Slide 1

Helping the *Modern Achiever* Worldview Self-Repair for Sustainability & Prosperity

Developing Skillful Means for Constructive Engagement with the Modern Mind (Orange)

Barbara N. Brown

Insite
Inspiration
Intent

1

Slide 2

Moving Through Life Stages
Bio-Psycho-Social-Neuro Development

- A theory of step-wise cognitive development
  - Elliott Jaques (time horizon)
  - Graves, Beck & Cowan
  - Kegan (Piaget)
  - John Marshall Roberts
- Personal & Group
- Integral Model
  - Ken Wilber

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Slide 3

Large Scale Psychology♦ (ECLET)

Emergent Cyclical Levels of Existence*

Create Forms of Mindπ

As Your Capacity meets Our Life Conditions

To Produce Your/Our Current *Forms of Mind*

♦ Don Beck
* Claire Graves
π Robert Kegan

3

Slide 4

Waves of Development - Not STEPS

Figure 5
COMPLEX WAVE LIKE CHARACTERIZATION OF SYSTEMS SHOWING RISE AND FALL OF SYSTEM DOMINANCE IN PSYCHOLOGICAL TIME

GROWTH and DECLINE of SYSTEMS

PSYCHOLOGICAL TIME

Interference Patterns at Edge Chaos

Previous Capacity Remains

©Clare Graves

2nd Tier

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Slide 5

Wave-like Meta Attractors for Psycho-Social Value Systems

- Cohesive packages of thought patterns
- Resonance nodes or strange attractors
- Correspond to discrete waves or levels of cognitive complexity
- Discrete **Forms of Mind**

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Slide 6

Change in Meaning Making
Moving your World
From Subject to Object

- We are newly able to step back and reflect on something and make decisions about it from a new, broader perspective
- Changing the very *FORM* of the meaning-making
- Changing the *WAY* we know, not just *WHAT* we know
- Moving more and more of what is unseen and unexamined to that which is seen and can be examined
- Coping well with complexity is not simply a *skill* anyone can acquire, it is a way of seeing and living in the world
      --Jennifer Garvey Berger (based on Kegan)

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The Alternative?

- Solve each problem at the lowest Form of Mind with adequate coping skills
- Inspire solutions thinking geared to each capacity
  (Roberts)

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Today's Goals

- Distinguish positive from negative Orange
- Become attuned to Orange "bashing"
- Own our personal negative contributions
- See Orange generating creative solutions
- Recognize Inspirational Orange language
- Get in touch with all the positive things Orange has done for our civilization

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Normal Neurological Development
Growing Complexity of Mind

I (Express Self)
Diversity Generators
2nd Tier Multi-Cognitive
Multi-Tier, Systemic, Flex-Flow
Integrated Strategies, Head + Heart

Modern - Self-Authored
Strategic, Multiplistic
Problem Solving, Merit, Independence
Entrepreneurial, Skills, Complexity

Adolescent Self-Sovereign
Impulsive, Egocentric,
Self-Worth, Self-Defense
Power Now, Adolescent, Empires

We (Group)
Conformity Regulators

Green Self-Transformational
Relativistic, Communitarian
Harmony, Fluid, Interdependence

Traditional Socialized Mind
Absolutist, Truth Force,
Hierarchy, Future
Limits & Order, Civilized Adult

Tribal Childhood Mind
Magical - Normal Childhood,
Superstition Primitive Tribal

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See Problem – Solve Problem

- Orange Ingenuity to the Rescue
- Taming a hostile environment
  – Yesterday
  The Alcan Highway (Modern Marvels)
  – Today
  Fargo Flooding 2009
- Getting Ahead of the Curve-Inspiration

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4Q/8L   The Change Equation
Change from What to What?

- WHO will do
- WHAT for
- WHOM (which people) by
- WHEN, located
- WHERE (context)

Positive, sticky messages that might grab all Waves (reduce polarization)

© Don Edward Beck

Stitching Together Our Wounded World
Spiral Dynamics in the Integral Age   ©Don Edward Beck, PH.D., 2003   DrBeck@attglobal.net

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2nd Tier Approach to Complexity
Multi-Cognitive "Elders"

- Understands the value and **limits** of each Form of Mind (wave/level of thinking)
- **Works with/within each cognitive Form of Mind, as appropriate**
- Examines the status quo
- Reveals unintended consequences
- **Thinks in Complex Adaptive Systems**

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Post-Modern Self-Transforming (Green) Limitations

- **Communitarian**, egalitarian, non-judgmental – accepts toxicity
- **(some)** Limits, rules and norms might NOT be subjective
- Support **all** systems as they are?
- Susceptible to a good Con
- **Harmony requires AGREEMENT!**

Coping with Complexity?

Agreement?

A Confused and Polarized World

©Don Edward Beck

Modern Cognitive Complexity Self-Authored-Strategic Achievement

- **Solves real problems in the material world**
- Understands non-linear systems
- Makes exceptions to rules and pushes limits
- Not all limits and rules are equally valid
- Elitist, merit-based, results-driven innovation
- Invest (spend) strategically now for big future gains
- Anyone (not everyone) can invent something new that benefits all

Constructive Engagement with the Modern Form of Mind

- Look at the (Orange) Modern mind in action
  - Medicine
  - Physical Comfort
  - Democracy
  - Communications

Constructive Engagement with the Modern Mind

- Study Orange Videos for
  - Language
  - Affect
  - Pace
  - Activities

Roberts, John Marshall, *Igniting Inspiration*
http://rs6.net/tn.jsp?e=001sYM3zhRMTsnwMBb2JX57hTp35pMZPj6zng5JzPq-dXQBAL2XeRVvQKYwClRuxC146dSl5PpenHwH8WbnxKb9bV3hikFMqsiL_k3--n-REYsdjJpbQzvEZzOffS3P07VUqhdOmdzA0W0cELkoCIGwU7hNcWn4I5vjQSPh4aSmJyE=

Constructive Engagement with the Modern Mind

What do you remember about your own Orange "Modern" stage of development?

Constructive Engagement with the "Modern" Form of Mind

- **Self-Repair**
- **Thriving for Sustainability**
- **Inspiring Creative Solutions**
- **Prosperity, not Deprivation**

They don't need to agree with you!

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Issues Groups

- Group Guide
  - Know the theory
  - Can do Orange
  - Solution Focus

They don't need to agree with you!

- Find your group
  - World Forum
  - Climate
  - Energy
  - Economics
  - Pollution
  - Other?

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Group Goals

- **Define the issue**
- **Brainstorm solutions**
  - **no teaching or marketing**
- **Think Abundance**
- Get Clarity
- Rewrite each problem statement in positive Orange-Business "Opportunity" language

They don't need to agree with you!

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Orange Diversity Generators

- NO Conformity or Harmony
- Problem $\Rightarrow$ Solution $\Rightarrow$ Value ($)
- Use Orange/Achiever, business language
- Inspire Engagement with the possibilities
- Create Prosperity (Make Money)!

They don't need to agree with you! They act for their own Reasons

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Orange Video Homework

- J Marshall Roberts http://rs6.net/tn.jsp?e=001sYM3zhRMTsnwMBb2JX57hTp35pMZPj6zng5JzPq-dXQBAL2XeRVyQKYwClRuxC146dSl5PpenHwH8WbnxKb9bV3hikFMqsiL_k3--n-REYsdjJpbQzvEZzOffS3P07VUqhdOmdzA0W0cELkoClGwU7hNcWn4I5vjQSPh4aSmJyE=
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- Cronkite Apollo 11 www.youtube.com/watch?v=HwaA-hbvYF8
- vodpod.com/watch/1927446-the-eagle-has-landed-apollo-11-moonwalk
- Antarctic expedition www.tcm.com/video/videoPlayer/?cid=8606&titleId=404
- Dr. Albert A. Bartlett's presentation on "Arithmetic, Population, and Energy." www.youtube.com/watch?v=VoiiVnQadwE&feature=PlayList&p=6A1FD147A45EF50D&index=7
- Fargo www.cnn.com/2009/US/weather/03/27/north.dakota.flooding/index.html#cnnSTCVideo
- www.cnn.com/2009/US/weather/03/27/north.dakota.flooding/index.html#cnnSTCVideo
- Risk Approach www.youtube.com/user/wonderingmind42
- http://worldforum.org
- http://worldforum.org/rapid-response.htm

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- Henning Mankell, Swedish mystery writer – his theme is changes in culture (to Green)

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Developing Skillful Means to Engage the Best of the *Orange* (*Modern Achiever*) Worldview and Help It Self–Repair for Sustainability

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 <u>incomprehensible</u> to their current Form of Mind[ₔ]. 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 towards their societal mode. Today we'll 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' theory of step-wise adult cognitive development proposes that growth allows us to step beyond innate preferences and current capacity to conscious use of other capabilities. As we move up to more complex levels of cognitive development, we have more options available for processing information and dealing with our environment. John Marshall Roberts points out that creating social change need not wait for development. Another approach is to inspire people where they are now.

Stages of Development – Forms of Mind[ₔ] / Bio-Psycho-Social Values Systems*

Diversity Generators (Individual)
                                            Conformity Enforcers (Group)
Red: Sovereign <u>Mind</u> (Adolescent)
     Self-Worth and Self Defense
                            Blue: Socialized or <u>Traditional Mind</u> (Civilized Adult)
                            Truth, Stability, Limits and Planning
Orange: Self-Authored or <u>Modern Mind</u> (Renaissance Man)
     Merit, Mastery of Nature via Objective Analysis, Principals, Solutions
                     Green: Self-Transforming or <u>Postmodern</u> (Communitarian Network)
                     Situational, Compassionate, Egalitarian, Shared Purpose
Second Tier-Thought Era or <u>Post-Postmodern View</u> (Systemic Flex/Flow)
     Integrative, Interdependent, Functional Response to Chaos, Competencies

Making substantive changes via **Conformity Regulation** (Green) 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. **Diversity-Generation** (Orange) can produce quick solutions to real problems without the need for agreement on the problem or the solution.

Today's goal is to learn how to activate the innate strength of the Modern (Orange or Self-Authored) Mind - **See Problem ⇒ Solve Problem ⇒ Apply Solution to Similar Problems** – in service of quickly building sustainability.

Constructive engagement with the Modern 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 known as the Modern/Achiever mind (SDi Orange, Kegan's Self-Authored).

Goals: Each of us will individually become attuned to Orange "bashing."
We will be able to distinguish between positive and negative manifestations.
We will try to own our personal negative contributions (including omissions).
Learn to see the creative solutions generated by the Modern Mind.
List examples of the language you hear/read when Orange is on a roll.
Individually and as a group get in touch with all the positive things Orange has done for our civilization.
We will start with a look at positive Orange/Modern in action.

Medicine

Physical Comfort

Communications

Democracy

What do you remember about your own "Modern" stage of development?

Develop a shared vision of a bright, vibrant, diversity-generating Orange community engaged in solving global issues.

We will break into small working groups around several key issues: Climate, Energy, Economics, Pollution, Other?

Each group will try to write a succinct statement of the problem they are addressing.

Once the issue is clear, the group will list a few obvious Green solutions.

Rewrite each problem statement in positive Orange "Opportunity" language.

Goals: 1) Each of us will learn to reframe what we say in a way more likely to elicit positive action and problem-solving behavior from Modern minds.

Goals: 2) We will have a standard set of positive "opportunity statements" and responses we think might be attractive to Orange that we can distribute for the ILiA community to use when discussing issues with the business community.

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 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 combination 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 interdependence 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.

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, inspired alternatives. A practical criticism of Green "enlightenment" traditions is their idea that we need to get everybody to a higher Form of Mind before we can make progress. Graves suggests you can't push this kind of evolution until individual people are ready.

Unless people stop having babies, humans must move through every development stage 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 Modern, Achiever mind flourish as itself, not to force it to evolve into something else.

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

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Henning Mankell, Swedish mystery writer – his theme is changes in culture (to Green)

Session Architect: Barbara Brown

Barbara is a tireless advocate and connector, facilitating collaboration for mutual success among startup business and freelance consultants in the Houston area. Her current passion is working with small businesses to develop more sustainable, integrated, 2nd tier business strategies to grow smaller, profitable, stable businesses. Barbara hopes these new business models will attract Modern followers by offer a compelling alternative to the toxic workplaces of mega-corporations. *[Post Post-Modern Yellow/Green]*

Over the last 20 years, Barbara N. Brown has applied innovative strategic planning, systems theory and organizational development methodologies to drive optimal application design and effective implementations. This multidisciplinary approach to planning cross-functional IT projects allows companies to enable an agile organization by deploying cost-effective IT applications targeted to supporting the user's critical business processes. *[Modern-Orange]*