



Moving Through Developmental Stages Growing Forms of Mind

Cycles of Change
I:ME:MINE WE:US:OUR
Individual focus Collective focus
Ratchets Toward Complexity
I-T E-F
Emergent Cyclic Levels of Existence

- A theory of step-wise cognitive development
 - Graves, Beck, Cowan
 - Kegan/Piaget/Garvey-Berger
 - Elliott Jaques
- Bio-Psycho-Social-Neuro Development
- Personal & Group
- Integral Model
 - Ken Wilber

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Elliott Jaques

- Requisite Organization

www.requisite.org/index.html

- Science Based Management/Individual Capability

www.requisite.org/science-based-management/individual-capability.html

“Current Potential Capability: a person's highest current level of mental complexity. The level at which someone could work at the present time, given the opportunity, provided that the work is of value to him/her, and given the opportunity to acquire the necessary skilled knowledge. This level of work is the level that people aspire to have and feel satisfied if they can get because they feel they have an opportunity for the full expression of their capability.

Future Potential Capability: maximum level at which a person will be capable of working at some time in the future, as they develop capacity.”

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Jennifer Garvey-Berger

- Changing on the Job

www.amazon.com/Changing-Job-Developing-Leaders-ebook/dp/B005Z24QS0/ref=dp_kinw_strp_1

| Form of Mind |
|----------------------------------|
| Self-sovereign Adolescent |
| Socialized Adult self-control |
| Self-authored Modern Achiever |
| Self-Transforming Post-Modern |

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Conventional Stages

| Wilber | Kegan | Loevinger | Cook-Greuter | Torbert | Joiner & Josephs |
|----------------------|---------------|-----------------|-----------------|-------------|-------------------|
| Pre-personal | | | | | |
| Sensori-motor | Incorporative | Pre-social | Pre-social | | Explorer |
| Phantasmic-emotional | | | | | |
| Rep-mind | Impulsive | Impulsive | Impulsive | Impulsive | Enthusiast |
| Concrete operations | Imperial | Self-protective | Self-protective | Opportunist | Operator |
| Personal | | | | | |
| Formal operations | Interpersonal | Conformist | Conformist | Conformist | Conformer |
| | | Self-Aware | Self-Aware | Expert | Expert |
| | Institutional | Conscientious | Conscientious | Achiever | Achiever |

Bill Joiner, Leadership Agility www.changewise.biz

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Post-Conventional Stages

| Wilber | Kegan | Loevinger | Cook-Greuter | Torbert | Joiner & Josephs |
|---------------------|------------------|----------------------|-----------------|---------------|------------------|
| Post-formal | | Post-heroic | | | |
| Vision-logic | Inter-individual | Individualistic | Individualistic | Individualist | Catalyst |
| | | Autonomous | Autonomous | Strategist | Co-Creator |
| Trans- | | | | | |
| Personal Psychic | | Integrated | Construct-Aware | Alchemist | Synergist |
| | | | Unitive | | |
| | | Subtle | | | |
| | | Causal (formless) | | | Ironist |
| Non-dual | | | | ? | |

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Managers' Developmental Stages

| | |
|--|---|
| <ul style="list-style-type: none"> • 1% Synergist • 4% Co-Creator • 5% Catalyst • 35% Achiever • 45% Expert • 10% Pre-Expert | <p>Vision-Logic/Psychic</p> <p>Middle Vision-Logic</p> <p>Early Vision-Logic</p> <p>Late FormOp</p> <p>Middle FormOp</p> <p>Early FormOp</p> |
|--|---|

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| Comparison of Graves/Spiral Dynamics with other key developmental models | | | | | | | |
|--|---------------------------|------------------------|--------------------------|---|------------------------------|-------------------------------|-------------------------------|
| ©Keith Rice: 6 April 2012 www.integratedsociopsychology.net/index.html | | | | | | | |
| Graves Spiral Dynamics | Abraham Maslow | Gerald Heard | Jane Loevinger | Lawrence Kohlberg | Theodore Adorno et al | Max Weber | William Moulton Marston |
| TURQUOISE/ H-U (B'-O') | Transcendence | | Integrated | 7) Transcendental Morality | | | |
| YELLOW/ G-T (A'-N') | Self- Actualisation | | Autonomous | 6) Principled Conscience | Genuine Liberal | | |
| GREEN/ F-S | Aesthetic | Ecological Man | Conscientious | 5) Social Contract | Rigidly Unprejudiced | | |
| ORANGE/ E-R | Cognitive | Self-Sufficient Man | Individualistic | 4.5 (4+/4B) | Manipulative | Technical- rational Action | Inducement |
| BLUE/ D-Q | | Self-Accusing Man | Conformist | 4) Law & Order 3) Good/Bad | Authoritarian Personality | Value-rational Action | Compliance |
| RED/ C-P | Esteem | Self-assertive Man | Impulsive | 2) Instrumental Hedonism 1) Punishment & Obedience | Psychopathic Rebel | Affective Action | Dominance |
| PURPLE/ B-O | b) Belonging a) Safety | Pre-individual Man | Symbiotic | | | Traditional Action | Submission |
| BEIGE/ A-N | Survival | | Pre-social (Autistic) | | | | |
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