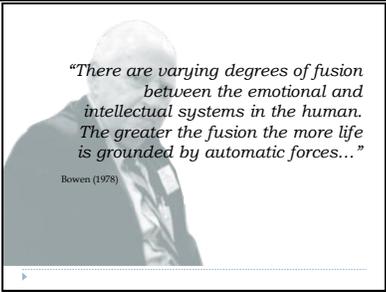
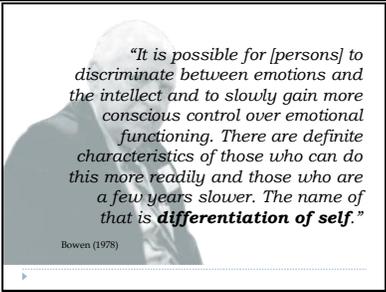


Murphy's Law and Murray's Laws Israel Galindo
Associate Dean for Lifelong Learning NALIP
Conference
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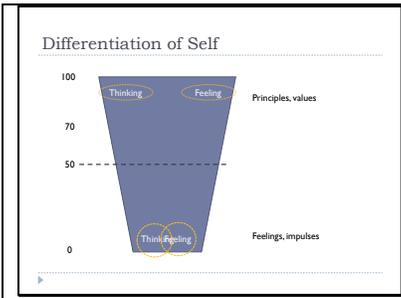
Caveat: If you are offended by the cartoons, keep it to yourself. I don't need to hear it.



"There are varying degrees of fusion between the emotional and intellectual systems in the human. The greater the fusion the more life is grounded by automatic forces..." Bowen (1978)



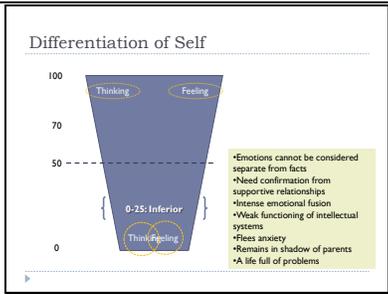
"It is possible for [persons] to discriminate between emotions and the intellect and to slowly gain more conscious control over emotional functioning. There are definite characteristics of those who can do this more readily and those who are a few years slower. The name of that is differentiation of self." Bowen (1978)



The Scale of Differentiation

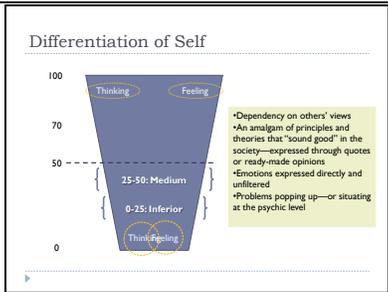
“The scale is an effort to classify all levels of human functioning, from the lowest to the highest potential level, on a single dimension. In broad terms it would be similar to an emotional maturity scale, but it deals with factors that are different from “maturity” concepts (Bowen, Family Therapy in Clinical Practice, p. 472).

The scale eliminates the need for the concept of “normal.” It has nothing to do with emotional health or illness or pathology.” (Bowen, Family Therapy in Clinical Practice, p. 472).



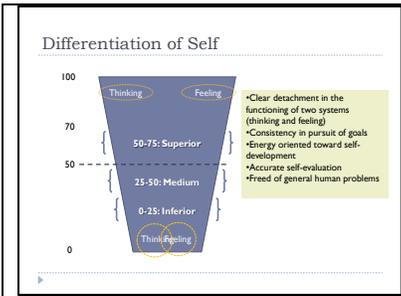
The Scale of Differentiation

- 0-25: Inferior.
- Emotions cannot be considered separate from facts
- Need confirmation from supportive relationships
- Intense emotional fusion
- Weak functioning of intellectual systems
- Flees anxiety
- Remains in shadow of parents
- A life full of chronic problems: ill luck, failures, misfortunes, disorders, illnesses



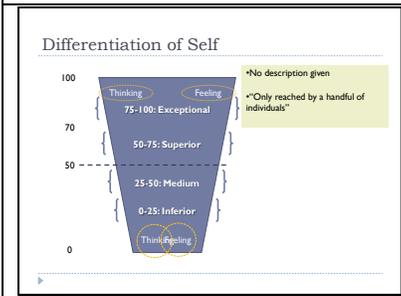
The Scale of Differentiation

- 25-50 Medium
- Dependency on others’ views
- An amalgam of principles and theories that “sound good” in the society—expressed through quotes or ready-made opinions
- Emotions expressed directly and unfiltered
- Problems popping up—or situating at the psychic level (depression, behavioral disorders, abusing substances)



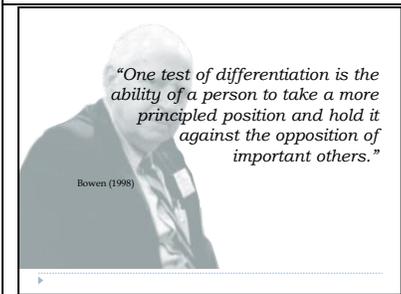
The Scale of Differentiation

- 50-75L Superior
- Clear detachment in the functioning of two systems (thinking and feeling)
- Consistency in pursuit of goals
- Energy oriented toward self-development
- Accurate self-evaluation (know their true self)
- Freed of general human problems (they have no problem with their problems)



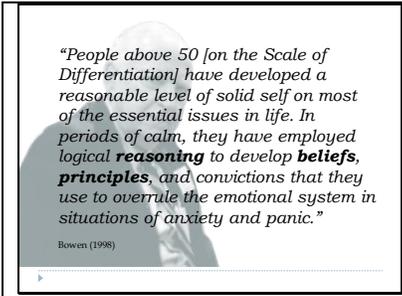
The Scale of Differentiation

- 75-100: Superior and Exceptional
- No full description given
- “Only reached by a handful of individuals”



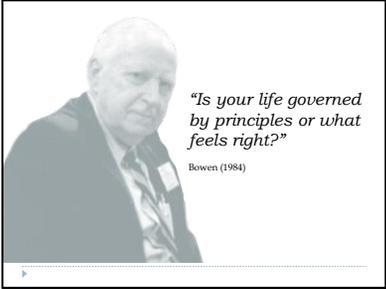
“One test of differentiation is the ability of a person to take a more principled position and hold it against the opposition of important others. Bowen (1998)

This is what this presentation is about.



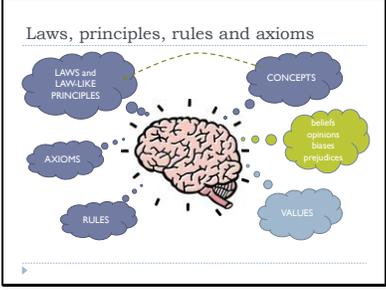
*“People above 50 [on the Scale of Differentiation] have developed a reasonable level of solid self on most of the essential issues in life. In periods of calm, they have employed logical **reasoning** to develop **beliefs, principles, and convictions** that they use to overrule the emotional system in situations of anxiety and panic.”*

Bowen (1998)



“Is your life governed by principles or what feels right?”

Bowen (1984)



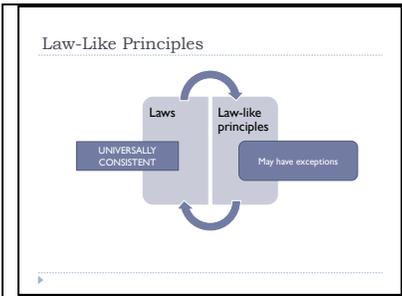
BFST is attentive to how we “think about things.” (You’ll not likely hear a “Bowenian” say, “...what I feel about it.”

In education we use the concepts of “laws” and “law-like principles.”

There are four major types or forms of knowledge that make up a large part of learning, and which make up the curriculum. Educational research has determined that there are ways of teaching each form of knowledge that are more effective than other ways, so it is important that teachers be able to recognize these forms of knowledge in the subject matter to be taught. These forms of knowledge are:

- 1) concepts
- 2) laws and law-like principles
- 3) academic rules
- 4) value knowledge

These are particular things and are learned in particular ways, and therefore, must be taught in particular ways.



Each form of knowledge has a unique structure that does not vary from subject to subject. For example, concepts differ in structure from academic rules, but all concepts have the same structure. This is helpful in that it allows us to make statements concerning how to teach each form of knowledge that can be applied in any subject area.

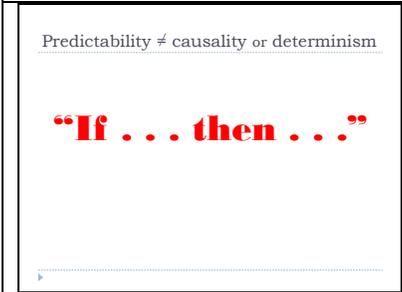
Laws and law-like principles are statements of cause-effect relationships.

In a verbal statement of a law or law-like principle, the two sets of concepts should be connected by linking words. Linking words point out the cause-effect relationship between the two sets of concepts. In the following example of a law, the linking words have been underlined.

“IF AN OBJECT IS PLACED IN MOTION, THEN IT WILL REMAIN IN MOTION IN A STRAIGHT LINE AND AT A CONSTANT SPEED UNLESS ACTED UPON BY AN OUTSIDE FORCE.”

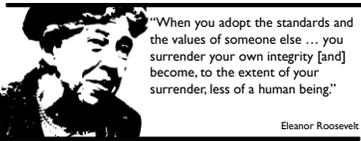
Laws and law-like principles have the same structure and are taught using the same strategy. They are different, however, in the consistency of the stated cause-effect relationship. The cause-effect relationship stated in a law is universally consistent. Law-like principles, on the other hand, are less consistent. In other words, there are no exceptions to laws, but law-like principles may have exceptions to the cause-effect relationship.

We want to explore corollaries and derive insights from law-like principles, rules and axioms.



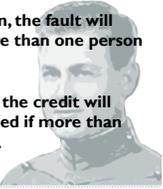
Law-like principles in rigorous theories allow for predictability. Predictability is not equivalent to causality or determinism. Here are three examples.

<p>Predictability in law-like systems principles</p> <p>▶ “If people are successful in modifying the degree of emotional cut off with their family of origin, then anxiety will come down in the nuclear family which in turn will also attenuate the severity of symptoms in the nuclear family. . . .”</p> <p><small>Randall T. Frost, “The Predictability of the Family Emotional System,” in <i>The Family Emotional System</i>, eds. Noone, Papero</small></p>	<p>If people are successful in modifying the degree of emotional cut off with their family of origin, then anxiety will come down in the nuclear family which in turn will also attenuate the severity of symptoms in the nuclear family. . . .”</p> <p>Randall T. Frost, “The Predictability of the Family Emotional System,” in <i>The Family Emotional System</i>, eds. Noone, Papero</p>
<p>Predictability in law-like systems principles</p> <p>▶ “If a person is able to modify his or her part in a key fixed triangle in specifiable ways, then the emotional system becomes more flexible, less stuck together and the family is better able to adapt to stress.”</p> <p><small>Randall T. Frost, “The Predictability of the Family Emotional System,” in <i>The Family Emotional System</i>, eds. Noone, Papero</small></p>	<p>“If a person is able to modify his or her part in a key fixe triangle in specifiable ways, then the emotional system becomes more flexible, less stuck together and the family is better able to adapt to stress.”</p> <p>Randall T. Frost, “The Predictability of the Family Emotional System,” in <i>The Family Emotional System</i>, eds. Noone, Papero</p>
<p>Predictability in law-like systems principles</p> <p>▶ “If people over time are able to differentiate more of a self in their family of origin and resolve some of the unresolved emotional attachment to the original family, then the underlying adaptiveness to stress in the nuclear family will improve.”</p> <p><small>Randall T. Frost, “The Predictability of the Family Emotional System,” in <i>The Family Emotional System</i>, eds. Noone, Papero</small></p>	<p>If people over time are able to differentiate more of a self in their family of origin and resolve some of the unresolved emotional attachment to the original family, then the underlying adaptiveness to stress in the nuclear family will improve.”</p> <p>Randall T. Frost, “The Predictability of the Family Emotional System,” in <i>The Family Emotional System</i>, eds. Noone, Papero</p>

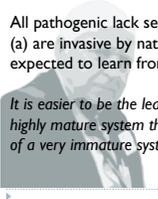
<p>Hume's Law:</p> <p><i>"Normative statements cannot be deduced exclusively from descriptive statements."</i></p>	<p>And, a caution as we move forward:</p> <p>Hume's law, in meta-ethics: normative statements cannot be deduced exclusively from descriptive statements.</p> <p>This presentation looks at principles of BFST and identifies which may fall under the category of a law-like principle.</p>
	<p>"When you adopt the standards and the values of someone else ... you surrender your own integrity [and] become, to the extent of your surrender, less of a human being."</p> <p>Eleanor Roosevelt</p>
<p>Murphy's Laws</p> <p>Edward Aloysius Murphy, Jr. (January 11, 1918 – July 17, 1990) American aerospace engineer</p> 	<p>Edward Aloysius Murphy, Jr. (January 11, 1918 – July 17, 1990) was an American aerospace engineer who worked on safety-critical systems. He is best known for his namesake Murphy's Law, which is said to state, "Anything that can go wrong will go wrong." Murphy was the eldest of five children</p>

<p>Murphy's Prime Axiom:</p> <ol style="list-style-type: none"> 1. In any field of scientific endeavor, anything that can go wrong, will. 2. If the possibility exists of several things going wrong, the one that will go wrong is the one that will do the most damage. 3. Everything will go wrong at one time. <ol style="list-style-type: none"> 3.1 That time is always when you least expect it. 	<p>Murphy's Prime Axiom:</p> <ol style="list-style-type: none"> 1. In any field of scientific endeavor, anything that can go wrong, will. 2. If the possibility exists of several things going wrong, the one that will go wrong is the one that will do the most damage. 3. Everything will go wrong at one time. <ol style="list-style-type: none"> 3.1 That time is always when you least expect it. 4. If nothing can go wrong, something will.
<p>Murphy's Law and Murray's Laws</p> 	<p>Let's compare Murphy's Law and Murray's Laws</p>
<p>Murphy's Laws</p> <p>If nothing can go wrong, something will.</p> 	<p>If nothing can go wrong, something will.</p>

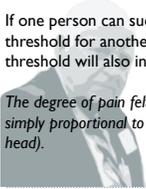
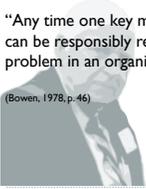
<p>Murray's Law</p>  <p>All relationship systems become anxious. Anxiety is free-floating, but seeks a place to settle.</p>	<p>One explanation BFST offers as to why everything can go wrong is that all relationship systems become anxious. Anxiety is free-floating, but seeks a place to settle: usually the most responsible or the most vulnerable in the system.</p>
<p>Murphy's Laws</p> <p>Nature always sides with the hidden flaw.</p> 	<p>Nature always sides with the hidden flaw.</p>
<p>Murray's Law</p>  <p>Health attracts health; dysfunction attracts dysfunction.</p>	<p>Health attracts health; dysfunction attracts dysfunction. We are attracted to the neurosis that suits us. Unhealthy systems seek the leader who will compliment their neuroses. Unhealthy systems will get reactive against a leader who poses the threat of health.</p>

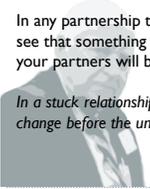
<p>Murphy's Laws</p> <p>In any given calculation, the fault will never be placed if more than one person is involved.</p> <p>In any given discovery, the credit will never be properly placed if more than one person is involved.</p> 	<p>In any given calculation, the fault will never be placed if more than one person is involved.</p> <p>In any given discovery, the credit will never be properly placed if more than one person is involved.</p>
<p>Murray's Law</p> <p>The person with the obvious symptoms is not to be seen as the "sick one" but as the one in whom the family or system pathology has surfaced.</p> 	<ol style="list-style-type: none"> 1. The person with the obvious symptoms is not to be seen as the "sick one" but as the one in whom the family or system pathology has surfaced. 2. The concept of the "Identified Patient" 3. In non-biological families, the scapegoat. (Who can share where the term "scapegoat" comes from? Is this something divinely invented to address emotional process?) 4. In structures of chronic anxiety, the IP position is predictable (non-imaginative): eg, in academic systems, it's the dean; in pastor-focused congregations, it's an associate. <p>ILL. BTSR. In a major crisis, the people who created the costly blinders were moved around to other offices and titles. The scapegoats who lost their jobs were support staff. There was an interim dean at the time, so the scapegoat position was not filled.</p>
<p>Murphy's Laws</p> <p>The universe is not indifferent to intelligence, it is actively hostile to it.</p> 	<p>The universe is not indifferent to intelligence, it is actively hostile to it.</p>

<p>Murphy's Laws</p> <p>Everything takes longer than you think.</p> 	<p>Everything takes longer than you think. “Everything takes five years.” (Galindo)</p>
<p>Murphy's Laws</p> <p>“Everything takes five years.” (Marcuson)</p> <p>“...or longer...” (Galindo)</p> 	<p>Everything takes longer than you think. “Everything takes five years.” (Marcuson) “...or longer...” (Galindo)</p>
<p>Murray's Law</p>  <p>No act of self-differentiation goes unpunished.</p> <p><i>Sabotage is a sure sign you are doing something right.</i></p>	<p>No act of self-differentiation goes unpunished. Sabotage is a sure sign you are doing something right. Progress, development, and evolution happen in fits and starts (with many false starts). There's no straight path to making progress in relationship systems with complex emotional process dynamics. They follow their own “logic” and timetable. Effective leaders know the laws of differentiation, and it doesn't include “thank you” as a first response.</p>

<p>Murray's Law</p>  <p>All human beings are programmed for far more pathology than could possibly become manifest in a lifetime (Friedman).</p>	<p>All human beings are programmed for far more pathology than could possibly become manifest in a lifetime (Friedman). Well, that explains lot.</p>
<p>Murphy's Laws</p> <p>Nothing is as easy as it looks.</p> 	<p>Everything takes longer than you think.</p> <p>“</p> <p>People admire successful organizations and individuals. High functioning organizations and highly competent individuals tend to make what they do seem easy. But people forget, or ignore, what it took to get there: (1) not giving up, and (2) dealing with challenges and failures along the way.</p>
<p>Murray's Law</p> <p>All pathogenic lack self-regulation and therefore (a) are invasive by nature and (b) cannot be expected to learn from their experience.</p> <p><i>It is easier to be the least mature member of a highly mature system than the most mature member of a very immature system.</i></p> 	<p>All pathogenic lack self-regulation and therefore (a) are invasive by nature and (b) cannot be expected to learn from their experience. Insight only works on people who are motivated to change. The unmotivated are notoriously invulnerable to insight.</p> <p>It is easier to be the least mature member of a highly mature system than the most mature member of a very immature system.</p>

<p>Murray's Law</p>  <p>When in doubt, don't do something, just stand there. (Bowen)</p> <p>A direct assault on a symptom never works. (Friedman)</p>	<p>When in doubt, don't do something, just stand there.—(Bowen)</p> <p>A direct assault on a symptom never works. (Friedman)</p> <p>BFST provides us with a different perspective on how to handle challenges and crises. E.g., focusing on systemic emotional process as opposed to troubling individuals; focusing on our own functioning rather than the demands of others;</p>
<p>Murray's Law</p>  <p><i>"If differentiation is an effort to be successful, it has to take place in action, as a result of careful private planning, and without previous announcement of one's plan."</i></p>	<p><i>"If differentiation is an effort to be successful, it has to take place in action, as a result of careful private planning, and without previous announcement of one's plan."</i></p> <p>(Bowen, Family Therapy in Clinical Practice, Chapter 20 "Toward Differentiation of Self in Administrative Systems," p. 46).</p> <p>The effect on the system comes as a result of functioning, not through sharing intent or information.</p>
<p>Murphy's Laws</p> <p>If it doesn't fit, use a bigger hammer.</p> 	<p>If it doesn't fit, use a bigger hammer.</p>

<p>Murray's Law</p>  <p>Pain is an inhibitor to change if you need to have peace at any price.</p>	<p>Pain is an inhibitor to change if you need to have peace at any price. Symptomology grows out of the imbalance between separateness and togetherness. The differentiated leaders the difference between other people's pain and the need for the leader to function as leader. "Never waste a crisis."</p>
<p>Murray's Law</p>  <p>If one person can successfully increase his or her threshold for another's pain, the other's own threshold will also increase. <i>The degree of pain felt at any given moment is never simply proportional to somatic stimuli. (It's all in your head).</i></p>	<p>If one person can successfully increase his or her threshold for another's pain, the other's own threshold will also increase. The degree of pain felt at any given moment is never simply proportional to somatic stimuli. (It's all in your head). Empathy is a bottomless pit if the goal is to bring about change in the other. "Never waste a crisis."</p>
<p>Murray's Law</p>  <p>"Any time one key member of an organization can be responsibly responsible for self, the problem in an organization will resolve." <small>(Bowen, 1978, p.46)</small></p>	<p>"Any time one key member of an organization can be responsibly responsible for self, the problem in an organization will resolve." (Bowen, 1978, p. 46) While this may seem as a statement of "causality" is it made from the perspective of (1) the nature of an emotional field, (2) the influence of the positional leader, and (3) the nature of systems emotional structures, including interlocking triangles.</p>

<p>Murphy's Laws</p> <p>If in any problem you find yourself doing an immense amount of work, the answer can be obtained by simple inspection.</p> 	<p>If in any problem you find yourself doing an immense amount of work, the answer can be obtained by simple inspection.</p> <p>Basically, check your automatic overfunctioning repertoire and stop and think.</p>
<p>Murray's Law</p> <p>In any partnership the more anxious you are to see that something is done, the less motivated your partners will be to take the lead.</p> <p><i>In a stuck relationship the overfunctioner must change before the underfunctioner can change.</i></p> 	<p>In any partnership the more anxious you are to see that something is done, the less motivated your partners will be to take the lead. Components in a system do not function according to their "nature" but according to their position in the network.</p> <p>(Friedman)</p> <p>In a stuck relationship the overfunctioner must change before the underfunctioner can change.</p> <p>The children who work through the natural difficulties of growing up with the least amount of difficulty or residue are those whose parents made them least important to their own salvation.</p> <p>(Friedman)</p>
<p>The children who work through the natural difficulties of growing up with the least amount of difficulty or residue are those whose parents made them least important to their own salvation.</p> <p>(Friedman)</p> 	<p>This overfunctioning-underfunctioning reciprocity works in family or origin dynamics also, particularly in parenting.</p> <p>The children who work through the natural difficulties of growing up with the least amount of difficulty or residue are those whose parents made them least important to their own salvation.</p> <p>(Friedman)</p>

<p>Murphy's Laws</p> <p>If everything seems to be going well, you have obviously overlooked something.</p> 	<p>If everything seems to be going well, you have obviously overlooked something.</p>
<p>Murray's Law</p> <p>The ultimate sabotage comes not from critics, but from close colleagues whose resolve has waned.</p> <p><i>If vision is linked to what you see, you're not using your imagination.</i></p> 	<p>The ultimate sabotage comes not from critics, but from close colleagues whose resolve has waned.</p> <p>If vision is linked to what you see, you're not using your imagination.</p> <p>Sure signs of high anxiety: lack of playfulness and a lack of creativity.</p>
<p>Sabotage comes in two forms:</p> <p>Seduction Criticism</p> <p>but they serve the same function.</p>	<p>Sabotage comes in two forms: Seduction and Criticism, but they serve the same function.</p>



"Along with 'Antimatter' and 'Dark Matter,' we've recently discovered the existence of 'Doesn't Matter,' which appears to have no effect on the universe whatsoever."

And, sometimes sabotage comes in benign forms, like inertia.

"Along with 'Antimatter' and 'Dark Matter,' we've recently discovered the existence of 'Doesn't Matter,' which appears to have no effect on the universe whatsoever."

Murphy's Laws

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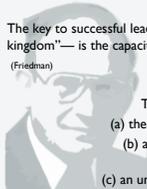


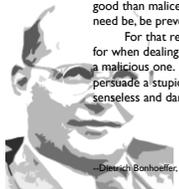
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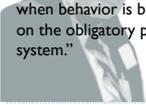


"Unfortunately, we're approaching the expiration date on most of our quick-fix solutions."

"Unfortunately, we're approaching the expiration date on most of our quick-fix solutions."

<p>Murray's Law</p> <p>Most of the decisions we make in life turn out to be right or wrong not because of some peculiar prescience on our part, but because of the way we function after we make the decision.</p> 	<p>Most of the decisions we make in life turn out to be right or wrong not because of some peculiar prescience on our part, but because of the way we function after we make the decision.</p>
<p>Murphy's Laws</p> <p>Given the most inappropriate time for something to go wrong, that's when it will occur.</p> 	<p>Given the most inappropriate time for something to go wrong, that's when it will occur.</p> <p>Things will tend to go the most wrong, and you will face the greatest challenges, when you are trying to bring about the most significant changes. Those will solicit the deeper feelings of loss and threat in people---resulting in reactivity.</p>
<p>The key to successful leadership—"the key to the kingdom"— is the capacity to deal with sabotage. (Friedman)</p> <p>Terrorism requires three conditions:</p> <ul style="list-style-type: none"> (a) the absence of well-defined leadership, (b) a hostage situation to which leaders are particularly vulnerable, and (c) an unreasonable faith in reasonableness. 	<p>The key to successful leadership—"the key to the kingdom" — is the capacity to deal with sabotage. (Friedman)</p> <p>Terrorism requires three conditions: (a) the absence of well-defined leadership, (b) a hostage situation to which leaders are particularly vulnerable, and (c) an unreasonable faith in reasonableness.</p>

<p>"Stupidity is a more dangerous enemy of the good than malice. ...evil can be exposed, and if need be, be prevented by force. For that reason, greater caution is called for when dealing with a stupid person than with a malicious one. Never again will we try to persuade a stupid person with reasons, for it is senseless and dangerous."</p>  <p>--Dietrich Bonhoeffer, "Letters and Papers from Prison"</p>	<p>"Stupidity is a more dangerous enemy of the good than malice. ...evil can be exposed, and if need be, be prevented by force. For that reason, greater caution is called for when dealing with a stupid person than with a malicious one. Never again will we try to persuade a stupid person with reasons, for it is senseless and dangerous."</p> <p>--Dietrich Bonhoeffer, "Letters and Papers from Prison"</p>
<p>Murphy's Laws</p> <p>Never make anything simple and efficient when a way can be found to make it complex and wonderful.</p> 	<p>Never make anything simple and efficient when a way can be found to make it complex and wonderful. (Spoken like a true engineer)</p>
<p>Murray's Law</p> <p>There is no way out of a chronically painful condition except by being willing to go through a temporarily more acutely painful phase.</p> 	<p>There is no way out of a chronically painful condition except by being willing to go through a temporarily more acutely painful phase. Systems, and people, grow through challenge, not coddling. When change is necessary, even for survival, most persons will seek the path of least resistance and change. Systems under stress of challenge seek relief from the pain of growth---leaders tend to be too quick to relieve their pain.</p>

<p>Murray's Law</p> <p>"When the intellectual system has the option to operate independently of the feeling system, it is possible for an individual to do for himself without being selfish and to so for others without being selfless. This becomes possible when behavior is based more on principle than on the obligatory pressure of the feeling system."</p> 	<p>"When the intellectual system has the option to operate independently of the feeling system, it is possible for an individual to do for himself without being selfish and to so for others without being selfless. This becomes possible when behavior is based more on principle than on the obligatory pressure of the feeling system."</p> <p>Murray Bowen, <i>Family Therapy in Clinical Practice</i></p>
<p>Sources</p> <p>Comella, Patricia A. et al. eds. <i>The Emotional Side of Organizations: Applications of Bowen Theory</i>. Georgetown Family Center, 1996.</p> <p>Friedman, Edwin H. <i>Generation to Generation</i>. The Guildford Press, 1985.</p> <p>Friedman, Edwin H. <i>Reinventing Leadership: Discussion Guide</i>. The Guildford Press, 1996.</p> <p>Galindo, I. <i>Perspectives on Congregational Leadership</i>. Educational Consultants, 2009.</p> <p>Gilbert, Roberta M. <i>Extraordinary Relationships</i>. Chronimed Publishing, 1992.</p> <p>Kerr, Michael and Murray Bowen, <i>Family Evaluation</i>. W.W. Norton & Co., 1988.</p>	<p>Comella, Patricia A. et al. eds. <i>The Emotional Side of Organizations: Applications of Bowen Theory</i>. Georgetown Family Center, 1996.</p> <p>Friedman, Edwin H. <i>Generation to Generation</i>. The Guildford Press, 1985.</p> <p>Friedman, Edwin H. <i>Reinventing Leadership: Discussion Guide</i>. The Guildford Press, 1996.</p> <p>Galindo, I. <i>Perspectives on Congregational Leadership</i>. Educational Consultants, 2009.</p> <p>Gilbert, Roberta M. <i>Extraordinary Relationships</i>. Chronimed Publishing, 1992.</p> <p>Kerr, Michael and Murray Bowen, <i>Family Evaluation</i>. W. W. Norton & Co., 1988.</p>