



## Interview with Monica Bourgeau Part 1

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*Future Sense is a podcast edited from the radio show of the same name broadcast on BayFM in Byron Bay, Australia at [www.bayFM.org](http://www.bayFM.org), hosted by Nyck Jeans and well-known international futurist, Steve McDonald. Future Sense provides a fresh, deep analysis of global trends and emergent technologies. How can we identify the layers of growth personally, socially and globally? What are the signs missed the truths being denied? Science, history, politics, psychology, ancient civilisations, alien contact, the new psychedelic revolution, cryptocurrency and other disruptive and distributed technologies, and much more.*

**Nyck:** Welcome to Future Sense. Monica Bourgeau is the author of *The Change Code: A Practical Guide to Making a Difference in a Polarized World, for Leaders, Visionaries and Change Makers*. The book has a forward from our friend over here, Steve McDonald.

**Steve:** That's right, and what a time it is on this planet in terms of change, where we've got people protesting all over the world calling for change and desperately trying to make it happen. How long ago was it, Monica, that you formed the idea to write a book about change?

**Monica:** Well, I really got serious about writing a book at the end of 2018. I started blogging back in 2011 and I wrote a blog post called *Seven Ways to Change the World* back in 2014. It was on *Huffington Post*, so it got a really great response worldwide and it really helped me see the value of a really simple but optimistic message (<https://www.huffpost.com/entry/7-ways-you-can-change-the-b-5962672>). So since that time, I've thought about writing a book and I got really serious at the end of 2018.

**Steve:** So you've knocked this book out and got it published in 12 months? That's a pretty amazing task, really.

**Monica:** Yeah, it was pretty intense.

**Steve:** I can imagine. Is this the first book you've written?

**Monica:** It is the first book I've written.

**Steve:** Do you have a background in writing? Obviously, you've been blogging for a while.

**Monica:** No, not really. I've been blogging for a while and have just been really interested in writing, and then I was interested in writing something about how to create positive change. Then, of course, once I discovered Graves's whole theory, I just knew that it needed to be the underlying framework for the book.

**Steve:** When was it that you came across Graves's work for the first time?

**Monica:** So I believe that once we set a really clear intention and we step into that, that we can kind of co-create things with the universe. Writing this book was definitely a lesson in that for me, so I decided at the end of 2018 to write a book and I knew it was going to be about how to create positive change, but I didn't know about Graves's theory or anything like that at that time. Almost immediately after making that decision, I found a six week class on *Spiral Dynamics* and of course I had no idea what that was at first. But once I heard the description, I thought, 'oh, that might be interesting.' After one class, I was completely blown away and it really changed my life.

**Steve:** That's quite extraordinary. I actually thought you discovered Graves maybe a year earlier than that, but that's even sooner. To be able to get your head around the model and then put it down on paper in that short space of time is quite extraordinary.

**Nyck:** Yes, I've just got to say, Monica, it made me a bit envious, actually, because the clarity of your perception and understanding of the model seems to be almost transcendent. As you said, it's like the universe gifted you this opportunity to reach into this material and inform the books that you wanted to write anyway without actually knowing how that was going to unfold, so it's pretty amazing.

**Monica:** Yes, absolutely. In all honesty, I kind of became obsessed with the theory. As soon as I learned about it, it just gave me so much hope and comfort that what we're going through right now—the chaos and all the turmoil that I see around me—is part of a normal change process. I also saw that there could be a lot of really practical applications for the theory. I was determined to learn absolutely everything I could about the theory, so I started reading and researching pretty much all of my free time. That's how I came across Steve and the *Future Sense* podcasts as well.

**Steve:** At what stage did you reach out to Dr. Don Beck, who, of course, is one of the co-authors of the *Spiral Dynamics* book?

**Monica:** I didn't actually reach out to Dr. Beck until around mid-year. It just so happened that I had a business trip in Dallas, Texas, which is not too far from his home in Denton. I had sent him a couple of emails and he hadn't responded, but he responded while I was in Dallas so I made the trek up to Denton to meet with him in person. It was pretty amazing. He was incredibly kind and gracious. He had all of these materials meticulously laid out across his living room and he took me on a tour of Graves's work—and his work as well—so it was very meaningful and incredibly educational.

**Steve:** That's wonderful. As you know, I trained with Don back in 2005, a couple of years after I discovered Graves's work, also through the *Spiral Dynamics* book. Don must be getting on in age now. Do you know how old he is exactly?

**Monica:** I know he's in his 80s. He actually had his birthday at the end of December. He's had a bit of a rough go of it. He's had some health issues in the past couple of years, and he lost his wife just over a year ago so he hasn't been very public. So for him to let me in a little bit was incredibly gracious, and I'm very grateful.

**Nyck:** I was fascinated to read about his work with Nelson Mandela. As I also studied Graves's work, I was familiar with Don Beck's influence on Nelson Mandela, but I didn't realise what how foundational in some senses it was to the work that he did once he got out of jail and became the president of South Africa. Can you expand on that a little bit?

**Monica:** Sure. There's actually a book that Dr. Beck wrote about the topic in a lot more detail called *The Crucible*. Dr. Beck had made several promises to Claire W. Graves when he was going out on his own; they were really to start applying Graves's theory to real world challenges. One of those was to try to make a positive impact in South Africa, and so he reached out to Nelson Mandela and his team there in South Africa and offered to be of assistance. They did take him up on that and he was able to make 67 trips to South Africa. One of the things that was really impressive to me is that Dr. Beck was a full professor at a college in Texas, and he actually gave that up and funded a lot of the trips himself through his retirement accounts and some various consulting projects and that sort of thing. He was really committed to proving that Graves's theory was more than just the theory; that there were really practical ways that you could apply it to some of the hottest tension places in the world.

**Steve:** It no doubt changed Don's life as well because, as you said, he was a professor of history and basically gave up his career and devoted the rest of his life to working with Graves, educating people about his model and applying the model also in the world.

I thought we might just talk for a moment, Monica, about your career background, just to get a sense of what shaped your understanding of change.

**Monica:** Sure. I grew up in a really rural town in Montana. Then I went on to get a degree in psychology and a Masters degree in management with an emphasis on organisational leadership. That's really where I started learning about complex systems and complex system design. As far as a career, for the past about two decades, I've been working in health care transformation with rural hospitals across the United States as well as with health insurance companies. Our goal has been to do a system transformation and payment reform. But two of the coolest things I've done in my career were creating hackathon events, and I partnered with M.I.T. to create *Hacking Medicine* events, so that type of innovation and exciting energy of change has been something that I've always really been drawn to. And then I've also spent almost 20 years studying personal transformation and spirituality and those sorts of things. Then of course, I discovered Graves and I'm definitely still learning about all of this, which is so much fun.

**Steve:** That's cool. Tell us just briefly about the hackathon events. I take it there were kind of live face-to-face events where people were trying to innovate on the spot. Is that a fair description?

**Monica:** Absolutely. When I was in healthcare transformation, it was really frustrating to try to create change in the American healthcare system, so I always looked a lot to entrepreneurs and designers and people with different perspectives. I thought, wouldn't it be fun to bring together world hospital executives with some of these other perspectives to brainstorm and come up with completely out-of-the-box and new solutions? So that's the kind of thing that we did at the hackathon events. Fortunately, I was able to partner with M.I.T. and their *Hacking Medicine* program to lead those events. They already had a proven model and framework and we came up with some really cool things that have actually been implemented, so that was a lot of fun.

**Steve:** That's very cool. When it came to conceptualising *The Change Code* book, what was the scope of your thinking in terms of creating change? Clearly you were working within a health system and I guess on a sort of a national scale, perhaps thinking about upgrading, changing the health system. So when you came to conceptualise the book, were you thinking on a on a national scale or were you really thinking global?

**Monica:** I was definitely thinking global, but certainly in the United States as well, and really understanding the importance of creating new systems that would support change, because

I see every day in my work about how systems can keep the right thing from happening, both with patients and just in our day-to-day lives, so I really wanted to be part of that. The goal really was just to inspire people to take action and to start working toward positive change, because I felt like a lot of people were feeling like I was before I discovered Graves's model, that they were really frustrated and almost getting paralysed by the negative headlines that were in the media. So I felt like it was really important to share this model with those people that are out there that really are pathfinders. They're out there creating change already and I just wanted to let them know to keep doing that. We need you now more than ever, and I wanted to give them some real tools to do that.

**Steve:** That's great. And as well as Graves's material, you've also got a lot of good content in the book around the issue of polarisation and dealing constructively with polarisation. What was the origin of that? When did you first come across that material?

**Monica:** That was new material for me. I hadn't worked a lot with political topics or polarisation, but I felt like that that's a major obstacle because I can see these major problems like climate change and immigration and even the healthcare system, and it was frustrating to me that we weren't able to communicate and come together to work towards solutions. And so I identified polarisation as a major factor in all of that and felt that, to make progress, we needed to somehow be able to tackle some of the polarisation that we're seeing.

**Steve:** And so you've got some really good practical model kind of material in the book there to guide people on how do to think about polarisation and how to approach solutions, right?

**Monica:** Yes. So one of my favourite tools that I share in the book is a tool that was developed by Dr. Barry Johnson. It's called *Polarity Mapping and Polarity Management*, because there's pretty much polarities in everything we do and good leaders really learn how to identify those polarities and manage to them rather than the whole pendulum going too far one way or too far the other way. Take, for example, the decision that a company or an organisation or an individual would make regarding whether they should change or stay the same. That's an example of a polarity. And so you can look at the pros of changing, you can look at the cons of changing, you can look at the pros for staying the same, and the cons for making too much change, and really start to balance those polarities. That's how you get really good leadership, and so that was a really helpful tool that I discovered in this process that I've already started using in my workshops and in my own organisation to help drive change more easily and also to do it in a way that really looks at all perspectives to create better solutions.

**Steve:** That's fantastic. I think I might have shared with you that I had a meeting with our Governor-General here in Australia a few weeks ago—who is officially our head of state because we're still a part of the British Commonwealth—and the meeting was really about healthcare. We were talking about research in psychedelic medicine and the progress that had happened, particularly in the US, and what we might need to do here in order to catch up. At the end of that discussion, he said, "so what are you doing with yourself these days?" I had been speaking to him about *Spiral Dynamics* at Army reunions over the years and he was aware of that. I said to him, "you remember that stuff?" He said, "Yeah, I remember that", and we had a good little conversation about all the change going on at the moment. He actually suggested to me that there was some kind of paradigm shift going on based on discussions that he'd had with some of the people in Canberra, which is our national capital. I'm going to send him a copy of the book pretty soon, so that'll be on the Governor-General's desk here in Australia.

**Monica:** That's awesome. Thank you.

**Nyck:** Very good. Now, you identifying polarisation, I think it's something we talk about quite a lot here on this show and we talk about it particularly in the frame of Clare W. Graves's work in regards to the regressive search—that at this time of crisis when we are on the edge, as you say. Just to quote, you say "we're stuck in the middle of two worlds. The chaotic current day reality of society on the one hand and our own personal microcosm on the other. It's like we have one foot on the dock, another on the boat, and the boat's beginning to drift away. We know we're supposed to do something to do more and that there must be a better way. We're just not sure what that looks like." That's a description, I think, of many people that we know in this region here, of relatively aware people, you could argue, really looking for how to make that bridge between where we are and where we have studied division, where we need to go. Against that is a force of excessive polarisation and tribalism that is sort of overtaking the world, so it is actually a natural process. Can you speak to that a little bit, please?

**Monica:** Sure. I love that quote that you just shared, Nyck, thank you. And actually, it comes from my healthcare background. We talk a lot about the shaky bridge because we're trying to transition our healthcare system in the United States from a volume-based system where doctors get paid based on the number of times they see a patient, to the value-based system, where it's based on more positive outcomes and keeping the patient healthy. So I think of that, "one foot on the dock and one foot on the boat" scenario a lot with change, and that's where I think polarity mapping becomes really helpful because you need to make that change, but also, if you go too quickly and change everything, you're setting yourself up for failure. So it's good to look at both sides of an issue and have multiple perspectives so that you can understand all of the different components that are going to be affected by just making one small change; so you're really being informed about that.

**Nyck:** I think one of the one of the things that both made absolute sense but also challenged me a little bit was the notion that you bring forward to change agency on the planet at this time, which is what your book is addressing: the change agents that many of us seek to be. It's the notion that we're going to have to be satisfied with solutions that are 'good enough' going forward. I think this is key and it sort of speaks to that complexity which you just mentioned there. There are so many factors, so many levers. When you move one thing, another thing moves. I think that's maybe one of the hardest things for many people to come to, that maybe there isn't some silver bullet anywhere. There are actually strategies we need to move forward that incorporate all of this, but are the best we can do in any given moment in time.

**Monica:** For sure. That was actually a really big epiphany for me in writing the book, coming to that conclusion because I am definitely a problem solver and I want to get in and just fix some of these big problems. I realised that that's just not going to be the case. So it's getting comfortable with that 'good enough for now' solution and just moving forward, bit by bit, and also bringing people with you, because I think that's one of the challenges we're seeing in the United States right now. Half the people feel one way and half the people feel the other way, and as long as you have that incredible divide, you're not moving forward at all. So doing things in a way that you're going to move at least the masses together is going to be really helpful.

**Steve:** I think, because we're in this in-between space after the height of the scientific-industrial era and in the early stage emergence of what's next, it's perhaps one of the most difficult times throughout the whole change cycle, to try and have to deal with that polarity because there's just so much of it around and it's growing right now.

**Monica:** Yes, absolutely.

**Steve:** And that, of course, is where Graves's work comes in and really shows its value. We get to understand all perspectives rather than the polarity situation, and even the different layers. I mean, when we talk about polarity by definition, we normally mean this or that, you know, two choices. But Graves kind of teases it out a bit further so we can see in more detail on either side of the fence.

**Monica:** Absolutely, and I think the example you use a lot, Steve, is really appropriate about not throwing the baby out with the bathwater because there is value in some of those earlier layers that we need to tap into in order to be successful in solving the bigger problems that we face.

**Steve:** Yes, absolutely.

**Nyck:** Seems to be the key really is how to bring everybody with you; to transcend but include and to find the set and setting for each individual and their expressions from their value system to have value in a new world, in a solution based world going forward. That's really quite a strong challenge, just that, I think, for many of us.

**Monica:** And I think especially those of us that are change agents and that like to drive change. I can always see the benefits of creating change, but it's actually a really good exercise for me to look back at, you know, 'what are the benefits of staying the same?' and considering the way things have been done before. How can we start to mesh some of those benefits with the benefits of change in order to make transitions more smoothly?

**Steve:** And that's part of the value in the regressive values search. It's easy to look at that regression as a negative, but it also includes the positive aspect of looking back to previous eras when we've lived communally, for example, and remembering how we did that, and also understanding in that process that we're not going back to that, but we're learning from it in order to create something new, something more complex and capable.

**Monica:** That's a really good point.

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**Monica:** One of my goals in writing the book was to create something that was really accessible because while I enjoy a lot of the other books on *Spiral Dynamics*, they are a little bit dense sometimes and I felt like we needed more of an entry level, really accessible type of book for change agents.

**Steve:** Yes, exactly. I ran into that trouble back about 10 years ago when I was teaching *Spiral Dynamics* in the corporate world. The book—a wonderful book and life-changing book that it is—it was full of jargon, which really just didn't translate well, particularly to our culture here in Australia. I very quickly realised that I needed to change the language and change the way that I presented it to make it work a bit better, particularly in the context of presenting in a two day course or something like that. Let's just quickly skip through the content of the book and get you to speak a little to that. So you open up with the chapter heading, *Why Can't We Be Friends?* and then *How Change Really Happens*. Just talk to that briefly.

**Monica:** So the first chapter, *Why Can't We Be Friends?* is really about polarisation and why we're so polarised. Some of the really interesting kind of discoveries that I had in writing the book, and that I talk about, are that as individuals we are not really as polarised as we think,



but unfortunately, we're kind of caught up in this exaggerated cycle of polarisation because our politicians have become much more polarised than before. Some of that is due to funding—where the political funding goes. The extremes are the ones that are funding a lot of the campaigns. And then when you add to that the media, the sensationalism and social media, and the negative confirmation bias, when we see something from the other side, we will take it as a negative. All of those things have created this polarising environment.

**Steve:** That's really in our face here at the moment with the fire crisis and the political response, which has been less than adequate in the eyes of most Australians. What's becoming really obvious is these underlying agendas, which in day-to-day politics are certainly there but they're not so critical because we're not looking to our politicians to take important and immediate actions for the good of the greater community. They're just kind of doing the background admin, as it were, for the country.

One of the things that happened just in the last couple days here in Australia was, I guess most people in the world who have been watching the news about Australia probably might know that our prime minister, Scott Morrison, went on holidays around the time that the fire crisis was really just starting to ramp up. A lot of people saw that as being a bit disconnected and inappropriate. He did actually cut his holiday short and came back to Australia to kind of pay attention to what was going on here, and one of his very recent actions was to produce a party-political advertisement to put on the television to talk up how good his response has been, I guess, in part to try and compensate for the fact that he was under a lot of criticism for not being in the country. It's really not going down very well at all. As you can imagine, people are wanting a leader to focus on what needs to be done and the greater good, and here he is essentially focusing on his own image and trying to pump up his own image through advertisement.

I think that's a great example. It's all tied in with, as you say, this is what I call 'corporate capture', where our political system has grown into something that really relies on sponsors, financial sponsors, and often the agendas that are pushed by our leaders are those agendas rather than for the community itself. I'm sure you identify with that in terms of what's happening in the US as well, right?

**Monica:** Absolutely. And that was one of the things that I discovered in writing the book as well, is that most people in the United States—I can't speak to Australia's much—but they feel like they don't have representative politicians really working for us. I think that's just about a consensus across the board. In fact, there was a survey that I cited in the book created by [www.hiddentribes.us](http://www.hiddentribes.us) that surveyed many thousands of people, and what they found are that most people fall in the frustrated middle of the political system. They're not far right and they're not far left. But of course, our politicians are not in the middle. And so there's a great deal of frustration with the political system in general.

**Steve:** Absolutely. And, *How Change Really Happens*, tell us about that part of the book.

**Monica:** So, I definitely built a lot off of your kind of model for change, based on Graves's work with how change happens, and going through the different stages of change and talking about the regressive value search that you guys talk a lot about on the podcast. I feel like we are definitely seeing a lot of that right now with the slogans like 'Make America Great Again' and those types of things where we're wanting to go back to a simpler time to try to ease some of the tension and the chaos that we're feeling. But unfortunately, it's really not working, and I think we're seeing that very clearly in the United States right now.

**Steve:** Yes, we are too, here.

**Nyck:** You talk a lot about this. I'll just go back, because it seems appropriate to the book, David Brooks's book, *The Second Mountain*, which you refer to, and his four interrelated social crises, the last one being the tribalism crisis. This is referring to the excessive individualism that is upon the land. For those who understand Graves's work to some degree, this is a main characteristic of—and particularly the in the end times, so to speak—of the 'Orange' or the fifth layer of Graves's work. Yes, 'end times'—I'm choosing my words carefully here—that there is excessive individualism which can lead to excessive tribalism. And you say: "there that those who are feeling disconnected look for a way to return to the bonds of community, but unfortunately, tribalism provides the dark side of community. Instead of community based on mutual affection, tribalism provides connection based on mutual hatred." Now, that's a strong statement, but it is clearly, for most people, very hard to argue now that our polarity, our individualism, has led to this excessive tribalism, and mostly this is based on not a good feeling—an empathetic, empathic feeling to others—but actually on a disgust or a distaste for others.

**Monica:** Yes, that was an interesting element, too, in the research, finding that we view people from the other party as being far worse than they actually are. There are these perceptions out there, and then with social media and those types of things, they reinforce those negative concepts. But *The Second Mountain* book that you reference, Nyck, was actually a really interesting read for me, especially at this time, because I felt like it just so clearly portrayed, especially David Brooks's own individual experience and moving from 'Orange' to 'Green', where he talks about moving from the first mountain to the second mountain. The first mountain is, of course, you know, climbing the corporate ladder and working really hard because you need to earn so much money and prestige and cars and all of those sorts of things. And then once you get there, you realise, 'you know, is that all there is?', and you feel the need for something more. So it outlines his process through that change of realising that that's not really enough anymore and looking for a greater meaning through service and the greater good and that transitional process that he went through.

**Nyck:** And it's very good for listeners to hear that, because I think there are so many people clearly in one crisis or another at the moment, individually, with respect to what is going on on the planet in all ways.

Let's look quickly, maybe a comment on the other three crises that David Brooks identifies in his book, *The Second Mountain*. The first will be the loneliness crisis. We talk about this quite a lot on this show. More than 35% of Americans—I'm sure these figures are pretty accurate for Australia too—that 35% of Americans over 45 are chronically lonely and we've stopped talking to our neighbours. "Only eight per cent of Americans report having important conversations with their neighbors in a given year. The psychological, social and moral toll caused by this detachment is horrific. Since 1999, the US suicide rate has risen by 30 per cent to roughly 45,000." I do believe that last year, 2019, was the largest number of suicides in the US ever; and also opioids kill another 72,000. So those statistics really point to something in this loneliness crisis, don't they?

**Monica:** They sure do. I see that every day firsthand, working in the healthcare system, of the opioid epidemic and how that's hitting communities across the country, especially the world communities that I work a lot with—their hospital systems. They've been hit especially hard by opioids and suicides and all of those types of things as well. So we definitely see that every day in the health care world.

**Nyck:** Yes, indeed. The second crisis he identifies is the distrust crisis: "Our culture has moved into a permanent state of distrust. It seems like everyone is just out for themselves and distrust breeds distrust. When people feel distrustful, they conclude that the only person that they can rely on is themselves." So this is another very strong feeling. We've seen this very strongly in this country, as much, I think, as you in the United States now.

**Monica:** Yes, and I think that carries over to the media as well. We no longer trust the media and the headlines, so we've kind of lost, unfortunately, that common set of facts that we all agree upon. We used to have just a limited number of newspapers and TV reports, but the benefit of that is that everybody was kind of operating from the same types of facts. Now we have all of these different versions of the exact same story, and so it can be really hard to discern which one is accurate and which one to believe. And so I think that's just creating more and more distrust in general.

**Nyck:** And I guess it leads to the fourth crisis that David Brooks identifies, which is the meaning crisis, that there's a pervasive lack of meaning in our society, and related mental health problems such as depression and suicide are seeing a significant increase. It's pretty clear that if you can't trust anybody, if you're feeling lonely and you can't trust what's going on in the world, then it's very hard to find a strong sense of meaning in yourself, I think, isn't it?

**Monica:** Yes, for sure, and that's something I hear a lot, working in the corporate environment. There are a lot of people feeling like, 'is this all there is?', and feeling like they're meant to do more and make more of a difference, but they're maybe not sure where to get started or what to do. So I think that there's a high level of desire to want to make things better, but really not knowing where to start; and wanting to create that additional meaning, but not knowing where to start.

**Steve:** And part of that challenge is because we are transiting between value systems. Not everybody, of course, is moving between layers 5 and 6 in Graves's model, which is the sort of Scientific-Industrial paradigm to the Relativistic-Postmodern. Other people, depending on their life conditions, are transiting between different value systems and so we've got multiple layers of change, and when we're in between that space, as we move from one view system to another, we have to let go of our old values. It's like our anchor points come loose and float a little while, and that can be a very scary place to be where we're not quite sure what our values are. I think that's where *The Change Code* book is going to be really useful for people to just read about the value systems, and straight away they'll be able to identify which one of those they feel that they're moving to at the time. I think that's going to be really, really useful because it will help people start to put down new anchors and really settle on, 'okay, yeah, that's what I'm feeling.'

**Monica:** Yes, and that's been interesting. That's definitely been a lot of the responses that I've been getting back from the book so far from people who read it and just from people around me, is that it's almost a surprise that this theory was out there and that it is so descriptive of what's happening right now and the experience that they're feeling. So I think it provides a lot of reassurance to know that this is happening, these are the different layers, and that it's normal to move between these and that some of the chaos and tension that we're experiencing, both as a society and as individuals, is really a normal part of the development process. I think that that was really reassuring to me and that's what I'm hearing from others as well.

**Steve:** Yes, absolutely. This model really represents the kind of quantum mechanics of psychology—and I hope I don't scare anybody off by saying that—but it really is. It's teasing out the background detail in understanding human nature and psychology, which really just hasn't leaked into the mainstream yet, but now is the time for that to happen.

**Monica:** Absolutely.

**Nyck:** I just want to say on that point, too, I think one of the important things that your book also shows is that the model is an overarching model. It is a quantum model. But you incorporate and you mention a number of other pieces of good work, of tools that you use, that can be used. So it's not that the model is the only thing, it's that the model can, of

course, encompass really good work that represents and reflects the movement between value systems where necessary. I think that's really important for people to understand, that this is not some sort of 'this is the answer' kind of thing. It is a structure which shows and reflects and mirrors the actual process which human beings actually do go through.

**Monica:** Yes, I think it's definitely a really helpful framework for understanding the different layers that we move between and understanding where we've been as a society and as individuals, but also to give us some hope about what's possible, because I think a lot of us who are optimists believe that we're able to create greater things as a society. This really gives us a hard and fast framework to show us what really is possible with moving into Second Tier and then those next layers that we're getting close to.

**Nyck:** Wonderful. We'll take a break and we'll have another session to look at those Second Tier examples, and possibilities, and things to look at—the various systems and what we can identify as Second Tier as it's moving forward.

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