Advanced Political and Sustainability Leadership through Integral Theory

Briefing for the Institute for Democracy and Sustainability
São Paulo, Brazil

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Objectives

- Introduce a powerful scanning technology that is used by leaders to see more, understand more, and do more
- Discuss its specific application to help transform both politics and sustainability in Brazil
Big picture: 14 billion years of evolution, resulting in myriad life forms as well as human civilization on Earth.
And then population exponentially grew, recently coupled with massive socio-technical progress.
In the last 50-100 years, major threats to Earth systems and civilization have developed or gone to scale.

Population, extreme poverty, rich-poor gap, corruption, terrorism, nuclear proliferation, refugees, unemployment, child labor, gender inequality, HIV, malaria, tuberculosis, pandemics, slums, digital divide, unstable financial system

Species extinction, biodiversity loss, deforestation, food security, superbugs, unhealthy genetic engineering

Climate change, ozone depletion

Ocean acidification, fresh water scarcity, sea level rise

Oil and coal production, chemical pollution, altered nitrogen and phosphorous cycles, land use
One home
One family
Life support system
15 major global challenges

- Sustainable development
- Clean water
- Population and resources
- Democratization
- Long-term perspectives
- Global IT convergence
- Rich-poor gap
- Health issues
- Capacity to decide
- Peace and conflict
- Status of women
- Transnational organized crime
- Science and technology
- Energy
- Global ethics

Source: 2011 State of the Future report, Millennium Project
<table>
<thead>
<tr>
<th>ECONOMIC</th>
<th>HEALTH &amp; POPULATION</th>
<th>POLITICAL</th>
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<tbody>
<tr>
<td>Poverty</td>
<td>Population growth</td>
<td>Women in parliaments</td>
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<tr>
<td>GDP / capita</td>
<td>Life expectancy</td>
<td>Major armed conflicts</td>
</tr>
<tr>
<td>GPD / unit of energy</td>
<td>Malnutrition</td>
<td>Nuclear proliferation</td>
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<tr>
<td>Debt (% of GNI)</td>
<td>Lack of water</td>
<td>Terrorism victims</td>
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<td></td>
<td># of Physicians</td>
<td>Corruption</td>
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<td>EDUCATION &amp; RESEARCH</td>
<td>ENVIRONMENT</td>
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<tr>
<td>Literacy</td>
<td>Global temperature anomalies</td>
<td>Voting %</td>
</tr>
<tr>
<td>School enrollment</td>
<td>CO₂ emissions</td>
<td>Population in “free” countries</td>
</tr>
<tr>
<td>Internet users</td>
<td>Forest area</td>
<td>Unemployment</td>
</tr>
<tr>
<td>R&amp;D expenditures</td>
<td>Non-fossil fuel consumption</td>
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Source: 2011 State of the Future report, Millennium Project
We are facing issues of near-overwhelming complexity and unprecedented urgency. Can we think systematically and fashion policies accordingly? Can we move fast enough to avoid economic decline and collapse? Can we change direction before we go over the edge?

~ Lester Brown, *World on the Edge*
Why Integral Theory?
The Age of Nations is past. The task before us now, if we would not perish, is to build the Earth. ~ Teilhard de Chardin
Integral Theory is...

- a comprehensive map of reality
- a scanning tool for assessing and designing initiatives
- a personal practice for deep development

An All-Inclusive Framework for the 21st Century
Integral Theory is...

the result of 30+ years of cross-disciplinary and cross-cultural research, drawing upon Western and Eastern philosophy being used in over 35 distinct disciplines (e.g., politics, business, sustainability, economics, law, psychology, coaching, healthcare)

a way of working with your own awareness in every moment

An All-Inclusive Framework for the 21st Century
The Integral Framework is used worldwide in some of the highest levels of business, government, and civil society.
Numerous books discuss application of integral theories.
5 elements of the integral framework

Quadrants: The four principal territories a leader must navigate successfully

Levels: The paths of transformational development for people, cultures, systems

Lines: The many human intelligences, cultural dimensions, and subsystems in action

States: The peak expressions of people and systems related sustainability and politics

Types: The many faces of individuals, cultures, organizations, and systems

Based upon the AQAL framework by Ken
The Quadrants: 4 fundamental perspectives
The quadrants element of integral theory builds upon maps of reality created by Plato, Kant, Habermas, etc.
Based upon the AQAL framework by Ken Wilber. Image courtesy of the integral Sustainability Center.
The Upper Left Quadrant (UL)
The territory of psychological and experiential drivers

**Look for:** Influences that come from your own or another person’s mindset, attitude, awareness, emotions, denial, beliefs, commitments, intentions, personal values, degree of cognitive intelligence, degree of emotional intelligence, etc. These are the individual, subjective factors that influence change.

**Examples:**
- Your own worldview or emotions in the moment
- How the senior leader of the initiative sees the world (i.e., mindset)
- A manager’s awareness of how much climate change will impact the business
- An employee’s attachment to the “old way” of doing things
- The CEO’s commitment to lead from personal values or a philosophical foundation and leave behind a positive legacy
- The preference by the consultant for a particular sustainability framework
- An employee’s ignorance of the company’s true environmental footprint
- Frustrations or expectations you have about yourself or another person
- An employee’s proactive, positive attitude and desire to make a difference.

Brown, B.C. (2011b)
**The Upper Right Quadrant (UR): The territory of behavioral and physical drivers**

*Look for:* Influences that come from your own or another person’s behavior, performance, actions, technical knowledge, competencies, skills, physical health, physical state, etc. These are the individual, objective factors that influence change.

**Examples:**
- Your own tactical and strategic behaviors; your own level of energy.
- Whether the executive champion of the initiative drives it effectively;
- The skill base and expertise of employees regarding sustainability;
- Your own knowledge about climate change issues; your interpersonal skills;
- How skilled the Executive Director is in lobbying for government policies that support sustainability;
- How effective the procurement manager is in driving changes through the supply chain
- An individual’s choice of a more sustainable product;
- Demographic factors (e.g., age, education, social class, gender) and their influence on sustainable behavior.

Brown, B.C. (2011b)
**The Lower Left Quadrant (LL): The territory of cultural and communications drivers**

**Look for:** Influences that come from culture (e.g., team, organizational, or societal culture), shared worldviews (e.g., philosophical or religious), shared mindsets (e.g., pro-business or anti-whaling), shared values, ethics, shared meaning, communication (or lack of it), relationships, language differences, symbolism, etc. These are the collective, subjective factors that influence change.

**Examples:**
- The organization’s higher purpose, guiding principles, and sustainability goals;
- An ethic of responsibility held by the executive team;
- Degree of buy-in, commitment, and alignment around a sustainability agenda;
- The organization’s operating norms that keep the “old model” in place;
- Political pressure to change the sustainability agenda;
- Public image of the corporation; consumers’ “throwaway mentality”;
- Public stigmatization of a corporation due to unethical behavior;
- Degree of effective translation of the sustainability message into different languages and mindsets; relationship between team members.

Brown, B.C. (2011b)
The Upper Right Quadrant (UR): The territory of behavioral and physical drivers

**Look for:** Influences that come from systems, structures and processes (e.g., environmental, social, economic, financial, political, legal, technological, technical, educational, informational) as well as those from collective actions, etc. This includes the whole area of strategies, goals, metrics, and policies. These are the collective, objective factors that influence change.

**Examples:**
- The management team working to establish a clear strategy for sustainability;
- Tracking and reporting on sustainability metrics; life cycle analysis;
- Creating ecologically friendly products; a new organizational structure;
- A legal framework; IT infrastructure to streamline operations;
- An incentive system tied to sustainability ratings; transportation system;
- Corporate and government regulation; sustainability criteria;
- Changes in the climate or an ecosystem; energy production systems;
- Infrastructure (e.g., buildings, roads, capital assets); green building;
- The economic and business model behind a more sustainable product; Economic barriers to innovation and change; organic food production.

Brown, B.C. (2011b)
How to use the quadrants?

I. Organize information
II. Scan and diagnose a situation
III. Architect an intervention
Example: Using the quadrants to scan for key drivers

- **Interior**
  - Worldview, sector knowledge, intentions, motives, & priorities of key stakeholders
  - My own worldview, knowledge intentions, motives & priorities
  - My inner experience at key influence points
  - Strength & frequency of communication within the team
  - Alignment around a shared vision & mutual expectations
  - Cultural dynamics
  - Degree of top mgmt support

- **Exterior**
  - Skillful behavior & professional competence of key stakeholders
  - My own skillful behavior & competence
  - My level of physical energy & health at key influence points
  - Available funding
  - Theory of change & strategic plan
  - State of the cocoa market
  - Political instability in Côte d'Ivoire
  - Dutch government policy

**Cocoa market transformation program development**

Brown, B.C. (2011b)
Seeing politics through an integral lens
Integral political axis #1: Internal vs. External
What is the cause of human suffering?

<table>
<thead>
<tr>
<th>INTERNAL Causation</th>
<th>EXTERNAL Causation</th>
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</thead>
<tbody>
<tr>
<td>Results from a lack of...</td>
<td>Results from...</td>
</tr>
<tr>
<td>✓ Character</td>
<td>✓ Social disadvantage</td>
</tr>
<tr>
<td>✓ Family values</td>
<td>✓ Wage inequality</td>
</tr>
<tr>
<td>✓ Religious values</td>
<td>✓ Poor education</td>
</tr>
<tr>
<td>✓ Industriousness</td>
<td>✓ Oppressed civil liberties</td>
</tr>
<tr>
<td>✓ Self-responsibility</td>
<td>✓ An unfair system</td>
</tr>
<tr>
<td>✓ Work ethic</td>
<td></td>
</tr>
</tbody>
</table>

Look for solutions to suffering...
- ✓ From within

Look for solutions to suffering...
- ✓ From without

To achieve economic well-being:
- Instill values of personal industry, work ethic, free-market capitalism and those deserving will prosper.
- Champion social welfare, equal opportunity, government regulation, and wealth redistribution.

Reproduced, with permission, from “A Tale of Four Americas: A Brief Summary of the Integral Approach to Politics” by Clint Fuhs and Ken Wilber
Integral political axis #2: Individual vs. Collective
Whose autonomy is more fundamental?

“My” right to personal expression, individual liberties, freely chosen beliefs, values, and behaviors are more important than collective rights.

“Our” right to equality, equal opportunity, and a fair distribution of economic and material resources are more important than individual rights.
Integral political axis #3: Progressive vs. Conservative

**PROGRESSIVE**
Favors a more transformative, forward-looking movement toward innovation and change.

**CONSERVATIVE**
Favors a more translative emphasis, focusing on preserving the status quo, and conserving the practices, institutions, and policies proven stable and reliable in the past.

Reproduced, with permission, from “A Tale of Four Americas: A Brief Summary of the Integral Approach to Politics” by Clint Fuhs and Ken Wilber
The more of reality we include in our sustainability efforts the more successful those efforts will be. We cannot leave out major aspects of reality in our efforts and expect long-lasting and successful results.
5 elements of the integral framework

Quadrants: The four principal territories a leader must navigate successfully

Levels: The paths of transformational development for people, cultures, systems

Lines: The many human intelligences, cultural dimensions, and subsystems in action

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Based upon the AQAL framework by Ken
Levels of development
Worldviews help us understand high-level similarities across populations

- In certain ways every person is like ALL other people
- In certain ways every person is like SOME other people
- In other ways every person is like NO other people
Development happens every moment in Nature...
...and every moment in humans
Patterns of human consciousness development

Integrative, Holistic Perspective – Teal/Turquoise
(Self is autonomous, interdependent, inner directed; integrate and synthesize multiple perspectives, while privileging none)

Postmodern Pluralistic Perspective - Green
(Many realities, socially constructed, relativism, equal value, hard to prefer one perspective, allergic to hierarchy)

Modern Rational Perspective - Orange
(Personal achievement & status; scientific evidence; rationality, rights & responsibilities, competition/personal best)

Traditional Conformist Perspective - Amber
(Purpose & order – defined by group, or by religion; authoritarian, concrete/literal, dualistic)

Heroic Perspective - Red
(Beginning sense of self; egocentric, opportunistic, grandiose; relationships based on power and respect)

Magical Perspective
(Pre-egoic; impulsive, wishful; animistic)

Diagram: Tam Lundy, *Communities that Can*, (under publication). Framework: Ken Wilber, *Integral Spirituality*
The key is to learn how to see through and communicate with many worldviews.
The Eco-Manager: How the traditional value system relates to the environment

- Stewardship ethos
- Manage Nature from a traditional religious or secular framework
The Eco-Manager

What is important: Keep harmony and stability; manage nature properly now so the future will hold nature’s bounty; follow higher authority and comply with rules and regulations to avoid punishment.

Examples may include: Earth as the Garden of Eden; Puritan ethos; Boy and Girl Scouts; environmental legislation and protection agencies; endangered species regulations.
Integral political lens: Traditional values

*Values*: Mythic, ethnocentric, militaristic, nationalistic, patriotic, patriarchal, hierarchical, and often very religious.

*Ideological preferences*: social conservatism and economic individualism; tend to see the world in very absolutistic terms such as us vs. them, good vs. evil, et cetera.

While the traditional worldview serves as the bedrock of law and order, it can also take the form of:
- $\checkmark$ Religious fundamentalism (my God is right no matter what)
- $\checkmark$ Extreme nationalism (my country is right no matter what)
- $\checkmark$ Staunch ethnocentrism (my people are right no matter what)

*US Examples*: Traditional Republicans, George W. Bush, Jerry Falwell, Sarah Palin, Conservative Christian Fellowship

What is the equivalent in Brazil?
The Eco-Strategist: How the modern value system relates to the environment

- Rational ethos
- Manage, use, and exploit Nature for profit and play
The Eco-Strategist

- What is important: Progress; autonomy and independence; winning the game of life; achieving financial success; make things better through competition; science and universal rights; “market forces.”
- Examples may include: Natural Capitalism; Conservationism; science of ecology; urban planning; utilitarian perspectives; Environmental Psychology; behavioral approaches; industrial agriculture.

Source: Sean Esbjorn-Hargens, Integral Ecology Center. Adapted from: Beck, D and Cowan, C; Spiral Dynamics
## Integral political lens: Modern values

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<thead>
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<th>INTERNAL Causation of Suffering</th>
<th>EXTERNAL Causation of Suffering</th>
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<tbody>
<tr>
<td><strong>Ideological preferences:</strong></td>
<td><strong>Ideological preferences:</strong></td>
</tr>
<tr>
<td>✓ Personal responsibility</td>
<td>✓ Worldcentric individuality</td>
</tr>
<tr>
<td>✓ Fiscal conservatism</td>
<td>✓ Truth &amp; justice</td>
</tr>
<tr>
<td>✓ Government deregulation</td>
<td>✓ Human rights</td>
</tr>
<tr>
<td>✓ Free markets</td>
<td>✓ “Mixed economies” that balance</td>
</tr>
<tr>
<td>✓ Theories of supply-side and</td>
<td>free trade and fair trade</td>
</tr>
<tr>
<td>trickle-down economics</td>
<td>approaches to gov’t regulation</td>
</tr>
</tbody>
</table>

They hold a worldcentric morality and tend to be more concerned with issues of taxation, economic deregulation, and federal restraint, while preferring incentive-based meritocracies to traditional aristocracies.

*US examples:* Neo-conservatives, “Wall Street” Republicans, Rudy Giuliani, Dick Cheney, George Bush, Sr., Reaganomics

They hold a a decidedly liberal slant, as hyper-individualism is tempered by more socially-oriented concerns. Are moderate on cultural issues like abortion, same-sex marriage, and gun control. Maintain a strong stance on national security and military intervention. Support.

*US examples:* Modern Democrats, John Kerry, Joe Biden, Clinton-era economics

Reproduced, with permission, from “A Tale of Four Americas: A Brief Summary of the Integral Approach to Politics” by Clint Fuhs and Ken Wilber
The Eco-Radical: How the postmodern value system relates to the environment

- **Equality ethos**
- Save Nature for humanity and for its intrinsic value
The Eco-Radical

What is important: Promote community and unity; share resources across social divisions; explore the interiority of others; connect with Spirit: consensus; social responsibility; political correctness.

Examples may include: Deep Ecology; Ecofeminism; Social Ecology; Animal Rights; Biocentrism; Ecocentrism; Ecopsychology; Environmental Justice; Green Politics; social construction of nature.

Source: Sean Esbjorn-Hargens, Integral Ecology Center. Adapted from: Beck, D and Cowan, C; Spiral Dynamics
Integral political lens: Postmodern values

If the modern worldview sees universal truths—such as "All men are created equal"—the pluralistic worldview sees multiple universal truths, or different universals for different cultures.

**Ideological preferences:** They take a decidedly leftist orientation that strongly emphasizes collective values--values that sometime appear as anti-individualist, anti-capitalist, and anti-modernist—but instead emphasize fair trade, progressive taxation, multiculturalism, government intervention, civil rights, social justice, pacifism, and environmentalism.

**US politics examples:** Postmodern Democrats, Al Gore, Jimmy Carter, the Peace Corps, Amnesty International

What is the equivalent in Brazil?
The basic idea is simple: anything less than an Integral or comprehensive approach to environmental issues is doomed to failure. Both the interior (or Left-Hand) and the exterior (or Right-Hand) quadrants need to be taken into account. Exterior environmental sustainability is clearly needed; but without a growth and development in the interior domains to worldcentric levels of values and consciousness, then the environment remains gravely at risk. Those focusing only on exterior solutions are contributing to the problem. Self, culture, and nature must be liberated together or not at all.

~ Ken Wilber
Integral theory is a powerful tool to understand and engage in political and sustainability initiatives.
supplemental materials
References

Brown, B. C. (2011b). The quadrants: Four important territories that sustainability leaders must navigate effectively (Resource Tool No. 1). Amsterdam: Integral Sustainability Center

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References


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