



Figure 1-1. *The Spiral of Development*. Adapted by permission from Don Beck and Chris Cowan, *Spiral Dynamics: Mastering Values, Leadership, and Change* (Cambridge, Mass.: Blackwell Publishers, 1995).

tension are completely redrawn: not based on skin color, economic class, or political clout, but on the type of meme a person is operating from. In a particular situation it is no longer "black versus white," but perhaps blue versus purple, or orange versus green, and so on; and while skin color cannot be changed, consciousness can. As Beck puts it, "The focus is not on types of people, but types *in* people."

The first six levels are "subsistence levels" marked by "first-tier thinking." Then there occurs a revolutionary shift in consciousness: the emergence of "being levels" and "second-tier thinking," of which there are two major waves. Here is a brief description of all eight waves, the percentage of the world population at each wave, and the percentage of social power held by each.¹¹

1. *Beige: Archaic-Instinctual*. The level of basic survival; food, water, warmth, sex, and safety have priority. Uses habits and instincts just to survive. Distinct self is barely awakened or sustained. Forms into *survival bands* to perpetuate life.

Where seen: First human societies, newborn infants, senile elderly, late-stage Alzheimer's victims, mentally ill street people, starving masses, shell shock. Approximately 0.1 percent of the adult population, 0 percent power.

2. *Purple: Magical-Animistic*. Thinking is animistic; magical spirits, good and bad, swarm the earth leaving blessings, curses, and spells which determine events. Forms into *ethnic tribes*. The spirits exist in ancestors and bond the tribe. Kinship and lineage establish political links. Sounds "holistic" but is actually atomistic: "There is a name for each bend in the river but no name for the river."

Where seen: Belief in voodoo-like curses, blood oaths, ancient grudges, good-luck charms, family rituals, magical ethnic beliefs and superstitions; strong in third-world settings, gangs, athletic teams, and corporate "tribes." 10 percent of the population, 1 percent of the power.

3. *Red: Power Gods*. First emergence of a self distinct from the tribe; powerful, impulsive, egocentric, heroic. Magical-mythic spirits, dragons, beasts, and powerful people. Archetypal gods and goddesses, powerful beings, forces to be reckoned with, both good and bad. Feudal lords protect underlings in exchange for obedience and labor. The basis of *feudal empires*—power and glory. The world is a jungle full of threats and predators. Conquers, outfoxes, and dominates; enjoys self to the fullest without regret or remorse; be here now.

Where seen: The "terrible twos," rebellious youth, frontier mentalities, feudal kingdoms, epic heroes, James Bond villains, gang leaders, soldiers of fortune, New-Age narcissism, wild rock stars, Attila the Hun, *Lord of the Flies*. 20 percent of the population, 5 percent of the power.

4. *Blue: Mythic Order*. Life has meaning, direction, and purpose, with outcomes determined by an all-powerful Other or Order. This righteous Order enforces a code of conduct based on abso-