



123. Spiral Dynamics with Steve McDonald Part 2

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We Don't Talk About That with Lucas Land (Original at: <https://wdatpodcast.com/31>)

Lucas Land: This is Part 2 of my conversation with Steve McDonald about Spiral Dynamics. In this episode, we make the leap from Tier 1 to Tier 2 and talk about what the heck that means. If you haven't listened to Part 1 yet, you might want to listen to it first since we're picking up where we left off last week.

Welcome to the podcast, where we talk about things we're not supposed to, learn how to have difficult conversations, and talk to people about what makes them different. This is the We Don't Talk About That with Lucas Land podcast, where we do talk about that with me, Lucas Land.

Anyways, OK, continue with the Spiral.

Steve: Absolutely, and just to comment briefly on what you said, if we look back at history, we'll find that the duration of these value systems is getting gradually shorter and shorter and shorter as we progress. So we lived for the longest time as hunter-gatherers and then our tribal existence maybe goes back 50,000 years, and then look at the next thing that I'm going to talk about--the Scientific-Industrial era, which is 'Orange' Layer 5, which Clare Graves called Multiplistic; he called it Multiplistic because the way of thinking involves looking at multiple options and then choosing the best option in life--and that only started some 300 years ago, and it's just coming to an end now. If this same pattern continues, then the next value system that we're moving into now is going to be even shorter.

So the transition out of 4, communally-themed, and into 5, which is individually-themed, lasted quite a long time--the transition period--but some of the main milestones were the Scientific and Industrial Revolutions and also the European Enlightenment. They were the key waves of change that brought us into the to the fifth layer, 'Orange'. Most people will be very familiar with this because with this one, it's basically mainstream life in a lot of the world at the moment--it's the rat race, it's the strive drive existence, it's the mainstream economy where you've got to have enough money to be able to survive in the world and you've got to work to get money for it. It comes in for a lot of criticism right at the moment, because many

of us are moving into what's next--the sixth system--and we're looking back and rejecting the Scientific-Industrial world and saying, 'wow, it's bad.' But of course, when it first emerged, it was really, really good. It transformed life from the Middle Ages onwards, and took us out of that sort of dark agricultural existence that was happening at the tail end of Layer 4, so there have been lots of good things about 'Orange'. It's got us to the moon and back, for example, so it's a relatively complex way of problem-solving that's allowed us to leave the planet, and of course, there've been all sorts of amazing breakthroughs in science and our understanding of the world and ourselves. It has played its path out, though, so we've seen peak of it. Because the world is becoming more complex, the capacity of this way of being human to solve our problems has declined sharply and is continuing to, right at the moment, so we're seeing a lot of our social systems that have been designed from the Scientific-Industrial mind--like our economy, our political system, those sorts of things--are not working so well anymore, and that pressure is driving us to what's next. What's next is back to another communal system, the sixth or 'Green' layer or value system.

Clare Graves called this one Relativistic because it involves the development of the capacity to put yourself in someone else's shoes and so the world is in relative place, truth is a relative thing. You can see that playing out quite strongly at a global scale at the moment. I was to generalise, I'd say as a species from a planetary level, we're maybe approaching the halfway point in the transition between 'Orange', the Scientific-Industrial era, and 'Green' Layer 6, this Postmodern-Relativistic era. If the time pattern holds, then this 'Green' layer is probably only going to last couple of decades before we make this huge leap into Second Tier consciousness on a global scale.

So the last system in the First Tier of consciousness, Layer 6 'Green', sometimes called Postmodern--Graves called it Relativistic--it's a very interesting layer because it's kind of like the bookend on First Tier existence, so part of what comes with this layer is a tendency to look back at our whole life, to take stock of our life and attend to anything that needs healing within us. Some of those things might be associated with previous layers, so maybe we've got family issues which are from our Layer 2 existence and we've got to go back and kind of fix those. Maybe we've got power issues from Layer 3 left over that we didn't quite resolve when we are living through Layer 3, and so part of Layer 6 is a very strong healing motivation at a personal level, and also at a planetary level. Everyone's looking at the planet and saying, 'wow, we've got to heal the planet as well.' So what we're seeing on a planetary level is a theme is re-localisation. Power was centralised in the Scientific-Industrial layer, and now power is being decentralised in this communal Layer 6. You can see that as the effectiveness of our centralised government decreasing--that's one of the drivers, of course--and people are looking to rebuild the local community--that's a really, really strong theme--and also to resource themselves locally again. So you're seeing the emergence of locally grown organic food so people can know where their food has come from, know that it's not poisoned with chemicals and they can trust the supplier. People are looking to generate their own energy locally as well. There really is a kind of a self-sufficient local village theme happening. At the same time, on a global scale, we've got this global village emerging as

well through the benefit of our social media technology, where the world's become a much smaller place. We can have members of our family--maybe they're not blood family, but they feel like family anyway--who spread right around the world, and we can talk to them just like we can talk to people that we're in the presence of, through our social media. So same thing playing out.

This value system is very network-centric, so it's very much about building a trusted network and operating within a trusted network. It has a tendency to want to flatten hierarchies, so that's really a rejection of the previous system, 5, which built hierarchies, and those hierarchies became dominating and unfair. As a result of that, there's a reaction to want to bust them down and make everything flat, make everything a level playing field, give everybody equal rights, equal access, equal benefits, and make this a flat social structure.

Lucas: So before we jump to Tier 2, I really like what you're saying about 'Green'. Looking back, thinking of it as an individual's life--I think is helpful maybe to take it out of judging others a little bit--but looking back on your life and what mistakes you've made and how you've grown and changed, and on the social level, it does seem, today in the US as we're recording, is Martin Luther King Jr.'s birthday and so that's a big holiday in the US and I've seen all these memes on Facebook today quoting MLK and also pointing out ways that he's misquoted, etc. There seems to be a real energy behind looking back at our history and really trying to name and unpack those things that weren't so great as we were developing, and naming those things. It just made me think of that when you were saying that 'Green' really reflects back on what came before.

Steve: It's very true. We're seeing a lot of history being revised at the moment as well, for that reason. People are looking back on things from a different perspective and of course, history is always written at the time by whoever's dominant in society, and it's very much flavoured by the value system that we're looking through.

Lucas: And I think what happens is, we've looked back, but we also recognise that not everybody is necessarily at that same level of 'Green' or understanding, and so now we're looking back at some 'Blue' and 'Orange' that's sort of taken over and had a bit of a resurgence. Also we see that in the previous history, and so now there's almost this, as I was saying before about Green, how some some people have said that Green kind of holds this danger almost of being stuck--where we think we've arrived because now we're looking back and we're seeing the problems throughout history and the other ways of looking at things, and we see the people who maybe are are still operating in those different ways or different layers and we know that they're wrong, so we just need them to understand where we're at and get to where we are, and they don't when we try to explain it to them, right? To me, it's a little bit comical because it's almost an inability to understand this whole process--that if somebody is in that other place, you're not going to move them anywhere by just looking back and going, 'yeah, but you're wrong!'

Steve: Exactly. It comes back to their life conditions. That's the ultimate driver.

Lucas: Right. Which maybe leads us to the leap to the Second Tier.

Steve: I was just going to add just a couple of little nuances about the First Tier. So the communal systems--2. Tribal, 4. Agricultural-Absolutistic, and then 6. Postmodern--the communal systems are where we form our ethical frameworks because they're all about community, and when you're living in a community, you've got to have agreements on ethics, right? The individual systems--1, 3 and 5--tend to bust out of that and they're mostly about breaking the rules. When we're in the individual systems, our perspective is one of wanting to change the outside world to fit with what we want or need, and when we're in to communal systems, the perspective is wanting to change ourselves to fit with what the world requires of us. So you get that alternating dynamic and part of the reason why the emerging Postmodern looks a little comical and seems a bit silly is that this a new ethical framework developing, and people want the world to instantly change to fit with what they're feeling. But it's really not within the capacity of a communal system to bring about global change like that. That's the role of the individual systems--historically anyway.

Lucas: Interesting.

Steve: So really, most people wouldn't understand this, but the primary role of the Postmodern era is to change who we are internally--change our values and change our understanding ourselves--to prepare for the next individual system, which is, of course, the leap into Second Tier.

Lucas: OK, well, let's leap.

Steve: Clare Graves described the change between Layer 6 and Layer 7 as a Momentous Leap. When he looked at his data, he looked at the magnitude of change that happened between layers 1, 2, 3, 4, 5 and 6, and it was relatively uniform in terms of the the scope of change, but the change in coping capacity between 6 and 7 was off the scale--like seriously off the scale. He wrote that there's more coping capacity in 7 alone than there is in all of the first six added together. It really is a quantum leap we're talking about here. He also described the shift from First Tier to Second Tier as most likely being the most difficult shift that we've ever been through as well. It's kind of like, I often talk about a slingshot, in a metaphorical sense: you've got to pull the elastic band backwards and put a whole lot of tension on it to make the stone or whatever it is, go forward, right? And we see this slingshot dynamic in the change between the systems that we go through. So for this change into Second Tier, we've got to pull that slingshot back way, way further than we have before. A

whole lot more tension is needed in order to shoot us so far up into Second Tier. That's why, when we look at the world at the moment, we see all this massive tension developing, and all of these problems that are bigger than any problems that we've had before are developing. That's tied in very much with this transition into Second Tier, and it's what will drive the transition into Second Tier consciousness.

Steve: One of the major differences between First Tier and Second Tier is, when we pop into 'Yellow' Layer 7, for the first time we have left- and right-brains operating in an integrated way--the left and right brain hemispheres, I mean, operating in an integrated way--whereas in the First Tier, that individual versus communal alternation that we get between the systems is the result of the domination of left-brain for individual living or the domination of right-brain for communal living. So we've got that switching between left-brain, right-brain, left-brain, right-brain, and then when we pop into Second Tier, all of a sudden the two hemispheres synchronise. It's that synchronisation which is partially responsible for the improvement in coping capacity. Basically, we can think about two things at once. It gives us the capacity to hold paradox and work with paradox, whereas in First Tier, if we look at a paradox, it kind of blows our mind trying to try to figure it out.

Steve: Another thing that happens in this shift into Second Tier is that our entanglement with the first six values systems falls away; is greatly reduced. So, it's like, in the First Tier, every time we grow into a new value system, we're filling our cup up a little further, and by the time we get to Layer 6, the cup's full and almost overflowing. Our mind is full of survival issues, family issues, power issues, living righteously and issues around that, following the rules, succeeding in a world that's competitive, and then fitting into a loving community and being liked and accepted within the community and connecting deeply with people. We've got all of that happening all at once in our system, and that's that's why the cup eventually overflows and it's that overflowing that makes us transform into a bigger cup in Second Tier. So, moving into Second Tier, all of that busyness and entanglement falls away and it creates a massive psychological space that's free, basically, so everything seems simpler, easier. We look back on First Tier and wonder, 'wow, how was I ever caught up in all that stuff so much?' So it's very freeing; it's a great feeling of freedom to move into Second Tier.

Layer 7 is the first time where we can in an inherently sense and observe value systems operating in other people. When we're in the First Tier and we bump into somebody who's operating from a different value system, they just seem strange, weird, maybe wrong in their way of living life, but in Layer 7, we see that these people just operating on a different frequency than me--and incidentally, thinking of these value systems as frequencies is a really good way to understand them and make sense of them--so suddenly we can sense all these different frequencies from the previous value systems and when we meet somebody, we can directly sense the frequency and understand, 'OK, they're coming from this particular value set', and we also develop a kind of shapeshifting capacity where we can meet them where they're at. So we read their frequency, we understand their frequency--we've got it inside us because we lived through it--we can switch down to it consciously and we can

interact with them from their frequency, which is an amazing tool for resolving conflict. This transition through 6 to 7 will basically bring the capacity for us to live peacefully with each other. It's just a matter of getting everybody through the change process eventually.

Some of the characteristics of 7 are that there's this multidimensional awareness that opens up, and part of that is this capacity to sense the different value systems as frequencies in people. We also open up to spiritual dimensions as well, and there's a movement now towards the integration of science and spirituality, which is very much driven by this Layer 7 mindset. So we might not have a fully formed picture of it in Layer 7, but we know that it's possible; we recognise that, 'OK, all that religious and spiritual stuff is actually just interdimensional reality' and at Layer 7 we go about trying to form a cohesive understanding of that. Layer 7's very much like waking up as a baby in a new world and soaking in a new world because everything looks different to us.

Clare W. Graves wrote that it really is a new beginning; it's a whole new beginning over again for humanity in Second Tier. Instead of being driven by survival, which is primarily the major theme right through the First Tier: 'How do I survive in the world?', in Second Tier that switches to: 'Who am I being in the world?' He called the Second Tier "being layers", "being stages" instead of survival stages.

Even though we're operating with an integrated brain--left-right-hemisphere integration--there's still an individual flavour to Layer 7. That doesn't go away, that general flavouring, it's just less extreme.

And then Layer 8, 'Turquoise'--'Intuitive', some people call it--is the most complex communal system that Graves documented. He said quite openly he didn't have enough people in his participant set to really analyse it effectively--out of 1,065 people that he studied, he only had six people who ended up changing into Layer 8 during the time of his research--and so all he could do was just write a few sketchy words about it. He said it seemed very spiritually-oriented. It sort of fits with the concept of the noosphere, which comes from the work of a Jesuit priest called Pierre Teilhard de Chardin who wrote a lot about consciousness. He described a layer of consciousness around the whole planet--so in the same way that we have an atmosphere and an ionosphere, he described this noosphere, he called it, which is a layer of consciousness wrapped around the planet--and whereas Layer 6 is working within networks, Layer 8 taps into this noosphere, like it's a kind of sophisticated Internet, and tunes into it. Again, there's no real good, clear descriptions of this in writing yet, but my sense of it is that we're tapping into what people in the New Age community are calling the fifth dimension. So it's that same experience of getting access to information and connection between us that we haven't had access to before; literally adding an extra dimension to our existence.

With regard to Layer 7, with all the compounding challenges that we're facing globally and the clear lack of capacity to solve those problems right now, I see Layer 7 as kind of being like the first responders on the accident scene. As enough people pop into Second Tier at Layer 7 and they can network effectively, globally, and bring resources together, they're going to do a triage on humanity and the planet and say, 'OK, what do we need to fix urgently here?' They can rapidly change things in order to allow the continuation of human life, in particular, on the planet.

By the time we get to 8, 8 is about stability, and this is the case for all of the communal systems. So the 1, 3, 5, 7, the individual-oriented systems, they change the world. Often that can be a fast and chaotic process--look at the Scientific-Industrial era as an example--and in the communal systems, the even numbers, they bring stability. So they kind of say, 'OK, we've done that now, let's settle down with documents and procedures, get some ethics that we all agree on, and let's bring some stability to this.' That's going to be the task of Layer 8 in Second Tier, is bringing that global stability, and it will be a new and very sophisticated form of global society. That's really as much as we can say based on ... I'm even extending Graves's understanding a little bit through my own experience and other research.

Lucas: I don't know if you have the same experience, but as you were going through the layers and explaining them--and I'm taking notes in an outline format--I'm still seeing them in a linear sort of order, so I switched to look at the image. It's an image I'm sure you've seen. It's got people at each layer, illustrating them, but they're all nested. It's a habit of our brains, because it's the way we've been trained and taught to think in terms of linear progression. I hope people are still looking at the image or using that image to really understand what Steve's talking about, because when I looked at the image and suddenly went, 'oh, yes, OK, it's nested, right?' So Turquoise isn't apart and separate and somewhere else from all of the other layers. It doesn't detach. And we tend to think of it that way, don't we? It's still a habit of the brain.

Steve: That's very true. Also, part of the issue is that there are so many different aspects to the arrangement of human consciousness--how it's structured--that you can't represent them all in one drawing, so the linear drawings are kind of useful for understanding the progression; the nested drawing is really useful for understanding how these are not discrete things; they're just new layers that get added to what's already there.

Lucas: And then if you're looking at a 2D image, you're still missing that spiral aspect that really includes moving up and down, and it's not just a one way thing, either.

Steve: Exactly. And you know, I've been thinking for years about how to make a single image that captures all of this stuff and I haven't found a way yet.

Lucas: It's a lot to put in one image. I mean, you should kind of give the 2D image a break. Like, it's hard to put all of this into one perfect image.

Steve: It is. At the end of the podcast, I'll give you a link to a talk I did in Switzerland in 2018 (see <https://www.futuresense.it/resources/>), which gives a basic introduction to the model and talks a bit about the transition that the world's going through at the moment, and I'm using a nested image in that presentation there so people can look at that.

Lucas: Cool. That was fantastic. That was so much information and really, really well explained clearly, and I really appreciate you taking the time to go through all of that. I have one more question before we do our wrap up questions for you: In any system--there's so many different systems out there for personalities or for, as you were saying before, Clare Graves was looking at five different systems or teaching five different systems for understanding, like Maslow's Hierarchy of Needs and things like that--in all of these systems, it seems like there's an element of truth, but then there's always these dangers. It's not necessarily because the the model isn't true, but it's how it gets used by people or the ways that it gets distorted or often weaponised, I would say, so what are some of the dangers or cautions that you might give about this system and how people approach it and use it as they're maybe digging deeper and trying to understand Spiral Dynamics?

Steve: Sure. One of them is to do with the way that it's being taught. Historically, when people go to a course in Spiral Dynamics, one of the first things that people are taught is the value systems, and it's generally, in the past, been taught as a staged developmental process. The danger is that people are often attracted to understanding those value systems as like pigeonholes, and they want to put things in the pigeonholes. They'll think of somebody I know and say, 'oh, yeah, that that person goes in this Green pigeonhole, and that person goes in the Blue pigeonhole, and what about that system or that book I read? Oh, yeah, that goes in that pigeonhole', and that is a misunderstanding of the system.

What I've done over the years is I've changed the sequence that I teach it in and I teach people about the change experience first, because that naturally takes them through the pathway of starting on one level of complexity and finishing on a new level of complexity, so they get an understanding that it's actually a journey from one place to the next. I say the best way to think about value systems is as windows that you look through at the world, so rather than thinking that they're boxes that you put things in, think that each value system is a different window and you get a different perspective when you look through that window. So you can take a person or a system or an object and look at it through a number of different windows and you'll see it differently. Through some of those windows--in other words, value systems--you might like it, from other ones you might dislike it. So just think of it as like windows, or maybe even a set of glasses that you put on, to give you a different perspective on the world. In truth, that change from switching from one window or set of glasses to the next, is actually happening at the deepest level; the frameworks that we have

for making sense of reality at a very, very deep subconscious place that we can't really get in touch with. That's the most common error that I see people making with Spiral Dynamics, is they want to pigeonhole people and things into the value systems.

One of the second biggest issues I've come across is a misunderstanding of the nature of Second Tier consciousness, and even Ken Wilbur has suffered from this over the years. It's come from the fact that when they first developed written assessments--online assessments in particular--for Spiral Dynamics, when they wrote the multiple choice questions for Turquoise, they wrote them in such a way that they were really attractive to somebody who was operating from the Green value system, and so a whole bunch of people who were actually situated around the Green value system as the dominant value system, suddenly thought they were Turquoise. They suddenly thought that they were Second Tier and it threw out their calibration of the whole spiral, because they looked back on Orange and below as if they were First Tier, and they thought Green was Second Tier. In their own mind, they thought they were Turquoise, right? They didn't think they were Green. That's had a huge impact globally and I still see it. I go so far as saying most sources that you look at on the Internet that talk about Spiral Dynamics suffered from this issue of mistaking Green for Yellow, and it's an ongoing issue.

Are you aware of The Change Code book that just came out?

Lucas: Yes. Actually, I'm going to be interviewing Monica Bourgeau later this year.

Steve: That's great. So Monica asked me to review the book before it was published and I managed to correct that issue in her book, so that's one source that I can point to in this respect.

Lucas: It goes back to what we were saying earlier about Green, and how Green has these--I guess because it's sort of, you know, it's this edge case, this liminal space, right? It's at the end of Tier 1 where you kind of think like, 'oh, yeah, well, we've really we've really arrived, and aren't we so much better than everything that came before?' So it's it has this flavour of being really easy to think, 'we're a lot further along maybe than we are', and not always willing to look at what some of the drawbacks or problematic parts of that that layer are.

Steve: Yes. There's another relationship within the value systems that, as far as I know, Clare Graves never documented. It's come out in later years as people have understood the model more, and that is there's a shadow relationship amongst the value systems and it works three layers down. They say generally a person will be spread across about three value systems. There'll be one which is your dominant value system, there'll be the previous one, which maybe you've still got a part of you working in, and then they'll be the next one, which you

just starting to push into, so you kind of spread across roughly three different value systems. That's a generalisation. Whatever your dominant value system is, its shadow will be three steps down. So if you're at 6, then your shadow is Layer 3, which is Egocentric, and so that's why we see a lot of egocentric behaviour in New Age communities, and generally in people who are operating from that Layer 6. It's a shadow aspect, so they don't realise it themselves, but they're playing out a lot of egocentric stuff without knowing it. One of the most obvious examples or evidence of this in the world is the selfie, right? Look how the selfie has grown with the growth of Layer 6 and social media. It's like: 'Look at me.'

Lucas: That's so interesting.

Steve: It's very interesting. And so you can look at the other value systems in the same way. So Orange, 5, the shadow is 2, which is Tribalism, and you get tribalism within corporates, right?

Lucas: Yes.

Steve: And the shadow of 4 is Layer 1. When Layer 4 was sailing around the world and conquering new countries, like the Spanish in South America and stuff, their shadow was Layer 1, so when they came across people at Layer 1, they didn't even regard them as human. They saw them as savages and wanted to kill them--ironically, wanted to kill them, right?

Lucas: Oh, that's really interesting. I feel like that's a whole episode in itself, just unpacking how colonisation was really us attacking our shadow as a species, almost.

Steve: Eexactly. Yes.

Lucas: Well, you've been very generous with your time. I'm thinking of calling the closing segment I've been doing, Getting Out and Getting Deeper because I want people to always have something they can do and then some resources and recommendations to go deeper. We both want to recommend things where people can get out and people can get deeper. There's a lot we've already recommended and I've been taking notes and putting things in the show notes, but I want to recommend that people spend some time, maybe they need to go back. If this is your first experience or your first encounter with Spiral Dynamics, maybe just go back and re-listen because it's a lot to take in and it can be a bit overwhelming. Maybe just re-listening to that and observing; getting out. Sometimes I feel like action steps are always about making change, but sometimes a good action step is about observation. I'm a permaculture fan and that's one of the the main key components of permaculture, is to

observe, and I think Clare Graves gets a lot of wisdom and insight from all of the observation and research. So maybe the action step I want to suggest to people is just observe; don't get too excited, but listen again to all the the good stuff Steve was sharing and then get out and just watch in the world and see what you notice in what you're reading and what you're listening to. And then, going deeper, I mentioned to Steve before the show that I read a book by Ken Wilbur last year called *The Theory of Everything*, I believe, which is sort of a, I think, summation of a lot of his work. That goes a lot deeper. And as you said, there are some things where people aren't ... there's some debates and arguments about what Ken Wilbur gets right and gets wrong, but I highly recommend that book for an entry point to Ken Wilbur and an entry point to a lot of these different things, where he's looking at a lot of these systems like Spiral Dynamics and trying to connect the dots in a way that helps us to maybe see the world in a more complete way. I don't think he's claiming it's fully complete, but I highly recommend Ken Wilbur's *The Theory of Everything*.

So, Steve, what do you want to tell people to get out, and how can they go deeper?

Steve: I'd just like to firstly say that I found Ken Wilbur's work extremely valuable. In my early years of trying to make sense of the spiral and Clare Graves's model, Ken Wilbur's work and his structure around Integral Theory and the AQAL structure was really, really useful for me. It made a huge difference, so I'm a big fan of his work. I find his books difficult to read, so what I did was I swapped over to the audio sets. There's a company called www.soundstrue.com. They put out Ken Wilbur audio sets where he's being interviewed and talking about his stuff and I find it much easier to digest so I just offer that as an option as well. In terms of my recommended action step, as I was explaining, one of the characteristics of all of the First Tier value systems is this tendency to reject different value set, so I just invite people to notice when that rejection factor comes up inside them, just day to day as they're interacting with other people--maybe when they're watching stuff on the Internet or television or whatever they do. Often it'll show up as anxiety or fear too. So just notice that and pause for a moment and just reflect on the possibility that you're bumping into a different set of values here, and it's not that something is inherently bad or a person is inherently wrong. It may just be that they're operating from a different value set, which values different things, has different motivations, different behaviours. With that kind of practice, it helps you work yourself into that witnessing state where rather than getting buffeted by the turbulence of life, you're noticing those bumps, but you're just standing back and looking at it as an observer. That's really good material for self development, and it will help with the transition into Second Tier consciousness if you can go that way.

Lucas: Well, Steve, where can people find you on the Internet? And I will include links to your website and stuff and your podcast in the show notes. But tell people where they can find you.

Steve: Yeah, cool. So I have a blog Eman8 (www.eman8.net)--and I'll give you the link to that, Lucas--which has got a bunch of public talks that I've done over the years, some with video. There's some really basic information about Graves's model on there; some images that I probably need to update to0. I've been thinking about it on this talk, but that's my blog. May Change Agency is www.aadii.org, and I also do that weekly podcast that you mentioned called Future Sense. There's a site for that: www.futuresense.it, and that's got links out to Apple and Android podcast platforms.

Lucas: Fantastic. Well, I'm pretty sure this is going to have to be a two-parter because you were very generous with your time and your knowledge, and I really appreciate you taking the time to share with us today, Steve.

Thanks, Lucas. I really enjoyed talking to you. It's been a great conversation. Thank you.

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A final thought from Brené Brown: "The willingness to show up changes us. It makes us a little braver each time." Until next time, keep showing up and keep being brave.