



Values Profile  
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# Introduction

This report provides an explanation and personal analysis for the ValueMatch questionnaire you have filled out.

The first part of the report gives information about the Spiral Dynamics<sup>®</sup> analysis method on which the questionnaires are based. This is followed by an initial explanation of your personal value profile, followed by a brief instruction regarding its practical application.

The appendix offers further background information about the Spiral Dynamics<sup>®</sup> analysis method, as well as an exercise sheet that you can use to further analyze your own profile.

The Spiral Dynamics<sup>®</sup> analysis method used in this report does not make any statements on intelligence, skills or competencies, and profiles can't be right or wrong. Although we describe the types of environment which we believe suit you best, this profile is just a primary and automatically generated analysis that is only valuable to the extent that you recognize what it says about you.

A more in-depth interpretation can be obtained through an interview with a trainer or consultant who is familiar with the analysis method and is experienced in the interpretation of the ValueMatch tools.





## The method

To understand the dynamics that occur between people, in teams and within organizations, we need to look beyond thoughts and behavior to discern the underlying motivation that is the cause of people's thoughts and behavior. ***Every person is motivated, but not by the same things.*** A lot of the conflicts, misunderstandings and friction that arise in organizations originate in the expectation that other people have the same motivation and drives as ourselves. In most organizations this is not the case, however. And it isn't necessary either, as people with very different motivations and drives can work together perfectly well, as long as there is a general agreement on the direction and a clear, shared goal.

### Graves and Spiral Dynamics®

From the 1950s to the 80s, Dr. Clare W. Graves, professor of psychology at Union College in New York, conducted extensive research into people's drives and into what makes people happy. He discovered that a person's development can be seen as several clearly distinct stages. In each of these stages, which we term 'value systems', people have different motivations and drives. Each of these value systems emerges through interaction with *specific home or work circumstances*. Thus, people living in a tribal culture have a different dominant value system than people living in, say, a communist state. The value systems represent the way that the human psyche adapts in order to thrive in each given environment. As human beings developed further, the life environment and the associated value systems have become increasingly complex.

Graves's work was continued by Dr. Don Beck and Chris Cowan, who assigned a certain color to each value system and who designated the Spiral Dynamics® model, as shown in the table on the next page. This table shows 6 of the 8 systems described by Graves. The first system, with the *beige* color code, is not relevant to the analysis of organizations, and the eighth system, *turquoise*, has barely been developed and is also not relevant to the application presented here; see Appendix A for further explanation.

Graves's work can be used to analyze both the interaction between a person and society, and between a person and his/her work environment. Each value system will flourish in a specific work environment; thus, someone strongly developed in a competitive mentality (a feature of the *orange* value system) will probably feel more at home in a commercially driven '*orange*' organization than in a '*green*' organization, which focuses more on people and harmony.



## Overview of features

VALUE SYSTEM	INNER DRIVES	SOCIETY	WORK ENVIRONMENT
<p><b>PURPLE</b></p>  <p><b>THE FAMILY HEAD</b></p> <p><b>Kinship, safety &amp; security</b></p>	<p><b>Creed:</b> 'Tradition and customs ensure our continued existence'</p> <p><b>Attitude:</b> 'I find safety amongst my peers'</p> <p><b>Team vision:</b> 'Loyalty and social cohesion determine our strength'</p> <p><b>Qualities:</b> Care taking, craftsmanship, to act, practically adaptive</p> <p><b>Pitfalls:</b> Carping, living in the past</p>	<p><b>Originally:</b> Hunter-gatherers, nomads, family-based tribal ties</p> <p><b>Contemporary:</b> Family, friends' circle, neighborhood community</p>	<p>Small family business, exclusive team focused on artisan skill or care, social club</p>
<p><b>RED</b></p>  <p><b>THE COMMANDER</b></p> <p><b>Will-power, action &amp; passion</b></p>	<p><b>Creed:</b> 'Where there is a will there is a way'</p> <p><b>Attitude:</b> 'You either rule or are ruled over'</p> <p><b>Team vision:</b> 'Everything depends on the presence or the lack of strong leadership'</p> <p><b>Qualities:</b> Courage, decisiveness, assertiveness</p> <p><b>Pitfalls:</b> Opportunism, macho behavior, impulsive, egoistic, bullying</p>	<p><b>Originally:</b> War-faring tribes, clans with warlords, free state, autocracy</p> <p><b>Contemporary:</b> Campaigning, resistance &amp; liberation group, hard-core sports, gangs</p>	<p>Political arena, taskforce, action team, advocacy groups</p>
<p><b>BLUE</b></p>  <p><b>THE MANAGER</b></p> <p><b>Order, stability &amp; morality</b></p>	<p><b>Creed:</b> 'Think before you act'</p> <p><b>Attitude:</b> 'I perform my work dutifully'</p> <p><b>Team vision:</b> 'Everyone is like a cog in a larger hierarchical system'</p> <p><b>Qualities:</b> Conscientiousness, disciplined, just</p> <p><b>Pitfalls:</b> Bureaucratic, judgmental, inflexible, preferential (our kind of people versus other kinds of people)</p>	<p><b>Originally:</b> Feudal state, class society, institutions, monarchy</p> <p><b>Contemporary:</b> Nationalist state, regional identity, church community</p>	<p>Formal institute, hierarchical and line and staff organization</p>



VALUE SYSTEM	INNER DRIVES	SOCIETY	WORK ENVIRONMENT
<p><b>ORANGE</b></p>  <p><b>THE ENTREPRENEUR</b></p> <p><b>Self-expression, success-driven &amp; rationality</b></p>	<p><b>Creed:</b> 'The result is all that counts'</p> <p><b>Attitude:</b> 'I grab every opportunity and I excel in order to win'</p> <p><b>Team vision:</b> 'Competition and performance reward are the conditions for success'</p> <p><b>Qualities:</b> Vision, innovative, earning power</p> <p><b>Pitfalls:</b> Cold and business-like, the result is all that counts, push, without emotions, bad loser</p>	<p><b>Originally:</b> Industrial society, meritocracy</p> <p><b>Contemporary:</b> Democracy and free market, welfare state, knowledge economy</p>	<p>Strategic and profit-driven enterprise, self-directing and competitive teams</p>
<p><b>GREEN</b></p>  <p><b>THE CONSENSUAL PEOPLE MANAGER</b></p> <p><b>Sensitivity, harmony &amp; community bond</b></p>	<p><b>Creed:</b> 'You can't force grass to grow'</p> <p><b>Attitude:</b> 'The path is the destination'</p> <p><b>Team vision:</b> 'Everyone is equal and equivalent'</p> <p><b>Qualities:</b> Process-sensitive, empathic, idealist</p> <p><b>Pitfalls:</b> Vague, sentimental, Involve everybody, slow decision making</p>	<p><b>Originally:</b> Multicultural society, welfare state</p> <p><b>Contemporary:</b> Civil society, participation society</p>	<p>Civil organizations (NGO), self steering teams, NFP / charity, Social services</p>
<p><b>YELLOW</b></p>  <p><b>THE VISIONARY</b></p> <p><b>Synergy, systemic &amp; integral</b></p>	<p><b>Creed:</b> 'Think global act local'</p> <p><b>Attitude:</b> 'I fulfill the role that the situation asks me to fulfill'</p> <p><b>Team vision:</b> 'A collaboration of largely autonomous professionals'</p> <p><b>Qualities:</b> Autonomous, deal with conflicting Value Systems, feeling for timing</p> <p><b>Pitfalls:</b> Unfathomable, opinionated, complicates things</p>	<p><b>Currently evolving:</b> Sustainable society, circular and sharing economy</p>	<p>Cross-sector networks, collaborations, distributed responsibility</p>



## The dynamics

The successive value systems become increasingly complex. This applies both to the life conditions and to the psyche that needs to deal with these life conditions. This development is apparent in our steadily more complicated society, evolving from the original tribal culture to today's global technological society. Similarly, for individuals, as we grow older we are confronted with increasingly more complicated circumstances that drive the development of our psychology. This complexity mainly pertains to social interaction, and has no bearing on one's intelligence. A person with a strongly developed *green* drive is not more intelligent than a person with a strongly developed *orange* system. The value systems can also not be classified in terms of better or worse: each system fulfills its own function in the right environment. The system that develops within a person depends on numerous factors, such as background, personal preferences, the problems one encounters, but particularly on the environment in which you live.

Each new value system can only develop in people, teams and organizations if the preceding systems have been worked through and developed sufficiently. For example, for a team that is working on a complex project that requires a strategic, '*orange*' way of thinking and acting, it must have sufficient structure and order within itself. These are aspects that were developed through the preceding *blue* system. If these did not develop, or did not develop sufficiently, then the *orange* system will drop through its *blue* foundation, so to speak, and the short-term mentality and chaos which are characteristic of the preceding *red* system will come to dominate.

It is important to realize that a value system describes *how* people think about things, and not *what* they think. It describes, for instance, why religion becomes important to someone at a certain point in time, but not which religion or creed the person adheres to. Value systems do not say anything about personal tastes but about the stages of development that we go through, just like everyone else, which are expressed in our drives, in our view of the world, and how we arrive at choices. What drives us can vary between the different areas of our life, such as family or work, and can change quickly when life circumstances suddenly change, for example when someone loses his job and can no longer pay off the mortgage, and therefore feels under pressure.

Value systems should therefore not be seen as static: different parts of our life or changing circumstances can sometimes trigger very different value systems in us. Thus, the sickness of a family member can bring out the *purple* system in us, while a vigorous sports match can bring out the *red* system.



## Practical utility

Understanding the value systems activated within you will reveal:

- The values currently important in your life
- The qualities that are associated with your values
- Why you arrive at different choices compared to others
- Which values you find annoying and which are often active in people that you have trouble relating to
- What behavior you show when under pressure
- Which values you wish to see more of, both within yourself and in your environment
- What level of complexity of work you can handle well, and what level not
- The (work) environments in which you will or will not flourish and feel at home
- How you relate to society and what changes you would like to see take place.





# Personal characteristics

The future is in your own hands

With hard work anything is possible

The world is a dynamic system

Harmony & compassion

I meet challenges with optimism & hope

I push myself to the next level

Analysis and smart strategies

We are all equal but not the same

I don't want to fail

All opinions matter & live in harmony

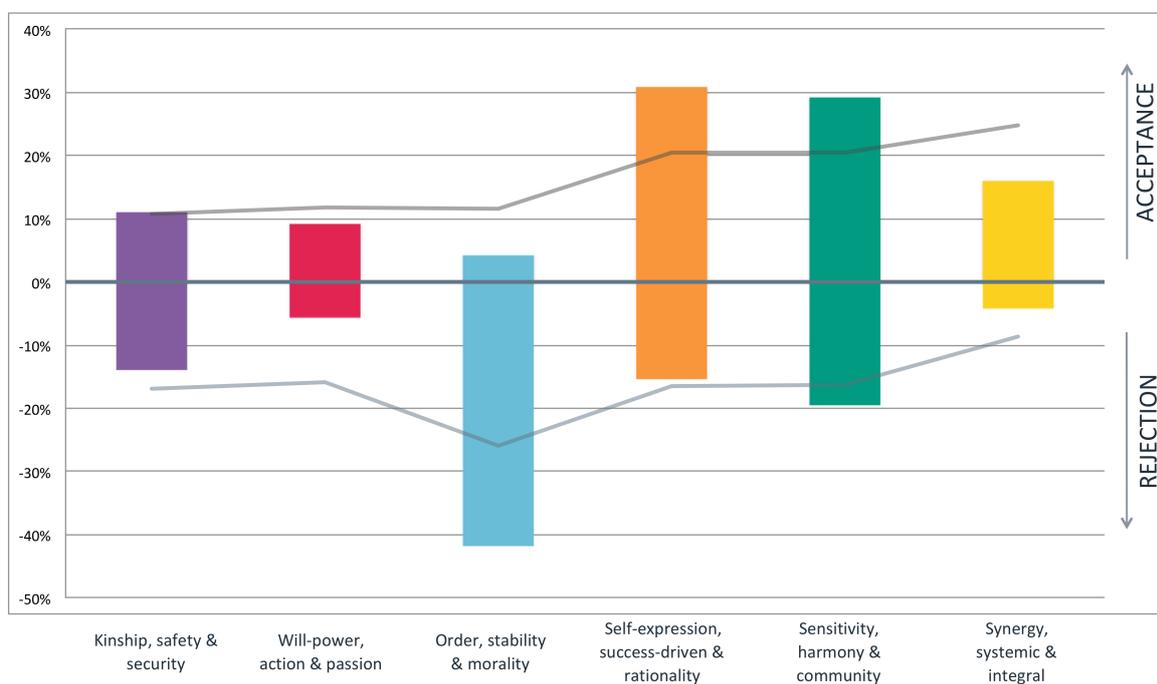




# Personal value profile

This section of the report is generated automatically on the basis of your answers and offers an initial personal analysis. A more comprehensive and in-depth analysis requires an interview with an expert who is experienced in interpreting the data.

The graph below displays your personal value profile. Above the zero line you can see the value systems that you accept, below the zero line the value systems that you reject. It can happen that you both accept and reject the same systems. The grey lines indicate the average values of the group with which you completed the questionnaires.



## Acceptance

Value systems that we accept determine how we look at the world, and how we think and act. These are the value systems that you accept most strongly:



**Strongest acceptance, orange: Self-expression, success-driven & rationality**

Descriptions that apply to the worldview that you most recognize in yourself: The human being is personally responsible for his/her own future. You believe that ultimately, anything is possible, as long as you try hard enough. Personally, you meet all your challenges with optimism and hope. Furthermore you are susceptible to the fear of failure or of not being successful.



Your dominant worldview has the following features: Performing well and winning are important to you, and you are not afraid to show it. You always try to separate the main issues from secondary issues. You take decisions on the basis of rational arguments. You like to take initiative and are eager to renew or improve things. Setbacks are things to overcome.

You will probably also recognize yourself in one or more of the following qualities: effective, goal-driven, result-driven, enterprising, customer-focused, competitive, rational, analytical, strategic insight, able to look after yourself financially.

Aside from accepting this value system, you also show strong rejection. This means that it contains aspects that you reject and/or are allergic to. See below under rejection for more information.

In your case, the fact that you both accept and reject this system may indicate that you recently started moving towards this system, or instead starting moving away from it.



### Second acceptance, green: Sensitivity, harmony & community

In addition to your first worldview, another worldview is active within you. For this, the following descriptions apply: You see the world as a community of well-intentioned people. In this world, the human being is essentially good. You believe that ultimately, we are all equal. You are susceptible to the fear that people might feel you lack empathy and/or that they don't like you.

The second worldview often supports the first. It could look like this: You want decisions to be supported by the people affected by them. You know that changes do not proceed along a straight and predetermined path, and you can cope with that. You like to engage others in dialogue and are unafraid to address personal matters.

You will probably recognize yourself in one or more of these qualities: consensus-driven, sensitive, empathetic, connecting, able to listen, creating harmony, seeing the good in others, showing solidarity.

Aside from accepting this value system, you also show strong rejection. This means that it contains aspects that you reject and/or are allergic to. See below under rejection for more information.

In your case, the fact that you both accept and reject this system may indicate that you recently started moving towards this system, or instead starting moving away from it.



### Third acceptance, yellow: Synergy, systemic & integral

Descriptions that also apply to you are: You see the world as a mesh of divergent individuals and cultures with increasingly complex dynamics. You fulfill the functions necessary to meet the needs of the situation, and that works for you.

The third worldview also supports your first worldview, to which it adds a particular slant. You assess situations from the perspective of the full and wide context. You are not afraid of conflicting values, as they make the process more dynamic. Your interventions are mainly

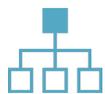


aimed at influencing the circumstances.

See if you also recognize one or more of the following qualities within yourself: flexible, unorthodox, an eye for how things interrelate, able to deal with uncertainties, able to find your way in complex and confusing situations, unafraid to exit situations in which you have no more contributions to make.

## Rejection

The value systems that we reject determine what we dislike and are allergic to. This often uses up our energy in a negative way. These are the value systems that you most strongly reject:



### Strongest rejection, blue: Order, stability & morality

In this value system you reject the following aspects: You absolutely don't feel at home in a society with strong nationalist principles and where everything is predetermined by laws and regulations. In your personal interaction with others you have difficulty with people who are conventional and boxed-in. You also strongly dislike people who are strict and judgmental. What doesn't suit you, is a work environment that is characterized by routine and predictability. The type of superior you are least comfortable with, goes strictly by the book and expects you to do the same.

Since you score barely any acceptance for this value system, it may be that you not only reject its distortions but also a number of corresponding qualities. You can investigate for yourself whether this is the case; qualities that belong to this value system are: Able to deal with authority, working in a precise and disciplined manner, fulfilling agreements, able to strictly enforce rules and to address others in respect of these rules.



### Second rejection, green: Sensitivity, harmony & community

For this value system you have both a strong acceptance and a strong rejection. This means that you reject particular aspects of this value system, but especially its distortions, such as: In your personal interaction with others you have difficulty with people who are naive and/or always seek to nuance everything. You also strongly dislike people who are emotional and overly spiritual. What doesn't suit you, is a work environment that is characterized by having interminable discussions to reach consensus. The type of superior you are least comfortable with, cannot make decisions without endless consultation.



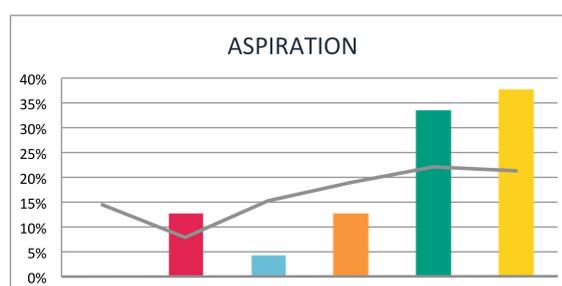
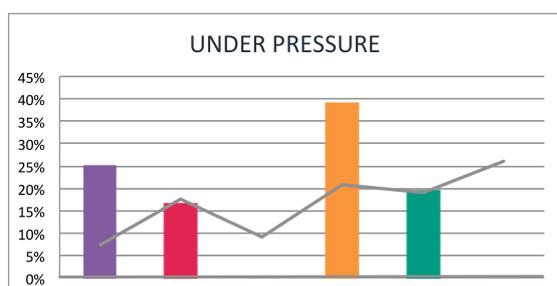
### Third rejection, orange: Self-expression, success-driven & rationality

For this value system you have both a strong acceptance and a strong rejection. This means that you reject particular aspects of this value system, but especially its distortions, such as: You don't feel at home in a society in which individualism and personal responsibility are pushed to an extreme. In your personal interaction with others, you detest people who are detached and business-like. What doesn't suit you, is a work environment that is characterized by a competitive and blaming culture.



## Under Pressure and Aspiration

A number of questions in the personal value profile specifically address situations in which you are under pressure, and some others are about your aspirations. These questions are represented in the charts below. The grey lines indicate the average values of the group with which you completed the questionnaires.



### Under Pressure

Value systems under pressure offer an indication of the strategy you choose when you are under pressure and in times of crisis. The following applies to you:



#### Main strategy, orange:

When the going gets tough you trust analyses and smart strategies and if you are under pressure then you push yourself to the next level.

The values system that you most accept is orange while, when under pressure you are also driven by the orange value system. Since these are the same, it is likely that this value system reflects your primary drive and that it is well integrated. It is moreover likely that you are in a life environment that matches well with your drives.

### Aspiration

Aspirational value systems offer an indication of your ideal image, of what you wish for yourself and for society.



#### Main aspiration, yellow:

Your ideal is to be seen as an independent person who does what he has to do and breaks convention when needed. You wish for a world in which everyone is equal but not the same and we treat people according to their needs, capacities and readiness.



### Second aspiration, green:

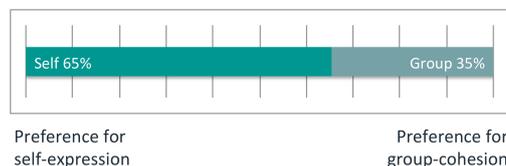
Your ideal is to be seen as someone who cares for the well-being of others and of humanity as a whole. You wish for a world in which every person's opinion and dignity matters and humans coexist harmoniously.

The value system that you most accept is orange and the system that you most aspire to is the yellow. Since the value system that you aspire to is more complex than the system that you currently accept most, it is likely that this more complex system appeals to you but that you haven't yet found a way to fully integrate this in your life. It is also possible that, in your current life and work environment, you have yet to learn how to integrate the drives of the value system that you aspire to.

## Emphasis in value systems

In the purple, blue and green value systems, the focus of the drives is on the group interest, with a view to keeping the group together. In the red, orange and yellow value systems, the focus of the drives is on self-expression. The room for independent initiative is more important than keeping the group together. To determine whether you have a primary preference for one of the two types of systems, in the chart below we have added the acceptance of self-expression systems to the rejection of the group interest, and vice versa.

Emphasis in value systems



You have a strong preference for value systems that emphasize self-expression. This means that you are well equipped to take action, to operate independently, and can stand up for your own interests. You are less concerned for other people's interests, are less likely to make sacrifices on behalf of the group, and are less focused on keeping the group together.

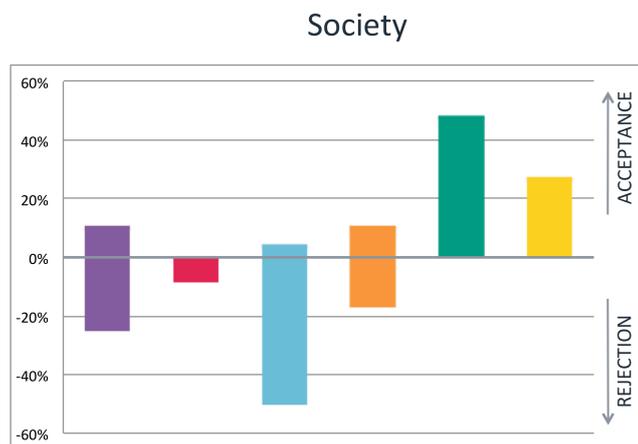
This preference is due to:

- a stronger acceptance of value systems that emphasize self-expression.
- a stronger rejection of value systems that emphasize the group interest.



## Society

Some of the questions that you answered for the personal value profile were specifically about society.



For you, this results in the following picture: In your view, people ought to become more aware of the world as a community of well-intentioned people but also as a mesh of divergent individuals and cultures with increasingly complex dynamics. We should also realize more strongly that ultimately, we are all equal. For your country, in times of crisis, it applies that it should seek harmony and show compassion toward those hit hardest.

You would not like it if your country were to develop (further) in the direction of one with strong nationalist principles or a country with strong traditions and folklore.

We should prevent the country from becoming a place where everything is predetermined by laws and regulations and in which everything is a repetition of the past.

You feel at home in a country where people realize every person's opinion and dignity matters and humans coexist harmoniously and furthermore that everyone is equal but not the same and we treat people according to their needs, capacities and readiness.



# Application

Below are a number of tips that you can use, along with the exercises offered in Appendix C, to further analyze your profile.

## Interaction with your environment

People prefer to live and work in an environment in which they can best express their inner drives, that is, their value systems. If the environment does not suit them, then this will generally cause friction or stress. Based on your personal profile, you can examine how well you are suited to your current life and work environments.

## Interaction with others

If we expect others to show the same motivations and drives as we have, then this can lead to conflict, friction and misunderstanding. A lot of energy is wasted if we try to convince others that our own worldview is better than theirs. This also causes us to overlook and undervalue the qualities contributed by their vision and drives.

## Change

Graves showed how deeply ingrained the value systems are in our psyche, and that new systems can only develop if the life circumstances invite this development, and the person is ready for it. This is not a process that other people can steer, and it is futile to try to get people to develop a new value system, no matter how.

What we can do, however, is to offer people the life and work environment that best suits them, so that they needn't waste energy on friction and stress and their qualities can be put to optimum use.

## Healthy value systems and distortions

Each value system has healthy manifestations and distorted manifestations. For example, the *purple* system is capable of building a tightly knit group in which individuals are willing to devote their efforts to the interests of the group. If the system takes a distorted form, then the group becomes rigid, excluding outsiders and stifling for the individual members.

Obviously, the healthy expression or distortion depends strongly on the life and work circumstances. A team with a *green* culture, geared to harmony and humane values and capable of self-direction, does not fit within an organization with a *blue* culture, with a strong hierarchical structure and a leadership that does not tolerate dissent.

The rejection component of your personal profile indicates which distortions you most strongly reject; these may be the distortions that you most frequently encounter in your current life or work environment.



## Organizations and value systems

Most organizational cultures show strong characteristics of one or two value systems. Consider, for example, a welfare organization dedicated to creating a harmonious community of an outspoken *green* character, or a fire department team geared to rapid response that has a clear *red* nature, within an explicitly *blue* context of rules and regulations. This does not mean, however, that the people working in an organization should all have the same drives; diversity can in fact represent a clear added value, as long as the management is able to manage this well.

Having a shared mission and vision is what makes an organization strong; having shared values is not necessarily required to achieve smooth collaboration and successful results

## Structure of value systems

As the systems successively build on each other, a healthy manifestation of a value system presupposes a sufficiently robust foundation in underlying systems.

In the personal profile we can research whether any value systems are underdeveloped; for example, if someone's dominant value system is *orange* and the *red* system is underdeveloped, then this may find expression in a lack of decisiveness and a weak action-readiness. The personal value profile can contribute to the analysis, although the absence of any particular system in the value profile does not necessarily mean that it is underdeveloped; it may also mean that this system is not important at this point in time and is therefore not given much attention.

The same applies for organizational culture, where a weak development of one of the underlying value systems may cause friction or lead to poor team performance.



## Appendix A - Background Spiral Dynamics

The eight value systems in fact describe the human evolution of our mental frameworks and beliefs, and offer an indication of our next evolutionary step. This is also apparent in the development of children, through which a child learns to operate within an increasingly complex environment, although this is not a linear process in children. When describing these systems, it is important to recognize that there are always three aspects at play: the life circumstances, and the psyche that co-evolves with these circumstances, and the specific way in which a value system is expressed, for example through behavior. Each new development stage comprises all the previous stages, transcends these and results in a new level of complexity.

### Beige

The first system is *beige*. This is actually the first form of human existence, of an instinctive nature and geared to survival. Time is only a matter of the here and now, and the focus is on satisfying physical needs.

This system is manifest in for example infant children and drug addicts, and also becomes manifest in life-threatening situations such as a natural disaster. The only drive is to survive. The *beige* system is not measured by the ValueMatch questionnaire, as this system has only limited relevance for people nowadays.



### Purple

In periods in which the human race had to deal with strenuous circumstances (such as hunger, cold, hazards and threats), people found safety in numbers, and thus learned to cooperate. People started living as tribes and developed the power of speech and social interaction forms.

This heralded the second, *purple* system, which gave a strong impetus to mankind's capacity for associative thought. Objects and natural phenomena gained significance in the form of spirits. The tribe provided for safety and shelter, and the individual was faithful to the customs of the tribe. The awareness of time became cyclical, and people lived according to the rhythm of nature and the seasons.

Today, this system is clearly visible in family ties and in children's development, when fairy tales, rituals and cuddly toys become important. In organizations, *purple* is manifest in unwritten rules and bonding rituals such as after-work drinks, outings and birthday cakes. In times of crisis this system becomes more active, as people start to seek the safety of a group.



Within the safety and the shelter offered by the *purple* group, the I-awareness or individuality is born (comparable to a child's "terrible twos" in which "no" and 'I' and 'me' first gain significance). This 'I' becomes aware of his own drives and of the ability to impose his will on others. This forms the basis of the *red* system. The underlying theme here is, 'Stand up for your own interests, satisfy your own desires by doing what you want to do, regardless of others'. The *red* system releases strong I-powers such as the lust for life and an unrestrained desire for power and possession. It can represent both healthy empowerment and unhealthy power. While *purple* people huddle together in case of danger, the *red* individual meets the danger head-on, with courage and resolve. When tribes battle each other for territory, the *red* leaders are victorious. *Red* feels no guilt, but cares for respect and honor, which it will protect at all costs.

In today's world, *red* is manifest in children's drive to assert themselves and to bully others, in physical contact sports such as rugby, but also in street gangs and hooliganism. With respect to management, a healthy *red* translates into decisive action, but if uncontrolled it can convert into the abuse of power, causing insecurity among personnel.



The *red* system ultimately leads to chaos, as well as to a widening gap between rich and poor, between the rulers and the ruled. This generates in response a need for calm, for order and stability, and so we see the *blue* system develop. Whereas *red* sought immediate satisfaction at the expense of everyone and everything, people now realize that the community is served by the ability to control those desires. People's lives gain meaning within the context of their own group, in which the members adhere to similar values and standards. The here and now is no longer paramount; instead there is a life in service of one God, one truth, one right way. People are willing to follow the rules and to comply with an overarching plan, for which they will be rewarded in the future.

In today's society, *Blue* is of course clearly apparent in the various church denominations, but it also forms the basic drives of 'ideologies' such as atheist communism. The *blue* system has brought much structure to our society, such as the state with its extensive system of laws and regulations, the justice system, property rights, infrastructure, and so on.

Organizations cannot survive without the structure provided by *blue*, but in an unhealthy form it brings too much bureaucracy, making the organization rigid and unable to adapt to changing circumstances. *Blue* can furthermore breed a dogmatic right-or-wrong mentality, and an unforgivable sense of guilt if one fails to obey the rules.



## Orange

The *blue* group pressure represses individual freedom, expression and innovation. In response, an awareness awakens that each individual should also be able to determine his or her own life, and be entitled to personal success. The resulting *orange* system is strongly oriented toward individual freedom of thought and autonomy. Like *red*, *orange* is attached to self-expression, but in a more strategic manner. *Orange* comprises *blue* and for that reason, in a healthy form, will want to operate within the existing structures as much as possible – although it will enjoy the challenge to identify the loopholes and exploit these. Where *red* dominates by exercising power, *orange* plays the game strategically for the thrill of winning, and so it has an interest in the willingness of other players to continue playing the game as well.

The western world's economy has a strong *orange* character: ambitious, geared to growth, innovation and individual success. Many trainings on the theme of personal leadership and effectiveness seek to activate this drive.

In organizations, *orange* delivers financial success, and strategic and goal-directed operation, but if it goes too far it can repress the *blue* order and hence lead to the collapse of the organization.

## Green

*Orange* brings abundance, but the 'rat race' also generates a sense of emptiness and loneliness. Many people nowadays are familiar with the experience of having everything they want and need such as a nice job, their own house, a family, but of being plagued nevertheless by the question if this is all there is? The *green* system arises out of a need for a sense of meaning, with a focus on people's wellbeing and a sense of inner peace. It seeks a life in harmony with people and nature. *Green* is attentive to feelings and emotions, and reintroduces intuition and spirituality into the mechanical, material *orange* world. Since *green* only emerges once people have become so affluent that they needn't spend all their time on working and achieving success, this system only emerges fully in prosperous societies, and only peripherally in less developed areas of the world.

This system has grown strongly in the Northern European countries, Canada and New Zealand over the past decades, particularly with the advent of the welfare state in the 1960s with its emphasis on social care and wellbeing, and on the emancipation of minorities. *Green* repairs many of the important elements lost or damaged in earlier parts of the spiral, such as the equality of man and woman, the balance between work and private life and the equilibrium between mankind and nature, and it reintroduces a spiritual awareness.

In respect of management, *green* is visible in the care for personnel and their personal development, the need for a horizontal organization with self-directing teams, but also in the urge to involve everyone in interminable discussion rounds, without achieving any substantial



results.

*Green* reintroduces important elements in the spiral, but it also has a lot of trouble dealing with the problems generated and encountered by contemporary society. One of the main pitfalls for *green* is its neglect of hierarchy in people's development, and hence of the qualities of earlier value systems. *Green* counters the right-or-wrong mentality of *blue*, but in doing so it undermines rules and structure. It fights against the distinction between winners and losers and the lack of human dignity in *orange*, but in doing so undermines the system that created the wealth which made it possible in the first place to start devoting attention to the human and humane sides of life.

*Green* has trouble dealing with the unhealthy expressions of *red* because it is unwilling to impose limits on undesirable behavior, which is instead freely tolerated. These are exactly the aspects that many individuals and organizations and society as a whole are struggling with. Thus, we see that many organizations feel a need for decisive action (*red*) as well as for a proper structure (*blue*), and for a goal-driven performance (*orange*) as well as for caring for people (*green*). To combine all these aspects requires a more complex level of thinking, which is indeed what we see emerging today.



As part of his research, Clare Graves discovered that people can, at a certain point in their development, take a huge step, with a loss of fear of failure and a huge increase in creativity, enabling them to solve much more complex problems. This is termed the *yellow* system, in which people are no longer driven by external forces such as social pressure, but from within, autonomously. As this is a relatively unfamiliar system, we shall describe *yellow* more extensively.

In *yellow*, a person recognizes all underlying value systems in himself and in others, and is able to bring these systems into alignment. *Yellow* responds to threats, such as the growing climate problem, not with fear but with the question what solution would serve the entire system. *Yellow* sees life as a kaleidoscope of opportunities in which each person seeks his or her unique destiny, by aligning oneself with the natural flow that drives our development. From this dynamic system it is also easier for people to see that others are driven by their own value system, so that they no longer attempt to convince others of their own viewpoint (value system). *Yellow* can cope with chaos and tumultuous change, and can trust that time itself can take care of things (think of concepts like synchronicity and serendipity). Nobody but me is responsible for who I am.

Examples of a *yellow* approach can be found in the work of Peter Senge, and in systems that emerge from apparent chaos such as Wikipedia and Open Source software development. In the some countries where *green* has developed strongly such as The Netherlands, this *yellow* system is emerging in response to the increasing complexity of society and the failure of *orange* and *green* to find satisfactory solutions for matters such as conflicting values between



population groups, the spiraling costs of our healthcare system, and climate change. *Yellow* is capable of carrying out complex projects involving many different interest groups, without a central coordinating figure.

With regard to management, *yellow* is revealed in outlines of long-term perspectives in which the interests of the organization and of society coincide (circular economy), in operating within autonomous networks, and in the ability to adapt the management style to the situation.

*Yellow* does not think outside the box but lives outside the box, from where it creates organizations that serve all stakeholders, and society, and the development that the world is currently undergoing. One example is Moyee Coffee, which went beyond Fair Trade in which we gave farmers a better price for their coffee, to Fair Chain, in which Africans directly take control of the chain of coffee production and thereby become independent of western development aid and multinationals.

Of course *yellow* comes with its own distortions, but as this is still a budding value system, not much can be said about this at present. Aspects of its distortion are that it imagines matters to be more complex than they actually are, that is it impatient with incompetence, and can be somewhat hard to follow.

## Turquoise

It is inevitable that the emergence of a system oriented on self-expression or on 'I' (such as *beige, red, orange* or *yellow*) is followed by a system oriented on WE, with aspects of bringing parties and interests together and of self-sacrifice (such as *purple, blue* and *green*). Hence, besides the emergence of *yellow*, in parts of the world we are also witnessing the emergence of the next system, namely *turquoise*. This system has a holistic worldview, with people experiencing their life as being one with the earth and the universe and all that exists.

*Turquoise* sees the world as a single dynamic organism with a collective consciousness. The self is both autonomous *and* blends seamlessly into the whole. This system is starting to develop more vigorously, as manifested in an increasing interest in the integration of science and spirituality.

Although many claim to be *turquoise*, we rarely see any real expression of this in society. But we do see it in models such as the Zero Point Field described by Lynn McTaggart, the cosmic consciousness described in the work of Brian Swimme, or the theories by David Bohm and Rupert Sheldrake.

This value system may well generate the awareness and the coherence required to truly tackle the growing global climate crisis. The ValueMatch profiles ignore this system because it doesn't yet play a role in our present-day organizations and society, and practical experience shows that it is currently difficult to measure with questionnaires. As you may have noticed, self-expression systems alternate with self-sacrifice systems. This is the recurrent pendulum movement between yin and yang, or the masculine and feminine poles of life. Some people develop more along the vector of self-expression, with comparatively little development in self-sacrifice systems, and for others it is vice versa.

Our society and organizations harbor many different value systems, and people perform best



when they are in an environment that suits their dominant value system. ValueMatch tools reveal which people flourish in what type of environment. Although we have described later-developed systems as being more complex than earlier systems, this does not mean that they are better or that people that have developed these are more intelligent. The goal of ValueMatch is to help people flourish, which occurs in situations where their life and/or work circumstances accord with their dominant value system.



## Appendix B - Characteristics Value Systems



### Kinship and safety

Qualities and strength (characteristics for scores on acceptance & aspiration)	
<b>Creed</b>	'It's all about craftsmanship'
<b>Attitude</b>	'I find safety in the midst of my peers'
<b>Team vision</b>	'Loyalty and social cohesion determine our strength'
<b>Focused on</b>	Group as a whole and its survival
<b>Emphasis in work</b>	Experience-oriented, routine nature
<b>Quality (individual)</b>	Care taking, handiwork, to act, to improvise
<b>Quality (in relationship to others)</b>	Sociability, loyalty, sensitive to atmosphere, good company
<b>Learning</b>	Experience-based learning, imitation (master-apprentice)
<b>Leadership archetype</b>	Pater/mater familias, group elder
<b>Decision-making based on</b>	Traditions and seniority
<b>Particularly valued</b>	Seniors, founders
Characteristics under pressure (Characteristics for scores on under pressure)	
<b>Behavior</b>	Seeking support and safety among peers
<b>Anchor</b>	Experiences of seniors/founders, one's own group
<b>Fear</b>	To be shut out
Distortion (pitfalls for scores on under pressure, allergies for scores on rejection)	
<b>Distortion of behavior</b>	Carping, obstinacy, living in the past
<b>Distortion of leadership</b>	Mother hen
<b>Distortion of culture</b>	Opposing change, gossip and slander, ex-communication or banishment if not loyal



## Will-power, action and passion

### Qualities and strength (characteristics for scores on acceptance & aspiration)

<b>Creed</b>	'Where there is a will there is a way'
<b>Attitude</b>	'You either rule or are ruled over'
<b>Team vision</b>	'Everything depends on the presence or the lack of strong leadership'
<b>Focused on</b>	Quick successes and the short term
<b>Emphasis in work</b>	Scoring, taking initiative
<b>Quality (individual)</b>	Courage, decisiveness, assertiveness, passion
<b>Quality (in relationship to others)</b>	Instructing, ability to mobilize others, decisiveness, natural authority
<b>Learning</b>	Conditioning through direct reward of good behavior or achievements, learning by doing
<b>Leadership archetype</b>	Authoritarian/autocratic leader
<b>Decision-making based on</b>	Position of power
<b>Particularly valued</b>	Personal strength

### Characteristics under pressure (Characteristics for scores on under pressure)

<b>Behavior</b>	Manipulation, domineering, assertiveness
<b>Anchor</b>	Personal ambition and interests, and/or seeking support from dominant leadership
<b>Fear</b>	Losing face, losing respect and dignity

### Distortion (pitfalls for scores on under pressure, allergies for scores on rejection)

<b>Distortion of behavior</b>	Macho behavior, opportunism, immoral behavior (sex, power, money)
<b>Distortion of leadership</b>	Dictatorship
<b>Distortion of culture</b>	Whim of the day



## Order & morality

Qualities and strength (characteristics for scores on acceptance & aspiration)	
<b>Creed</b>	'Think before you act'
<b>Attitude</b>	'I perform my work dutifully'
<b>Team vision</b>	'Everyone is like a cog in a larger hierarchical system'
<b>Focused on</b>	Work processes, procedures, rules, norms and values
<b>Emphasis in work</b>	Fulfilling one's tasks as precisely as possible
<b>Quality (individual)</b>	Expertise, conscientiousness, just, disciplined
<b>Quality (in relationship to others)</b>	Organizational ability, reliable, obedient to authority
<b>Learning</b>	Absorbs facts as 'absolute' truths, learns through avoiding punishment
<b>Leadership archetype</b>	Formal authority
<b>Decision-making based on</b>	Laws, rules and hierarchy
<b>Particularly valued</b>	Sacrificing oneself for the greater good

Characteristics under pressure (Characteristics for scores on under pressure)	
<b>Behavior</b>	Dogmatic, dutiful, risk-averse, normative
<b>Anchor</b>	Clear rules and prescriptions, the institution
<b>Fear</b>	To lose one's certainties

Distortion (pitfalls for scores on under pressure, allergies for scores on rejection)	
<b>Distortion of behavior</b>	Strict, judgmental, preferential (our kind of people versus other kinds of people)
<b>Distortion of leadership</b>	Applying the system without thought or criticism
<b>Distortion of culture</b>	Bureaucracy



## Self-development & rationality

### Qualities and strength (characteristics for scores on acceptance & aspiration)

<b>Creed</b>	'The result is all that counts'
<b>Attitude</b>	'I grab every opportunity and I excel in order to win'
<b>Team vision</b>	'Competition and performance reward are the conditions for success'
<b>Focused on</b>	Effectiveness, productivity, objective facts, status and recognition
<b>Emphasis in work</b>	Customer-centered, achievements, the 'bottom line'
<b>Quality (individual)</b>	Strategic insight, grabbing opportunities, argumentative power, entrepreneurial spirit
<b>Quality (in relationship to others)</b>	Motivating and confronting, multi-disciplinary collaboration
<b>Learning</b>	Analyzing and experimenting (trial and error), competitive learning
<b>Leadership archetype</b>	Manager/entrepreneur
<b>Decision-making based on</b>	Debate and best arguments
<b>Particularly valued</b>	Intelligence and success

### Characteristics under pressure (Characteristics for scores on under pressure)

<b>Behavior</b>	Decision-making only based on rational analysis, the result is all that counts (For further behavioral characteristics see § distortions)
<b>Anchor</b>	New strategies, intellect
<b>Fear</b>	Failure, lack of success, bad reputation

### Distortion (pitfalls for scores on under pressure, allergies for scores on rejection)

<b>Distortion of behavior</b>	Cold and business-like
<b>Distortion of leadership</b>	Heartless restructurer, exploitation of personnel
<b>Distortion of culture</b>	Blame culture, all that matters are the figures



## Sensitivity & community

Qualities and strength (characteristics for scores on acceptance & aspiration)	
<b>Creed</b>	'You can't force grass to grow'
<b>Attitude</b>	'The path is the destination'
<b>Team vision</b>	'Everyone is equal and equivalent'
<b>Focused on</b>	Relationships, sharing, community, personal development, ideals
<b>Emphasis in work</b>	Change process, building support
<b>Quality (individual)</b>	Process-sensitive, introspective, sensitive
<b>Quality (in relationship to others)</b>	Empathic, connecting, listening, egalitarian
<b>Learning</b>	Observational, learning process is what matters, mutual sharing of experience
<b>Leadership archetype</b>	People manager/facilitator/coach
<b>Decision-making based on</b>	Consensus
<b>Particularly valued</b>	Feelings and connecting

Characteristics under pressure (Characteristics for scores on under pressure)	
<b>Behavior</b>	Politically correct, everyone is involved
<b>Anchor</b>	The community, the ideals
<b>Fear</b>	To not be taken seriously as a person

Distortion (pitfalls for scores on under pressure, allergies for scores on rejection)	
<b>Distortion of behavior</b>	Sentimental, vague, narcissism
<b>Distortion of leadership</b>	Smoothing away all differences
<b>Distortion of culture</b>	Endless discussion without decision



## Synergy & integrality

### Qualities and strength (characteristics for scores on acceptance & aspiration)

<b>Creed</b>	'There's no end to what you can achieve as long as you don't care who gets the credit'
<b>Attitude</b>	'I fulfill the role that the situation asks me to fulfill'
<b>Team vision</b>	'A collaboration of largely autonomous professionals'
<b>Focused on</b>	Development patterns, life conditions, present value systems, synergy
<b>Emphasis in work</b>	Creating conditions conducive to development, the right timing
<b>Quality (individual)</b>	Overview, problem-solving ability, joining parts together to form systemic and dynamic wholes, self-regulating and flexible, integral analysis
<b>Quality (in relationship to others)</b>	Alignment with everyone's value system, feeling for timing
<b>Learning</b>	Based on studying change, multitasking
<b>Leadership archetype</b>	Visionary, eye of the storm
<b>Decision-making based on</b>	Societal added value
<b>Particularly valued</b>	Intelligence of life

### Characteristics under pressure (Characteristics for scores on under pressure)

<b>Behavior</b>	Impatient with incompetence, independent and unorthodox
<b>Anchor</b>	The awareness that life has a rhythm of its own
<b>Fear</b>	To be incomprehensible for other people

### Distortion (pitfalls for scores on under pressure, allergies for scores on rejection)

<b>Distortion of behavior</b>	Unfathomable, idiosyncratic, makes things seem unnecessarily complicated, believing it has a monopoly on wisdom
<b>Distortion of leadership</b>	Walking away as soon as things seem pointless
<b>Distortion of culture</b>	Incoherent



## Appendix C - Further exercises

Interpreting a Spiral Dynamics® profile is complicated and requires experience. It is best done in a personal dialogue with an experienced coach, adviser or trainer. In this report we offer a first personal interpretation that is automatically generated on the basis of various characteristics of your profile. The questions below will help you take this self-examination one step further. Since diverse scenarios may occur, not all questions will apply to your specific situation. So if you do not recognize a certain scenario, then simply move on to the next question. The person who has provided you or your organization with this report can provide a more detailed interpretation in a personal dialogue.

1. In the overview of Appendix B, examine the paragraphs of the value systems for which you show most *acceptance*. Note down the qualities and other characteristics that you recognize in yourself.
2. Since value systems are an interaction between our deepest drives and the life environment and circumstances in which we find ourselves, we see that we usually feel most at home or most comfortable in those environments where our value systems can most easily be expressed. In which of your environments (work, relationships, sports, hobbies, clubs, home, travel, education, etc.) can the value systems which you accept develop optimally?
3. We can often trace, to some extent, the development of successive value systems in our own biography. Can you identify the periods in your life in which the value systems that you most accept first developed?
4. Is a new value system currently developing within you?
  - a. If so, what environment will most facilitate this development? And which environments are less suitable for this new development, or will give you the feeling of being dragged back into the 'old' situation?
  - b. What aspects of this new system most appeal to you? Are there any aspects of the new system which you find challenging, or less attractive, or that you have trouble understanding?
  - c. Is any value system present within you of which you increasingly have the feeling that it doesn't suit you? When new value systems develop within us, we initially tend to completely reject older systems, thereby divorcing us from the qualities that these instilled in us. Consider how the *orange* system can only flourish if it retains the structure of *blue*. Which qualities of the system that you are possibly moving beyond are you inclined to reject?
5. Where the *rejection* of value systems is concerned, in fact we often most strongly reject its distortions. Sometimes this is due to the fact that we inhabit specific environments in which these distortions occur. Try to identify the specific environments and circumstances in which you most strongly perceive these distortions.
6. When rejecting value systems, it may be that we reject the qualities of that value system along with its distortions. Thus, we may reject the "*blue*" bureaucracy but also the qualities of clear rules and structure. Do you recognize this in yourself? In the systems that you most strongly reject, do you reject certain of its qualities as well?
7. It may happen that you reject value systems on account of experiences in your past. For example, a stifling family situation when young, where there was no room for your



individual needs, can now cause a stronger rejection of *purple*. Do you recognize this? That is, do any of the rejections in your profile cast back to circumstances or events in your personal history?

8. Do you recognize yourself in the strategies described for *under pressure*?
9. Do your preferred strategies fit the culture of the organization where you work? In other words, are they functional there or would other strategies be more effective? If so, which strategies?
10. Do you recognize yourself in the descriptions given for *aspiration*?
11. In which of your environments or circumstances can your aspiration flourish? And where does or would it wither away?







