TPO Theory and the Display/Pickup Paradigm
Informed by Boulding’s 9-Level Social System

T = Things
P = People
O = Outcomes

LEGEND
Display
Pickup
Output
Agency

7-choices
5-abilities
4-drives
6-perceptions

1 framework
2 clockwork
3 thermostat
4 open living cell
5 blueprint
6 internal image
7 symbol-processing human
8 social school
9 transcendent

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