

Entering Spiral Dynamics



With
Chris Stewart
www.chriscstewart.com

Seminar Overview

Day 1 – Theory

Break – Gestation

Day 2 – Self and organisation analysis and strategy
development

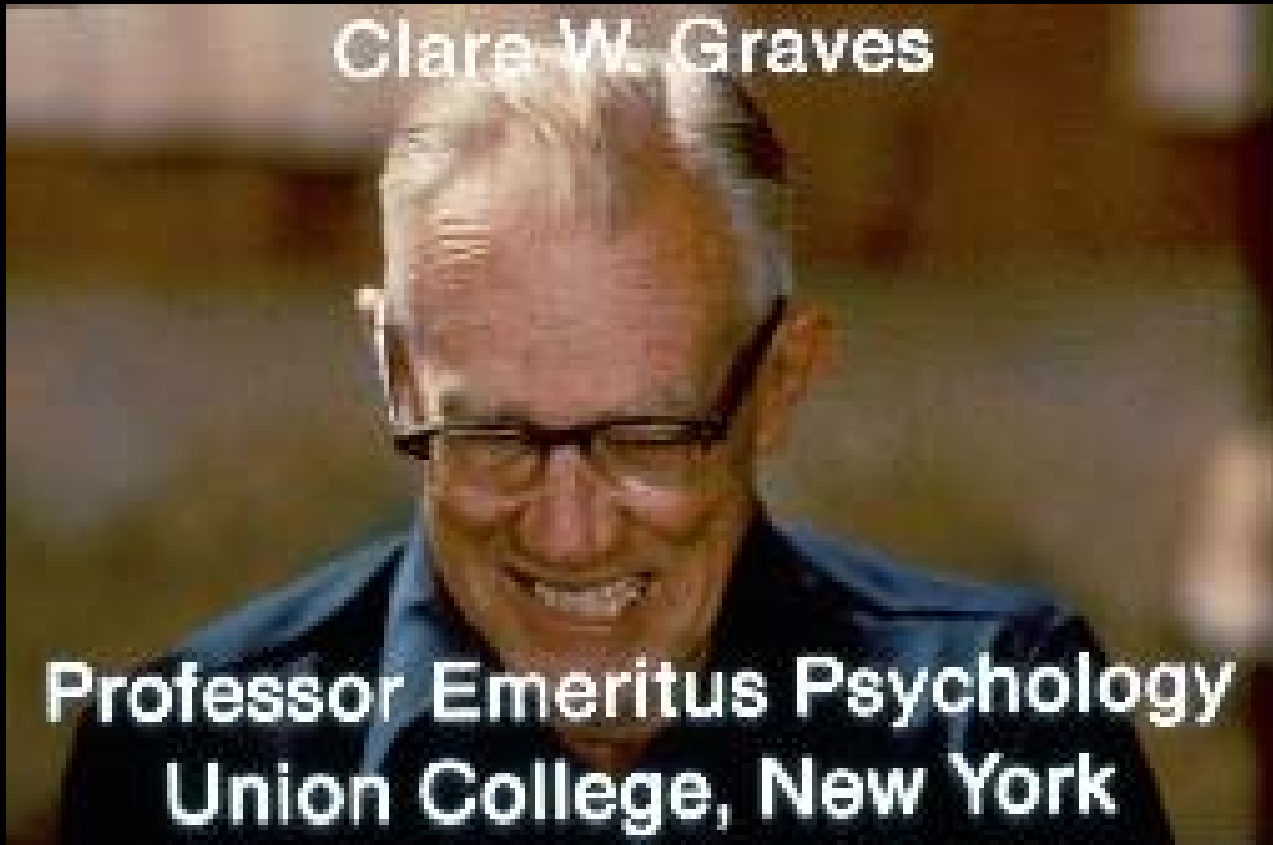
Today's schedule – full!

- Dynamics of the model
- Colours of the model
- Change states and conditions
- 4 breaks – each session around 1 ½ hours
- Presentation, exercises, discussion

Workshop Format

- Ask questions but.....we may redirect
- Learning is a process of conflict – the elements of personal change
- Write your issues down - Try to keep an open mind
- Safe Space – “What is said here stays here” – confidentiality
- You will never see the world in the same way again!
- It will be a FUN day so let's enjoy ourselves!

The Story of Spiral Dynamics



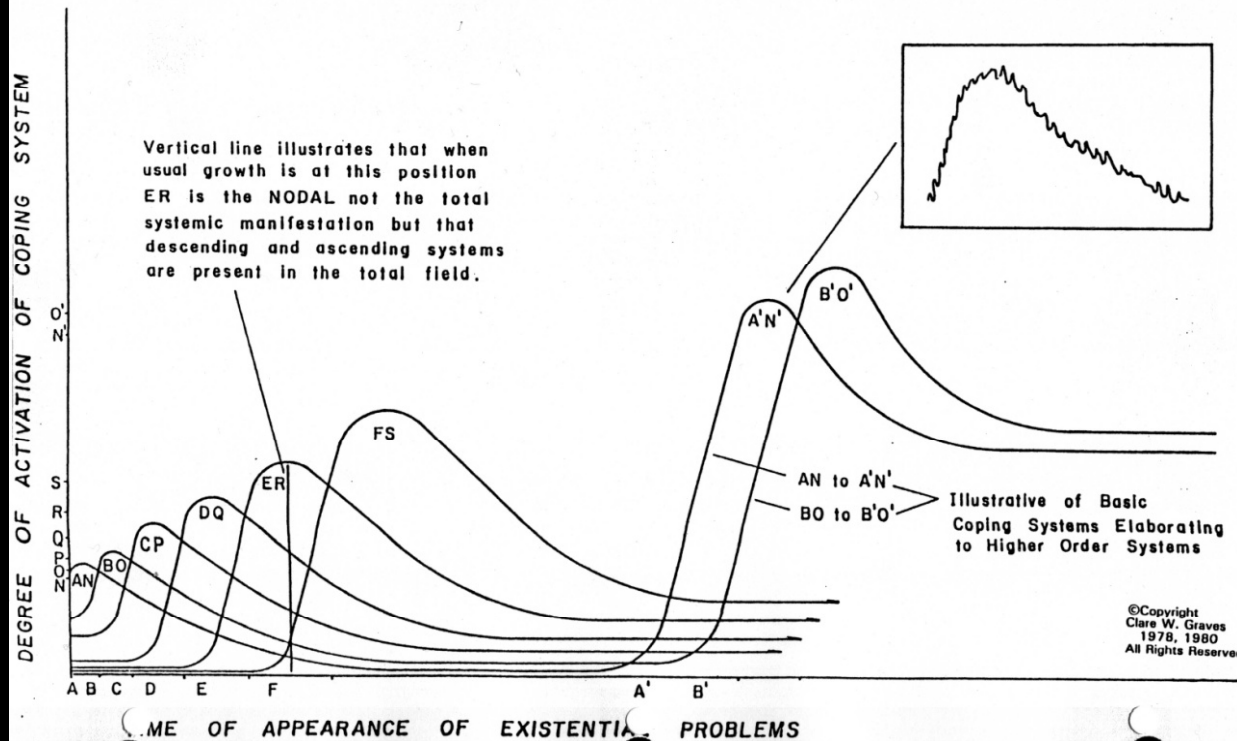
Clare Graves was a psychologist researching the 'nature of human nature'

His life's work is the "Emergent, Cyclical, Double-Helix Model of Adult BioPsychoSocial Systems Development"

www.clarewgraves.com

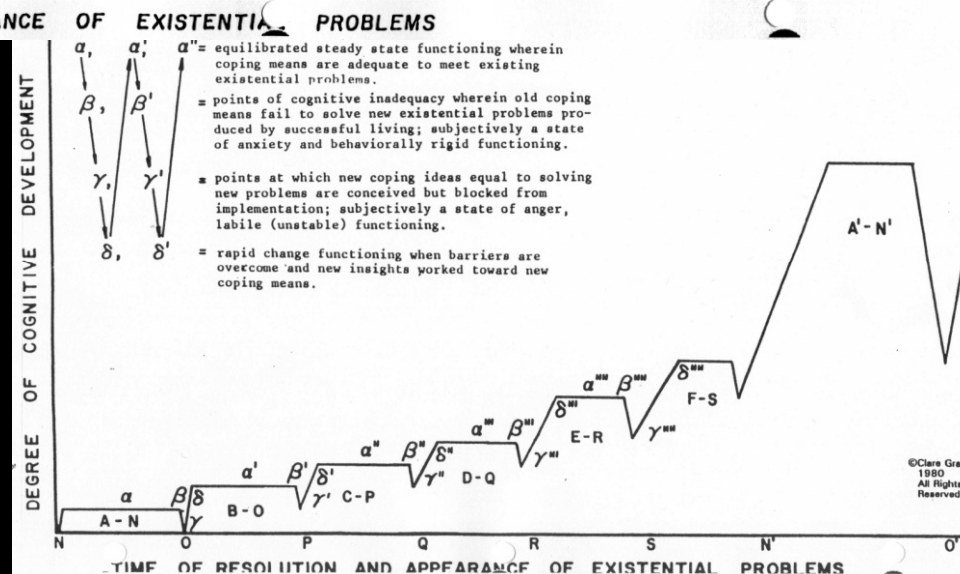
FIGURE V

COMPLEX WAVE-LIKE DEVELOPMENT OF THE PSYCHOSOCIAL
SYSTEMS OF THE ORGANISM HOMO SAPIENS

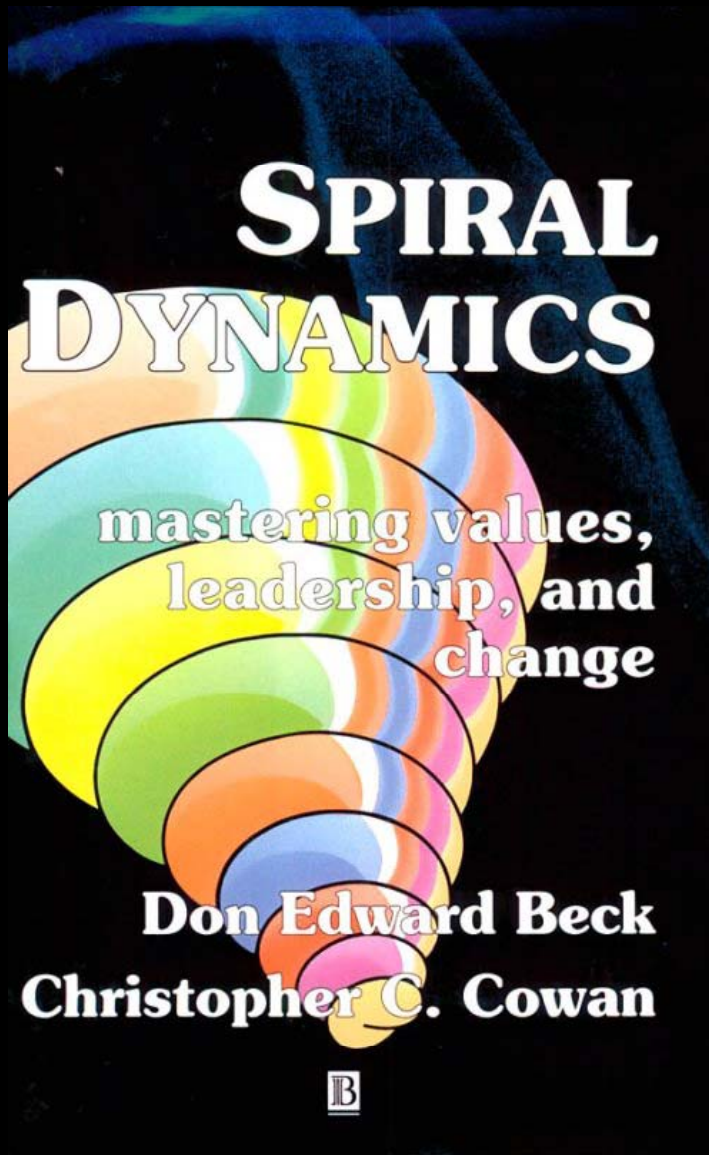


Graves identified eight 'worldviews' that arise in response to different 'life conditions'

Each worldview shapes their own learning, reasoning, and motivational style



As each new worldview emerges, it transcends and includes the previous ones



Dr's Don Beck and Chris Cowan, studied with Graves.

They consulted for over two decades using Graves' theory.

In 1996 they published the "Spiral Dynamics Model" in a book

www.spiraldynamics.com



Spiral Dynamics
has been used
successfully in
Fortune 500
companies,
throughout the
80's in South
Africa, and
currently, around
the world in
various forms...

SD Worldviews are...



Deep structural capacities of all healthy humans

‘Containers’ that frame ‘content’ — they deal with “why” not “what”

Adaptive ‘capabilities’ of values intelligence (VQ)

Types of thinking styles *within* people, not types *of* people

All necessary and healthy if they match ‘life conditions’

VQ worldviews change in consistent ways

SD Worldviews are NOT...

Correlated with race, gender, or other types of intelligence (IQ, EQ, SQ, AQ etc...)

Easy to spot... because they are:

- Intangible psychological frames of reference
- Deep structures that use 'content' differently
- They are all mixed together within modern humans



ADAPTIVE Capabilities that Change

- Each psychological worldview has emerged in humans in response to different biological, social and environmental life conditions
- The solutions to life conditions from one worldview, create the problems or challenges that require a more complex worldview
- The challenges can stimulate change ONLY if they are psychologically perceived

Adaptive CAPABILITIES that Change

- Today, a healthy person is normally capable of using each of these worldviews
- People and groups tend to have a worldview preference, or a certain mix of worldviews they find useful – a “values profile”
- There are healthy and unhealthy versions of each worldview

Adaptive Capabilities that CHANGE

- Worldviews can change for individuals and groups:
 - Some progress to more complex worldviews, some regress to earlier worldviews
 - Some are OPEN to change, some are CLOSED to change
- The nature of change between these worldview preferences has also been mapped:
 - “Transition states”
 - “Conditions for change”
 - “Value profiles” and their habits of change

Spiral Dynamics Worldview Descriptions

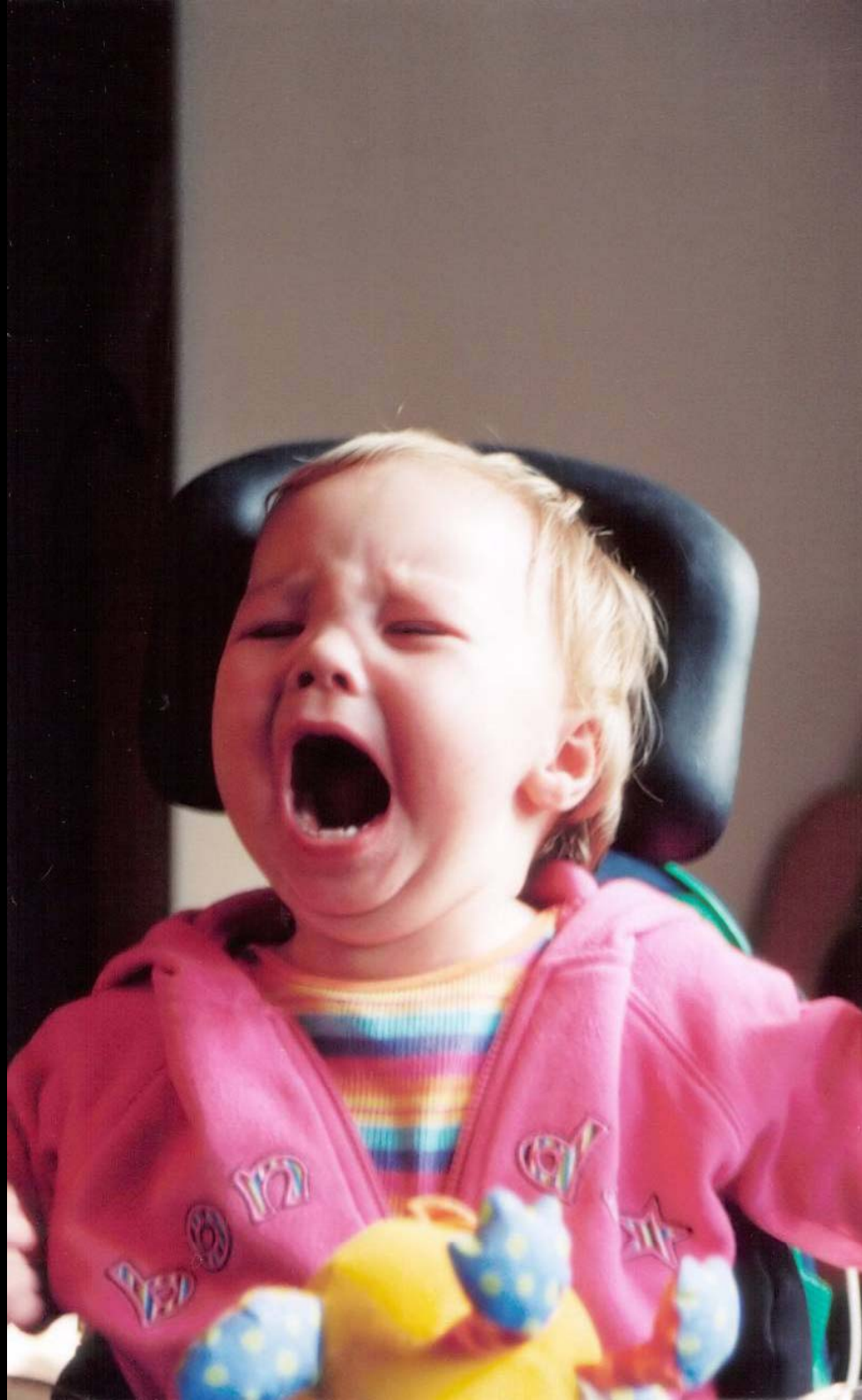


Beige ~ A-N ~ Survival Sense

Emerged: 100,000 years ago.

***Express self automatically so as to
meet the basic physiological needs –
food, warmth and reproduction***











Beige ~ Survival Sense

Where seen: first human societies, newborn infants, senile elderly, late-stage Alzheimer's victims, mentally ill street people, starving masses, shell shock, daily biological drives

World population: approximately 0.1 % of the population with 0% social power

Purple ~ B-O ~ Kin Spirits

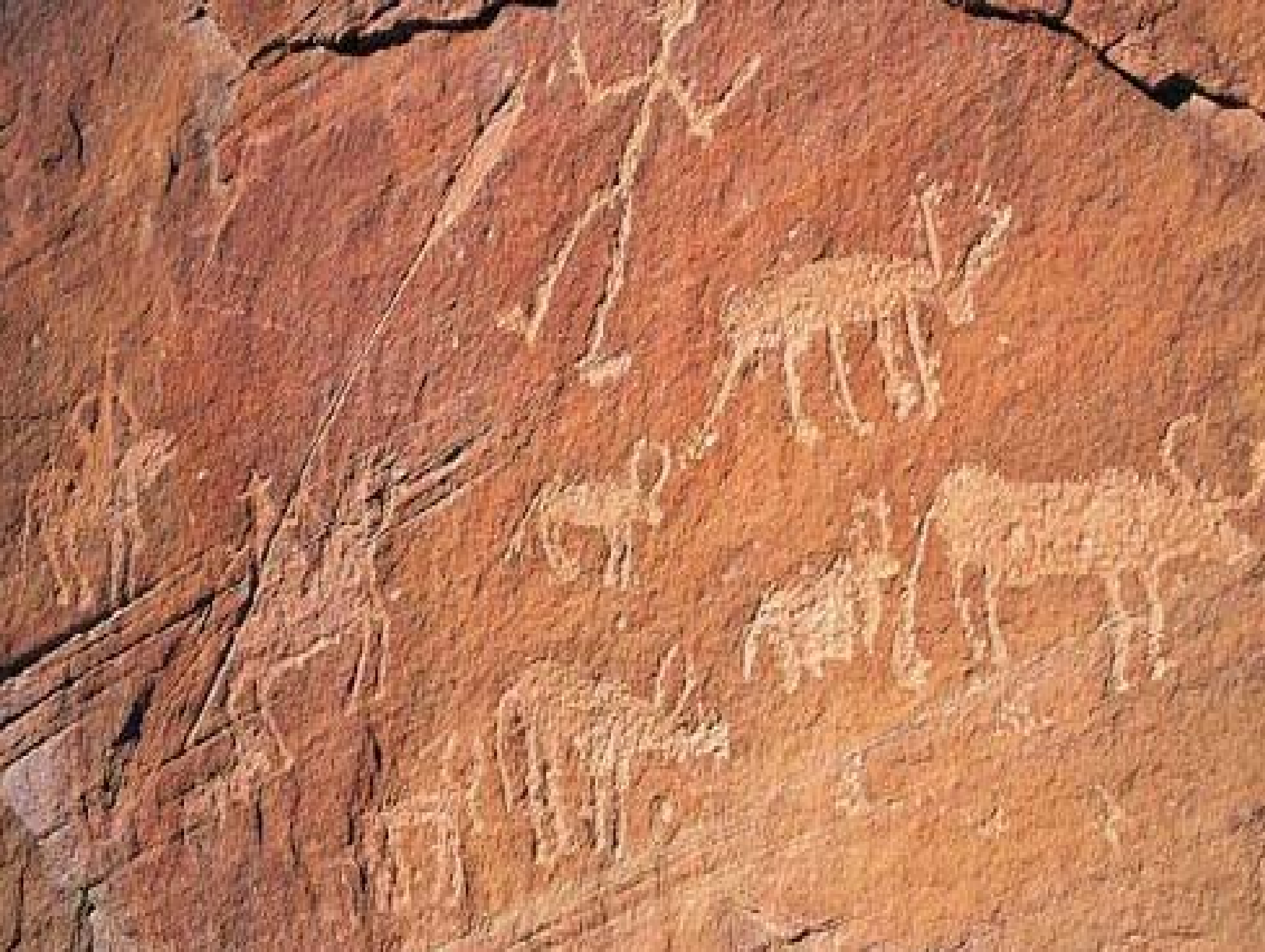
Emerged: 50,000 years ago

Sacrifice self to the wishes of the elders, spirits and ancestors to gain safety and security for the tribe-like group in a frightening world

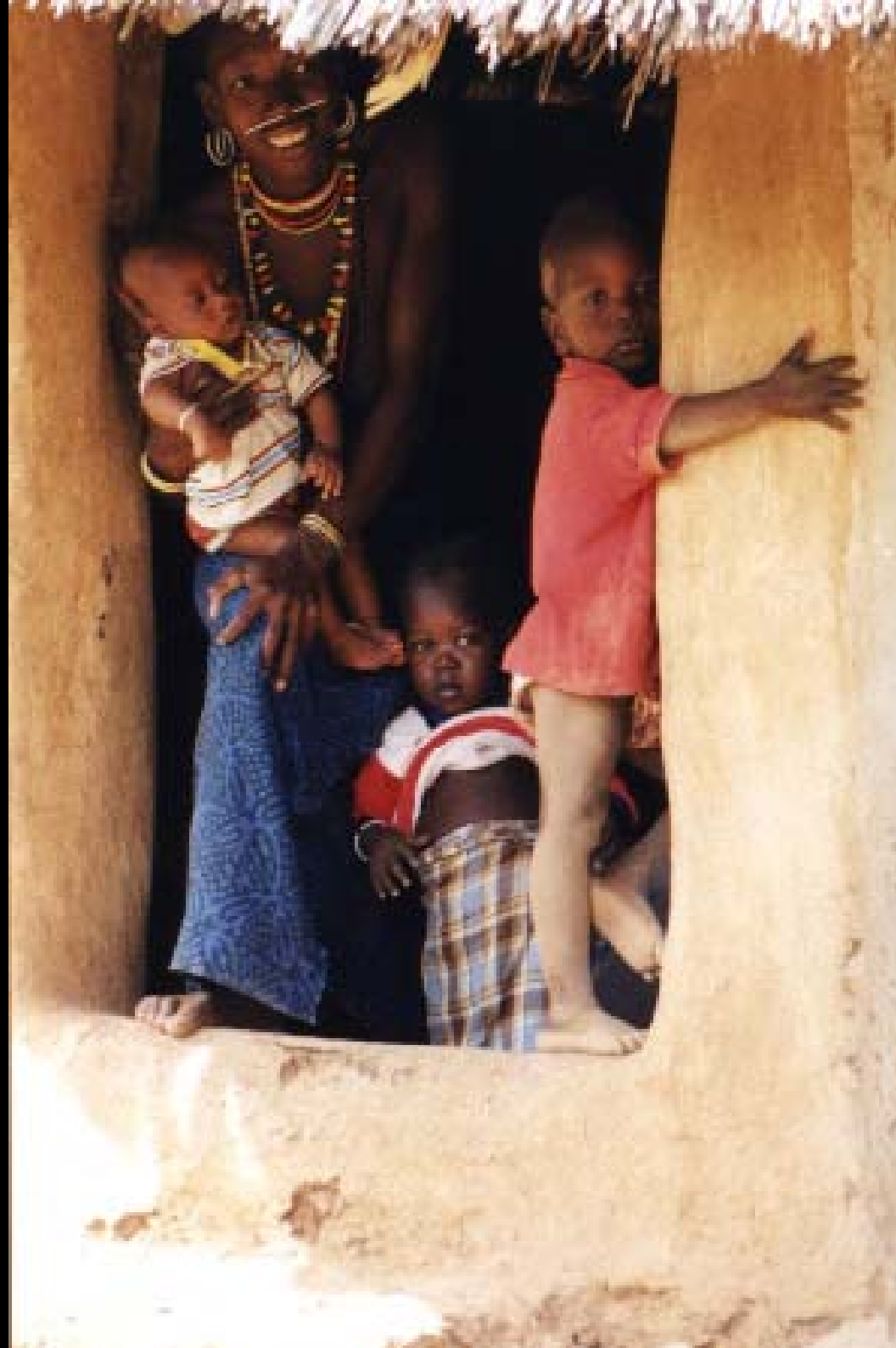
- Clans, ethnic tribes, family bonding & kinship relations - cultural development
- Learning cause and effect; sense of cyclical time
- A magical place alive with spirit beings and mystical signs. Bonding magic.













Purple ~ Kin Spirits

Where seen: belief in voodoo-like curses, blood oaths, ancient grudges, good-luck charms, family rituals, magical ethnic beliefs and superstitions, strong in developing world, gangs, athletic teams, and corporate 'tribes'

World population: 10% of the population with 1% of social power

Red ~ C-P ~ Power Gods

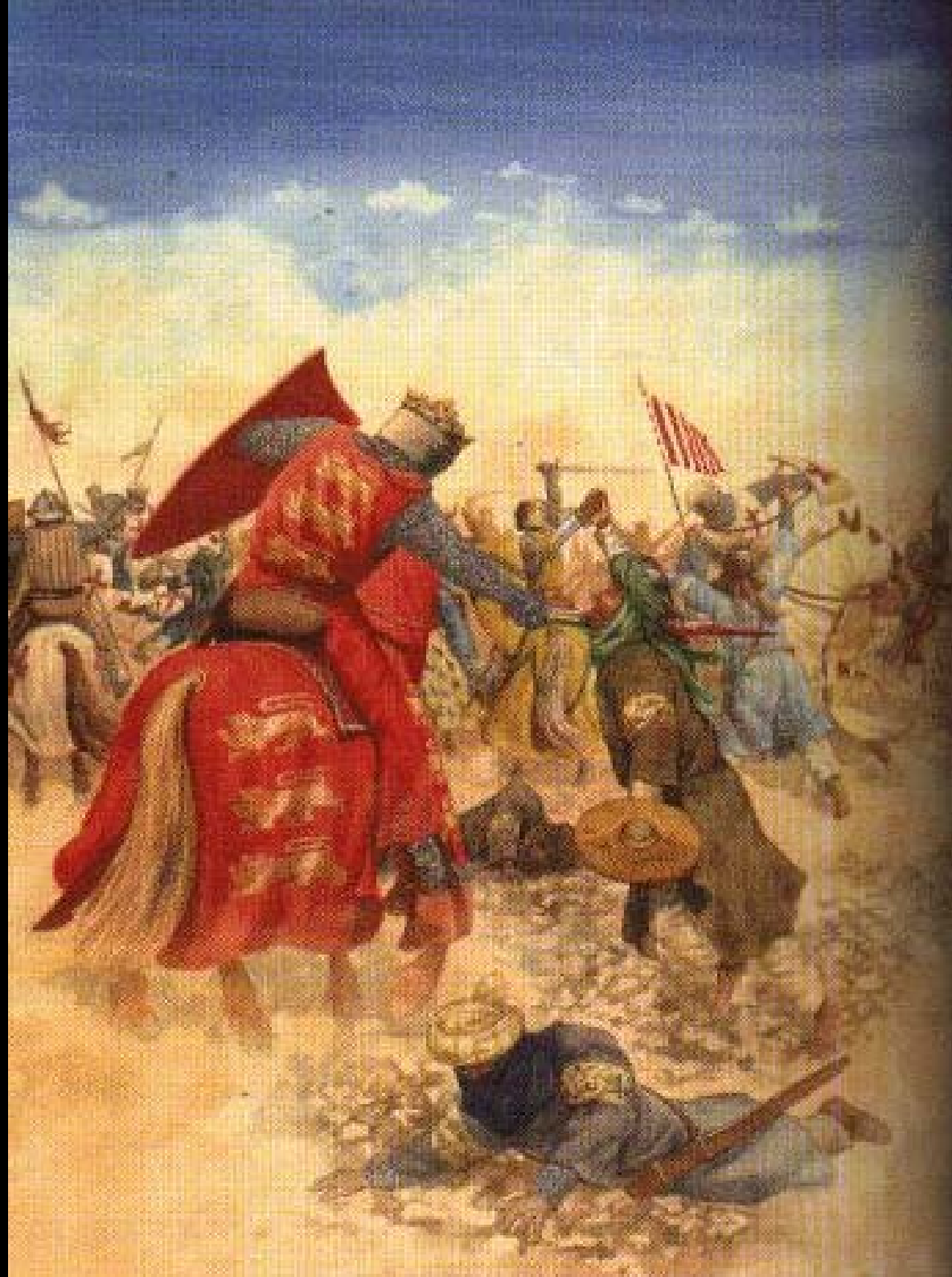
Emerged: 10,000 years ago

Express self to achieve power and status so as to avoid being shamed while personal desires are satisfied without guilt in a jungle-like world where only the fittest survive

- Feudal empires.
- A jungle where the strongest and most cunning survive.
- Acts tough, assertive, bold and action oriented
 - Tends to be guiltless that “you should get everything you can get away with” and that “might makes right”
 - Depends only on the self – trusts no one else – everyone is out to get them













Red ~ Power Gods

Where seen: The 'terrible twos,' rebellious youth, frontier mentalities, feudal kingdoms, epic heroes, James Bond villains, gang leaders, soldiers of fortune, new-age narcissism, wild rock stars, Attila the Hun, Lord of the Flies

World population: 20% of the population with 5% of social power















THEODORE ROOSEVELT JR
BRIGADIER GENERAL U.S. ARMY
NEW YORK JULY 12 1944

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Blue ~ Mythic Order

Where seen: Puritan America, Confucian China, Dickensian England, Singapore discipline, totalitarianism, codes of chivalry and honor, charitable good deeds and missions, fundamentalist religious groups (Christian and Islamic), 'moral majority,' police forces, defence forces, boy and girl scouts, patriotism

World population: 40% of the population with 30% of social power

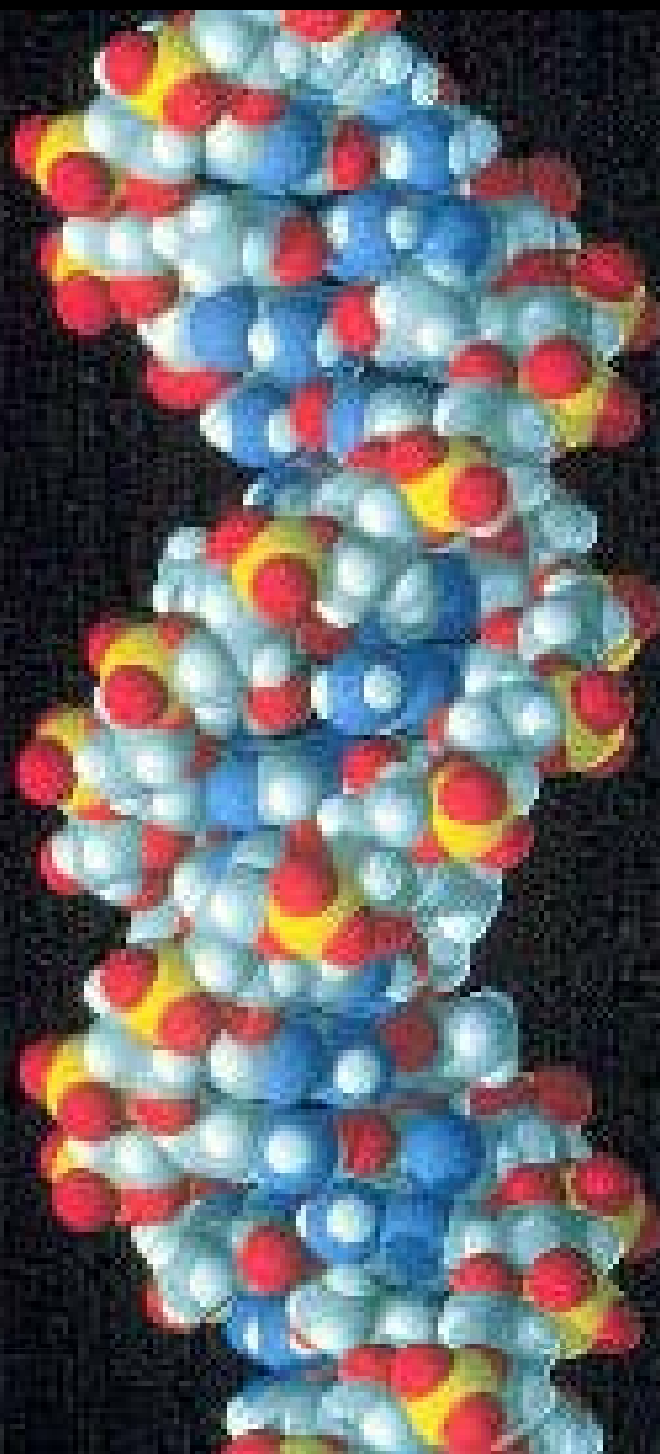
Orange ~ E-R ~ Strive Drive

Emerged: 300 years ago

To express self individually and strategically so as to compete, win and continuously make things better, while not arousing the ire of others, in a world full of opportunities for those who can master the laws of nature

















A photograph of a server room. In the foreground, a dark wire mesh fence is visible. A red rectangular sign with white text is attached to the fence. The sign reads "EMPLOYEES ONLY". Behind the fence, the server room is visible, featuring rows of server racks with blue doors and numerous yellow indicator lights. A yellow cable is draped over the top of the fence on the left side.

EMPLOYEES ONLY

Orange ~ Strive Drive

Where seen: The western enlightenment and the scientific method, the stock market, the aspiring middle class, cosmetics industry, trophy hunting, materialism, secular humanism, liberal self-interest, critical academia, strategic business intelligence,

World population: 30% of the population with 50% of social power

Green ~ F-S ~ Sensitive Self

Emerged: 150 years ago

Sacrifice self for emotional harmony with ourselves, others and the environment so as to respect that 'truth' is relative in an inter-dependent world where all of humanity can share together to find affiliation, love and growth through care and consensus















Green ~ Sensitive Self

Where seen: Deep ecology, humanistic psychology, Greenpeace, animal rights, politically correctness, new-age self healing and community development groups, diversity and multiculturalism movements, feminism, human rights issues, most post-modern theory

World population: 10% of the population with 15% of social power

Yellow ~ G-T ~ Flexible Integration

Emerged: 50 to 100 years ago

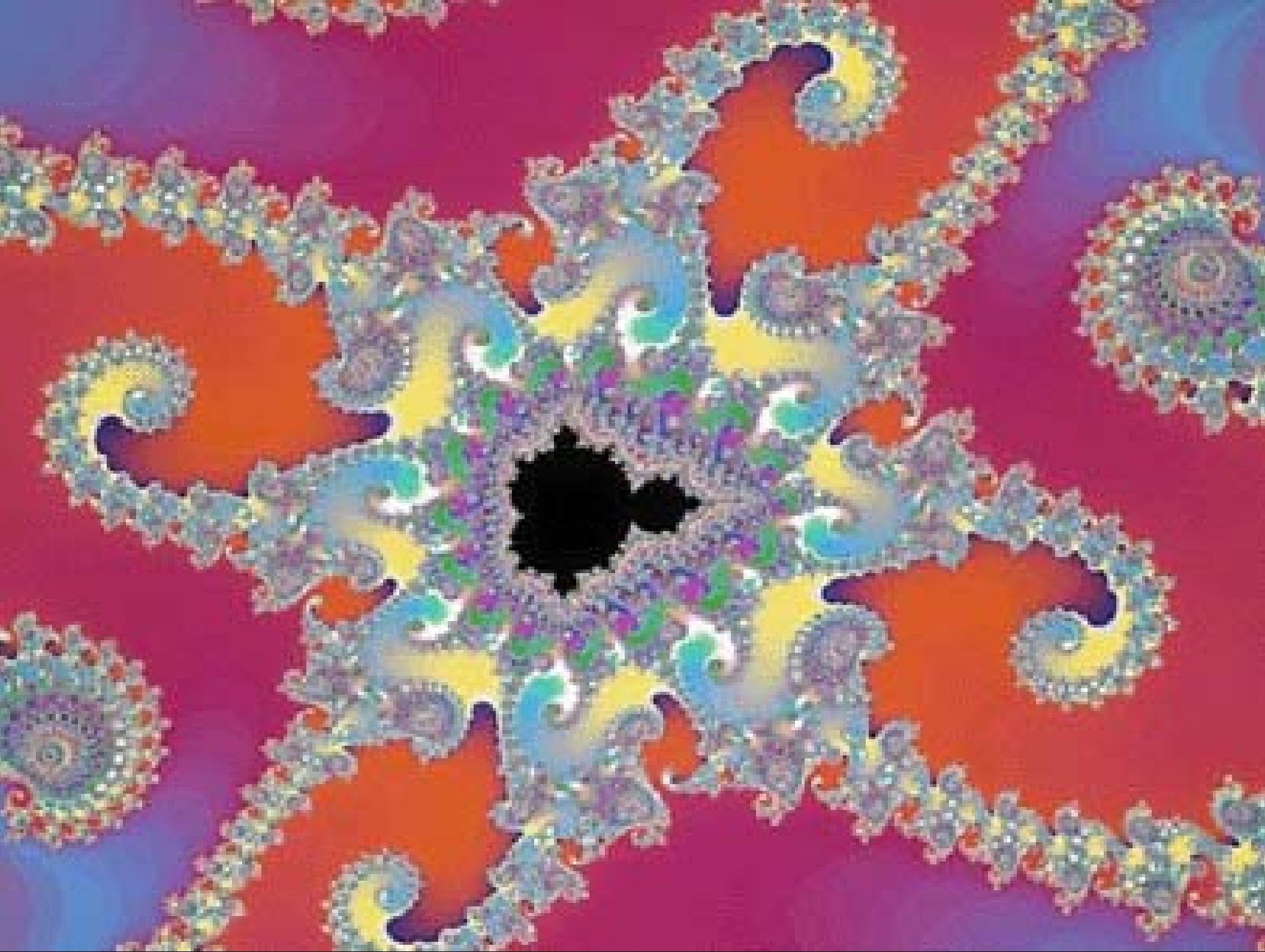
Express self, but never at the expense of others or the earth, so that all life (not just 'my life') may continue to evolve in healthy functional ways in a multi-dimensional world where knowledge, competency and spontaneity have precedence over status, power and group sensitivity

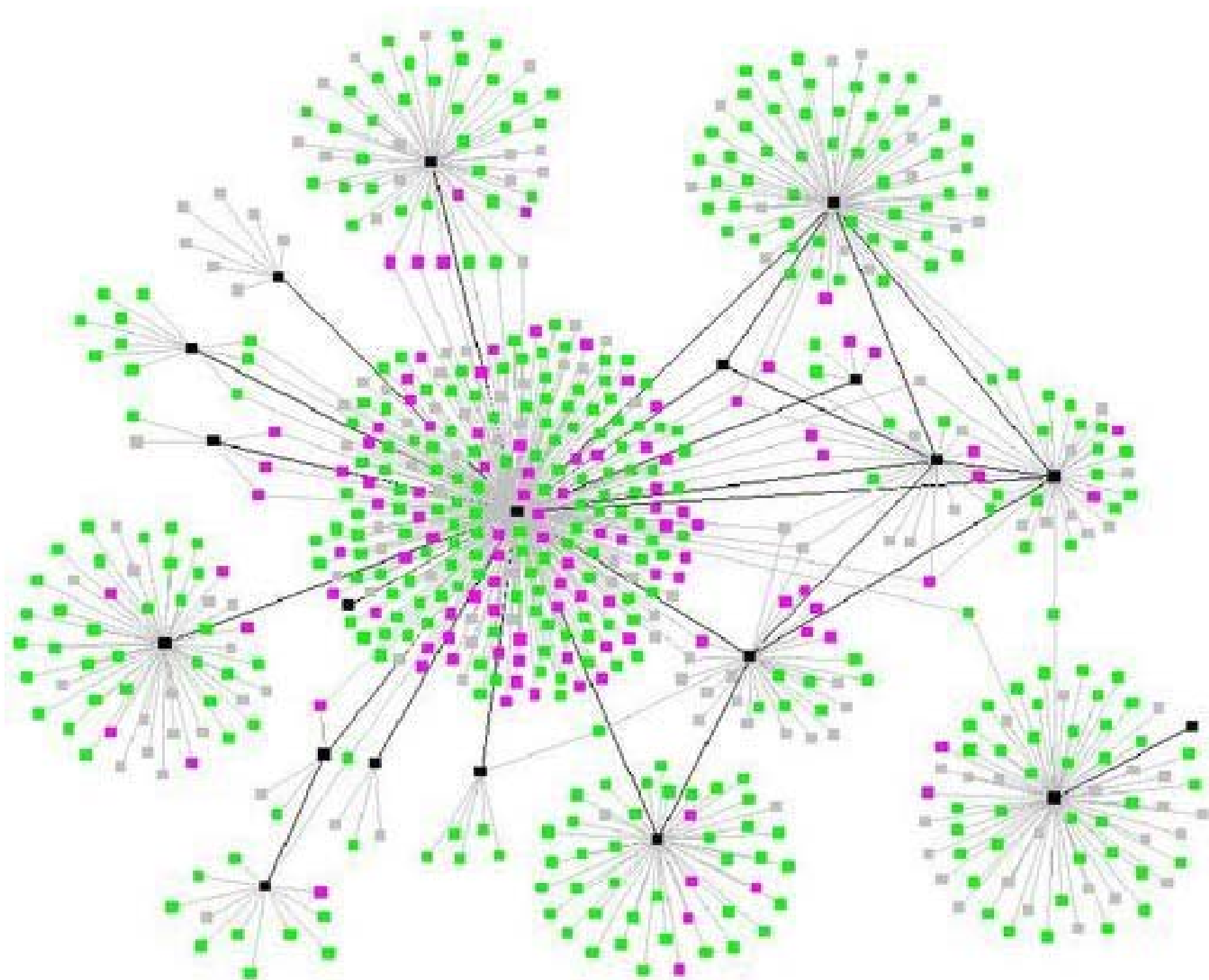
A chaotic organism forged by differences and change.

Flow – Transformational Spirituality.











Yellow ~ Flexible Integration

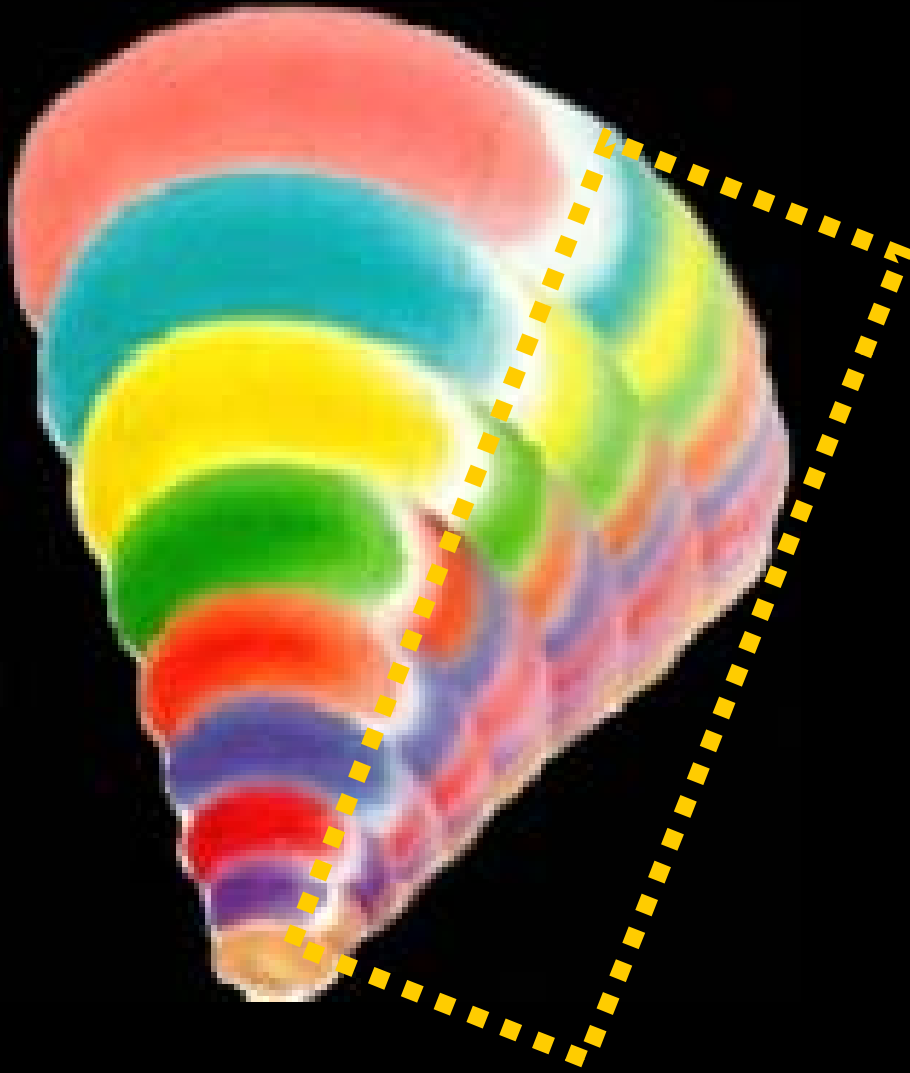
Where seen: Mandela's pluralistic integration, transpersonal psychology, chaos and complexity theories, Ken Wilber's Integral theory, Spiral Dynamics...*rarely seen in society* as it acts to integrate previous worldviews

World population: 2% of the population with 6% of social power

Morning Tea...



EMERGENT, Cyclical, Double Helix Model



- Each worldview has emerged in response to the challenges that success at the previous worldview has created
- Each worldview, when healthy, *transcends and includes* the previous worldviews
- Yellow is the first worldview to *consciously* integrate previous worldviews

Emergent, **CYCLICAL**, Double Helix Model

Worldview Colours		Power & Action	
Warm	Cool	Locus	Focus
Beige		Self	World
	Purple	Other	Self
Red		Self	World
	Blue	Other	Self
Orange		Self	World
	Green	Other	Self
Yellow		Self	World

Emergent, Cyclical, DOUBLE HELIX Model

Worldview		Life Conditions
inside		outside
A	Beige	N
B	Purple	O
C	Red	P
D	Blue	Q
E	Orange	R
F	Green	S
G	Yellow	T

All worldviews are important, and healthy, if congruent with the life conditions present

Emergent, Cyclical, Double Helix **MODEL**

- It's just a model!!! A map not the territory!!!
- While its useful, use it, when its not, forget it
- Spiral Dynamics is however, based on sound long term research *and* has survived because it is meaningful and practical for a lot of people in business, government and academia.



Spiral Health

- *Transcend and include* – if not included well enough = unhealthy
- Excessive/pathological *extremes* of any worldview = unhealthy
- Miss-match between life conditions and level of worldview = unhealthy
- Higher worldviews can cope with miss-match but *only if* healthy inclusion has occurred

Mind Capacities Inside

Life Conditions Outside

Behave as other animals do A-N

As nature & instinct provides

Placate spirits – ancestral ways B-O

Mysterious harmony & reciprocal

Fight to survive in spite of others C-P

Rough & dangerous jungle

Obey rightful authority with purpose D-Q

Full of fear & evil- society at risk

Test options for success E-R

Full of opportunities – autonomy

Form independent communities F-S

Natural habitat of all humanity

Lear how to survive & know more G-T

Complex system - risk of collapse

Character of Thinking

BEIGE	Instinctive ~ Automatic
PURPLE	Animistic ~ Tribal
RED	Egocentric ~ Cunning
BLUE	Absolutistic ~ Linear
ORANGE	Multiplistic ~ Calculating
GREEN	Sociocentric ~ Affiliative
YELLOW	Systemic ~ Existential

VQ Reasoning ~ Why?

- Purple...because our customs say it is so
- Red...because it suits ME right here, right now
- Blue...because it conforms to the rule of law
- Orange...because it serves my plans & objectives
- Green...because we have reached a consensus
- Yellow...because it is the most functional approach

Values Intelligence (VQ) Change

- Potential for change - open, arrested or closed
- 6 Conditions for change – potential, solutions, dissonance, insights and alternatives, barriers, consolidation and support
- Types of change – horizontal, oblique, vertical
- Stages of change – alpha, beta, gamma, delta, new alpha

O A C Change States

OPEN

Potential for higher level functioning
History & conditions conducive to Openness

ARRESTED

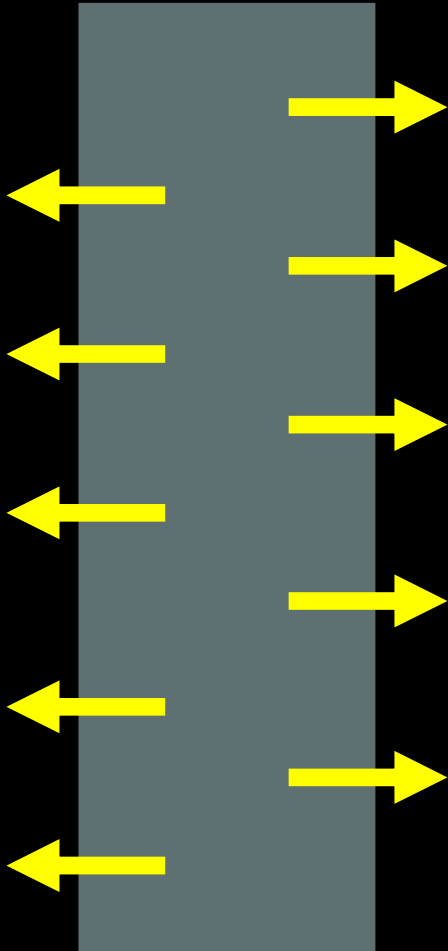
Caught by barriers in self and/or situation
Possibility of change if barriers are overcome

CLOSED

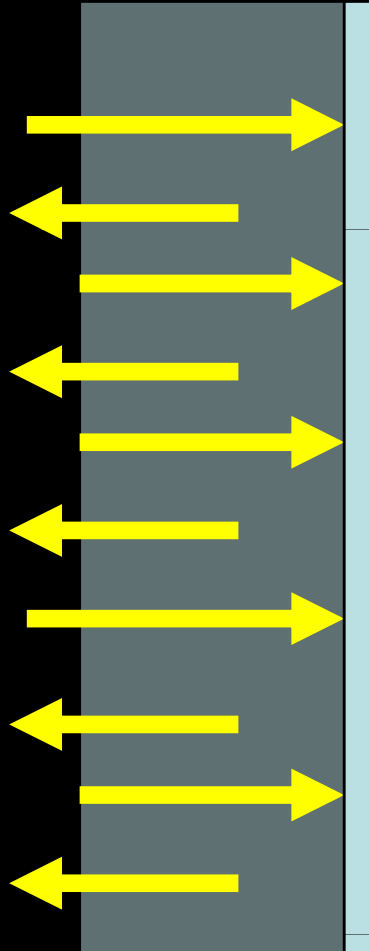
Movement blocked by psychosocial history
Lacks neuropsychological potential / stalled

O A C Change States

OPEN



ARRESTED



CLOSED



Open Thinking

- Strives to remove barriers
- Not locked into habitual patterns or unexamined assumptions
- Anticipates that change is inevitable
- Acknowledges the role of external conditions
- Displayed in good listening skills, tolerance of differences
- Ability to engage the full range of Spiral capabilities

Arrested Thinking

- Attempts to live within life's barriers and adjusts to them the best way possible
- Rejects transformational models of change
- Evidenced in:
 - undue stress
 - gastro-intestinal disorders
 - passive-aggressive behaviours
 - personal and social frustration

Closed Thinking

- **Inappropriateness** – every idea washed with the same colour regardless
- **Insatiability** – incessant demands
- **Exclusivity** – no other way to be, us & them
- **Undue Response to Frustration** – reacts to the extreme, flies off the handle, becomes irritable quickly, blowups
- **Fulfills Tasks to Extremes** – perfectionist, compulsive
- **Builds a Shell** – avoids exposure to other positions or views, hides or destroys information, ‘don’t confuse me with the facts, my mind is made up’

6 Conditions for Change

- 1. *Potential*** in the mind
- 2. *Solutions*** to current problems
- 3. *Dissonance*** about conditions & future
- 4. *Insight*** into alternative forms & means
- 5. *Barriers*** to change identified and managed
- 6. *Consolidation*** and support in transition

Change Exercise 1

- Think back to an experience of change in your personal life. Make some key-word notes about the experience against each of the 6 conditions for change

Then...

- Take 5 minutes to discuss your experience and change conditioning mapping with a partner

Then...

- Take five minutes for your partner to share their experience.

We'll then...

- Have a short group discussion of insights, questions etc

OUT TO LUNCH



Types of Change

Horizontal Change – fine–tuning, adjusting, fixing, improving but the system essentially stays the same

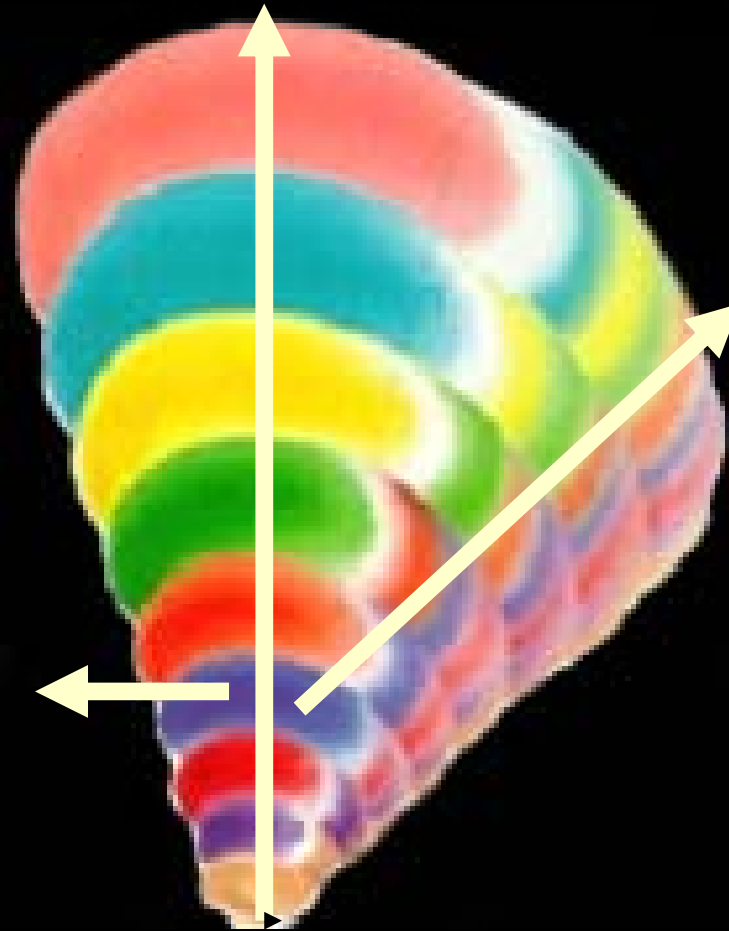
Oblique Change – adding selected elements of more complex thinking *“talking the talk”* but not fully *“walking the walk”* then returning to base system when stressed

Vertical Change – awakening the next level of thinking to reframe the conditions and expanding the conceptual space – “you can’t go back again”

Vertical Change

Oblique Change

Horizontal Change



Variations on Change

Horizontal

1st Variation – “Fine Tune”

2nd Variation – “Expand OUT”

Oblique

3rd Variation – “Stretch DOWN”

4th Variation – “Stretch UP”

Vertical

5th Variation – “Break OUT”

6th Variation – “UP Shift”

7th Variation – “Quantum”

	Horizontal	Oblique	Vertical
Potential	Slight	Some	✓
Solutions	Few	✓	✓
Dissonance	Slight	Some	✓
Insight & Alternatives	Little	Some	✓
Barriers	Few Found	Some	Found & Resolved
Consolidation & Support	Little	✓	✓

Worldview Learning Strategies

What and how does each worldview prefer to change? Learning styles...and...motivators/de-motivators...

- **Red**...positive stimulus response – needs personal artifact
- **Blue**...negative stimulus response – focus on repetition – needs artifact/symbol ‘on the wall in writing’
- **Orange**...trial and error experiments – personal experience is key, while focused on content – needs hands-on artifact
- **Green**...peer, affective and relational comparisons – focused on process – needs ‘memory of relationship’ artifact
- **Yellow**...learns from anywhere, anyhow, whenever they are interested (eg it is new or useful) – artifacts can come and go, they’re nothing special

Purple ~ Kin Spirits

Motivators ~ HOT Buttons

Rituals; respect for powerful figures; appeals to safety, magic, mysticism; traditional ways and customs; home & hearth; desires of spirit beings; signs & omens; give tokens & tangible goods; respect elders; show honour to ancestors

De-motivators ~ COLD Buttons

Speak ill of the chief of the tribe; step on or desecrate sacred grounds; violate taboos or ritual ways; introduce ambiguity; isolate and force accelerated change & uncertainty; threaten family; disrespect elders or ancestors; don't try to understand

Red ~ Power Gods

Motivators ~ HOT Buttons

Immediate payoffs; macho appeals, challenges & dares; heroic images; more clout & personal power; looking good & getting due respect; gaining control over nature & other people; getting by with something; prizes and rewards - NOW

De-motivators ~ COLD Buttons

Challenge power or courage; shame or put down a person or group; move onto to turf uninvited; display more powerful weapons; make gestures and name-call; be derisive & laugh; cause to lose face; taunt as an outsider; appear or talk weak; make excuses

Blue ~ Mythic Order

Motivators ~ HOT Buttons

Duty, honour, country;
righteousness; obedience to
higher authority; being
prepared; sacrifice &
discipline; rewards for
dedication to come into the
afterlife; stability/order;
purpose; standards & norms;
finding greater meaning; being
a good citizen; punctuality

De-motivators ~ COLD Buttons

Attack religion, country, or
ethnic heritage; desecrate
symbols or holy books; put
down the one-true-way or
make fun of it; violate the
chain of command; disregard
rules and directives; appear
unfair or sleazy; be wishy
washy; use “bad” language;
demean the standards; be late

Orange ~ Strive Drive

Motivators ~ HOT Buttons

Opportunities to succeed;
progress, growth, winning,
achievement, making things
better; new-and improved; state-
of-the-art; fashionable; prevailing
through experience, calculated
risks & good science; cutting-
edge; making deals and
bargains; treated like a VIP

De-motivators ~ COLD Buttons

Put down profit or
entrepreneurialism; talk about
collectivisation; accuse of games
& demean outcomes; challenge
compulsive drives; deny reward
for good performance; force
sameness; cost prestige; trap
with rules and procedures; fail to
bargain & negotiate; seem
inflexible; treat as one of the
herd; seem ordinary

Green ~ Sensitive Self

Motivators ~ HOT Buttons

Participation and involvement;
consensus decisions; teamwork;
liberation of the oppressed;
sharing; acceptance of human
weakness & foibles; openness;
environmental sensitivity;
tolerance; political correctness;
inclusion; social responsibility &
awareness; participation;
corporate citizenship; community
involvement

De-motivators ~ COLD Buttons

Assault the group's goals &
ideals; try to get centralised
control; divide the group; reject
collective for individual
responsibility; support aggressive
competition; deny affect &
feelings; degrade quality of life or
environment; appear cold-
blooded; appear mercenary; rely
on hard facts; to exclusion of
people factors; act elitist or
exclusive

Yellow ~ Flexible Integration

Motivators ~ HOT Buttons

Liberate to be and do as one chooses; learning interesting things to enhance quality of being; access to diversity in people, choices and big-picture views; enhancing competency & functionality; principles and 'what's right;' tries to produce in appropriate and sustainable ways; demonstrate linkages & interconnections

De-motivators ~ COLD Buttons

- Force rules without reasons;
- impose dysfunctional structure;
- focus on minor details; be
- punitive; deny individual control of time; make work repetitive;
- close access to varied
- information or resources; try to
- homogenise; knowingly harm
- people or the environment; pass
- the buck to the future; force
- groupness; ignore diversity of thinking

Afternoon tea...



5 Stages of Change

ALPHA – stable and balanced

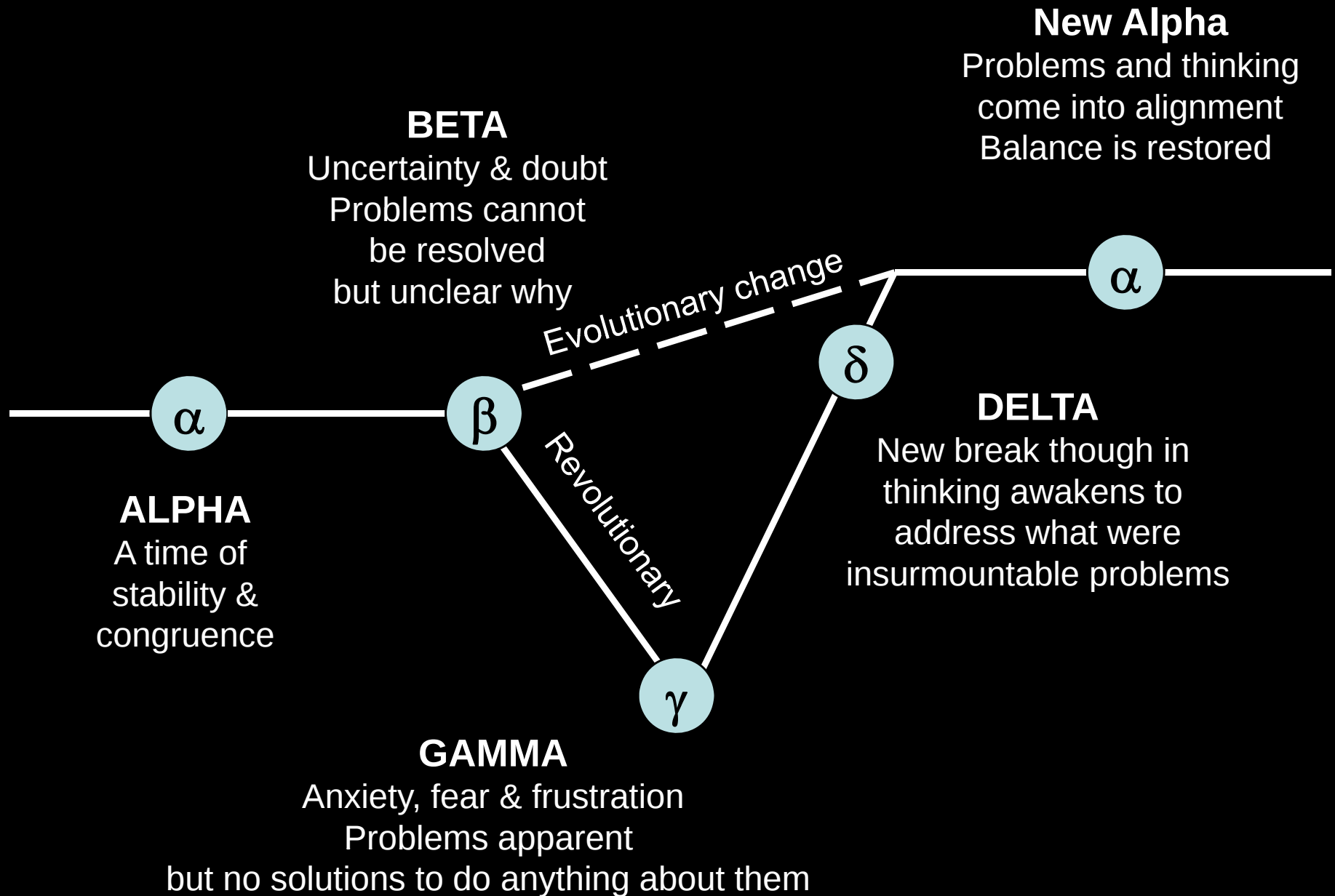
BETA – a time of uncertainty & questioning

GAMMA – full of anger and confusion (can be avoided if all 6 conditions of change can be met = evolutionary change rather than revolutionary)

DELTA – inspired enthusiasm

New ALPHA – stability in the next system

5 Stages of Change



Confronting Gamma Barriers

RED – “damn the torpedoes; full speed ahead” or “fight tooth and nail and take no prisoners”

BLUE – sinks into righteous crusade, sponsors inquisitions and witch hunts, demonise the enemy while deifying the true patriots

ORANGE – sleazy and shady deals, blackmail and bribery, under-the-table tactics. Whatever it takes to win

GREEN – descends to rigid, holier than thou, politically correct stance, arrogantly questioning everybody else's motives

Change Exercise 2

- Take 5 minutes and review your personal experience notes made in Change Exercise 1 (6 conditions for change) and map them to the “change states” that occurred – or pick a new personal experience if you want, as long as it happened in the past

Then

- Take 5 minutes to discuss your experience and understanding with a new partner – and then go through their change state experience mapping for 5 minutes

We'll then

- Have a short discussion of insights, questions, etc as a group

Consolidation

“Those who change ...may be punished by those who do not understand what is happening and now find themselves left out, misaligned and threatened. Old barriers may be rebuilt in the form of punitive rules, turf battles, and power tests. New obstacles may be set up. Sometimes, you will have to go around, let the bridge burn and not look back.”

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Short break...?



Worldview Transitions

- Remember: seeing only one colour is very rare – you'll normally see a mix, or “values profile”
- Understanding some of the transition states can help to spot SD worldviews more accurately
- Transitions between worldviews have been observed as involving an *exiting* and *entering* stage
- These are notated as: (eg) **BLUE/Orange** (exiting **Blue**) and **Blue/ORANGE** (entering **Orange**)
- Observing the life conditions is a good starting point in identifying worldviews, transitions and OAC/unhealthy states – but don't confuse the content/field for container/structure
- We'll now cover general transition features for Red to Yellow, and focus on entering and exiting for **BLUE/ORANGE**

RED/BLUE

- A sense of mortality dawns, and the prospect of eternal life/death - damnation/salvation
- A desire for more meaning and purpose in life
- Awareness of others being like self leads to a sense of conscience and guilt
- An extended perception of time and a meaningful future emerges leading to a willingness to defer gratification and accept punishment to fit with the social order

BLUE/ORANGE

- Belief in change and ability to effect it grows
- Begins to challenge higher authority
- Increasingly identifies that different options are available - is there a best one?
- Finds absolutes too rigid
- Starts to value self expression and personal experience over guilt from not following established order
- Begins to aspire to improve life in the here and now

ORANGE/GREEN

- Achievements increasingly require collaboration & consensus
- Material goods and worldly success do not deliver the peace & happiness as expected
- Need for acceptance, love & belonging start to define success
- Awareness of equity, fairness & disparities
- Resurgence of guilt as a collective feeling
- Concern with community & a spiritual self

GREEN/YELLOW

- Starts to recognise the economic costs of caring and feeling
- A need to achieve tangible results in social/cultural/political systems surpasses community bonding
- Awareness of reality as multi-dimensional means being confronted by its chaos, limitations and the real risk of collective destruction/degradation
- A wider understanding of functionality subsumes feeling
- Increasing freedom from fear and compulsiveness
- 'Being' becomes more important than 'having' or 'doing' – experience and learning become priorities

BLUE/Orange

- Self–designated right-thinking person prescribes for others
- Sacrifice now for later but disdains authority that doesn't act like proper authority should
- Assertion of the self against deficiencies of authority
- Listens to all sides so as to out-argue the opposition
- No nonsense, non-theoretical, tangible, down-to-earth
- Authority but of own right-thinking mind
- Protests too much about freedom, autonomy and individuality
- Turbulence and intrapersonal stress in self versus authority issues

Blue/ORANGE

- **Diversity** present, but wrong and to be eradicated
- **Multiplistic** (many ways, but one best)
- Atomistic additive thinking is **argumentative** toward and oppositional toward authority
- Brusquely casts shackles of authority aside
- Authority of one's own tried-and-true experience
- **Warily, controlledly expressive**; not to hell with consequences
- **Overcome authority**, not the dragon
- Absolutism gone, **nothing is for sure**
- Allows for differing value systems & **varieties** of thinking
- “the right” is learned by **careful testing**, not arrogant assault
- **Actions establish truth**, not higher power
- **Struggles within the self**, not outside authority
- **Anxious** to grasp things not yet in hand

A quick review...

- Clare Graves model and its dynamics:
 - Adaptive Capabilities that Change
 - Emergent, Cyclical, Double Helix Model
- SD Worldviews:
 - Beige, purple, red, blue, orange, green and yellow
 - Thinking styles, learning strategies, motivators...
- VQ Change:
 - Potential for change - open, arrested or closed
 - 6 Conditions for change – potential, solutions, dissonance, insights and alternatives, barriers, consolidation and support
 - Types of change – horizontal, oblique, vertical
 - Stages of change – alpha, beta, gamma, delta, new alpha
- Nature of transitions between the worldviews – exiting and entering – focusing on the BLUE/ORANGE transition

Homework!

In your folder there are two pages – one for recording an instance of each colour in your personal life and one for your organisational life, before the next workshop

Thank you!



Care to join us in the bar for a drink and a chat?