A Summary of Constructed Developmental Models

The current economic and ecological crisis was predicable: stages of development become toxic before adherents grow into the next level. People run into complex, insurmountable problems and bump up against conflicting ideas and broader perspectives that are incomprehensible to their current form of mind. Obviously failing actions are recklessly repeated with increasingly ruinous results.

Kegan[†] points to the demands made by societies at different points in human history (the **Curriculum** of the society) as being helpful for understanding why so many of us are now "**In over our Heads**". Graves* looks at development as a **Psycho-Social Dynamic** between the current **Capacity** of an individual and the **Life Conditions** into which he is embedded. Both observers report that the majority of adults tend to end up at their societal norm. These models explore the developmental fit between the **Curriculum** demanded by 21st century **Life Conditions** and the **Capacity** of adults within it to cope with the increasing complexity and rapid change.

Graves' Spiral theory of step-wise adult cognitive development proposes that as our brains mature and grow more neural paths; we are able to engage in more complex processing. Growth allows us to step beyond innate preferences (Type) and current capacity to conscious use of other capacities. These neurologically-based cognitive changes coalesce into discrete developmental levels (Forms of Mind). As we move up to more complex levels of cognitive development, we have more and more options available for processing information and dealing with our environment.

Stages of Development – Orders of Mind / Bio-Psycho-Social Values Systems

Diversity Generators (Individual)   **_Conformity Enforcers_** (Group)

Self-Sovereign Mind (Adolescent)
     Self-Worth and Self Defense

                              Socialized or Traditional Mind (Civilized Adult)
                                   Truth, Stability, Limits and Planning

Self-Authored or Modern Mind (Renaissance Man)
     Merit, Mastery of Nature via Objective Analysis, Principals, Solutions

                    Self-Transforming or Postmodern Mind (Communitarian Network)
                         Situational, Compassionate, Egalitarian, Shared Purpose

Second Tier-Thought Era or Post-Post Modern View (Systemic Flex/Flow)
     Integrative, Interdependent, Functional Response to Chaos, Competencies

Making substantive changes via conformity regulation has two inherent problems: 1) Consensus takes a long time 2) It produces overly complex, "rules-based" solutions. In a "stuck" society, agreement is more important than solutions. Unfortunately, with 4 active Forms Of Mind competing for control, there is no longer a social norm to pull development.
Diversity-generation produces quick solutions to real problems without the need for agreement on the problem or the solution.

Form of Mind[d]	Perspective-taking	Authority/Demands of Society
Self-sovereign Adolescent/ War Lord **Red**	Concrete understanding. The only perspective a person can take is his own. All other people are mysterious; helpers or barriers on the road to getting your desires. There is only the present. Alternate futures (if…then) are not comprehended.	Authority is in arbitrary rules and regulations made by those in power to benefit themselves. Follow the rules while others are looking; get past them when you can. Friends don't lie to each other because of a fear of retaliation.
Socialized Traditional (Adult self-control) **Blue**	A person becomes embedded in the perspectives of other people/theories, etc. Socialized minds see the world through others, judging right and wrong, good and bad, from the perspectives of those more worthy to determine truth. Truth holds over time and discontinuity is confusing. The past leads to the future, so make the right sacrifice now for future gains.	Authority is in an internalized value/principle/role which comes from outside oneself. When those important external principles conflict, one feels an internal tearing, as though parts of himself were pitted against one another. The Socialized are loyalty to the group and have the ability to put the needs of the group before needs of the self.
Self-authored Modern Achiever **Orange**	A person can take multiple, strategic perspectives while maintaining his own. He can understand the views and opinions of others and often uses those to modify and strengthen his own argument or set of principles. People own their own ideas and work, become self-motivated, make their own decisions. Competence and expertise are valued. Prosperity is assumed.	Authority is found in the self. The individual determines rules and regulations for himself. When others disagree, it can be inconvenient or unpleasant, but is not internally wrenching. Because they don't have leaders whom they blindly trust, Modern people must find other ways of knowing how to raise children, do their jobs, and be citizens in the world.
Self-Transforming Post-Modern **Green**	A person sees and understands the perspectives of others and uses those to continuously transform his own system, becoming more expansive and more inclusive. He does not fine-tune his own argument or principles; he puts the entire system at risk for change with each interaction with others. Subjectivity is the way of life, and objective Facts simply privilege one way of life over another.	Authority is fluid and shared, and is not located in any particular person or job. Rather, it comes from the combi-nation of a situation and the people in the situation. A new situation (or different players) will need a shift in where authority is located. An awareness that we all belong to greater systems which are all tied to one another and to this planet in important ways drives interactions
Second Tier the Thought Era	These minds appreciate and work with all previous levels in respectful harmony. Complexity and interde-pendence are embraced. Peril is confronted with cautious confidence.	Authority is "glocalized" to the level at which a problem can be resolved. Those with the most understanding tackle the critical issues. Jobs are assigned based on individual capacity.

Constructive engagement with a Form of Mind

Co-create problem analyses and solution propositions to sustainability issues (energy, climate, economics, etc.).
Use language/symbols that are attractive and meaningful to the stage of development you are addressing.

Clare Graves predicted stages of development become toxic before the adherents grow into the next level. It is too easy to criticize such toxicity, instead of offering more compelling alternatives. A practical criticism of Green "enlightenment" traditions is their idea that we need to get everybody to a higher level before we can make progress. Graves suggests you can't push this kind of evolution until individual people are ready. In addition, as things fall apart, people become frightened and have less capacity to change destructive behaviors.

Unless people stop having babies, humans will have to move through every development level on their way to 2nd tier enlightenment, implying our responsibility is to meet people where they are, on their own terms. A major job of change efforts is developing effective techniques to keep the entire personal growth path healthy. The appropriate response to the current crisis is then to help the each form of mind flourish as itself, not to force it to evolve into something else.

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[†]Kegan, R. (1994). *In over our heads: The mental demands of modern life.* Cambridge, MA: Harvard University Press

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[ₔ]Jennifer Garvey Berger, *Changing on the Job: Developing Leaders for a Complex World*

[*]Clare Graves, The Never Ending Quest Dr. Clare W. Graves Explores Human Nature; Christopher C. Cowan & Natasha Todorovic, Eds.

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