

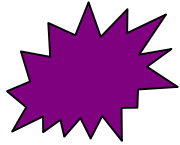
Spiral Dynamics: The Graves Value Model



Beige - AN

Survival

Band together to stay alive
Automatic and Instinctive



Purple - BO

Kinship

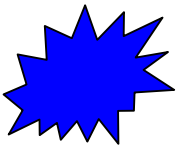
Tribe
Animistic



Red - CP

Power

Empire
Egocentric



Blue - DQ

Control

Authority and Structure
Stability



Orange - ER

Achievement

Success and Materialism
Strive/drive



Green - FS

Consensus

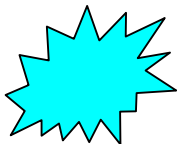
Community bond
Harmony and equity



Yellow - GT

Intergrative

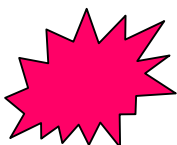
Systemic process
Flex/flow



Turquoise - HU

Holistic

Global
Experiential



Coral - IV

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Memes and vMEMEs

English biologist Richard Dawkins (*The Selfish Gene*, etc.) proposed the idea of "memes," self-replicating packages of information that propagate themselves across the ecologies of mind in a pattern of reproduction similar to viruses. The parallel structure in biology is the gene. In chaos theory, it is the fractal. (If you are not already conversant with memetics, see Brodie and Lynch in the Book Reviews section, as well as the *Journal of Memetics*. There are many, many references on the Internet.)

Memes reproduce themselves; they interact with their surroundings and adapt to them; they mutate; they persist; and they defend themselves against each other. Memes evolve to fill the empty niches in their local environments which are, in this case, the surrounding belief systems and cultures of their natural hosts, namely, us.

They are transmitted in conversation, via the mass media, in literature, and politics. They take the form of simple concepts and complicated social movements. The Internet is a meme transmitter at the grand scale; the Disney Company is almost as good. Even the memeticists are spreading a meme -- the meme meme. Check out Richard Brodie's *Meme Central* as a case study in their replication.

While fascinating, these discussions center around "little" memes. What we are watching is the birth of cyber rhetoric and the study of information dissemination in a whole new way, but without a set of guiding principles. So, the meme folks are still missing the boat. But they're also beginning to ask the necessary questions to get back aboard.

Intriguing as they are, memes are subject to a still deeper set of organizing principles. There is a broader pattern to the currents and eddies in this stream of ideas. That pattern is, as you might guess, *Spiral Dynamics* (along with the several dozen other viable approaches to the emergent process of human thought). It is in the flowing process of evolving human consciousness that memes float.

The connector which makes sense of the migration of memes is the vMEME (the value systems meme attractor described in *Spiral Dynamics*). These awakening vMEMEs establish the deep mindsets and worldviews to which memes attach or from which they are repelled. They are the scaffolding on which the constructs of the mind are built. We stand on our platforms of vMEMEs to observe the world and report the "reality" as we see it.

The broken link in most memetic analyses is the why question. Most people do a respectable job identifying the what and describing the how as memes move around. But why do some memes "take" and others drift into oblivion? A meme that does not fit the active vMEMEs is often ignored. When the meme does fit the awakened vMEMEs, it becomes part of the memetic package and endures. It may then sufficiently influence the milieu that a shift in vMEMEs ensues as part of the spiral to more complex conceptions of being. Its lifespan is a function of both the meme's own power and the forces at work in the milieu. It is at this level that *Spiral Dynamics* offers the memetic discussion something really quite new to think about.









Ten Principles of Spiral Dynamics

- People value different things because they think in different ways. They think in different ways because the mixes of vMEMEs in their brains are different.
- Different organizations – companies and governments – occupy different positions on the Spiral and need to develop managerial/governance strategies that match their people, their visions of the future, and the jobs they perform today.
- Managers should develop a consistent and systemic approach to all the issues within the organizational loop – recruitment, selection, placement, training, internal management, and external marketing – so they all align, integrate, and synergize.
- Organizations should be constructed from both "the top down" and "the bottom up" to link the functions, intelligences, and decision structures that the more complex new problems ahead will demand.
- Successful organizations are in danger of failing if they continue to manage people in the ways that made them successful in the first place.
- Many people need to be managed quite differently today because they have moved on the Spiral even further and faster than most of their bosses, teachers, and even parents.
- Marketing strategies often fail because the designers use their "marketing mirrors" and assume the audiences they are attempting to reach share the same values systems they do.
- The question is not "how do you motivate people?" but how do you relate what you are doing to their natural motivational flows. A person has a right to be who he or she is.
- The present issues with productivity, quality, political instability, and restructuring are signs of growth and not decay which will force us to find new and innovative ways to manage people based on who they have now become.
- Since people learn in different ways from different kinds of teachers, the task of education is to match learners, instructors, learning situations, and technologies designed for fit, function, and flow.

Spiral Dynamics

Life Conditions **OUTSIDE**

Thinking Systems **INSIDE**

A state of nature		Act much like other animals
Mysterious and frightening		Placate spirits and gather for safety
Rough and hard like a jungle		Fight to survive in spite of others
Divinely controlled and guilt driven		Obey rightful higher authority
Full of opportunities to take control		Pragmatically test options for success
The natural habitat of all humanity		Form communities to experience growth
A complex system at risk of collapse		Learn how to be free
A single living interdependent entity		Seek the order beneath earth's chaos