## INDEX

## for

## Spiral Dynamics: Mastering Values, Leadership, and Change by Don Edward Beck and Christopher C. Cowan, Blackwell, 1996

Bible, 210 A (arrestedness of OAC), 79 A (autocracy of POA), 121 Biopsychosocial systems, 49 Abbot, Edwin, 17 Black & Decker, 154 Aboriginal Australians, 42, 207 Black Panther, 227 Absolutistic, 44, 250 Bloom, Howard, 34, 293 Abundance, creating, 283 BLUE organization & leadership, 136 Activist, 36 BLUE, 46; Chapter 12, 229 Boeing, 179 Achieving, 248 Adizes, Ichak, 157 Bosnia, 207, 217 Africa, 201, 305 Boundaries, physical, 302 AIDS, 209, 213, 221 Brazil, 310 Alcoholics Anonymous, 237 Break-out (change variation 5), 99 Alignment through Streams, 151 Bridger, Jim, mountain man, 218 Alpha fit (change state), 86 British Airways, 179 Alternatives (as a Change Condition), 84 Brothers Grimm, 204 Africa, 305 Bunyan, Paul, 218 African-American, 207 Burn-out, 267 Bush, George, 189, 220, 250, 295, 299 Alzheimer's disease, 198 American Airlines' Care Team, 201 Butterfly effect, 296 American Express, 179, 263 C (closedness of OAC), 80 Animism, 44 (animistic), 204 Campbell, Joseph, 206 Apple, 175, 179 Canada, 312 Arrested (in OAC), 79 Catholic, 210 Aryan Resistance Group, 227 Change and the Spiral, 6; Chapter 4, 71 Authority, 44 (authoritarian), 95, 232, 242, 5 States in, 85 280, 314 6 Conditions for, 75 Automatic (thinking), 44 7 Variations of, 92-102, table 93 Autonomy, 247 adjusting content for variation 2, 95 Avon, 155 horizontal variations of, 94 Baby boom, 223, 256 oblique variations of, 97 Backwaters (a GEO sub-current), 311 of the 7<sup>th</sup> Variation, macro-managing, 317 Balkans, 201 principles of, 74 Barlow, John Perry, 30 strategies for, 73 Barney, 205 to assess before, 103 Barriers (in a Change Condition), 83 triggers for GEOcurrents, 297 Beck, Don, 3, 318 vertical variations of, 98 Behavioral freedom, 276 Wizards of, 106 BEIGE, 45, Chapter 9, 197 Chaos theory, 156 China, 207, 210, 233, 249, 309 Being Levels, 274 Bennett, William, 235 Circumstances (as part of Life Conditions), 55 Bernstein, Leonard, 218 Clan, 208 Clarke, Arthur, 297 Beta condition (change state), 87

Closed (in OAC), 80 Drucker, Peter F., 164 Clusters (drawn from X,Y,Z templates), 191 Dynamics of Leadership, Chapter 5, 104 Cold War, 295, 303 Dynamics of the Spiral, Section 2, 69 Collectivism, 288 Eastman Kodak, 175 Colors for the VMEMES, 5, 57, 67 Ecological, 44, 264 Colored glasses, 297 Edelman, Gerald, 52 Cometh the Times, 22 Edgerton, Robert B., 61 Communal/Collective, 43, 57, 95, 204, 272, EDS. 181 289, 291 Egalitarian, 44, 271 Communication, 267, table 334-335 Egocentrism, 44, 278 Communitarian, 264, 268, 285 Elan vital 50 Community, 288 Elders, 208 Competencies, 185 Elitism (see Individual/Elite), 247 Complex plan execution (Q-Mind), 192 Emergent GEO sub-currents, 312 Complexity and VMEME profiles Emerson, Ralph Waldo, 26 Complexity, up and down, 61 Energy fields, 290 Conditions (of Life Conditions), 4, 53 Entering phase of MEME's lifecycle, 59, 67, Conscience, 255 195 Consciousness, 257 Entrepreneur, 36 Consensual, 44, 95 Entrepreneurial intelligence (Q-Mind), 193 Consolidation (as a Change Condition), 84 ESCOM, 167 Cook, Theodore Andrea, 15 Ethnic conflict, 224 Cowan, Christopher, 3 Evolutionary bombs, 286 Crisis team (in Templates), 191 Executive core (of the Z Template), 189 Crocket, Davy, 210 Exiting phase of 'MEME's lifecycle 59, 67, Crucible, The, 318 195 Csikszentmihalyi, Mihalyi, 3, 30, 56, 62 Expand-out (change variation 2),93 Cullum, Lee, 104 Experience, 289 Culture, company, 164 Express self - sacrifice self, 56, 231, 278, Cutting-edges, 12, 50, 299 303, 313 Cycles, 18, 22, 299 FAA, 174, 183 Dallas Cowbovs, 173 Falvey, Jack, 24 Dawkins, Richard, 3, 30, 297 Families, 221, 253 Deep sea diver, 281 Federal Express, 175, 179 Delta surge (as Change State), 91 Feng Shui, 55 Deming, Edwards, 30, 180 Fifty percent (50%) rule, 116 Democracy, multiparty, 307 Fine-tune (change variation 1), 94 Design Formula, 145, 177, 185 1<sup>st</sup>Tier, 10, 66, 260, 274, 278, 289 Designing Communities (table), 332-333 compulsions, 283 Diasporas (in GEOcurrents), 12, 298 transition to 2<sup>nd</sup> Tier, 66 Different Times, Different Minds, 16 First World, 199, 201 Digital Equipment Corp., 175 Flashpoints (in GEOcurrents), 12, 298 Disney Corporation, 42, 206 FlexFlow, , 41275, 277 Dissonance (as Change Condition), 82, 166 Flywheels, corporate, 159, 160, 162 DNA, 51, 197 Ford, 178 Dogma-driven, 287 Fractals, 31, 291 Dogmatism, 267, 276 Fraser, Sir James, 206 Dozier, Rush, 67

Error montrat 207	(C
Free market, 307	(Graves, cont'd.)
Fukuyama, Francis, 299	quote on AN living, 198, 201
Gaia, 290	saccadic movement, 59
Gallagher, Winifred, 54	the "emergent, cyclical" model, 48
Gamma trap (as Change State), 89, 311	transition to democracy, 316
Gardner, Howard, 169	Grandiosity (of Red), 219
Gazzaniga, Michael S., 52	Great Society, 272
Gene, 30, 31, 65, 197, 212	GREEN organization & leadership, 132
Genghis Khan, 220	GREEN, 46; Chapter 14, 260
GEOcurrents, 12,303	Grenier, Ray, and George Metes, 22, 27, 182,
VMEMEs, 297	185
conditions to watch, 298	Grid-lock (in GEOcurrents), 299
large-scale change on Z template, 192	Halberstam, David, 295
sub-currents, 311	Halliburton, 154
themes, 299	Harmonics among systems, 12, 298
GEOcurrent #1, red-to-blue, 303	Harmony, 287
GEOcurrent #2, blue-to-orange, 307	Harris, Marvin, 299
GEOcurrent #3, ethnics to megatribes, 310	Harrison, Edward, 205
GEOtemplates, 314	Harth, Eric, 51
Germany, 207, 299	Havel, Vaòlav, 27
Glaxo, 179	Headwaters (GEO sub-current), 312
Global	Healthy and unhealthy, 42
awakenings, 11	History and construction of SD, 27
Awareness, Chapter 17, 295	Hitler, 207
Order & Chaos, Section 4, 293	Holistic, 44, 284, 287
thinking, 44	Holon (definition), 287
tribes as a GEOcurrent, 310, 313	Home Depot, 155
village, 281	Honda, 179
GlobalView, 41, 287	Hopi, 207
God, 50, 226, 246, 303	Hotspots (in GEOcurrents), 12, 298
Gods, 214	HumanBond, 41, 260
Graves, Clare W., 3	Humpty Dumpty Effect, 20, 71, 274
at the World Future Society, 48	Hussein, Saddam, 220
"At each stage" quote, 16	IBM, 175
"I am not saying" quote, 294	Iceman (Oetzi), 53
about drugs, 219	Impulsive, 216
data for Red, 219	India, 249
four summary points, 29	Indigenous healers, 209
HBR Deterioration of Work Standards, 30	Individual/Elite, 43, 57, 96, 216, 272
NIMH comments, 51	Insight (as a Change Condition), 84
on the 1 <sup>st</sup> to 2 <sup>nd</sup> Tier transition, 66	Integrative, 44
on the future, quote from <i>The Futurist</i> , 319	Intel, 62, 179
on Green, 261	Intelligences
on Orange viewing Beige, 201	core, 40
on Yellow, 278	focused, 189
picture, 28	multiple, 169
principles for MEMEs, 50	natural 183
quote from The Futurist 64	

Intentionality, 210 Intervention, options for, 122 Interview with six imaginary people, 34 Introduction to SD by Ronnie Lessem, 2 Iran, 233 Isolated bends (GEO sub-currents), 311 Idacques, Elliott, 169 Iapan, 208, 236, 252, 299, 309 Ierusalem, 210 Iohn Henry, 218 Iones, Jim, 214	Macro-managing on the Z template, 190 Managing the Whole Spectrum, 130 Mandela, Nelson, 295 Manson, Charles, 214 Marx, Karl, 261, 299, 303 Mattoso, Katia M de Queriós, 318 Materialism, 263 Megatribes (also GEOcurrents), 291 Meme, 3, 30, 31 (see 'MEME) Merk, 179 Mesh and blend of living systems, 289
Jordan, Barbara, 71, 85	Mideast, 306 Military, US, 113
King, Rodney, 220 Kinship, 212, 288 KinSpirits, 41, 203 Koresh, David, 18	Miller, Arthur, 259 Miller, George, 313 Mind of the Spiral, Chapter 3, 48 Mongolian, 207
Kotkin, Joel, 310	Monitoring
LC's (see Life Conditions) Leadership, 7, 104 assumptions, 131 from the 2 <sup>nd</sup> Tier, 107 Green, 132 Orange, 134 Blue, 136 Red, 138 Purple, 141 Lenski, Gerhard, 299 Letter pairs, 67, 76	day-by-day on the Y template, 187 Streams element 10, 171 (also see Scanning) Moral, 222 Moses, 230 Mother Goose, 205 Motorola, 175, 179 Multiple Personality Disorder, 52 Multiplistic, 44, 250 Music as metaphor, 291 Myers-Briggs, 169
Levels of Human Existence, 27, 67	National Institutes of Mental Health, 51
Lewis, Richard 232 Life Conditions, <b>53</b> , 313	Native American, 42, 207
and Beige, 197 and Purple, 207, 211 and Red, 215, 223 and Blue, 227 and Orange, 244 and Green, 260, 265 and Yellow, 275, 277 and Turquoise, 286, 287 and GEOcurrents, 298, 314 at cutting edge times, 50 regressions, 312 summary 56 Third World, 316 Linscott, Graham, 318 Maclean's Magazine, 29 MacLeash, Archibald, 313	Systems, Design and Alignment, 144 and Yellow, 281 Nepotism, 210 Netherlands, 312 Neurotransmitters, 221 New Age, 263, 290 New Alpha (as Change State), 92 New Guinea, 207 New World Order, 295 New York Telephone, 179 Newton, 237 Next global order, 318 Nike, 179 Noble savage, myth of, 271 Nodal (see Peak)
	Nursery (in Templates), 191

0/ 0001) 400	D 40=
O (openness of POA), 120	Purpose, 287
OAC (Open, Arrested, Closed conditions), 6,	PURPLE organization & leadership, 141
<b>76</b> , 77 (graphic/table), 181	PURPLE, 45; Chapter 10, 203
openness (of OAC), 78	Putnam, Howard, 190
arrestedness, 79	Q-Mind, 192
closedness, tests for, 80	Qualities of VMEMEs, 39
Obeisance, 231	Quality Circles, 143
Onion profile, 63	Quantum Mind, quadrants of, 170
ORANGE organization & leadership, 134	Quantum shift (change variation 7),102;
Orange, 46; Chapter 13, 244	Section 4, 295
Order, 236	Questionnaire (self-administered), 118
cosmic, 291	· · · · · · · · · · · · · · · · · · ·
Organizations (also see the color)	Rambo, 218
Dissecting 1 <sup>st</sup> Tier, 132	Reciprocity, 207
Yellow in, 280	Recognition Principles, 115, 116
Overview of SD, 4; Section 1, 15	RED organization & leadership, 138
POA (Politeness, Openness, Autocracy), 8,	RED, 45; Chapter 11, 215
<b>118</b> , 187, 189	Reengineering, 184
A (autocracy of POA), 121	Regressions, 12, 298, 311
O (openness of POA), 120	Relativisitic (thinking), 44
P (politeness of POA), 119	Replace or release, 167
Paradox, 283, 290	Rescue squad (of Templates), 191
Parsons, Talcott, 299	Reward, 234
Phillips, Bum, 219	Right and wrong, 233
Pacific Bell, 165	Rosenau, James N., 296
Parapsychology, 209	Rules of Thumb, 124
Parks Ranger, 36, 43	Russia, 308
Patterns of Thinking (POTS), 169	Rwanda, 201, 217
Peak (also nodal in life cycle), 59, 193	SAS, 188
Pendulum, 5	Sacrifice self, 231, 233, 312
Percentage distribution of humankind, 300	Sakai, Taichi, 309
Perot, Ross, 187	Satiation, 166
Peters, Tom, 24	Scanning (also see Monitoring)
Place (in Life Conditions), 54	GEOcurrents, markers for, 298
views of physical boundaries, 302	continuous, 190
Placebo, 209	from Turquoise, 292
Planet, macro-managing, 312	Schlessinger, Arthur, Jr., 22
Play pen (of Templates), 191	Schmookler, Andrew Bard, 213
Plumb Line Process, <b>146</b> , 177, 185, 299	Schreiner, Samuel A., Jr., 22
Pogo, 61	Scout, 238
Political & Economic matrix, 315	2 <sup>nd</sup> Tier, Chapter 16, A Second Step, 286
Political correctness, 269	2 <sup>nd</sup> Tier, 11, 66, 274, 280, 289
Potential, 6, 76	leadership, 128
POTS (patterns of thinking), 183	organizations, 129
PowerGods, 41, 215	world order/disorder, 313
Presidents, US, 127	Second World, 201, 235, 304, 310
Problems (in Life Conditions), 55	Seger, Pete, 261
Punishment, 222, 234	Sequential plan construction (Q-Mind), 193

Sesame Street, 205 Set-points in Streams, 160 7 <sup>th</sup> Level characteristics, 281, 284 Shamanistic, 205, 208 Singapore, 307 Skandinavia, 312 Skinnerian, 222 Smith, Adam, 245, 303 Solutions (as Change Condition), 82 Songoma, 34, 43, 208 South Africa, 269, 317 Southwest Airlines, 175 Soviet Union, 308 Spencer, Herbert, 299 Spiral as form, 25 Alignment, Chapter 7, 143 cartoon, 176 Chapter 8, 172 conditions for a healthy, 314 Integration, 8 overall health of, 276, 292 the three, 158  *MEME Structure, 10 Spiral Wizard, 107	Subsistence, 274, 292 Superstition, 211 Support (as Change Condition), 84 SurvivalSense, 41, 198 Taboo, 209 Tautatis, 319 Taylor, Frederick, 240 Team, 95, 248, 265 Templates, 9, 172 definition, 172 cartoon, 176 design of, 175, 176 Terminology and labels, 67 Thatcher, Margaret, 312 The Sciences, 52 Thinking, structures of, 42, 44 Third World, 218, 295, 304, 310, 316 Thomas, Lewis, 75 Tibet, 208 Tiers 1st and 2nd, 64 diagrams, front flap, 65, 196 transition, 274 Time lines, 50, 206 Times
and GEOcurrents, 296, 316, 319 change, 106 7 marks of, 108-112 three options for, 122 VMEME, 105	and mind change, 23 chaotic, 19 in Life Conditions, 53 river of, 297
Wizard's Field Manual, Section 3, 195 Wizardry package, 128	Toffler, Alvin and Heidi, 20, 25, 164, 310 Total Product Quality, 180 Toyota, 15, 178
Wizardry, 8, 104; Chapter 6, 115 Spirits, 206, 209, 291 Spirituality, 263, 265, 270, 284, 288, 291	TPPC (times, place, problems, circumstances), 52 Transformational intelligence (Q-Mind), 193
Stewart, Ian, 25 Strategic (thinking), 44 Strategy, 9, 95; Chapter 7/8, 143-196	Translational intelligence (Q-Mind), 193 Trickle-down economics, 256 Truth, 238, 246, 250
Streams, 8, <b>151</b> (diagram), 152 as a GEOtemplate activity, 314 realign and reshape, 164 Streams Team, 152, 183 10 elements, 154-169 when to, 153	TruthForce, 41, 229 TURQUOISE, 47; Chapter 16, 287 UAW/GM, 178 UPS, 175 United Nations, 311, 314 Up-shift (change variation 6), 100
Street kid, 35, 217 Stretch up/down (change variation 3/4), 98 StriveDrive, 41, 244	Virtual corporation, 174 Virtual reality, 173

Vo
VMEME
"DNA" spiral (graphic), 49
activation, 11 approximate time in history, 50
assessment of systems, 118
attractor, 31
basic motives of, 41
brighten and dim, 43
capacity to create new, 50
change of content, 94
characteristics of emergence, 62
definition, 31
emerging (graphic), 65
examples of [now dated], 45-47
flow (graphic), 40
in onion-like profiles (graphic), 63
lexicon, 68 lifecycle of (graphic) 59, 60 (graphic),
194, 297
Nature of Systems, 5; Chapter 2, 34
overview, 44
qualities of, 40
stack, 168
support & enhance, 186
systems, 5, 34
views of physical space, 302
wave-like flow of, 59, 72 (graphic)
Wizard, 104
Wall Street, 250
Wallerstein, Immanuel, 299
Wal-Mart, 175
War, 218
War room (in Templates), 191 Weber, Max, 299
West Point, 35, 43
Wilber, Ken, 199
Wild duck pond (in Templates), 191
Winnie the Pooh, 210
Win:Win:Win, 284
Wizards' Tree House (in Templates), 191
Wizards, Spiral (see Spiral Wizards)
World Future Society, 48
World orders (table), 300-301
World sensing (Q-Mind), 192
Worldviews, 4
X Template, 9, 177
job models, 181

(X Template, cont'd.) linking, 180 scripting and charting, 177 Y Template, 10, 184 GEOtemplate, 314 managing, 186 selection and alignment, 185 YELLOW, 47; Chapter 15, 275 competencies, 283-284 Gravesian nuggets, 279 Z clusters, 191 Z Template, 10, 188 continuous scanning, 189 executive core, 188 focused intelligences, 188 GEOtemplate, 313 Zulu, 209, 217

## Version 2.1

Prepared by
Chris Cowan
National Values Center & NVC Consulting
P.O. Box 42212
Santa Barbara CA 93140

With suggestions or questions, email: cowan@gte.net http://www.spiraldynamics.org http://www.spiraldynamics.com

Spiral Dynamics® is a registered trademark of the National Values Center

© Copyright 2000 by Chris Cowan

Permission is hereby granted to purchasers of the book, *Spiral Dynamics*, to print and reproduce this document