



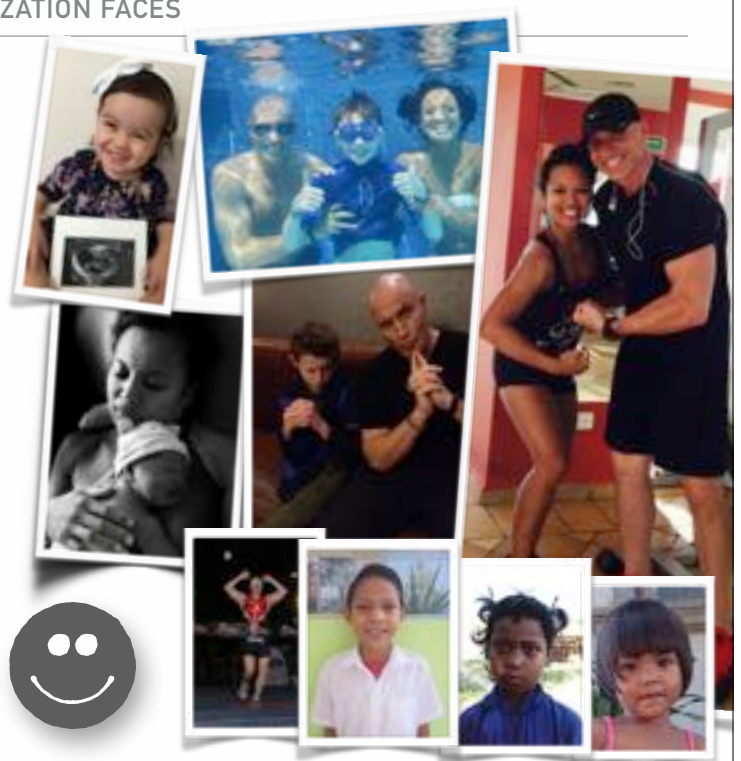
Rod Macdonald, B.Ed

# HOW TO SOLVE TO EVERY CHALLENGE YOUR ORGANIZATION FACES

HOW TO SOLVE TO EVERY CHALLENGE YOUR ORGANIZATION FACES

## WHO AM I?

- ▶ Montrealer, born and raised/16-year Torontonian
- ▶ Went to McGill University
- ▶ 30-years as a leader, author, teacher, speaker and coach
- ▶ "Semi-retired" 4x Ironman triathlete
- ▶ Cross-Canada cyclist
- ▶ CEO of the Certified Coaches Federation
- ▶ Founder of Indestructible Human Coaching
- ▶ Husband and father of three
- ▶ Sponsor of children in El Salvador, Nepal and the Philippines
- ▶ ...and my favourite colour is charcoal grey...



# WHY ARE WE HERE?

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# TODAY: A SHALLOW DIVE INTO A VERY DEEP OCEAN

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## THE FOUR TRUTHS OF ORGANIZATIONAL CHALLENGES

1. All organizations (education and employers), have challenges
2. All organizational challenges are created by people
3. All organizational challenges can be solved if we take the time to understand why people do what they do
4. All organizational challenges can be solved using Gravesian Theory...



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## WHAT IS GRAVESIAN THEORY?

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## Preparing for the momentous leap

- ▶ In the late 50s and 60s, Dr. Clare W. Graves, professor of psychology, frustrated with the existing models of human psychology at the time, studied over 1,000 people over seven years
- ▶ Developed arguably the most elegant system to understand the human condition
- ▶ First published in the Harvard Business Review in 1966
- ▶ Graves' model received greater attention after being published in the Futurist in 1974
- ▶ Graves spoke often about our collective need for a "momentous leap"
- ▶ What was the model called?...



Dr. Clare W. Graves

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**THE EMERGENT, CYCLICAL,  
DOUBLE-HELIX MODEL OF  
ADULT BIO-PSYCHO-SOCIAL  
SYSTEMS DEVELOPMENT**

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**WAIT... WHAT?**

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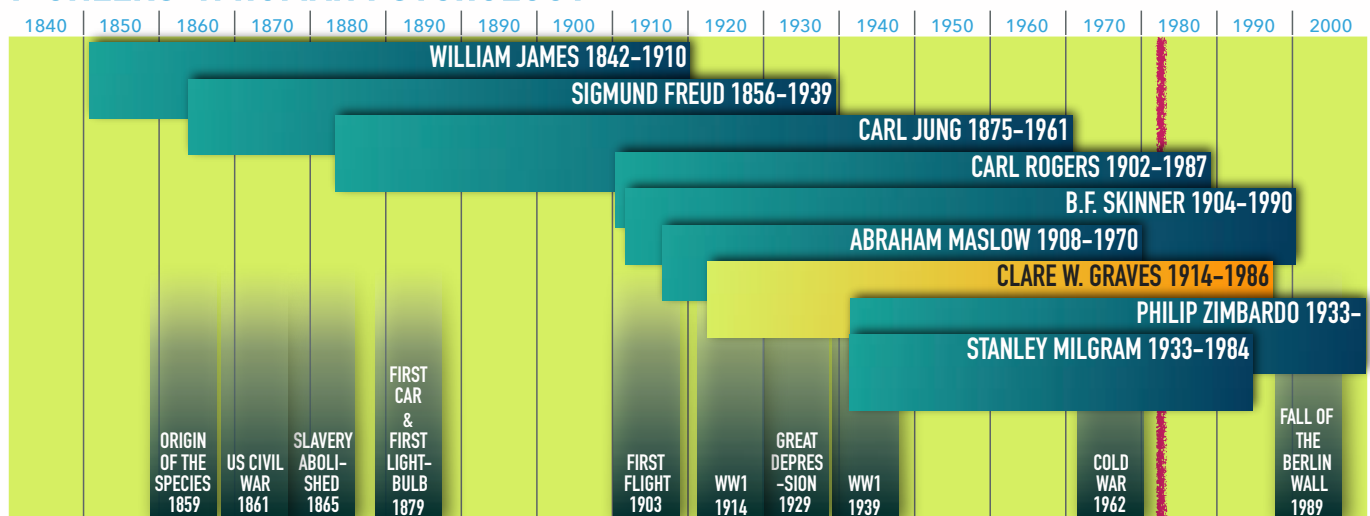
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# CONTEXT OF THE TIMES

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HOW TO SOLVE TO EVERY CHALLENGE YOUR ORGANIZATION FACES

## PIONEERS IN HUMAN PSYCHOLOGY



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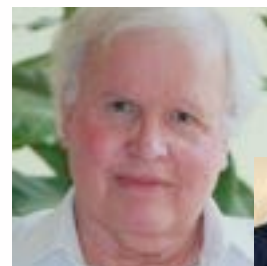
# FROM GRAVESIAN THEORY TO SPIRAL DYNAMICS

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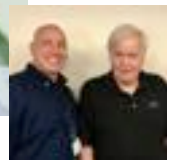
HOW TO SOLVE TO EVERY CHALLENGE YOUR ORGANIZATION FACES

## From Gravesian Theory to Spiral Dynamics

- ▶ Dr. Don Beck studied over 40 theories on human development and behaviour until he found Graves' work in 1974
- ▶ Beck worked closely with Graves from 1975 until Graves' passing in 1986
- ▶ 1981-1988 Beck travelled to South Africa over 60 times to work with Nelson Mandela and F.W. de Klerk to dismantle apartheid, using Gravesian Theory
- ▶ 1996 Co-wrote "Spiral Dynamics: Mastering Values, Leadership, and Change" with Christopher Cowan
- ▶ Defined the need for a superordinate goal...



Dr. Don E. Beck

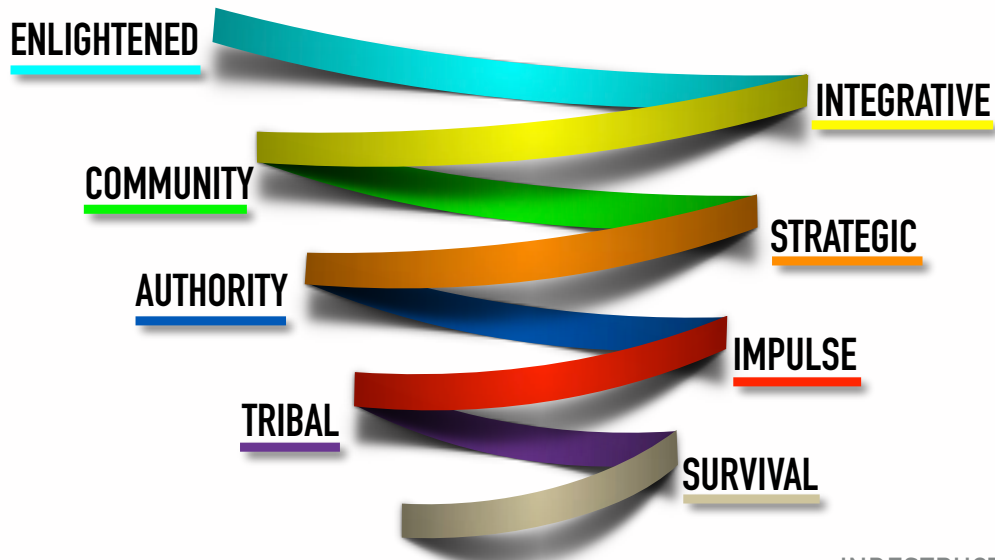


Christopher Cowan



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The Spiral: A simplified version of a complex model for the infinitely complex human condition



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**WAIT... WHAT ABOUT THAT  
MASLOW GUY?**

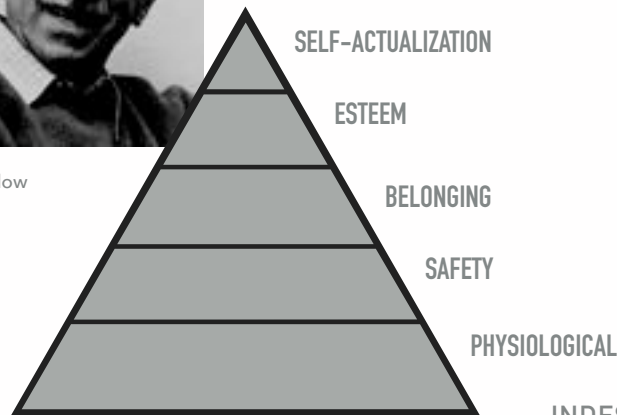
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## Abraham Maslow's Hierarchy of Human Needs (1943)



Maslow

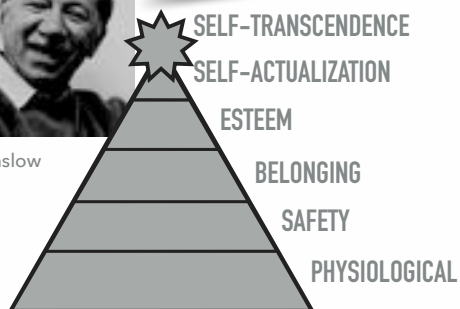


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## Maslow and Graves



Maslow



I LIKE YOUR  
MODEL BETTER  
THAN MINE!

ENLIGHTENED

COMMUNITY

AUTHORITY

TRIBAL

INTEGRATIVE

STRATEGIC

IMPULSE

SURVIVAL



Graves

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## The Basics of the Gravesian Theory and Spiral Dynamics

- ▶ There are 8(+) levels of human existence
- ▶ Each level is an expression of a period of time in:
  - ▶ The life of a person
  - ▶ A group
  - ▶ A nation
  - ▶ An organization...



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## The Basics of the Gravesian Theory and Spiral Dynamics

- ▶ A person will live at a particular level until:
  - ▶ They mature and seek new knowledge, or
  - ▶ The problems inherent to their life conditions can no longer be solved by the coping system they currently use...



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# LET'S DIVE A LITTLE DEEPER

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## YOUR SPIRAL "MAP LEGEND"

1

LEVEL COLOUR & NAME

3

APPROXIMATE AGE  
OF EMERGENCE

4

COPING SYSTEM

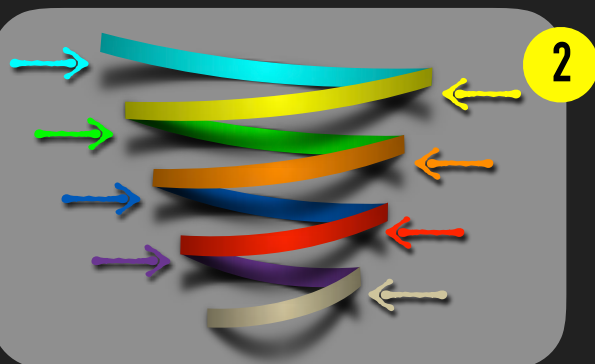
5

HEALTHY  
MANIFESTATION

VS.

6

UNHEALTHY  
MANIFESTATION



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# BEIGE - SURVIVAL

0-5 YEARS

REFLEXIVE

LOVING  
PARENT &  
CHILD  
VS.  
KILL OR STEAL  
TO SURVIVE



<https://pixabay.com/en/baby-crying-cry-crying-baby-cute-2387661/>

# PURPLE - TRIBAL

2-12 YEARS

SUPERSTITION

HEALTHY  
TRADITIONS  
VS.  
HURTFUL  
TRADITIONS,  
CLOSED GROUPS



<https://www.pexels.com/photo/selective-focus-photography-of-man-holding-stick-wearing-headband-1050824/>

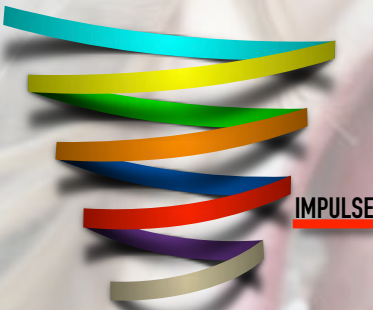


# RED - IMPULSIVE

10-18 YEARS

EGOCENTRIC

ASSERTIVE,  
EXPRESSIVE  
VS.  
HARSH,  
SELFISH



<http://www.abc.net.au/radionational/programs/lifematters/157501560.jpg/4892854>

# BLUE - AUTHORITY

16-30 YEARS

FIND RULES

METICULOUS,  
STRUCTURED  
VS.  
INFLEXIBLE,  
EXTREME  
BUREAUCRACY



<https://www.pexels.com/photo/army-authority-drill-instructor-group-280002/>





# ORANGE - STRATEGIC

20-40 YEARS

ACHIEVE

RESULTS  
DRIVEN  
VS.  
MANIPULATIVE,  
GREEDY

STRATEGIC



<http://invictusnews.com/2017/03/05/whatmyparentsforgottotellmeaboutmoney/>



# GREEN - COMMUNITY

30-60 YEARS

CONSENSUS

EMPATHETIC,  
OPEN,  
HELPFUL  
VS.  
APPEASING OR  
CLOSED

COMMUNITY



<https://pixabay.com/en/community-friends-globe-continents-909149/>



# THE MOMENTOUS LEAP

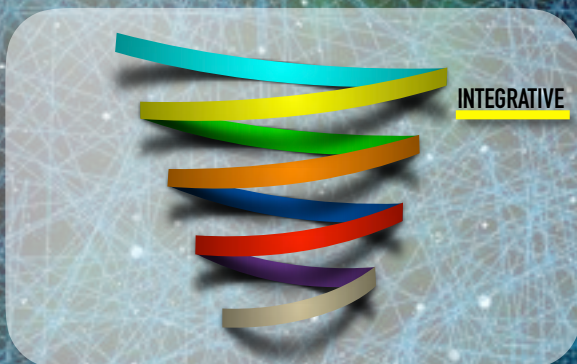
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## YELLOW – INTEGRATIVE

45-75 YEARS

FLEXIBLE

DOES  
WHATEVER IS  
BEST  
VS.  
TOO  
ENTHUSIASTIC



<https://pixabay.com/en/system-network-connection-connected-2660914/>



**LET'S DIVE EVEN DEEPER TO SEE  
IT APPLY TO YOUR ORGANIZATION**



## HOW TO SOLVE TO EVERY CHALLENGE YOUR ORGANIZATION FACES

		Level	Approx. Age	Encourage them...	Avoid...	Great roles for them
<b>2nd Tier</b> Sees value in all other	<b>8</b>	<b>Enlightened</b> (turquoise)	60	...respond to energy	...disregard for the energy at play	Advisor
	<b>7</b>	<b>Integrative</b> (yellow)	45-75	...to work based on values AND goals	...weak leadership with no vision	Leadership & some management/Coach
The Momentous Leap						
<b>1st Tier</b> Each level thinks their way is the right way	<b>6</b>	<b>Community</b> (green)	30-60	...to let everyone have a say	... decisions without discussion and too much hierarchy	HR & some management
	<b>5</b>	<b>Strategic</b> (orange)	20-40	...to set clear goals and celebrate victories	...too many rules and no opportunity to "win"	Sales, problem solving roles
	<b>4</b>	<b>Authority</b> (blue)	16-30	...to follow or create processes and rules	...not enough rules or structure	Accounting, legal, IT
	<b>3</b>	<b>Impulse</b> (red)	10-18	...to have a sense of urgency and appreciate action	...being wishy-washy	Sales, roles requiring courage
	<b>2</b>	<b>Tribal</b> (purple)	2-12	...to honour traditions and form healthy work groups (tribes)	...too much change, too fast	Social committee, team leader
	<b>1</b>	<b>Survival</b> (beige)	0-5	...with safety (physically and emotionally)	...creating uncertainty	Independent work with support

Based on original work by Clare Graves, Don Beck, Christopher Cowan

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# HOW WILL WHO LEAD WHOM TO DO WHAT?

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## First, what is the business you are ACTUALLY in?

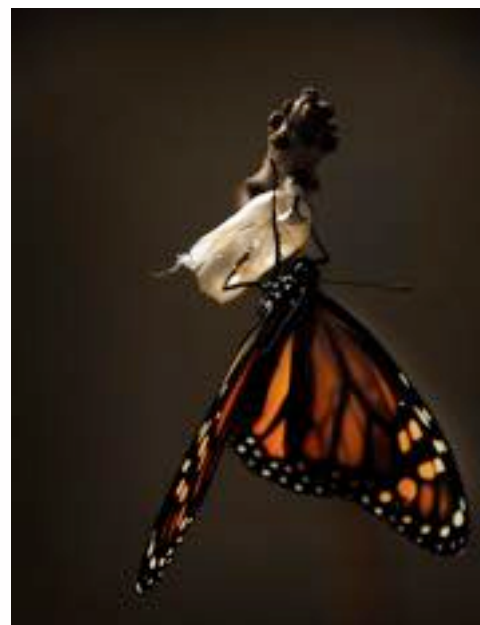
- ▶ **Harley Davidson**
  - ▶ Motorcycle company?
- ▶ **Home Hardware**
  - ▶ Hardware store?
- ▶ **University**
  - ▶ Educational institution?



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## Applying Gravesian Theory and Spiral Dynamics

- ▶ **For educators and employers to experience greater collaborative success:**
  - ▶ Figure out what business you are in and "how who leads whom to do what"
  - ▶ Understand your own world view and level of consciousness
  - ▶ Educators can embrace faster, more decisive action
  - ▶ Employers can embrace the value of deep dives into information gathering
- ▶ **Remember:**
  - ▶ People and organizations only change when their problems are no longer solved by their current level of consciousness, or they actively seek change
  - ▶ You cannot change another person but you can influence their environment by meeting them at their level
- ▶ **Do you have a superordinate goal?...**



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# THE SUPERORDINATE GOAL

CREATING A GOAL THAT EVERYONE WANTS TO ACHIEVE SO  
DIFFERENCES CAN MELT AWAY

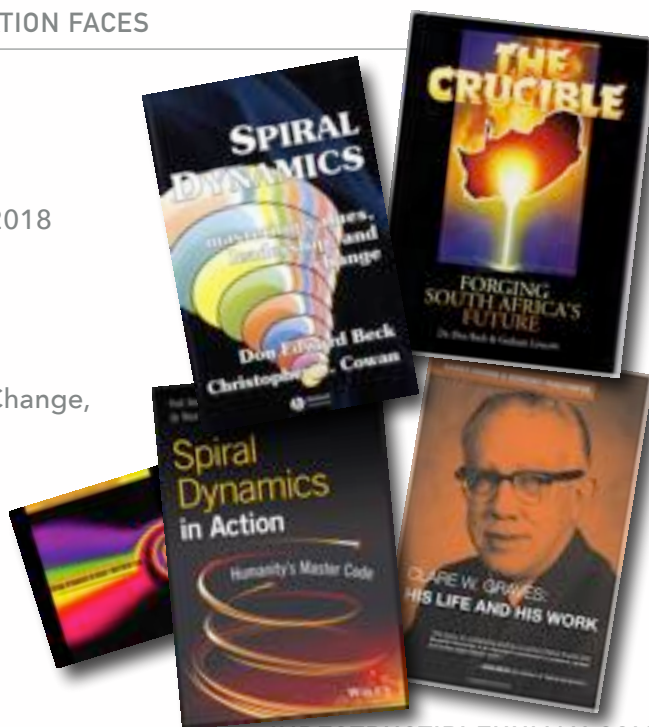
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## Resources

- ▶ Spiral Dynamics in Action: Humanity's Master Code, 2018
- ▶ Clare W. Graves: His Life and Work, 2018
- ▶ Spiral Dynamics Integral, 2006 (Audio)
- ▶ Spiral Dynamics: Mastering Values, Leadership, and Change, 1996
- ▶ The Crucible: forging South Africa's Future, 1991
- ▶ <http://www.clarewgraves.com/theory.html>
- ▶ <http://www.spiraldynamics.net/>
- ▶ <http://spiraldynamicsintegral.nl/>



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# THANK YOU FOR BEING HERE!

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