

META INTEGRAL[®]
Enacting Global Futures

Advanced Political and Sustainability Leadership through Integral Theory

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

Barrett C. Brown, PhDc | January 24, 2012



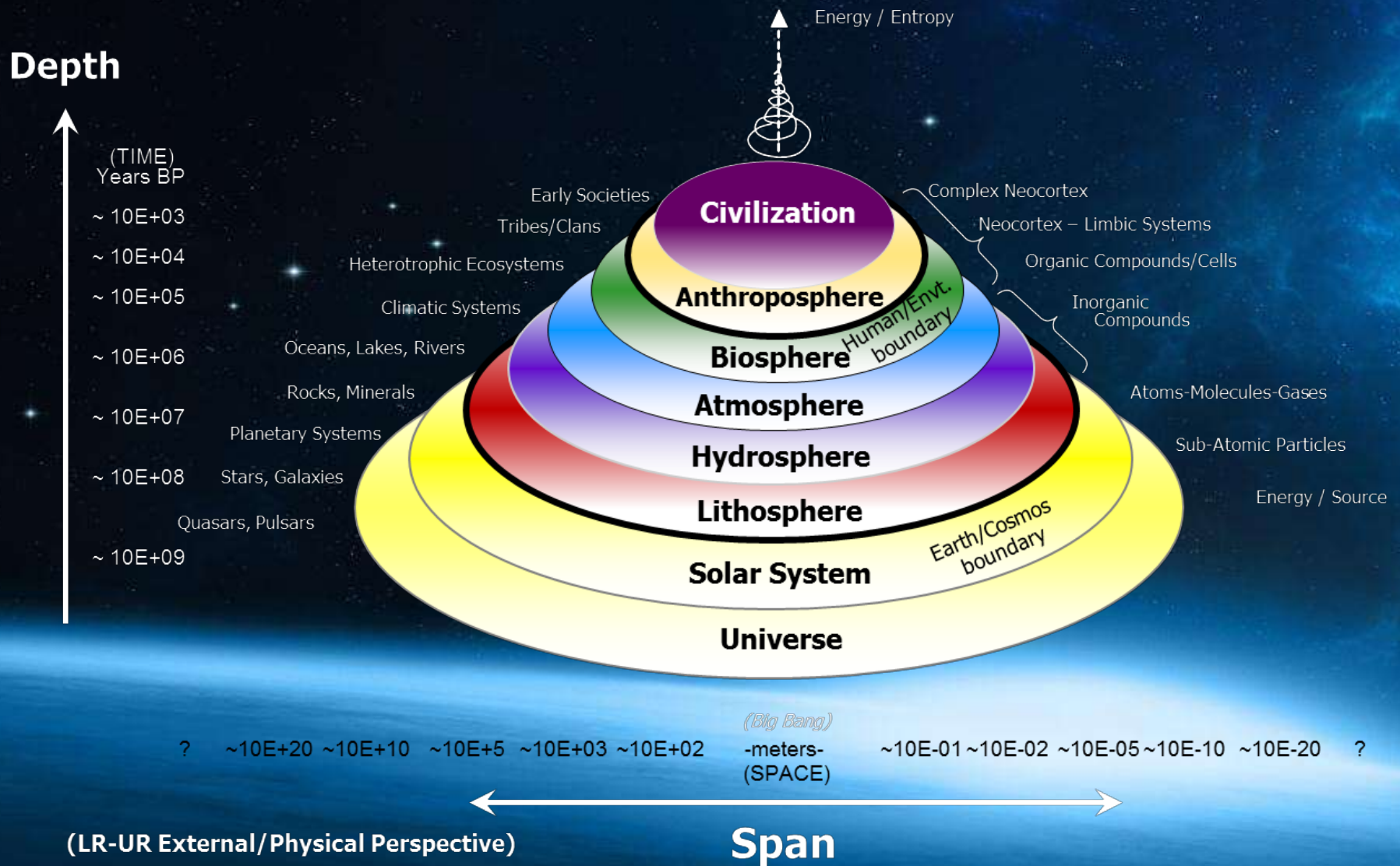
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Objectives

- **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**



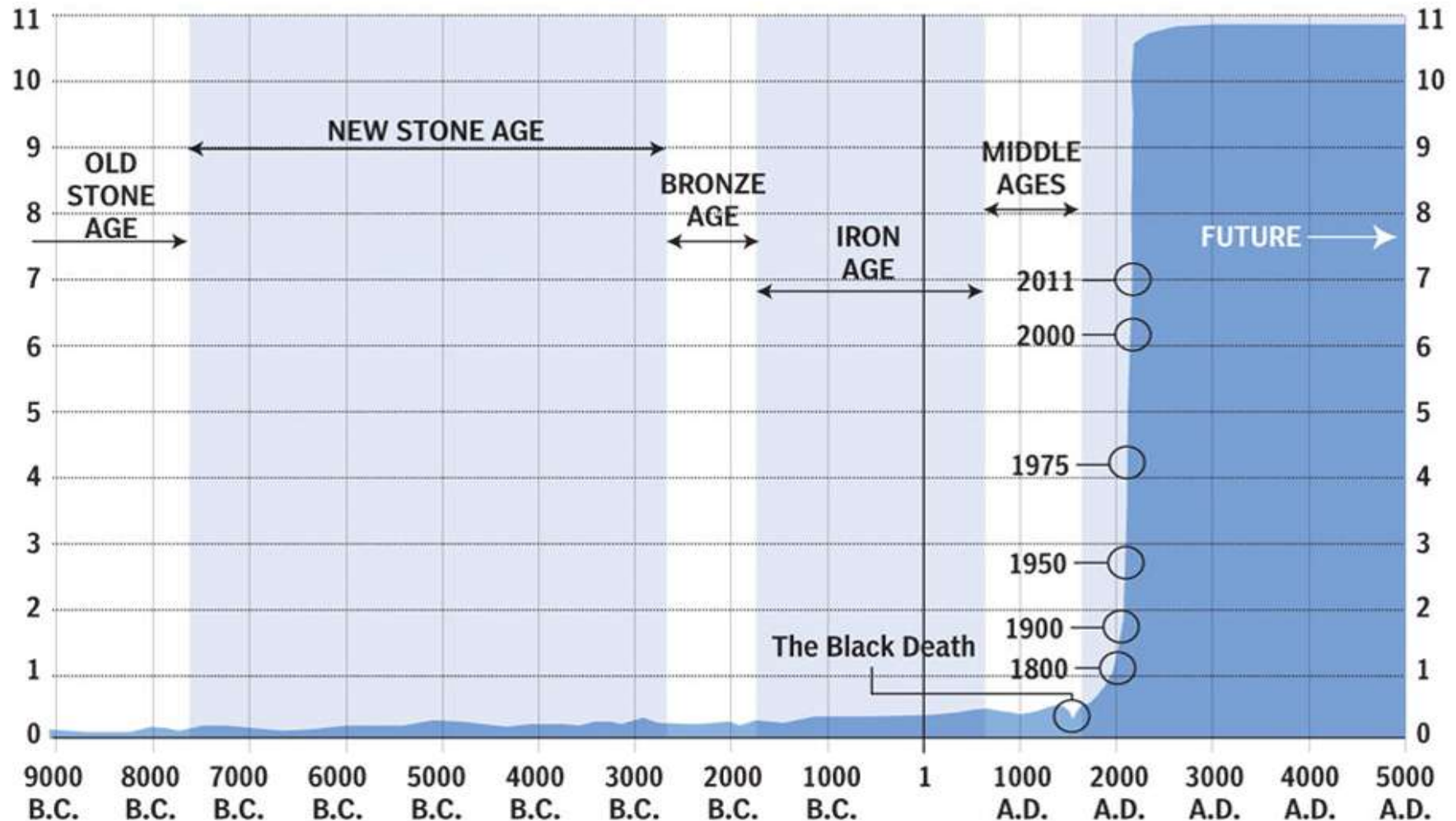
Big picture: 14 billion years of evolution, resulting in myriad life forms as well as human civilization on Earth



And then population exponentially grew, recently coupled with massive socio-technical progress

A SHORT HISTORY OF POPULATION

POPULATION IN BILLIONS OF PEOPLE

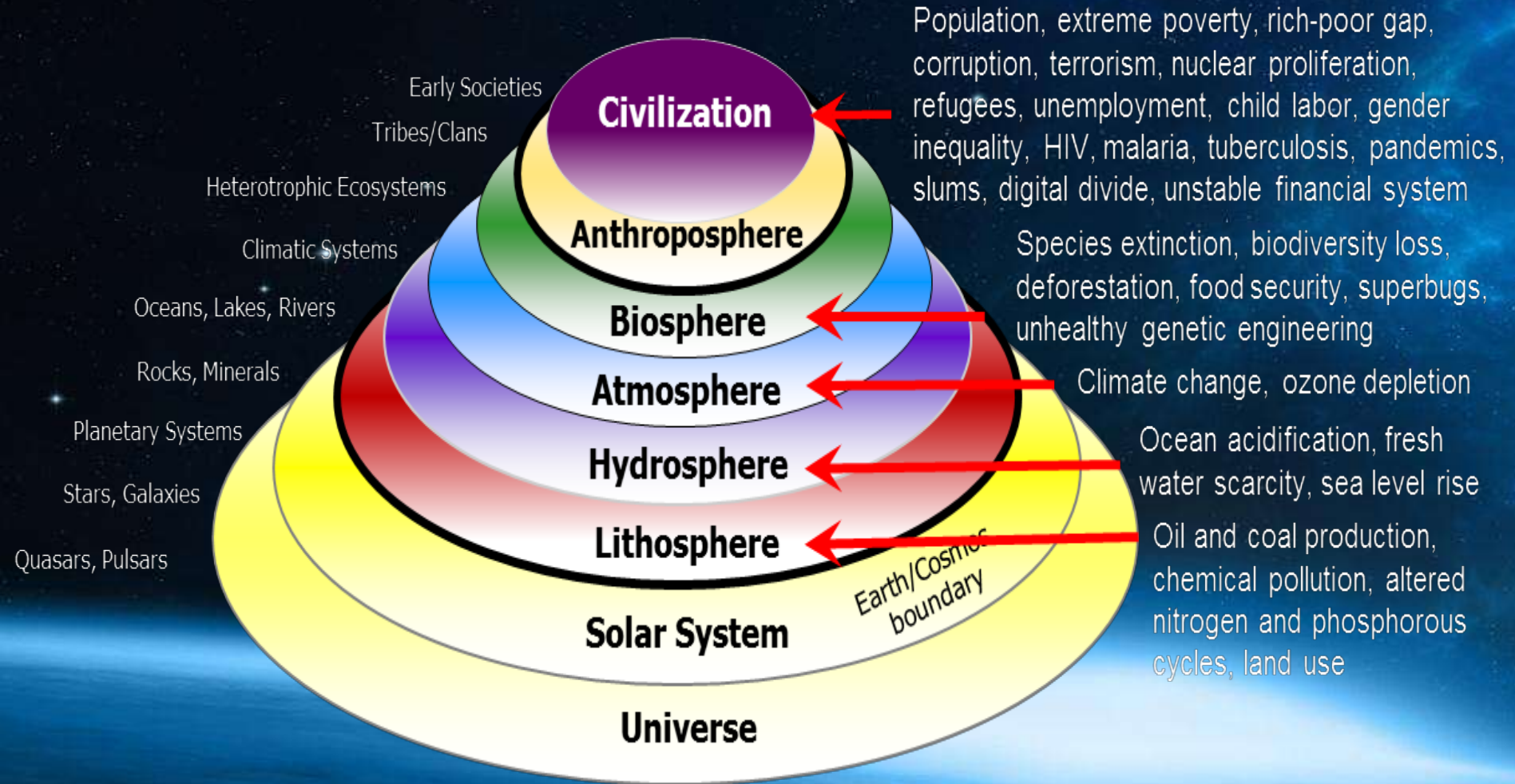


SOURCE: NATIONAL GEOGRAPHIC, UNITED NATIONS AND THE POPULATION REFERENCE BUREAU

AVERY PAGE AND RICHARD JOHNSON / NATIONAL POST

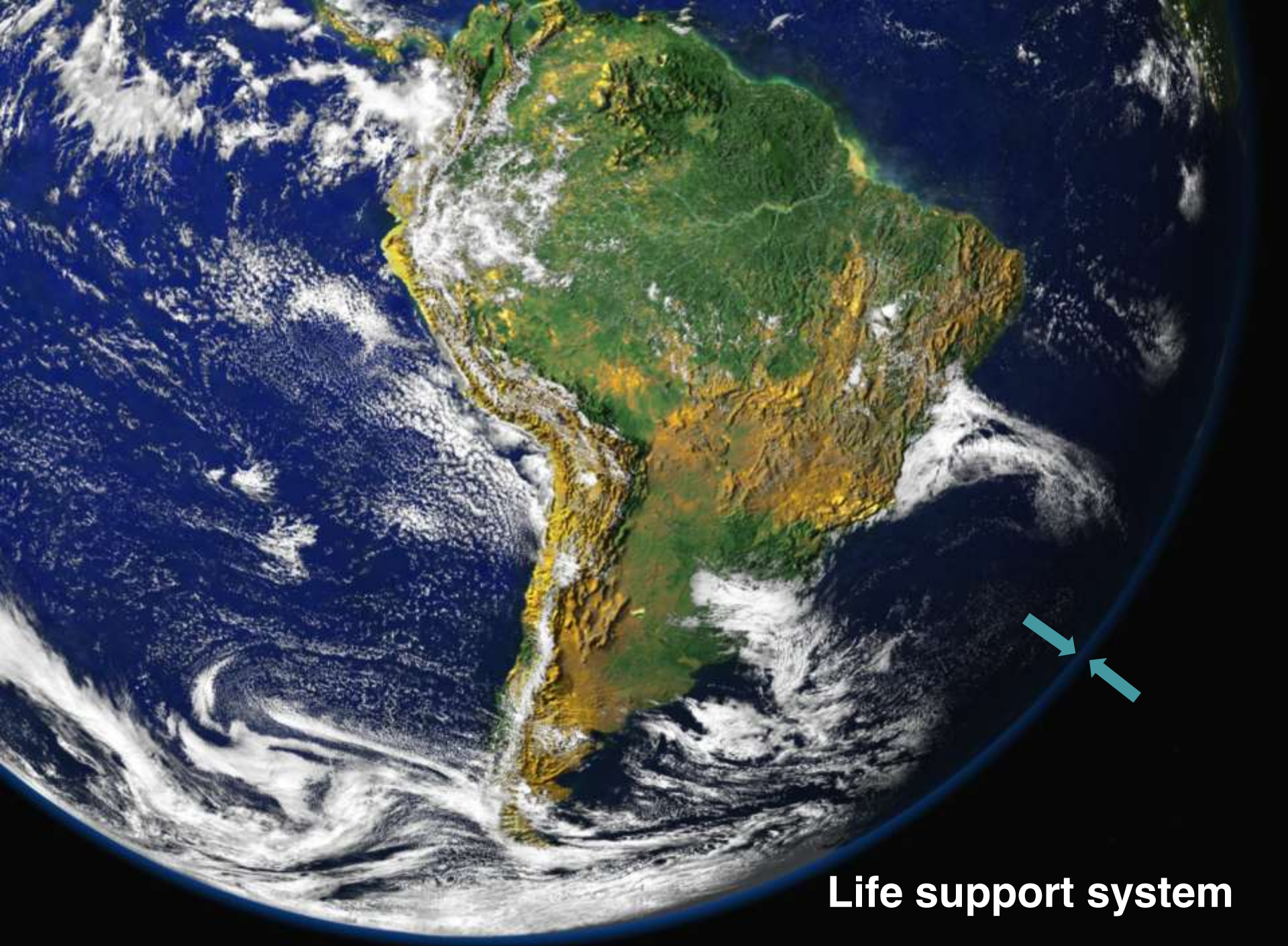
National Post August 13, 2011; Courtesy of Marilyn Hamilton, PhD

In the last 50-100 years, major threats to Earth systems and civilization have developed or gone to scale



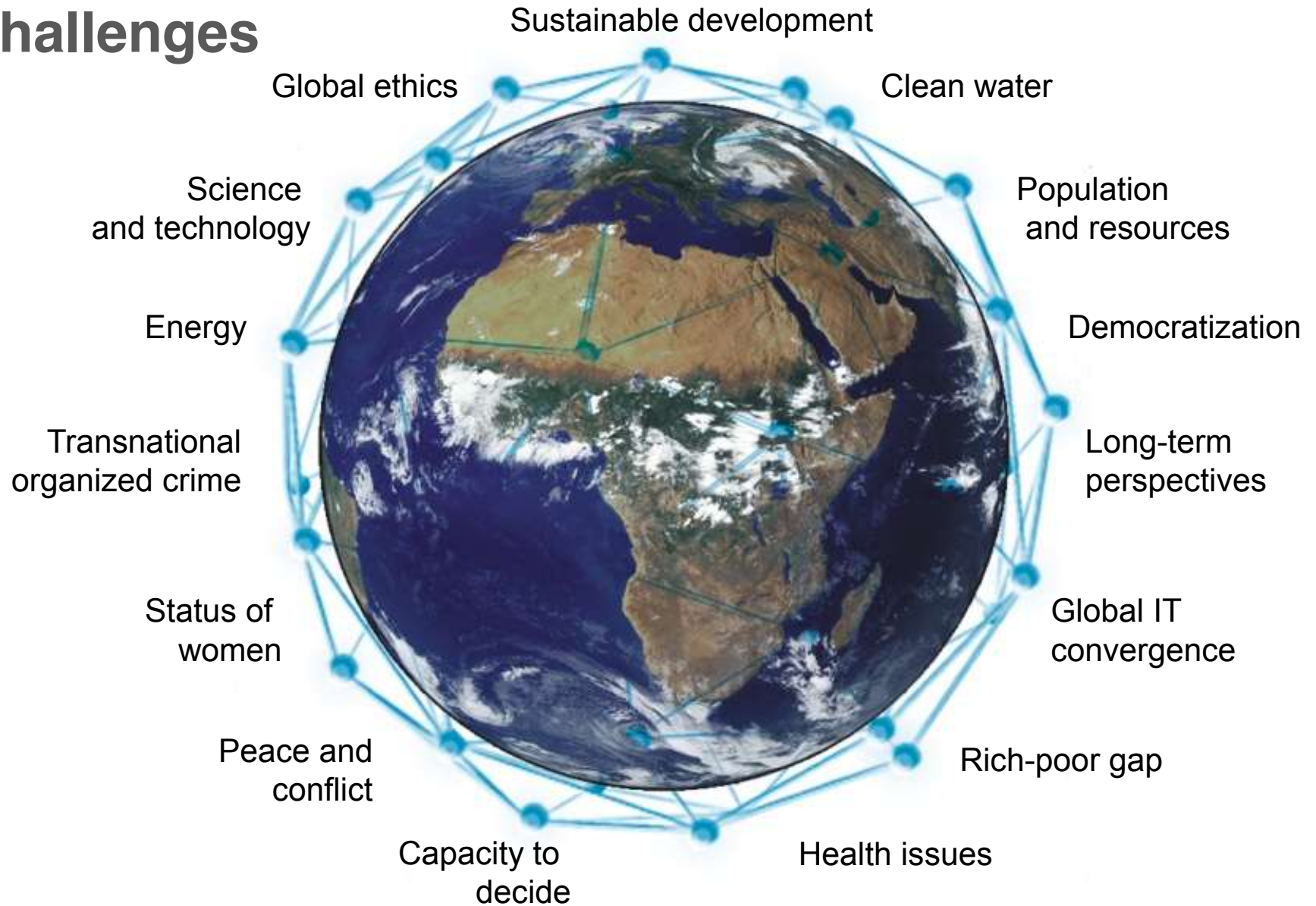


**One home
One family**



Life support system

15 major global challenges

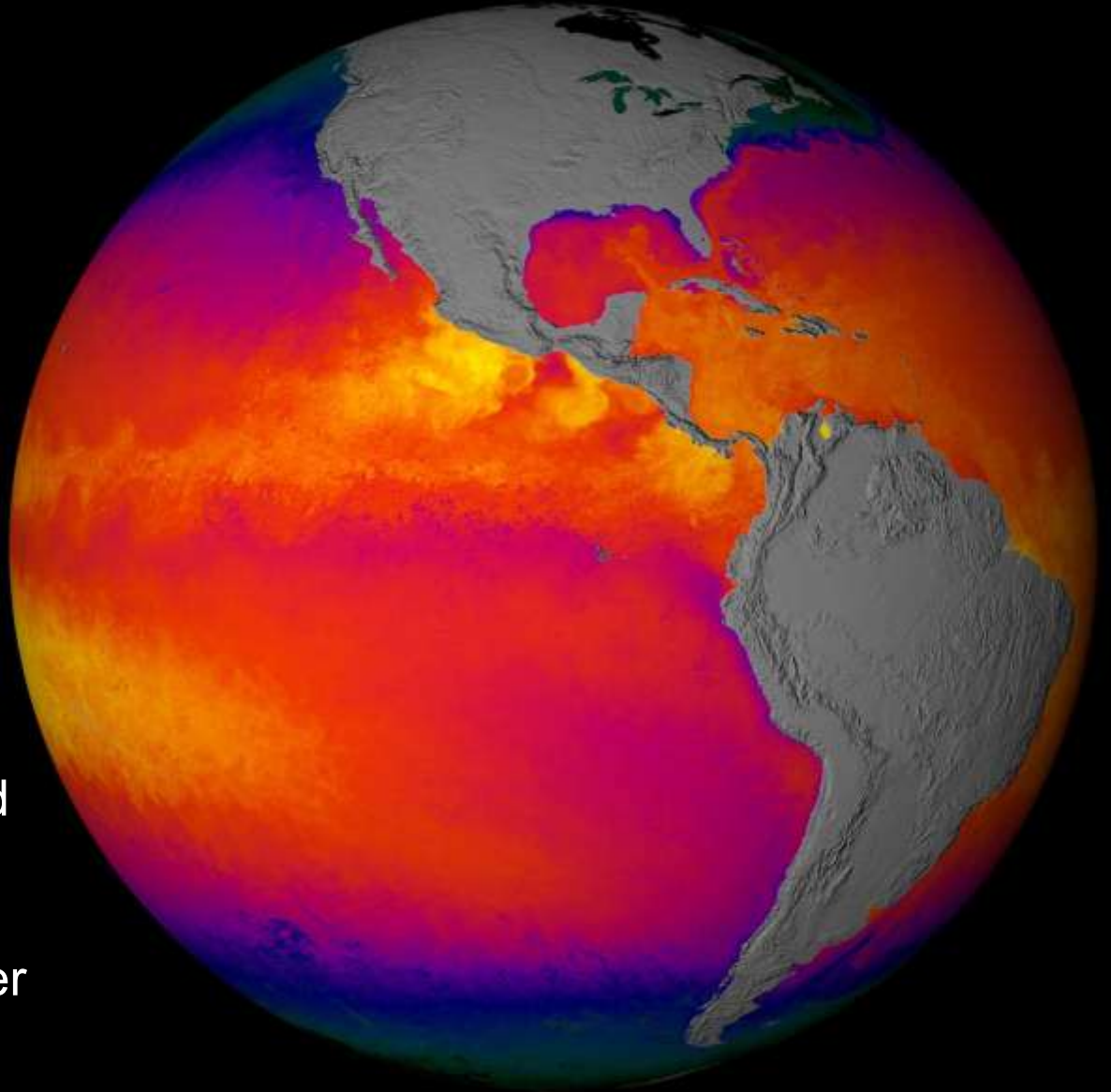


Overall global development scorecard

ECONOMIC	HEALTH & POPULATION	POLITICAL
Poverty	Population growth	Women in parliaments
GDP / capita	Life expectancy	Major armed conflicts
GPD / unit of energy	Malnutrition	Nuclear proliferation
Debt (% of GNI)	Lack of water	Terrorism victims
	# of Physicians	Corruption
EDUCATION & RESEARCH	ENVIRONMENT	Refugees
Literacy	Global temperature anomalies	Voting %
School enrollment	CO ₂ emissions	Population in "free" countries
Internet users	Forest area	Unemployment
R&D expenditures	Non-fossil fuel consumption	

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*



A close-up photograph of a sunflower head, focusing on the intricate spiral pattern of the seeds. The seeds are arranged in a dense, concentric spiral that radiates from the center. The color of the seeds transitions from a bright yellow at the outer edges to a darker, almost black, in the center. The surrounding petals are a vibrant yellow, some showing signs of aging and slight discoloration. The overall image has a warm, golden-yellow tint.

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



COMPLEXITY

Systems
Planet
Politics
Economy
Transformation
Evolution

CLARITY & DIRECTION



FRAGMENTATION

Disciplines
Research
Projects
Communities
Families
Green spaces

INTEGRATION



PERSPECTIVES

Culture
Religions
Worldviews
Philosophy
Ethics
Self-Identity

ALIGNMENT & RESPECT



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

Quadrants



Levels



Lines



States



Types



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

Quadrants



Levels



Lines



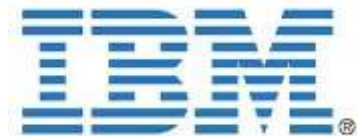
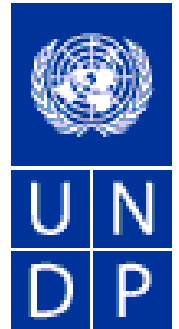
States



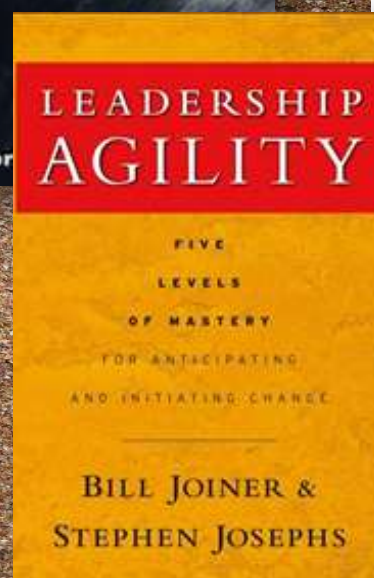
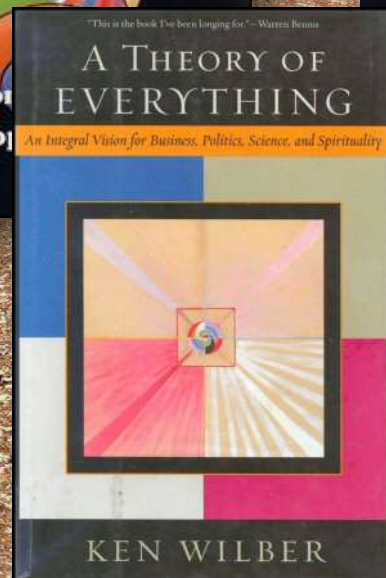
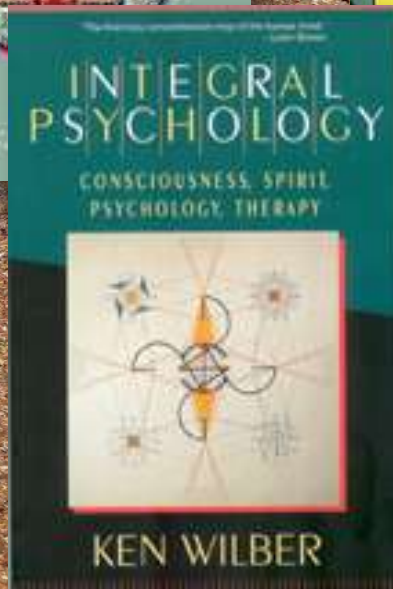
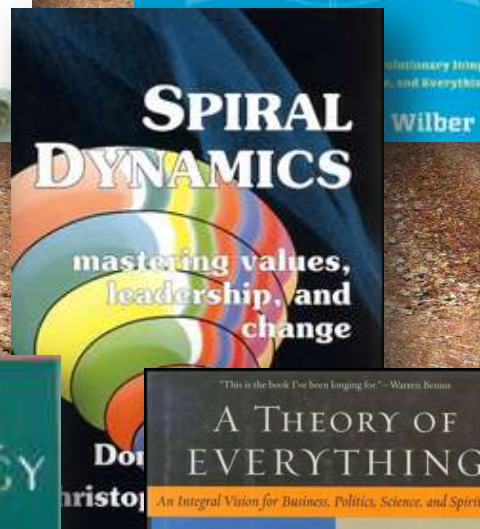
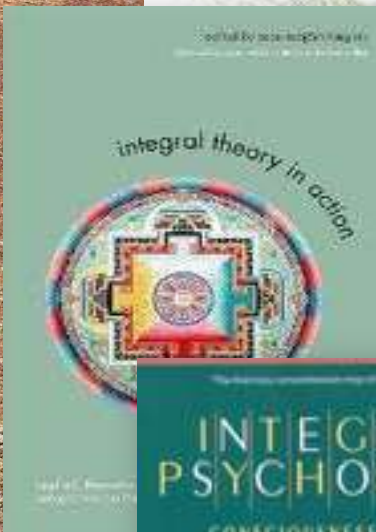
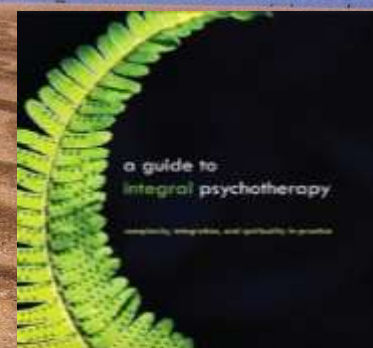
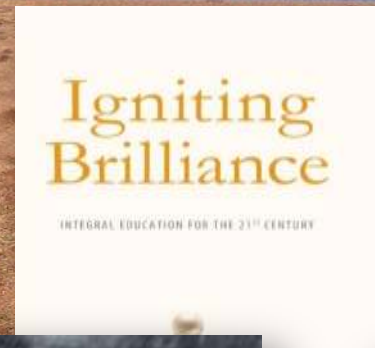
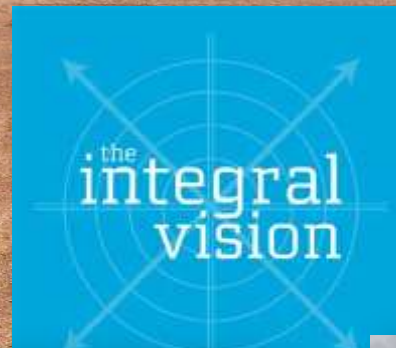
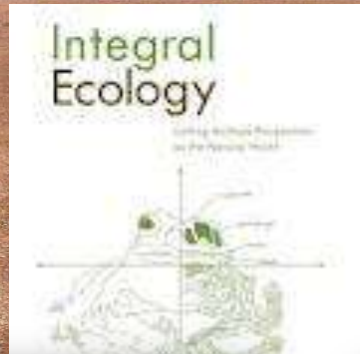
Types



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



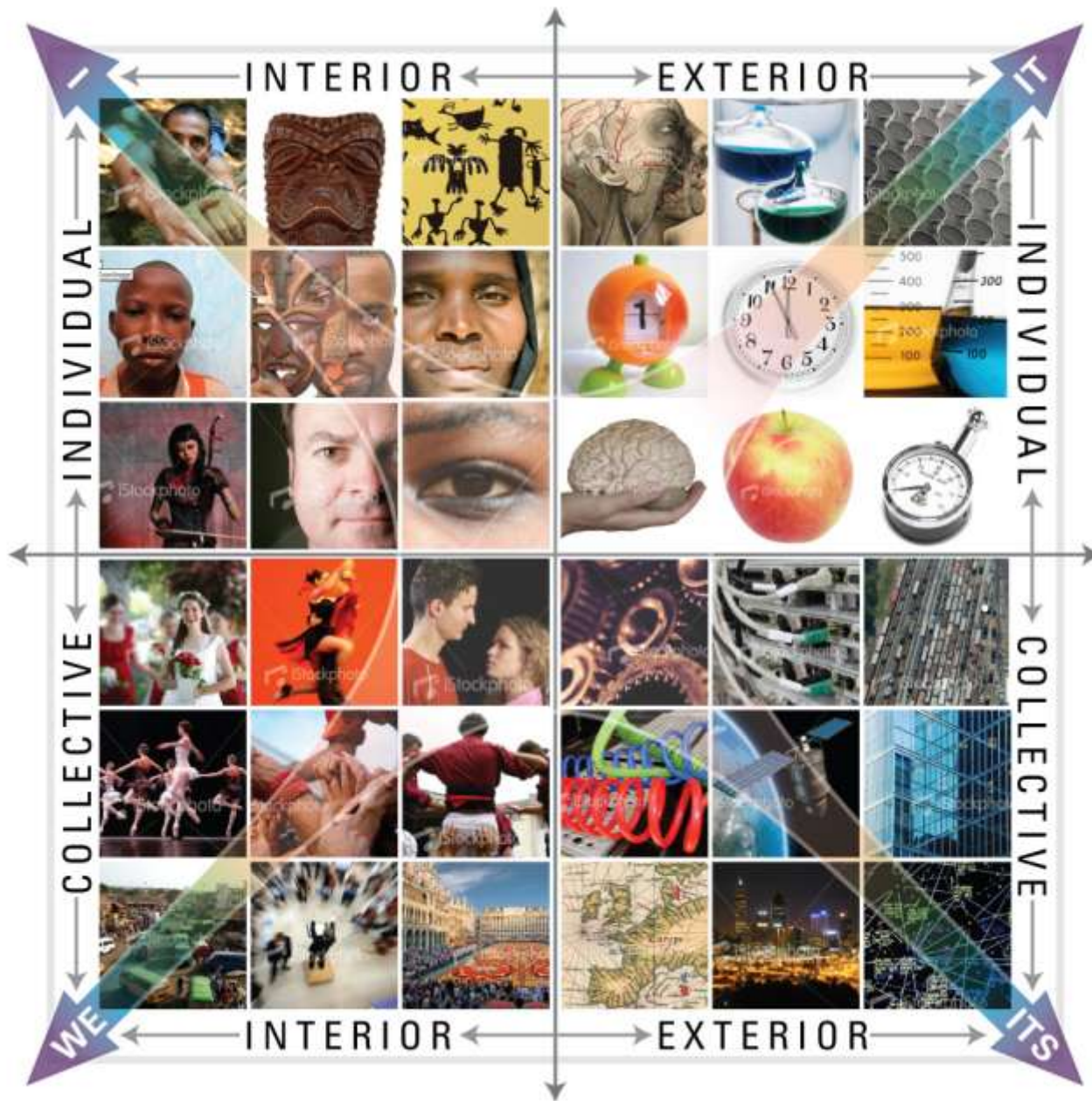
**The Quadrants:
4 fundamental perspectives**

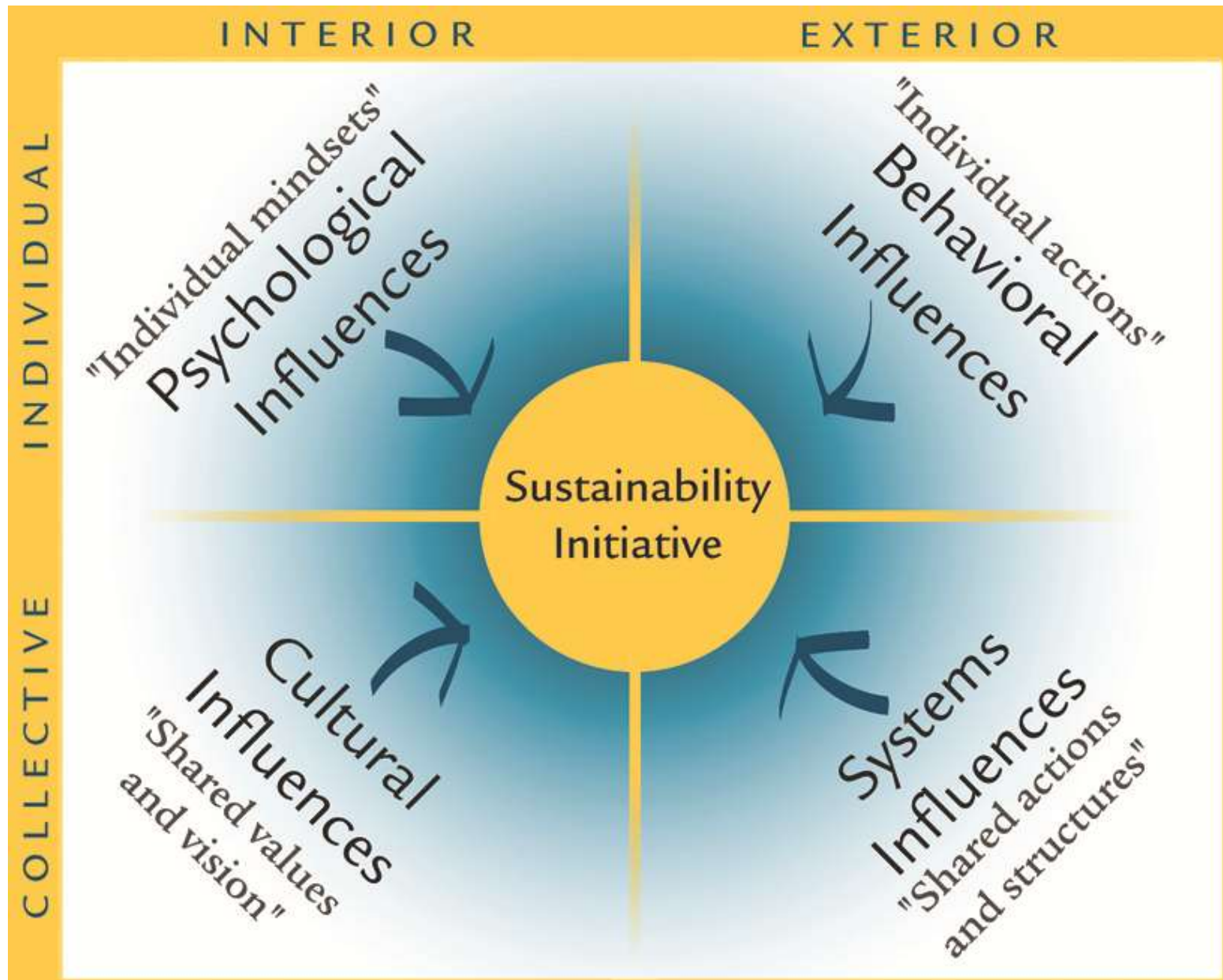
The quadrants element of integral theory builds upon maps of reality created by Plato, Kant, Habermas, etc.



May 2009

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31







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.

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.



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.

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:

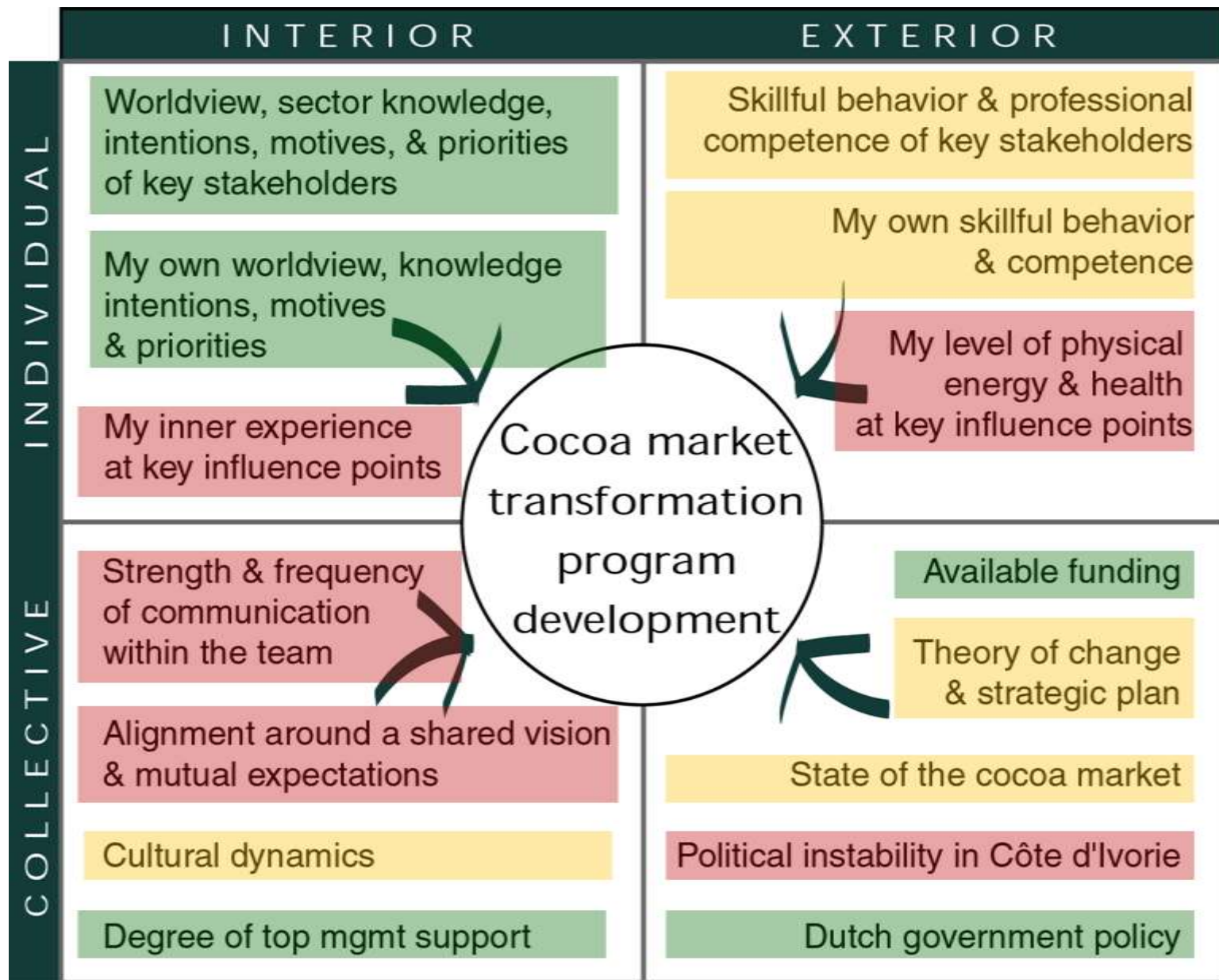
- The management team working to establish a clear strategy for sustainability;
- Tracking and reporting on sustainability metrics; life cycle analysis;
- Creating ecologically friendly products; a new organizational structure;
- A legal framework; IT infrastructure to streamline operations;
- An incentive 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.

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





Seeing politics through an integral lens

Integral political axis #1: Internal vs. External

What is the cause of human suffering?

INTERNAL Causation

Results from a lack of...

- ✓ Character
- ✓ Family values
- ✓ Religious values
- ✓ Industriousness
- ✓ Self-responsibility
- ✓ Work ethic

Look for solutions to suffering...

- ✓ From within

To achieve economic well-being:
Instill values of personal industry, work ethic, free-market capitalism and those deserving will prosper.

EXTERNAL Causation

Results from...

- ✓ Social disadvantage
- ✓ Wage inequality
- ✓ Poor education
- ✓ Oppressed civil liberties
- ✓ An unfair system

Look for solutions to suffering...

- ✓ From without

To achieve economic well-being:
Champion social welfare, equal opportunity, government regulation, and wealth redistribution.

Integral political axis #2: Individual vs. Collective

Whose autonomy is more fundamental?

INDIVIDUAL Rights

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

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.

Integral sustainability...

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



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



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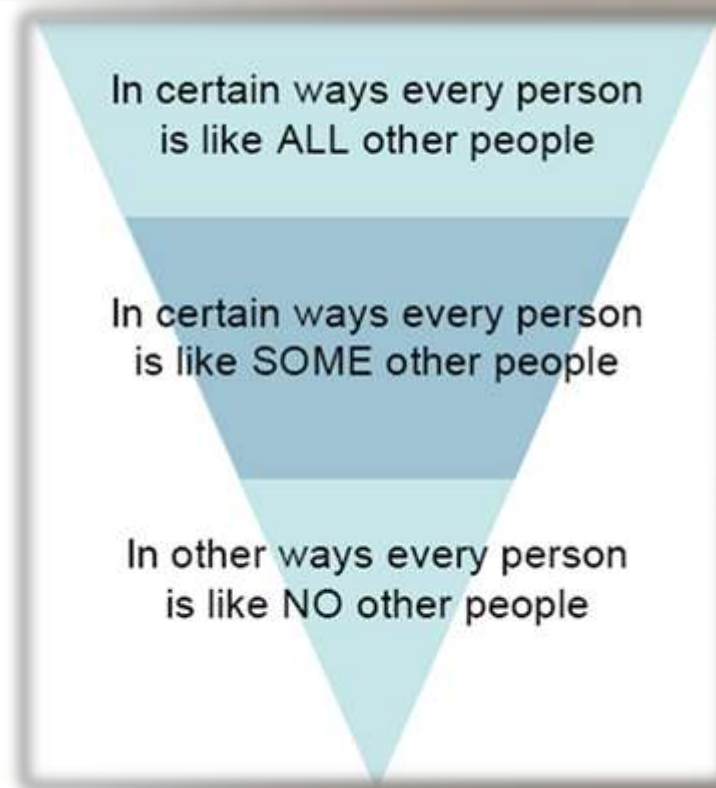
States: The peak expressions of people and systems related CSR



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

Levels of development





Worldviews help us understand high-level similarities across populations



**Development happens
every moment in Nature...**

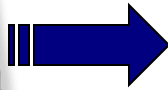


**...and every
moment in humans**

Patterns of human consciousness development



The key is to learn how to see through and communicate with many worldviews

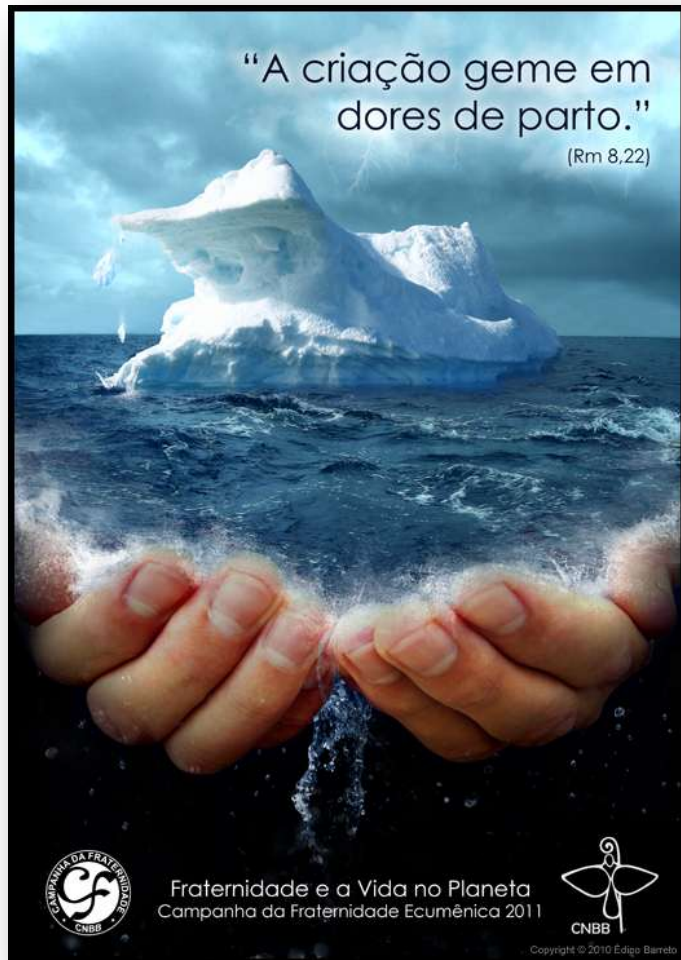


The Eco-Manager: How the traditional value system relates to the environment

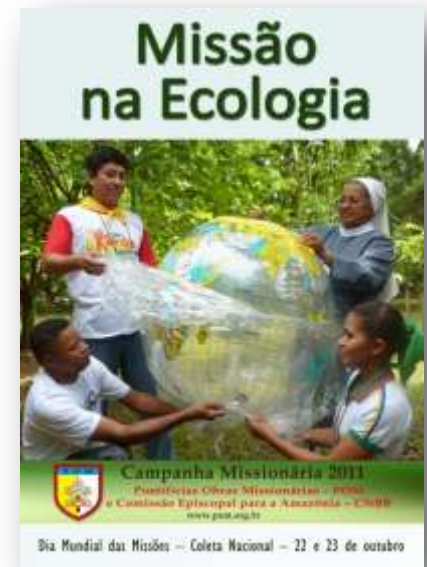


- *Stewardship ethos*
- Manage Nature from a traditional religious or secular framework

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:

- ✓ Religious fundamentalism (my God is right no matter what)
- ✓ Extreme nationalism (my country is right no matter what)
- ✓ 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.



Integral political lens: Modern values

INTERNAL Causation of Suffering

Ideological preferences:

- ✓ Personal responsibility
- ✓ Fiscal conservatism
- ✓ Government deregulation
- ✓ Free markets
- ✓ Theories of supply-side and trickle-down economics

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

EXTERNAL Causation of Suffering

Ideological preferences:

- ✓ Worldcentric individuality
- ✓ Truth & justice
- ✓ Human rights
- ✓ “Mixed economies” that balance free trade and fair trade approaches to gov’t regulation

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

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.

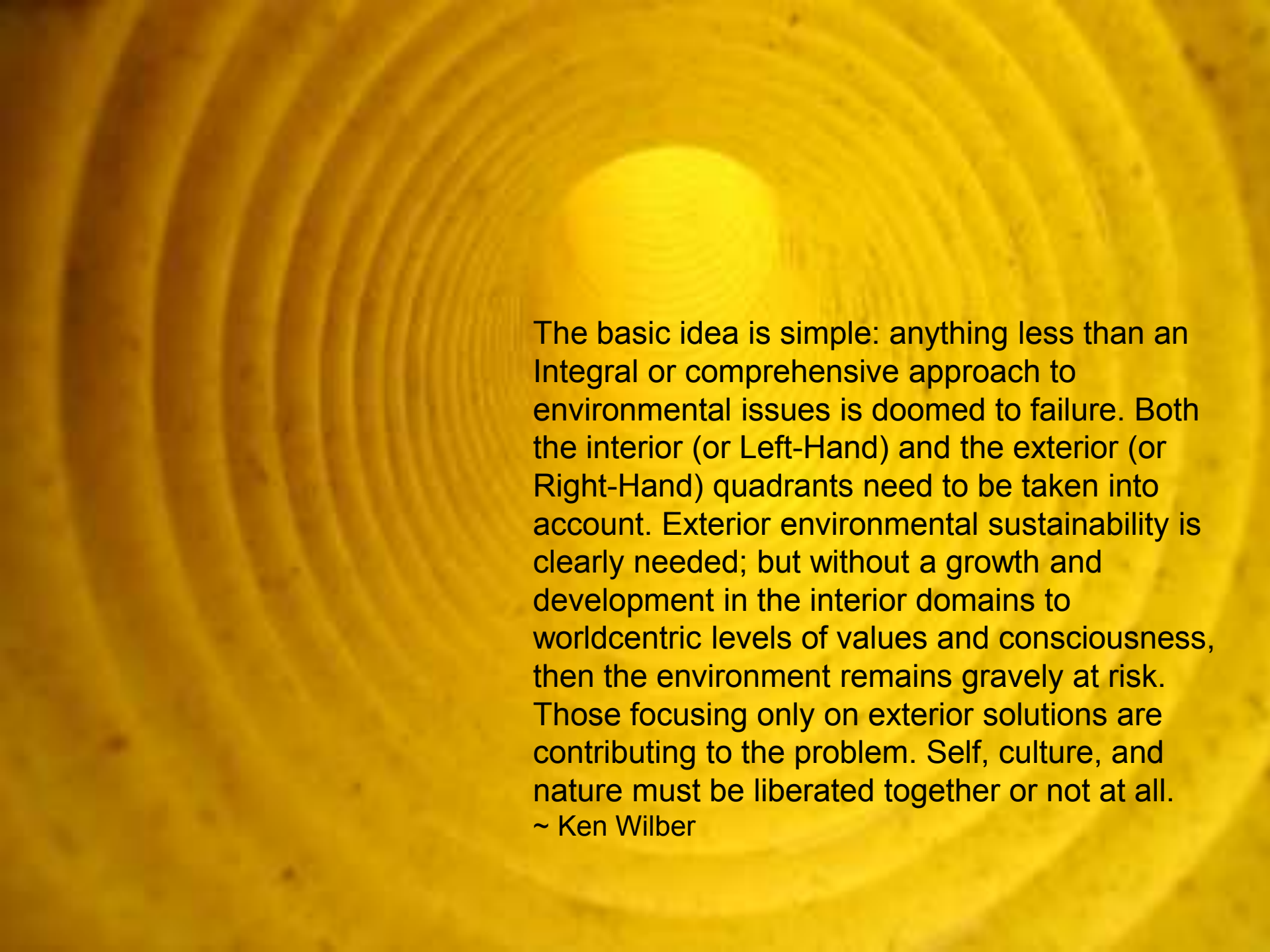
Integral political lens: Postmodern values

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

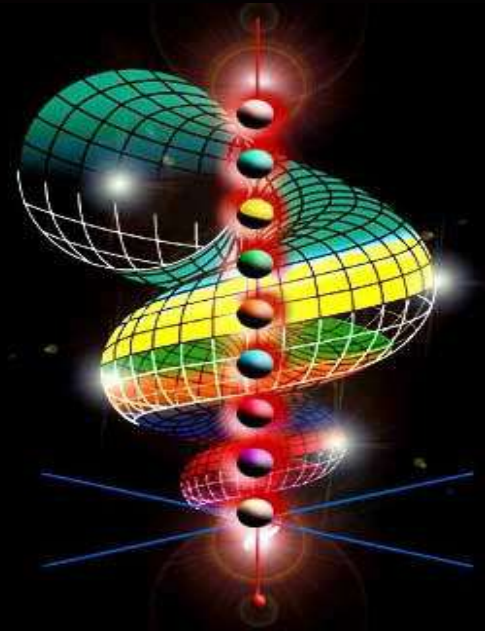
What is the equivalent in Brazil?




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





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supplemental materials

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