healthy shape, they contribute little of value to the shape of others. Poor nutrition and lack of exercise, for example, compromise the integrity of personal spheres and, therefore, reduce their ability to influence positively the shape of other spheres. In the SMT, we see a lack of spherical integrity as collapsing nodes that cause indentations in THE SPHERE. Hopelessness, despair and isolation are signs of a lack of spherical integrity, as are cruelty, dishonesty, cowardliness, selfishness and all other negative human qualities.

**Suffering of all kinds stems from a lack of basic and essential interconnections.**

When we learn to recognize the patterns in our lives, organizations and social systems, we see why and how to influence spherical integrity. When looking at THE SPHERE of a community, for example, we see that each person contributes their unique shape to the shape of the community. If an individual contributes something that improves the functioning of the group, the group grows more spherical. If the shape of the individual is detrimental to the health of the group, the sphere of the group deforms.

We see the same thing in every personal, business and social interaction. There are those people who bring beneficial energies and talents that add roundness. There are those who bring negative influences that weaken the spherical integrity of the interaction.

When a key contributor (node) leaves a company, the company suffers a loss of spherical integrity, which reduces its ability to flex, adapt and respond to changing conditions. If the departing individual is vital to the survival of the company, THE SPHERE loses total integrity, causing a complete collapse.

As we know from experience, a functional, healthy, well-rounded group of any sort is not composed of drones, sandbaggers and opportunists. Healthy, well-rounded groups result from interrelationships between diverse people with the right mix of talents, experience, motivations and attitudes.

As THE SPHERE and the SMT demonstrate, we improve the patterns and shapes of our own lives and increase our own spherical integrity by contributing our interconnections and energies to the spheres of others. How well we roll, how good we feel, how successful we are—how spherically integrated we are—depends on how well we participate in the shaping of the larger spheres of our families, our communities, our companies, our societies and the world in general.

The shape and integrity of a company, community, institution, society or industry result directly from the contributions it makes to the sphericity of other spheres. As individuals and groups, we constantly influence the integrity of the global sphere—our every action changes the spherical integrity of other people, other species and the natural environment.

Ultimately, everything we think and do influences the spherical integrity of the universe.

*Being Spherical is not about  
rounding out me; it's about  
rounding out us.*



*Spherical integrity results from one  
sphere contributing positively to the  
shape of another.*