



Winter 2002

"The important work of moving the world forward does not wait to be done by perfect men."
~ George Eliot ~

Contents:

International Adizes Associates Gather for Annual Client Workshops and Training

Spiral Dynamics: Worldwide Events, New Projects, News and Links

Frontier Technology President reviews *Managing Corporate Lifecycles*

The Worldbank Community Involvement and Social Inclusion Learning Program:

The Cultural Dynamics of Nation Building in Afghanistan

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Invitation: Spiral Dynamics Certification held Santa Barbara during the 17th International Film Festival!

Dr. Don E. Beck will appear in Santa Barbara on February 26, 27 and 28th to present Level One certification in Spiral Dynamics theory. The [program](#) will be held at the lovely [La Casa de Maria](#) retreat in the hills overlooking the entire central coast and includes special presentations by Dr. Ichak Adizes, and invited guest, Dr. Barbara Marx-Hubbard of the [Foundation for Conscious Evolution](#). A second level training will be held in San Francisco at the [Sir Francis Drake](#) immediately following the Santa Barbara event - plan to attend both if you like! There will be six worldwide SD sessions this year, including one in Yorkshire, UK, and in Bavaria, Germany. **Make your reservations now** for the Santa Barbara event because

During this time, the [17th Annual International Film Festival](#) presentations will be held in Santa Barbara, beginning February 27th through March 3rd. The stars will be out and about in town as special awards are presented to Sean Penn and Anjelica Huston. Santa Barbara hotels are always heavily booked with representatives from the international film communities, but we have rooms at [The Inn at East Beach](#) for participants in the Spiral Dynamics sessions. The Inn features large rooms with all amenities, from microwaves and refrigerators to internet access in every room. Fireplaces are available in most rooms.

To reserve your place at the Santa Barbara SD Program, cost \$950, contact [Suzanne](#).

For information regarding all other SD events worldwide, contact [Petra](#).



**Adizes Graduate School
applications for Spring 2002
now online!**



Visit our [website](#) or [Apply now!](#)

International Adizes Associates Gather for Annual Client Workshops and Training!

Adizes Associates worldwide meet in Santa Barbara for several weeks each spring to refresh and renew their commitment to a consistent delivery of Adizes material. The formal Certification Training Programs for Adizes Associates streamlines presentation, techniques and goals of implementing various stages of the methodology.

Senior Associates met this January to continue to fine-tune the delivery of the later phases of Adizes methodology and to collaborate together regarding complex client issues in countries with diverse cultural and socio-political scenarios such as Israel, Greece, Mexico, Brazil, Norway and Yugoslavia.

The annual Spring Training for new Associates will commence in February and continue into mid-March in an extended session this year. Nearly three -weeks study of the early phases of Adizes methodology will be integrated with a knowledge-base from Spiral Dynamics.



Dr. Ichak Adizes, founder of the Institute, presented advanced training techniques and facilitated client workshops during the January session for senior Adizes Associates.

Bo Jaghult, Managing Director and Principal Associate in Sweden, and the principle trainer for Phase I-III programs, will be coming to California to facilitate three weeks of in-depth workshops for our newest colleagues.



Dr. Don Beck, faculty at Adizes Graduate School and co-founder of the National Values Center in Texas, will present the intensive three-day Spiral Dynamics Certification Program, along with special guests as described on the preceding page.

Adizes Associates from many countries have been, and will be, involved in these trainings and client workshops, including:



Yagev ben Itzhak and Dr. Amir Kfir of Adizes USA in Israel



Dr. Ichak Adizes, Shoham Adizes, Clark Wigley and Sunil Dovedy of Adizes USA in California



Francisco Puente of Adizes Mexico in Mexico City



Carlos Valdesuso of Adizes Brazil in Sao Paulo



Zvezdan Horvat of Adizes Southeast Europe in Yugoslavia



Jan Rasmussen of Adizes Scandinavia in Denmark



Kjetil Sandermoen, Erling Johannessen, Arvid Fjellestad, and Gunnar Kulia of Adizes Scandinavia in Norway



Vesna Liakovska-Zendelska of Adizes Macedonia in Skopje



Mandeep Singh of Adizes USA in Washington, DC

You can also learn more about Adizes, contact [Suzanne](#) regarding upcoming public seminars!

Spiral Dynamics News, Worldwide Events, New Projects and Links

The Spiral Dynamics and Integral movement has been redesigned into a new synthesis, a fresh, bold statement, and a more comprehensive mission and methodology, all designed for the Integral Age and beyond. This SDi tapestry has a number of interwoven ideas, methods, and projects. This is the second time this conceptual framework has been updated and greatly expanded and includes relationships and assets new to the total Spiral Dynamics community. Be sure to read our detailed [overview](#) on the internet.

In addition, you can find four seminal contributions on the SD [Intranet](#). If you are not yet a member, please use the word "spiral" [without quotes] as the registration code and a user-name and password of your choice. Visit the Document Folder: "SDi — 4Q/8L Applications" to learn about the following research and theory building projects:

- * Brian Eddy from Canada has drafted a research paper which is a comprehensive analysis of the sustainability issue from this perspective, including some highly creative and attractive graphics.

- * Steve McIntosh from Boulder has placed 4Q/8L within the context of the evolution of complexity. We will invite him to present his conclusions at the special SDi Confab in Boulder in late October.

- * Joseph Voros from Australia has written a major piece on future views and the 4Q/8L schematic and model that further advances the Wilber philosophy in that specific domain.

- * Many of you are familiar with the innovative work of Steve March from Windriver in California as he has created the 4Q/8L scaffolding on organizational theories, gurus, and training packages.

For an extra treat, you might enjoy what our friends in Berlin have created. Visit their beautiful new [website](#). *They have even put the vMemes into musical tones.* We are launching a project on the Future of Germany as it continues to deal with its past, and its specific role in the integration of Europe.

A number of learning events have been scheduled around the world in 2002. We have already held SDi Level One programs in Bavaria (Germany) on January 27-29 and Yorkshire (UK) on February 1-3, followed by a Macro* Memetics Project February 3-5. Just last week the World Economic Forum met in New York City while the World Social Forum was meeting in Brazil. Be sure to check out the 2002 event [schedule](#). The annual Confab in Dallas will deal with leadership, learning, and personal development. A new, additional Confab, planned for Boulder in October, will focus on interior development through spiritual practices such as meditation, forms of martial arts, etc.

Notes from Dr. Beck:

Look out for a number of new boutique websites in our expanding series of SDi sites. A new home base site will soon be operating. Alan Tonkin in Cape Town is launching a site that will house our [global assessment](#) processes. In addition, Christopher Cooke has made our expanding online array of [SD testing systems](#) available online. We are trying to save as many trees as we can.

Our real intent, in 2002, is to build global capacity to deal with the current situation. We will use the levels of SDi certification as a way to guarantee quality, and to add value to people's efforts. After all, we are dealing with highly complex information that one cannot learn simply by reading a book or attending a single workshop session. I hope you will join with us in this endeavor.

A number of people will be working closely with us during 2002 to increase our collective capacities. Dr. Bert Parlee, Chief of Staff of the Integral Institute, will be a key person in this development, as will others who will be named during the year. By 2003 we expect to have a large, powerful, well trained, and effective group of professionals working within this new conceptual space. - - Don

Ichak Adizes, Local Legend?

“Here’s a secret you now know that many dotcom CEOs didn’t: companies and entrepreneurial management have lifecycles. The Pathfinder on the Trail is Ichak Adizes, a legendary analyst and scholar.”
posting from www.disinfo.com, unrelated to the text below



Steve Bridge, President of the Central Coast's [Frontier Technology, Inc.](#), has more than 30 years of Information Technology experience. Mr. Bridge ran into Sunil Dovedy, President of Adizes USA, who introduced our “local legend”. In his January 2002 article, posted [online](#), Mr. Bridge reviewed *Managing Corporate Lifecycles*, by Dr. Ichak Adizes.

Mr. Bridge notes in his article that: *“Adizes is the founder and director of the Adizes Institute....., as well as dean of studies of the Adizes Graduate School for Organizational Transformation. Adizes’ diagnostic and therapeutic methodology for organizational transformation has been applied to more than 1,000 companies around the world.*

.....If you are a manager in a company and wondering if the problems ever stop, then Adizes provides powerful tools you can use to enhance organizational problem-solving capability, eliminate the structural causes of corporate aging, and raise a healthy organization.”

To read the complete review, or find out more about Frontier Technology Inc., a professional software consulting practice, click on the links above!

International Adizes Events!

Dr. Ichak Adizes will present in a number of venues across the world in early spring. If you would like to secure dates for Dr. Adizes to speak at your engagements, visit the [Santa Barbara Speakers Bureau](#) online or contact the [Adizes Institute](#) directly.



Upcoming events in March and April 2002:

- Dr. Adizes will lecture to the economic forum of Mexico on March 7, 2002. We expect 150 participants at this CEO gathering hosted by [TV Azteca](#). This event is primarily business oriented with some government focus in the content.
 - Dr. Amir Kfir will present at the Los Angeles Chapter of the [Young Presidents’ Organization](#) on March 14-15, 2002.
 - Dan Axelrod, JD, will present the three-day seminar, [Conceptual Foundations of Adizes Methodology](#), at La Casa de Maria in the foothills of Santa Barbara overlooking the pacific coast on April 19, 20, 21, 2002. For information and a printable registration form, click on the link above.
 - Dr. Adizes will lecture in Belgrade, Yugoslavia on April 30th, 2002
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The World Bank Institute's Community Empowerment and Social Inclusion Learning Program

“The Cultural Dynamics of Nation Building in Afghanistan”

Summary of Presentation delivered Monday, December 17, 2001

Based on several years working with Nelson Mandela and FW de Klerk in South Africa, Dr. Beck developed a new model for nation building which may have tremendous relevance to Afghanistan in months to come.

Dr. Beck's model — entitled Spiral Dynamics — is based on the work of the late Professor Clare W. Graves of Union College, New York. Professor Graves described what he called “Levels of Psychological Existence” as an emerging pattern and priority of worldviews, value systems, and complex adaptive intelligences that arise in response to life conditions — that is, human nature is not fixed, and cultures are not static. Dr. Beck further enhanced the Gravesian framework by fusing it with the new science of “memetics” and joining forces with philosopher-author Ken Wilber's “All Quadrants, All Levels” approach in looking at the development of people and cultures. This enhanced model takes an integral and holistic approach that can be applied to all societies, because it focuses on open, dynamic systems.

In his talk, Dr. Beck proposes a “natural design” process, one that is crafted to fit the natural habitats, the patterns of memetic migration, the historical dynamics that have all shaped this point in time, the influence of forces in neighbor states, the current levels of psychological development of the people, the crises created by patterns of violence and warfare, the natural divisions into clans, tribes, empires and ideologies, as well as the potential skill levels of available leadership.

He argues for introducing a new, more powerful, comprehensive and dynamic way of thinking into decision systems and understanding both of the people in Afghanistan as well as the international agencies who wish to support them; and he demonstrates ways in which

- intertribal warfare in Afghanistan may be countered,
- the internal conflicts within Pakistan may be addressed, and
- the religious and cultural aspects of the Jihad and other historic conflicts may be understood.

Dr. Beck shows how to actually create a system that deals with a society's economic, social and cultural dynamics while building local capacity at the same time. Such a model ensures that support systems will respond to the survival and sustenance needs of millions of people and address the issue of sustainability and self-sufficiency, he argues.

Dr. Beck has also developed a Peace & Conflict Monitor approach to profiling trouble spots before they explode. He will discuss his analysis of the deeper “value system” issues regarding Israel and Palestine, by showing why neither the Oslo Peace Accord or the recent Camp David meetings had a chance of bridging over the great divides. He will suggest a fresh, Integral initiative in re-framing the historic conflict out of the ethnic stereotypes and into a recognition of these deep value system codes.

By drawing upon these new insights and by exploring these value memes – the cultural “DNA”-like codes — to leverage the situation in Afghanistan, Dr. Beck offers a unique solution that can be used to bring peace and prosperity there and elsewhere around the world.

The session was chaired by Jerri Dell, Community Empowerment and Social Inclusion Learning Program.
