

## Detailed descriptions of the value systems/memes

### AN Beige - Instinctive

Problems of existence

- Maintaining physiological stability
- Catalyst
- Life

Key characteristics

- Biology driven
- The essence of human survival
- Distinct self is barely awakened

Language

- "I survive"

Examples

Clan of the cave bear

1. Beige: Semi-Stone Age, not generally that active today, dominated by nature and basic survival instincts, acting much as other animals. Results in loose, clan-based survival groups. Famine might result in large numbers of people arrested in this mode. (newborns and senile elderly, mentally ill street people, people in starvation, late-stage Alzheimers, .1% of population)

## BO Purple - Animistic

Problems of existence

- Achievement of relative safety

Catalysts

- Awareness of distinct self
- Awakening of cause and effect
- Concerns with fear and threat

Key characteristics

- Individual subsumed into group
- Bond together to endure and find safety
- Seek harmony with nature's powers

Language

- "We are safe"

Examples

- Eco-feminism

2. Purple: Tribal animistic, magical, spiritistic, close to the earth and cyclic in outlook. This leads to tribal groupings, focus on rituals to appease ancestral spirits. Blood bonds are strong. Management of PURPLE demands respect for clan rules and allegiances, respect to the clan "leaders." Rewarding someone too visibly can break the group bond with negative consequences. Change must be embodied in rituals, traditions, and symbols. (guardian angels and voodoo-like curses, blood oaths, lucky charms, superstitions, athletic team bonding, 10% of world population, 1% of power)

### Structures and motivational approaches

**purple** as a MAGIC CIRCLE that makes all inside feel safe

**purple** is nurtured through observing rituals, finding reassurance, and by expressing a sense of enchantment in life's mystery

<b>CURRENTS OF CHANGE</b>	<b>BO Purple</b> Mystical spirits Safe nests Powerful chiefs
<b>KEY DESCRIPTION</b>	<b>Kinspirits</b> Animistic / Tribalistic "Sacrifice self for chief/ancestors ways"
<b>CONDITIONS / PROBLEMS</b>	Threatening world of many spirit beings and mysterious forces
<b>OPERATING SYSTEMS</b>	Rely on chief, group or magic to find safety and security for the people
<b>LEARNING STYLES</b>	<i>Classical</i> - paternalistic teacher; step-by-step sequences, rituals, and routines; small group nests; use of magic and fantasy
<b>MANAGEMENT SYSTEMS</b>	<i>TRIBAL</i> - Strong, caring "chiefs" who reward groups (not individuals), assure safety and uphold traditional ways
<b>MOTIVATIONAL HOT BUTTONS</b>	Ritual; respect for powerful figures; appeals to safety, magic and mysticism; tradition and custom; home and hearth

To understand the PURPLE worker, learn about the customs of the clan or tribe. 'The person is an extension of the group and owes first allegiance back to it. Traditional ways of doing things, showing due respect to ancestors and their ways, and attention to the spirit realm are necessary to organizational health.

Decisions are made in circles where everybody, has a say but the accepted 'leader' announces the consensus. Much energy will focus on meeting daily needs and those of their extended families. Fluid PURPLE 'tribe-time' that relies on seasons, places, and events rather than digitized ORANGE or BLUE clock-ticks regulates activities, much to the distress of work schedulers and punctuality fanatics.

Dealing with fear, omens, and threats to the group are constant issues. The focus will be rather narrow and immediate, though memories of past events grudges, slights, feuds, debts – may contaminate present operations until resolved. -Maintaining harmony among the people and with nature is often a central theme.

### CULTURAL MANIFESTATIONS AND PERSONAL DISPLAYS

Rites; rituals; taboos; superstitions; tribes; folk ways & lore

## CP Red - Egocentric

Problems of existence

- Living with self-awareness

Catalysts

- Emergence of dominant ego
- Self more powerful than group

Key characteristics

- Power impulses and displays, spontaneity, daring
- Avoid shame, feel no guilt, get respect
- Control of the environment
- Hedonism and sensory satisfaction

Language

- "I control"

3. Red: Exploitative Rough and harsh, rugged authoritarianism, finds expression in slavery or virtual slavery, exploitation of unskilled labor. Generally run by a Top Boss and series of proxies, strict division of have's and have not's. Assumption is that people are lazy, must be forced to work. True leaders must suppress natural human tendencies. Currently evident in street life and gangs in inner cities. Motivated by "heroes" and conquest. Feudalism. (Terrible Twos, feudal kingdoms, soldiers of fortune, many rock stars, Power Rangers, rebellious youth, 20% of world population, 5% of power)

### Structures and motivational approaches

**red** as an EMPIRE where one feels powerful and in control

**red** is excited by preserving stories of company heroes, and by celebrating feats of conquest, and by evidence of respect

<b>CURRENTS OF CHANGE</b>	<b>CP Red</b> Power impulses Immediate pleasure Spontaneous & colourful
<b>KEY DESCRIPTION</b>	<b>PowerGods</b> Egocentric / Exploitive "Express self impulsively, forget others"
<b>CONDITIONS / PROBLEMS</b>	Power-driven in a hostile world where strength is key to staying alive
<b>OPERATING SYSTEMS</b>	Be tough and depend on the self to fend off the aggression of others
<b>LEARNING STYLES</b>	<i>Conditioned</i> - immediate rewards for learning tasks; powerful teacher who allows for toughness; favours on-the-job learning; rejects rigid structures
<b>MANAGEMENT SYSTEMS</b>	<i>AUTOCRATIC</i> - Tough, straight-shooting boss who gives quick payoffs, respects strength and allows freedom up to a point.
<b>MOTIVATIONAL HOT BUTTONS</b>	Immediate payoffs; macho appeals and challenges; heroic images; more clout; looking good and getting respect

### People characteristics and needs

A few peoples ideas work quickly; they get rewarded; they, learn to do it again. These chosen ones have something special and they become the *elites*.

Many others' ideas don't work, don't bring rewards, and they become the *masses* to be exploited. They must struggle just to meet subsistence needs and have no surplus energy to awaken alternative ways of thinking. Some get rewarded now and then; and they become the *desirous* of niches nearer the elites above the masses. Since they have some surplus energy, they vie for position unmercifully and have some motivation to awaken alternatives.

Red learns by, operant conditioning - reinforcements given or withheld steer the person's development. The recurring question is 'What do I get out of it - what's in it for me?' Payoffs may be in cash or drugs, but can include excitement, power to wield over others, and sensual pleasures. When this vMEME is dominant things tend to be physical, emotion-laden, and gut-level.

### CULTURAL MANIFESTATIONS AND PERSONAL DISPLAYS

Gratification; glitz; conquest; action; impulsive; lives for now

## DQ Blue - Absolutist

Problems of existence

- Achieving ever-lasting peace of mind

Catalysts

- Recognition of mortality; Quest for meaning and purpose

Key characteristics

- Only one right way to think/be
- Bring order, stability and future reward
- Finds purpose in causes and crusades
- Guilt-based obedience to authority

Language

- "We are saved"

4. Blue: Authoritarian Loyal to Truth, which is defined by social grouping. Purposeful and patriotic, leads people to obey authority, feel guilty when not conforming to group norms, try to serve the greater good through self-sacrifice. Works very well in industrial economies. Discipline is strict but usually fair and often public (flogging in Singapore, e.g.). U.S. has shifted away from BLUE industries, which have moved to Mexico, Taiwan, Malaysia, and elsewhere that this BLUE is now strong. BLUE industries will eventually move to Africa, in Beck's opinion. Moralistic-prescriptive management techniques. Organizational structure is pyramidal. (Boy and Girl Scouts, Billy Graham, Puritan American, Confucian China, Islamic fundamentalism, 40% of world population, 30% of power)

### Structures and motivational approaches

**blue** as a solid PYRAMID giving stability and permanence

**blue** is reinforced through appeals to traditions, fair treatment for all, and by honoring length of service and loyalty

<b>CURRENTS OF CHANGE</b>	<b>DQ Blue</b> One right way Purpose in causes Guilt-based sacrifice
<b>KEY DESCRIPTION</b>	<b>TruthForce</b> Absolutistic / Sainly "Sacrifice self as higher authority says"
<b>CONDITIONS / PROBLEMS</b>	Need for purpose in life and reason for death to bring stability / order
<b>OPERATING SYSTEMS</b>	Find a truth that offers answers delivered through a chain of command
<b>LEARNING STYLES</b>	<i>Avoidant</i> - indoctrination from rightful authority; punishment for errors; moralistic direction; possibility of deferred rewards in future
<b>MANAGEMENT SYSTEMS</b>	<i>BUREAUCRATIC</i> - Hierarchy with categories for managers to maintain order, set uniform standards and reward dutiful performance equitably
<b>MOTIVATIONAL HOT BUTTONS</b>	Duty, honour, country; righteousness; being prepared; sacrifice and discipline; rewards in the afterlife

### People characteristics and needs

BLUE is natural for skilled, semi-technical jobs requiring from some to quite a lot of specific learning. The person feels a duty to work and 'hold down a job' - Puritan or Confucian work ethics. Laboring diligently is rewarding both in terms of immediate satisfaction and the belief that greater reward will come in the afterlife and/or accrue to the valued establishment. Innovation and risk taking are at low-ebb, so the person wants and needs clear direction with certain outcomes on a regular schedule.

German trains are run by BLUE. Fine Swiss watches are manufactured by BLUE craftsmen (and then marketed by ORANGE). The post-World War II miracle in Japan was administered through BLUE vMEMEs and resonated with Japanese PURPLE, as well, to set the standards for mass-produced quality, reliability, and attention to detail. In an enterprise rooted in healthy BLUE, the traditional worker would expect life-long employment, live quite happily in company housing, shop at the company store, and name a first-born son after the CEO.

### CULTURAL MANIFESTATIONS AND PERSONAL DISPLAYS

Meaning; discipline; traditions; morality; rules; lives for later

## ER Orange - Multiplistic

Problems of existence

- Conquering the physical universe

Catalysts

- Renewal of self as predominant
- Challenges higher authority to produce
- Looks to alternatives and ranges for action

Key characteristics

- Seek out the good life and abundance
- Materialism and game playing
- Success driven search for best ways
- Goal oriented plans and strategies
- Play to win and enjoy competition

Language

- "I improve"

5. Orange: Entrepreneurial Personal success orientation, each person rationally calculating what is to their personal advantage. Motivations are largely economic, people are responsive to perks, bonuses, money rather than loyalty, group belongingness, or life employment. Rational capacities allow people to test many options. Competition improves productivity and fosters growth. This is probably the dominant vMeme in America today. Main concerns are autonomy and manipulation of the environment. Usually results in free market economy and multi-party democracy. (Ayn Rand, Wall Street, Rodeo Drive, cosmetics industry, Dallas, trophy hunting, Hong Kong, GQ, Mediterranean yachts, 30% of world population, 50% of power)

### Structures and motivational approaches

**orange** as a challenging GAME that promotes opportunity and skill

**orange** is exercised by displaying symbols of success, individuals being recognized for their achievements, and challenges for improvement

<b>CURRENTS OF CHANGE</b>	<b>ER Orange</b> Success-driven Goal-orientated Material gain
<b>KEY DESCRIPTION</b>	<b>StriveDrive</b> Materialistic / Achiever "Express self to reach goals and live well"
<b>CONDITIONS / PROBLEMS</b>	Sense possibility of movement to do better than others and to win
<b>OPERATING SYSTEMS</b>	Entrepreneurism and plans to reach goals to better the self and some others
<b>LEARNING STYLES</b>	<i>Expectancy</i> - trial-and-error experiments where success brings anticipated gains; competitive gaming with high-tech, high status tools
<b>MANAGEMENT SYSTEMS</b>	<i>ECONOMIC</i> - Competitive and goal-oriented with perks for "winners" and rewards measured by production, political savvy, or gamesmanship skills
<b>MOTIVATIONAL HOT BUTTONS</b>	Opportunity for success; progress and achievement; competitive advantage; bigger and better, new and improved

### People characteristics and needs

In this zone an effective person is like a well-oiled machine that works as expected. Money, perks, and opportunities to advance are the lubricants for productivity. The person wants to succeed and advance toward ultimate independence. Design of the work is critical to success, since power ratios, titles, and the physical appearance of facilities influence performance. The person needs clear goals, objectives, targets, and reference points just beyond their reach. They want 'a piece of the action', not lock-step promotion or salary grades. Closed personalities caught up in ORANGE never have enough or finish the game, even when they, have no opponents left. The proverbial carrot is always just out of reach.

### CULTURAL MANIFESTATIONS AND PERSONAL DISPLAYS

Materialistic; consumerism; success; image; status; growth

## FS Green - Relativistic

Problems of existence

- Living with the human element

Catalysts

- Finds material wealth does not equate with happiness
- Renewed need for community and sharing
- Things become relative and ambiguous

Key characteristics

- Explore the inner beings of self and others
- Consensus seeking spirituality
- Tolerance and acceptance of differences

Language

- "We become"

6. Green: Communitarian Sensitive and humanistic, the focus with green is community and personal growth, equality, attention to environmental concerns. Work is motivated by human contact and contribution, learning from others. Being liked is more important than competitive advantage, value openness and trust, fear rejection and disapproval. Leaders become facilitators, less autocratic. Hierarchies blur in the move towards egalitarianism with a resulting tendency towards inefficiency and stagnation. Can become so bogged down and ineffectual, though, that people revert to go-getter individualism of orange. (Rogerian counseling, Esalen, GreenPeace, Jacques Costeau, Jimmy Carter, John Lennon's music, Doctors without Borders, ACLU, Ben & Jerry's, animal rights, deep ecology, 10% of population, 15% of power)

### Structures and motivational approaches

**green** as a supportive COMMUNITY that cares for its own

**green** is enhanced by stressing the importance of the human beings, responsiveness to feelings, and within a caring socially responsible community

<b>CURRENTS OF CHANGE</b>	<b>FS Green</b> Consensus-seeking Everybody's equal Everything's relative
<b>KEY DESCRIPTION</b>	<b>HumanBond</b> Relativistic / Social "Sacrifice self for all to prosper in unity"
<b>CONDITIONS / PROBLEMS</b>	Use collective actions to reach societal goals and meet individual needs
<b>OPERATING SYSTEMS</b>	Join others to build consensus and share feelings to make things better now
<b>LEARNING STYLES</b>	<i>Observational</i> - explore feelings and learn by watching others' actions; share here-and-now experiences to enhance interpersonal skills
<b>MANAGEMENT SYSTEMS</b>	<i>SOCIAL</i> - Sharing circle of equals where all pull for the group while developing their human potential and heightening awareness
<b>MOTIVATIONAL HOT BUTTONS</b>	Affiliation and love; human rights and dignity for all; more participation; equality and liberation of oppressed

Involvement and participation are keys to satisfaction. 'The person's identity is closely allied with the group. The role of 'leaders' is not so much to direct as to facilitate by joining with the people to help them like each other and get along while they are getting a job done. Everybody gets a share in benefits, often of their choosing. All 'belong' in a pleasant work environment with people-friendly gathering, spots and politically correct, eco-conscious recreation facilities. 'The group listens to gripes and complaints; everybody has the right to be heard. Interpersonal competencies are stressed in addition to technical skills. The entity's profile is usually quite flat in terms of both salary and management layers.

### CULTURAL MANIFESTATIONS AND PERSONAL DISPLAYS

Egalitarian; feelings; authentic; sharing; caring; community

## GT Yellow - Systemic

Problems of existence

- Restoring viability to a disordered world

Catalysts

- Overwhelmed by economic/human costs
- Confronted by chaos/disorder
- Need for results and functionality

Key characteristics

- Find natural mix of conflicting 'truths'
- Big picture views of life systems
- Integrative structures and flows
- Naturalness of change, accepting the inevitability of nature's flows

Language

- "I learn"

7. Yellow: Systemic This is the first vMeme of the second tier (described below) in which there is a quantum shift in the capacity to take multiple perspectives in life. YELLOW is motivated by learning for its own sake and is oriented towards integration of complex systems. Change is a welcome part of the process in organizations and life; YELLOW likes the challenges. It is characterized by systems thinking, an orientation to how parts interact to create a greater whole. Unique talents and dispositions are honored as contributing something valuable to the whole. YELLOW likes engineering complex systems and dealing with ideas. It is also ecologically oriented, but in a more subdued, behind the scenes way. YELLOW thinkers often work on the periphery of organizations, quietly fine-tuning situations and procedures, much to the bafflement of the first tier vMemes. (Hawking's Brief History of Time, chaos theory, eco-industrial parks, Wired magazine, 1% of world population, 5% of power)

### Structures and motivational approaches

**yellow** as a flowing STREAM crossing shifting natural plates

**yellow** is energized by conveying a sense of freedom, respect for discovery, and fun in the context of getting important jobs done

<b>CURRENTS OF CHANGE</b>	<b>GT Yellow</b> Big picture views integrative structures Natural chaos & change
<b>KEY DESCRIPTION</b>	<b>FlexFlow</b> Systemic / Integrative "Express self to be free and do no harm"
<b>CONDITIONS / PROBLEMS</b>	Finds other systems lack answers for living in a highly complex world
<b>OPERATING SYSTEMS</b>	Live according to internal principles in search for most functional way to be
<b>LEARNING STYLES</b>	<i>Informational</i> - self-directed access to knowledge and materials; individual develops without compulsiveness or fear; eclectic and diverse interests
<b>MANAGEMENT SYSTEMS</b>	<i>SYSTEMIC</i> - Integrated competency-based network where methods adapt to the people and functions at hand, then quickly change again as needed
<b>MOTIVATIONAL HOT BUTTONS</b>	Freedom to be as one chooses; self-worth and competency; big-picture access to systems and information

### CULTURAL MANIFESTATIONS AND PERSONAL DISPLAYS

Natural systems; self-principle; multiple realities; knowledge

## HU Turquoise - Holistic

Problems of existence

- Accepting existential dichotomies

Catalysts

- Search for guiding principles
- Whole earth problems arise
- Spirituality back in physics

Key characteristics

- Self is part of larger, conscious whole
- Planetary concerns above groups
- Synergy of all life forms and forces
- Reordered world for new meanings

Language

- "We experience"

8. Turquoise: Holistic Focused on a global holism/integralism, attuned to the delicate balance of interlocking life forces. Synthetic and experiential, emerging focus on spiritual connectivity. Work must be meaningful to the overall health of life. Feelings and information experienced together, enhancing both. Able to see and honor many perspectives, including many of the "lower" vMememes. Structured in multi-dimensional ways. Conscious of energy fields, holographic links in all walks of work and life, urge to use collective human intelligence to work on large-scale problems without sacrificing individuality. (Gaia hypothesis, Ken Wilber's work, Teilhard de Chardin, David Bohm, McLuhan's 'global village,' Gandhi's idea of pluralistic harmony, not very influential yet, .1% of world population, 1% of power)

### Structures and motivational approaches

**turquoise** as a LIVING thing, bringing order from within chaos

<b>CURRENTS OF CHANGE</b>	<b>HU Turquoise</b> Planetary concerns Synergy of life Ordered world
<b>KEY DESCRIPTION</b>	<b>GlobalView</b> Global Renewalist "Sacrifice self / others as Earth may require"
<b>CONDITIONS / PROBLEMS</b>	Knows the Earth needs a co-ordinated approach to new global problems
<b>OPERATING SYSTEMS</b>	Co-operate with world-wide networks to address issues impacting all life forms
<b>LEARNING STYLES</b>	<i>Experiential</i> - interaction with whole-earth networks to expand awareness and explore diverse ways of being and thinking; intuitive learning
<b>MANAGEMENT SYSTEMS</b>	<i>GLOBALIST</i> - Holistic blend of insights from anywhere, anytime coming together for purposes impacting the Global Village and all life forms
<b>MOTIVATIONAL HOT BUTTONS</b>	Unification across races and nations for global solutions; multi-dimensional thinking; survival of life on Earth

### CULTURAL MANIFESTATIONS AND PERSONAL DISPLAYS

Collective individuals; cosmic spirituality; earth changes