

Managing Conflict when Values Change

Based on
the work of Dr. C W Graves
and *Spiral Dynamics*®

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Introduction

- Dr. C W Graves
- Offers explanations of how Individuals, Organisations and societies evolve
- How we think about things. Why we make decisions in different ways. Why we respond to different motivational stimuli.

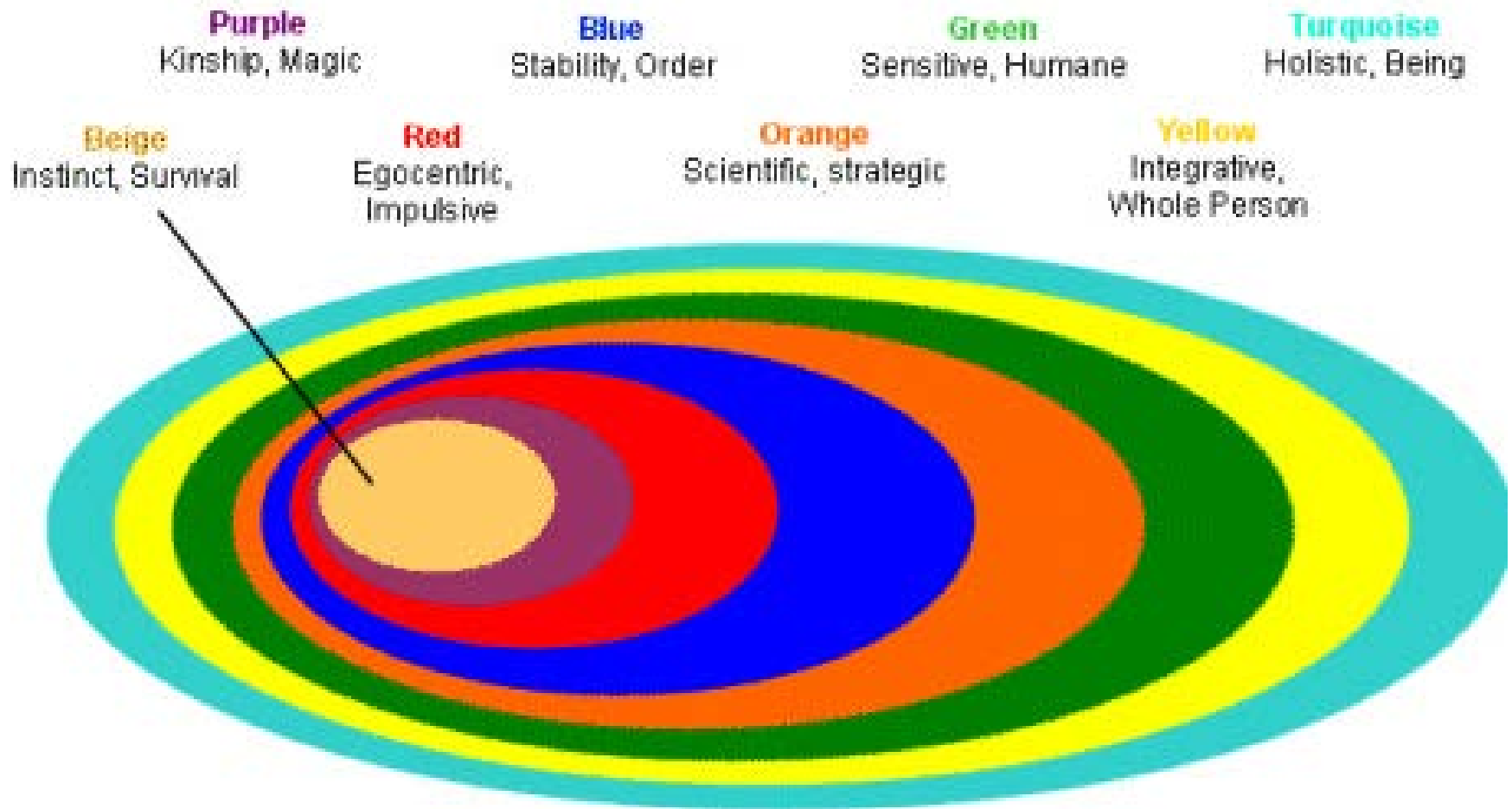
Introduction

- Changing focus as we encounter new external problems to solve.
- Life conditions and mind set
- If the person doesn't value the carrot or fear the stick, he or she is not likely to respond to its use'.
- NOT about intelligence, temperament or kindness

Graves Quote:

- People don't see much either side of their centre of gravity and they don't even know that they have beliefs. They think that those codes are what reality is and no more see them than the fish sees the water.

Central thinking



Holistic, Renewalist
Systemic, Integrative
Personalistic, Relativistic
Multiplistic, Materialistic
Purposeful, Absolutist
Egocentric, Exploitive
Tribalistic, Animistic
Reactive, Automatic



Spiral Dynamic
Integral

BEIGE (Instinctive/Survival)
'Life is survival'

Very limited self-awareness, relies on instincts and habits to survive. Motivated by food, water, warmth, sex, and safety. Group together to survive.

PURPLE (Magical/Animistic)
'Life is in the lap of the Gods'

Motivated by strong allegiance to chief, elders, ancestors, and the individual subsumed in group. Believes in spiritual and mystical. Sacred objects, places, events, rites and customs essential.

RED (Impulsive/Egocentric)
'Life is a battleground'

Motivated to please self, very selfish. Expects everything, appreciates almost nothing. Demands (not earn) attention and respect. Wants everything and right now. Feels no guilt or remorse, keen to beat, conquer, out-fox, and dominate others.

ORANGE Achievist/Strategic
'Life is what we have and own'

Motivated by risk-taking, competition, status and image. Self-reliant people deserve success. Societies prosper through strategy, technology, and competitiveness. Earth's resources should be used to create and spread the abundant good life.

8 Different Views of Life

BLUE Purposeful/Authoritarian
'Life is God's Will and Law'

Sacrifices self to the 'Cause, Truth, or Pathway.' Motivated by following constitutions, commandments, laws or codes based on absolute principles. Believe following the principles produces good society now and reward will be in the future. Impulsivity is controlled through guilt; 'common sense' rules behaviour. Children should be educated to follow rules, conform and conserve the system.

GREEN Communitarian/Egalitarian
'Life is community and precious'

Motivated to free society from greed, dogma, selfishness and divisiveness, need to prioritise feelings, sensitivity, and caring. Earth's resources are limited and precious, should be shared equally among everyone. All decisions should be made through reconciliation and consensus processes.

YELLOW Integrative

'Life is learning and continual change'

Motivated to learn and understand the complexities of life. Material possessions become far less important to the magnificence of learning and life. Flexibility and functionality in the long term, becomes the highest priority. Weaknesses and differences are expected and integrated into interdependence, development and the big picture. Chaos and change are expected, natural and appreciated as part of human evolution.

TURQUOISE Holistic

'Life is an evolving interactive whole'

Motivated to help everything connect together into a single, dynamic organism with its own collective mind. Self is both distinct and a blended part of a larger, compassionate whole. Holistic, intuitive thinking and cooperative actions are to be expected.

| System | Description | Congruent Leader Style | Organisation structure |
|--------|---|------------------------|------------------------|
| BEIGE | Survival instinctive | Caretaker | Survival band |
| PURPLE | Ritual traditions. Belief in natural objects. Meaning and magical significance | Caring Parent | Group Order |
| RED | Egocentric. Dominance. Impulsive | Big Boss | Exploitative Empire |
| BLUE | Creates abstract causes, principles focus on future reward, disciplined | Rightful Authority | Order-Driven Hierarchy |

| System | Description | Congruent Leader Style | Organisation structure |
|-----------|---|---------------------------|---------------------------|
| ORANGE | Individual opportunities, competing to achieve results | Win- Win | Strategic Enterprise |
| GREEN | Harmony/love for mutual growth. Rejects authority and materialism | Sensitive Facilitator | Social Network |
| YELLOW | Independence/Self worth. Knowing. Good questions. | Competent Partner | Inseparable flow |
| TURQUOISE | Global community/Life force. Consciousness | Spiritual counsellor | Holistic organism |

spiral dynamics

Instinctive: nature, biological, physical drivers;
caves

Animistic: ritual traditions, mysterious powers;
tribal communities

Egocentric: impulsive, do what you want;
Ancient Greece, Rome

Authoritarian: rules, conforming, guilt, feudal;
castles, cathedrals, walled cities

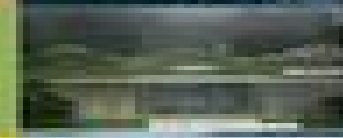
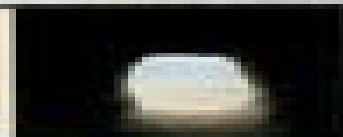
Achiever: results oriented, capitalistic, consumer;
skyscrapers, industrial cities

Consensual: sensitive, community, cooperation;
sustainable cities

Integral: systemic, adaptive, accepting,
connectivity; living cities

Holistic: collective individualism, co-creating,
consciousness; biomimicry?

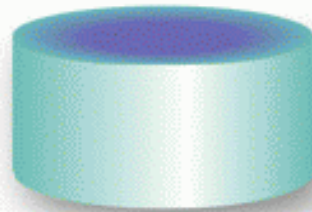
Next Capacity: too soon to know; neurological,
transhuman, singularity?



The Cores of Values and Ethics

Patterns of the Whole

Sense of collective individualism
To serve the entire living system

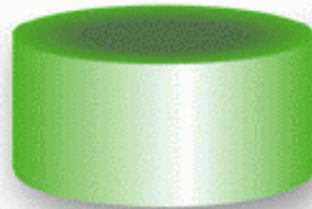


Holistic/Experiential

Existential/Systemic

Relative Needs of the Collective

Fit in with group's norms & attitudes
Best serve the people's common good



Integrated Processes & Flows

To align conflicting alternatives
Personal responsibilities in being

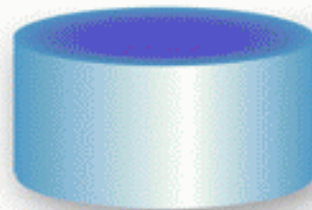


Sociocentric/Humanistic

Multiplistic/Rational

Commandments of Higher Authority

Comply with rules, avoid punishment
Duty (with guilt) to do what is right



Situational Rules of the Game

Individual principles of conscience
Autonomy and self control to win



Absolutistic/Moralistic

Egocentric/Exploitative

Ways of the Tribe

Animistic beliefs & mystical signs
Serve the clan & ancestral ways



Law of the Jungle

Impulsive drives & immediate rewards
Guiltless service of raw self-interest



Tribalistic/Animistic

Food for thought...

Problems that are created by our current level of thinking can't be solved by that same level of thinking.

Albert Einstein

Thank you.