

Trilogical Enterprises

Excerpted from *Liberation of the People: the Pathology of Power*

by Norberto Keppe

Work is of two kinds. The more common of the two involves the great majority, those who work only to earn enough money to live. This type of work is generally tiresome and unpleasant because it is devoid of soul; that is, it is anti-human; it goes against human nature. This includes all banking activity, the greater part of all trade and commerce, and any other type of work that does not truly benefit the individual. The second type of work is that which is done for the good of mankind — ideally the only kind of work we should do, but which unfortunately is the case in only a very few instances.

In general, an enormous amount of time and energy is unnecessarily spent on certain types of work — a problem which is resolved in the trilogical society where, for example, one person cooks for the entire group, thereby freeing the others from this task. Also, the trilogical society is supported by all of its members, not merely by one individual, as in the traditional family, where the head of the family is usually expected to provide for the entire group. Indeed, the most important characteristic of this type of living arrangement is that it obliges the individual to act in the best interests of others; that is, the individual perceives in practice that it is in his own best interests to act in the common good.

Since the 1960s, the United States has been seeing a gradual increase in the number of entrepreneurs, the small businessmen who work for themselves. This would seem to indicate that people are less and less willing to remain "slaves" to the big organizations. Because of this, many of the large corporations are now multinational, having moved operations to other countries, mainly in Third World areas. Eventually the entrepreneurial spirit will emerge in those countries as well, and these groups will be obliged to move again to other, more backward countries in order to survive.

In Latin America, United States socio-economic power has created a number of dictatorships (Brazil, Argentina, Chile, Uruguay, Bolivia) in the hope of obliging the peoples of these nations to work in conformity with U.S. interests. Only now that the powerful have come to realize that a nation which is oppressed becomes useless and even dangerous, have they begun to recommend a return to democracy. Thus, once again we see socio-economic interests doing anything they can to avoid losing their power. If the Marxists in the world amassed the same amount of economic power that the European and American capitalists possess, the entire planet would be under Marxist domination within the space of a few days.

And what of the initial capital needed to bring a business into being? Apparently it is necessary, for how can a business be started without money to purchase machines, rent office space, or pay employees? In practice, however, a large initial investment is not really necessary. Any enterprise which is founded on a large capital investment is based on the megalomaniac idea of making a great deal of profit. The correct, the plausible, way to start is to begin a business from the bottom up; that is, with one, two, or more individuals working together toward a desired goal.

An article in *The New York Times* states: "Administration officials called on Latin American governments to make their economies more attractive to private capital as the way to guarantee future stability and ease the debt crisis."²

In other words, the Latin American countries must help the capitalists make profits if they wish to receive more money (and be exploited even more). Today the American people themselves have this same inverted sense of values. They have made their social, industrial, and scientific development dependent on money, forgetting meanwhile that their economic wealth is merely a consequence of their technological progress in agriculture and industry. Socio-economic power is plainly the cause of all political in-stability, not only in Latin America but in the developed countries as well. It has created an explosive situation which can erupt at any moment if it is not corrected immediately. Just as at the time of the French Revolution the nobleman concerned themselves primarily with attending social affairs and thus

were unaware of the growing unrest of the people, today's millionaires (the economic powers) have isolated themselves and are thus unaware of the great danger they are in.

Our proposal for the creation of trilogical enterprises may give capitalists the idea that they would be seriously jeopardized by this. We believe, however, that eventually they will realize that this type of organization is far more profitable, even from a purely economic point of view. Those who oppose our work will come to accept it when they see the enormous advantages it brings. Well-intentioned businessmen will accept trilogical enterprises, not solely as a new means of subsistence, but because they will discover them to be far more advantageous in all respects.

A number of problems, practically unsolvable until now, will be rapidly resolved with the establishment of trilogical enterprises: inappropriate use of fertilizers and chemicals in agriculture, the slaying of animals threatened with extinction, atmospheric and noise pollution, and the contamination of water, to name just a few. Such difficulties will cease to exist, because the primary aim of this new type of enterprise is to preserve life, not economic profit. Moreover, this will occur automatically, because people will work for their own well-being, not to enrich those sick individuals who retain social and economic power.

The economically powerful reject the trilogical enterprises because these, based as they are on work instead of on capital invested, divest such individuals of their power. Seen from another perspective, the question is this: the normal working person is not primarily interested in accumulating money. Indeed, only those who do *not* work have time enough to exploit their fellow man and make themselves rich. The general belief is that only the dishonest get ahead in life; the honest are fools who let themselves be taken advantage of. This is a demonic philosophy of life, and an incorrect one, because all truly worthy accomplishments are based on good, correct and beautiful actions. This triad is the very basis of human life and the foundation of the life of the Creator as well.

Capitalist enterprises generally follow the orientation of one person or at most a small group. In the Trilogical enterprise (in which everyone participates) all decisions relating to the business are cooperative, since one individual is more apt to make mistakes than half a dozen, one hundred, or one thousand people together, obviously. I believe that this is the only way to cure the ills that beset industry, agriculture, science and the educational system, all of which are in critical condition today.

Furthermore, as the human being does only what he believes is beneficial to him, all unhealthy systems, like all untruthful advertising and promotional schemes, are short-lived. Eventually the people reject them.

The trilogical enterprise embraces both capitalism and what we can call true communism, for work is held to be of primary importance and the distribution of profits is based on the production of each worker; or better, on his efficiency. The result is a different type of capitalism and communism; that is, capital is evaluated correctly (according to work done), and the worker (with his broader perception) becomes the core of the enterprise. Although such has been the case until now, this planet was not created for the benefit of a small group of individuals; it was created for all human beings to enjoy its riches.

References

1. *The New York Times*, Business Day section, August 22, 1985

The Significance of Trilogical Enterprises

Excerpted from *Sociopathology*, by Norberto Keppe

Here are some opportunities available through the establishment of Trilogical enterprises:

- 1) Creation of the necessary capital for the people who form them

- 2) Social and psychological development of the workers
- 3) Rapid enrichment of the nation

My intention in forming Trilogical Enterprises is that of bringing to consciousness the attitude of the evil socially powerful so that, over time, the people themselves would assume positions of power in a correct way. I truly believe that any country that adopts these enterprises will develop enormously, because they will generate

- 1) a great increase and diversification of activity
- 2) an incredible growth of capital – this time, based on something real, i.e., work not speculation.

It is worth mentioning the attitude of people in general who do not know how to capitalize on their earnings. A clear division exists in society between the capitalist group and the workers. These latter see their *raison d'être* entirely in work (as an employee), not in saving the money necessary to be able to form a company, while the former organize their whole lives around understanding the laws and power structures and even mastering the corruption necessary to guarantee their continued wealth in any type of society that accepts them.

We can divide humanity into two groups:

- A) the people who work and do not know how to coordinate an enterprise
- B) the people who coordinate, and who do not know how to work properly

So the most important thing is to find administrators who act in benefit of the firm and its workers, for these latter are the cause, soul and purpose of the enterprise. This is the greatest problem because normally those who know how to manage use their capacity to exploit their neighbors and all the “laws” favor this kind of attitude.

To get work done you have to create habits. Any activity depends on a certain number of movements that the human being acquires early on and keeps for the rest of his life. For this reason, it is difficult to change direction after 30 years of age. To make a social transformation, therefore, it will be necessary to get people interested in setting up the type of company that does not exploit them.

There are two general principles in the formation of Trilogical Enterprises:

- 1) delegate as many responsibilities as possible to the workers
- 2) minimize power as much as possible

The first step works to conscientize the workers (that is, all who work, not just the operatives) about their function in society; the second continues that process and includes the added factor of preventing psychopathology from sabotaging economic and social development.

These enterprises must combine a minimum of administration with a maximum of work, which is exactly the opposite of what capitalist and socialists do. They attempt to suck all the workers' energy. I am stating the obvious because it is work that brings in money, so the less control there is, the more profit is made for everybody. The ideal would be to have no traditional administration at all. At any rate, those who manage have to be focused on the issue of productivity, not just profit. The greatest difficulties lie in the mentality of business because the idea that it is more important to administrate

than to produce has been much encouraged. It may even necessary to choose the most productive workers to be leaders, and in this case he should earn more than the others.

In a Trilogical Enterprise, each member must feel responsible for his firm and this will occur when he realizes that success depends on his work. This will only become clear with experience, which will allow him to analyze all the factors related to production and work. This can only take place the same as any true process of knowledge, i.e., a posteriori:

- 1) seeing how things work so that each ingredient can then be put in its proper place
- 2) organizing everything from the bottom up, which means that there is never a pre-established plan imposed by any one group;
- 3) no centralizing of even the economics of the company or the administration

Trilogical Enterprises need to work with substantial individuality and at the same time work for the benefit of society. This means they must satisfy the needs of those who work in them and at the same time fulfill a social function. In a way, they have to be made in the image of the human being who is independent and yet dependent on the environment in which he lives. A human being must biologically submit to social contingencies while being psychologically independent.

The best way to preserve this individuality has been to apply 50% of the income to the workforce, invest 40% back into the business, and keep 10% for the reserve fund. This last amount is a capital reserve set aside to invest in the business as the group decides.

The more individualized the work is in a Trilogical Enterprise, the less possibility there is of dishonesty because:

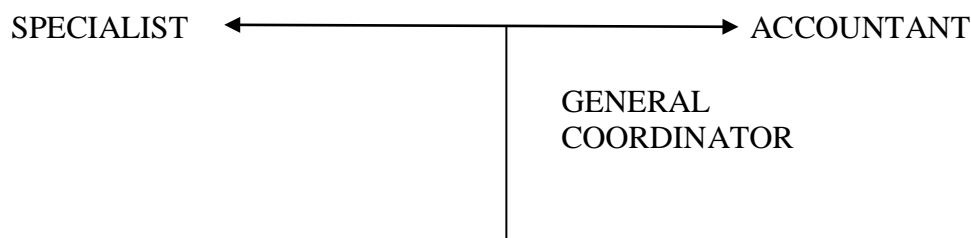
- 1) each will learn to defend their rights better;
- 2) this makes it easier to decide how to divide up the money

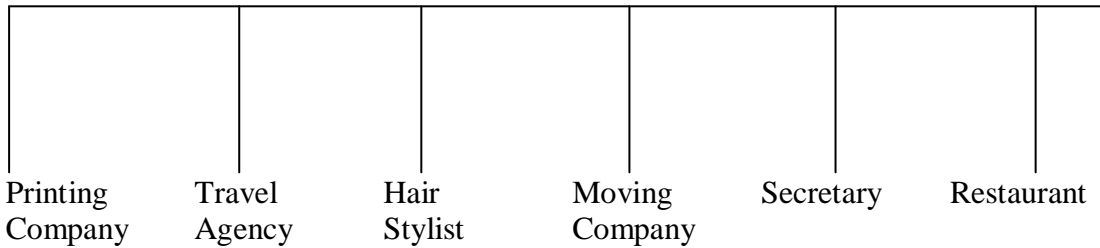
The Trilogical Enterprises are generally a group of firms that can help each other mutually until each one is sufficiently strong to survive. Beginning in New York and later in London, Lisbon, Sweden, Finland, and Paris, all the associated companies are based at the same locale to begin with before expanding later, resulting in an enormous savings of time and money.

A Trilogical Enterprise is not for work therapy. Anyone who becomes a member must have sufficient experience to be productive. As well, work therapy can really only be conducted at an educational establishment, which must receive remuneration from whomever goes there to learn. A person's entry into a Trilogical Enterprise must be contingent on certain criteria, with the most important being:

- 1) work experience
- 2) the individual should not be too pathological

The best diagram of the layout of Trilogical Enterprises would be this:





There has to be a General Administrator who stays in contact with the coordinators of each enterprise, to supply the necessary guidance.

All other individuals who play any part (other than the members of the Enterprise) have to work separately on a free-lance basis, at the discretion of the general coordinator. The purpose of this scheme is to diminish power as much as possible, to give place to the work force.

The following chart provides a summary of the major benefits of the trilogical enterprise model.

ECONOMIC AND SOCIAL TRANSFORMATION THROUGH TRILOGICAL ENTERPRISES

Traditional Enterprise

Trilogical Enterprise

Problem	Consequence	Solution	Consequence
CONFLICT OF INTEREST; ANTAGONISM BETWEEN EMPLOYER AND EMPLOYEES	EXPLOITATION. OPPOSITION TO WORK	EVERYONE WHO WORKS IS AN EQUAL-SHARE OWNER	TOTAL MOTIVATION FOR PRODUCTION
FINANCIAL SPECULATION AND INVESTMENT ARE MORE PROFITABLE THAN PRODUCTION	MAKING MONEY FROM MONEY IS PRIMARY; PRODUCTION IS SECONDARY	WORK, NOT MONEY INVESTED, IS REMUNERATED	PRODUCTION IS PRIMARY CONCERN
DISHONESTY. ENVY. SELFISHNESS, ARROGANCE AND INVERSION ARE NOT ADDRESSED	PERSONAL GROWTH AND PRODUCTIVITY ARE UNDERMINED	ALL WORKERS PARTICIPATE IN CONSCIOUSNESS OF ERROR PROGRAMME TO FOSTER ALTRUISM AND PRODUCTIVITY	INCREASED INDIVIDUAL PRODUCTIVITY AND HEALTH
LOW PRODUCTIVITY, COMPETITIVENESS, STRESS. CLASS STRUGGLES, INSECURITY		RAPIDLY INCREASED PRODUCTIVITY AND PERSONAL GROWTH; HEALTHIER PEOPLE, HEALTHIER SOCIETY	

Trilogical Enterprises: Sociotherapy Through Work

Article written by José Ortiz Neto, B.A., New York 1986

The first opened in 1984 in New York City, but were soon spreading to London, Stockholm, Helsinki, Lisbon and São Paulo. All of them had certain characteristics in common: financial stability and/or constant growth, satisfied workers and very happy clients and customers. What distinguishes the Trilogical enterprise from existing traditional companies? Mainly the fact that they are scientifically organized and tested

to provide sociotherapy; that is, they are structured in such a way as to help make society and the individuals in it more sane.

The psycho- and socio-therapeutic function of the Trilogical enterprises is easily understood, given the immeasurable difference that exists between being an employee (or manager) of a business and being an owner of the enterprise in which one works.

As employees, we are restricted to one single function, alienated from the global functioning of the firm, with no real motivation to increase our productivity or develop ourselves, inasmuch as we know that the profits gleaned from our labor go to an organization that is not ours. In this climate of economic penury, our psychopathology (anger, envy, alienation, inversion) tends to increase instead of decrease.

On the other hand, if we are owners in the traditional system whereby we own the means of production and contract the labor force, we harbor strong feelings of guilt because we know down deep that we are exploiters, and yet we are unwilling to conscientiously recognize and admit to this fact so as to correct it.

Sociopathology (social conflict, class struggles, crime and other types of violence) is severely aggravated by this unsatisfactory system which confines the people in a pronounced state of alienation; so deep, in fact, that they permit dangerous power to remain in the hands of pernicious individuals and institutions.

In the Trilogical enterprise, there are no owners as opposed to workers; rather, the two categories are unified (fused) into one: that of worker/owner. This resolves the problem in dissatisfaction with work because, as we can observe in the person who is self-employed and independent in an activity that is beneficial, useful (i.e. aimed at good), work is indeed fulfilling: it fortifies and develops mind, spirit and body. In contrast, the idle person not only becomes atrophied physically; early on he invariably shows mental imbalance and develops physical illnesses.

At the same time that it calms the worker and his family, the Trilogical enterprise develops the worker's intelligence and alertness so that he is no longer fooled by the powerful and thus can take measures to thwart them.

The purpose of the Trilogical enterprise is not only to "psychotherapize" and develop the worker, but also, and especially, to therapize the greater society, which is controlled by powerful individuals and families who represent less than one percent of the population, and who, because they do not work, but sustain their fortunes by exploiting others, have reached such mental imbalance as to make them a serious threat to civilization.

Principles and characteristics

The Trilogical enterprises were created in by Dr. Norberto Keppe, philosopher, educator, social scientist, psychologist and psychoanalyst with training in Existential Analysis under Prof. Viktor E. Frankl at the University of Vienna.

This new business concept is the result of Keppe's fifty-plus years of experience in psychosociotherapy, both in his private clinic and at the Clinical Hospital of the University of São Paulo Medical School, where he founded the department of psychosomatic medicine.

The principal characteristics of these enterprises are:

1. The capital, installations and equipment – that is, the company as a whole – is the property of all who work in that enterprise (and only them) in equal parts.
2. Every member (partner) of a given enterprise receives regular remuneration based on his productivity, calculated according to current labor market averages for each type of job. In addition, all workers participate as owners and receive equal shares of the profits.

3. A person who does not work in the company cannot be an owner, even in part. Private loans are accepted, and, if necessary, the company will pay interest at current market rates. The investor does not, however, receive shares that enable him to own or control any part of the enterprise, nor does he benefit in any way from profits or growth. (The aim of this measure is to encourage investment yet eliminate the parasitism and speculation that results from the possibility of earning profits without actually producing).

A partner who ceases to work in the enterprise cannot remain as a partner. He may receive his part in money, or he may sell his share to someone else who wishes to become a partner.

4. No one person or group of persons in the enterprise is allowed to abuse power. Coordinators are elected by consensus and their mandate lasts as long as their attitudes are good. If they begin to abuse that power, they are replaced, again by consensus.

This policy is maintained through required participation in a program especially designed to increase understanding of the socioeconomic system, develop entrepreneurial skills, and increase individual productivity through deeper awareness of problems and their causes.

The Trilogical enterprises, described in Norberto Keppe's seventeenth book, ***Liberation of the People: The Pathology of Power***, are based on ideals and standards which ensure that all who participate in such an enterprise are directly benefited.