



NEWSLETTER
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The Greeping Grey Hoard

(Part 1 of a 2-part series)

I travel about once a month and usually pick up one or two books in an airport bookstore to accompany me during long flights. In October, in the Houston airport, I came across “Wake Up America” by Eric Bolling¹ which carried a germane message, one that fits in with a book I had or have² intended to write. It is about the creeping gray hoard that will engulf us all. Slowly, reliably, inexorably the effect is with us and it is grinding our western societies down to a crawl. Since this same cause (too bureaucratic, and too inflexible to adapt to changing times) can be attributed to the failure of the Roman, the Russian, and the British Empires, perhaps we should examine the issue before it is too late to learn and adapt. Actually, if Canada adjusts, that country can be a major beneficiary of this understanding since Canada is not as far along the creeping-gray-hoard path as the United States, Mexico, or other major powers; and Canada is probably ‘small’ enough to adapt, yet influential enough in Western societies to make a difference.



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We begin with four personalities

Frequently, CCCC parrots the message provided by Hippocrates in 350 B.C.³ of four types of personality temperaments: the active, the detail-oriented, the venturesome and the people-centered behaviors (which CCCC labels as P, A, V and F⁴). CCCC goes on to convince and demonstrate to companies that their operations need all four to be in balance. Each of the four has its strengths and each has its inherent weaknesses. Any one temperament left to work on its own will prove to be dysfunctional resulting in an operational disaster.

Statistics show a population distribution of P 15.7%, A 39.9%, V 16.3% and F 30.1%. Most people are not uni-dimensional and have two temperaments in strength and two which are recessive. Overall, ‘A’ has the highest distribution at 39.9% and without doing too much analysis, we can make the simple supposition that ‘A’ might end up dominating any group and any society. In fact, that is exactly what my associates and I, after a 10-year study, conclude is happening. Since we need P, A, V and F in balance, yet one is dominant, then the dysfunctionality of the dominant one (A) is bound to show up and cause difficulties.

Why we need them all

The Producer (P) gets things done, yet frequently is lacking in people skills. The Analyzer (A) is thorough, yet risk averse. The Visionary (V) sees far beyond the average person’s sight, yet may be sometimes narcissistic. The Friend (F) offers the glue that connects people, yet worries too much about offending others. All have good; all have bad. They are what they are; the leopard does not change its spots. For example, reflecting on yourself or a friend who constantly had demonstrated an undesirable trait, observe how all the training and course registrations have done little to remove this basic ‘undesirable’ characteristic and resulted in money being poorly spent. For that reason, we at CCCC ask companies to stop wasting time trying to correct ‘faults’ of individuals, but instead, we suggest that managers focus on individuals’ positives and benefit from their strengths.

¹Bolling, Eric, *Wake Up America*, St. Martin’s Press, New York, NY, 2017

²Bolling’s book hits on many of the ills that are creeping up on our societies, and almost made me decide not to write my book. But since Bolling specifically blames the U.S. Democratic party for America’s problems, I probably need to write “The Creeping Gray Hoard” book to warn us of the real, broader, danger.

³Jung, Myers Briggs and a whole army of behaviorists also followed Hippocrates’ leanings to create quick tests for behavior such as *Disc*, *Colors*, *Myers Briggs test*, and so on.

⁴P = Producer, A = Analyzer, V = Visionary, F = Friend.

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Ottawa,
Canada
- 9 Nov.
Guadalajara,
Mexico
- 26 Jan.
Guadalajara,
Mexico
- 12 Feb.
Kiev,
Ukraine
- 23 Feb.
Ottawa,
Canada
- 12 Apr.
Ottawa,
Canada

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For an analogy with P, A, V and F, turn to a chorus of a bass, tenor, alto, and soprano singers. Together the four of them make wonderful music. If any, alone, tries to sing a variety piece, they will do well on the parts their voice range can cover but poorly on the parts their musical range is not equipped for; the soprano will have trouble with the bass notes and the bass will never hit the high C. Often, corporations advise and insist that the timid persons (A) need to speak out in public more and the salesperson (V) must fill in the reports with precise detail – the very opposite of their inherent tendencies. The constant refrain “But it’s easy” makes it no better. This is not unlike asking the soprano to sing a bass note and becoming bothered when she cannot.

We need all of P, A, V, and F because most tasks need the abilities of all four. Assume P, A, V and F persons meet to solve a problem. P’s determination will ensure they keep at it till they arrive at a solution; A’s focus on details will reduce the chance for error to creep in; V’s creative genius will bring forward one new idea after another; F’s smooth people skills can keep the team on the right path, especially at moments of conflict. Reflect on any issue in detail and you will see, in most cases, that there is a benefit to having all four. On the other hand, reflect on what happens if we have no one to drive the project to a conclusion, or if we have no one to look after the accuracy, or no one to come up with ideas, or no one to keep the humans calm in times of difficulty⁵.

The creeping gray hoard and its manifestation

The ‘A’ person, frequently lacking excitement or creative ideas, is sometimes viewed as dull. I call that individual gray. The slow growth of the tribe of A’s to a position of dominance, I call the creeping gray hoard. It reaches a noticeable point when the society members expect government (and all the other serving bodies) to take care of the person’s every little whim; when individuals are loath to solve simple things on their own; are unwilling to accept responsibility for each’s own actions. It manifests itself when risk is considered by the society as an evil rather than a balancing tab to the cautious prong. It reaches a noticeable point when the debt of Canada and Ontario arrives at a trillion⁶ dollars, as it has now. It manifests itself when populations are willing to follow a leader who says and does stupid things (Hitler). It reaches a noticeable point when trying to get timely responses from these administrators seems virtually impossible – and, even worse, such lack of response is rationalized as OK. In the private sector, a lack of timely response will doom a company to oblivion; not so in the public sector.

How does the creeping hoard drag down our society, and, what can the average person do about it? Tune into next month’s newsletter for answers.

⁵CCCC shows its students mathematically why all of P, A, V and F are needed to make balanced decisions, and while CCCC will be pleased to share this information with the reader on request, such details here would overwhelm this brief presentation.

⁶To get the idea of a trillion, counting at two counts per second, and avoiding eating, sleeping or anything else, a person could reach a count of a trillion after 32,000 years.

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