



Getting to Know Each Other

“Me” and “We” Stages of Consciousness

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Stages of Development Descriptors-Adults

Jane Loevinger, Bill Torbert, Robert Kegan, Ken Wilber

■ **Autonomist – Magician / Alchemist**

- Autonomy of self and others - true interdependent relationships - spontaneity, generosity, creativity, uniqueness and diversity - synthesizes opposites and provides transformative events for others. Sense of purpose.

■ **Inter-individualistic - Strategist WE Worldview**

- Recognizes uniqueness. Shift towards concern for interpersonal relations and strategic systemic thinking. Growing self knowledge leads to less projection and greater mutuality. Shift from personal goals to shared goals.

■ **Conscientious - Achiever ME Worldview**

- Independence, strong intention to succeed, be the best. Over identifies with role or goal. Respects some differences, low mutuality- projects problems onto others.

■ **Conscientious-conformist – Expert / Technician ME Worldview**

- Self-discipline, self-control and reliance on own experience and judgment. Eager problem solvers that base decision-making on analysis and merit. Interpersonally, they can be perfectionistic and critical.

■ **Conformist – Diplomat You Worldview**

- Strong need to fit in and get along. Need for inclusion, affiliation. Tend to conform with or rely on decisions of others.

Consciousness YOU to ME 2 WE
Agility-Behavioral Variety





Intentionality/ Phases of Development

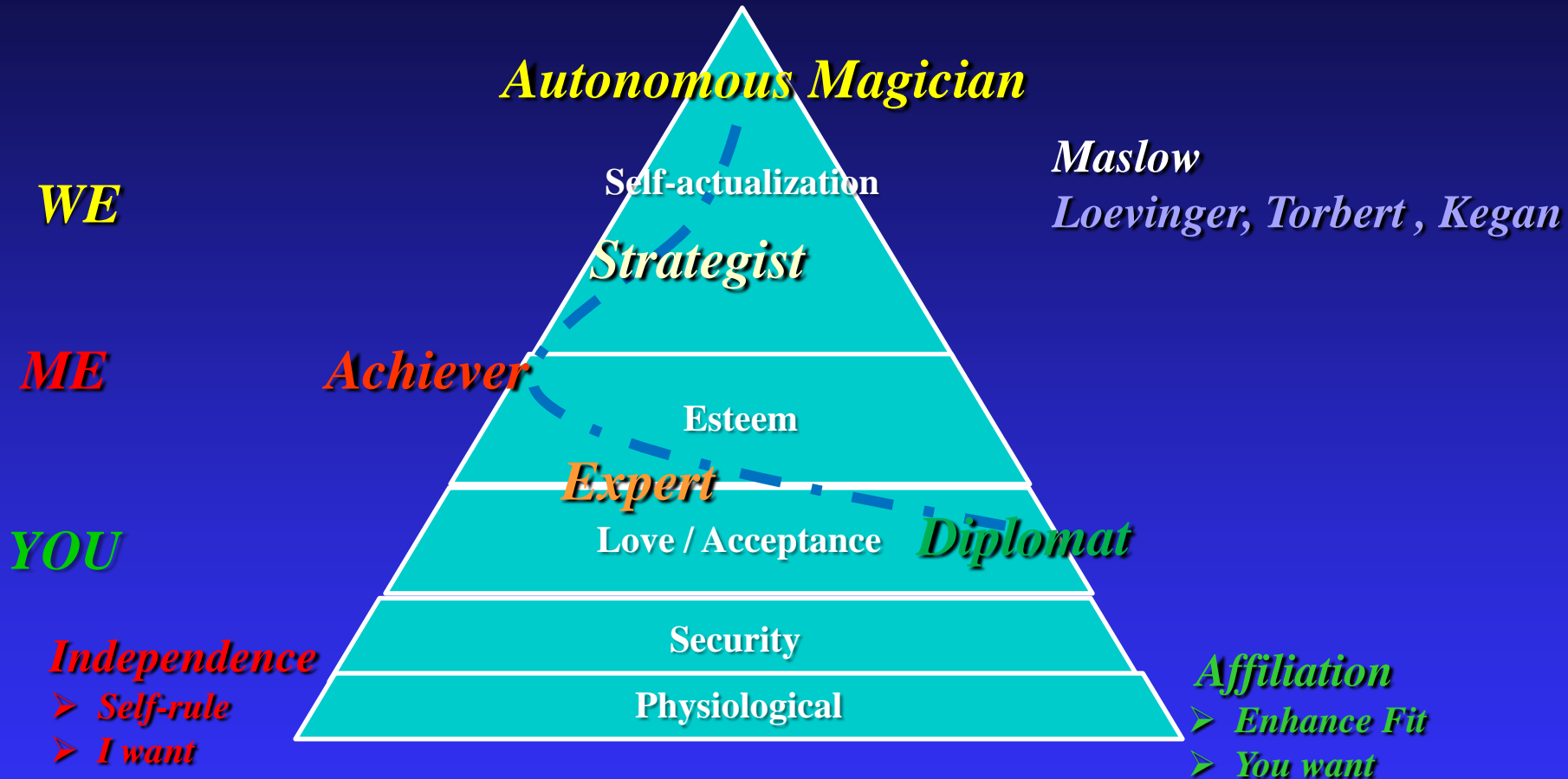
Department heads are in a budget meeting. They need to cut expenses 7% compared to last year. A department head may be "identified" at a particular level of growth

Identification	What do I want (my intention)?	What's important to me?	What thoughts feelings do I have?	What is my behavior? What do I do?
Conformist "YOU" Dependent Other-Centered	To please Amiable, be in harmony	Pleasing Others Get along	Anxious Don't want conflict	You can take some from Me Give my budget away Let's not fight about it Let's all cut 7%
Achiever "ME" Independent Self-Centered	Get my way To impress Be independent	Protecting my turf, my budget Looking good Competitive	My department is most important I know how this cut should be done How can I get my way?	I come prepared with a presentation to prove that what I want is most important and show how good a presenter I am
Strategist "WE" Interdependent Purpose-Centered	What the Purpose needs	Achieving organizational purpose & building harmony	How can we resolve this crisis? Systems Thinking Problem solving Process oriented	Let's understand the system, develop and agree on a process for distributing resources and then plug in income and see where it falls out Make my thinking visible and open to inquiry



Evolving from YOU to ME to WE Consciousness

Shift in Identity - mindset, beliefs, values, behavior and consciousness



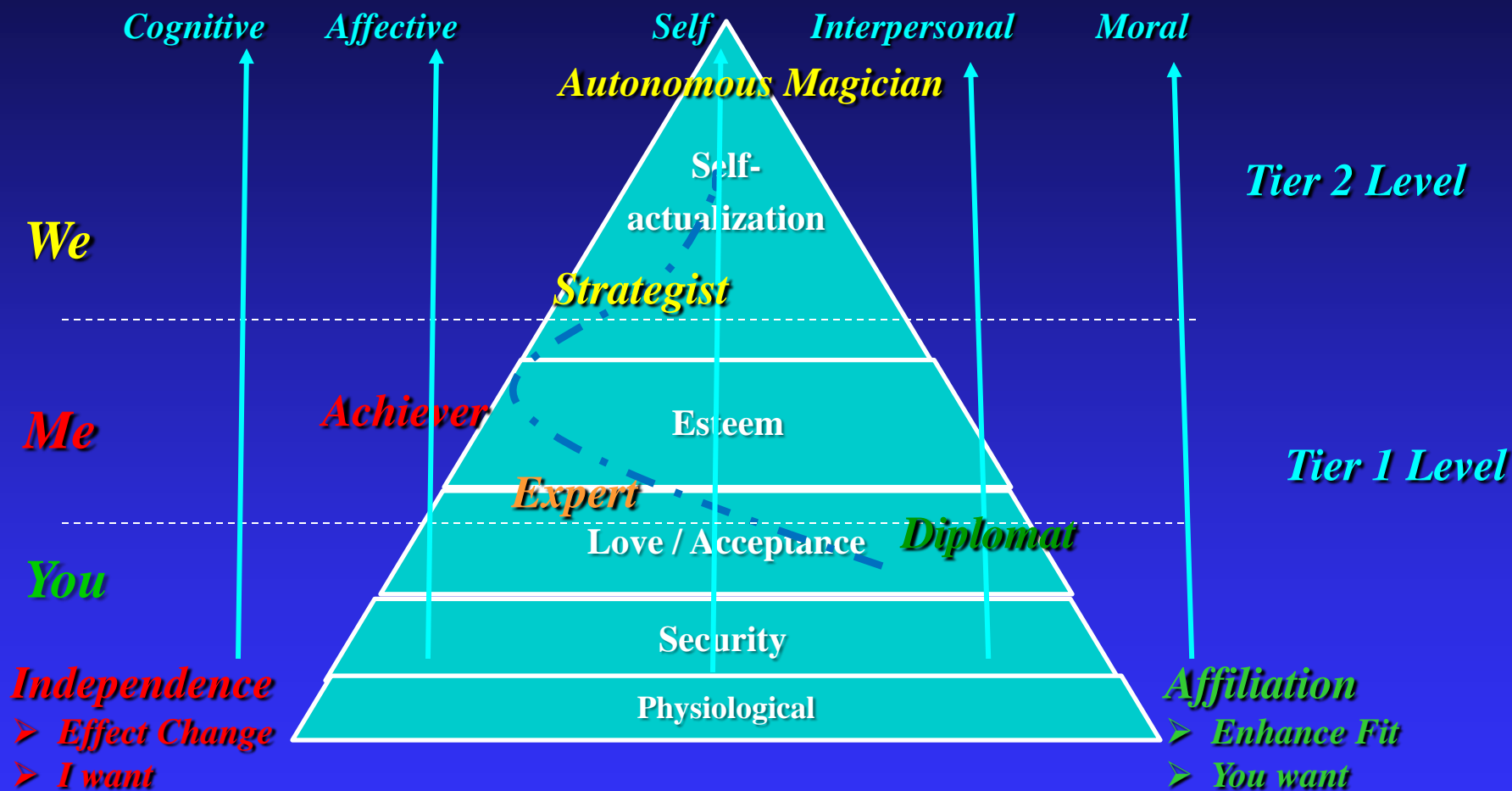
Fulfillment or Change – Dissonance - unsatisfied need or want

Emergence - New Sub-system – Role, Identity - mindset, beliefs, values, behavior



Integrated View Phases of Development

Maslow
Wilber - Lines / Tiers / Levels
Loevinger, Torbert, Kegan Levels



Fulfillment or Change – Dissonance - unsatisfied need or want

Emergence - New Sub-system – Role, Identity - mindset, beliefs, values, behavior



Stages of Development Studies

	Adults Loevinger	Managers Torbert	Engineers/Mgrs. Bushe and Gibbs	
Diplomat	6.8 %	10.4%	3.1	<i>You</i>
Expert	26.1	47.5	35.9	<i>Me</i>
Achiever	40.9	34.3	43.7	
Sub-Total	79.7	95.4	82.8	
Strategist	14.1	4.6	15.6	<i>WE</i>
Magician	6.2	0	1.6	



Biggest Contributors to Evolution of Consciousness

“ME” to “WE” - Ken Wilber

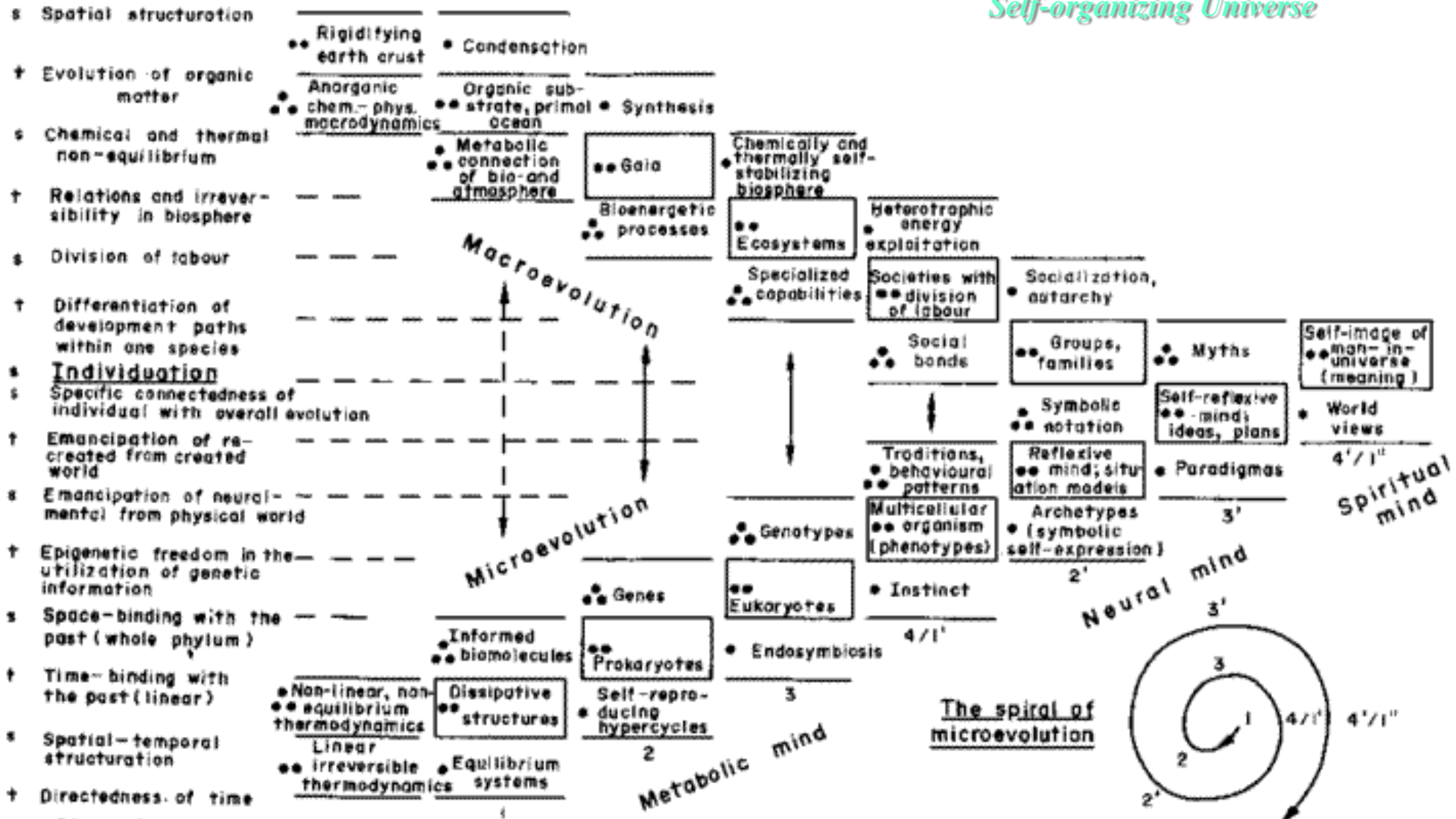
- Dis-identification
 - Discover deeper I
 - Greater Awareness and Will
 - Mindfulness

- Systems Thinking

- Fulfillment of “ME” / Achiever

Nature of symmetry break

(s = spatial † = temporal)



Steps in microevolution

Evolutionary phase	Chemical	Prebiotic	Genetic	Epigenetic	Imaginative	Re-creative	Integrative	
Emergent system capabilities	Historicity	Metabolism	Linear self-reproduction	Systemic self-reproduction (sexuality)	Behavioural adaption	Emancipation from physical reality	Re-creation of reality	Responsibility
Emphasis criterion for stability		Energy penetration	Error correction in information transfer	Variety	Flexibility in coping with the unexpected	Testing against reality	Inner Consistency	Dynamic connectedness (tuning-in)