

Moreover, each wave can itself be activated or reactivated as life circumstances warrant.¹² In emergency situations, we can activate red power drives; in response to chaos, we might need to activate blue order; in looking for a new job, we might need orange achievement drives; in marriage and with friends, close green bonding. All of these memes have something important to contribute.

But what none of the first-tier memes can do, on their own, is fully appreciate the existence of the other memes. Each of the first-tier memes thinks that its worldview is the correct or best perspective. It reacts negatively if challenged; it lashes out, using its own tools, whenever it is threatened. Blue order is very uncomfortable with both red impulsiveness and orange individualism. Orange individualism thinks blue order is for suckers and green egalitarianism is weak and woo-woo. Green egalitarianism cannot easily abide excellence and value rankings, big pictures, hierarchies, or anything that appears authoritarian, and thus green reacts strongly to blue, orange, and anything post-green.

All of that begins to change with second-tier thinking. Because second-tier consciousness is fully aware of the interior stages of development—even if it cannot articulate them in a technical fashion—it steps back and grasps the big picture, and thus second-tier thinking appreciates the *necessary role that all of the various memes play*. Second-tier awareness thinks in terms of the overall spiral of existence, and not merely in the terms of any one level.

Where the green meme begins to grasp the numerous different systems and pluralistic contexts that exist in different cultures (which is why it is indeed the sensitive self, i.e., sensitive to the marginalization of others), second-tier thinking goes one step further. It looks for the rich contexts that link and join these pluralistic systems, and thus it takes these separate systems and begins to embrace, include, and integrate them into holistic spirals and integral meshworks. Second-tier thinking, in other words, is instrumental in moving from relativism to holism, or from *pluralism to integralism*.

The extensive research of Graves, Beck, and Cowan indicates that there are at least two major waves to this second-tier integral consciousness:

7. *Yellow: Integrative.* Life is a kaleidoscope of natural hierarchies [holarchies], systems, and forms. Flexibility, spontaneity, and functionality have the highest priority. Differences and plur-

alities can be integrated into interdependent, natural flows. Egalitarianism is complemented with natural degrees of ranking and excellence. Knowledge and competency should supersede power, status, or group sensitivity. The prevailing world order is the result of the existence of different levels of reality (memes) and the inevitable patterns of movement up and down the dynamic spiral. Good governance facilitates the emergence of entities through the levels of increasing complexity (nested hierarchy). 1 percent of the population, 5 percent of the power.

8. *Turquoise: Holistic.* Universal holistic system, holons/waves of integrative energies; unites feeling with knowledge; multiple levels interwoven into one conscious system.¹³ Universal order, but in a living, conscious fashion, not based on external rules (blue) or group bonds (green). A “grand unification” [T.O.E.] is possible, in theory and in actuality. Sometimes involves the emergence of a new spirituality as a meshwork of all existence. Turquoise thinking uses the entire Spiral; sees multiple levels of interaction; detects harmonics, the mystical forces, and the pervasive flow-states that permeate any organization. 0.1 percent of the population, 1 percent of the power.

With less than 2 percent of the population at second-tier thinking (and only 0.1 percent at turquoise), second-tier consciousness is relatively rare because it is now the “leading edge” of collective human evolution. As examples, Beck and Cowan mention items that include Teilhard de Chardin’s noosphere, the growth of transpersonal psychology, chaos and complexity theories, integral-holistic systems thinking, Gandhi’s and Mandela’s pluralistic integration, with increases in frequency definitely on the way, and even higher memes still in the offing. . . .

THE JUMP TO SECOND-TIER CONSCIOUSNESS

As Beck and Cowan point out, second-tier thinking has to emerge in the face of much resistance from first-tier thinking. In fact, a version of the postmodern green meme, with its pluralism and relativism, has actively fought the emergence of more integrative and holistic thinking. And yet without second-tier thinking, as Graves, Beck, and