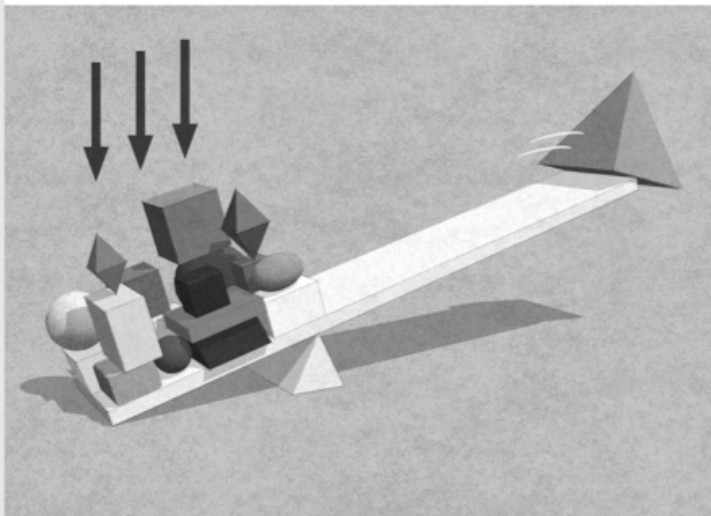


Everybody Jump Together

A practical guide to knock
radical Republicans off the seesaw



Harriet and Charlotte Childress

Everybody Jump Together

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2017

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Everybody Jump Together is available at no cost
as a downloadable pdf on the website

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hierarchies

the object is to
climb up to or stay on the top

“higher” people build and maintain
hierarchies that channel power, control and
resources to themselves

“lower” people are expected to support and
hold up hierarchies, send their power and
resources to “higher” people, and look to the top
for direction, permission. and approval

“problems” such as deception, inequity, fear, greed,
scarcity, assault, violence, and war keep hierarchies healthy
and participants engaged

Chapter One

Introduction

SECTION ONE

THE PRESENT MOMENT

Today's Republican leaders choose to build and maintain hierarchies. That is what defines them; that is who they are.

Given an opportunity to send riches and benefits to a top group – the elite or the privileged establishment – radical Republicans act without hesitation.

A chance to blame or harm a group they place on lower rungs of their ladder? Radical Republicans are on top of it.

Their consistent obsession with hierarchies is their weakness – their “Achilles heel.”

Everyone Jump Together explains and demonstrates how to take advantage of today's political and social environment, so that the country can make a pivotal turn toward the vision of its founders – equal access to Life, Liberty, and Happiness.

This handbook is a practical guide to:

1. Ensure the success of diverse groups in the current resistance, and in building a bright future together.
2. Interpret, then dislodge the radical Republican agenda.

Chapter Two

Basic Question

Here it is in a nutshell.

Are you supporting hierarchies that channel resources to the elite at the top?

OR

Are you supporting inclusion, fairness, and access to an equitable society?

In the United States, most of our current political, social, and values debates are based on how we answer that question.

Hierarchy Conservators

On one side, there are people who believe in traditional authoritarian hierarchies that give power to a few.

These Hierarchy Conservators – "HiCons" – work to ensure that their own groups – the ones who they believe to be superior – have more of what's valued.

HiCons expect the rest of the population to be loyal to their top groups, and look to them for guidance and direction. HiCons believe that people outside their groups do not deserve equal benefits because they are inferior or lazy.

Compatriots

On the other side, there are people who believe that the ideals of the United States, as stated by its founders, mandate a country that brings equality, fairness, justice, opportunity, and collective responsibility to everyone. These people are committed to creating communities locally, regionally, nationally, and globally where everyone counts, including animals and the environment.

These are COMmunity builders and PATRIOTS – "Compatriots."

Compatriots expect to have public and government protections as ways to foster equality in the midst of outdated hierarchies.

They believe that people on the top of hierarchies have more resources because they build and control systems that give them advantages.

Chapter Three

Seesaw

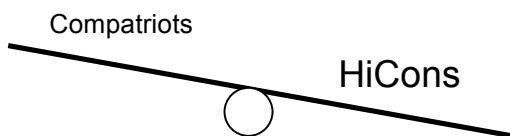
How did Republican HiCons of today become so extreme?

A simple seesaw on a children's playground answers this question.

Historical Shift

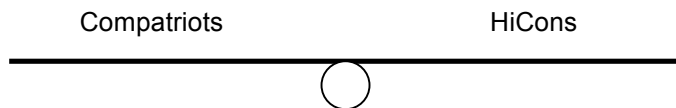
Back in 1776, almost everyone lived in ways that supported a diverse array of hierarchies. For example, the only people who were allowed to vote were white men wealthy enough to own land.

The seesaw, therefore, was heavily slanted toward hierarchies and the HiCons who benefitted from them, which are on the right side in this model. The Compatriots on the left carried very little weight, as hierarchies were almost totally in control.



Over the centuries, millions of people devoted their time, resources, and lives to realize the founders' ideology of a country where everyone has access to prosperity, health, security, and happiness.

The strength and weight of the left side of the seesaw continually grew as the stronghold of the dominant elite fractured with one group after another. Gradually more weight shifted to the left side as individuals resisted abuse and inequality in at least one hierarchy, and often, more than one.



There have been monumental changes, such as those made by unions, people of color, people with disabilities, environmentalists,

women, farm workers, animal rights supporters, people exploring spirituality outside hierarchical religions, immigrants, alternative medicine practitioners, and supporters for medical care for all.

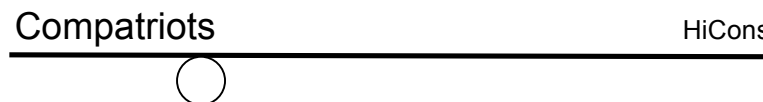
During this time, there have been those who wanted to continue to hold tightly to the traditional status quo. These Hierarchy Conservators have fought a tireless battle to keep disproportionate recognition, opportunities, and resources flowing to themselves, members of their own groups, or people loyal to them.

Monumental Shifts

Over the last sixty years of increasing weight on the left side, extreme HiCons have had to compensate by moving farther "out-there" to the fringes. As HiCon mass decreased, the only way for them to maintain enough force to stay on the seesaw was to move away from the fulcrum, away from the "center."

Therefore, HiCons have become more radical – just to stay in the game.

These "out-there" HiCons have needed to create more radical platforms, agendas, and rhetoric that have become more bigoted, hateful, ruthless, reckless, clueless, greedy, divisive, deceitful, and manipulative in an effort to keep the seesaw in balance.



Republican leaders and their defenders have been pressured to rationalize increasingly outrageous behavior and moral blindness. Their radical position has forced Republicans to adjust their standards and accept and normalize previously unacceptable conduct.

Republican HiCons

The current Republican HiCons want the country and world to believe their current extreme practices and policies are a result of their proactive leadership and superior vision.

The science of physics shows, however, that their move to the radical right is, in fact, a compensation for the strength and mass of their opposition, and grew from a need to counter the growing weight of Compatriots who value equality, fairness, and opportunity.

Vital Purpose

By moving so far to the right side, radical Republicans are ironically and unintentionally illuminating the damage their positions cause in ways that are too obvious for the majority of people to overlook. Their local, state, national, and international policies have become a lightning rod for Compatriot causes.

The numbers of people participating in resistance marches, the strength of voices at town hall meetings across the country, and the growing international concern about Trump/Pence policies and behaviors indicate an increasing exposure to the dangers of these HiCons.

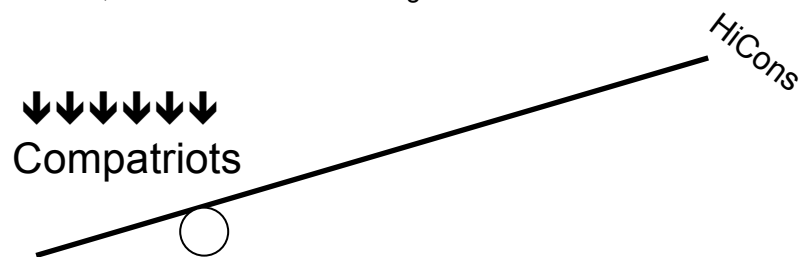
The outdated attitudes and behaviors of Republicans are looking ridiculous and unacceptable to more and more people – whose ranks will only swell if Compatriots do their job well.

Jump Together

The stage is set.

Republican HiCons are giving Compatriots a powerful opportunity to change the United States *forever*.

When Compatriots unify enough to jump together, their jolt will throw HiCons off balance. Teetering radical Republicans will be knocked off the seesaw, and be forced out of the game.



Chapter Four

Why Now?

The unique opportunity for Compatriots to change their country forever by relegating radical Republican to the annals of history was not available before now because:

1. Radical position

Republicans have moved so far out on the seesaw that their extreme positions, agenda and behaviors are now sufficiently obvious and irrefutable.

2. Call for unity

The recent widespread call for unity among diverse Compatriot groups is unprecedented. Previously, most groups were focused on and organized around their own individual issues.

3. Phenomenal success

The success of Compatriots over the last 240 years in increasing equality and inclusion provides the experience and foundation needed to form connections among diverse groups, and drive collective social and political change.

4. The maturity of causes

With the legalization of same-sex marriage, all major hierarchies are now "over the hump." Unified marches, such as when millions of people came together in January 2017, could not have happened if some "ism" groups did not support LGBTIQ equality. This lack of unity among progressives would have resulted in division.

Now, the switch has been turned, and the majority of Americans support equal rights for all major groups. This important milestone frees up time and energy to devote to a common cause. "Over the hump" helps Compatriots move past their own personal prejudices

and become part of a unifying force to break down hierarchies that have divided groups in the past.

5. Consistent policies

Republican HiCons have proven to be impressively consistent in their choice to support hierarchies in local as well as national issues. This uniformity of supporting the top allows Compatriots to predict Republican moves, expose the truth about them, and unify to move the country in the opposite direction.

6. Attack with multiple groups

Because of majority support for deconstructing all major hierarchies, the Republican 2016 election team and their supporters could not take advantage of the political technique they have successfully used in the past – that of scapegoating a single group for political gain. From 2016 on, they have had to go after multiple groups.

Republican campaigns ridiculed or attacked their targets, refraining only from those groups who would reflect poorly on their most important candidates and decision-makers – White, Hierarchy Conservator, Able-bodied, Christian, Heterosexual, U.S.-born Males (WHACHUMs).

7. Perfect adversaries

The current U.S. president/vice president and other Republican leaders and decision-makers – local, state, and national – are perfect adversaries because of their rigid adherence to hierarchies, their bullying and other toxic behaviors, their cluelessness inherent with being at the top, and their impulsive reactions to perceived threats.

8. Hierarchy theory

Compatriots can use predictable and consistent characteristics of hierarchies to spotlight Hierarchy Conservators. The vocabulary of hierarchy theory bridges the gap between multiple Compatriot issues and provides the framework for diverse groups to unify.

9. The media

The media has responded to Trump and Pence and their supporters by increasing their reporting of typical obnoxious top-of-the-hierarchy attitudes and behaviors. Therefore, journalists will likely be more willing to recognize and report Republican commitment to strengthen outdated hierarchies.

10. WHACHUMs

Republican HiCons have segregated and isolated their decision-makers as an identifiable group – White, Hierarchy Conservator, Able-bodied, Christian, Heterosexual, U.S.-born Males (WHACHUMs). Consequently, Compatriots can more easily identify and single out, name, and hold this group accountable than they could in the past.

Chapter Five

Why Compatriots?

Compatriots are well-positioned. They can see whole hierarchies because they identify with lower groups who must observe entire systems in order to survive. Compatriots therefore have the most information – a distinct, powerful, must-be-used advantage.

Compatriots know that people at the top don't have all the answers because Compatriots have been watching them for years – WATCHING the WHACHUMs. The Compatriots have observed WHACHUMs pumping themselves up, but have seen the cracks in the armor of posturing and puffery.

Observations

Lower groups have always had to learn to protect themselves and to minimize the negative effects of the top. Lower groups can't afford the danger of ignorance about people higher up. Lower groups – for example, people who aren't well-off, persons who are LGBTIQ, or any person or group placed lower, even temporarily – must vigilantly monitor the moves, rules, and opinions of those who have power and control over them, and watch those who make decisions that affect and threaten their lives.

Most Compatriots are experienced onlookers and interpreters because they have kept busy cleaning up after higher people, picking up the pieces that fall, and making things work, no matter what problems and havoc the top creates.

Even if it takes an inordinate amount of scrambling and contortions to make a round peg fit into a square hole, Compatriots know that lower people are responsible for making the pieces fit. They know that as lower people, if they can't overcome the obstacles created by unjust systems, they can count on being blamed for failure and told they need to fix themselves.

Navigation Skills

Observation skills and perseverance gained from living in/with lower groups are critical when working together to shift the power away from Republican HiCons.

Most Compatriots do not live in the clueless dream world that is created for those at the top. Instead they:

- Already know how to get things done without the support, encouragement, handholding, resources, wealth, rule exemptions, or recognition that people on the top receive.
- Are proficient in alternative perspectives, ways of understanding, support systems and problem-solving methods that are valuable and effective.
- Can see through self-aggrandizing HiCons, and therefore are less likely to listen to their rhetoric and lies.
- Have become adept at navigating in an environment that wasn't built for them.
- Have been here before with individual issues, so are more resistant to becoming discouraged.
- Know how to look elsewhere for solutions that consider the desires, perspectives, and needs of others.
- Realize that dictates coming from the top are not merely just another opinion or point of view, but are laced with prejudice, self-interest, and cluelessness.
- Understand the value of unity in a movement.
- Will be less likely, when given the chance, to recreate hierarchies with friends, families, country, and beyond. They have experienced the pain, frustration, violence, shame, and scarcity that inequality creates.

Chapter Six

Typical Top Characteristics

Compatriots can *greatly* increase their impact on the future of their country by associating specific behaviors of Republicans with those *typical* of any top groups who are building and maintaining hierarchies that benefit themselves.

By using roles typical of any hierarchy, Compatriots can avoid the traps of one opinion vs. another, finger-pointing, individual issues, battles over personal positions, or getting backed into a corner by HiCons. Compatriots can use this frame to circumvent Republican rationalizations, sloganeering, outright lies, or catchy rhetoric.

Discussions based on consistent top behaviors make Compatriot explanations and arguments more compelling, bold, substantial, and less prone to dismissal.

The appendix cites articles that illustrate this strategy, and also repeats the typical top behaviors listed below.

Expected Moves

Compatriots can *count on* Republican HiCons and their surrogates to act in ways that are characteristic of any people who want to keep power, resources, and dominance to themselves.

Compatriots no longer need to waste time and energy trying to figure out what Republican leaders are going to do. Compatriots no longer need to diffuse their efforts by being surprised or frustrated or thinking these Republicans will change.

Republican HiCons are consistently predictable. Because they are choosing to maintain their hierarchies, they will:

- Act clueless as they cannot, or choose not to, see a hierarchy that harms lower people.
- Assume that lower people want or need to be like them.

SECTION TWO

TOPPLE

RADICAL REPUBLICANS

- Avoid solving "problems" that their hierarchies create, because they benefit from these "problems."
- Believe that they deserve more of what is valuable, while those in lower groups deserve less of what is valuable, and more of what is objectionable.
- Be surprised when asked to be part of a solution, as they don't see themselves as part of the problem.
- Blame "problems" on lower groups with less power and resources, so that "problems" that support hierarchies are never solved. It's the people at the top who have the most power and resources to solve these "problems."
- Brainwash others to believe they themselves are incapable of managing resources, and must leave those resources in "more capable" hands.
- Call for action only when the negative effects of their decisions come back to bite them personally.
- Defer to authority figures or those who rule in an authoritarian manner.
- Describe their stance as merely another point of view, when it is much more – a mechanism to build hierarchies that benefit themselves.
- Enlist argument, conflict, corruption, cruelty, divisiveness, guilt, lies, meanness, rage, scarcity, scare tactics, selfishness, shame, threats, and violence to keep from being challenged.
- Expect not to be held accountable for the detrimental effects their decisions create for lower groups of people, animals, and the natural environment.
- Have plenty of excuses to cover for each other, and overlook each other's bad or toxic behaviors.
- Hide behind rhetoric and noble causes.
- Keep lower groups living insecure and dangerous lives so they are less likely to have the energy to risk what they have, in order to challenge the power of the higher groups.
- Make decisions with limited information.
- Never feel they have enough.
- Not have the safety, health, and welfare of lower groups as a priority.
- Often be scared of lower groups because of ignorance and negative stereotypes.
- Perceive their view as superior, and discount other perspectives.
- Physically or verbally attack people who ask them about their support of unpopular policies.
- Picture themselves as benevolent to lower people; if lower people don't appreciate it, the top becomes surprised and concludes that the lower people are acting from misplaced anger or envy.
- Place their deity on top of a religious hierarchy so they can claim the highest moral authority.
- Presume they don't have to follow the rules that ordinary people must live by.
- Promote that higher people do good things; lower ones do not-so-good things.
- Push back when someone tries to hold them accountable. As accountability comes closer to the top, they will respond with ever-increasing drastic measures.
- React as if they have been attacked by a steamroller from even the smallest nudge from lower groups.
- Receive the isolated incident pass for negative behaviors, as well as positive stereotypes for positive behaviors.
- Require lower groups to release their resources and decision-making rights to the top.
- Scapegoat others when the conduct and practices of the top produce negative results.
- See themselves as unfairly attacked when labeled with typical top attitudes and behaviors such as bigots, misogynists, fascists, homophobes, etc.

- Show a lack of empathy for others.
- Sooth their consciences and enhance their images by promoting "charities," which hand out some, but not enough resources to remove the control away from the top. Saviors can always place themselves above the saved.
- Stay insular by surrounding themselves with people who support their position on their hierarchy.
- Take out their insecurities by exploiting the weak.
- Think they have a choice whether or not to deal with, or listen to, lower groups.
- Try to divide diverse groups in order to conquer them.
- Understand little about those they put below them.
- Use lies, deceptions, misconceptions, ridicule, and rationalizations to justify their isolated, selfish, or clueless opinions and actions.
- Want opponents to attack them frontally; they enjoy bringing out their "bigger guns."

Examples

Widespread reframing of radical Republicans as builders of hierarchies that benefit themselves will not come from one town hall meeting, one letter to the editor, or one social media post. But when many people talk hierarchical roles, radical Republicans will be truthfully branded.

Speech at a town hall meeting:

Your health care bill gave the ultra-wealthy a huge tax break and reduced benefits for millions of average Americans. To me, you are building a wealth hierarchy where the rich deserve more, while everyone else deserves less. What are you doing to address our huge income inequality that your bill supports?

Letter to the Editor or on social media:

[Commenting on yet another picture of the legislative or executive branch with mostly or all WHACHUMs present] The Republicans again stay insular by surrounding themselves with people who are like them, who will therefore be less likely to hold them accountable for the detrimental effects their decisions create for others outside their own groups.

Phone call or meeting with a politician:

I know you represent yourself as a champion for the average person. It appears, however, that you are coming from a position of power while showing disrespect for ones below you on your pecking order. I see that you are not holding those on top accountable for their stands on health care, the environment, and tax breaks for the rich, and expect the lower people to pick up the pieces by paying more for less and living with pollution.

Excerpt from an article:

Unlike other groups, white men are not used to being singled out. So we expect many of them will protest if we talk about them as a group. Each of us is programmed from childhood to believe that the top group of our hierarchies represents everyone. But, in fact, they predominately represent only their own experiences and perspectives.

Chapter Seven

The WHACHUMs

The only people who could have created the extreme policies and conduct of today's Republicans are those who are on top of all of our country's major hierarchies.

White
Hierarchy Conservator
Able-bodied
Christian
Heterosexual
U.S.-born
Males

* WHACHUMs *

It's no coincidence that in politics, when some clueless statement is made, inappropriate behavior is exposed, or a preposterous law is proposed in legislatures across the country, the people behind them most often turn out to be WHACHUMs.

No One Else

WHACHUM attitudes and behaviors are created by their positions on hierarchies of the United States. Any other collective grouping that has *even one* lower position would have been held accountable years ago for being so clueless, harming people from other groups, and sending disproportionate benefits to themselves.

It is close to impossible to imagine any of these groups currently having nearly as much power throughout the country as now held by WHACHUMs:

White able-bodied Christian heterosexual U.S.-born women
White able-bodied Christian heterosexual immigrant men
White Christian heterosexual U.S.-born men with disabilities
White able-bodied Muslim heterosexual U.S.-born men
Latino able-bodied Christian heterosexual U.S.-born men
White able-bodied Christian gay U.S.-born men

Political Cartoons

The WHACHUM personal characteristics of Republican local, state, and national leadership are obvious to people who interpret our culture through political cartoons.

A look at current cartoons, or even going back a decade or more, will show a noticeable pattern.

When any political cartoon has an anonymous character who is part of the conservative right or the Republican leadership or decision-makers, the person is drawn as an able-bodied white male. If the individual were drawn as anyone else, the message would not be understandable.

Their Choice

WHACHUMs are not born HiCons. As infants they do not have a bigot gene.

White, able-bodied, Christian, heterosexual, U.S.-born males are born into a society that teaches them that they are superior to and can expect to receive benefits not given to everyone else in lower groups. Sometimes without realizing their status differs from that of others, they internalize these lessons and then take them for granted, learning how to rationalize and thus preserve their privilege of elevated benefits, entitlements, and power.

In fact, many WHACHUMs don't know how to thrive, or even function, without the support and privileges their position on top affords them.

Not every white, able-bodied, Christian, heterosexual, U.S.-born male fits this HiCon mold. There are plenty who attempt to break their programming – to be passionate about and work for equality and justice and oppose hierarchies when they recognize them.

Clueless at the Top

Why are Republican WHACHUMs so clueless?

No matter where people are positioned in a hierarchy, they are conditioned to focus on the opinions, perspectives, actions, and experiences of peers on their level and people above them. People who

stay perched in higher positions have little incentive, if any, to learn about the true needs, lives, and perspectives of anyone who is positioned lower.

As people move upward on the ladder, their sources of "acceptable" information, religion, friends and acquaintances, etc. become fewer and more limited in scope. The higher people go, the more clueless they become. People at the top only see the tip of the iceberg.

The isolation at the top creates a myopia which comes from processing little true information while incorporating rationalizations, fear and stereotypes about other people they place beneath them. As a result, people on top make statements and have opinions that often show that they have no idea what they are talking about (*sound familiar?*).

Cumulative Effect

The isolation effect is cumulative. A person who is on top of many hierarchies will tend to be more clueless and wrapped in self-interest than someone with fewer top positions.

Hence it is predictable that the Republican WHACHUMs are especially self-absorbed. Since they hang out with clones of one another, they are even farther removed from reality.

WHACHUMs Called Out

It's not uncommon to see mainstream and social media call attention to the homogeneity of Republican leadership, especially under the label of "white males." There has been much discussion of pictures of Republicans debating, or signing legislation and executive orders with only "white males" present.

The term WHACHUM has advantages over "white males" because it:

- Accurately includes more higher groups than "white males."
- Emphasizes an overriding choice to be a Hierarchy Conservator by including the first "H."
- Excludes the many "white males" who are *not* intent on conserving hierarchies.
- Forces the conversation onto a bigger picture, which makes it more difficult for the top to gain support for their claims to be victims, compared to when only single hierarchies are called out.

- Keeps the discussion on the Compatriot frame of *authoritarian hierarchies versus community/patriots*, which gives WHACHUMs fewer places to hide and undermines their expertise in single-issue strategies.

Previously, singling out WHACHUMs could be viewed as stereotyping. But radical Republicans have now legitimized that term by favoring, rewarding and endorsing that one collective group. They have demonized everyone else in their presidential campaign, and now people in decision-making positions are overwhelmingly WHACHUMs.

Truth Exposed

Cluelessness makes WHACHUMs vulnerable to Compatriots who are well-versed on how hierarchies operate.

WHACHUMs are well practiced at disguising their real intentions. Since WHACHUMs and their supporters cannot or will not see hierarchies, they will stumble when Compatriots keep bringing conversations back to that subject.

When radical Republicans are forced to respond, they will say things that appear out-of-date and out-of-touch, offensive, and ridiculous to most people, *especially* when the focus is typical hierarchical roles, *and* they are pressed to make a statement about lower groups.

WHACHUM Response

WHACHAMs, as the top group on so many hierarchies, are not accustomed to being held accountable. When Compatriots expose them, WHACHUMs and their supporters are likely to see themselves as victims and call foul, and then act out in ways that showcase even stronger the truth about their intentions.

Compatriots can expect WHACHAMs to become angry, belligerent, aggressive, and whiny when WHACHUMs have no place to hide.

As WHACHAMs feel the heat, they have been known to respond with tactics such as: spread the blame, use subtle or not-so-subtle threats of violence, accuse their opposition to be intolerant of what they claim to be differences of opinion, block being recorded, craft Congressional bills in secret, or reassert that God is on their side.

Chapter Eight

Stop Listening to the Top

Where does the power of WHACHUMs come from?

It comes from cultural programming in which all of us participate, even without being aware of it.

Not Just Another Opinion

For Compatriots who are committed to equality, it's essential to distinguish between, and be able to describe:

the inherent value of one's opinion

vs.

what people listen to and believe because of the hierarchical position of the speaker

Everyone knows what happens when a tall, able-bodied, heterosexual white man walks easily and confidently into a room. Who doesn't know that they are expected to accommodate him? What happens to a person who dares to point out when the man interrupts, talks the most, talks over other people, and insists in numerous ways that what he says is most important?

Visions of Grandeur

WHACHUMs assume that they know what is best for everyone involved. They think that everyone should listen to and honor their opinions, and their interpretation of "facts."

WHACHUMs are clueless that their views are loaded with prejudice, privilege, self-interest, and myopic ideas. As far as hierarchies go, WHACHUMs don't realize that they see only the tip, when there is a whole iceberg underneath.

So where do WHACHUMs learn these visions of grandeur?

Throughout the Culture

Each of us is programmed from childhood to believe that the top groups of our hierarchies – and in the U.S. culture, that's WHACHAMs – represent everyone.

It can feel awkward, therefore, even ridiculous, when we try to call attention to these people as a distinct group and hold them accountable.

For example, our schools teach United States history as the history of everyone in the nation. But the stories are predominantly about WHACHUMs.

To study the history of groups other than WHACHUMs, people have to take separate classes, such as African American History, Women's History, LGBTIQ History, History of People with Disabilities, Working-Class History, or American Indian History. And if we take "Hispanic American History," we don't expect to learn "Asian American History," because a class about anyone but WHACHUMs is assumed not to be inclusive of anyone else.

This societal and cultural programming makes it easy for WHACHUM-led groups to convince the nation that organizations dominated and headed by them, such as the NRA or the Tea Party movement, can represent the interests of the entire nation when, in fact, they predominately represent only their own experiences and perspectives.

Language and Images

Language and images illustrate how Americans are conditioned to support the preferential treatment of WHACHUMs, to believe what WHACHUMs do and say is representative of the entire population, or that WHACHUMs are the ones who matter most.

In this country, we all use terms, titles, voices, stories, or other images of the highest group to include everyone in the hierarchy. But when we talk of a lower group, we only are referring to that specific group of individuals. For example:

Males. The terms "gay," "guys," "actor," and "host" are used for both males and females. The terms "lesbian," "gals," "actress" and "hostess" only designate females.

Christians. When we hear Christian prayers at public functions, the prayer assumes that one and all are included. If a non-Christian prayer is given, it is making a point to include people of that particular faith. A cemetery full of white crosses is assumed to represent everyone buried there, whereas a cemetery of Buddhist markers would only be used for Buddhists.

Able-bodied. When a traffic light changes, signs that either show a man walking or project the word *walk* are supposed to signal to everyone that it is now safe to cross the street. If the sign were to picture a wheelchair rider, ambulatory pedestrians initially might wonder if they should pause, because they would assume that the sign tells only wheelchair riders to go.

Chapter Nine

Bull Connor Rides Again

Often when times are most discouraging, big gains are on the horizon. The 1960s civil rights movement demonstrates how the knowledge of events in one struggle can serve as a guide for a contemporary unified effort.

The civil rights movement should thank God for Bull Connor. He's helped it as much as Abraham Lincoln.

– President John F. Kennedy

In 1962, Dr. Martin Luther King Jr., the Southern Christian Leadership Conference (SCLC), and the Student Nonviolent Coordinating Committee (SNCC), and others experienced a setback at a time when ending legal segregation was not certain. After months of protests and nonviolent marches in Albany, Georgia, success eluded the civil rights workers.

Protest marches held little sway over white politicians who did not need black votes, white officials who had promised to negotiate with black citizens did not follow through, and a federal judge granted an injunction that prohibited further civil rights marches. King, SCLC, SNCC, and many others felt depressed and dejected. They contemplated whether there was a direction to head with the withering movement.

The Reverend Fred Shuttlesworth was a powerful, veteran civil rights leader in Birmingham, Alabama, a city ruled by Jim Crow laws and Police Commissioner Bull Connor. Birmingham had the reputation of being the most racially segregated city in the South, and was known as Bombingham because of the strength of the Ku Klux Klan, and its use of violence against blacks. Connor was closely aligned with the KKK and had a history of defending segregation at all costs.

In 1963, Shuttlesworth contacted King and urged him to bring his campaign to Birmingham.

Due to long-time confrontations, Shuttlesworth predicted that Connor's actions and opinions would eventually bring about a pivotal shift toward equal rights. Shuttlesworth believed that with patience and persistence, they could set up Bull Connor to be the perfect adversary to act out to a national audience.

Bull Connor did not disappoint.

With his heavy-handed use of fire hoses and police attack dogs against civil rights activists, including children, Connor gained infamy by exposing on national television the strength of racism. His actions turned the tide in ending the enforcement of racial segregation and denial of civil rights, contributing to the passage of the Civil Rights Act of 1964.

In 2008, the Birmingham–Shuttlesworth International Airport was renamed in honor of the man who was the 1950s and 1960s archenemy of the city's white establishment. Connor is now relegated in history books as a hate-spreading bully, who died disgraced and despised.

Bull Connors of Multiple Hierarchies

Members of the Republican leadership have similar egos, temperament, doggedness, and rigidity as Bull Connor. On the national, state, and local level, many share the same arrogant, myopic, bullish style that made Connor the perfect antagonist. They have a difficult time controlling themselves and are vulnerable to acting out when pushed out of their comfort zones.

Bull Connor focused on the superiority of his own white race. Like Connor, radical Republicans surround themselves with white supremacists. But radical Republicans go steps beyond – as their platforms and agenda show themselves to have far-reaching plans for more groups than African Americans – they are choosing to build many more hierarchies than those based on race.

Republican HiCons have anointed themselves as an elite group who deserve special power, privileges, and resources. As for everyone else? Watch out for their version of police dogs and fire hoses – taunts, rants, threats, exclusion, assault, hate, discrimination, torture, lies, threats, profiling, environmental destruction, health care removal, reproductive rights restrictions, budget cuts – whatever they can come up with to control anyone who is not a WHACHUM.

Bull Connor was the perfect adversary to energize a previously wilting movement. Without Bull Connor, progress for civil rights would probably have taken longer to materialize.

Similarly, radical Republicans are showing themselves to be the perfect adversaries to energize a united front for ending multiple abusive hierarchies. They are shining a bright spotlight on outdated hierarchies of the United States to a world-wide audience.

Chapter Ten

Expose Them

Compatriots can *help* radical Republicans call attention to their commitment to hierarchies that benefit the top establishment.

Marches and protests are effective. Legal battles are essential too, as well as phone calls, emails, snail mail, town hall meetings, and personal conversations with elected officials. Writing in the media, naming typical top behaviors, talking to family, friends and neighbors, sharing news about what Republican HiCons have up their sleeves, and organizing for political campaigns are also effective methods. An honest free press is essential.

In addition, facilitating the exposure of Republicans as the elite top is another important addition to one's toolbox.

The Process

As Bull Connor illustrated, Hierarchy Conservators will hold tightly to their paradigm, and respond vehemently to change and new ideas by clinging even tighter to the old ways.

HiCons will take challenges to their positions on top very seriously. Remember, even the smallest push from below can cause them to perceive a huge threat, like a steamroller coming to crush them. Even a light nudge can prompt them to act quickly and forcefully to perceived risks to their perspectives, position, and power.

The Cautions

Exposing radical Republicans as Hierarchy Conservators must be done with purpose and caution, as HiCons are adept at drawing their adversaries into a fight dictated by their own rules. HiCons will try to drag their opposition into fighting on their terms so they can call in their top privileges and tactics to win the battle with their "bigger guns." They can be expected to use anger, blame, bullying, deception, deflections, fear, harassment, intimidation, lying, name-calling, ostracism, rhetoric, threats, violence, and withholding benefits among other typical HiCon strategies. Nothing is off the table.

Compatriots must be sure to stay on the frame of hierarchies and top roles, so they will not get sucked into the fight on HiCon turf –where HiCons can easily and skillfully shift the blame. They can switch the conflict to appear as an ordinary difference of opinion, or just another point of view, and then use their top position to get people to listen to them and ignore the voices of the lower people.

Lessons from George Wallace

Alabama Governor George Wallace was a major national figurehead for his support for Jim Crow laws and his strong resistance to civil rights. In his 1963 inaugural address as Governor of Alabama, he declared that he stood for "segregation now, segregation tomorrow, segregation forever." He famously stood in front of the entrance of the University of Alabama to try to stop the enrollment of black students.

In the 1960s, if people fighting for civil rights had waited for Wallace to come around, they would have misdirected their resources into a non-productive energy sink.

Eventually Wallace publically recanted his views on segregation and asked forgiveness from the black community. But by then, the movement and the majority of the country had long passed him by.

That's Not Our Job

It is not the job of Compatriots to teach, convert, or argue with entrenched Republican HiCons or their avid supporters.

Compatriots hurt their cause when they give HiCons information that HiCons will use to hide their true motives, or give HiCons a mechanism to turn others against people on the left.

Maybe one day Hierarchy Conservators will come around, but Compatriots can't wait for them.

After all, someone has to bring up the rear.

Chapter Eleven

Hand It Back

The wisdom of martial arts provides some effective strategies for exposing and disarming Republicans who are choosing to build hierarchies.

A woman practicing martial arts sees her opponent coming toward her. Instead of pushing against the other person, she accepts his energy, moves with it, and then deflects, thereby using her opponent's motion to her advantage.

When encountering a Hierarchy Conservator moving forward, Compatriots can take what HiCons are giving, and then reverse and return their energy.

Example 1 - *Yankee Doodle Dandy*

The song *Yankee Doodle Dandy* was originally used by the British to insult the colonists. The colonists finally decided to take the song, change the words, and sing it back at them.

Example 2 – *Pussy Hats*

Women took Trump's derogatory pussy remarks, and turned them around to their benefit. The pussy hats worn by both women and men, boys and girls, were a symbol of strength and unity, and inspired many empowered signs and slogans.

Example 3 - *Compatriots*

For years, people who choose to support hierarchies have claimed the American flag and patriotism. They wrap themselves with U.S. flags at rallies and fly U.S. flags alongside their Confederate flags on their trucks. People who also love their country, who are COMmunity builders and PATRIOTS, take the image back and call themselves "Compatriots."

Example 4 - "*She Persisted*"

When Elizabeth Warren was told to stop reading Coretta Scott King's letter at Jeff Sessions's confirmation hearings, she resisted, but then left

the chamber without a fight. She took the story to the press and received a huge amount of coverage. Mitch McConnell's words that were meant to be disparaging about Warren backfired by coining the phrase, "She was warned, she was given an explanation, and she persisted." Now there are mugs, t-shirts, and even tattoos with all or part of the quote.

In Their Flow

Another strategy calls for Compatriots to act as if they are embracing HiCon policies, appearing as though they are taking a lead from the HiCons. Instead of initially pushing back against the policies and agendas of Hierarchy Conservators, Compatriots pretend that the goal is to participate. But in actuality, they act in a way that exposes the self-serving behavior of HiCons or reveals their true intentions.

The application of this strategy may take some practice, but can be effective as well as fun and entertaining to watch.

Steps:

1. Listen closely to the rhetoric or law of HiCons, and define it as simply as possible.
2. Identify a predictable attitude and behavior that HiCons are following, either from the typical top behaviors in Chapter Six, or the CLUES introduced in the next section.
3. Create a scenario based on what it would look like if HiCons were really promoting what they say they are (fairness, safety, etc.).
4. Expand the special treatment they are expecting only for themselves, and extend it to others, or follow their rules in ways they don't expect.
5. HiCons cannot disagree with the substitution without exposing their hypocrisy or hierarchy.

Example 5 - *Creationism*

A creationist demands that his Biblical creation story be included in the Science Resource Center of a college, to be available alongside evolution teachings. He claims a cause of fairness and inclusion.

Another faculty member wonders if she is seeing a characteristic top behavior – higher people assume everyone wants and needs to be like them.

She thinks, ok, I'll test this out. Let's see, is he really asking for fairness and inclusion, or does he want to promote his own doctrine?

The faculty member sends an email to the entire faculty saying that she is willing to gather all of the creation stories of the local American Indian tribes, and put them into the same folder.

The creationist removes his pamphlets from the Science Resource Center, and the department never hears from him again.

Example 6 - Bathrooms

A legislature passes a law that people can only use the bathrooms of the gender stated on their birth certificates. The assertion is they are keeping women safe from someone who would attack them in the bathroom.

A LGBTIQ rights group identifies a typical top behavior – hierarchical actions hide behind rhetoric and their noble causes. They also recognize these characteristic behaviors – the top does not take responsibility for their actions and instead passes the blame downward. They know that heterosexual men with male on their birth certificates are primarily the ones who attack women, and there has not been a documented problem with trans men.

Trans men organize across the state. They let their beards grow and wear stereotypical masculine clothes, and some look a bit grubby if it adds to the effect.

The trans men, with copies of birth certificates in hand, start showing up en masse inside women's bathrooms at concerts, sporting events, church socials, the state capitol, or other functions that typically are attended by the sponsors and supporters of the bathroom bill.

Example 7 - Gun Sales

The NRA has stated continually that country-wide mental health problems are a major cause of mass shootings.

A pair of writers decides that the NRA is hiding behind this top behavior – higher people expect to not be held accountable for problems.

The writers decide that instead of getting into a frontal fight with the NRA, they go along with the mental health rhetoric. They write an article that states that women and girls with mental health problems aren't shooting strangers; immigrants with mental health issues are not committing mass shootings in malls and movie theaters; Latinos with mental health issues are not continually killing groups of strangers.

They state that the majority of people who are mass killers come from one group – white men and boys. They write that this is the same group who leads the NRA, and profits from gun sales and violent video games. They insist that white men need to answer some tough questions.

Example 8 – NFL and the Washington Redskins

With the June 2017 decision by the Supreme Court, the NFL's Washington Redskins owner reiterates that his team's name honors American Indians.

For years, Indians and many others have told the league that the name originates from terrorism against indigenous people, yet the top of the football hierarchy thinks they have a choice whether or not to deal with, or listen to, people they put lower on their hierarchy.

Groups across the country decide to take up the contention that mascots and fans dressed up as spiritual leaders at sporting events complement the people that they are supposedly representing.

At NFL events throughout the country – including football games, rallies, press conferences, board meetings – groups dress up as priests in black robes and white clerical collars. Using sacred rituals, these characters perform Holy Communion to spur on the fans, complete with hymn-singing, liturgical vestments, rosaries, chalices, wine, bread, cups, trays, crosses with crucifixes, and scepters.

When anyone objects, they quote Dan Snyder, the owner of the Washington Redskins, saying that this mascot “represents honor, respect, and pride” for Christians [or Catholics, or the Pope, etc.].

Example 9 - Tax Exemption

The Republicans have said that they want churches to keep their tax-exempt status and still be allowed to influence politics. They want to force their hierarchical beliefs embedded in their religion onto everybody else.

A business decides that, in addition to fighting this new law, they will start their own church. They know that it is easy to go online and buy a minister's license to officiate at weddings, and learn that it's not much more difficult to start a church. They select a church name, follow a simple process to register as a non-profit in their state, develop a creed and form of worship, establish a board of directors, create by-laws, and fill out forms for the IRS.

They put the idea and instructions on social media and it goes viral. Hundreds of new churches are formed every month that claim a tax-exempt status. If Republicans object, they will have to expose their belief that only religious organizations like their own qualify.

Example 10 - Religious "Freedom"

Legislatures are introducing bills that make it legal to discriminate against anyone in the name of a hierarchical religion. For instance, florists can refuse to arrange flowers for a same-sex wedding, a caterer can refuse to provide food for a Muslim family reunion, and counselors and therapists can deny service to a patient if doing so were to conflict with the counselor's "sincerely held religious beliefs."

These "religious freedom" advocates describe their stance as simply another point of view, when it is much more – a mechanism to build hierarchies that treat people with certain traits as "less than" and "other."

As champions for equality and justice, many spiritual and religious organizations (including those newly formed as in Example 9 above) would encourage Compatriots to not support hierarchies, and instead support fairness.

So, with religious exemption laws, Compatriots declare they are under no obligation to offer services to anyone who is claiming religious exemption to support a hierarchy. Compatriots could in their hearts claim their own religious exemption against any group or person who acts in ways that build or maintain hierarchies, and then Compatriots could publicize this conviction.

Businesses might refuse, on religious grounds, to serve people who are white supremacists. Civic organizations could require people to take an oath of universal inclusion to be accepted for membership. Sports teams might require that all members support a "religious belief" that all players will be recruited and treated equally.

Treat Top Like Everyone Else

In this section, Compatriots use the same steps as outlined above. But instead of exposing HiCon motives, they demand that the entire hierarchy have access to what the top receives, or demand the top has to live in the same way that HiCons are requiring the bottom to live.

Example 11 - Congressional Benefits

Congress gives itself health benefits that would be the envy of any employee in the nation, paid by the workers of America.

Whenever Congress cuts benefits for citizens other than members of Congress, or what the wealthy can afford, citizens demand that Congress live by the same rules.

If citizens with pre-existing conditions can be excluded from insurance, a cry goes out all over social media and at rallies that Congress not be given coverage for pre-existing conditions either. The average out-of-pocket cost for medical procedures and services for Congress is demanded for everyone throughout the nation.

Example 12 - Men's Reproductive Health, Gun Buyers

Kentucky Governor Matt Bevin, a Republican, signed a bill requiring women to consult with a doctor at least 24 hours before an abortion.

Rep. Mary Lou Marzian, a Louisville Democrat, introduced a bill into the Kentucky legislature that would force men who desire to use erectile dysfunction drugs to go through a series of similar humiliating hoops in order to get what they want, including seeing a doctor twice and presenting notes from their wives.

She is quoted as saying, "I want to protect these men from themselves," and "This is about family values."

She added, "How would this body of men feel if the government was injecting itself into their private medical decisions?"

Rep. Marzian also intends to introduce a bill that would require gun buyers to get counseling from victims of gun violence 24 hours ahead of a firearms purchase. "I'm just making sure the government is taking care of your safety," she said.

Example 13 - Accountability for Benefits

Michigan tests people with low incomes for drugs before they receive benefits. In a pilot program, 303 people were tested and all passed. Rep. Gwen Moore introduced an "accountability bill" that would require top-paid businessmen privy to frequent tax breaks to complete drug tests at random, similar to the provision that mandates the same requirement for lower income welfare recipients.

Example 14 - Accountability for Vote

Republican members of Congress voted to allow Internet Service Providers to sell the private internet browsing histories to anyone willing to pay for them, without knowledge or consent. People opposed to the vote band together to raise money to buy and publicize the personal and professional internet records of the members of Congress who voted for the bill.

Chapter Twelve

Trump/Pence Supporters

There are people who are urging Compatriots to reach out to those who voted for Trump/Pence.

Now this presents a dilemma. In order for hierarchical systems to change, the top and their supporters must be held accountable for how their actions affect lower groups. Are Compatriots being told to compromise on that essential principle?

Same Ole Roles

This recommended action raises warning flags because it sounds so much like classic hierarchical roles. The behaviors described below are from the book *Clueless at the Top* (see appendix), which was published more than a decade before the inauguration of Trump/Pence:

People in lower groups are told to practice tolerance for people in higher groups when higher people are showing little or no regard for lower groups. Lower groups are supposed to listen to the higher groups' views and accept their actions as merely differences of opinion. Meanwhile, lower people watch higher groups use control tactics to keep them down, channel resources to themselves, and ignore, misrepresent, and ridicule perspectives of lower groups (pg. 97).

So here we go again. Lower groups have lived their lives being told to adjust, WATCH the WHACHUMs, be flexible, be nice, play nice, make nice.

People in lower groups know all too well how conversations can go with people who are playing higher roles. Lower people know they can easily be discounted, and that being honest can backfire.

Meanwhile, Republicans and other people who voted for Trump/Pence are not saying in the media that they need to reach out, to learn about the other side. As usual, people on the top and those who look up to them do not feel they have to listen to lower groups.

The Basic Question

If Compatriots decide to try again knowing that they are entering into a potentially lopsided conversation, the frame of hierarchies and top and bottom roles might provide some hope for something different.

Most people will say they believe in the American dream. When they voted for Trump/Pence, many people said that they were motivated to vote against the elite establishment. So if asked which statement below they support, they may say the second one.

Do you support traditional authoritarian hierarchies that channel resources to the elite at the top? *or* Do you support inclusion, fairness, and access to an equitable society?

With people who are anti-elite, Compatriots could try using the top behaviors in Chapter Six to connect Republican leaders to that establishment. Compatriots could also use the frame of hierarchies to steer conversations away from the personal opinions, individual issues, and finger-pointing that usually aren't helpful.

Trump/Pence supporters who feel left behind might possibly identify with the expected roles of lower people in Chapter Five.

Accountability

When Compatriots encounter people who have a history of supporting Republican HiCons and who voted for Trump/Pence, Compatriots may choose to introduce some accountability.

- If a contractor wants your business, and she votes Republican, you might express that you have a few questions about hiring her, and want to make sure she pays her subs.
- If your wife has a disability, and a neighbor who had a Trump/Pence sign in his yard asks you two to come over and watch a ballgame, you might check with him to find out if he or anyone attending would be making fun of people with disabilities.
- If your daughter belongs to a girls' team that is coached by a woman who votes Republican, you might tell her you need to be sure she would keep your daughter safe if any men were associated with the team. You ask if she feels that men who commit sexual assault should be held accountable, and ask if she would believe an assaulter who claims he was innocent, even if accused by multiple girls or women.
- If you are a man and a male acquaintance asks you to go to his gym and you know he is a Republican, you might hesitate and explain that you have no interest in listening to what he may think is normal locker room talk.
- If you are a woman and a Republican man wants to have sexual intercourse with you, you may insist he show proof of having had a vasectomy. You explain that Republicans are known to abandon women – to take away health coverage for pregnancy, maternity, abortion, and newborn care, and a woman's reproductive choices.
- If your brother is in the military and you are asked to volunteer for a veteran's organization that is mostly Republicans, you might check to make sure that they believe that families of veterans who give their lives for their country deserve respect.
- If you are an African American having a party in your home and someone asks if he can bring along someone you know is a Republican, you might suggest he might not be comfortable coming to a place he believes must be violent and poor.
- If someone who votes Republican asks to join you for happy hour, you might say it would be awkward to introduce him to your family or friends because he voted for building the wall.
- If you are interviewing for a new pet sitter and find out a potential hire is a Republican, you might bring up the Paris Climate Agreement to find out if she supports policies that destroy habitat with no regard for animal welfare.
- If a woman at work who votes Republican complains that a man made a misogynist comment to her, you might act surprised and say that you assumed she thinks men should be not called out for doing so.
- If you are a Muslim and a Republican would like to have lunch with you, you might first ask how he has helped reverse any of the negative stereotypes that have flourished from various rhetoric, laws, and policies of his political party.

Chapter Thirteen

Conversational Strategies

In the media or in conversations, Compatriots can use their knowledge of hierarchies to promote inclusion, and at the same time, navigate through conversations with or about radical Republicans.

In the Media

Media – social media, radio, television, blogs, etc. – provide excellent avenues for holding Republican HiCons accountable using the theme of authoritarian hierarchies *versus* community/patriots, and also by pointing out typical hierarchical roles.

Imagine that while covering a story, a show host regularly displays a picture of a pyramid-shaped pile of bodies and puts a "YOU ARE HERE" arrow near the bottom. On the same diagram, another arrow points to the top and says "THEY [Trump/Pence, GOP Congress, state legislators, etc.] OPERATE FROM HERE."

Or on Facebook, people post "there're those hierarchies again," or "same ole WHACHUMs," with the latest "look at what they did now" video or article. If there's room, again, it's beneficial to include a top characteristic or two from Chapter Six.

Instead of yet again bemoaning how Trump/Pence and other Republicans get away with bizarre behavior, Compatriots can focus on how their hierarchical positions continue to give them the isolated incident pass typical of the top (see Chapter Fifteen).

Personal Conversations

Republican HiCons will respond predictably in a conversation when asked to discuss an issue, or group, that is either threatening to them or they don't understand. Compatriots can interpret their statements with evidence of a hierarchy when entrenched HiCons:

- Ask for or demand examples that they will easily dismiss.
- Easily throw out suggestions without a second thought, even ones that may be dangerous for lower groups.

- Expect Compatriots to be tolerant of, listen to, and incorporate top perspectives, while HiCons feel they have the option whether or not to listen to anyone they place below them.
- Filter whatever they hear through their stereotypes, judgments, fears, and lack of real information.
- Take over and try to stray off track by switching the focus away from the main topic or issue. Once the conversation moves to a small piece of the entire picture being presented, they pounce on what they think they can use to discredit their opposition. They demand explanations that they will easily dismiss.
- Treat illustrative examples of problems as isolated instances and conclude that the person giving the information is over-reacting.
- Want simple answers since they are clueless about any systemic cause and effect.

Compatriots can lose ground the longer they let conversations continue that are dictated by a dominating clueless person acting out top roles.

Take Back the Communication

To deflect HiCons from setting the tone and direction of conversations, Compatriots can:

- Direct the discussion to typical top behaviors.
- Make a statement related to lower groups (without too much detail that HiCons can hook into, see above) to evoke a telltale clueless response.
- Bring up other comparable hierarchies (see the next chapter – *It Reminds Us*).

When HiCons respond, they will expose their cluelessness and appear out-of-touch, offensive, and ridiculous to most people – *especially* when the focus is hierarchies *and* they are pressed to make a statement about lower groups.

Don't Play Your Hand

Very important – Compatriots must be careful to hold their cards close to the vest in conversations with HiCons. Compatriots hurt their cause when they give facts or ideas to HiCons that will help them appear less clueless, or give them information that will provide them a place to hide. Compatriots cannot trust HiCons with what they will do with Compatriots' information, knowledge, wisdom, or plans. An illustration:

A man with a disability starts a new job. His boss tells him that there are four people with disabilities already working there, and confides that they all have some sort of personal “issue” that impedes their job performance. The boss adds that he is sure that the new person is better, so won't have such issues, and maybe he can help all the other people with disabilities improve.

The new hire wisely does not tell the boss, "Then the organization must have a problem if all of them supposedly have some sort of problem," as he knows that will weaken his position to impact change.

Instead, at an appropriate time, after he gets to know them, he relays the information about the prejudice to the mentioned employees.

Because he didn't take the bait, the new hire signals to his peers that he will not collude against them, but instead, understands prejudice against his own group.

Compatriots must give out specific examples carefully, if at all, because HiCons can easily ridicule or discount data and the source.

Frontal Fights

When HiCons try to force their policies down the throats of the people they expect to dominate, arguing and telling HiCons how wrong they are is one path to take. This strategy works in some instances.

However, frontal direct fighting often favors people on top, especially the ones with more power and resources and “bigger guns.” People at the top will fight viciously, especially on their turf where they have an advantage.

The rules of hierarchies specify that in a frontal conflict, the top can justify using any and all tactics to keep power at the top. They know how to garner public support for their own self-defense against whomever they label as outsiders and troublemakers.

Chapter Fourteen

It Reminds Us

Republican leaders must find ways to convince others to vote against their own best interests. They recruit and retain supporters by using *noble causes* – rhetoric from the top that attempts to convince others that their actions are coming from big-hearted, honest motives, when actually they are predominately serving themselves.

These Republicans must convince others that their decisions are made for *the good of the whole*. They are proficient at using typical top-of-the-hierarchy strategies of exaggeration, clever labels and phrases, half-truths, twisted “facts,” and outright lies.

Compatriots can sabotage this strategy by introducing analogous situations that highlight the real causes and results of Republican doublespeak.

Example 1 – Public Money Pads Private Pockets

Noble Cause: Private funding of Medicare makes for more efficient institutions.

This Reminds Us: Making individuals rich from privatizing programs funded by taxpayers reminds us of the private funding of prisons. The American taxpayer foots the bill and is increasingly padding the pockets of publicly traded corporations.

This prison system is a profit-motivated lucrative business that has been shown to create more problems than publicly-owned prisons. Private prisons make more money by cutting corners in staffing and health care, lowering employee qualifications and reducing training, and deferring facility maintenance. Their primary allegiance is to CEO compensation and stockholders, not to the public.

Hierarchical Pattern: People who place themselves on top believe that they deserve to become rich on taxpayer money.

Example 2 – Republicans Trap Women

Noble Cause: We are looking out for the health of our women by defunding Planned Parenthood.

This Reminds Us: Women will be more apt to be controlled by men if they are trapped by an unwanted pregnancy. In a society that concurrently limits options for parents, a mother will usually choose her child’s well-being over her own personal goals and potential.

Efforts to control women through their biological role of bearing children reminds us of how humans hunted whales. When whalers wanted to catch a whale, they knew that the easiest way was to catch a small defenseless baby. Once caught, they knew the mother would never leave her baby’s side and she would become easy prey.

Hierarchical Pattern: People who place themselves on top expect to be able to exploit and control lower groups for their own benefit.

Example 3 – Public Lands Pad Private Pockets

Noble Cause: We want to be more efficient in making use of public lands; national monuments are “land grabs” from former administrations.

This Reminds Us: This private grab of land that belongs to a community reminds us of when Native people were sent to reservations, driving them from their tribal lands, so that whites could profit from the private harvest of natural resources of formerly community-held Native lands.

If the reservations where Native people were forced to relocate have proven to contain natural resources, those resources can still be mined and harvested for private profit by non-Native people.

Hierarchical Pattern: People who place themselves on top believe that they deserve to benefit personally from the collective wealth generated by the masses below.

Example 4 – Public Taxes Pay for Segregated Schools

Noble Cause: Charter schools provide better education than traditional public schools.

This Reminds Us: The push by Republican leaders for establishing widespread charter schools using public funds reminds us of the "separate but equal" segregated schools of the last century. White children had the best buildings, higher paid teachers, newer books, newer playground equipment, and better laboratory supplies. Meanwhile, the non-white children made do with the rejects.

The "school choice" movement started as a white response to school integration, so that whites could attend all-white schools. Today, the most advantaged families are often best equipped to facilitate sending their child to their preferred school.

Hierarchical Pattern: People who place themselves on top don't give priority to what happens to everyone else, as long as people on the top are taken care of.

Example 5 – Heterosexual Men Sidestep Accountability

Noble Cause: Transgender men and women must use the bathroom of the gender written on their birth certificate because we want to keep our womenfolk safe.

This Reminds Us: Heterosexual men with male on their birth certificates are attempting to shift the attention from themselves, when they cause virtually all of the sexual assault against girls and women.

Similarly, Republicans shift the blame with wealth inequality. They pass legislation that makes the rich richer and oppose minimum wage increases.

They blame the working poor for being lazy and dependent on government programs. Walmart workers are paid so little for an honest day's work that they must receive billions of dollars in public benefits paid by taxpayers to make ends meet, so that the Waltons, the owners, can amass enormous wealth.

Hierarchical Pattern: People who place themselves on top project the blame for problems they cause to people on lower rungs, so the top can continue to receive the benefits they expect.

SECTION THREE

COME TOGETHER

Chapter Fifteen

The Isolated Incident Pass

The scenario below illustrates how diverse groups can effectively come together to build a more inclusive and equitable future by using hierarchy theory and common experiences.

The isolated incident pass – which brings a different level and kind of scrutiny for top versus lower groups – is rampant in United States society, and is used here as an example of a unified message.

United We Stand

Picture yet another Congressional hearing about sexual assault and harassment in the military. Generals – all men – are sitting in a line.

The military brass highlight – as they have for decades – their solution of directing resources toward women. They describe their programs that offer specialized training for every woman, and give victims access to medical care and counseling, all of which signal that women are responsible for adjusting their behavior before and after assaults.

Military women argue that the only way to solve the military's sexual assault problem is for men to stop attacking women – to change the male culture that creates this violence.

Women say that the military is letting men off the hook because their individual sexual assaults are viewed as isolated incidents and not as a systemic problem.

The generals are surprised when the military women move away, and are replaced by four African American civilians.

This new testimony starts with a brief description of organizations African Americans have formed to spread the message that the Trayvon Martin killing was not an isolated incident, not an anomaly. They state that when people who create the violence are not being held accountable to change, the problem is never solved.

The African Americans point out that the recurring deaths of black men and boys are not viewed by the dominant society as a systemic problem

with cultural origins. Instead, a young black male victim is automatically feared, assumed to be guilty of wrong-doing, and capable of violence.

They see a pattern. As with sexual assault, the culture in charge is quick to let the dominant group off the hook, while they analyze – then call for correction of – the behavior of the victims who are assaulted.

A third group starts their testimony by identifying themselves as having low incomes. They say they noticed that when one person in their town made the news from scamming food stamps, they received comments directed at them, assuming they also were cheaters. But when a cardiac surgeon group was caught stealing millions of dollars of Medicare funds, no one suggested that other physicians in town were cheating taxpayers.

A fourth group steps up. Muslim Americans add their observations to the discussion.

They state that even though the white male culture is producing the majority of mass shooters, whenever a mass killer is a white male, the discussion focuses on that particular shooter, his family, his personality, mental health, etc. and the word terrorist is often omitted. The white male culture again gets that isolated incident pass.

But when the shooter is Muslim, immediately the conversation shifts to the entire Muslim national and international community and terrorism, thereby reinforcing a negative stereotype on millions of people. Muslims do not get the isolated incident pass. They add that when the shooter is Christian, the religion is not mentioned.

A lesbian and a gay man are the last to speak. The man explains that homosexual people spend their lives with negative stereotypes of being child molesters. Anita Bryant's coalition, "Save our Children" instilled lingering images that still impact gay men and lesbians in teaching or coaching positions or leading Boy Scout troops. Lesbians and gay men do not get the isolated incident pass, even if only one person in their group is implied to have harmed a child.

Chapter Sixteen

Coordinated Message

Compatriots have been working successfully on individual causes one at a time. Many diverse issues have been addressed – worker rights, environment, gender, homophobia, income equality, animal rights, gun safety, campaign finance, religion, disability, age, race, immigration – to name a few.

Compatriots are now positioned to have a wider impact by combining diverse experiences and issues.

When people from two or more lower groups in different hierarchies stick together, the customary rhetoric and blame from the top becomes much less effective. Tactics that previously worked to silence and discredit one isolated group fall apart, and HiCons struggle to grasp the situation and “grab at straws.”

Consistent Patterns

The isolated incident example from the previous chapter shows how people from diverse groups – with issues that initially seem unrelated – can deliver a common message.

Going back to the story, the testimony continues. A man describes that hierarchical position – top or bottom – affects how people are treated.

Whenever a group on the top of a hierarchy exhibits an undesirable behavior, it is considered an isolated incident and not indicative of a problem of the entire group. Conversely, when one person in a lower group does something undesirable, it becomes a stereotype applied to the entire group.

Yet when a person in a top group does something desirable, it automatically is applied to other members of the group. However, when one person in a lower group does something desirable, it becomes an isolated incident, not representative of the entire group.

A woman illustrates the point by asking:

Has anyone ever seriously suggested that all Catholic priests as a group should be banned from contact with children, even though we have had so many widely-publicized cases of priests molesting children?

Has anyone seriously suggested that heterosexual males cannot be teachers or Boy Scout leaders even though heterosexual males commit the most sexual assaults?

No. Those same ole top groups – heterosexuals, Christians, and males – get the isolated incident pass.

After the hearing, as the testifiers talk out in the hall, some of the Republican presidential staff walk by.

One of the testifiers turns to her group and says,

You know, that same isolated incident pass helped get Trump/Pence elected.

No matter what Trump/Pence did or said, they got the isolated incident pass from many people who supported their hierarchies. After each derogatory statement or offensive behavior, the slate appeared essentially to be wiped clean. Remember how Trump said he could shoot someone dead in broad daylight in the streets of New York and get away with it? Just my point.

A man nods his head.

Any flaw the Trump/Pence campaign could assign to Clinton stuck, and became a negative indication of her overall personality and moral compass. No matter how many facts, hours of testimony, unsubstantiated accusations, or proof to the contrary, the belief in her overall character flaws persisted. Anything positive about her career was considered to be an isolated incident.

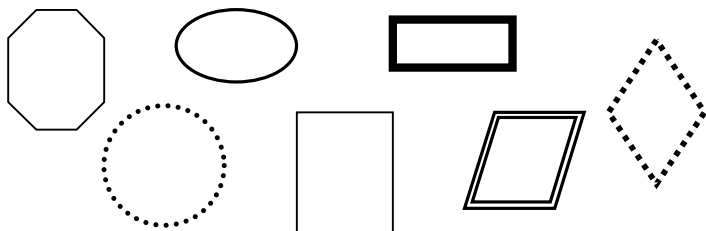
Another woman adds:

Yes, I'm telling you. Hierarchies, they are everywhere. Thank goodness we have each other.

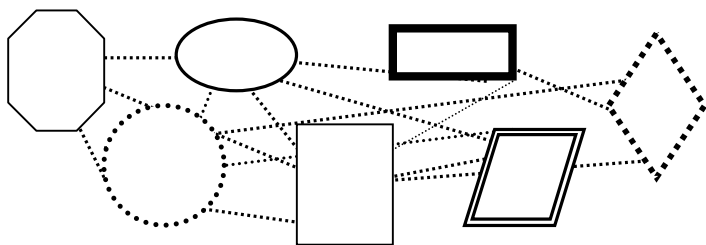
Chapter Seventeen

Common Language

In the United States, groups with distinct characteristics – based on sexual orientation, ethnicity, gender, physical and mental abilities, religion, race, class, language, wealth, etc. – have their own way of expressing experiences and issues. Each has its own language, its own voice.



A common language of hierarchies helps to unite individual groups as it functions similarly to a shared hybrid language. It links together diverse experiences and issues, so Compatriots can communicate with each other without giving up their own identity.



Chinuk Wawa

As an illustration, Chinuk Wawa is a shared hybrid language that is spoken in the Pacific Northwest.

Chinuk Wawa (or by its English names, the Chinook Jargon or Chinook Trade Language) developed among Native people so they could communicate when trading, hunting or at social events. The many

individual tribes had their own distinct languages, but developed an accessible shorthand based on local Indigenous languages.

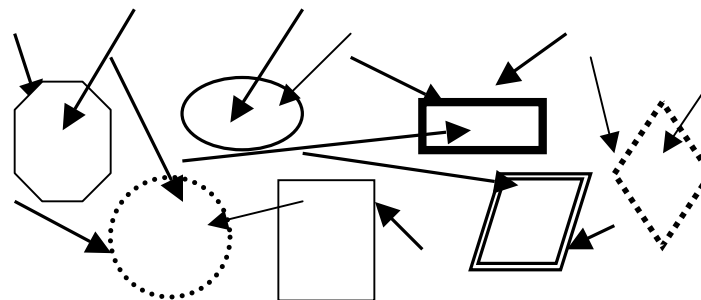
When European settlers arrived, they learned Chinuk Wawa and eventually the language incorporated some English and French words. Chinuk Wawa became used in households of Indigenous people who were moved onto reservations and spoke different languages, and in multi-racial Indigenous/white families. Chinuk Wawa also became the working language in multi-ethnic work places.

While Chinuk Wawa has nothing to do with hierarchies, it is an example of a common language that does not take away from the culture and language of individual groups. Instead, it links together the shared experiences and issues of people who are different from one another.

Unified Coalition

As individual groups, Compatriots know they are vulnerable to attack from people who want to keep the power, recognition, and resources at the top.

Compatriots are highly exposed when they work issue-by-issue, separate from one another. Republican HiCons have become experts at dreaming up ways to discredit single issues.

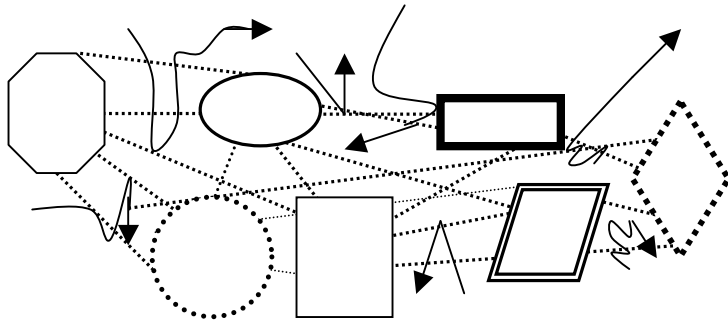


However, Republican HiCons will have a difficult time penetrating connections built from a common language and purpose.

When Compatriots show Republicans that they are a diverse group of people working for the same cause, it can scare HiCons to death.

HiCons will show up with little or no pertinent language or cultural knowledge to sabotage this united Compatriot communication. Republican WHACHUMs will especially appear ridiculous because they are out of their league, as they can't see the hierarchies that are so obvious to other people.

Republican HiCon arrows attacking Compatriots will get diverted.



When Compatriots communicate effectively outside their own groups, they can trade ideas, forge powerful alliances, create fresh strategies, and bind together as a huge, diversified, robust force.

Chapter Eighteen

Vocabulary of CLUES

Compatriots have been working for equality issue-by-issue for a long time and will continue to work on separate causes. Now to unify, Compatriots have available a new way of communicating to express common concerns.

New Language

CLUES are the building blocks of the common language of hierarchies. They are called CLUES because they uncover hierarchies that can be elusive and hidden in plain sight.

No matter what criteria are used to judge high and low groups, all hierarchies have similar persistent attitudes and behaviors, rules and roles. These are characterized as CLUES.

Thirty-two CLUES have been identified. Some are presented in this and subsequent chapters. The appendix contains a complete list.

Isolated Incident Pass

The isolated incident pass scenario presented in previous chapters illustrates how Compatriots can express shared experiences through a common language.

People from the five groups who testified have their own stories that connect through CLUES. Three CLUES are listed below with examples that relate to each of the five groups.

CLUE 1: People at the top are not held accountable for the effects of their actions on lower groups.

Our current Commander-in-Chief of the military brags about sexually assaulting women.

The white culture continues to be violent against blacks with little or no accountability, a carry-over from slavery and lynching.

There have been more people killed in the United States by white male terrorists than Muslim men, but white men as a group and their culture escape scrutiny.

Trump/Pence said they were going to drain the swamp, but instead, installed the wealthiest cabinet in history.

Legislators ignore the cultural aspects of intimidation and assault by males, and don't consider with their "bathroom laws," how vulnerable trans women are when they are forced to go into a men's bathroom.

CLUE 2: Blaming and shaming the bottom keeps hierarchies intact.

Women are accused of asking for sexual assault because of how they dress, act, or their location. Women who are attacked know they might be disbelieved, ridiculed, restricted from promotions, or forced to prove sex wasn't consensual.

Blacks are depicted as being so angry, aggressive, and violent that people (including police) who encounter them must stay diligent and be always ready to aggressively defend themselves.

People who are homeless are judged as failures.

The entire Muslim population is scrutinized for terrorism, and Republicans restrict Muslim travel.

The love and sexuality of lesbians and gay men are described as so distorted and unnatural, that they are threatened with discrimination, using the code words "religious freedom."

CLUE 3: More Valuables Flow to the Top; What's Objectionable Sinks to the Bottom.

A misogynist frat culture bonds men together. A man becomes "one of the boys" by degrading his date.

Women receive the message they deserve less – mobility, respect, opportunity, safety, and security.

People who murder blacks can escape conviction.

Blacks receive the message they deserve less – mobility, respect, opportunity, safety, and security.

Republicans praise a wealthy presidential candidate for his business savvy when he made money from buying companies, selling off the assets, declaring bankruptcy, and laying off employees.

People with less money receive the message they deserve less – mobility, respect, opportunity, safety, and security.

The lucrative gun manufacturing industry and NRA benefit when conversations about violence focus on Muslims, instead of the huge number of deaths by private gun owners.

Muslims receive the message they deserve less – mobility, respect, opportunity, safety, and security.

Conservative Christians can promote themselves as the highest moral authority on sexual orientation, claiming to be the appropriate watchdogs of family values, adoption, and sexuality.

Lesbians and gay men receive the message they deserve less – mobility, respect, opportunity, safety, and security.

Chapter Nineteen

Expression of Similarities

CLUES can help break the ice, ignite conversation, diffuse potential conflicts and hurt feelings, increase awareness, help people smile and laugh, and have a good time.

CLUES provide the language to communicate about what runs through all hierarchies, though the patterns may play out differently. With practice, the CLUES quickly become obvious and easy to use.

Five CLUES are examined below to illustrate how CLUES play out again and again.

CLUE #1: *People on the top know little about people below, even though people at the bottom know about people above them.*

White parents don't have to talk to their young children about race, while Latina/o parents have discussions with their children about race as part of their identities, and the need to protect themselves.

Residents of a town know when Christmas comes around, but know little about other end-of-the-year or winter religious celebrations.

A picture of Republican interns in Washington, D.C. shows that almost all are white. Most people weren't surprised by the picture, because they know where Republican HiCons are attempting to take the country.

A television network offers programs that glorify the rich and famous. The rare show about modern low-income lives accentuates bizarre behavior, pity, violence, and leaves out possibilities such as living a more simple life with people who look out for each other.

When an Ohio Republican Representative proposes an anti-choice bill, he is asked why a woman would want an abortion. He answers that he never thought about the question. Meanwhile women all over the state are closely following the actions he's taking as a legislator.

The CLUES help Compatriots go from being separate, to joining together on the same team. A little curiosity and compassion will go a long way in learning how CLUES play out for different people.

CLUE #2: *Decisions at the top are made with limited information.*

When an executive order is being signed by Trump to restrict abortion access, he is surrounded by white men. A picture of dozens of lawmakers discussing removing coverage for pregnancy, maternity, and newborn care shows an all-male group.

A group of architects from the General Services Administration of the U.S. government all walk without assistive devices. They decide that a front ramp is not necessary in a large new federal courthouse if there is one elevator around the back.

Celibate Vatican priests, who have not experienced abusive marriages or the cost, challenges and commitment of large families, make policies about birth control, abortion, marriage, divorce, and sexuality, and sexual orientation.

A picture of a women's rights conference in Saudi Arabia shows all men and not a woman in sight.

CLUES help people express their similarities:

"Oh, that happened to me, too."

"Yes, I can relate because I felt the same way."

CLUE #3: *Higher people assume that everyone wants and needs to be like them.*

A health care professional believes that western medicine is the superior path to health. He works against passage of laws that would expand insurance coverage to include alternative medical practices.

A president of the U.S. explains that using a military invasion to take control of another country will benefit the occupied people because they will develop a lifestyle closer to that of the United States.

Missionaries work to convert Native people, claiming to be saving them from their Indigenous pagan culture.

Gun rights advocates push for guns to be everywhere, saying teachers need to carry guns to protect themselves and students from all the guns the "gun rights" people promote (or from grizzly bears!).

CLUES are useful when Compatriots are working alone on an issue, and want to gain support or ideas from another group. Priority causes can be translated into a set of CLUES. One group can then approach another group to find common concerns and passions.

CLUE #4: *Maintaining hierarchies is the highest priority of the top.*

According to federal courts, Republican legislators gerrymandered districts to suppress the influence of minority voters.

The Catholic church reassigned priests when they were accused of sexual abuse of children, rather than reporting them to police.

Republican plans cut health benefits of many millions of people in order to distribute that money into huge tax cuts that benefit the rich.

A group of cattle ranchers lobby to kill wolves even though wolves attack few cattle, but prey on cattle-killing coyotes. Ranchers vilify environmentalists (who do not support a human vs. animal hierarchy) while ignoring the fact that they could save many more cattle through improved animal husbandry.

When speaking to a diverse group, Compatriots can use CLUES to inclusively build community, and ownership, and to motivate members of their audience to join together.

The conversation can start by first asking the audience if they can relate to any of the CLUES presented, based on their own experiences.

If the focus is intended to be on one group, Compatriots can then inquire as to how these CLUES play out for that particular group.

CLUE #5: *A nudge from below feels like a steamroller to those who want to stay on the top.*

WHACHUMs complain that it's a bad time to be a white man.

Mexican Americans are elected to three of twenty offices of a club that previously had no more than one officer of color at a time. One white woman comments to another, "The Mexicans are taking over."

A group that uses motorboats and jet-skis sues when they are banned from the small percentage of public waterways designated as safe, quiet places for non-motorized boats such as paddle boats, kayaks, and canoes.

In a Bible-belt town, leaders call a neighborhood meeting when a few Jewish business owners open shops downtown.

Discussions with CLUES

Compatriots can describe a CLUE that many people experience in their lives. They ask for ideas and success stories involving that CLUE and pass the stories on to others – either on public media, social media or in person. Here are some possibilities:

The top is usually not held accountable. When were you able to break that pattern and hold the top accountable?

The top thinks bottom groups always need fixing. Relate a humorous (ridiculous, clueless, etc.) example you've witnessed.

The top doesn't know about lower groups. From a position in a top group, when have you said or done something clueless in the presence of someone in a lower group, that embarrassed you?

This is your life

Compatriots can call out examples in their lives, or events in the news or other media. They then ask people to name the CLUE or CLUES it demonstrates.

Here are some examples that can be used to practice uncovering CLUES:

In the movie *Hidden Figures*, Frances has to go to another building to go to the bathroom. Her coworkers don't notice that there is no bathroom for her in the building where she works.

It was reported that Jeff Sessions met with Russians after he denied it under oath. Republican leaders cannot get behind investigations of contacts between the Trump/Pence campaign and Russians.

A college teacher notices that on average white heterosexual, able-bodied male teachers have higher rankings, and also fewer complaints, hassles, and resistant behaviors from students than other teachers.

Republican Representative Greg Gianforte says, "As good Montanans, we want to show good hospitality to people." He then gives his idea of his most fun activity: spending an afternoon blowing away all or parts of little prairie dogs with high-powered rifles.

The Texas legislature spends countless hours on a bathroom bill, using the explanation that they are concerned about the health and safety of women. Meanwhile, they are not worried enough about the health and safety of women to do anything about the fact that Texas has the highest maternity mortality rate of any state or any developed nation.

When asked about the Republican plans to cut health coverage to millions of Americans, White House counselor Kellyanne Conway responded that people on Medicaid should just go out and get jobs. In reality, the majority of people on Medicaid who can work already have jobs.

Chapter Twenty

Personal Profiles

Bill

Bill, who works as a landscaper on the grounds of a manufacturing plant, is lower in the company hierarchy than people who work on production lines, but is higher than people who are custodians. Bill is a male and Asian American, so Bill is higher on the gender hierarchy than his female coworkers and is lower on the race hierarchy than white coworkers.

Since Bill is bald, tall, and slender, he feels lower than men with thick heads of hair, but feels higher than men who are either shorter or heavier than society's hierarchical interpretation of the most desirable man. Bill has the use of ten fingers, so he is higher on the body hierarchy than his cousin born with three fewer fingers on one hand than on his other hand.

Bill chose his apartment carefully, because Bill and his husband Stan are low on the sexual orientation hierarchy. Stan grew up in England, so his accent places him higher on the immigrant hierarchy than their neighbor from Mexico. Bill participates in a religious hierarchy in which he is lower than the clergy, but higher than people not of his faith.

Almost all Compatriots are high in some hierarchies and low in others. Each person has her or his own individual hierarchical portfolio or profile.

Having multiple vantage points up and down different hierarchies can be a *huge* advantage for Compatriots, as this flexibility provides insights into both the top and bottom roles.

Caution: Cheering or Offended?

When people read the CLUES and hear others' stories, they might experience fluctuating emotions and responses. Depending upon one's position on various hierarchies, the experiences can evoke strong feelings.

If someone finds herself or himself agreeing and cheering and saying, "Yes!," most likely he or she identifies with the lower groups, because the hierarchy is clear from the view below. What is being heard confirms what a person has been noticing and feeling, either from a lower position, or from what one has learned by honestly caring about and listening to those in lower groups.

In other situations, a person might feel that people are overreacting, too negative, too sensitive, or making a mountain out of a molehill. One might feel personally attacked and uncomfortable with the information being presented. If this happens, then likely that person identifies with members of higher groups.

Since most of us are in both high and low roles, we can expect our responses to change as we move through the CLUES and our personal stories that are shared.

Chapter Twenty-one

Barriers from the Bottom

Every person in the United States has been programmed to support hierarchies; no one can avoid this brainwashing.

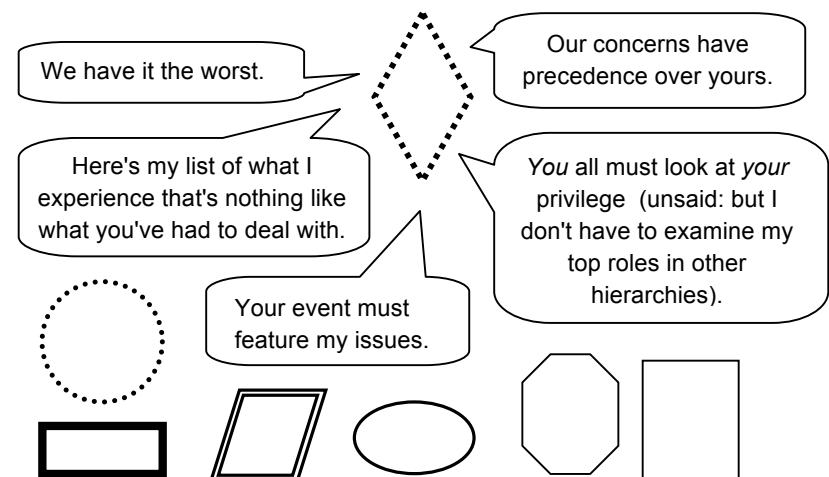
This indoctrination can cause Compatriots to argue with and blame each other in ways that drive groups apart. After all, that's exactly what hierarchies are built to accomplish. They divide and conquer through conflict and isolation.

Large networks of diverse groups coming together for common goals is unprecedented. Working together will provide unique challenges, but knowing how hierarchies operate will offer helpful solutions.

This chapter examines barriers to unity that Compatriots may create from being in, or aligning with, lower groups. The next chapter covers challenges created by being in, or aligning with, higher groups.

Hierarchy of Hierarchies

In a hierarchy of hierarchies, one individual or group believes they have it worse than any other lower group. They demand acknowledgement from others that their issues take precedence over anyone else's issues, and try to shame those who do not agree. They use statements such as:



In reality, no one group corners the market on hardship. To people in other lower groups, pain and discrimination can be just as severe.

Privilege happens in all hierarchies. There are multiple opportunities for everyone to examine his or her own varieties. To name a few:

able-bodied privilege, cisgender privilege, Christian privilege, college-educated privilege, white privilege, heterosexual privilege, human privilege, male privilege, U.S.-born privilege, wealth-privilege

Some alternative strategies:

1. Acknowledge that people sometimes seen as privileged from their top group status in one hierarchy can have painful experiences and barriers from being in a lower group in another hierarchy. There's no need to compare, judge, or rank who has it the best or the worst, but instead listen to each other with compassion and curiosity.

A wealthy boy born with cerebral palsy dreams of being as popular as the boys on the basketball team composed of mostly able-bodied boys from working-class families.

A team of white female All-American softball players with college degrees would love to have a fraction of the professional opportunities of male baseball players of many races who were recruited out of high school.

A white man who is Deaf and has lost his job wishes for the professional opportunities of his hearing Latina sister-in-law.

A man who has gone to a conservative Christian church his entire life is asked to leave when he starts dating a man.

2. If a group is focused on multiple inequalities, avoid singling out one or two "isms" as the organizational "priorities." Steer clear of any statement that lists one or a few groups as being most negatively affected by radical Republicans.

This prioritizing, even if well-intended, can create a hierarchy of hierarchies that works against inclusion. This special treatment alienates Compatriots in other groups, and can force them into the permanent boxes that are described on the next page.

An alternative is to express concern for hierarchies in general. Any groups named are shown only as *examples* of concern for systemic inequality of many groups.

3. Keep the focus of the conversation on hierarchies and CLUES. This emphasis allows people to relate to each other through their own experiences. CLUES run throughout individual "isms" and causes, and direct the conversation toward what Compatriots have in common.
4. Look closely at the behaviors viewed as irritating and disgusting in top people. Examine if those same characteristics are, in fact, how we, or others, act when in a top group of another hierarchy.

Permanent Boxes

Since the goal is unification, Compatriots will do themselves a disservice to press themselves or each other into suffocating rigid boxes of high and low roles, then expect people to act only according to these positions, every day, forever.

Potential allies can be lost if Compatriots paint themselves and other Compatriots into corners with no way out, using perpetual labels such as:

exploiters	exploited	friend	enemy
taker	giver	saved	damned
predator	prey	controlling	controlled
chosen	rejected	powerful	powerless
privileged	disadvantaged		

These inflexible labels aren't always true for individuals, especially over the course of many years. There are people in higher groups who are not clueless about problems created by their own group.

Many men came to the Women's March and wore pink pussy hats.

Many non-Muslims marched against Trump's immigration bans.

Many people in management support strong labor unions.

Conversely, there are people in lower groups who support people who discriminate against them. In the 2016 election, many of these people endorsed Republicans who bragged about assaulting women, supported bathroom laws, restricted access to voting for people of color, and proposed legislation that increases income inequality. As examples, these people supported Trump/Pence:

Caitlin Jenner	Many women
Ben Carson	Many people with low incomes

Some strategies to remove rigid boxes:

1. Expand the conversation, so that people can be allowed enough flexibility to work together:

African American men ask white women to help reduce the deaths of black males from the white dominant culture. White women then ask black men to help reduce the 1,500 annual deaths of women due to domestic violence from the male-dominated culture.

Animal advocates ask a group of people who care about autism to help convince local pet stores to stop selling dogs from puppy mills. The autism group asks the animal people to help set up horse-riding activities for people with disabilities.

Displaced blue-collar workers ask a teacher's union to support technical retraining. The teacher's union asks the workers to lobby for increased funding for industrial fabrication equipment for school labs.

2. Keep the focus of the conversation on CLUES, which allows people to talk about common experiences. Any discussion of an individual group is used as an *example* of the CLUES.

Punishing Pounce

It can be frustrating to be in a lower group and (again!) watch someone say and do something that's clueless or insensitive, that hurts, or that causes problems and more work. The first instinct may be to pounce on him or her as an individual, or ridicule their whole group.

If people have good intentions, Compatriots will likely help their cause by being gracious and giving people who want to be part of the unified effort the benefit of the doubt. Some helpful strategies:

1. If Compatriots desire a minute or two to vent, fine. Be sure to tell the group what is happening so others don't feel a need to squirm, rescue, or take it personally. Avoid directing statements at any one person while letting off steam.
2. Strive to make it easy and pleasant for people to support you. Avoid criticizing people who are trying to help, especially in public; in fact, find some nice things about them for their efforts. Do everything reasonable not to alienate and make it uncomfortable for people who want to help.
3. *Start* explanations with a CLUE, *then* go to particular illustrative examples in more than one hierarchy to help make a point. This plan is especially helpful when talking to a person in a higher group who cannot see a particular hierarchy, but identifies with a lower group in another hierarchy.
4. Compliment someone who is in a higher group who does something good, so she or he will feel safe trying more of the same. Friendly inviting language, with nurturing and compassion, can work wonders, even when it feels like rolling the eyes is more realistic.
5. Re-picture that frustrated lower person acting similarly when she or he is switched into one of his or her higher groups in another hierarchy, and perhaps there will be more empathy.
6. Lighten up, leave room for people to learn and change their minds, and allow people to save face. Perhaps let go of little slights, or refrain from jumping in with every little correction. Pick the battles with the highest probability of positive results.
7. Examine the success of LGBTIQ advocates who continually ask for and welcome "allies." They have built numerous organizations that have "allies" or "alliance" in their names, including in schools.

Public Fighting

Compatriots play into Republican HiCon's hands when Compatriots have public disagreements with or criticize any other group that HiCons are working to weaken or destroy.

Radical Republicans would love to see Compatriot groups fighting with each other in the media, or would relish publishing any negative correspondence between Compatriot groups.

Compatriots must try to resolve differences in private. They must be careful about their information and conversations – where they are shared, and if they are recorded in video or emails.

Chapter Twenty-two

Barriers from the Top

When in a top group, Compatriots can fall into traps set by hierarchical conditioning, and unintentionally create obstacles to unity.

Role Changes

From a position perched on top, it may be difficult for people to understand how their behavior affects lower groups. Higher people may discount what lower groups are attempting to get across.

A role change is a powerful technique that can provide enlightening experiences. A puzzling scene is played over again mentally, but this time the higher person puts herself or himself into the lower role. An example:

A group of black and white women meet to discuss sexist behaviors that are getting in their way in their workplace. They can clearly see how men keep women from being appreciated and given equal opportunity.

After the meeting, one of the black women asks one of the white women to recognize how racism factored into the women's discussions. No matter how hard she tries, the white woman can't see the point the black woman is trying to make.

The white woman goes home that evening. Finally, frustrated because she wants to understand, she tries something different. In her mind, she plays a scene from the meeting again, except this time, she changes players.

She changes the white women into men and the black women into white women, and then sees the hierarchical patterns instantly. She goes back to work the next day, and explains to the other white women what she learned.

Uncomfortable Feelings

When a person from a higher group is hoping to form a relationship with someone in a lower group, the following feelings and behaviors can get in the way:

- Being afraid of offending, saying something wrong, or being laughed at, ostracized, attacked, or ridiculed as clueless, insensitive, mean, stupid, or ignorant – even if trying hard.
- Being concerned that prejudices and ignorance will come out unintentionally.
- Being confused about what is being said and observed.
- Being scared of feeling guilty about the treatment of lower people, and therefore avoiding them.
- Passing up opportunities to ask questions in order to avoid criticism.
- Sensing being unsafe because of fear that lower people may become angry, and will make fun of a higher person who is learning and feeling vulnerable.
- Thinking that lower people will not want to get to know someone as an individual, because that person is in a group that collectively acts poorly toward them.

Some alternative strategies for people in higher groups:

1. *Become comfortable with being uncomfortable.* Over time, someone can learn to be more relaxed around a diverse group of people. But typically the feelings listed above don't go away immediately, if ever. *This is very important.*

Expect awkward and painful experiences, and learn to view them as challenging, educational and even fun and humorous, especially if in a safe environment where it is ok to make mistakes. Be proud for trying.
2. Find people in a lower group who can be supportive, and can allow everyone to laugh together knowing that all people make mistakes when in top groups. Remember that it is primarily our system causing these widespread top behaviors.
3. Use CLUES to make conversations less personal. CLUES help people accept feelings as learned, and that similar feelings are shared to some extent by most people in the country, if factoring in all hierarchies.

4. Ask another person to share a story about when she or he made a similar mistake with the same group, or other groups.
5. Continue to take risks to speak up and to learn.
6. If mental role reversals don't work, try playing them out in a group of people.
7. Attempt to hear multiple opinions and perspectives of the issue being discussed, and even initiate the process of communication. Remember that lower people may have already tried to initiate conversation, but have been limited and dismissed by people playing higher roles.

Dominant Top

When in top groups, Compatriots must be very careful not to take over discussions and appear as most important to the success of the group. It is imperative to pay attention – to make sure no one is standing in the way of having a diverse group of people offer opinions and be part of making decisions. Top people must refrain from insisting that people like themselves hold most leadership and speaking roles.

Compatriots need to make corrections when those who are in top groups dominate as leaders, initiators, and perceived experts. If not, the missing benefit and strength from diverse experiences will be obvious to others.

Some alternative strategies:

1. Strive to have a diverse leadership, spokespersons, representation, and input, including in any message and materials.
2. Hang in there and ask questions, be curious. Perspectives and ways of knowing from a different group might initially appear unrelated or off the subject, because they are not what a dominant group is accustomed to hearing.
3. Use CLUES to explain detrimental behaviors to people in top groups who might want to dominate. CLUES help to diffuse conflict and acknowledge the behaviors are systemic. Resist making it personal.

4. Hold any group or individual accountable for taking over as leaders or claiming to be the experts, who might be exploiting the privileges of being in top groups.
5. Even if only one person started and still leads the group, present this phase as only one part of the project and give significant air time and credit to contributions made by others.

Chapter Twenty-three

Our Future

The arc of the moral universe is long, but it bends toward justice.
— Martin Luther King Jr.

You can't develop a useful strategy or capitalize on a skill until you know what you're up against. You can't calculate your moves until you are knowledgeable enough to predict countermoves and defensive tactics of rival teams. You can't enjoy the encounters if you don't understand the game.

— Betty Lehan Harragan, *Games Mother Never Taught You*

In the United States, Compatriots are up against hierarchical moves and countermoves of radical Republicans.

In the future, how far our country will further advance toward justice will be determined by two factors:

How much diverse groups can unite with common strategies – jumping together as a force for inclusion and equality.

How much Compatriots can expose hierarchy-obsessed clueless Republicans – knocking them off the seesaw.

The two of us (Harriet and Charlotte) have been studying hierarchies for forty years. We know we are witnessing what could be a lasting pivotal shift in the United States.

Please contact us if you have any questions, comments, additions, corrections, or suggestions concerning *Everybody Jump Together*.

Harriet and Charlotte Childress

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Appendix

Recommended Books

Clueless at the Top

by Charlotte and Harriet Childress

www.cluelessatthetop.com

Our founders gave us a noble vision, but they handed down a powerful obstacle: hierarchical thinking pervades our lives.

In the United States, prominent leaders are clueless; their smoke screens and empty rhetoric only sustain the problems they pledge to solve. But, as we identify consistent and predictable patterns, our anger and stress are transformed into creative tools.

Instead of dancing to the tune of constraining attitudes and behaviors, we can use the CLUES to cut our puppet strings and free ourselves to build the lives we really want.

Stories illustrate how to expose and eliminate elusive hierarchies in our everyday lives – our jobs, relationships, communities, families, schools, corporations, government, business, religion, and education – not even our bedrooms are off limits.

Hope for the Flowers

by Trina Paulus

This illustrated book tells the story of Yellow and Stripe's journey to find happiness away from the "caterpillar pillar." *Hope for the Flowers* has inspired millions of readers for more than four decades to create lives outside of hierarchies.

Recommended Articles

White men have much to discuss about mass shootings

by Charlotte and Harriet Childress

The Washington Post, March 29, 2013

This widely-referenced article illustrates the use of multiple hierarchy techniques that are discussed in *Everybody Get Together*. The op-ed exposes the fallacy of claims of the gun lobby, and demonstrates how hierarchy position keeps them from being held accountable.

Men, sex, and power

Register Guard, Eugene, Oregon, April 26, 2017

Concerning the firing of Bill O'Reilly, this editorial is an excellent example of building an article around typical roles of the top. Without a discussion of top roles, the editorial would sound like merely differences of opinions or personal attacks against O'Reilly.

James Comey and the Predator in Chief

by Nicole Serratore

The New York Times, June 8, 2017

This article demonstrates top behaviors that span across multiple hierarchies. Serratore explains how Comey's description of his private conversation with Trump is familiar to many women because it parallels the predatory behavior of a perpetrator of sexual harassment and a victim's response.

Trump is used to breaking the rules with impunity. That will be his undoing.

by Paul Waldman

The Week, June 16, 2017

A typical top behavior drives the discussion throughout the article – the top presumes they don't have to follow the rules that apply to ordinary people. Beyond being yet another description of Trump, Waldman's use of hierarchical privilege makes the article fresh and convincing.

Typical Top Behaviors

Hierarchy Conservators are consistently predictable. Because they are choosing to maintain their hierarchies, they will:

1. Act clueless as they cannot, or choose not, to see a hierarchy that harms lower people.
2. Assume that lower people want or need to be like them.
3. Avoid solving "problems" that their hierarchies create, because they benefit from these "problems."
4. Believe that they deserve more of what is valuable, while those in lower groups deserve less of what is valuable and more of what is objectionable.
5. Be surprised when asked to be part of a solution, as they don't see themselves as part of the problem.
6. Blame "problems" on lower groups with less power and resources, so that "problems" that support hierarchies are never solved. It's the people at the top who have the most power and resources to solve these "problems."
7. Brainwash others to believe they themselves are incapable of managing resources, and must leave those resources in "more capable" hands.
8. Call for action only when the negative effects of their decisions come back to bite them personally.
9. Defer to authority figures or those who rule in an authoritarian manner.
10. Describe their stance as merely another point of view, when it is much more – a mechanism to build hierarchies that benefit themselves.
11. Enlist argument, conflict, corruption, cruelty, guilt, lies, meanness, rage, scarcity, scare tactics, selfishness, shame, threats, and violence to keep from being challenged.
12. Expect not to be held accountable for the detrimental effects their decisions create for lower groups of people, animals, and the natural environment.
13. Have plenty of excuses to cover for each other, and overlook each other's bad or toxic behaviors.
14. Hide behind rhetoric and noble causes.
15. Keep lower groups living insecure and dangerous lives so they are less likely to have the energy to risk what they have to challenge the power of the higher groups.
16. Make decisions with limited information.
17. Never feel they have enough.
18. Not have the safety, health, and welfare of lower groups as a priority.
19. Often be scared of lower groups because of ignorance and negative stereotypes.
20. Perceive their view as superior, and discount other perspectives.
21. Physically or verbally attack people who ask them about their support of unpopular policies.
22. Picture themselves as benevolent to lower people; if lower people don't appreciate it, the top will be surprised and conclude that the lower people are acting from misplaced anger or envy.
23. Place their deity on top of a religious hierarchy so they can claim the highest moral authority.

24. Presume they don't have to follow the rules that ordinary people must live by.
25. Promote that higher people do good things; lower ones do not-so-good things.
26. Push back when someone tries to hold them accountable. As accountability comes closer to the top, they will respond with ever-increasing drastic measures.
27. React as if they have been attacked by a steamroller from even the smallest nudge from lower groups.
28. Receive the isolated incident pass for negative behaviors, as well as positive stereotypes for positive behaviors.
29. Require lower groups to release their resources and decision-making rights to the top.
30. Scapegoat others when the conduct and practices of the top produce negative results.
31. See themselves as unfairly attacked when labeled with typical top attitudes and behaviors such as bigots, misogynists, fascists, homophobes, etc.
32. Show a lack of empathy for others.
33. Sooth their consciences and enhance their images by promoting "charities," which hand out some, but not enough resources to remove the control away from the top. Saviors can always place themselves above the saved.
34. Stay insular by surrounding themselves with people who support their position on their hierarchy.
35. Take out their insecurities by exploiting the weak.
36. Think they have a choice whether or not to deal with, or listen to, lower groups.
37. Try to divide diverse groups in order to conquer them.
38. Understand little about those they put below them.
39. Use lies, deceptions, misconceptions, ridicule, and rationalizations to justify their isolated, selfish, or clueless opinions and actions.
40. Want opponents to attack them frontally; they enjoy bringing out their "bigger guns."

CLUES

from *Clueless at the Top* by C. & H. Childress

1. We are high in some hierarchies and low in others

Most of us are low on some “pecking orders” and high on others. Since we are surrounded by and involved in so many hierarchies, each of us has her or his own individual hierarchical portfolio or profile.

2. Judging and ranking builds hierarchies

We are taught to impose a comparison on almost anything we encounter; we assign value to personal traits, deciding that some characteristics are more valuable or desirable than others.

3. More valuables flow to the top; what’s objectionable sinks to the bottom

People who are on the higher levels of a hierarchy control and receive more of the rewards, opportunities, and incentives that are valued in that hierarchy. People in lower levels of a hierarchy receive less of the rewards, opportunities, and incentives, and more of whatever is not valued, or even objectionable.

4. Status and rewards are based on one’s position, not one’s contribution

Recognition is based on position, not on actual contributions, or on the difficulty or hazards of performing a job.

5. Our positions in hierarchies influence our interactions

In a higher role, we reject, ignore, avoid, or overlook someone whom we feel is lower. In a lower role, we defer to people above us who make decisions for us.

6. Placement in one hierarchy transfers to some other rankings

We transfer hierarchical status from one hierarchy to another, even if the criteria used to establish the hierarchies are unrelated.

7. Lower people need fixing

Since the top groups see themselves as superior, they think that the lower groups need to change.

When people in lower groups base their self-esteem on what the top groups think about them, people in the lower groups become immobilized and look to others for approval.

8. Harmful behaviors hold hierarchies together

Many tools are used to entice and force people to participate in hierarchies – for example, bullying, fear, hate crimes, ostracism, poverty, rape. We call these tools “problems,” but actually, they are necessary to hold our unnatural hierarchical systems together.

9. Maintaining hierarchies is the highest priority

People at the top of a hierarchy are responsible and accountable for doing whatever it takes to keep the power and control at the top. People who are in the lower ranks of a hierarchy are responsible for paying homage to the power and authority of those on higher levels.

10. People at the top don’t see hierarchies

People at the top are usually unaware or in denial of the existence and operating parameters of hierarchies they dominate.

11. People at the top know little about the people below, even though people at the bottom know about the people above them

The top has the choice of whether or not to seek out or accept any true information about anyone lower. To survive among higher people, lower groups learn about those above them.

12. Decisions are made with limited information

People isolated at the top have the least information of anyone in the hierarchy about everyone affected by their decisions.

13. People at the top are not accountable for the effects on lower groups

The top is responsible for keeping power and control at the top, and expect to have the freedom to act without factoring in the needs of lower people. Lower groups have to pick up the pieces.

14. A nudge from below feels like a steamroller

A higher person acts quickly and forcefully to any perceived shift in position in order to reestablish the balance of power. Lower people watch a “small issue” in a simple problem-solving session suddenly grow into a big deal.

15. We live with constant misconceptions, lies, and deceptions

We are wrapped in a constant web of fabrication, rationalization, and miscommunication.

16. Hierarchical actions hide behind rhetoric and “noble causes”

Higher groups learn how to convince themselves and others that their actions are noble, supposedly coming from good, honest, kind motives. They are quite experienced at rationalizing away real causes and results.

17. Our “problems” support hierarchies, so we’ll have “problems” as long as we have hierarchies

Hierarchies are set up to create the inequities, conflicts, fear, greed, violence, scarcity, and dysfunction that many call “problems.”

18. Higher people are not held accountable for “problems”

Since “problems” are essential to the health of hierarchies, they must not be solved if hierarchies are to remain strong. We have developed clever systems to ensure that “problems” do not go away.

19. Blaming the bottom keeps “problems” intact

First, we factor the people who have the power and resources to solve the problem right out of the picture, and pretend they aren’t involved. In step two, we make sure that people in lower groups, who have the least resources to solve the problem, are made responsible for any changes that need to occur.

20. Lower people wait around for higher people to change

Lower people stuck in their hierarchical roles keep their focus on higher groups, endlessly encouraging or expecting them to listen and change.

21. Hierarchies require extensive resources to maintain

Hierarchies demand vast amounts of individual and collective time, energy, money, loyalty, health, lives, and natural resources.

22. Hierarchies isolate and segregate people

We miss opportunities to relax, reflect, and absorb — to get to know and learn about each other. Building community is difficult because we do not emphasize compassion or understanding, but instead competition and mistrust.

23. Close inter-level relationships are difficult

Behaviors inherent in hierarchies make close and intimate relationships between people of different groups difficult to establish and maintain.

24. We are surrounded by conflict

We look out for ourselves in an unending quest to feel safe and secure, because we approach unknown situations expecting conflict, violence, war, and adversarial relationships.

25. Higher people assume that everyone wants and needs to be like them

Higher people think everyone else would benefit if they valued what the top values, and everybody should desire to work toward acquiring what the top wants or has.

26. Guilt and shame keep people engaged

When lower people feel guilt, shame, and fear, they are weaker and less threatening, are easier to dominate, and look to the system to bring relief.

27. We become dependent on hierarchical institutions

People become dependent upon hierarchical institutions for what they want and need. People on the top don't know how to function without their privileges. People on the bottom are programmed to wait, hoping if and when benefits will trickle down to them.

28. We can never have enough

We are never satisfied as we jockey for position, push to move up, and defend ourselves from people trying to gain on us. We learn not to depend on or trust each other, or in the process of life.

29. We have an abundance of scarcity

Hierarchies function like vacuums that suck up resources from all levels, and channel them to the top.

30. We neglect our own desires and needs

We compromise our own personal opinions, health, and interests when we feel compelled to act out the behaviors expected of our hierarchical roles.

31. Community is compromised

Community and hierarchies are built on opposite strategies. We cannot build strong communities and strong hierarchies simultaneously.

32. Hierarchies limit our life experiences

We limit our access to the world's wondrous natural diversity, because we miss the beauty of lifestyles, customs, and perspectives different from our own.

Everybody Jump Together

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