The Eppink Model
and the Psychological Analysis of a Culture
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THE MODEL OF ANALYSIS

Looking at the stories of the Introduction the reader may ask: "Why people are that different?" or "How different are we?" or, most significantly, "What are the consequences of these differences?" In order to answer these and similar questions we must first analyze one's "mentality" or psyche. In the chapters to follow I will make an attempt to analyze the psychology of the phenomenon of Muslim culture. The model of analysis will be one which I have been utilizing for fifteen years in analyzing corporate cultures, studying the spoken and written expressions which the significant figures utilize in their communications. These expressions refer not only to what people *want* to tell you, but to their own *underlying agenda* as well, as their words inevitably conceal something underneath: their real motives and strivings.[1] I call these concealed motives the "Hidden Goals," abbreviated and referred to as HGs.

Although numerous motives and strivings – Hidden Goals – can be imagined, in practice the following ten categories are sufficient for an accurate analysis (see chart).[2] The central thesis is that in life humankind follows all ten Hidden Goals. The Hidden Goals appear in numerous expressions and outcomes and, quite predictably, they appear in different combinations and ranking, never isolated; in other words, this model does not attempt to

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1   Motives and strivings are strongly interrelated and only theoretically separable. I prefer to use Hidden Goals to analyze motives because this model provides a framework by which cultural effects can be analyzed systematically (and by which the interrelations among motives of individuals become more clear as well).

2   Elsewhere I will define the 10 Hidden Goals extensively. These ten have not been chosen at random – I derived them from the famous classic Hindu scripture, *Bhagavad Gita* that states that all things are in continuous transformation by the three *Gunas*: mass, movement, and harmony, each of which is necessarily subordinated to the relation of the other two. Human beings can be characterized by four "works" (originally flexible, later fossilized into the four castes). The four "works," in combination with the three *Gunas*, make twelve basic constellations, here called Hidden Goals, and for simplicity's sake reduced to ten.

place anyone or any culture into one specific category, but rather analyzes the relative influences of each Hidden Goal with the others. The HG rankings fall and rise over time, thus accounting for change.

The Ten Hidden Goals (HGs)

Main HGs	STABILITY CONTROL INDEPENDENCE ORDER
Supporting HGs	INFORMATION SOCIAL CONTACT GOODNESS
Obstructing HGs	EGO- OR INSTANT-SATIS- FACTION APPROBATION INVIOLABILITY

UNDERSTANDING THE TEN "HIDDEN" MOTIVATING GOALS

The next chart illustrates an overview of the HG categories and their related attitudes and expressions. Note that the *italicized* words are the most relevant, while the capitalized words are the major outcomes of the related HG category.

The ranking, or prominence, of each successive Hidden Goal is of extreme importance in the analysis; each of the ten Hidden Goals may rise or fall, and thus become more or less predominant, which explains change. Because the Main Hidden Goals are often in conflict with each other, tensions will arise. Although the Main Hidden Goals are, in essence, neutral, they are not considered as such by everyone (depending upon one's own predominant Hidden Goals).

SOME EXAMPLES

The Hidden Goal CONTROL includes, per definition, some EXPANSION and AMBITION, while as soon as something is under control, one must look at the environment, and will want to control this too. Consequently, CONTROL affects STABILITY.

Extreme INDEPENDENCE or FREEDOM will always result in the dependency of others.

ORDERING reality never will be definite, while reality can be ordered in infinite – and even opposing – ways.

Extreme STABILITY means rigidity and stagnation; moreover, STABILITY hinders MOBILITY, as well as INDEPENDENCE and FREEDOM.

The 4 Main Hidden Goals	Related Expressions & Outcomes Means And Institutions, Attitudes
CONTROL	*Expansion*, *Ambition*, competition, the wish to win, (big) enterprise army, divide and rule, conquest. The extreme form of CONTROL is oppression. Peace = "where we rule."
INDEPENDENCE	*Mobility*, *Freedom*, free choice, individual responsibility, some trade, initiative. The extreme form of independence is rapacity, plunder, and (+ CONTROL:) slavery of others). (+ SOCIAL CONTACT + INFORMATION:) negotiation, agreements, commerce, free market, individual freedom. (+ STABILITY:) individuality. (+ STABILITY + INFORMATION + COMMUNICATION:) democracy. (+ INFORMATION:) free press, free opinion. Peace = "(I want) my peace," salvation (of self and others), inner peace.
ORDER	*Ordering*, *Creation*, thinking, inventions, collection, arts and culture, set of beliefs, ideology, *religion*, philosophy, (higher) *law*. (+ goodness:) "virtue," moral duty, conscience. The extreme forms of ORDER is delusive fabrication, e.g., in 17th c. America the Salem witch trials. Peace = (religious, political) order.
STABILITY	*Structure*, organization, administration, (social) contracts, rights and duties, tradition, conservatism, *orthodoxy*, *norms*, role-behavior, etiquette, *moralizing*. Feudal system, (hereditary) succession, social classes, hierarchy, fixed salaries. (+ CONTROL:) (self-) discipline, social control, social order, police, army, bureaucracy. The extreme form of STABILITY is rigidity. Peace = stability (and: no war) = rules, regulations.

Tensions, deprivation of welfare and damage will occur with certainty if the values of the three Obstructing Hidden Goals rise in the ranking. The three Obstructing Hidden Goals are EGO-SATISFACTION, APPROBATION, and INVIOLABILITY, leading to, for example, striving for ultimate security, unlimited growth (INVIOLABILITY), honor and glory (APPROBATION), and greed and rage (EGO-SATISFACTION). As such, these Hidden Goals are basic human

traits but when they come into prominence within a person – or within a culture – the outcome is distress and harm.

On the other hand, if the values of the three Supporting Hidden Goals rise in ranking, the threat of Obstructing Hidden Goals will be curtailed. The three Supporting Hidden Goals are INFORMATION, SOCIAL CONTACT, and GOODNESS, each expressed in values such as, for example, knowledge, technology (INFORMATION), communication (SOCIAL CONTACT), and benevolence, service (GOODNESS).

The 3 Obstructing Hidden Goals	Related Expressions & Outcomes Means And Institutions, Attitudes
EGO-SATISFACTION	(Ignorance), *Instant-Satisfaction*, ease of life, comfort, *consumption*, opportunism, *Greed*, lust, craving (e.g., for power), excitement, hurry, pressure, overbearing attitude, *Rage*. The extreme forms of ego-satisfaction are insistence as well as addiction. (+ CONTROL:) oppression, unlimited economical *growth*.
APPROBATION	*Honor*, *Glory*, complaining (calling for attention and appraisal), recognition, playing the role of victim. Revenge, law of retaliation, *crimes of honor*, ethnocentrism, racism. The extreme form of approbation is self-indulgence. (+ STABILITY:) prestige, status, respect, respectability.
INVIOLABILITY	Ultra-*Invulnerability*, utmost *security and protection*, *salvation* (of sin), longevity, eternal welfare, paradise, a 1000-year Reich, taboos, purge, purity, asceticism, *paranoia*. The extreme forms of INVIOLABILITY are despotic power as well as martyrdom. (+ STABILITY) fundamentalism. (+ APPROBATION:) fanaticism. (+ CONTROL:) omnipotence, despotism, radicalism, megalomania. (+ APPROBATION + CONTROL:) extremism. (+ APPROBATION + EGO-SATISFACTION + CONTROL:) *onslaught*.

The 3 Supporting Hidden Goals	Related Expressions & Outcomes Means And Institutions, Attitudes
INFORMATION	*Knowledge*, *Facts*, curiosity, skills, research, science, *technology*. Renaissance, Enlightenment, rationalism, self-reflection. The extreme form of INFORMATION is logo-centrism, i.e., centrism of logic and reason, exclusion of emotion, intuition. (+ SOCIAL CONTACT:) negotiation.
SOCIAL CONTACT	*Communication*, reciprocal services, mutual help, loyalty, collective responsibility, trust, alliances. The extreme form of SOCIAL CONTACT is group-centrism. (+ INFORMATION:) communication media. Patronage, (+ EGO-SATISFACTION: corruption).
GOODNESS	*Benevolence*, *Humanity*, *welfare*, compassion, social responsibility, generosity. The extreme form of goodness is overprotection. (+ STABILITY:) (public, social, military, commercial) *service*, human rights. (+ ORDER:) moral duties, justice.

Note: Throughout this book HG categories may be followed by dots; for example: "CONTROL·EXPANSION·AMBITION" will indicate: "the Hidden Goal CONTROL and its expressions: EXPANSION and AMBITION."

WHAT IS CULTURE?

The term "culture" is used in different ways. Often the accent lies on capabilities – even exceptional capabilities – in music, art, language, and religion, or in traditions, customs, habits, et cetera. In general, if we speak of "Muslim Culture," we mean religion as the main point of reference, whereas if we speak of "Arab" or "Japanese" or "Chinese" culture, language is the main point of reference.

The problem of such generalizations is that the many variations, or subcultures, within each of these cultures can be overlooked. What, for example, should be understood by the term "American Culture" or by "European Culture"? In "American Culture" the American-English language could be the main reference point, however in "European Culture" there is no similar common language-based point of reference. In both examples we are, in general, referring to the American and European societies and their histories.

In defining culture the reference to a system of "values" is more useful, but concepts such as values, norms, ideology, ethics, symbols, style (e.g., of leadership) are quite abstract. Some authors consider culture to be a way

to survive or "the way in which people solve problems."[3] Although I can agree with this approach, in my opinion the impact of goals determines, to an important extent, how people perceive reality, and their beliefs on how problems can and should be solved. Here we are back to values.

The relation between goals and values is very strong, as people will follow goals which they believe are valuable, and in turn values themselves tend to become goals for many people. Some goals are formulated – the so-called formal goals – but most are not, and are as such the informal goals. Psychologically, both formal and informal goals have their origins in basic goals, which in this model are the ten Hidden Goals (HGs).

The Hidden Goals form a person's or a group's or an organization's "mentality," thus the Hidden Goals similarly form the mentality of a culture, leading to the conclusion that one may even reasonably determine that *culture is mentality*.

This book provides a model with which to analyze and understand Muslim mentality, culture and society – "Muslim" being defined from the religious reference with Islam as the predominant religion – and its different subcultures. The model employed is, like any model, an abstraction of reality, employed in order to facilitate comprehension of the reality.

Because humankind follows, to some extent and in varying degrees, all of the Hidden Goals, similarly, any group, organization, or culture will also possess the ten Hidden Goals in varying degrees. Thus *a culture may be defined by its mixture and relative ranking of the ten primary Hidden Goals.* Cultures and subcultures – in this case Muslim culture – can be characterized by their *accent on a – more or less – unique combination of Hidden Goals*.

(Sub) cultural differences can be explained by the quite infinite combination possibilities of Hidden Goals in relation to two other elements of continuity: *capabilities* and *conditions* (circumstances in time and space[4]). One Hidden Goal, or the combination of a few, may dominate in a culture (with small changes in time and circumstances). In society cultural expressions and productions – like art, customs, and the forms of religion and social life in general – are variations on a specific combination of Hidden Goals.[5]

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3   Trompenaars (1993). "Culture" is in this case considered a so-called contingency factor and determinant factor as well, and is also primarily an interaction between conditions and capabilities.

4   Hinduism includes in circumstances of space and time: birth-origin, term of life, and experience.

5   Although the ranking of the collective Hidden Goals in a society "makes" its culture, the ranking by itself may be influenced by time and circumstances, i.e., the political, economical and historical environment.

Cultures are the outcome of individuals' thoughts and actions, their habits and values. A culture reflects the "mentality" of its participants, in other words, their Hidden Goals. By consequence, a culture can be CHARACTERIZED BY ITS HIGHEST RANKING HIDDEN GOAL*s, which can be determined linguistically through study and analysis of the overriding verbal expressions of the predominant individuals within that culture.*

CULTURE CLASH

The stories in the first chapter of this book illustrate a clash between two Hidden Goals: the Hidden Goal INFORMATION·KNOWLEDGE·FACTS versus the Hidden Goal APPROBATION·HONOR (in this case, "saving face"). This is a small but not unimportant detail of cultural difference between the Muslim and, for instance, the American cultures. Looking at the chart above, the most dramatic differences between Muslim and American cultures are immediately clear; these differences are illustrated here in general terms, the nuances will be investigated later, in terms of:

Modern (American) Culture		Today's Muslim Culture
Main Hidden Goals: FREEDOM + STABILITY + EXPANSION	**Versus**	**Main Hidden Goals:** (Religious) ORDER
With:		*With:*
Supporting Hidden Goals: INFORMATION·KNOWLEDGE + COMMUNICATION	**Versus**	**Obstructing Hidden Goal:** APPROBATION·HONOR

Globally, the predominant characteristic of this decade is a still-growing extension of information exchange. Thus, in all societies the Hidden Goals INFORMATION·KNOWLEDGE and COMMUNICATION will continue to rise in ranking and influence, will continue to cause cultural changes, and will continue to make the world more open. This process, however, will meet a wide range of opposition from those individuals, groups, organizations and cultures whose values are based on the Obstructing Hidden Goals, particularly APPROBATION·HONOR and INVIOLABILITY, Hidden Goals that hinder an open mind. As a result of the rise in ranking of these Obstructing Hidden Goals, an intense dislike (even to the point of hatred) and distrust of "outsiders" and the "outside world" is aroused. Groups or societies where the Obstructing Hidden Goals predominate or rise in the HG ranking can easily become cradles of frustration, aggression and terrorism.

SUMMARY

– Understanding the mentality of others and other cultures is to analyze their principal Hidden Goals.

– To understand is not the same as to accept. No one can accept the expressions of another's Hidden Goals if these are conflicting with one's own Hidden Goals.

– Not all people, groups, or cultures follow the same Hidden Goals, nor do they have the same mentality. The HG rankings of individual people, groups or cultures varies both in ranking order and in intensity of influence.

– Not all Hidden Goals are compatible.

– Different Hidden Goals and their combinations cause different points of view or opinions, sub-cultural differences, and different "mentalities."

– Because the Hidden Goals are often in conflict with one another, tensions will arise among the outcomes of the different Hidden Goals.

– Tensions, deprivation and damage will occur if the values of the three Obstructing Hidden Goals rise in ranking.

– In an open society the Supporting Hidden Goals INFORMATION·KNOWLEDGE and SOCIAL CONTACT·COMMUNICATION hold an important place in the HG ranking; however, these Supporting Hidden Goals are in diametric opposition to the Obstructing Hidden Goals APPROBATION and INVIOLABILITY.

By consequence, culture clashes can and should be expected, particularly in an environment which possesses the topic of our next chapter, The Dangerous Mix of Obstructing Hidden Goals.

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