

# Two Ways of Conceptualizing the Spectrum of Development

Spiral Dynamics: Beck/Cowan

Action-Inquiry: Torbert/Cook-Greuter

<u>Cognitive Style</u>	<u>Culture</u>	<u>Core Concerns</u>	<u>Stage of Personal Development</u>	<u>Central Focus of Awareness</u>
Instinctive	Band	Survival		
Magical-Animistic	Tribe	Safety	<b><u>Impulsive</u></b> (Impulses rule reflexes)	Avoid Pain and Danger, Seek Pleasure, Release
“The Way of the Ancestors”				
Ego-Centric Exploitative	Empire	Power/Action	<b><u>Opportunist</u></b> (Needs rule impulses)	Own Needs, Self- Interest, Self-Protection
“My Way or the Highway”				
<b>Purposeful Absolutist</b>	<b>Authority Structure</b>	<b>Stability</b>	<b><u>Diplomat</u></b> (Norms rule needs)	Socially Desirable Behavior, Belonging
“The One Right Way”				
Multiplistic Individualistic	Strategic Enterprise	Optimal Achievement	<b><u>Expert</u></b> (Craft logic rules norms)	Craft Logic, Consistency & Efficiency, Rationality
“The Most Successful Way”				
Personalistic Relativistic	Social Network	Human Potential	<b><u>Individualist</u></b> (Radical relativism rules single system view)	Own Ability to have Impact, Multiple Perspectives
“All Ways Are Equally Valid”				
Integrative Vision-logic	Systemic Flow	Alignment with Complex Reality	<b><u>Strategist</u></b> (Most valuable principles rule relativism)	Development Over Time, Systems Thinking
“The Best Way for Now, All Views Considered”				
Harmonizing Contemplative	Holistic Organism	Global Harmony and Renewal	<b><u>Magician</u></b> (Deep processes rule principles)	Transforming Self & Others Interplay of awareness, action, thought, and effect
“The Way (Tao) Can Be Known, But Not By Conceptual Mind Alone”				
			<b><u>Ironist</u></b> (Intersystemic development rules process)	