

Values, Culture and Consciousness Research that Maps Onto the Barrett Model

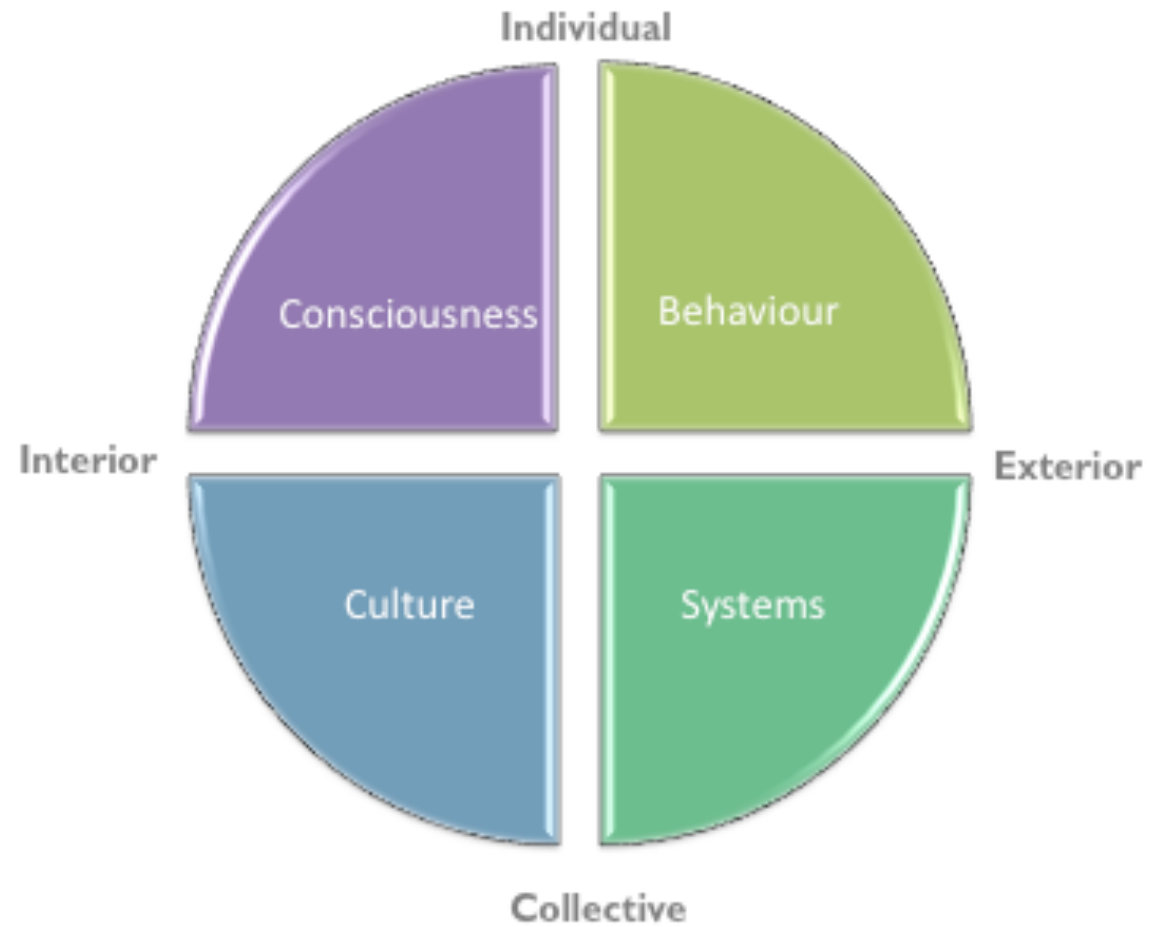
Renu Burr

16 June 2020

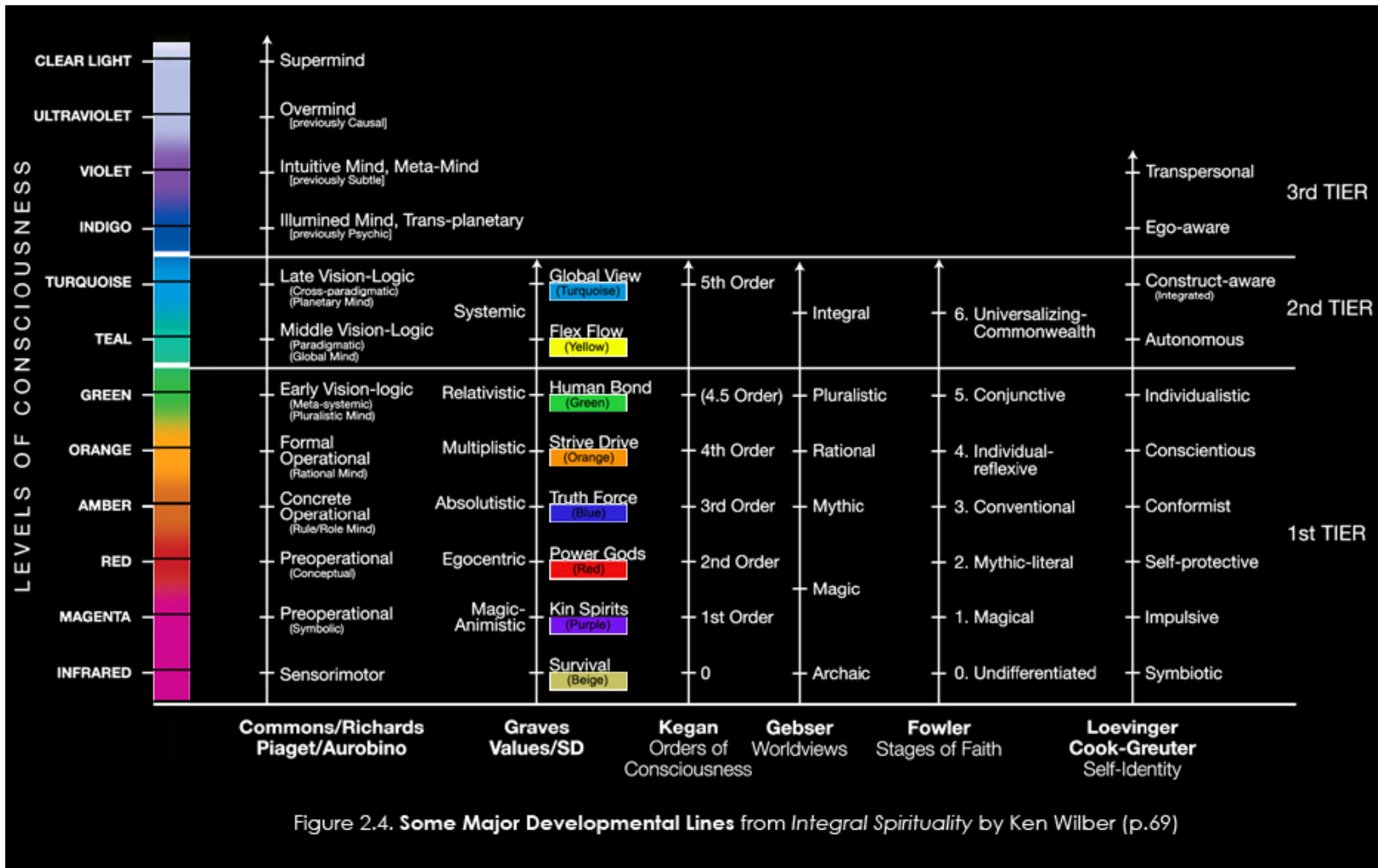


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Wilber's Integral Model



Ken Wilber, 2000



Stages of Adult Development

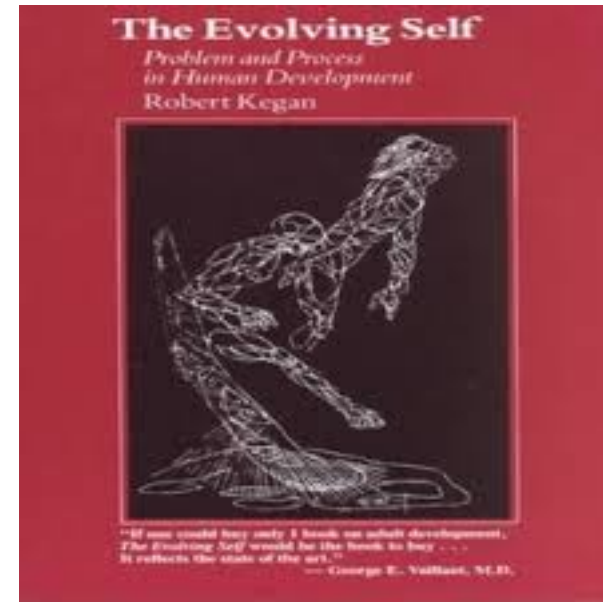
- “.....our arrival is not a place on a temporal continuum guaranteed by the passage of time. It is rather a place on an evolutionary continuum made possible by the emergence of a qualitatively new order of consciousness.”
 - Robert Kegan 1994: p 182



Orders of Consciousness

“A change in our order of consciousness is not just a change in the figures of our attention, it is a change in the very ground from which we attend.”

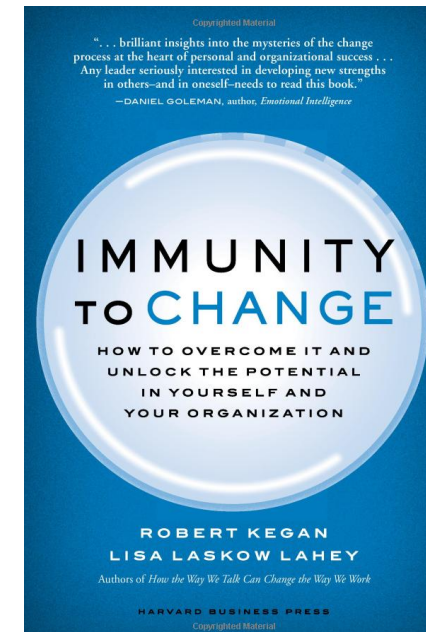
Robert Kegan, 1994, p. 266




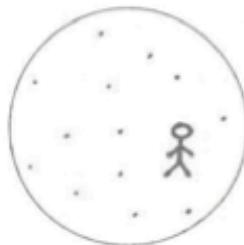

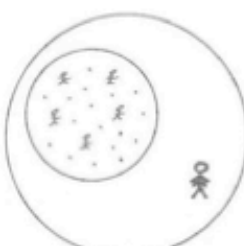
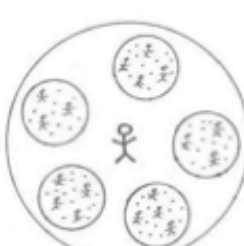
Three Stages of Mind Development

In *Immunity to Change* Robert Kegan and Lisa Laskow Lahey identify three plateaus of adult psychological development (ability to handle complexity)—the socialized mind, the self-authoring mind and self-transforming mind.

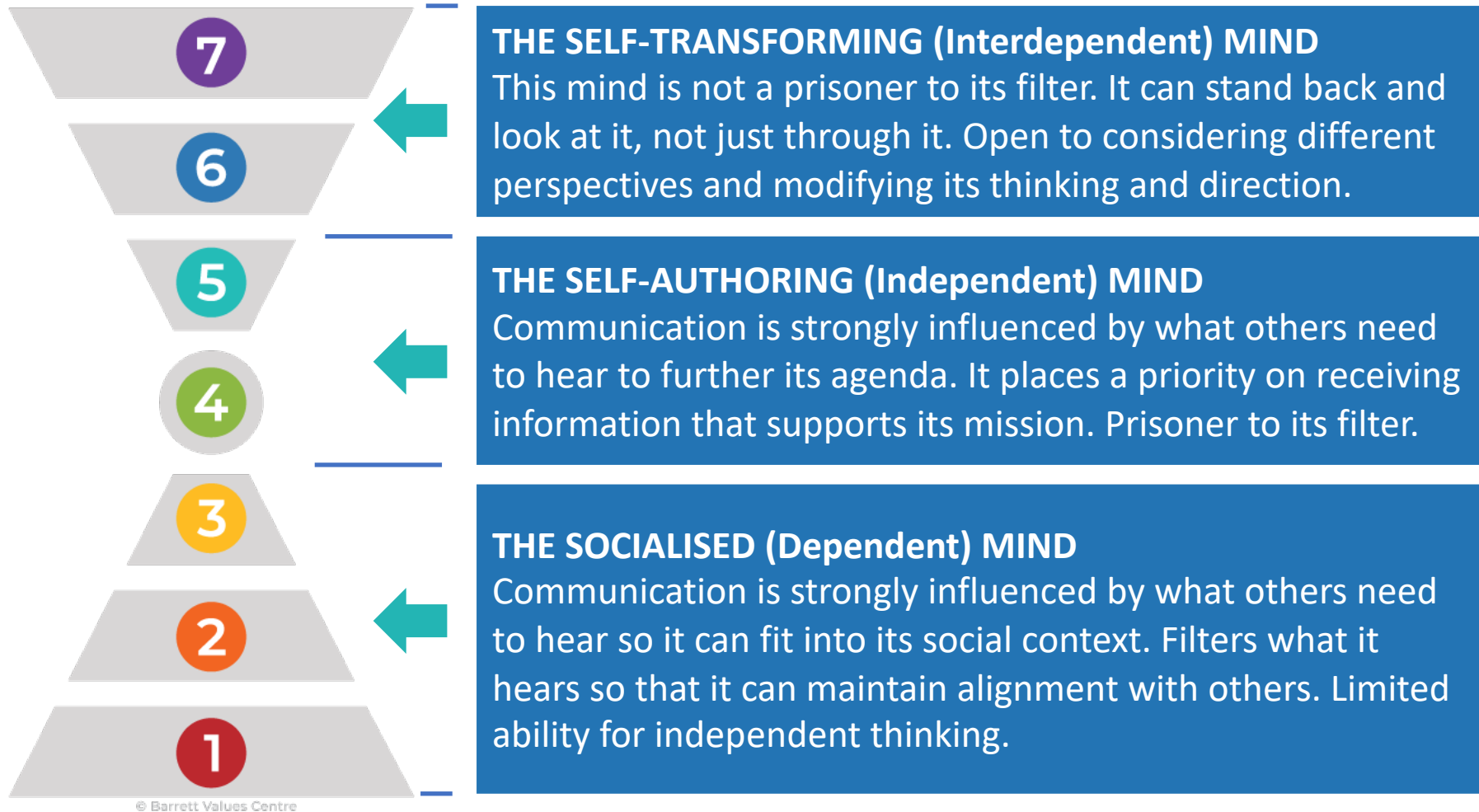
Robert Kegan and Lisa Laskow Lahey, *Immunity to Change* (Boston: Harvard Business School Publishing), 2009, pp.16-21.



Kegan's Stages of Adult Development (1998)

Developmental Stage/ Order of Mind (typical ages)	What can be seen as <i>object</i> (the content of one's knowing)	What one is <i>subject</i> to (the structure of one's knowing)	Underlying Structure of Meaning-Making
1st Order: Impulsive Mind (~2-6 years-old)	one's reflexes	one's impulses, perceptions	Single Point 
2nd Order: Instrumental Mind (~6 years-old through adolescence)	one's impulses, perceptions	one's needs, interests, desires	Categories 
3rd Order: Socialized Mind (post-adolescence)	one's needs, interests, desires	interpersonal relationships, mutuality	Across Categories 
4th Order: Self-Authoring Mind (variable, if achieved)	interpersonal relationships, mutuality	self-authorship, identity, ideology	Systemic 
5th Order: Self-Transforming Mind (typically > ~40, if achieved)	self-authorship, identity, ideology	the dialectic between ideologies	System of Systems 

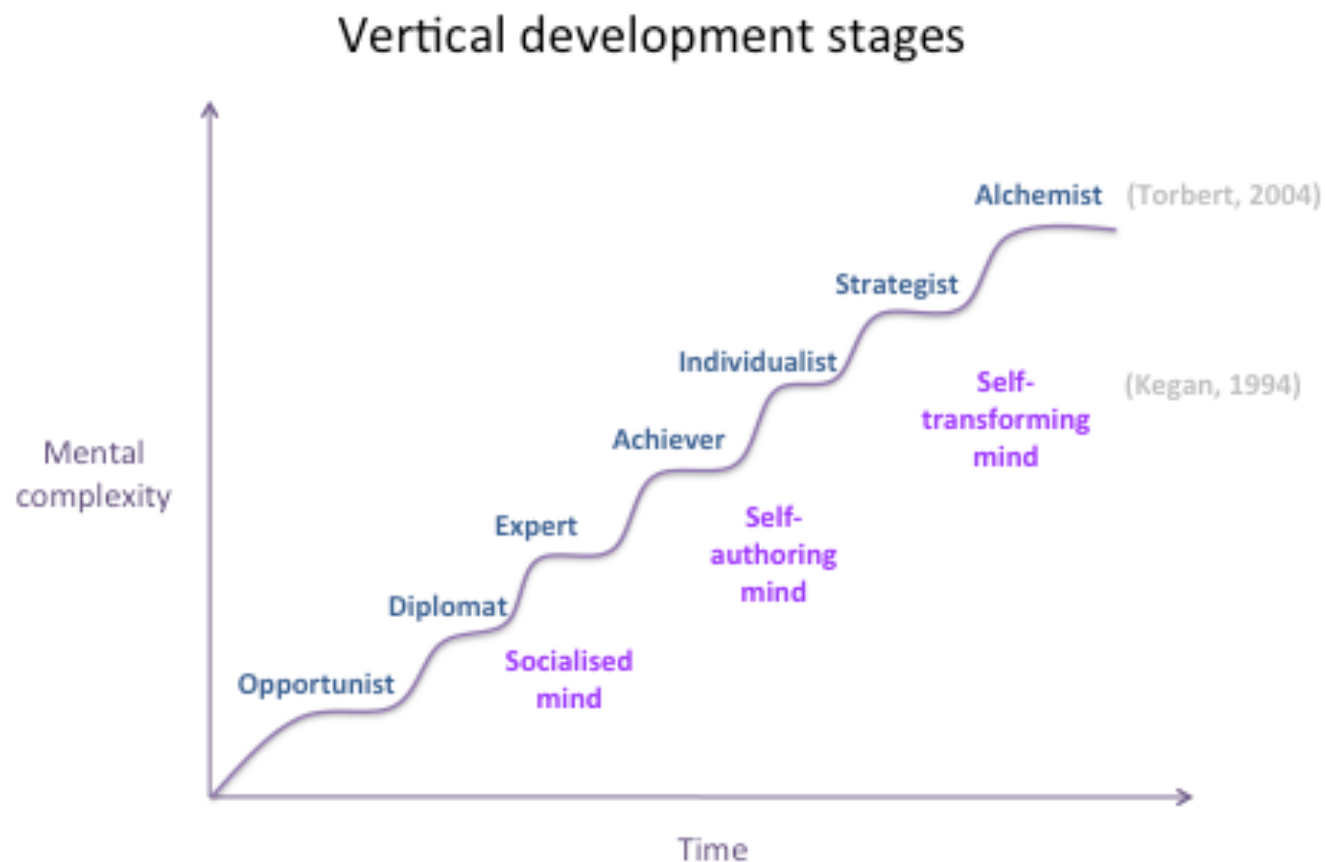
Complexity of Thinking



Three Stages of Mind Development



Stages of Adult Development & Leadership



Stages in the Development of Organisational Values

Positive Focus / Excessive Focus

Contribution

7

Living Purpose

Vision, Social Responsibility, Long-term Perspective, Being of Service

Collaboration

6

Cultivating Communities

Community Involvement, Partnership, Mentoring/Coaching, Employee Fulfilment

Alignment

5

Authentic Expression

Openness, Creativity, Integrity, Passion, Trust, Honesty, Transparency

Evolution

4

Courageously Evolving

Accountability, Transformation, Innovation, Empowerment, Agility

Performance

3

Achieving Excellence

Quality, Results Orientation, Competence, Self-Esteem, Efficiency,
Bureaucracy, Long Hours

Relationships

2

Building Relationships

Customer Satisfaction, Connection, Respect, Listening, Open Communication,
Manipulation, Blame, Discrimination

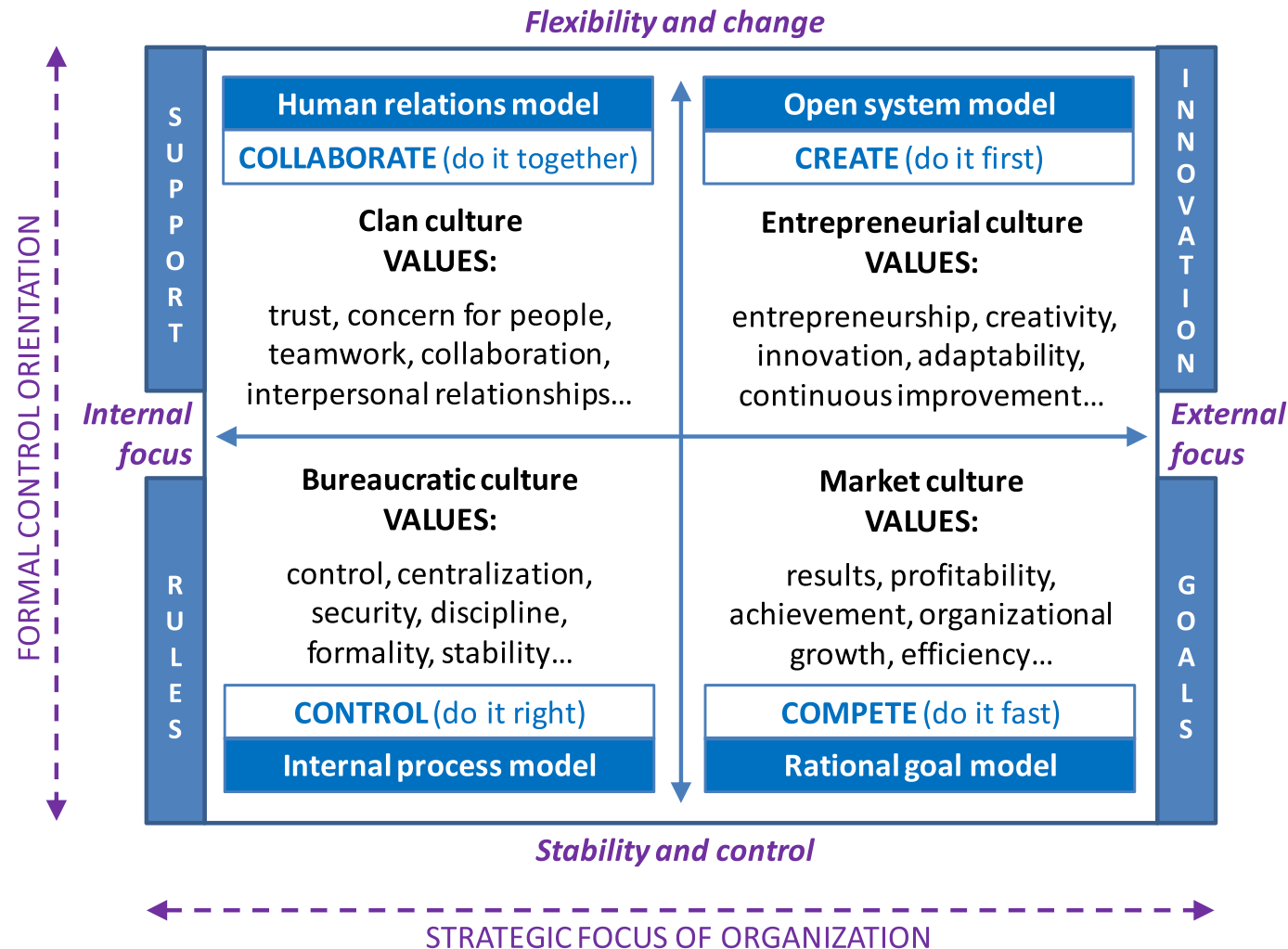
Viability

1

Ensuring Stability

Financial Stability, Profit, Safety, Health,
Control, Short-Term Focus, Greed

Quinn's Competing Values Framework

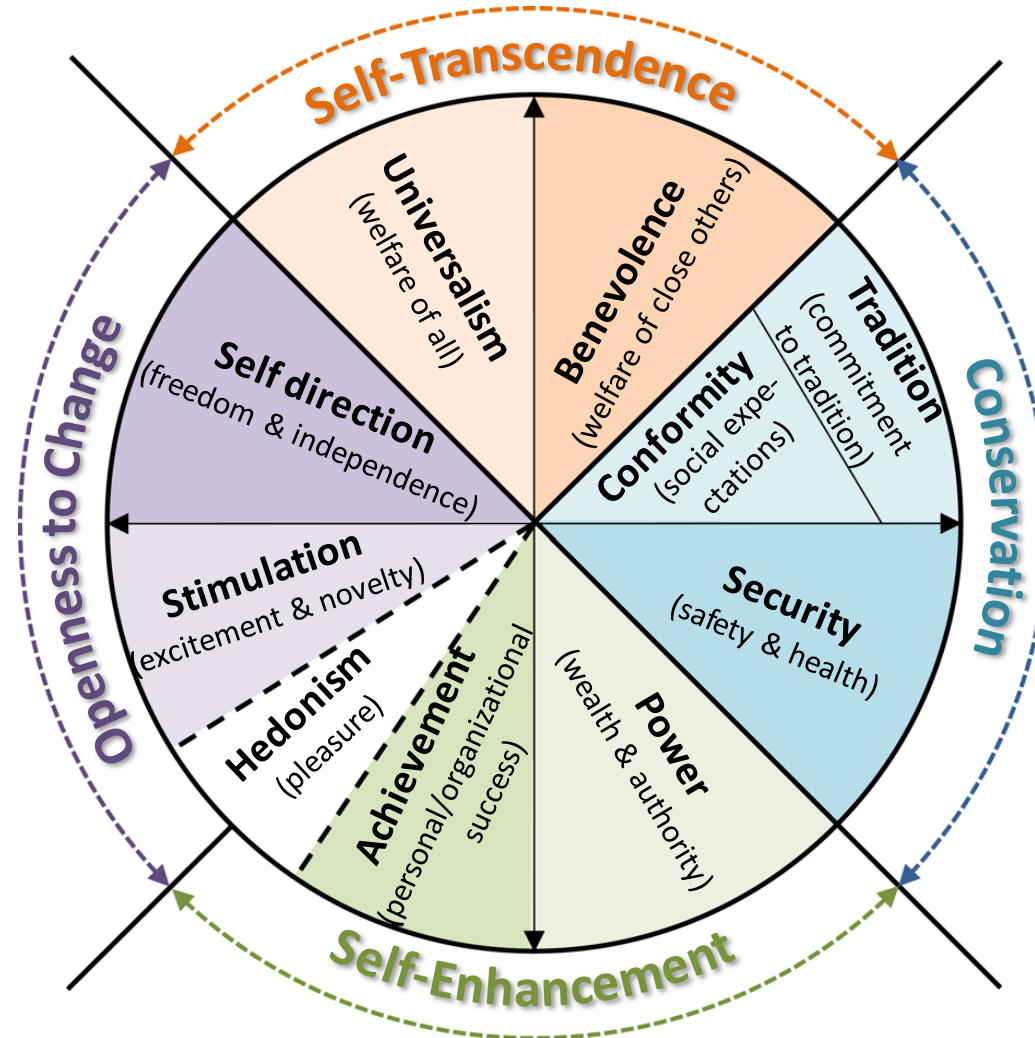


Cardona & Rey's Mission Based View (2008)

- Business values
- Relational values
- Developmental values
- Contribution values



Schwartz Model of Values



A Balanced Model

