Don Beck: Spirit and Business in the Fast Lane

(Part 2)

Note: the explanation below is reprinted for the convenience of those who missed it in last week's *Transformation*. **However, the section on "4Q / 8L" is new material this week, and precedes the next installment of Don Beck's remarks.**

At the Global MindChange Forum in Santa Barbara, Don Beck, Ph. D. presented an extensive speech on the topic "Spirit and Business in the Fast Lane." People left the room deeply impressed by the conceptual content of the talk as well as the practical implications, in a fractal sense, of the consultative applications Don has actually completed – from change efforts in small organizations to architecting national and global changes with heads of state.

Don Edward Beck is Co-founder of The National Values Center (http://www.spiraldynamics.org/) in Denton, Texas, and President and CEO of The Spiral Dynamics Group, Inc., (http://www.spiraldynamics.net/index.html) a global enterprise.

He is a member of The American Psychological Association; The World Future Society; The International Paleopsychology Project, and the "Cadre-of-Experts on Ethnopolitical Violence," named by the American and Canadian Psychological Associations. Dr. Beck is also a Fellow of the George Gallup Institute at Princeton.

Beck co-authored *The Crucible: Forging South Africa's Future* (with Graham Linscott, l991) and *Spiral Dynamics: Mastering Values, Leadership & Change* (with Christopher Cowan, l996). He also writes a "Sports Values" column for the *Dallas Morning News* and appears often in the media regarding issues related to values, sports, and racial divides. He is Sports Psychology Editor of the magazine *Baseball's Inside Pitch*.

Don's company, Spiral Dynamics™ Integral, builds upon the pioneering epistemological and cultural research of the late Prof. Clare W. Graves of Union College. Since Graves's passing, Don has remained true to the primary theory, but he has also augmented it with his own work, as well as that of Ken Wilber and others. The result is a framework for understanding the behavior of people within systems, the systems themselves, the environments in which they exist, where they are likely to go, whence they have come, and how best to direct them in the future.

- David Zweig, Sr. Editor

The Spiral Dynamics System

Spiral Dynamics rests upon two foundations: the social value systems developed by Clare Graves, and the concept of Memetics first hypothesized by the English evolutionary biologist Richard Dawkins in the mid 1970s. Graves described collective human values in terms of evolution, beginning in primitive forms and growing in complexity over time. Dawkins's work identified the smallest unit of culture as a "meme" (the idea - equivalent to a biological gene) that is subject to the same laws of evolution as natural species: ideas mutate and pass from generation to generation (e.g., Christianity, the maternal instinct) or die off.

Spiral Dynamics drives from an eight-level, two-tiered consciousness model. Each level comprises a set of values that constellate into a single world view, or mental model. Each of these value clusters develops around a dominant desire or idea. The spiral exists within individuals, organization, or cultures, like a cultural "DNA" code. The "types" are *in* people, rather than there being "types" *of people*.

Graves viewed External/Environmental characteristics and Internal/Psychological values as parallel systems in a double helix, like a twisting pair of ladder rails. One rail comprised Conditions for Existence in the Milieu (the Life Conditions in Spiral Dynamics), corresponding to the outward-facing level of a society's development (consider cavemen vs. Shaker communities). The other was inward-facing and relates to the neurobiological equipment in the brain that turns on to produce the Coping Systems, which Don calls vMemes, or value memes. (Think of Weimar Germany vs. National Socialism).

Graves identified at least eight stages of increasing complexity on each rail. Don replaced Graves's letter-based nomenclature for these stages with a set of colors. The colors have no symbolic significance. They are used simply for clarity's sake.

Beck looks at three factors: Life Conditions, the meme code itself, and the context in which the meme code is applied. Is it appropriate? Saudi Arabia, for example, exists somewhere between the Red and Blue stages:

Don also refers to First and Second Tiers. The main difference between the First (Stages 1-6) and Second (Stages 7+) tiers is that people in the First Tier want everyone to share their color. People in the Second Tier see this competition as a 'win-lose' proposition that neglects the whole in favor of the parts. They see the human race as generally traveling up the Spiral. Every level is vital and mass conversions (Cortez and the Spanish, or cowboys vs. Indians) are usually dreadful, violent events. As each stage builds on its predecessors, Second Tier thinkers stress 'win-win'—the emergence of the overall Spiral.
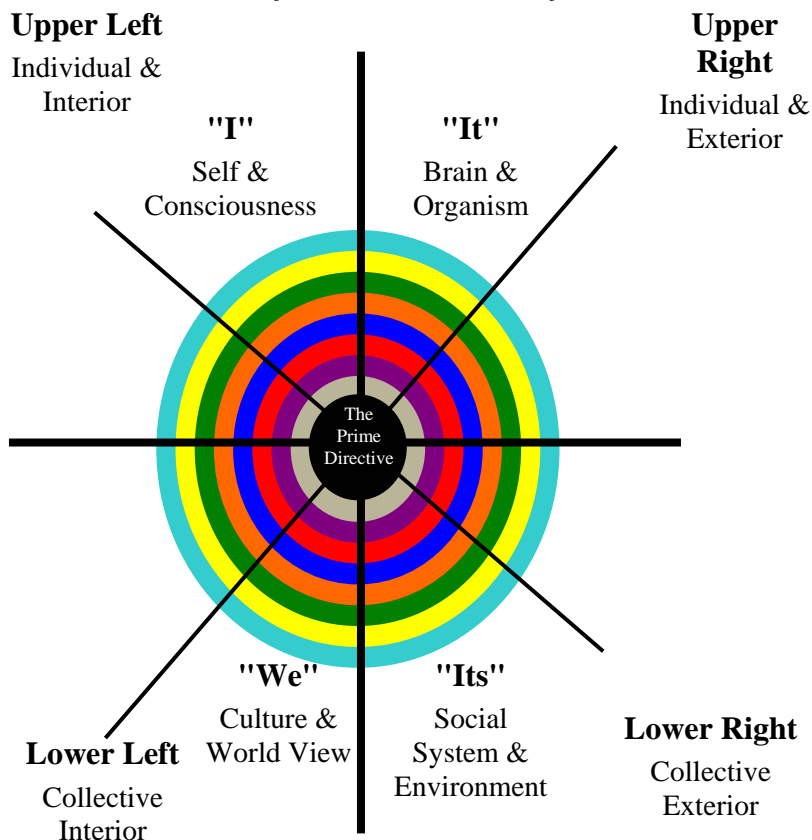
FURTHER EXPLANATION OF SPIRAL DYNAMICS' TIERS AND STAGES			
Spiral Dynamics Colors /	*Eight Value Systems / vMemes that have emerged to date and* still exist side-by-side on earth . . .	**What people in each world seek out in life . . . (Goals of "Successful" Living)**	**How "rational" people might deal with such a world . . . (Coping Systems)**
FIRST TIER			
1 BEIGE	Based on biological urges/drives; physical senses dictate the state of being	Survival; biogenic needs satisfaction; reproduction	As natural instincts and reflexes direct; automatic existence
2 PURPLE	Threatening and full of mysterious powers and spirit beings which must be placated and appeased	Safety/security; protection from harm; family bonds	According to tradition and ritual ways of group; tribal; animistic
3 RED	Like a jungle where the tough and strong prevail while the weak serve; nature is an adversary	Power/action; asserting self to dominate others; control	Asserting self for dominance, conquest, and power; exploitive; egocentric
4 BLUE	Controlled by a Higher Power that punishes evil and eventually rewards good works and Right living	Stability/order; obedience to earn later reward; meaning	Obediently as higher authority and rules direct; absolutist; conforming
5 ORANGE	Full of resources to develop and opportunities to make things better and bring prosperity	Opportunity/success; competing to achieve results; influence	Pragmatically to achieve results and get ahead; multiplistic; achievist
6 GREEN	The habitat wherein humanity can find love and purposes through affiliation and sharing	Harmony/love; joining together for mutual growth; awareness	Responds to human needs; affiliative; relativistic; situational
SECOND TIER			

FURTHER EXPLANATION OF SPIRAL DYNAMICS' TIERS AND STAGES

Spiral Dynamics Colors /	*Eight Value Systems / vMemes that have emerged to date and* still exist side-by-side on earth . . .	What people in each world seek out in life . . . (Goals of "Successful" Living)	How "rational" people might deal with such a world . . . (Coping Systems)
7 YELLOW	A chaotic organism where change is the norm and uncertainty an acceptable state of being	Independence/self-worth; fitting a living system; knowing	Build functional niche to do what one chooses; existential; systemic
8 TURQUOISE	A delicately balanced system of interlocking forces in jeopardy at humanity's hands.	Global community/life force; survival of Earth; consciousness	Experiential to join with other like thinkers; holistic; transpersonal
9 CORAL	Unclear, but should tend to be I-oriented, controlling, consolidating if the pattern to date holds		

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4Q/8L

In this installment of his remarks, Don makes frequent references to "quadrants." These comments pertain to a schematic he developed with Ken Wilber, based on Wilber's model of emergence, called 4Q/8L (Four Quadrants / Eight Levels.) This schematic tool builds upon the first eight stages described above. The diagram below includes only the major labels in the diagram. To see a more complete rendering online, visit http://www.worldofkenwilber.com/ or for a fuller description of the All Quadrants/All Levels, see Wilber's *Introduction to Volume 7 of the Collected Works of Ken Wilber,* Shambhala, l999.

Upper Left
Individual &
Interior

"I"
Self &
Consciousness

"It"
Brain &
Organism

Upper Right
Individual &
Exterior

The Prime Directive

"We"
Culture &
World View

"Its"
Social System &
Environment

Lower Left
Collective
Interior

Lower Right
Collective
Exterior

"Ken Wilber has created a powerful, imaginative, and practical template to overlay on any situation to (1) identify the specific needs and capacities of individuals and groups, and (2) calibrate the precise developmental or growth-related packages that fit each unique situation. The "All Levels" piece of his framework can be explained in terms of the eight vMEME or worldview layers and levels of complexity. The "All Quadrants" component consists of: IT - Individual Brain & Organism. I - Individual Self & Consciousness ITS – Collective Social System and Environment and **WE --**Collective Culture and WorldView. Efforts which select a single **Q,** or operate on a mismatched **L**, could make things worse. Large scale efforts, such as cultural upliftment, must be *All* Q and *All* L.

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Don Beck's Comments

"Everything I have said today is very simple. I simply have arranged human knowledge in a different way. That's all I've done."

Today, we stand here, having emerged into this consciousness, to even have a conference on spirituality and business. And if you talk that language down here (*gestures to the Red zone on the screen*) to Attila the Hun, or Attila the Hen, they'll think you are a blooming idiot. You speak that language to the Donald Trumps of the world, or the Rush Limbaughs of the world, they just don't get it.

But more and more, as we'll see in a moment when we get to the five bottom lines[1], you see how it's now possible to redefine spirituality in the fast lane. So I want to honor and respect all of you who have fought major battles to escape the kind of paralysis and contamination and artificiality and emptiness of the lifestyles imposed on us because of the dominance of these specific memetic codes.

Where do we go from here? Many of us go to our programs, our consulting, our training, our high-sensitivity-to-effect levels, to getting inside ourselves and making peace with the inner child, and so on. Is that the end of human evolution?

I want to try to lay out the pathway for pilgrims like us.

When we move in what's called the Second Tier systems (*Ed. note: all the levels above Green*), Clare Graves' research found a momentous leap. The first set is called Beige: it's the survivalist system. These first six systems he called the levels of existence. He found evidence in his research of a major leap after Green, and so he made contact with his friend Abe Maslow at Brandeis, and said, "Abe, we've got a problem. I don't find that what you call self-actualization is the final stage. There is no final stage."

He and Abe had a friendly academic debate, and Abe sent Clare a letter before Abe died of a heart attack and he said, "Clare, you're right. There is no utopia. There is no ultimate. Each system is a prelude to the next. And the next. And the next."

But something profound has happened now. Because of the impact of Orange and wonderful communications, I can spread memes all over the planet in a nanosecond, and know instantly on CNN what happens everywhere. The impact of Green has been to open up the channels of tolerance allowing every expression of humanness to be on CNN. Through migration along national boundaries, everybody could virtually live everywhere. And it's all wonderful. But now, an impact appeared that produced a kind of fragmentation. Because we have not found, ladies and gentlemen, the principles of cohesion to micromanage the movement of billions of earthlings around this evolutionary trajectory.

SDi and the Genome

We invent the human genome. We can now track where everybody came from by looking at the mitochondrial DNA of the female. Our first seven ancestors are seven daughters of Eve. All Europeans can track themselves back to seven origins. Some were hunter-gatherers, some were farmers. We have now studied virtually every human society, even some extinct, having found 20 sources. They even extracted DNA from the Ice Man who died in the Alps 5,000 years ago, and found women living in London with the same sequence. Let's not claim they were in Buckingham Palace, but that's another….

It also turns out that our gene pools are not passive balls of chemistry. They are active generators of energy, they are tuning forks. So we have tuning forks vibrating all over us. This gives credence to some of the mystics' understanding of mind – body – spirit integration.

So, we've salvaged a few thousand lives through gene splicing. But then we've got bombs falling too. We haven't figured out what I am going to call later the human me-nome project. And we're launching on the 12th of May at the Copenhagen Center for Global Emergence. Not peace. I'm not in the Peace business, ladies and

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[1] The five, mentioned later in the talk are: Noble Purpose and Transcendent Goals; Sound Principles and Efficient Process; Responsible Profit with Multiple Usages; Sensitivity to People and Societal Needs; Respect for Natural Ecology.

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gentlemen. I am in the global emergence business. And unless we learn how to open the bowels of movement -- people have been trapped – and certainly that is trap made more poignant and dramatic because of the Orange instant communication everywhere. Because of the Greens' permissiveness of any and everything, all of a sudden it has produced this kind of chaos that challenges our planet's virtual existence.

The job of people who work with me in the SDi constellation is to write the codebooks and the guidebooks for traveling into these new zones. The original work done by Clare W. Graves, extended in the book *Spiral Dynamics*, and further amplified in SDi, Spiral Dynamics integral, and forming alliances with many others who are traveling in the second tier with us not to compete, but to collaborate. For that to occur, in my experience, there has got to be a roadmap.

Now I exist somewhere on the line between hubris and narcissism. I hear I am very close to one or the other. During the tear gas riots in South Africa in 1984-86 a lot of the ideas started to appear to me. Much of what I am talking about now is fashioned not by the heavy scientific and theoretical research of Clare Graves. This is self-reporting stuff now, using a tachistoscopic instrument to measure speed of recognition of symbols. Psychophysical measuring, not psychosocial measuring. That's the genesis of this research, with South Africa being a test bed because of the microcosm properties in the land south of the Limpopo River.

I wrote a book in 1991 that's now being reissued called "*The Crucible: Forging South Africa's Future*." It was the first attempt to wrap this kind of psychological model around a very complex developing society. So I could say to DeKlerk, "ANC is not just Red, there's Red ANC, Red-to-Blue ANC, Blue ANC, Orange ANC."

"Oh! There's Orange ANC?"

"Yes, they took it out of the country but there's orange."

"Well, we can make a deal with them."

"Yes!"

So, the key to unlocking apartheid from the inside is to replace skin color, give and take, with categories. Memetic language. Red-Black, Purple-Black, Blue-Black, Orange-Black. See that? Purple Afrikaaner, Red Afrikaaner. De Boer Blue Afrikaaner. Orange Afrikaaner. Before the transformation occurred, people could not see kaleidoscopically some things that heretofore had been trapped in bipolar lenses.

Quickly, to discuss integration and left-brain with feelings….here we find a heightened sense of being authentic, reality-based, less pushy. It's an I-me-mine system. It tends to hang around the periphery of power. When summoned they will respond. They think systemically, they put on toolkits because it's a particle/vertical system that can serve up and down the spiral to repair the dams and locks. Turquoise, right brain-with-data, is an energy-driven system: it flows healing energy, has a collectivist that's Yellow because that's an elite that the I-me-mine system doesn't have. Yellow wants to be free, free at last. Turquoise is more interested in conforming and community. So we have two tracks of emergence up the spiral.

Our strategy is to facilitate both tracks. We met with a guy yesterday from HeartMath. He said, "Don, what you've got is the best thing we've ever read. You've saved us marketing." "Well, I didn't do it. " But one of my guys, Paul Richards, from Boulder, went out to HearthMath and said, "HeartMath, you're trying to be both Green and Orange. You can't."

And so what did HeartMath decide to do? They had a mixed message: you're trying to do Orange and be Green at the same time. Whenever I see that, I try to give you permission to revisit Orange.

We've done workshops recently in Vancouver, Berlin, Stockholm, Copenhagen, Netherlands. And most places were finding Green beginning to drop and NGOs losing funding. Many have had to become private consultants. Many have regressed back into Orange and learned how to buy paper clips. And we gave them permission to do it. Others have moved quickly into Yellow and our friend Marilyn Hamilton in Vancouver heads up the Maple Leaf Memes Project and will start in two weeks in the entire area around Edmonton and Calgary, building up that whole region, because they want to move Canada quickly, using the upcoming Olympics as a funding mechanism to build in that park a model for the rest of the planet.

So there things are occurring, but only occurring, when I see the transition from here to here.

There are the different levels of management. There's Purple -- Tribal Order – mysticism-driven. There Red, explorative empire, power-driven. There's Blue, authoritarian structure, order-driven. There's Orange, Strategic

Enterprise, achievement-driven. There's Green, social network, people-driven. And Yellow, strategic flow, process-oriented.

If you could think of those stacks, and then think of a planet with 17 habitats, not a smooth ball of equality, but just a biological and chemical environmental habitat for Petri dishes, then think of the genetic migration of DNA scripts for Wanderlust, and weather, and war, and whatever. Then think of the memetic emergence with the main contours so rather than it being a smooth ball of equality, it's not. That's why we have to look at "place," and ask who moved there? What have been their problems of existence in their history? How have they formed these memetic codes?

Now you have a model of the planet, the likes of which we didn't have before. My good friend John Peterson of the Harlem Institute is building the research methodology, with web crawlers and data miners so that we can focus anywhere on the planet and get a memetic portrait. One of these days we'll talk Disney into doing a 3-D memetic portrait. Rather than using the one-size-fits-all carwashes that we impose on other societies, we'll be able to read their memetic codes. With that capability we can form natural designs. We begin to use practical functional equations: *how* should *who* lead, motivate, manage, teach, influence, *whom*, to do *what*, for *which people*, living *where*?

Rather than apply any singular definition of leadership, most often leaders do that which is most often what we want leaders to do to us: they do that which we are good at doing ourselves. Once again we are using the equations: how? what methodology? to whom? who is the ideal person to lead whom? Because of the who-whom connection, in Spiral Dynamics, you see the situation a half-step beyond each of the meme codes. Which people living where?….We're now designing schools and hospitals and police departments based on how should who lead, manage, inspire, provide medical services, for whom, what's the who/whom quotient. Why certain patients get well with certain who's, but not with other who's, and how the whole hospital can be organized around it. How should *who* lead *whom* to do *what*? With that equation we can develop, World Business Academy, the first genuine authentic leadership strategy for six billion earthlings. Otherwise, we impose our own system and punish people for not being "in life."

These are the First Tier systems. These are the basic characteristics; these become the congruent leader styles; and these become the organizing legends or design. What we are becoming is integral design engineers. I'm not a person of dialogue. I have been to too many dialogs, sitting around in circles, everybody expressing their feelings about something, nobody getting anything done, except we had this mystical belief out of Green, that if enough people sit around and emoted, things would change. If you're willing to break from the horizontal model to the vertical model, it's a tough go, it's tough for me to do that, I love Green so much, but South Africa taught me a lesson: I was brutalized by it.

In the Second Tier we call it congruent leadership style, competent partner, spiritual counselor or sage, holonic system or whatever you are going to call it. Once again, going back to the very simple two questions: what kind of job do you like? What kind of organization would you like to work for? Once we begin to get those answers and do our values-testing, Christopher (Cooke)'s group has online people-scan with a lot of different assessment systems online. We can scan entire organizations and find the pockets of different memes in different functions.

It's nothing but common sense. I got it too, my strange feeling like we've just been going in circles. So we move all these people over here and all these people over here and call it transformation. (Laughter)

Organizations say, "We've done the very best we know how to do."

"Oh, let's pay them more. Let's increase their perks."

There's something inherently wrong in a design of this structure. For no amount of spirituality and sensitivity and human relations training and attitudinal training is going to change this.

Here's my favorite Buckminster Fuller quotation: "You can never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete." The time has come for us to leave our own meme warfare behind. Until we can understand why different people are embracing the different meme codes, and respect them for that, and provide healthy models for them to move through those systems, we are making systems sicker through our own attempt to therapize.

To be continued….

I am often asked: "How can we motivate our people toward improved productivity? How can we motivate for more effective performance?"

I see the question to be irrelevant because it is patently ridiculous. It is ridiculous …because any living person is always motivated. He may not be motivated in the direction one wants him to be motivated, or he may not have the motives one desires, but motivated he is. To be alive is to be motivated. Keep this in mind as you begin to attack the problem of human productivity. People are motivated and will be motivated as long as they are alive..   *-- Dr. Clare Graves*