

# Increasing Your Impact Through the Lens of SDi and AQAL

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Improve Agile Transformation success, or any effort where you are trying to make a change or impact



CMMI-DEV ML3 | CMMI-SVC ML3  
ISO 9001:2015 ISO/IEC 20000-1 ISO/IEC 27001

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# Agenda

- Acknowledge some impediments
- See some models
- Understand why we just saw those models
- Apply those models to our impediments
- Ask questions to strengthen the roots of your new seedling knowledge

# Learning Objectives

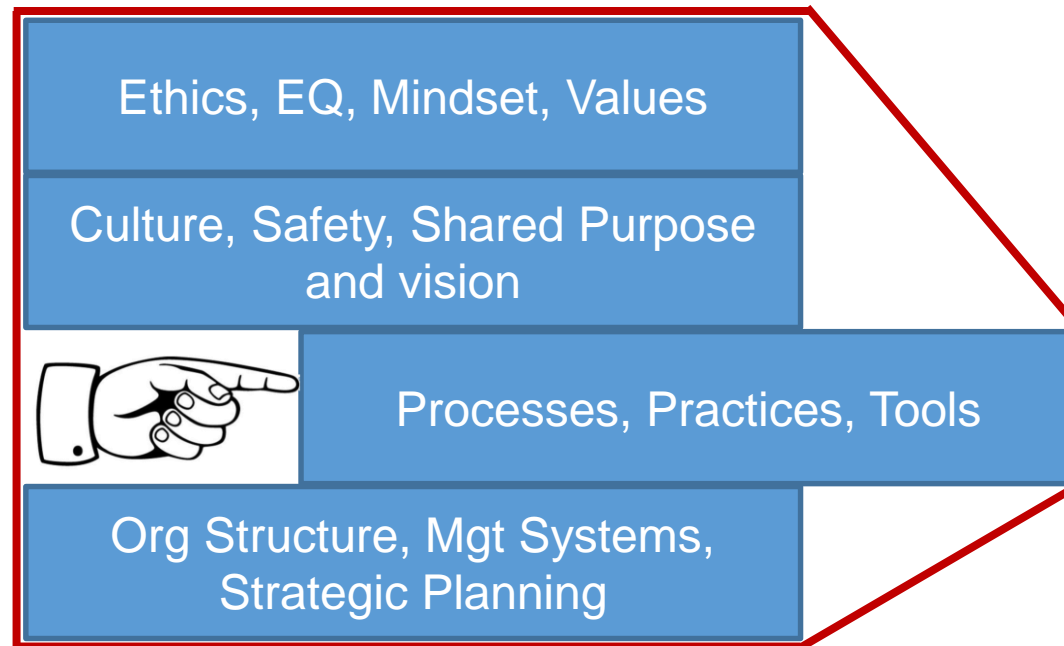
- An awareness that processes, practices, and tools themselves are only a part of the change equation (1/4 part actually)
- An ability to see your own change work using a different lens (AQAL and SDi)
- A practical framework for incorporating the AQAL quadrants and SDi awareness into agile transformation for increased success
- A matrix of techniques and practices aligning to the levels of consciousness for each of the quadrants to take back with them and accelerate their improvements

# Creating Impactful Change

## Improving our ability to create lasting and impactful change

- You have to connect in order to create impactful lasting change
  - Speak their language
  - Incent by what motivates them
  - Craft outcomes that are valuable to them
  - Create the right type of environment for their intended change
  - Know that the reality they are creating is likely different than that which you are creating
- Knowing more about yourself, the people in your system, and your system itself will allow your efforts to attach better and make a greater impact
- Change initiatives must take place with awareness of, or direct impact to, all four perspectives\*

# Change Initiatives Are Very Likely To Regress



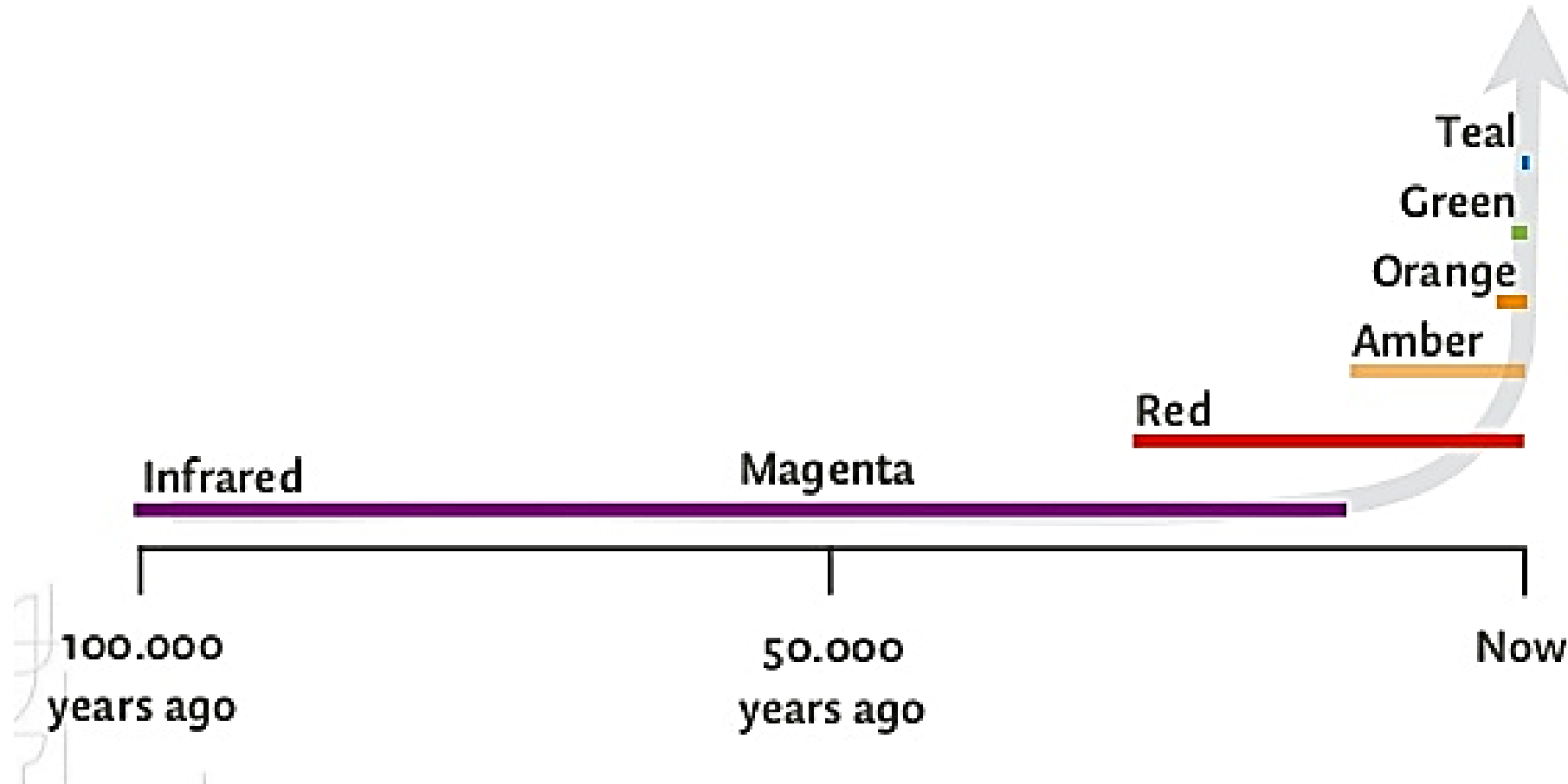
# Lets Share Some Blockers

- Implementing Scrum on a legacy waterfall team
  - Standups
  - Retrospectives
  - Sprints
  - Open communication to Product Owner and business organization
  - Visual Radiators – Burn charts, Velocity, etc.
  - Pluralistic/consensus-based activities like Planning Poker

# Intro to our Spiral Dynamics Integral (SDi) Primer






- Spiral Dynamics is about understanding human nature and the evolution of “Human Consciousness” both at a personal and collective level
- It models a series of stages (memes) named using colors (SD / Integral Theory)
  - BEIGE / INFRARED where focus is on survival
  - PURPLE / MAGENTA is on security
  - \*RED is on energy & power
  - \*BLUE / AMBER is on order
  - \*ORANGE is on success
  - \*GREEN is on community
  - \*YELLOW / TEAL is on synergy
  - TURQUOISE is on holistic life

# History of Evolution of Consciousness





# Memes via Metaphor

	Explanation	Current Examples	Key breakthroughs	Guiding metaphor
<b>RED Organizations</b>	Constant exercise of power by chief to keep troops in line. Fear is the glue of the organization. Highly reactive, short term focus. Thrives in chaotic environment	<ul style="list-style-type: none"> <li>•(some) Startups</li> <li>•Mafia</li> <li>•Street Gangs</li> <li>•Terror Organizations</li> </ul>	<ul style="list-style-type: none"> <li>•Division of Labour</li> <li>•Command authority</li> </ul>	
<b>AMBER organizations</b>	Highly formal roles within a hierarchical pyramid. Top down command and control (what and how). Stability valued above all through rigorous processes. Future is repetition of the past.	<ul style="list-style-type: none"> <li>•Catholic Church</li> <li>•Military</li> <li>•Governmental Organizations</li> <li>•Public School System</li> </ul>	<ul style="list-style-type: none"> <li>•Formal roles (stable and scalable hierarchy)</li> <li>•Processes (long term perspectives)</li> </ul>	
<b>ORANGE organizations</b>	Goal is to beat the competition; achieve profit and growth. Innovation is the key to staying ahead. Management by objectives (command and control on what; freedom on the how)	<ul style="list-style-type: none"> <li>•Multinational companies</li> <li>•Charter Schools</li> </ul>	<ul style="list-style-type: none"> <li>•Innovation</li> <li>•Accountability</li> <li>•Meritocracy</li> </ul>	
<b>GREEN organizations</b>	Within the class pyramid structure, focus on culture and empowerment to achieve extraordinary employee motivation	<ul style="list-style-type: none"> <li>•Culture Driven Organizations (NGO's, Southwest Airlines, Ben &amp; Jerrys, Semco)</li> </ul>	<ul style="list-style-type: none"> <li>•Empowerment</li> <li>•Values-driven culture</li> <li>•Stakeholder model</li> </ul>	
<b>TEAL organizations</b>	No one is the boss of anyone else. Hierarchy is not powerful enough to face complexity, e.g. global economy, human muscle brain (cells). If you take your purpose seriously there is no competitor by definition	<ul style="list-style-type: none"> <li>•Network Organizations (Burtzorg, ESBZ, Zappos, Semco, A.W. Gore, Automattic)</li> </ul>	<ul style="list-style-type: none"> <li>•Self Management</li> <li>•Wholeness</li> <li>•evolutionary Purpose</li> </ul>	

# Mememes via Motivation and Driving Behavior

<b>Red</b>	Instant gratification, Adoration, Adventure, Aggressiveness, Awe, Bravery, Charm, Courage, Cunning, Desire, Dominance, Endurance, Enjoyment, Excitement, Extravagance, Fearlessness, Ferocity, Heroism, Honour, Hopefulness, Impulse, Meekness, Nerve, Obedience, Surprise, Valour, Victory, Passion, Power, Sacrifice
<b>Blue</b>	Accuracy, Anticipation, Benevolence, Carefulness, Certainty, Charity, Chastity, Conformity, Conscientiousness, Consistency, Control, Conviction, Devotion, Dignity, Diligence, Duty, Discipline, Faith, Fidelity, Holiness, Loyalty, Modesty, Order, Piety, Prudence, Purity, Restraint, Saintliness, Solidarity, Stability, Structure, Thrift, Virtue
<b>Orange</b>	Affluence, Ambition, Boldness, Capability, Celebrity, Challenge, Confidence, Creativity, Curiosity, Decisiveness, Direction, Drive, Efficiency, Excellence, Exploration, Fame, Freedom, Growth, Independence, Investing, Liberty, Logic, Money, Motivation, Optimism, Prosperity, Professionalism, Proactive, Persistence, Significance, Speed, Success, Recognition, Recreation, Resourcefulness, Status, Uniqueness, Wealth
<b>Green</b>	Acceptance, Altruism, Appreciation, Awareness, Balance, Compassion, Contribution, Co-operation, Consensus, Diversity, Empathy, Encouragement, Fairness, Generosity, Happiness, Harmony, Mindfulness, Openness, Respect, Selflessness, Sharing, Spirituality, Support
<b>Yellow</b>	Adaptability, Agility, Approachability, Assertiveness, Candour, Congruence, Directness, Functionality, Flexibility, Guidance, Humility, Insightfulness, Inspiration, Integrity, Mastery, Nimbleness, Perceptiveness, Reflection, Persistence, Simplicity, Sincerity, Spontaneity, Synergy, Self-Awareness



# Memes via Attributes

Magical / Animistic	Impulsive / Egocentric	Purposeful / Authoritarian	Achievist / Scientific	Communitarian / Egalitarian	Integrative / Autonomous	Holistic / Collective Individualism
Characteristics	Characteristics	Characteristics	Characteristics	Characteristics	Characteristics	Characteristics
Mystical spirits, signs	Raw power displays	Only one right way	Competes for success	Seeks inner peace	Big picture views	Scans the macro
Safe clans and nests	Immediate pleasure	Purpose in causes	Goal-oriented drive	Everybody is equal	Integrative structures	Synergy of all life
Powerful elders	Unrestrained by guilt	Guilt in consequences	Change to progress	Everything is relative	Naturalness of chaos	Safe, orderly world
Our people vs. "them"	Colorful and creative	Sacrifice for honor	Material gain/perks	Harmony within the group	Inevitability of change	Restore harmony

Decision making	Decision making	Decision making	Decision making	Decision making	Decision making	Decision making
Custom and tradition	Tough-one dictates	Orders from authority	Bottom-line results	Reach consensus	Highly principled	Blend natural flows
Elders' counsel	What gets respect	Do right, obey rules	Test options for best	All must collaborate	Knowledge centered	Look up/downstream
Signs or the shaman	What feels good now	Adhere to tradition	Consult experts	Accept any input	Resolved paradoxes	Plan for long range
Clan gets the spoils	Powerful grab spoils	Righteous earn spoils	Successful win spoils	Communal spoils	Competent get spoils	Life gets spoils

Education	Education	Education	Education	Education	Education	Education
Paternalistic teachers	Rewards for learning	Truth from authority	Experiments to win	To explore feelings	Becomes self-directed	Access to world
Rituals and routines	Tough-love tactics	Traditional stair steps	High-tech, high status	Shared experiences	Whole-day package	Blends feelings and technology
Passive learners	Work on respect	Moralistic lessons	How to win niches	Social development	Tuned to interests	Bring past to life
Oral history stories	Controlled freedom	Punishment for errors	Mentors and guides	Learn cooperation	Non-rigid structure	Maximize the brain

Family	Family	Family	Family	Family	Family	Family
Extended kinships	Gang-like battles	Seat of truths and values	Upwardly mobile	Grouping of equals	Shifting roles	Global awareness
Rites of passage	Builds us vs. them walls	Respect for parents	Demands attention	Participative activities	Expects competence	Grows consciousness
Strict role relations	Tests of worthiness	Codes of conduct	High expectations	Highly accepting	Takes each as is	Broad interest ranges
Protects bloodline	Struggles with the system	Teaches moral ways	Image conscious	All feelings processed	Information base	Seeks outreach

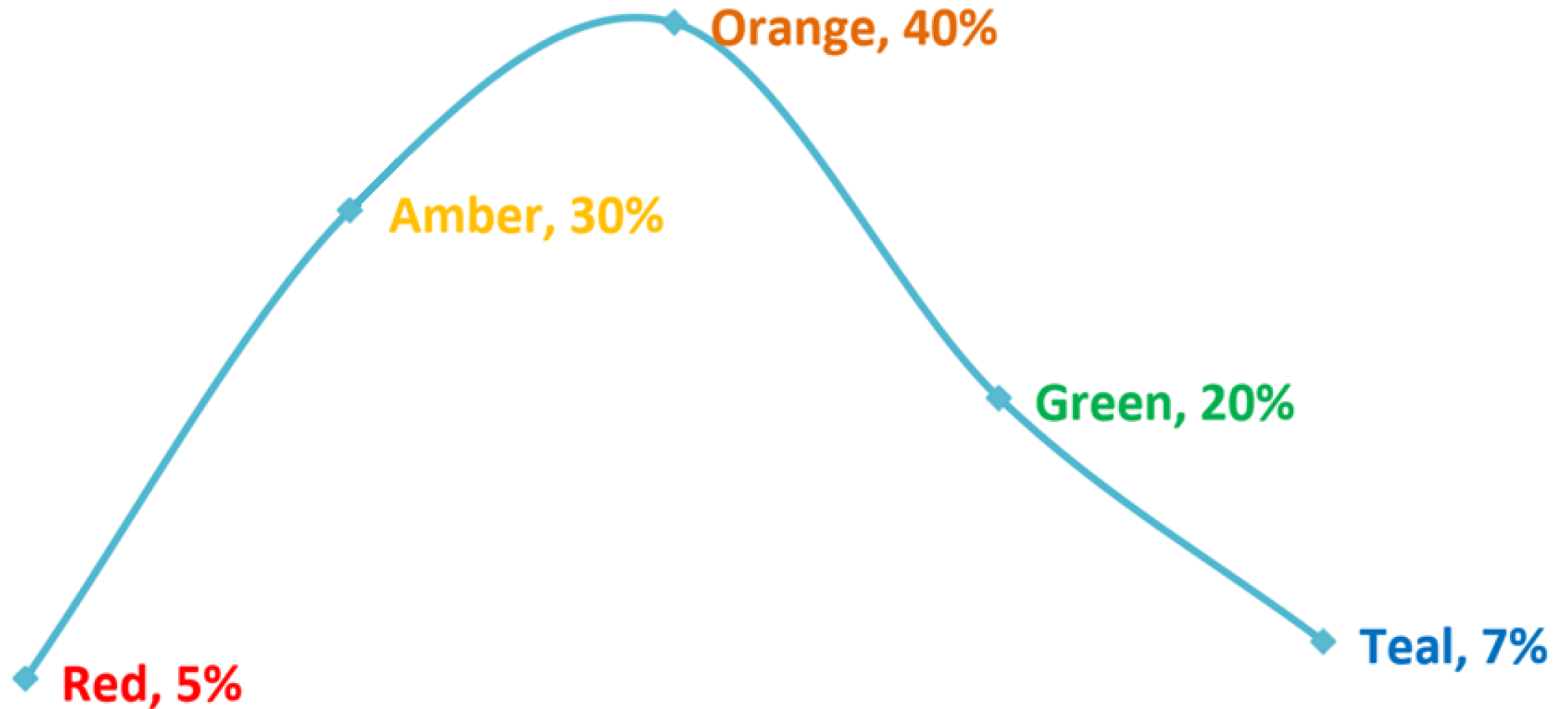
Community	Community	Community	Community	Community	Community	Community
Respects folk ways	Predators in control	Peace-and-quiet	Caters to prosperous	Social safety-nets	Does more with less	Interconnected
Honors ethnicity	Danger to the outsiders	Cautious and careful	Displays affluence	"Politically correct"	Appropriate technologies	Highly diversified
Lets group be itself	Forms fiefdoms	Tidy, green, and neat	Buys into society	Open for insiders	Power is dispersed	Not isolationist
Guards magic places	Turf wars and vendettas	Born into society	Security for the elite	Invests in self	Integrated systems	Information rich

Life space	Life space	Life space	Life space	Life space	Life space	Life space
Old country ways	Unconstrained	Law abiding citizen	Wants to prosper now	Thrives on belonging	Life is learning	Belong to universe
Focus on subsistence	Might makes right	Places for everybody	Competition always	Needs acceptance	Intrigued by process	Fit into chain of being
Fearful, mystical, superstitious	Winners and dead losers	Seeks peace of mind	Leverages influence	Sacrifice feels good	Freedom to just be	Do something here
Full of spirit beings	Attention-seeking	Rewards to come	Seeks material things	Renews spirituality	Rarely fearful	As one with life-force

# What Would an Agile Organization Look Like?

Function	Traditional ( <b>Orange</b> ) Organizations	Agile ( <b>Green-Teal</b> ) Organizations
ORGANIZATION	Hierarchical pyramid	Self-organizing teams; coaches with no mgmt authority
PROJECTS	Heavy project management methods	No project mgrs; people self-staff projects
RECRUITMENT	Interviews by HR to match with job description	Interviews by future team members
JOB	Each has own description & job title	No job titles; fluid, granular roles
PERFORMANCE MANAGEMENT	Focus on individual performance; appraisal by supervisor	Focus on team performance; peer appraisals
PROMOTIONS	Jockeying for position, politics	No promotion, roles fluidly rearranged with peer agreement

# Meme Distribution



# Constructivist Theory

- Constructivist Theory: (Piaget, Keagan, Cook-Greuter, Torbert)
  - ...that we construct our own reality out of the way we make sense and meaning
- Evolutionary development of the complexity of our sense-making and meaning-making
  - stages of ego development (Action Logics)
- Action Logics provide a way of understanding how people interpret events and how they are likely to act in different situations
- Action Logics transcend and include; evolve to more complex sense-making and meaning-making
- People are at different stages of development and what we are seeing, and trying to create, may be very different through another person's Action Logic
  - Our reality may not be their reality... and likely isn't

# Action Logics | Ego Development Stages

Type	Characteristics	Strengths	Weaknesses	% US Pop	How they respond to feedback
Opportunist	Wins any way possible. Self-oriented; manipulative. “Might makes right.”	Good in emergencies and in pursuing sales.	Few people want to follow them.	4.3%	React to feedback as an attack or threat
Diplomat	Avoids conflict. Wants to belong; obeys group norms; doesn’t rock the boat.	Supportive glue on teams.	Can’t provide painful feedback or make the hard decisions needed to improve performance.	11.3%	Receive feedback as disapproval, or as a reminder of norms
Expert	Rules by logic and expertise. Uses hard data to gain consensus and buy-in.	Good individual contributor.	Lacks emotional intelligence; lacks respect for those with less expertise.	36.5%	Take it personally, defend own positions; dismiss feedback from those who are not seen as experts in the same field (general manager)
Achiever	Meets strategic goals. Promotes teamwork; juggles managerial duties and responds to market demands to achieve goals.	Well suited to managerial work.	Inhibits thinking outside of the box.	29.7%	Accept feedback especially if it helps them to achieve their goals and to improve
Individualist	Operates in unconventional ways. Ignores rules he/she regards as irrelevant.	Effective in venture and consulting roles.	Irritates colleagues and bosses by ignoring key processes and people.	11.3%	Welcome feedback as necessary for self-knowledge and to uncover hidden aspects of their own behavior
Strategist	Generates organizational and personal change. Highly collaborative; weaves visions with pragmatic, timely initiatives; challenges existing assumptions.	Generates transformations over the short and long term.	None	4.9%	Invite feedback for self-actualization; conflict seen as inevitable aspect of viable and multiple relationships
Alchemist	Generates social transformations. Reinvents organizations in historically significant ways.	Leads society-wide change	None	2%	View feedback (loops) as a natural part of living systems; essential for learning and change



What do you see here?





# Take a Moment to Reflect With a Partner

- Where are you “at?”
- Where is your team?
- Where is your company?
- Where is your client?
- What characteristics are you seeing that lead you to recognize this?

For yourself... later...

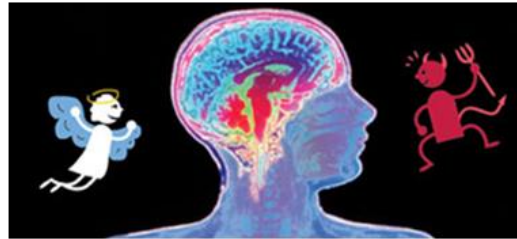
- What problems is this currently causing? What challenges do you see?

# All Quadrants... All Levels... (AQAL)

- Basic framework of Integral Theory
- Suggests that all human knowledge and experience can be placed in a four-quadrant grid, along the axes of "interior-exterior" and "individual-collective".

<b>Upper-Left (UL)</b> "I" Interior Individual <i>Intentional/Awareness</i>	<b>Upper-Right (UR)</b> "It" Exterior Individual <i>Behavioral</i>
<b>Lower-Left (LL)</b> "We" Interior Collective <i>Cultural</i>	<b>Lower-Right (LR)</b> "Its" Exterior Collective <i>Social</i>

# Visualizing the AQAL Quadrants



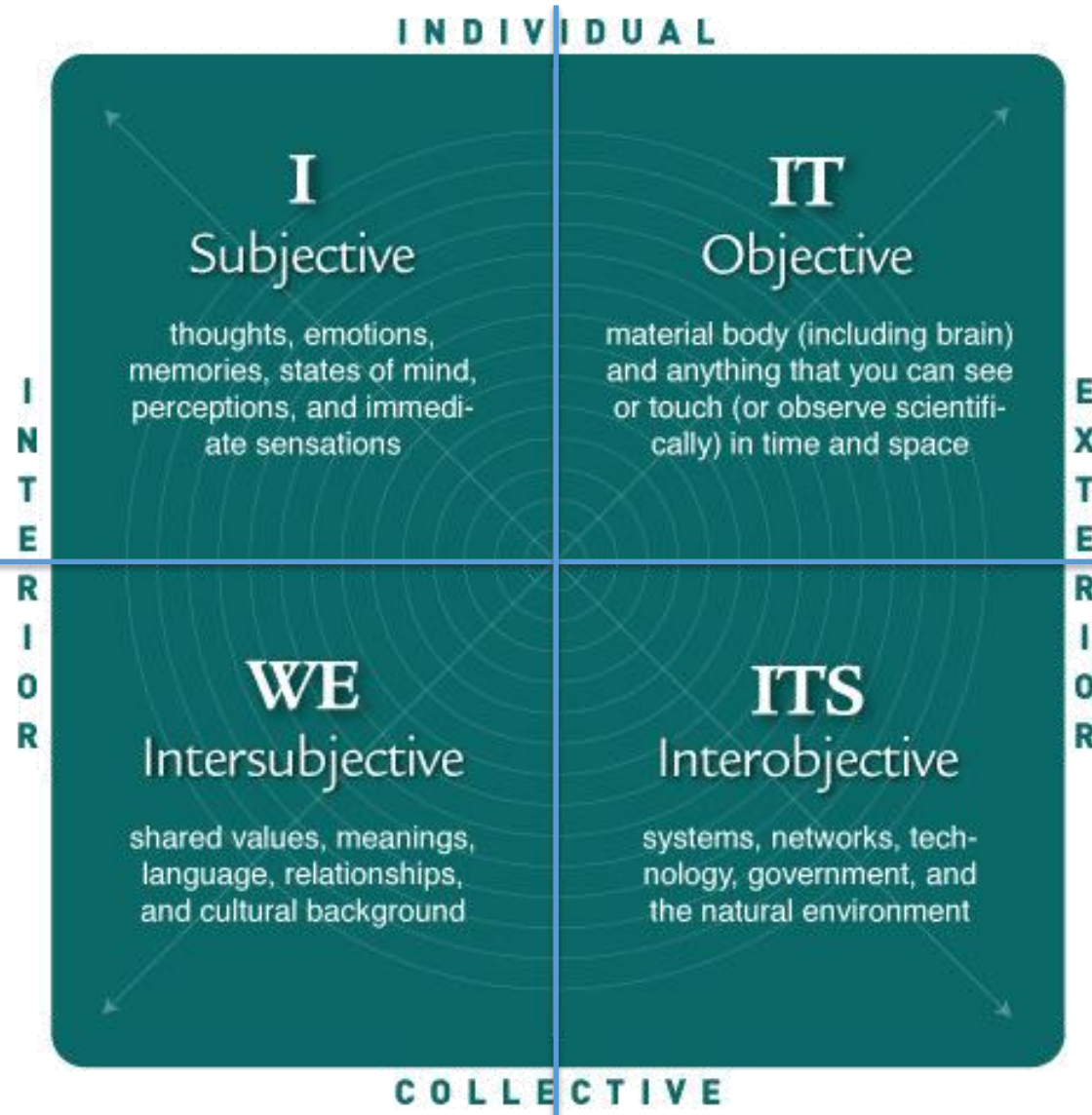
# Quadrants Overview

## Intentional

Questions:  
Who am I?  
What do I feel?  
What do I value?

## Cultural

Questions:  
Who are we?  
What do we feel?  
What do we value?  
How do we communicate?



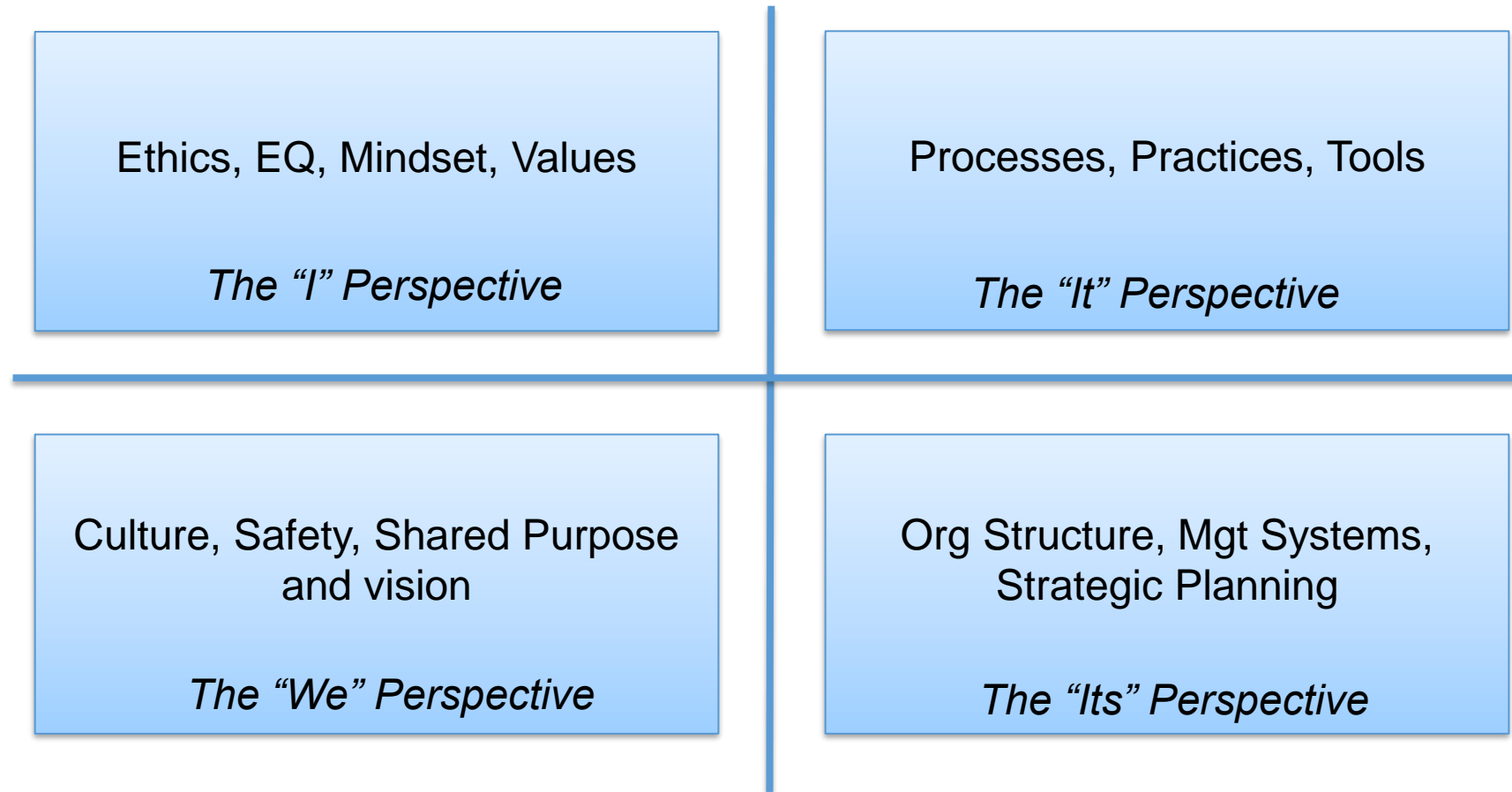
## Behavioral

Questions:  
What does it do?  
What does it look like?  
Where is it?  
How much?

## Social

Questions:  
How do these objects interact?  
What does this system look like?

# Examples For Each Quadrant



# An Example Using Orange

Leaders will put incentive systems in place that match their own belief

*The “I” Perspective*

People will behave individualistically; tempted to cut corners if needed to make the numbers

*The “It” Perspective*

A culture will develop that esteems great achievers above team players

*The “We” Perspective*

People should be given ambitious targets and a lofty bonus if they reach them

*The “Its” Perspective*

# Let's Look at Those Blockers Again

Implementing Scrum – Green/Teal “It” Quadrant practices	How can we now apply our SDi meme and AQAL awareness?
Standups	
Retrospectives	
Sprints	
Open communication to Product Owner and business organization	
Visual Radiators – Burn charts, Velocity, etc.	
Pluralistic activities like Planning Poker	

# Tools Matrixes and References



# Mapping a Tools Matrix

Leadership (I)	Org Culture (WE)	Practices / Competencies (IT)	Org Architecture (ITS)
<ul style="list-style-type: none"> <li>• Expect mainly Reactive / Expert leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Formal, role-based</li> <li>• Agile by edict</li> </ul>	<ul style="list-style-type: none"> <li>• Iterative development</li> <li>• “Simplistic” Kanban</li> </ul>	<ul style="list-style-type: none"> <li>• Value stream mapping</li> <li>• Well-defined hierarchy</li> </ul>
<ul style="list-style-type: none"> <li>• Expect Reactive (Exprt, Achiever) leadership</li> <li>• Tactical Intro of Coaching comptncy for <b>goal clarification</b></li> </ul>	<ul style="list-style-type: none"> <li>• Expect “Competitive,” Profit-driven (obsessed)</li> <li>• Team owns work (as long as biz goal met)</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering Practices – measure biz goals</li> <li>• (partial) Lean Startup</li> <li>• Kanban – cycle time</li> <li>• Results-driven Scrum</li> </ul>	<ul style="list-style-type: none"> <li>• Matrix structure with empowered customer</li> <li>• Expect MBO structure &amp; “rank &amp; yank”</li> <li>• Look for “pain”</li> </ul>
<ul style="list-style-type: none"> <li>• Emerging Creative</li> <li>• Expect Achiever &amp; Catalyst leadership</li> <li>• Coaching competency for <b>growth of self</b></li> </ul>	<ul style="list-style-type: none"> <li>• Values-driven</li> <li>• Teams own results</li> <li>• Participative, consensus</li> <li>• Family “feel”</li> </ul>	<ul style="list-style-type: none"> <li>• Team-oriented practices</li> <li>• Lean Startup practices</li> <li>• People-driven Scrum</li> </ul>	<ul style="list-style-type: none"> <li>• Flat org structure</li> <li>• Performance Revs done by Teams</li> <li>• Policies on rights of workers</li> <li>• Theory of Constraints</li> </ul>
<ul style="list-style-type: none"> <li>• Creative (Catalyst &amp; above)</li> <li>• Coaching (multidimensional)</li> </ul>	<ul style="list-style-type: none"> <li>• Self-organized teams!</li> <li>• Purpose-driven culture</li> <li>• True meritocracy</li> </ul>	<ul style="list-style-type: none"> <li>• Lean Startup / Customer Developmnt</li> <li>• Software Craftsman</li> <li>• Fluid code ownership</li> <li>• Unique solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative org structure</li> <li>• Holacracy, lattice</li> <li>• Team Coach role with no authority</li> </ul>

# Additional Tools For Each Quadrant

Increasing EQ, leadership development, personality profiles, introspection, reflection, meditation, solitude, self-awareness

*The “I” Perspective*

Scientific method, metrics, analysis, observation, financial controls, statistics, productivity measurements, financial targets, product, agile practices, ALM tools

*The “It” Perspective*

Corporate vision, mental models, dialog process, transformational change, culture design

*The “We” Perspective*

Systems thinking, portfolio analysis, strategic planning, trend forecasting, empirical management systems, lifecycle analysis, SAFe, hierarchy, holarchy

*The “Its” Perspective*

# A Few References

- Spiral Dynamics
  - Spiral Dynamics (Beck and Cowan)
  - The Never Ending Quest (Graves, with Cowan and Todorovic)
- Action Logics | Ego Development Theory
  - HBR article: Seven Transformations of Leadership (Rooke and Torbert)
    - <https://hbr.org/2005/04/seven-transformations-of-leadership>
  - (Article) The development of Action Logics: A Detailed Description of the Development of Nine Action Logics Adapted from Ego Development Theory for Leadership Development Framework (Cooke-Greuter)
    - <http://nextstepintegral.org/wp-content/uploads/2011/04/The-development-of-action-logics-Cook-Greuter.pdf>
- Integral Theory and AQAL
  - A Theory of Everything (Wilber)
  - Reinventing Organizations (Laloux)
  - Sex, Ecology, Spirituality: The Spirit of Evolution (Wilber)

# AQAL

## An Integral Map

All Quadrants  
Levels/Stages • States  
Lines • Types

### Types



Valid distinctions like masculine/feminine, the 9 Enneagram categories, and Jung's archetypes and typologies, among others.

Types have qualitatively differing interpretations, quadrant preferences and line emphasis as they develop.

### Stages of Development

#### Unitive Self

Witness Self. Action and non-action without attachment to outcome. Realization as a verb not a destination. Apex Self. Quest: Realizing integrated free functioning human being.

#### Holistic Self (SDi turquoise)

Collective Individualism - starting 30 years ago  
Authentic irony. An ecology of perspectives  
Quest: peace in an incomprehensible world.

AQAL Spirituality, Transrational perceptions. Aware of AQAL arising.  
Pitfalls: pathologies of the soul.

#### Integral Self (SDi yellow)

World-Kosmocentric - starting 50 years ago  
Healthy hierarchies, Live fully and responsibly. Integrate the whole spiral.  
Quest: integral synthesis - to balance the whole with holarchy  
Evolutionary streams awaken, integrate diversity with discernment, developmental perspective.  
Pitfalls: aborted self-actualization, existential angst, bad faith, etc.

#### Sensitive Self Age 15–21 years (SDi green)

Social Democracies, informational - starting 150 years ago, Pluralism  
Seek inner peace within a caring community. Power with, Solidarity, Human Rights Activism  
Quest: peace, affectionate relations, beneficial resolution, dialogue and consensus.  
Method: appreciate diverse views, listen well, consensus, emphasize group needs, marginalize no one  
Pitfalls: nihilism, inauthenticity, excessive relativism, lack of discernment, endless consensus, heartless irony

#### Rational Self Age 9–14 years (SDi orange)

Capitalistic Democracies - starting 300 years ago - Scientific Rationalism, worldcentric  
Act from self-interest by playing the game to win. Market-Driven Meritocracy  
Quest: rational truth, material pleasure, in defense of civilization.  
Method: science, learn to excel, set goals, achieve, measure success.  
Pitfalls: scientism, flatland, identity crisis, role confusions, consumerism, ecological crisis, workaholism, goal-fixation, over-attachment to successful methods, denial of spirit.

#### Rule/Role Self Age 7–8 years. (SDi blue)

Late Mythic, Nation States, Authoritarian, Absolutistic Religious - starting 5,000 years ago  
Ethnocentric, life has meaning, direction, and purpose with predetermined outcomes.  
Quest: ultimate peace, good versus evil.  
Method: fit in, follow the given rules, don't exceed your role, discipline, faith  
Pitfalls: archetypal role identification, script pathology, fundamentalism, fascism, etc.

#### Power Self Age 3–6 years. (SDi red)

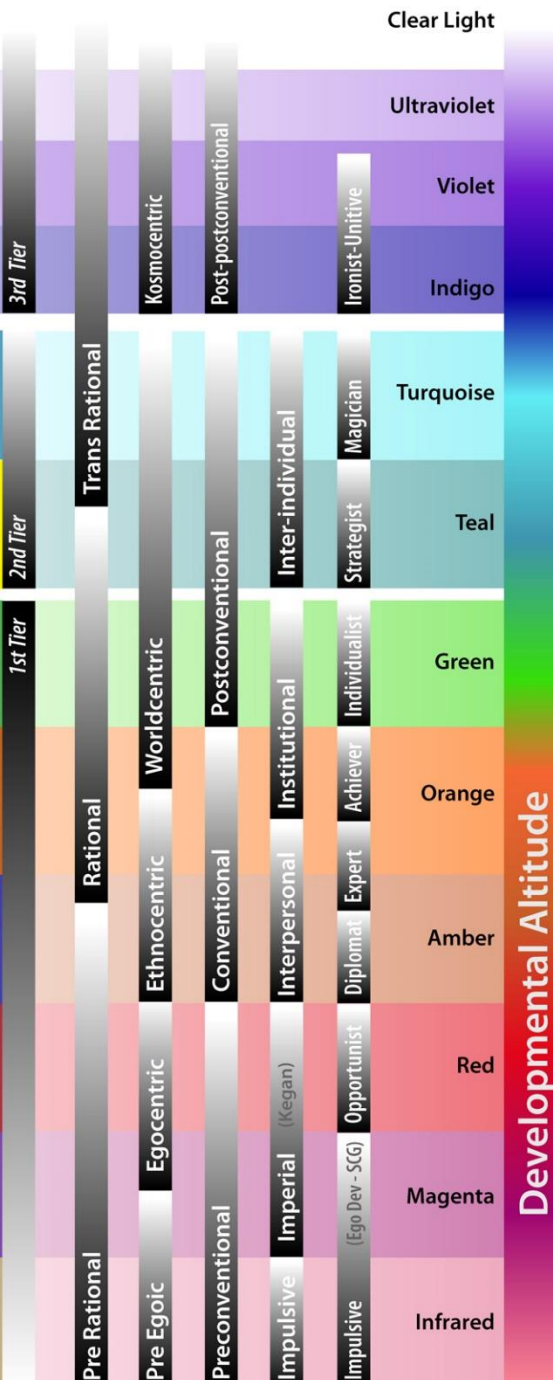
Early Mythic, Feudal & Exploitive Empire - starting 10,000 years ago  
Aggression, might makes right, be and do what you want, regardless.  
Quest: heroic status, power, glory, rage and revenge.  
Method: align with power, take what you need, power over others, force  
Pitfalls: gangs, anxiety, depression, phobias, bullying, terrorism

#### Magic/Animistic Self Age 1–3 years (SDi purple)

Tribal Order - starting 50,000 years ago, Egocentric, impulsive  
Keep the spirits happy and tribe's nest warm and safe. Magical thinking  
Quest: safe mode of living, security.  
Method: Petition to Gods or Powers with ritual.  
Pitfalls: borderline, narcissism, omnipotent fantasy, tribal conflicts

#### Instinctive Self Age 0–18 months (SDi beige)

Survival Bands - starting 100,000 years ago  
Do what you must to stay alive. Un-differentiated, narcissism.  
Quest: food, water, warmth, shelter  
Methods: scavenge whatever you need.  
Pitfalls: primitive developmental psycho-pathologies, autism



## INDIVIDUAL

INTERIOR

EXTERIOR

### I

Self + Consciousness  
intentional  
subjective  
contemplative  
3-2-1 Shadow work  
psychology  
spirituality  
purpose, values, calling

### IT

Brain + Organism  
behavioral  
objective science  
empiricism  
behaviorism  
physics, biology, neurology  
statistics, goals  
"the facts"

### WE

Culture + Worldview  
meaning + art + music  
morality + values  
intersubjective  
corporate culture  
community/political values  
subjective connections

### ITS

Social Systems  
economics+ environment  
interobjective  
systems + chaos theories  
Marx, Capra, Maturana  
deep ecology - web of life  
marketing + contribution

## GROUP

### States of Consciousness

