

Transforming the Nordic Region

It's Time Once Again for an Exploring Society

An interview with Dr. Don Beck¹

By Nick Drummond, Nordic Integral Team
September 10, 2003
www.nordicintegral.com

Summary

With the Nordic region stagnating in postmodern pluralistic GREEN – having no map and no compass to discern what values and levels of development are more significant than others, regarding all perspectives and levels as equal, and thus not able to recognise higher and more significant levels of development – Don Beck presents us with a challenge. That *"it's time for explorers and of mapping the world in a different way."* It's a time to recognise this upward potential and the inevitable *"steps and stages for enabling human and global emergence and the maps that will guide us."*

It's time for us to bring forth more complex levels of thinking. It's time to realise that our present level of pluralistic GREEN thinking – not recognising verticality, where we are on the integral map, and that we must evolve from GREEN to YELLOW in order to recognise the need for a map – is that which is actually blocking the emergence of more complex levels of thinking, thus causing stagnation in the first six levels and the problems we are experiencing. *"It's not the time to 'circle the wagons', it's not the time to simply be a consumer society, to enjoy the fruits of your labour and the largesse."* It's time once again to awaken within us the psychic memory of early Nordic Viking explorers who dared to settle in this region and could handle the rough Life Conditions of cold weather and other threats. It's time to daringly recognise where we are on the integral map, so that once again, *"that raw energy that characterised the early Vikings who came to this country many, many years ago in those little flimsy boats, that that kind of individualistic energy, innovation, and exploration will again be awakened"*, but only this time at a much higher and more caring level as we explore the untapped possibilities of second tier thinking and being.

The urgency and level of caring necessary must now be no less than planetary in its scope. It's taken some fourteen billion years for life and consciousness to gain the capacity for self-consciousness, while at the same time the biosphere, which makes life possible, is now threatened. But to generate the quality of solutions and level of moral caring that will be necessary to save the biosphere, society, our education system, and ourselves, we must change the level of our own thinking. It's time to focus our energy and exploration on the inward dimension of what it means to be an evolving human being. For as Beck says, quoting Einstein, *"our problems cannot be solved using the same level of thinking that created them."*

In order to take this next Momentous Leap in human evolution, *"it's critical that we find the cartographers of consciousness, and the mapmakers of the terrain"*. And as Scandinavia is one of the regions centred on the tipping point to second tier, it's within our potential take on this challenge, *"to provide for the rest of the world the kinds of models that the world needs."*

¹ Dr. Don Edward Beck can be contacted at email: drbeck@attglobal.net, www.spiraldynamics.net.

1. Distinguishing characteristics of second tier leadership

ND: I wish to begin by thanking you on behalf of the Nordic Integral Team for helping to bring the concepts of Spiral Dynamics (figure 1), as researched and developed by Professor Clare W. Graves, both into the 21st century and to Northern Europe. As you know, after several years of behind the scenes activities a group of us in Scandinavia, with backgrounds in Clare Graves, Ichak Adizes, Ken Wilber, Andrew Cohen and yourself have now teamed up to launch an initiative for catalysing a transformation in the Nordic region (www.nordicintegral.com). Your recent trips to Norway, Sweden and in particular Denmark where you and Andrew Cohen met in May with over 200 business and political leaders in Copenhagen², seems to have created an unprecedented opening for something bold, challenging and new.

You are recognised as the worlds leading expert in Spiral Dynamics Integral, could you please outline the key qualities that distinguish second tier Integral leadership from first tier leadership and why this distinction and the qualities it represents is important as the world enters the 21st century?

DB: First I'm very excited about this project having observed the quality of thinking and those people who have joined with you and the organisations that they in a sense have come from. So here is a kind of model itself, in what you are doing is a clear demonstration of the kind of thinking that we'll have to do globally in order to move from a competitive territorial approach to one of joining hands in a common cause around the evolutionary perspective that I call *enabling emergence*. And what I have detected in all of you and the thinking of people around you, especially in Northern Europe, is this understanding. And especially of the unique role of those of you in these countries and societies and this part of the world both can play. It's almost like you represent the mountain peaks of complexity that stand high and tall over the rest of us and from your experiences and from your own particular attitudes I think can spring some of the models and processes that will be essential for the rest of the planet. And what we often talk about here as second tier [YELLOW and TURQUOISE] is really, as pointed out in the Clare Graves research, a kind of *Momentous Leap*. He identified this several years ago in fact without having a good understanding yet of what that was actually going to mean. So here are some characteristics of this *Momentous Leap*, what is called second tier.

Second tier seems to have generated a way of thinking that understands all of the first tier systems in a different way, that there are inevitable *steps and stages* of emergence that people, societies and cultures pass through. This can be recognised using terms like pre-conventional, conventional, post-conventional, or Third World [PURPLE, RED], Second World [BLUE], First World [ORANGE, GREEN], or undeveloped, developing, developed, or pre-modern, modern, post-modern, or whatever that language happens to be.

Unfortunately what we are witnessing in Israel/Palestine and in issues around Iraq and other places where it appears that holy "isms" are starting to express themselves in terms of even more violent action, is that there is a great deal of anger and frustration still trapped in these systems [blocking upward movement] that unhappily are creating the kind of explosive tension that we see. And that the multinational organisations like the United Nations, the

² "Everybody wants change – but nobody wants to change". International Summit with Dr. Don Beck och Andrew Cohen held in Copenhagen Denmark on May 7, 2003. See (www.hekmann.dk). A video documentary of the conference titled *Leap into the Future* can be purchased from (www.whatisenlightenment.org).

World Bank, the WTO and many others seemingly lack that [second tier] complexity to see the dynamics under the surface and deal with it.

And so what is unique about the kind of thinking that we are beginning to gather is the understanding that these *steps and stages* are essential, much like "dams and locks" on a river. If we're going to be successful as a species, and by that I mean to continue to exist the way that we are, then we simply have got to create new mechanisms and new understandings of this and be able to share these across wide spectrums of humanity.

It's not that we need to form new organisations. It's simply that we have to awaken to these new ways of thinking, and from where I stand it makes no sense to spend a lot of time attacking the current realities. It's time to create the new models that have in them the complexity that makes the older systems obsolete and the extent that we can do that and do that quickly I think can provide what will be necessary for a major breakthrough.

What you and your colleagues are doing will be a very significant development. And I know the same thing will be shared by Ken Wilber (www.integralinstitute.org), and Ichak Adizes (www.adizes.com), and Andrew Cohen (www.andrewcohen.org), and the other colleagues of mine, John Petersen at the Arlington Institute (www.arlingtoninstitute.org), and many, many others that are now beginning to join with us, realising that it's going to take all of us working together in new relationships in order for us to create, I think, what is the *Next Great Step* in human emergence.

THE LIVING STRATA IN OUR PSYCHO-CULTURAL ARCHAEOLOGY				
Stage/ Wave	Colour code	Popular name	Thinking	Cultural Manifestations and Personal displays
8	Turquoise H-U	WholeView	Holistic	Collective individuality; cosmic spirituality; earth changes
7	Yellow G-T	FlexFlow	Ecological	Natural systems; self-principle; multiple realities; knowledge
6	Green F-S	HumanBond	Consensus	Egalitarian; feelings; authentic; sharing; caring; community
5	Orange E-R	StriveDrive	Strategic	Materialistic; consumerism; success; image; status; growth
4	Blue D-Q	TruthForce	Authority	Meaning; discipline; traditions; morality; rules; lives for later
3	Red C-P	PowerGods	Egocentric	Gratification; glitz; conquest; action; impulsive; lives for now
2	Purple B-O	KinSpirits	Animistic	Rites; rituals; taboos; superstitions; tribes; folk ways & lore
1	Beige A-O	SurvivalSense	Instinctive	Food; water; procreation; warmth; protection; stays alive

Figure 1. Summary of the value systems (meme codes), levels of thinking and cultural manifestations in the model Spiral Dynamics.

2. The Nordic countries path along the Spiral

*ND: The Economist*³ recently published a 16 page special report on the Nordic countries. It summarised the social and political situation in Sweden with the following comment: "The new catchphrase now being bandied about in Sweden's corridors of power is "freedom with

³ The Economist, issue June 14-20, 2003. 16 page special report, A Survey of the Nordic Countries. (Denmark, Finland, Iceland, Norway, och Sweden).

solidarity". Out goes the one-size-fits-all approach; in come more private-public partnerships and more flexibility so individuals can tailor pensions, insurance, schooling and health care to their own preferences. The same is happening in the other Nordic countries."

Interestingly the report went on to say that "Norsemen of a millennium ago were greedy psychopaths. Fierce warriors, pillagers and traders, the Vikings sacked Paris in 861, conquered much of England and northern France, settled Iceland and Greenland, discovered America and even helped raid Baghdad".

From an historical perspective, how would you characterise the Nordic countries path along the Spiral? Where are we now, how have we gotten here, and are we ready to meet the future?

DB: Yes, I saw that article and I was just delighted to read about "Erik the RED" and another fact, that Nordic societies have in recent years been characterised by a [GREEN] collective consensus kind of conformity model, treating everybody the same and equally and that uses high taxation because of that, thus in one sense, dampening down individuality [ORANGE]. In Australia, as you know, the "Tall Poppies".

In this age of "political correctness" there was the belief that the Nordic countries, at least among themselves, had found the "ultimate", that is to say they had reached the Nirvana. In a sense it did provide more services for more people, and so it certainly had its very positive manifestations. But like all other societies, the pendulum swings from the communal WE:US:OUR to once again the assertion of the individual I:ME:MINE whenever it has to self correct.

And so this news about individual economic patterns and pension plans, and the need for individual freedom I think is a very powerful transformation that's happening. And in the mapping that we've been doing of this region, what we are seeing is the emergence into this G-T YELLOW seventh level code, express self now but not at the expense of others, the first stage of the second tier and we've been anticipating this for some time, as did Clare W Graves. And so here is clear evidence of things that we've been speaking of, that the Nordic regions are beginning to understand once again that they have not yet reached the peak. And therefore as the relative affluence that they have shared in a very sensitive way also often has the impact of dampening down creativity and releasing the individual to stand tall and find ways to express that innovation. And the fact that that is now happening means that part of the world is beginning to move very very quickly on the memetic maps that we have been describing. And I think in doing so it will now begin to provide for the rest of the world the kinds of models that the world needs.

There was a time, you know I spent a lot of time in Africa, when the Nordic countries though Lutheran religion and others were bringing into Africa a very stabilizing, what we call BLUE system, and that has made a major contribution in the various churches and church schools and influences in that part of the Third World. So now maybe that same energy and that same goodwill that characterised this part of the world in the past, in the eighteen-nineteen hundreds and early twentieth century, is now possibly beginning to re-enter the rest of the world, but now being able to introduce an understanding of the memetic codes in the more complex systems.

And certainly one of the hopes and dreams that I've had is I try to find groupings of people who are waking up to this second tier system. That this particular experience and test ground in your part of the world can very well map out the code books and the travel books for the rest of us, like in Europe and in the United States who are still struggling to find some of the relationships and understanding that we're beginning to see form in your countries. At the same time many of you have been dealing with, especially in education, a high conformity consensus system [GREEN] that may not have released in your children the kinds of mindsets and expectations that they will need for the 21st century. So we are anticipating a major revolution in education in societies that in the past have really focused on permissiveness and other forms of not providing for children the *steps and stages* that they will need in order to develop their own capacities for the future. So once again my heart is glad to see these activities in your part of the world.

3. Mapping the world in a different way

ND: *Recently, in an interview with Ken Wilber you said that, "A Boomeritis world governance would likely destroy half of the world's population" (www.intergralnaked.org). How would you characterise governance in the Nordic countries are how are we presently influencing the development of global governance?*

DB: Well of course from your region came the Nobel Peace Prize and other attempts to inject a softer, gentler understanding of progress in the rest of the world. I think that this new renaissance – if I can call it that – that's occurring in your part of the world will have several characteristics to it. I think in this process you may discover new forms of governance that the rest of us have yet to achieve. Certainly because of there being a modicum of affluence still there, and because you are for the most part more of a monolithic value system as apposed to the kind of conditions like we found in South Africa.

I should think that your scholars, researchers and others who explore the life of the mind, might now begin to focus attention on these questions. How in the world can six billion people – that I often refer to as "termites with big brains" – survive this next transformation? Given the fact that the less complex thinking systems can now access the weaponry of a more complex technology without the guilt and moral compasses to use that technology.

I think there is a desperate need, for some grouping of people, to map out the world the way that it is. And when I have been in Copenhagen and other places there I often run into storefronts and other expressions of the fact that a lot of navigation, and compass setting, and understanding of the geology of the planet came from explorers from your part of the world. And I should think that today a major contribution that the Nordic countries could make is to begin to *plot and map the memetics of the world in a quite different way*. And I think that kind of understanding of who we are as people and how different value systems have migrated over the various natural habitats, I think that new understanding that could come out of the sentiments of people who live where you are could provide for the rest of us the navigational tools to understand, in a psychological political fashion, the kind of *Life Conditions* that face all of us today. And until we have these kinds of [memetic] maps we'll continue to do things, working the very best that we know how to do yet, very very limited because we're simply not aware of the kind of psychological terrains we have. So all of a sudden we have the 9/11 event and we have the continuation of what are very serious conflicts and potential bloodshed and maybe the great Islam War because we've not been on our toes to read the nature of these psychological developments. Whenever I come to the Nordic countries I've been uplifted into a different plain of viewing. It's a plain of viewing that's less ego driven on a part of you that

I've spent time with, and it's not burdened down by ideology that otherwise seems to have a very binding kind of effect on your lenses. So I think that from that particular region then can come the clarity of thinking necessary. And also because you can become very active to produce results, the kind of products, and services, and understanding that seems to fit the kind of world that we're in. I mean something as simple as Danish or Swedish furniture that's lean, and elegant, and less expensive, and less cumbersome is almost a model for a post-materialistic kind of world that avoids all the greed and the status appeals and other things.

So I'm just convinced by the fact that it appears to me that you tend to live more lightly on the land than we certainly do here in this country [the United States] and in Great Britain and other places. I'm convinced that the integration of technology, of business systems, of the human dynamic, that those models can spring very very well from your societies. And of course as you know we've always been impacted by the cutting edge thinking in your particular commercial organisations, and electronics, and auto-manufacturing, and others. For the most part your part of the world has taken the lead. So now I think we're beginning to see that same sentiment regroup itself and jump up to this next level of complexity. And that's why, once again, I'm so encouraged by what I'm seeing, and everyone that I've talked to who spends time there is now beginning to understand, you know, why there's such great potential where you are. And I hope the launch of this website (www.nordicintegral.com) is simply the beginning of the infusion of these new ways of thinking that come out of years and years and years of academic research, even through Clare W Graves, and certainly through Ken Wilber and many others, that all of that can now be focused and integrated and translated into actual products, services, and programs that will benefit the rest of us.

4. Global governance and Stratified Democracy

ND: Where is the world at present in terms of global governance on the Spiral? Will global governance progress naturally from one stage to the next? What potential next step is it able or going to take?

DB: We're today at the end of the cold war and the melting of the [geopolitical] ice sheet that covered the planet that has now uncovered the bubbling and boiling ethnic cores that have been there all along. The world is in an extreme state of fragmentation and turbulence. And it's not just in religion, it's in other aspects as well. So now the entire planet is in a condition where we have gone back to the future and forward to the past at the same time.

Which means everything is breaking open. And it's never been like this before. Particularly at a time when we have the technology like the Internet, C-SPAN, CNN, and 777-747 transportation, where now this mix of people has migrated, is migrating everywhere though the lowering of national boundaries and immigration policies. So today the whole planet is in a flux, of all these different competing mindsets that have emerged historically from the very beginning and they are competing against each other and in many cases their killing each other. So we're in one hell of a mess!

Which means that the kinds models of global governance that we thought we could use are simply not working and from our level of complexity of thinking cannot work. And that's why we speak of *Stratified Democracy*, which is a way to understand that when you have entities...well for example in South Africa, when they were forming the constitution, at the convention I was asked whether the country – very much a microcosm of the planet – should be a *federation*, a *confederation*, or a *unitary state*? And of course I said "yes". Yes meaning

that there had to be blends and admixtures of all these different thinking systems, simply because of the way that humans are aligned along this psychological scaffolding.

Consequently the intelligences that we are going to have to have are not those that were represented at the United Nations, which is more of an egalitarian [GREEN] "everything is equal" in response to the same level of complexity. But we are going to have to have a framework that enables human and global emergence through the *steps and stages*. And we'll have to replace monolithic systems, even those win:win systems that are characterised more by the *federal system* that we would represent in the ORANGE memetic; we're going to have to create the more complex understanding of governance required for "six billion termites with big brains", so that understanding is disseminated throughout. So that all of the international agencies and all those who wish to be responsible up and down these strata recognise that the kinds of models that they will need will be different from the ones others will need. [No longer thinking in terms of one system of democracy fitting all.]

And so it's the overarching intelligence, and we've yet to create these models and we're struggling to see them more clearly. And probably just as an unintended consequence of the more unilateral action of the Bush administration and the early resistance to a response to multi-nationalism, all that will be changed simply because of the problems that have been produced in Iraq. There is an article today in our papers with the Secretary General of the UN saying these things, that we may very well be in a position today, for the first time, to look at serious global management. And it could be that the American Administrations action in recent years may produce a respectful multi-nationalism and set up those codes that will preclude any other nation, even like China, for moving to a state of dominance. And so we may be seeing the last great empire that will trigger the problems that it cannot solve, and therefore the new models of global management will be in place before any other empire can rise.

"The problems we have created cannot be solved with the same thinking that created them."
Albert Einstein

And that's the hope that we have; that in the very dangerous and precarious situations that we are in today, that this could very well be the breeding ground and the fertile soil to generate what the next models will be. And it takes these *Life Conditions* to create the changes. Now of course there are prophets and visionaries that may have seen this some time ago but not entered the mainstream until there is this growing awareness of our *Life Condition* and the fact that we have simply reached that stage where our successes and our failures have produced problems that we simply cannot solve in the old Einsteinian sense, at the same level that they were created. So now is the time to begin once again, as Clare Graves would say, this never-ending quest of ours. And that's why once again I have great hope that the kinds of people who have exhibited the more complex thinking, if they'll take off their own blinders, and their own shackles, and their own constraints and once again pursue this kind of very unique human endeavour, which is part of our genius, to continue the search for the kinds of ways of thinking that can enable us to continue to live on this planet.

5. Are external Life Conditions or individual psyches preventing change?

ND: Spiral Dynamics points out the double helix relationship between external Life Conditions, which awaken internal value systems in response. What are the characteristics of our Life Conditions here in the Nordic region, which may be stopping us from developing

second tier leadership? Or is it more a case of individual barriers, more to do with our individual psyche, which might be stopping us?

DB: Well that's a very astute question that I respect from someone like you Nick. Certainly what is happening inside our own worlds – because we've all got our own internal movies in which we've written the script and characterised certain people in the movie and also there's always the end stage, you know where they kiss and make up and live happily ever after. So we've all got movies in our minds and you're quite right to say that often it's easy for us to find blame and constraint external to us, to see ourselves as victims, when in fact the real problems are within our own thinking and giving our self permission. The thing that impresses me about where you live is that levels of materialism are not as strong. Certainly today – because of the heavy [GREEN] consensus models and "affect based" feeling systems, that in a sense say "conflict is bad" and that "we must all hold hands and be united". And we found this in Norway as well as in Denmark and in Sweden. It's those kinds of influences that have addressed the gaps of the previous values systems. But what they do then, even though they're doing great things, is they then set up the need for the next system. And so the breaking free of the individual, as the article in *The Economist* said about the "freedom of choice making on the part of individuals", is in striking contrast to the high taxation, and force conformity of programmes across everybody, whether it fit them or not.

So in a large stance that kind of mentality will be sparked by this next age in the Nordic countries where the individual [entering YELLOW] once again breaks free but does so with a support system of the previous collective GREEN system in place. And so rather than "Erik the RED" you know we may see "Nick the YELLOW" or something!

And as the great tradition of the individual is once again awakened in the psychic memory of early explorers who could handle the weather conditions and other threats, who settled in that part of the world, versus many in the more equatorial part of the planet who were living in much more safe and supportive environments. So that raw energy in risk [RED] that characterised the early Vikings who came to this country many, many years ago in those little flimsy boats, that that kind of individualistic energy, innovation, and exploration will again be awakened.

So I think in one sense the barriers are *inside* the individual and likewise they're part of the remaining consensus architecture [*outside* the individual], both social and physical that characterises the success of the previous system that has elevated the possibility of people in the Nordic region because of relative affluence. Because I don't think you have any natural enemies, you've pretty well much joined together even to form an airline [SAS]. So I think it's in this milieu, and in this context, and in these *Life Conditions* that these new thinking modalities will be generated.

That's what the theory says and I'm sensing from the launch of this website and with conversations with many of you in Scandinavia and that I've had with Ken, Andrew and Ichak about you, provides the evidence that something very unique is going to be happening. And that's why the rest of us in the SDi community of course want to plot it and support it any way that we can.

6. A choice between a leap to second tier or an ultimate stagnation

ND: The Nordic countries are often associated with high social welfare, human rights, equal opportunity, social democracy and peace initiatives. The Economist² commented, "All five

Nordic countries attach great importance to support for the United Nations, generous spending on foreign aid, peace keeping and peace-brokering".

It seems that we want to make the world a better place by exporting charity and peace, not least of course to the conflict in Israel/Palestine. But are our methods and peace initiatives really working? Are we maybe a little too "blue eyed" and naïve in believing they are? Or should we learn how to be happy with what we have achieved and just enjoy life as one of the most technologically, politically and socially developed regions on the planet?

DB: Of course there is a lot of truth in that and all of us are tempted to "eat drink and be merry for tomorrow we die." And once we live, as we say in Texas "pretty high on the hog", it's comforting to sit back and relax, put up our feet and enjoy our good fortune. But unhappily that's the worse thing for our children because you provide for them no challenge. In a sense you are saying "here, enjoy these things, don't worry about developing, don't worry about taking challenges", and so unhappily what that will produce is an ultimate stagnation. And as our research shows, our affluence we thought would make people happy, but alas and alike it hasn't and I think it goes deep into what human nature is.

And as Clare Graves would say at presentations in Dallas with me, "We're the species with the big brain and if we ever find true happiness we'll be looking for the first cliff to jump off of".

It's extraordinary the amount of helping and goodwill that comes out of the Nordic region, like the Oslo Peace Accord and the effort of many in Sweden at the United Nations and active in the Red Cross and other NGO type activities. And there must be all types of frustrations that in spite of these best efforts then we're not beginning to see the kinds of development that many thought would happen and it must be discouraging to say the least.

And what we've been trying to say for some time is, that if that same amount of money and energy were focused into an evolutionary dynamic, into *enabling human emergence* there'll be a much greater impact of that much more quickly and so I hope nothing happens to dampen that sense of global awareness and responsibility and I think that we are now on the verge of being able to transform a lot of that energy into the kinds of focus programs, into the capability of those who wish to work in those zones, to do things in a much more effective fashion.

In a couple of weeks we're meeting with the Secretary of State for International Development in the Blair government in London, much like our USAID operation, and I'm sure much like many of the aid agencies in Norway, Sweden and in Denmark. And they in a sense have said to us, "We have spent all this money, we've done all this good, we think, but we still have a Zimbabwe, we still have the violence in Sierra Leone, we're experiencing the dangers in Iraq, and Afghanistan, and there are still failing nations. When nations fail everybody suffers. Where have we gone wrong?" they ask us.

So it's not amount of effort; there's plenty of money, there're plenty of excellent programs that do wonderful things. But we simply have not yet learnt – and of course this is a Ken Wilber concept – how to *integrate* them, how to *transcend but include*. To which we have added; *transcend but anticipate*. In effect we've been exporting a kind of social political system [ORANGE and GREEN, First World], trying to impose them in more Third [PURPLE, RED] and Second World [BLUE] conditions and it simply hasn't worked.

And I think that's a growing frustration on a part of often very depressed aid workers, you know, who are simply burnt down. So maybe all these *Life Conditions* will generate, and we hope to say this to the British about what one country could do, not to simply give more money but to provide the organising [MeshWORK] systems that could integrate the role of the UN, the various peace making entities, the foundations world wide rather than work in a competitive ad hoc fashion in these countries, which they do but they get less influence simply because their efforts are competitive, separated, ad hoc and fragmented.

And so the kind of intelligences that we're trying to describe in second tier are those that are able to move into any *Life Conditions* and begin to identify the core memetic problems and then mobilise and bring together all the stakeholders; school, law enforcement, government, business sector, social systems, health, and get them on the same page so to speak so that their efforts are much more coordinated and focused. Thus producing a critical mass effect.

So I should think that many of those countries that have, bless their hearts, over the years contributed so much to the rest of the world and are simply not seeing the benefit from it, and their growing frustrations in spite of the best efforts of "Mice and Men", are now getting ready to move on to second tier. We're not getting the kind of return that we thought we would as measurable in the quality of life and peace. So maybe what will come out of the current turbulence is the recognition that maybe our top-down helping systems have not generated the bottom-up responsibilities necessary for sustainability.

And so if we are seriously interested in sustainability, not just in terms of the environment, which is certainly a major problem, but in terms of the political, social, and economic conditions in the rest of the world, then maybe if we could refocus on what are sustainable cultures, and help create in these particular zones indigenous cultures that are sustainable, that they in themselves can begin this journey up the existential staircase.

But that's my hope – that in the current milieu that one can mobilise good hearts of men and women, and economic abundance, and experiences of benchmark type programmes that work in the Third to Second to First World transformations that are clearly laying out there but no one has gathered them all together in order to provide a possibility for others who are experiencing similar *Life Conditions* to benefit quickly for what's happened elsewhere.

So I'm simply trying to map out the kind of thing that the Nordic countries could provide, once again working in concert and then begin to create access to information, to GIS mapping, to ways to promote movement up the spiral staircase. And thereby a way to introduce versions of modern entity that were to result in prosperity and materialism but are not as wasteful and gaudy as has occurred on the rest of the planet.

So I'm thinking once again that some of the models that have emerged in the Nordic countries maybe closer to what the rest of the world will ultimately encounter than what one can find in Paris, or Bonn, or Berlin, or certainly Dallas for sure. As well as other parts of the much more affluent ORANGE world as we know it.

So that's once again why I'm encouraged by what I think that you are doing and what I think what the possibilities will be. And when Andrew and I spoke in Copenhagen [May 7, 2003] to that group of leaders I was very very impressed by the quality of thinking. At first I didn't know why people were so quiet, but what we've heard from since that time is the fact that we

seem to resonate with what many were trying to articulate but haven't done so yet. I'm also thinking that maybe in the political world we're experiencing today – we have a saying in my country from the bipolarity, from the political left and from the right – that all the political games that are played are in effect keeping us from getting down to problem solving. Even though we speak often of the so-called "Third Way", I think we may find it in a more authentic version where you live. So you could become an interesting laboratory to help find principles of self-management and communal expectations and how new versions of collective individualism can be generated which, as you very well know, become part of the characteristics of what we call YELLOW, TURQUOISE or second tier.

7. Schools, education and the question of cultural integration in Sweden

ND: I often get the feeling that the Swedish, what I would call, "welcoming" policies, designed to increase the integration of immigrants and asylum-seekers over the last 15 years into Swedish society, have often backfired in creating segregation, culture clashes, xenophobic political backlashes, unemployment, poor academic achievement and criminal gangs amongst migrant youth unable to develop healthy self esteem and then self discipline.

Using schools as one example, in August the Teachers Federation in Sweden published a scathing report based on an annual work environment study. It found that 11% of teachers had been exposed to direct threats by their students, 3% being exposed to violence, and 29 % exposed to insults and harassment. 40% of these teachers chose not to report it to their employers. We are experiencing increasing numbers of students carrying weapons. In Malmö alone, Sweden's third largest city, where Mats Edin and I work, several schools were near to being closed because the threat of violence had become such a problem.

Teachers have one of the highest percentages of sick leave, with 9% of all teachers in Sweden on sick leave for periods longer than one month. No one seems to know exactly why this is happening or what to do. Instead it often seems as if everyone is blaming someone else for the mess they're in and wanting to be seen as a victim. Do we need, as many feel more EQ (emotional competency training) and skills in mediation and conflict management? Or do we need as others feel, more money, teachers, and resources put into education? Why isn't what we are doing working? From a Spiral Dynamics perspective, what are we not seeing?

DB: Well, this is almost a textbook case Nick of the repercussion of the sixth level code, what we call the GREEN system, and how it has almost like a virus – as all the meme codes seemingly become – impacted on all aspects of the Swedish society. So that the goodwill to invite others into your largesse, that is into your affluence, and into your relative peaceful society has certainly been noble. And so the idea, almost like our own Statue of Liberty, "Give me your tired, your poor, your huddled masses, yearning to be free". That, that kind of sentiment in Sweden, that I saw certainly when I dealt with the Swedish elements in South Africa, is certainly note worthy. However, there is in that unhappily a naïveté. While many who came into the borders because of that incursion have turned out to be very useful productive citizens, very responsible, so I don't wish to stereotype yet, but by opening up the borders it has also brought in to the fishing net – if I can use that metaphor – some very strange, bizarre and contradictory elements, that will attack the very largesse that rescued it. And so what you are seeing today – because that immigration net has brought in antithetical toxic elements and embraced them into your mainstream – is that those particular elements now are beginning to express themselves at their level of complexity with increased levels of violence and threats as a result, and this in turn will cause various groupings to hunker down in gated communities and more "us versus them" fear will begin to be generated. This will

attack the heart and soul of the Swedish culture and that's why this has to be recognised for what it is and hopefully it won't take enough turbulence and dissonance from this sort of condition to wake people up to the fact that the problems are in the societal codes themselves.

And obviously that same kind of [GREEN] code that is so open to others and trusting of others hesitates to exercise the kind of [BLUE] discipline and control that will be necessary to handle that [unhealthy RED and PURPLE] kind of element. So not only has it brought in an element that is toxic to the culture but the culture itself lacks the antibodies and the control mechanism to handle that element. And so I should think; firstly one should be very careful about immigration, and secondly one should be sure that there is the understanding of those who come in that there are some basic belief systems in the Swedish culture and that you expect those who enjoy your society to share those cultural beliefs. And if they're unwilling to do so for any reason then it might be nice then to invite them to leave. Because what I'm learning more and more, is that these systems that we are talking about are something like "yeast" and that if we contaminate our yeast that has produced the affluence and success, technological breakthroughs, and sense of consciousness levels – that Ken Wilber often talks about – if we destroy that "yeast" then we will find the demise of these evolutionary peaks that continue to rise and human nature itself can drop into a new 21st century Dark Age.

So that's why it's extremely important that we recognise that we can through the way that we live and make decisions about people, contaminate the various cultural beliefs – which by the way cut across all racial, economic, ethnic, and gender lines – because these are universal codes and are not held exclusive by any historical group of people. They're simply part of the march of the deeper meme codes along the Spiral. And so if we do things to stop that march, then we have arrested our own human emergence to more complex levels of thinking, and we will not be able to find, because of that, the kind of solutions necessary for upliftment of those who've been left behind.

So I should think there ought to be a serious **Summit on Education** in Sweden, one that's willing, in an honest kind of way, to put the memes on the table as we say and to look very seriously at what these dynamics are. It makes no sense to engage in "blame and be blamed" or "live and let live", because the motives should be "*thrive and help thrive.*" But you must accept, and everyone in Sweden who benefits from the culture, must accept the responsibility of living in Sweden and if it means one has to exert a great deal of physical discipline, in terms of separating entities until they can in a sense grow up, one has to look at that possibility.

Because if you have that number of teachers who are reporting ill you know something is very bad. And what is very bad is you may be asking gentle souls, who went into teacher education because they love kids and want to make a major contribution to society, but when they have to fend off attacks and threats, then you in a sense have destroyed their heart and soul. And that should not be done to people who have scarified themselves for the good of all.

So unhappily the realities of the rest of the world seem to be hitting your shore, and that's why I think it becomes extremely necessary that some deep soul searching go on, as well as encouraging the development of more complex levels of thinking to understanding why these particular value systems collide.

We're now in a major project in the State of New Jersey for example, with the Commission on Education, to apply this particular technology in the entire educational school system in

that state. Because, as you might expect in New Jersey, right across the river from New York and the former Twin Towers, that there is a mix of systems there and multiple languages that almost makes a public school untenable. And so I think there's a growing awareness that for the sake of the future of the children – certainly for the State of New Jersey and the rest of the country – the whole matter of education has to be redrawn. And the thing that has impressed them was the fact that our MeshWORK models show how to bring in the role of the family, the home, the grandparents, the local community, the economic business sector, and other stakeholders with the idea that you can't simply expect the teachers to handle these problems.

And if there is lack of education attainment too often we heed the perspective, "It must be the teacher's fault". When in fact it's the fault of the whole community. And so maybe these problems will cause many in Sweden to say, "maybe it's time for us to take a second look at what has to happen to child development that children must pass through stages of development."

Second tier will introduce the complexity of thinking and maps necessary to understand that children must pass through zones where they learn discipline, where they learn right and wrong, when they achieve an understanding of responsibility, when they're engaged in a sense of goal setting [BLUE], and understanding strategy [ORANGE]. Second tier will understand that we have been too permissive in our schools [too much unhealthy GREEN] letting each child blossom on their own without realising that until some BLUE structures are created through what we call education, then real individual freedom with sense of responsibility does not develop. Second tier thinking will recognise that a GREEN education system that levels out the *steps and stages* and allows each child to develop individually without learning the structures, as in an extreme Montessori case, probably has to be questioned today.

8. Seeing the school as an "open conduit" through which the mind passes

ND: Spiral Dynamics introduces the technology of aligning the Natural Systems necessary for each of the memes along the Spiral, thus opening up for the mind to naturally progress and develop more and more complex levels of thinking. How would you characterise this process within schools? What might we presently be lacking?

DB: The formula here is "HOW should WHO teach WHOM to become WHAT?" Or "HOW should WHO teach WHOM to learn, acquire WHAT?" involving which students living where.

And so, one begins the understanding from a neighbourhood and builds the education enterprise on top of that. *These* kinds of students best respond to *these* kinds of teachers who best respond to *these* kinds of principals and administrators. And so you build indigenous Natural Design education systems. The other part of that is – and all kinds of new brain research is validating what I'm saying – that the young fertile mind about the age of twelve to sixteen months appears to open up all the potentials, that is to say all the brain systems turn on. And based on the nature of nurturance and influence outside of the child will determine which systems are facilitated, and encouraged, and nourished, and developed and which systems in a sense will atrophy.

"The education environment, the school, is something of a conduit through which the mind passes acquiring in that environment and from the neighbourhood community as well, these particular social intelligences."

Don Beck

So there's growing awareness, especially with researchers at Harvard, and certainly the work of Robert Kegan and others there, is that there is a process whereby the human mind grows to greater complexity as it, in a sense, grows up. And there are some *steps and stages* though that, and we have of course, in a simplistic way, called these; B-O PURPLE second level animistic, C-P RED third level a raw sense of self and ego, D-Q BLUE fourth level which is a transcendent purpose, it is not conformity, it's the awakening of purpose that transcends self and transcends the ego as a lot of Andrew Cohen's work focuses on. And then a fifth level E-R ORANGE system, which is a sense of the autonomous self.

So here are some clearly marked out developmental plateaus that the human mind needs to navigate to acquire the intelligences that grow out of those levels. And so in addition to teaching reading, writing, and arithmetic, and literature, and history and those things, it's our point that the education environment, the school, is something of a conduit through which the mind passes acquiring in that environment and from the neighbourhood community as well, these particular social intelligences.

And if this does not happen, if there isn't good bonding in this PURPLE zone, then it means later ability to engage in trustful cooperative activities with others has been impaired. And if there's not the feeling of safety and security that comes out of it, and identity that comes out of it, it also makes difficult, in the RED zone, the understanding of the raw self or so called self esteem, that is "I am somebody". And obviously in the elementary grades children coming in threatened and uncertain and when they can pop up maybe as a little "poppy", at least to be able to get a sense of the power of self and the confidence that comes from that.

And teachers who have taught a long time give you all kinds of testimonies about the importance of that sense of self, but if you stop there and only instil the power of the individual [RED] and the child gets full of that thinking [separate ego self], that he or she can determine their own destiny and to hell with everybody else, then that begins to educate a whole generation that will lean towards narcissism, self love, raw independence, and even violent action.

That's why the next system, the BLUE system that introduces transcendent purpose that will naturally tone down that harsh individuality, but doesn't punish it – and that's where often we get in trouble with "nuns with rulers" – but who is able to assist that RED system in order to tone it down a bit. But teach it enough of discipline so it can transform that individuality into the ORANGE system, that is to say into the autonomous self. And then of course will come a GREEN influence that further will tone down that sense of raw self, but not extinguish it for goodness sake, which I'm afraid a lot of schools and affluent parts of the world are doing and thus depriving that child of a sense of individuality.

So, what I'm trying to say is that the education experience, in addition to teaching content, and skills, and insights will do society a service if it likewise pays attention to the way these particular systems in children develop through a series of *stages*. And this certainly can be facilitated through sports, through extra curricula activities, through visiting speakers, and we've had a lot of experience, like in South Chicago, and *reforming the school as a conduit*.

And so it's possible today to look at the whole education enterprise, as well as the role of greater society in its literature, in its art, in its music that's broadcast on its television, in its news media, to realise these are all educating elements in society. And if all children see is trash television and are not exposed to some of these dynamics through that media, then I

think we'll end up with a generation that simply is inept and not capable of meeting the very serious challenges that lie ahead.

And when that happens one of the clear evidences of it will be the vulnerability and addictions to various kinds of drugs, which are telling us that something is wrong. That we are not providing for those young minds the psychological addictions that fulfil their particular hopes and dreams. And once they sense that kind of blockage, and "it's no use", and "I can't function", and "I can't compete", then it's simply a very short step then to a vulnerability to the kinds of very toxic influences through drug and gang behaviour and other things which are shouting at us by saying, "Your not helping us grow up in the way that we need to if we're going to survive in the world that we have inherited."

9. How to entice and excite healthy GREEN to leap to second tier

ND: I'd like to put this next question concerning education and integration in Sweden in a bigger context.

Erland Lagerroth is one of few Swedish academics that have "dared" to write about Ken Wilber. He makes the comment in his recent book⁴ that Sweden has been impervious to any literature on integral philosophy, as compared to the USA, England and Germany. He believes that this is a result of "flatland" logical empiricism predominating. He reasons that Sweden expresses an anathema against anything that is not in agreement with analytical philosophy and orthodox natural science, and that these have for a very long time controlled what we believe as being true and how we think. Lagerroth believes that this has acted as a break-pad, preventing the development of integral science and philosophy and has made Sweden a "very boring and dreary place to live in".

As another example I recently approached one of Sweden's leading pedagogical magazines, published by the Teachers Federation in Sweden, hoping to interest them in publishing a series of articles outlining the practical use of SDi in schools and education. Unfortunately I had trouble connecting with them.

Sweden's high level of egalitarian equality thinking wants to honour all opinions and see none as being better than any other. How can we talk and reach out to that part of healthy green that is ready to leap to second tier thinking? How can we entice and excite them? Could you suggest some ways that might be more successful?

DB: Oh yes, because you know we encountered that for a long long time when Swedish educators came down as consultants in South Africa for Mr. Mandela and others, along with those from Canada, seem to be the two especially. Then, bless their hearts, they really wanted to help and they thought that the divisions in South Africa, that appeared to be around race, were simply artificial and they thought there must not be any kind of division because that would be racism and expression of eugenics. And many of the things they recommended failed miserably because their radarscopes were not recognising the different levels of complexity of development. Yet whenever you sit down and talk with them, in which you ask them to name you other educational theories from the past, and then you ask them, "Well are your thinking systems better and more realistic than theirs?" And of course they say, "Yes they are." So there is something of a hierarchy that has emerged here. Sometimes I find some breakthroughs when I deal with them personally.

⁴ Sökandet är vårt största äventyr. Från Rolf Edberg till Ken Wilber. Erland Lagerroth (2003). [Searching is our greatest adventure. From Rolf Edberg to Ken Wilber].

The other thing is, at some point they've got to come to grips with the massive research evidence. And since many of them come out of academic environments, if there is the possibility for them for example to look at the work of Robert Kegan, who's at the Harvard School of Education. He comes from a well-respected "Ivory League" school and has some good documentation in his research. And so I think that kind of influence might impact them.

But on the other hand, I think you probably gave the optimum solution to it. When you ask them, *"Well if what you say is true, and in terms of your philosophy is working, then why have you just reported these problems? Is that not evidence that there is something wrong?"*

And so, in a sense you use their own information and their own statements, as a way to challenge their own assumptions, so that's another approach. And I should think that finally that if you keep probing you will find some people in the establishment – this is what Clare Graves used to teach me how to do – you find someone in that establishment, who is accepted in that particular tradition and community, but is showing more complex thinking and you work through those entities. And I'm sure that they exist. And so, I would say that my experience with GREEN ranges from the so-called MGM [Mean Green Meme] and Boomeritis manifestations of it to what I think today is healthy GREEN. I'm currently in Vancouver with 50 people in SDi Level One, and Vancouver has heavy GREEN systems, but the change from last year, a year ago at this time to this year is simply remarkable. That many are now changing because they've been in NGO's who have lost funding. And one thing that will impact the heavy GREEN education system is when they see the lack of political support beginning to appear, and therefore the lack of the same amount of guaranteed funding, that often gets their attention.

And so, what we're finding here is that some are regressing into ORANGE temporarily yet we're seeing a major major breakthrough into second tier. It's just extraordinary what's happening here in Vancouver. And I think that ultimately will happen, because we can show how to do GREEN better, because GREEN itself exposes the problems, but is a bit naïve in its prescriptions thinking everyone is at the same level. And when it begins to see that that is not working then you can say, "If you really love the child and are earlier interested in society, then here are ways to be healthier in order to reward the kind of real diversities which exist within individuals." And so a respect for individual differences and diversity I think is one of the unlocking features that will occur at enough YELLOW to develop for a movement of GREEN into TURQUOISE, which is, as you know, one of those tracks [to second tier] that we often talk about.

The other thing of course is to wait until things get worse. Start out by stealth, with applications here and there. Get yourself on some of the professional conference programmes, where you begin to speak in these terms.

And I think in the early adopters of it you'll beginning to see many teachers and others who are fed up with what's happening. Who are searching, in some cases in almost a desperate fashion for the next kinds of models because they know intuitively that what they've been doing for years is simply not working as well as it once did. And, to take any guilt or blame off of them because it's no good, you know, to simply attack people and say, "You are responsible for this." It's much, much better from what we're learning in second tier, to go ahead and create the next models, realising that in them will be the complexities to handle the problems created by the GREEN system.

That's a rather long answer, but the more and more we thought about it here in Vancouver over these six days, the more we sense that might be a strategy that can work.

10. Connecting with GREEN and then reaching forward and out

ND: The idea of doing a series of interviews, beginning with you Don, concerning the question of Nordic leadership in the 21st century, came about only a few days ago as I realised that interviewing people may well be an effective way of connecting with them and helping them reflect upon the situations we face today and the need for second tier thinking. What are your thoughts on this approach?

DB: I think it's an honest above board approach. It stimulates them to begin to think about these things and articulate them. And I'm sure in less official capacities that they will tend to be much more open and self reflective, and you can begin gently to point out to them, you know as they cover these areas themselves and raise doubts about what's happening, you can in a subtle fashion begin to introduce some of these Spiral Dynamics concepts and say, "Are you aware of what's happening in other societies with this same problem and what they're doing and how that's different and how that's beginning to excite a lot of people?" And they say, "No, I'm not aware of that."

"Well let me tell you about it so you can begin to see what it is."

The idea that there are interiors in people, and you can often use examples in the world of sports, and entertainment and others in a culture to illustrate that point. Because what we're trying to do is pry open a lot of minds that are *Flatlander* in terms of that scientific logical right quadrant focus to the richness of the individual spirituality and all that goes on in that which will be new to many of them, I guess pretty scary to some of them, but I should also think that maybe an interview with some high school seniors or college students might also be interesting to hear what the Swedish kids are saying to us, you know that kind of thing.

ND: Getting in touch with the youth who are representing our future?

DB: Yes. My friends in Leone Mexico are designing a Spiral Kids program, very much like Boy Scouts, Girl Scouts and they're quite thrilled at the responses that they're getting. You know, when you deal with the children, that gets everybody's attention. I would try to identify teams of groups of high school college kids. And we are doing this in New Jersey with some quite extraordinary results. The kids are beyond Generation X; they're really beginning to articulate some different things. They've been though everything and they know what's going on with others and they're beginning to grasp and say, "It's clear that we're frustrated, we don't know". And I would use that as a leverage.

ND: And the Internet provides us with a forum for reaching out maybe with these different perspectives as well?

DB: Yes. We could even supply you with a Values for Teaching, a Values for Learning, a Values for Education if you want a quick instrument to use in your website or even versions of more simpler meme tests... "Would you like to join the research with us?" And if you would like to use technology like that I can send it to you.

ND: Thank you very much Don. This seed that we have sown may start to grow very quickly.

DB: Yes, and you'll find in a hurry if you plan to use English...

ND: Our ambition is to initially have both English and Swedish, while then expanding this to include other Nordic languages as the Nordic Integral Team grows in strength.

DB: I think you'll be surprised to find out that what you are doing is of global interest.

11. The Mesh of Wilber, Beck and Cohen

ND: I understand that your contact with author philosopher and Integral Institute president Ken Wilber began in 1999, while only recently with Andrew Cohen who is editor-in-chief of What is Enlightenment?, author and a spiritual teacher. Why has this teaming up been so dynamic and significant? What do you feel are the qualities that each of you bring?

DB: Oh my... I'm privileged to deal here with some real giants. Certainly I've known of Ken Wilber's work since 1978 and even brought it to the attention of Clare W Graves who was very impressed with it. In fact I think in 1980 I gave him *A Spectrum of Consciousness*, because Clare hadn't seen it, and he said to me, "This young man is on to it. He has great promises for us."

So that was back I think in 1979-1980. So I'd read all of Ken's books; *No Boundary, Up from Eden* was certainly one that impacted me, and the concept Great Chain of Being and others, because he was articulating a "step and stage evolutionary model" which fell into the genre of the kinds of research and interest I had with Clare Graves beginning in 1975. So I would watch each of his books come out and the other kinds of publications that he was editing and I'd follow it carefully but not until *SES [Sex, Ecology, Spirituality]* and certainly *One Taste* I just decided to call him. So I called Boulder information. I never thought I'd find him; I thought he'd have an unlisted number. And sure enough there was his number. So I called him and I said "I'm Don Beck, co-author of the book *Spiral Dynamics*", he came back quickly and said, "I know who you are. The book's the best thing I've read. When can you come see me?"

It happened in a spontaneous serendipitous fashion and it became so apparent to us that, while I was following of course Clare Graves' work and replicating that in my own research and theory building, which is more a bottom-up approach, researching individuals that are going through these particular systems. Ken's work was to identify all the different mature theories and writings and books on these very same things [a top-down approach]. And so what he was doing there was what we were doing at the ground level, and so we sort of sensed quickly that we could join. That my function would primarily be in the field, because as I told him "You can be Moses and I'll be Joshua, but I'm not going to be John the Baptist!" And so we developed a good personal relationship, and so that's when he went on to invent the Integral Institute and I was at all ten branch meetings.

And he's been very kind in his book *A Theory of Everything* and even in *Integral Psychology* to give a great deal of credence to the Graves technology and the application that we were making. So we found that we could function together and not get in each others way, and no proprietary need of ego ownership, that there was a common bond, between us, and he has enriched so much my understanding of the Spiral as we have enriched his understanding of his evolutionary *steps and stages* model, so there's been a wonderful blending and synergy that has occurred.

I just met Andrew recently. I'm not part of the spiritual community movement so I was not aware... I knew he was controversial, I knew he was saying things that a lot of the more established spiritual models that are final state models were not saying. That he was demanding individual development and maturity and handling ego and not content to sit around, as I say jokingly, and go "OM" all the time. That they [the Impersonal Enlightenment Fellowship, IEF] seem to be driven by other kinds of motives. And when I was able to meet a number of people in his fellowship, my thinking always is, "by their fruits you shall know them," then I was finding a most open, professional, healthy, charming, fun people that I found anywhere. They seem not to be Guru followers, they seem not to be blinded by ideology, and I found this every time I ran into them. Highly professional people who seem to be on different frequencies and exerting themselves, working hard for some other reason than simply self-gain.

And so I've enjoyed him immensely... and when I got the call from Jessica Roemischer to do an article in *What is Enlightenment?* [Issue 22, Fall/Winter 2002], I'd never heard of it. I had no awareness of it. I thought it was just one of those kinds of greenie off-brand – using recycled paper advertising Granola, as I called it – newsletters. That shows how naïve I was! And when I got to meet Andrew and watch what was going on and see what he was doing, and I just had a two-hour one-on-one interview with him in Foxhollow when I was there, and this man is emerging himself. This man is not a finished product. I mean he is engaged. And I think the last retreat he had in France [August 16-27] they tell me was the best that he's ever done. His friends tell me that we've had an impact on him, in terms of the clarity of what he's been doing all along.

So I think what has happened amongst the three of us and loosely, I guess jokingly, Kens called the Pandit, and in a tongue in cheek sense Andrews called the Guru. And it turns out I'm called the Activist! And so it's either a holy or unholy trinity, however you want to put it!

At least that we're working out of a common impulse, which is that we sense the pulses of emergence that are following through humanity. And we sense that if these pulses cannot remain pure tones, that they will not exist in the future. So there's much more at stake than any ism, or any country, or any belief, or any person, or any grouping and that seems to be the trajectory that we're on and it's with great joy and delight that we can find people like them and quite frankly others around who are moving into second tier, who didn't have the language or understanding from our point of view. But what makes Spiral Dynamics "*integral*" has been our attempt to take the original Graves research and the extensions in Spiral Dynamics and not simply leave it there as everything Gravesian, but to do what Clare Graves told me to do which is to continue the research and the expansion because he said "I could only write about the Age in which I lived and Don you'll be into a different Age and if you choose to then, the thing is not to simply copy my model but to replicate the process that I used in order to discover how humans are emerging through these systems." So that has been really our intent, and I'm very pleased to see this happen because it means that we'll fulfil what I think Clare Graves really wanted to do, which is to find a way to share this amazing research to a much wider broader audience.

12. The Nordic Challenge: It's time once again for an exploring society

ND: I heard you say to Andrew Cohen at the summit in Copenhagen¹, "Andrew, you might just get what you wish for". Don, you never know, we may be listening and ready. It sounds like what we are discussing is the role and responsibility the Nordic countries and the rest of

world have for developing global second tier leadership. I expect many will wonder Why us? Why now?

If Ken Wilber, Andrew Cohen and yourself were to formulate a challenge for leaders in the Nordic region in the 21st century what might it be?

DB: In South African Afrikaner terms, it's not the time to "laager", it's not the time to "circle the wagons", it's not the time to simply be a consumer society, to enjoy the fruits of our labour and the largesse. It's time for a "trek". It's time for explorers. I mean we don't have to go to Mars to be an exploring society. Much of the world has already in a sense been discovered and mapped, as well as under seas. So that's not the kind of exploration needed at this time in history. But it's really the exploration into the human mind, into the human psyche, into the human consciousness that is being called for and is new. And for that it's critical that we find the cartographers of consciousness, and the mapmakers of the terrain. Because as these six billion earthlings, "termites with big brains" as I call them, are emerging through their successes, they are acquiring technological sophistication that is growing far beyond their psychological ethics and value systems to manage that technology. So we are potentially becoming lethal to ourselves. And that's why we are talking about the formation of the *Human Memome Project* as a counterpart to the *Human Genome Project*.

So I think what the three of us will say, has said, will say some more, is that those individuals and groupings who have been successful, have benefited from this emergence... it's almost the old concept "to whom much is given much shall be required", and that's what I truly believe. And the good things that have happened in the Nordic countries, as in the various peace prizes and peace efforts over the years, and attempts to make things better for the rest of the planet. I think that same pulse can be re-ignited and in this sense go on with new tools, new navigational compasses in order to provide for the rest of human experience the kinds of guidance, maybe from the North Star, if I can really get metaphysical with you, that could enable us to pass through these very dangerous stages, because the kind of threats that we are seeing today cannot be localized in any piece of geography on any continent. They are going to quickly swarm over the entire planet. And so in one sense, no one is safe anymore. And my experience has been in the Nordic countries that there has been the relative affluence and freedom from a lot of these internal problems to enable you to use your treasure, and your resources, and your intellectual capabilities in order to take the lead in creating the kinds of global models that will be necessary for all of us.

And that's been a constant theme of mine ever since I started this kind of endeavour years ago. I kept watching carefully the Nordic countries and certainly to some extent the Netherlands as well. Because whenever we do our scanning, we always see the mountain peaks of complexity emerging and I should think that with what you people are doing now with launching this website and the other kinds of efforts that I know that you have in mind, in education for sure, but likewise in business and in industry, in healthcare, across the whole domains of society. Because once we begin to talk about these deeper memetic codes we're talking about how cultures themselves emerge. And I think that is what the three of us have been saying in various ways. And even though we happen to come from the United States of America, for some strange accident of birth, I don't think that means that we have American memes in us. I think that we're searching for universals. And just as the Human Genome Project identified universals in our biological scripts then the whole Human Memome Project has now been researched at "alter continents", it's searching for the cultural psychosocial

DNA codes and scripts that lie at the core at how humans are going to survive in the next century and beyond.

ND: Don, on behalf of the Nordic Integral Team, thank you very much for this in-depth interview on the topic of catalysing the transformation of the Nordic region as it poises on the leap to second tier and the significance and impact that leap will have on enabling human and global emergence.

Nick Drummond
September 10, 2003

References

Beck, D. E. & Cowan, C. (1996). *Spiral Dynamics. Mastering Values, Leadership, and Change*. Blackwell Publishers, Cambridge.

Beck, D. E. & Linscott, G. (1991). *The Crucible. Forging South Africa's Future*. New Paradigm Press. Denton Texas.

Kegan, Robert. (1994). *In Over Our Heads. The Mental Demands of Modern Life*. Harvard University Press.

Roemischer, Jessica. (2002). The Never-Ending Upward Quest. *What is Enlightenment?* Issue 22, 105-126, Fall/Winter. (www.wie.org)

Wilber, Ken (2001). *A Theory of Everything. An Integral Vision for Business, Politics, Science, and Spirituality*. Shambhala.

Wilber, Ken (2000). *Integral Psychology. Consciousness, Spirit, Psychology, Therapy*. Shambhala.

Wilber, Ken (2000). *One Taste*. Shambhala

Wilber, Ken (1995). *Sex, Ecology, Spirituality. The Spirit of Evolution*. Shambhala.

Wilber, Ken (1981). *Up from Eden*. Shambhala

Wilber, Ken (1979). *No Boundary*. Shambhala.

Wilber, Ken (1977). *A Spectrum of Consciousness*. Quest Books.