

Values Test and Change State Indicator Interpretation and Application Guidelines



Thank you for completing the online profiles that you purchased from www.onlinePeopleSCAN.net.

As you completed the profiles, you may have had a range of questions and observations about yourself and the situations you have found yourself in throughout your lifetime. You may also have experienced thoughts and ideas about the future. You may also have found yourself perplexed at some of the aspects covered in the profiles themselves. You may also have started to spot some of the patterns in the profile that are becoming familiar to you through your reading of authors such as Ken Wilber.

This document is designed to help you understand better the developmental model that has become known as Spiral Dynamics Integral, and gather some insights into the deeper dynamics of your own psychology, and the patterns of change dynamics and 'Value System Codes' that underpin your thinking. Ideally, you should have in front of you the two graphic images produced by the online profiles, as they should be reviewed together and utilized to gain a sense of the nature and dynamics of your own 'Value System Codes,' across all aspects of your life.

At no time do we assert that these profiles provide THE answer. They are indicative of the deeper collective psychological dynamics within our species, and are designed to support your own unique development and learning pathway which, led by your curiosity, through reading and examining this document, enables you to bring new meaning to your past, present and future.

One challenge of this work is that we are striving to offer insights into the deeper and more subtle dynamics of the systems within you. Consider these data sets as a mirror that reflects what lies 'below the water line' of your surface-level awareness. We see this as one of the unique contributions of Spiral Dynamics Integral. So while much of this work is supported by primary research, there are aspects, such as new terms like *vMEME* (*Values MEME*), that are used to describe the deeper capacities within us, which are still tentative and exploratory... more like postulates than facts. We do maintain, however, that these ways of describing ourselves are useful, though not necessarily true in the absolute sense.

An Integral Perspective

Over the past 50 years a radical belief on the complete, whole or 'Integral' development of a person, the collective and the world around us has emerged. An 'Integral' perspective now equips those who engage this view with a dynamic and integrated appreciation of the meaning of 'being human'.

The present theoretical basis for such an integral view arose largely from the work of Ken Wilber (www.integralinstitute.org) and latterly Spiral Dynamics Integral. Spiral Dynamics was pioneered by the late Clare W Graves (www.clarewgraves.com) and later developed by Dr. Don Beck (Spiral Dynamics Integral) (www.spiraldynamics.net) with Chris Cowan (Spiral Dynamics) (www.spiraldynamics.org). The onlinePeopleSCAN service (www.onlinepeoplescan.net) that delivers the CultureSCAN-Profile is operated by Christopher Cooke of 5deep integral, (www.5deep.net) on behalf of the Spiral Dynamics Group (www.spiraldynamicsgroup.com).

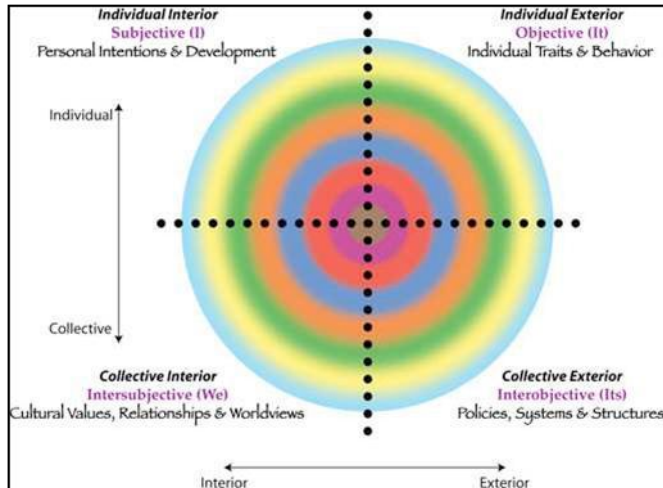
Today it is widely held that *Spiral Dynamics Integral* (*SDi*), applied within the rigors of an integral perspective, has a distinct role in bringing to general awareness the dynamics of Human Emergence and the application of associated leading edge, action based, practices.

The Integral Perspective, using *SDi*, whilst recognizing, and creating space for the selective adoption of all other models, theories and constructs, provides an invaluable and comprehensive map and compass for dealing with the complexities of today, by applying tomorrows 'Integral Intelligence' today.

Most encouragingly what you are exploring are not merely theoretical concepts, they are aspects of your own experience, contours of your own consciousness, as you can easily verify as you proceed!

Ken Wilber has described his integral template as a **comprehensive map of human capacities** which includes **five major aspects**. He refers to these five aspects as "**quadrants, levels, lines, states, and types**." These aspects are ways of describing the psychological aspects **of all human beings**. The graphic below shows one representation of Wilber's map. This is sometimes referred to as "AQAL" (All Quadrant All Levels). Within the quadrants are three "components". 1) A vertical axis representing the Individual and Collective boundary. 2) a

horizontal axis representing the Interior and Exterior boundary and 3) the Levels and Stages, described in this document by Spiral Dynamics Integral and represented by the colors radiating out from the centre.



Wilber's **quadrants**, the base template, that shows how all that follows aligns synergistically, refers to the fact that all major human languages have first, second, and third-person pronouns. (For example 'I', 'you' and 'it').

Plato referred to these three dimensions as The Beautiful, the Good, and the True. Ponder for a moment that these three dimensions are reflections of your very own being at each and every moment, and stage, of your development

If we realize that 'it' can appear in plural 'its', then we have the 'four quadrants' or dimensions that are present in all major human languages I, we, it, and its. This becomes the intentional, cultural, behavioral, and

social dimensions of all human beings. The 'I' dimension is also known as the 'Individual Interior', or the subjective, inner experience of an individual human being. The 'It' is known as the 'Individual Exterior', which describes the objective, or external manifestation of an individual – traits and behaviors, as well as physical brain chemistry and other biological manifestations. The 'we' is known as the 'Collective Interior', and describes the 'cultural dynamics' and 'inter-subjective' relationships within a group of people. The 'Its' is known as the 'Collective Exterior', and describes the policies, laws, structures and systems that groups of human beings create to form a cohesive system. Note that the collective dimensions can represent any group the individual may be a part of, whether it be a family, community, organization, country, or planet.

The Integral approach points out that these 'All Quadrant' dimensions of reality are present in the Mind-SETS of all people and cultures. Therefore any comprehensive or integral approach to a problem or situation would want to include all of these important dimensions. If we exclude any dimension our analysis of life in total, **we will, at best, have a partial, fragmented, and incomplete approach to any proposed action.**

The same principle applies to the other four major dimensions: **1. 'levels and stages', 2. 'lines', 3. 'states', and 4. 'types'.**

1. There are two classes of '**levels and stages**' that are recognized within an Integral Template – here we shall call them '**Stage-Conception-1**' and '**Stage-Conception-2**'

- **Stage-Conception-1** – These are 1st person phenomenal stages of experiential unfolding. These are documented through the great meditative traditions and experienced, for example, through meditation practices. These are recognized patterns and sequences of stages that unfold over time. Master one and the next emerges. (These are not covered explicitly in the Values Test).
- **Stage-Conception-2** – These stage sequences have become noted by Western Psychology over the last 100 years. Here, the 'Inner-Subjective' patterns that are not available to 1st person introspection have been discovered by a scientific inquiry – These stages have been deduced by examining individuals and groups of people over time. It is notable that every Interior Level of Consciousness is accompanied by a level of exterior physical complexity. In 1978 Clare W. Graves, a psychology professor at the University of New York, announced his theory of an "*emergent, cyclical, double-helix model of adult bio-psycho-social systems.*" Grave's primary research maps on to the four quadrants and offers insights into the characteristics and deeper change dynamics *within* and *between* the waves, stages, or levels of human development. Graves' work is unique in that it offers not only a perspective of personal development for an individual or group, but also a perspective that adds an '*evolution of species*' perspective. This takes users to new levels of inquiry and application. It is this view, now offered through Spiral Dynamics Integral, that is the core thinking behind the Values Test and Change State Indicator..

*"It's a new day, it's a new dawn, it's a new man, it's a new woman. The new human is integral."
Ken Wilber 2006*

2. Developmental lines or multiple intelligences (such as cognitive, emotional, interpersonal, moral etc) that unfold together like musical chords through various **levels** or **stages** of development.

3. 'States' - Temporary and content free states of consciousness to which everyone has access, regardless of level or stage of development; that is Familiar states include - Waking, Dreaming, Deep Sleep, Ever-Present Witness, One-Taste.

4. 'Types' - Characteristics of personality, the way and manner in which we do things, that remain consistent over time and can be present in almost any stage of development for example 'Horizontal Typologies' and Myers Briggs (feeling, thinking, sensing, intuiting). C

An **Integral approach thus elicits solutions that recognise and incorporate all of these important parts of being human**, without excluding or denying any of them. This is because all of them are clearly having an impact on perceptions of "**life conditions**" (time, place, circumstances, capacities) that individuals can consciously engage with. In other words, anything less than an Integral approach (that is 'through ignorance') will more than likely make matters worse long-term, not better.

"Spiral Dynamics reveals the codes that shape human nature. These codes create global diversities, and drive evolutionary change. These 'magnetic' forces attract and repel individuals, form the webs that connect people within organizations, and forge the rise and fall of nations and cultures."—Dr. Don Beck, 1996

The resulting 'Integral Perspective' provides access to the natural dynamics of resonance, coherence, alignment and emergence - making available to YOU today the 'leading edge' or 'open wave' of humankind's wisdom in developing consciousness. This translates immediately to offer new opportunities for personal, organizational, and societal freedom and flow.

The power of Spiral Dynamics Integral, which underpins the structure of the Values Test and Change State Indicator profiles, lies in its ability to **describe the relationships between and within the various levels, and offer insight into a select range of core intelligences**. This ability to sense the ebbs and flows within the levels and lines; to form distinctions in the quadrants from a complex adaptive systems perspective, is, we believe, an essential skill for the 21st Century.

THE VALUES TEST

An integral approach recognizes the significance of stage development and perception as descriptors of your own unique cosmic address. Raising awareness to your personal 'Value System Codes,' as stage descriptors and core intelligences, is the primary function of the Values Test.

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When these ideas are combined into an integral, all-quadrants-levels-lines-states-and-types perspective, we believe that this offers a robust and resilient individual response-ability and potential that enables individual, business, and societal progression.

With the field of Spiral Dynamics, Graves described eight levels of existence, or Value System Codes, or vMEME's, with pairs of letters and also numbered levels. The letters A through M represented Life Conditions in the habitat, and N through Z represented awakened capacities in the mind. For example, the first value system would be A-N or level 1, the second system B-O or level 2, the third system C-P, etc. Following the experience of an extensive application of this model over two decades in South Africa, Beck and Cowan assigned to each level of Graves' model a color code (see table below).

Summary of Value System Codes

LEVEL	COLOR CODE (Letter Code)	POPULAR NAME	THINKING	CULTURAL MANIFESTATIONS AND PERSONAL DISPLAYS
Level 8	Turquoise (HU)	GlobalView	Holistic	Collective individuals; cosmic spirituality; earth changes
Level 7	Yellow (GT)	FlexFlow	Ecological	Natural systems; self-principle; multiple realities; knowledge
Level 6	Green (FS)	HumanBond	Consensus	Egalitarian; feelings; authentic; sharing; caring; community
Level 5	Orange (ER)	StriveDrive	Strategic	Materialistic; consumerism; success; image; status; growth
Level 4	Blue (DQ)	TruthForce	Authority	Meaning; discipline; traditions; morality; rules; sacrifice now for benefit later
Level 3	Red (CP)	PowerLords	Egocentric	Gratification; glitz; conquest; action; impulsive; lives for now
Level 2	Purple (BO)	KinSpirits	Animistic	Rites; rituals; taboos; superstitions; tribes; folk ways & lore
Level 1	Beige (AN)	SurvivalSense	Instinctive	Food; water; procreation; warmth; protection; stays alive

Value System Codes, Lines of Development and Memes

Value System Codes influence all worldviews, which can be thought of as organizing principles, a set of priorities, mindsets, and specific bottom-lines. Value System Codes serve as magnets around which our cultural “stuff” clusters and aligns itself. They point to how people think, and also provide insight into what they will tend to value, although the surface level behavior or artifact they construct does not itself point to a Value System or its Code. *In other words, there is no direct correlation between surface level behavior, and the deeper Value System Code.* For example, if someone is protesting against war (surface level behavior), you cannot assume they are, for example, expressing the Green Value System (caring, community). In order to understand what Value System Code they are expressing, you would need to understand *why* they are protesting. Once you understand why people do what they do (i.e. their motivation), you can better understand their underlying Value System Code.

Beck and Cowan later linked these Value System Codes to the concept of *memes*, a term developed by Richard Dawkins from the field of genetics. Dawkins recognized that culture could not be explained genetically, and developed the term *meme* (pronounced “meem”) that described self-replicating packages of information, both

physical (i.e. artifacts and icons) and intangible (i.e. ideas), that propagate across the ecologies of a mind or group of minds, in a pattern of reproduction similar to many natural systems (i.e. viruses, bacteria).

Beck and Cowan expanded this point of view with the insight of the work of Graves, and developed the term “Values Meme,” “vMEME,” or “Meta-Meme,” which is described as a deeper organizing framework, or “attractor,” for various surface memes. A vMEME is a deeper cultural code that is propagated in part through the surface level themes and artifacts that reflect the mindsets of their creators.

“Few are focusing on the subtle DNA-like vMemetic cultural codes that explain our historic emergence as humans. Why are these human codes so important? Because they reveal the deepest dynamics that ultimately confront people, organizations, societies, and the entire planet.”
— Dr. Don Beck, 1996

Value Systems, therefore, arise from deep psychological patterns, The Value System Code, vMEME or Meta MEME, that determine *how people think*, rather than what they consciously value. They are the dynamic and ever-changing invisible forces that drive human perceptions, organizational design and the deeper processes of change. They are a core aspect of human development, and influence *all* aspects of individual, group, and organizational alignment. Value System Codes take us into the world of complex adaptive systems as a core organizing principle of our species.

According to Graves, each Value System Code arises as a product of its time and life conditions. In essence, his point of view indicates that:

- The human brain has the capacity to exist at different levels of psychological development.
- The human brain supports a potentially open system of values with an infinite number of modes of living available to us. There is no final state.
- The awakening of new mind/brain capacities are thought to be triggered by three conditions documented by Beck and Cowan:
 1. A set of instructions, probably encoded in our DNA, that equip us to awaken new Value System Codes which transcend old ones;
 2. Dynamic forces generated in both nature and nurture;
 3. The capacity of the particular human brain to house a number of Value System Codes all at the same time, with some active and others relatively inactive.
- vMEMEs can brighten and dim as life conditions change — and as new systems are forged, the old systems are subsumed by the new and stay within us, with the potential to reemerge as perceptions of life conditions change.
- The “driver” of the vMEME expressions is the dynamic movement between express-self and sacrifice-self Value Systems.
- vMEMEs emerge along the spiral in wave-like fashion, each having phases of entering, peak and exiting.
- vMEMEs spiral up and down through levels of complexity. The emergence along the spiral is from lesser to greater complexity. No one level is better or worse than another — the key is appropriateness to the life conditions.
- vMEMEs coexist within onion-like profiles in a spectrum, or chord of values, each shining or dimming in the individual as they perceive and relate to their life conditions.
- vMEMEs appear to cluster in groups of six along the Spiral — the first six basic subsistence levels, and the next (of which two have currently been articulated) second tier ‘being’ vMEMEs. The second tier vMEMEs are characterized by a far greater ability to handle complexity than the first six.
- vMEMEs are core intelligences and structures of thinking systems in us all.
- vMEMEs impact upon *all* life choices.
- vMEMEs manifest themselves in healthy and unhealthy surface expressions, with “healthy” defined as those expressions which contribute to being open to the continued evolution of complexity.
- Healthy individuals, organizations, nations, and communities require a healthy spiral of vMEMEs — a gap can lead to problems.

Graves summarized the practical nature of his point of view in the following manner:

“An individual, a company, or an entire society can respond positively only to those managerial principles, motivational appeals, educational formulas, legal and ethical codes that are appropriate to the current level of human existence.”

Dr Beck writes: *“If we can get the vMEMEs — the units of personal and cultural information that clone themselves across the ecologies of minds — set right, then many surface-level problems can be more easily resolved. We can do better by going deeper... much deeper.”*

So, before you examine your personal data in detail, study the following KEY CONCEPTS:

- **Value System Codes describe complex adaptive systems within individuals, rather than types of people.** The Earth contains roughly 6.5 billion different types of people, but we share only a few basic Value System Codes. These are mixed in different proportions within each one of us. Their relative strength and complexion vary in us because our lives are unique. They are expressed in many different ways through our individual and collective actions.
- **None of the Value System Codes is inherently better or worse than any other.** Each Value System Code has developed in response to a set of life conditions. Each is calibrated to address those conditions. They differ in levels of complexity, capacity to deal with diverse situations, and degrees of personal commitment. They do not reflect intelligence, character, or temperament, as these dimensions run across worldviews.
- **Value System Codes describe *how* a person thinks, not *what* is valued.** People value different things because they think in different ways. Like different containers, each Value System Code holds a particular *structure* for thinking; each is a decision-making system for choosing what matters in life. The content can be diverse, even seemingly contradictory. For example, the *“what”* of the DQ/Blue Value System, *“The One Right Way,”* could be politically on the left- or right-wing. Religious content might be Islamic fundamentalist or committed Atheist. The economic belief might be devoted Marxist or Capitalist. The *“how”* of the DQ/Blue Value System is absolutistic, dyed-in-the-wool, and all-or-nothing; the *what* depends on the person.
- **Value System Codes are like living organisms that can ebb and flow as our conditions of existence change.** These are not rigid, frozen, or locked-in mindsets programmed at birth or at any other time in our lives. The Value System Codes mirror the conditions we confront as we deal with life. If things get tougher, we may *“downshift”* back to a previous Value System Code to try to solve those problems. If things get more complex than our coping repertoires can handle, we may *“upshift”* to a new Value System Code. People are capable of change, and there is scientific evidence that the human brain can *“rewire”* itself to activate more Value System Codes as new conditions of existence emerge.
- **Value System Code profiles can consist of an infinite number of combinations and patterns.** We are not single types of personalities, nor are we a little bit of everything. Individual profiles may display strength in a particular Value System Code, may be dominated by two, or may be expressed in a mixture of several interweaving worldviews. Profiles reflect both the uniqueness of individuals, and the threads that bind us together. The Value System Codes reflected in this Values Test profile are played out through beliefs, feelings, and actions in the melodies of human living. Some are harmonious, some are discordant, but all reflect the individual’s way of responding to their life conditions.
- **Everyone is motivated, but we are all not motivated by the same things.** The question is not *“How do you motivate people?”* Instead, it is *“How do you relate what you are doing to people’s natural motivational flows?”* Each Value System has a particular set of driving forces that stimulate it to action.
- **And finally:** Remember, the Values Test reflects ways of thinking about things, not types of people. Getting to understand the deep decision structures is the key to significant application of the Spiral Dynamics Integral model, and the Values Test is only a tool to facilitate that process.

The table below gives further information on the attributes of the Value Systems and how they manifest in the world.

VALUE SYSTEMS - Profiling Global People						
Currents Of Change	Key Description	Conditions / Problems	Operating Systems	Learning Styles	Management Systems	Motivational Hot Buttons
BO/Purple Mystical spirits; Safe nests; Powerful chiefs	KinSpirits Animistic / Tribalistic "Sacrifice self for chief/ancestors' ways"	Threatening world of many spirit beings and mysterious forces	Rely on chief, group or magic to find safety and security for the people	<i>Classical</i> — paternalistic teacher; step-by-step sequences, rituals, and routines; use of magic and fantasy	<i>TRIBAL</i> — Strong, caring "chiefs" who reward groups, not individuals; assure safety and uphold traditional ways	Ritual; respect for powerful figures; appeals to safety, magic and mysticism; tradition and custom
CP/Red Power impulses; Immediate pleasure; Spontaneous & colorful	PowerLords Egocentric / Exploitive "Express self impulsively, forget others"	Power-driven in a hostile world where strength is key to staying alive	Be tough and depend on the self to fend off the aggression of others	<i>Conditioned</i> — immediate rewards for learning tasks; powerful teacher who allows for toughness; rejects rigid structures	<i>AUTOCRATIC</i> — Tough, straight-shooting boss who gives quick payoffs, respects strength and allows freedom up to a point	Immediate payoffs; macho appeals and challenges; heroic images; more clout; looking good and getting respect
DQ/Blue One right way; Purpose in causes; Guilt-based sacrifice	TruthForce Absolutistic / Sainly "Sacrifice self as higher authority says"	Need for purpose in life and reason for death to bring stability/order	Find a Truth that offers answers delivered through a chain of command	<i>Avoidant</i> — indoctrination from rightful authority; punishment for errors; moralistic direction; possibility of deferred rewards in future	<i>BUREAUCRATIC</i> — Hierarchy with categories for managers to maintain order, set uniform standards and reward dutiful performance equitably	Duty, honor, country; righteousness; being prepared; sacrifice and discipline; rewards in the afterlife
ER/Orange Success-driven Goal-orientated Material gain	StriveDrive Materialistic / Achiever "Express self to reach goals and live well"	Sense possibility of movement to do better than others and to win	Entrepreneurism and plans to reach goals to better the self and some others	<i>Expectancy</i> — trial-and-error experiments where success brings anticipated gains; competitive gaming with high-tech, high status tools	<i>ECONOMIC</i> — Competitive and goal-oriented with perks for "winners" and rewards measured by production, political savvy, or gamesmanship skills	Opportunity for success; progress and achievement; competitive advantage; bigger and better; new and improved
FS/Green Consensus-seeking; Everybody's equal; Everything's relative	HumanBond Relativistic / Social "Sacrifice self for all to prosper in unity"	Use collective actions to reach societal goals and meet individual needs	Join others to build consensus and share feelings to make things better now and in the future	<i>Observational</i> — explore feelings and learn by watching others' actions; share here-and-now experiences to enhance interpersonal skills	<i>SOCIAL</i> — Sharing circle of equals where all pull for the group while developing their human potential and heightening awareness	Affiliation and love; human rights and dignity for all; more participation; equality and liberation of the oppressed
GT/Yellow Big picture views; Integrative structures; Natural chaos and change	FlexFlow Systemic / Integrative "Express self to be free and do no harm"	Finds other systems lack answers for living in a highly complex world	Live according to internal principles in search for the most functional way to be	<i>Informational</i> — self-directed access to knowledge and materials; develops without compulsiveness or fear; eclectic and diverse interests	<i>SYSTEMIC</i> — Integrated competency-based network where methods adapt to the people and functions at hand, then quickly change as needed	Freedom to be as one chooses; self-worth and competency; big-picture access to systems and information
HU/Turquoise Planetary concerns; Synergy of life; Ordered world	GlobalView Global Renewalist "Sacrifice self / others as Earth may require"	Earth needs a coordinated approach to new global problems	Cooperate with world-wide networks to address issues impacting all life forms	<i>Experiential</i> — interaction with whole-Earth networks to expand awareness and explore diverse ways of being and thinking; intuitive learning	<i>GLOBALIST</i> — Holistic blend of insights from anywhere, anytime coming together for purposes impacting the Global Village and all life forms	Unification across races and nations for global solutions; multi-dimensional thinking; survival of life on Earth

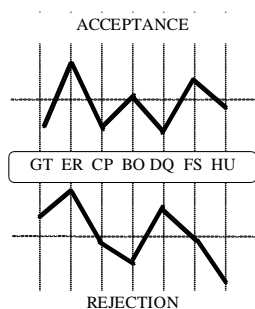
While viewing your Values Test results, with the supporting descriptions in the table, notice:

- The image shows the warm “self-expression” colors (Red, Orange, Yellow) grouped on the left side of the graph, and the cool “self-sacrifice” colors (Purple, Blue, Green, Turquoise) to the right. Note it is not possible to assess Level 1/Beige.
- Notice the 14 RAW SCORE ovals across the middle of the page that indicate the relative weighting of the Value Systems within your vMEME stack. These total scores indicate the relative proportions of Value System Codes and how you have assigned the 150 maximum possible points to your individual profile.
- Each color has a range of numbers listed from low to high. These numbers are normalized around the average score, indicated by the middle line in between the low and high values. These averages are based on data from several thousand ‘English Speaking’ international users. For example, the average on the “CP Acceptance” scale is 15 points, whereas on “ER Acceptance” the average is 37. The system has plotted your RAW Scores onto these scales.
- Do not confuse the relative scale positions with your comparative RAW SCORES. Remember that your score could be above the average line in a system like **CP** or **HU**, yet your dominant Value System, as indicated by your RAW Score could be somewhere else entirely.
- Describe to yourself which Value System Codes are bright (larger numbers) and dim (smaller numbers). The more points you have allocated for a particular Value System Code (especially in the Acceptance group), the more significant it probably is in your life. Fewer points indicate less relevance.
- ACCEPTANCE GROUP — Recognize the affirmations of what is acceptable to you. The profile highlights the Value System Codes that you recognize in the world — “This is most like me. This is what’s important and this is how much.”
- REJECTION GROUP — Recognize the Value System Codes that you deem least like you in the world, and note which ones and how much.
- Be aware that there are two dimensions of interest in the REJECTION score. First, the data may indicate that you find the system different from your own way of thinking, but pass no particular judgment as to its merits, good or bad. Alternatively, the REJECTION scale can reflect a dislike and pro-active opposition to that way of thinking.
- Notice that ACCEPTANCE/REJECTION scores are not mutually exclusive. You may have assigned both ACCEPTANCE and REJECTION points to the same Value System Code. Since the theory is about ways of thinking about things, not types of people, it is quite possible for a given Value System Code to be active in one aspect of your life, but discounted with regard to another. This point of view argues for personality as a complex blend of interacting forces. People can think about different things in different ways. Therefore, a given Value System Code expression can be appropriate for one context, but not suitable for another. This seeming inconsistency may disturb some respondents. However, understanding why this is possible becomes one of the most useful insights that you can take away from the Values Test.
- Having both ACCEPTANCE and REJECTION scores adds a third dimension to the data, an INTENSITY factor. This indicates the relative energy distribution among the sub-systems and their significance to you. In a sense, it reflects how much attention the Value System Code gets, and its impact on the overall coping repertoire. INTENSITY is the sum of both the ACCEPTANCE and REJECTION scores, the absolute value of the vertical spread on the Profile Sheet.
 - A very low INTENSITY (scores close together, both near the mid-page “0”) often indicates a way of thinking that (a) has not yet developed if it’s toward the more complex **FS**, **GT**, **HU** scales, (b) has been abandoned as no longer relevant if in the less complex **BO**, or **CP** scales, or (c) is overwhelmed by one or two other very powerful Value System Codes that currently dominate thinking, leaving little room for other modes.
 - A high INTENSITY score occurs with strong ACCEPTANCE and/or very active REJECTION of a system. A number of points well beyond the 50% average, indicates a lot of energy focused on that system as

compared to the hypothetical average. The way of thinking probably triggers strong feelings either of ACCEPTANCE (Most Like Me) or REJECTION (Least Like Me).

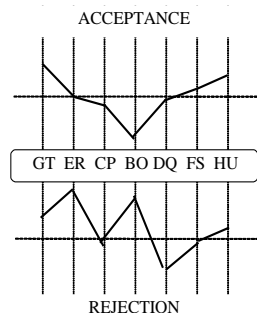
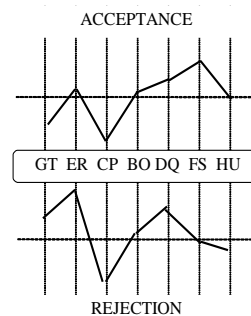
- A high INTENSITY may also show up when a system produces dissonance within you. In such cases, both the ACCEPTANCE and REJECTION scales show large numbers of points, usually beyond the 50% line. This indicates that the way of thinking is perceived as both asset and liability. In areas of your life, it may be appropriate and rewarded. In other contexts, it does not work effectively and may trigger punishment, either real or imagined. It is often an indicator of relatively high stress, engendered by forces from within that Value System Code, and often warrants further personal exploration. This kind of high energy and stress is typical of the Beta and Gamma Change States of Value System Codes which are explained more fully in the following section. At such times, the individual is under pressure or in transition, and experimenting with a new way of being. The direction of change is usually towards greater complexity, but that is not guaranteed.
- Within Graves' theory, there are two great families of Value System Codes, much like the Chinese *yin* and *yang*
 - In the Expressive (Internal Locus of Control) Systems — **AN** (Beige), **CP** (Red), **ER** (Orange), **GT** (Yellow) — power is within the individual. The “I” is dominant, and priorities are set by the self, on one’s own terms, and directed towards ends one deems important. Energy goes to gaining control of the external world and desiring to survive (Beige) , dominate (Red), succeed (Orange), or understand it (Yellow).
 - In the Sacrificial (External Locus of Control) Systems — **BO** (Purple), **DQ** (Blue), **FS** (Green), **HU** (Turquoise) — control is centered outside the individual. Thus, the “we” is powerful, and priorities are derived from something greater than, and outside, the self: a person, group, or force in which the individual is subsumed. Energy goes to understanding the inner self and finding peace of mind in the “group,” (Purple) with the Truth (Blue), among the community (Green), or as an Earthling (Turquoise).
 - Internal Locus of Control and External Locus of control, for both ACCEPTANCE and REJECTION, are displayed in the large ovals at the top and bottom of the Profile Display. The INTERNAL FOCUS SCORE is the total of points allocated to the three Expressive, “I-oriented” thinking systems. The EXTERNAL FOCUS SCORE is the total of points assigned to the four Sacrificial, “we-centered” thinking systems. There are FOCUS scores in both the ACCEPTANCE and REJECTION ranges.
 - You might think of these as the relative position of a pendulum in its arc between “me” and “we” orientations. The theory proposes that Value System Codes oscillate between the Internal and External poles, and change is usually from Sacrificial Order to Expressive Chaos and back, at higher levels of complexity.

There are several common patterns that appear in the Values Test profiles. The following examples are included as guidelines to help you in interpretation. They are not numerically precise or to scale.



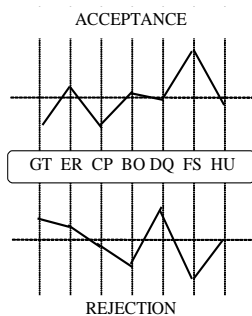
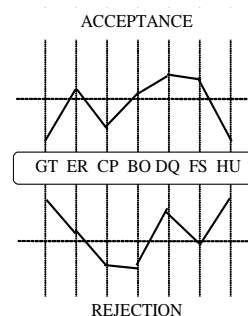
[1] Sharply Accepts – In this first case, the person assigns a large number of ACCEPTANCE points to ER statements while assigning that Value System only a few REJECTION points. In such a case (and it is a common occurrence), there is a strong affirmation that the way of thinking is typical of the person and, most probably, appropriate in their world. When someone identifies much with a way of thinking, there is often relatively little negative energy attached to it. This is a zone of comfort, probably stability, and congruence.

[2] Sharply Rejects – In this case, the person finds characteristics from the CP Value System to be quite apart from self-perception. Thus, many REJECTION points appear. The ACCEPTANCE score on that system is quite low. (On CP it is often 0; near-zero's are also frequent in BO and HU). Many people seem to have a fairly clear idea of the worldviews they accept and reject. Note that in this example the FS (Green) Acceptance score is above the average, a profile that often has a strong rejection of CP (Red).



[3a] Low Intensity (dimming) – The way of thinking seems (a) not to matter much or (b) to be over-ridden by one or two very powerful systems that consume most of their energy. There will be few points assigned in either the ACCEPTANCE or REJECTION scales of the system. This is a low INTENSITY score; low energy is reportedly invested in that way of thinking. In the example to the left, BO may have been replaced by more complexity (also common in CP range). If that is the case, the person may fail to notice messages from that system and forget its relevance to others for whom it is still more centralized.

[3b] Low Intensity (pending) – The system may not have yet entered the person's view. When the INTENSITY score is low in the GT and/or HU scales, the Value System is likely to be addressing life conditions and problems that are not relevant in the world that this person perceives. It does not mean the capacity is not present, but that the thinking has not awakened.



[4] High Intensity (transitional) – Finally, some people find both assets and liabilities in a way of thinking as it relates to their own world. In part of their lives, it is a positive and useful component of their being. In other parts, it is a negative element and may even engender punishment. When the INTENSITY is strong as in this FS example and both ACCEPTANCE and REJECTION are high, the system is a large energy/attention consumer. It relates to issues that are very current in the person's life.

THE CHANGE STATE INDICATOR:

The *Change State Indicator* data should be now considered in light of the input reviewed from your *Values Test Profile*. SDi (Spiral Dynamics Integral) Theory offers a flow-state concept that proposes that individuals pass in and out of stability and chaos in a cyclic, wave-like fashion. These passages energize our thinking and pave the way for the adaptation of Value Systems. The Change State Indicator assessment provides insights into key stages of this wave-like passage.

Imagine flying through a complex weather system. There are safe passages with clear, **stable conditions (Alpha)**. However, there can also be **turbulence (Beta)** and even **tornados (Gamma)**. At the transitional areas are **tipping points (Delta)** that can either cause us to turn back, or move on to clear skies once again and **new stable conditions (New Alpha)**.

The scores are indicative of an individual's different change states in different areas of their life. One might be in **stable conditions (Alpha)** in a marriage, trapped in a **tornado (Gamma)** at work, and entering potential **turbulence (Beta)** at church. One might belong to a company that is experiencing **tipping point (Delta)** of growth after serious crisis. One's community might be in a **turbulent (Gamma)** regressive search for reassurances from the past.

Consider your own scores as we examine each of the terms used in more detail:

Stable Conditions (Alpha)

A condition where individual, organizational, or cultural Value System Codes / vMEME's successfully address the perceived problems of existence. An individual "has it together" in the real world. The company is doing well in its "niche." Society is meeting the needs of its citizens in an effective way. The environment is relatively stable. Organizations are satisfied as they are. The culture has created the forms and structures that match its problems. In a symbolic sense, "God is in His Heaven, and all is right with the world."

Turbulence (Beta)

Turbulence arises when the current way of doing things doesn't seem to be dealing well with the perceived sense of life conditions. Something's wrong, but it's not clear exactly what the problem is. The old ways of living are no longer working so well; the boat is starting to rock a bit. Successful living may have introduced new and unforeseen elements into the environment. Maybe nature is playing its tricks on us. Maybe we're just bored because we are no longer challenged — we've got it too easy. We may have personal problems; companies may start showing evidence of decline; communities might experience stress, conflict and discord. We still don't understand what's happening. So, what do we do?

Many times the first inclination is to try to do "more of the same," because we believe nothing is wrong with "the system," only its implementation or enforcement. We "hunker down," "rededicate our lives," or "get with the program."

If that doesn't work, we look for ways to reform, fine-tune, or adjust the vMEME while keeping its main features (see *1st Order Change* below). We experience nostalgia for "the good ole' days" when everything seemed to work. (We often forget why they didn't...)

We recognize that "*the*" system is only "*a*" system — that there are others. A window opens for a possible transition, through the *Evolutionary Option* into **new stable conditions (New Alpha)**. (see *2nd Order Change* below). However, many times that option is ignored, and a whisper in the ear that it's time to change soon gets quite a bit louder, and if left unchecked, could turn into a major 2x4 upside the head. Such is the power of the **tornado (Gamma)**.

Tornado (Gamma)

The journey from Turbulence (Beta) to Tornado (Gamma) is rich with crises/opportunities. This is fertile ground for engaging a competent guide who understands how change happens, and what learning needs to happen to navigate through the Tornado. Before the Tornado grows to gale force or worse, it is here that there is an early opportunity to seed transformative change from a vMEME that isn't capable of handling the problems of existence anymore, to an emerging new vMEME with its own learning curve towards healthy mastery. There are many excellent guides available, and onlinePeopleSCAN offers a mentor program for this purpose.

Tornado is a time of growing frustration with feelings of being trapped, with an entire array of antisocial, self-destructive and acting-out behaviors. The anger comes from (a) knowing what's wrong and why; (b) understanding what will relieve the tension and create **new stable conditions (New Alpha)**; but (c) fearing that powerful and often punitive barriers stand in the way. These barriers can be internal to the person or group, and/or imposed by external forces seemingly out of our control.

Tornado may lead to violence, destructiveness, armed rebellion, and revolt against the status quo. This becomes the *Revolutionary Option*, as individuals or movements literally or symbolically throw themselves against the barriers. In milder cases, it's a time of wanting to escape, run away, break out, and be free of the bonds that entrap us. Tornado is often seen in people experiencing the panic of a mid-life crisis, or when going through a major personal trauma where the future looks hopeless.

Since forward movement seems blocked in Tornado, we may experiment with a *Regressive Search*. We explore old ways of thinking, dust-off previous solutions, revive the "tried-and-true," and believe the "old-time religion was good enough for my father and it's good enough for me."

Tipping Point (Delta)

Tipping Point (or Emergence) is a period of excitement and rapid change, where the barriers are overcome, and previous restraints drop away. People take charge of their own destinies. The past no longer controls the present.

The Tipping Point energy surge is often raw, enthusiastic, and unrestrained. Old ways of living give way to fresh solutions, as unexpectedly different structures begin to emerge in a swirl of activity. This exuberance ignites creativity, resourcefulness, and dedication to the task of designing a new system. "Eureka!" and "Aha!" are heard everywhere, as the thrill of liberation mobilizes people in search of the new utopia. Tipping Point often brings stress into relationships, and may even trigger negative reactions from those left behind. Too much Tipping Point, too soon, emotionally displayed, can produce a serious backlash that actually reinforces the old barriers.

New Stable (New Alpha)

New Stable (New Alpha) is the consolidation of the ideas and coping systems that emerged during the **Tipping Point** state into new systems, paradigms, and arrangements. The individual returns to a steady state as the world is once again in sync. The organization is congruent to its marketplace or within its professional niche. Society itself appears to be in stride with its environment. Many come to believe the ultimate has been reached; the world will stay this way forever; however, over the horizon, around the corner, or up the road, lies a new **Turbulence**.

Types and Forms of Change

REVOLUTIONARY OPTION

- Demands Fundamental Change in Structures/ Systems
- Unrelenting “All or Nothing” Assault on Barriers/Obstacles
- Defends Actions by Finding Noble Purpose in “The Cause”

EVOLUTIONARY OPTION for the Six Conditions for Change

- Previous Problems Solved
- Potential in the Brain
- Access to New Psychological System
- New Models and Patterns
- Available Internal Resources
- Consolidation and Support over time to ensure that the change ‘sticks’

Change & the FLEX Score

- **HIGH SCORE** indicates readiness to accept change, to move away from what was, and embrace whatever is next.
- **LOW SCORE** reflects a preference for holding on to what you feel is reliable, stable, important and necessary.

Preferences for Change

1st and 2nd Order Change

<p>1ST ORDER CHANGE</p> <ul style="list-style-type: none"> • Change occurs within a vMEME which, itself, remains unchanged. • Restore balance; improve within givens. • Rooted in past decisions. • Renew – Refurbish – Reform • Work harder and smarter. <p><i>Basic Theme: MORE OF THE SAME</i></p>	<p>2ND ORDER CHANGE</p> <ul style="list-style-type: none"> • Mega-system shift to new paradigms, new assumptions, and new structures. From vMEME to vMEME. • Generated by outside events / influences. • Driven by perceived future. • Puzzling – Unexpected – Paradoxical • New wine, new wineskins. <p><i>Basic Theme: REFRAMING</i></p>
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Chaos and Order

<p>CHAOS</p> <p>Stimulated by turmoil, variety, uncertainty, challenges, novelty, unpredictability, surprises, and the need to adapt to sudden changes. Thrives on shifting patterns, air-cleansing storms and constant motion.</p>	<p>ORDER</p> <p>Relies on structure, dependability, logical sequences, clear boundaries, continuity and patterned detail in providing order and stability. Preference is for predictability. Looks for the prevailing order in everything.</p>
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As you examine your own data in detail below is some baseline data that might be helpful to you. Average scores from a wide range of respondents are:

ALPHA	17.5
BETA.....	9.8
GAMMA.....	7.2
DELTA.....	12.5
New ALPHA	15.1
FLEX	11.9
Change (1 st Order).....	21.6
Change (2 nd Order)	17.5
ORDER	15.7
CHAOS	10.8

Remember that a person may be functioning at different vMEME levels, or stages, and in different Change State conditions in different parts of his/her life. CSI (Change State Indicator) is a composite, though a person could theoretically answer the questions with a focus on one aspect — marriage, professional, religious, etc. The scores are intended to reflect a general summary, though you, the respondent, will know what is happening where.

A useful observation about yourself might be for you to compare the points assigned to the steady states — Alpha and New Alpha — compared with the transitional ones — Beta and Gamma — and ask yourself “where might I be at” in this process.

Consider also that:

- A powerful use of CSI is in generating group/organizational profiles. They can reveal: (a) where there’s potential trouble, blind spots, or lack of insight; (b) where there are pockets of personnel who feel trapped and blocked; (c) who appears to be focused on a vision of the future and who seems more committed to the status quo or solutions from the past; (d) when different functional areas are passing through different phases; and (e) where to send managers for training/development. For example, if the unit is strongly in Gamma, “sensitivity” and “awareness” training won’t do much good.
- The data also indicates what kinds of consultants an organization might need. There are Beta consultants who help companies find out what’s really going wrong. (Too often, we let the hammers go looking and, surprise!, they find nails to pound.) Gamma consultants show up in bankruptcy crises and organizations trying to restructure... or else. New Alpha consultants can develop the new givens and refinements as new solutions come online.
- A healthy company would ideally operate in an “Open system.” It scans the environment, anticipating the inevitability of the next Beta phase. When it picks up the Beta signals, it can begin to activate the Flex (Evolutionary) option and move toward a New Alpha while controlling the Gamma (Revolutionary) option and Delta transitional stages.
- GT (Yellow) and HU (Turquoise) thinking and structures are better equipped to handle flow-state sequences because they are (1) open to chaos, (2) more like networked constellations, (3) creating decision points as close to the flow of work as possible, (4) avoiding status and turf blockades, (5) avoiding “it ain’t my job” thinking, (6) operating in front of “the wave,” and (7) tending to match competency, responsibility, and authority.

We trust your journey through these profiles has been insightful and informing — and that your questions have been fueled by more questions and observations to assist you on your own discoveries. If you have found yourself quizzical at some of the aspects covered in the profiles themselves, we hope that this inspires you to continue your own line of inquiry. Spiral Dynamics Integral is a point of view which, utilized with an open mind and other points of view, can open different pathways to accelerated learning and development process on many levels. We wish you continued energy and inspiration on this journey.

Thank you for sharing the journey with us – Christopher Cooke 22nd October 2008