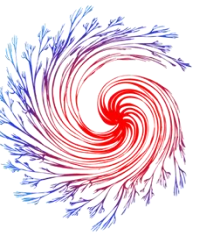




Change in a hypercomplex world

PETER MERRY

2025



The Story



.....

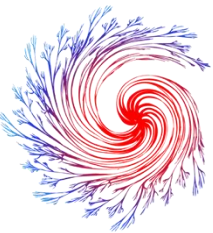
A way to think about change

The kind of change moment we are in

From what to what?

Leading ourselves and our initiatives in this context

(I'll share a pdf of the slides)

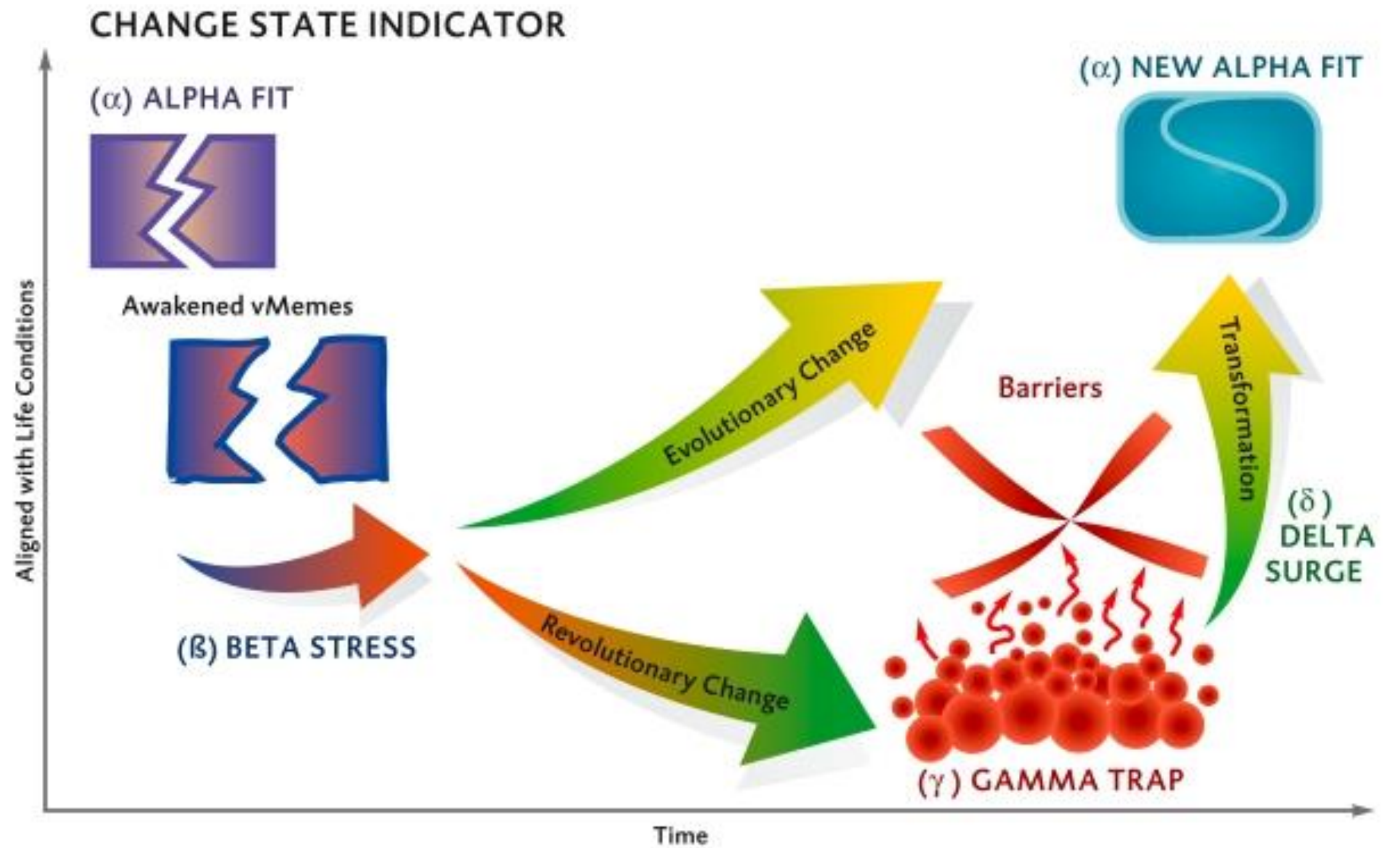


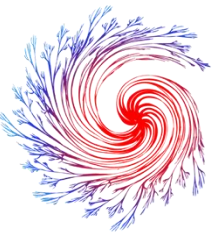
States of Change

What state is the system in?

.....

Source: *Evolutionary Leadership*, Peter Merry
(via Spiral Dynamics)



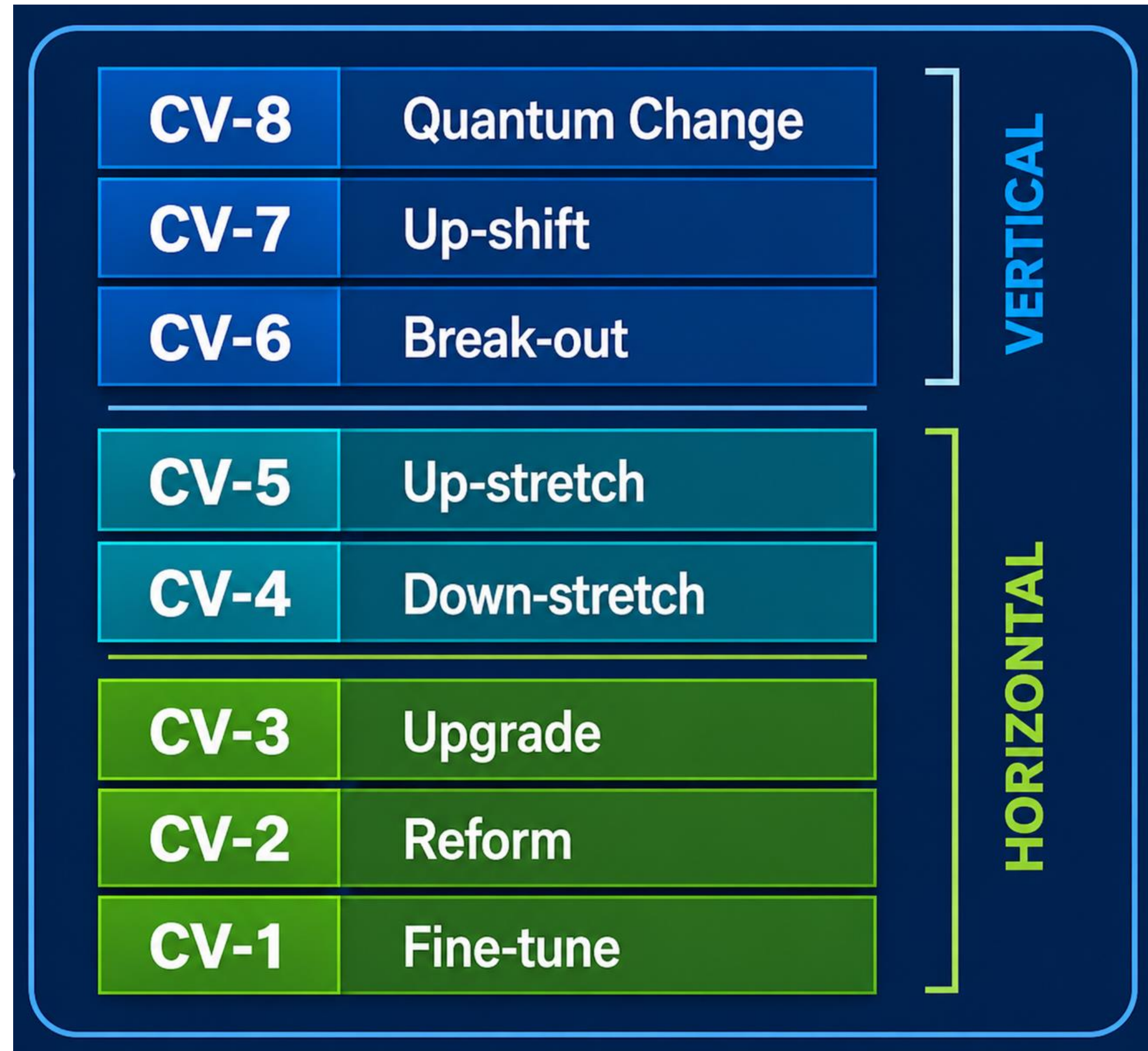


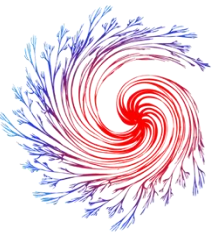
Change Variations

What kind of change are we talking about?

.....

Source: Spiral Dynamics



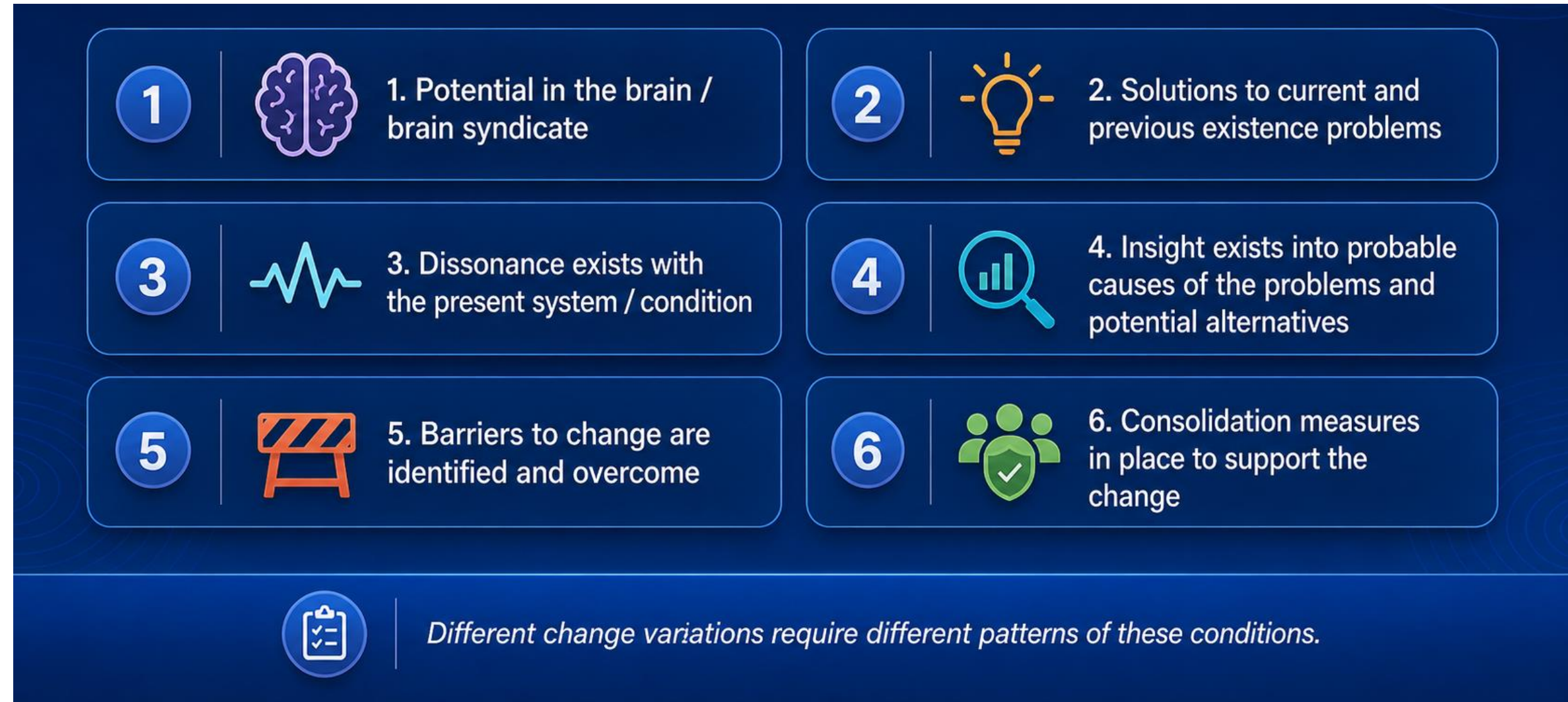


Change Conditions

What conditions need to be in place for certain change variations to take place?

.....

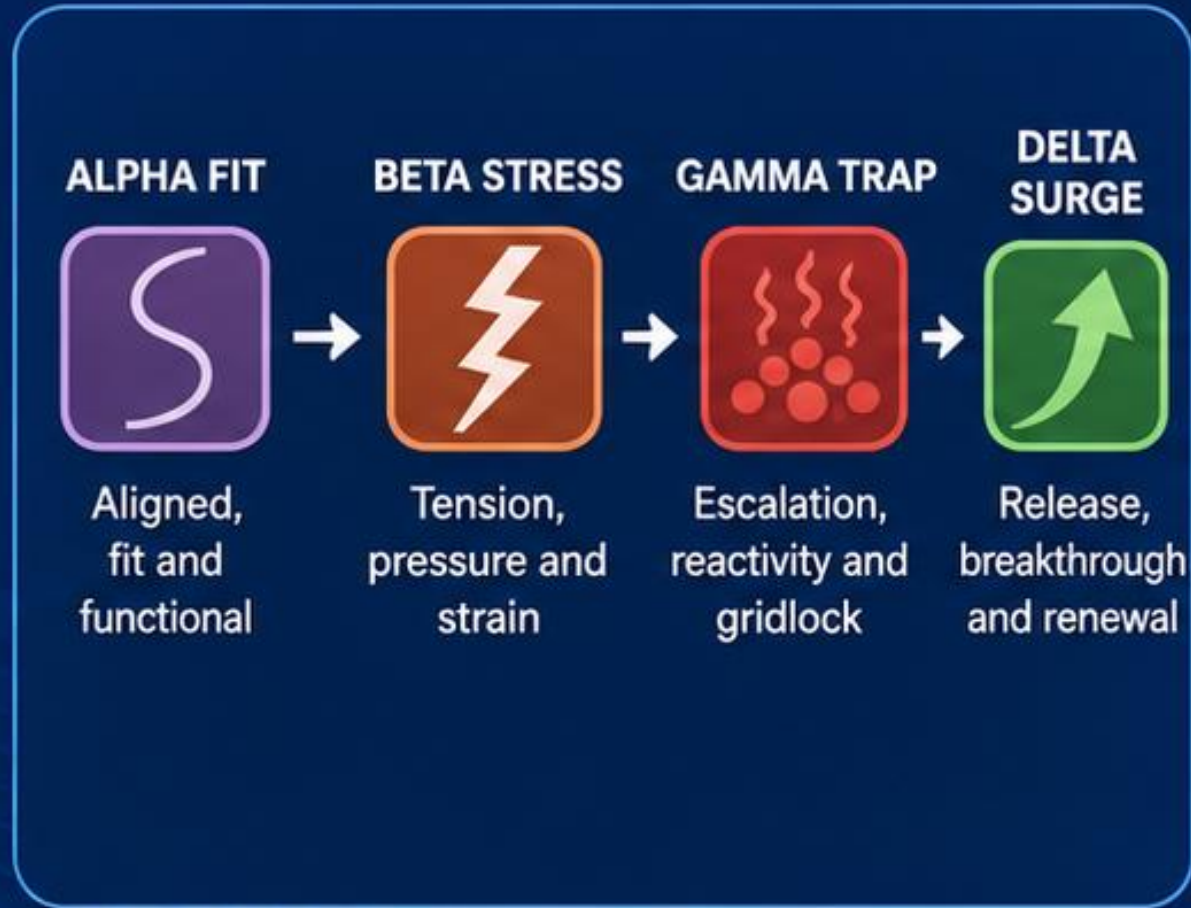
Source: Spiral Dynamics



The Change Package

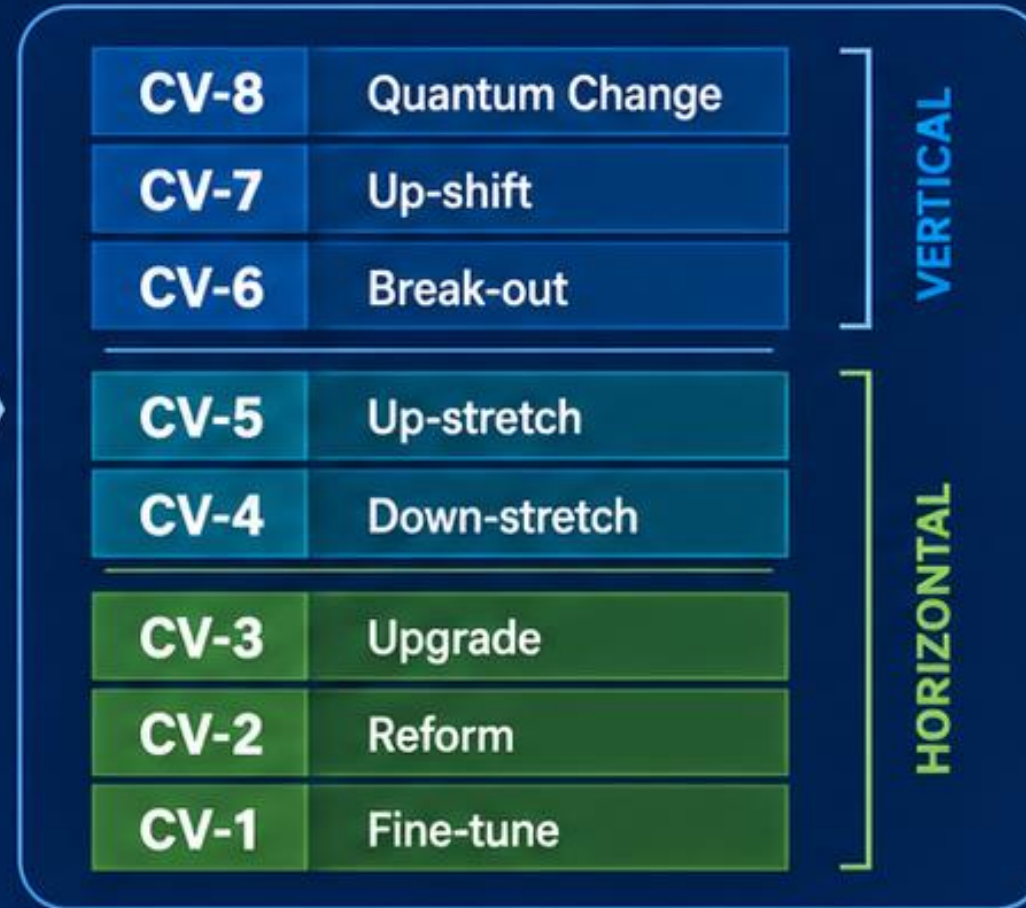
How change states, change variations and change conditions fit together

1. CHANGE STATE



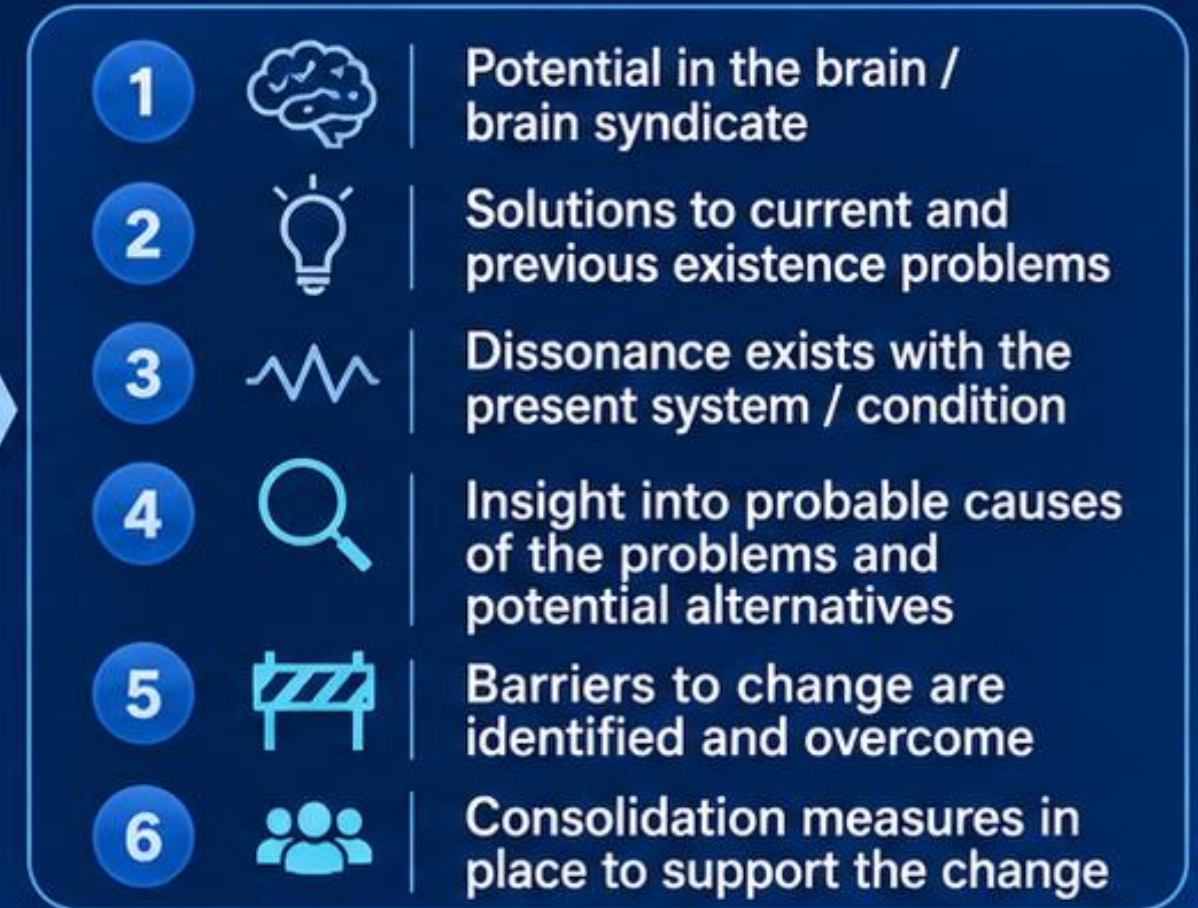
State helps indicate the scale of change required.

2. CHANGE VARIATION



This points to the relevant Change Variation(s).

3. CHANGE CONDITIONS



Each Change Variation depends on a pattern of Change Conditions.



INTERPRETIVE LOGIC



State indicates what kind of shift is needed.









Variation defines the form and scale of change.



Conditions show what must be present for change to occur.

Change Variations and Change Conditions




How the required conditions vary by the form and scale of change

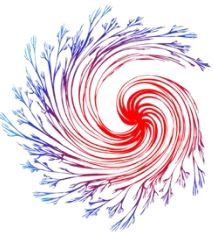
			HORIZONTAL VARIATIONS (Form & Scale within the Current System)					VERTICAL VARIATIONS (Change Beyond the Current System)		
			CV-1 Fine-tune	CV-2 Reform	CV-3 Upgrade <small>(Added later)</small>	CV-4 Down-stretch	CV-5 Up-stretch	CV-6 Break-out	CV-7 Up-shift	CV-8 Quantum Change
1		Potential	◐	◐	◐	◐	●	●	●	●
2		Problems solved	◐	◐	◐	◐	●	●	●	●
3		Dissonance	○	○	○	◐	◐	●	●	●
4		Insight	○	○	○	○	◐	●	●	●
5		Barriers	○	○	○	◐	◐	●	●	●
6		Consolidation	○	○	○	○	○	◐	◐	●



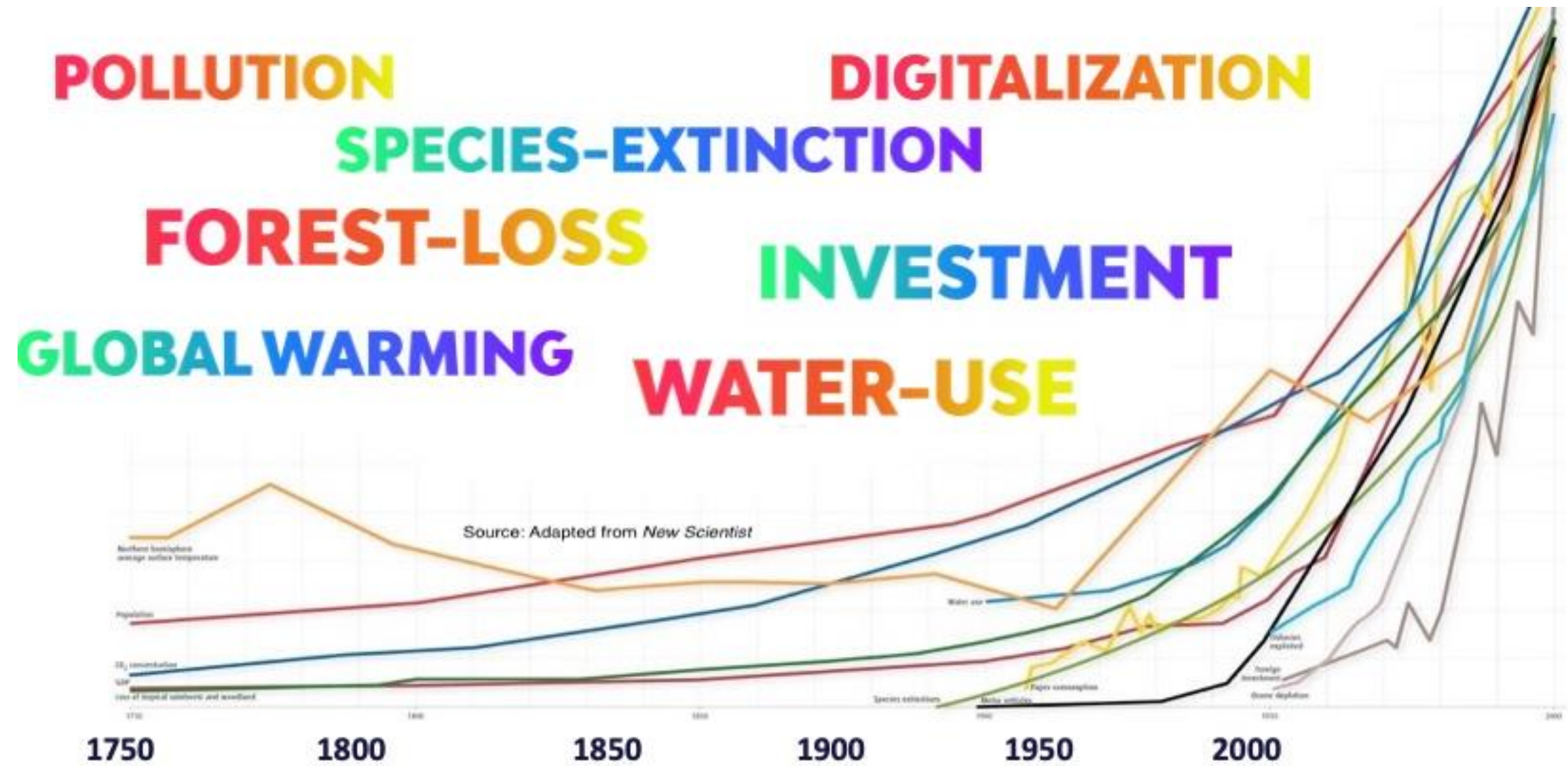
As change intensifies, more conditions need to be present more strongly.

CV-3 was added later and is shown here as part of the earlier Expand-OUT pattern.

 <p>Low / No requirement Condition typically not needed for this type of change.</p>	 <p>Some requirement Condition may be needed, depending on context.</p>	 <p>Strong requirement Condition is typically essential for this type of change.</p>
--	---	--



A HYPER-COMPLEX WORLD



.....

Source: New Scientist



Each systemic risk domain holds the potential to greatly impact the Earth requiring unprecedented collaboration. This is our collective Threshold.

NATURAL DISASTERS

FOOD

WATER

CLIMATE CHANGE

POVERTY

ECONOMY

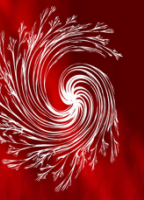
PANDEMIC

WEAPONS MASS DESTRUCTION

HEALTH CARE

TERRORISM

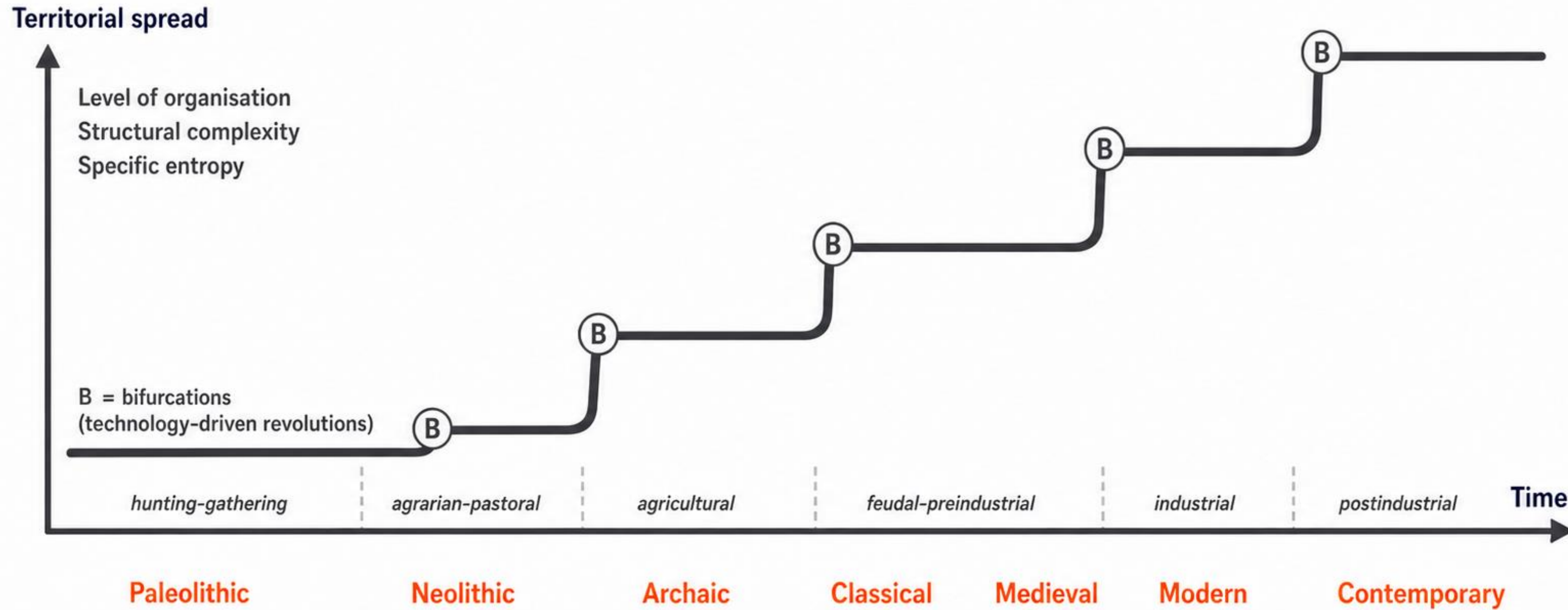
Source : Steven Trevino



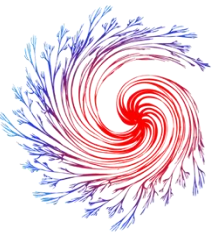
NON-LINEAR EMERGENCE



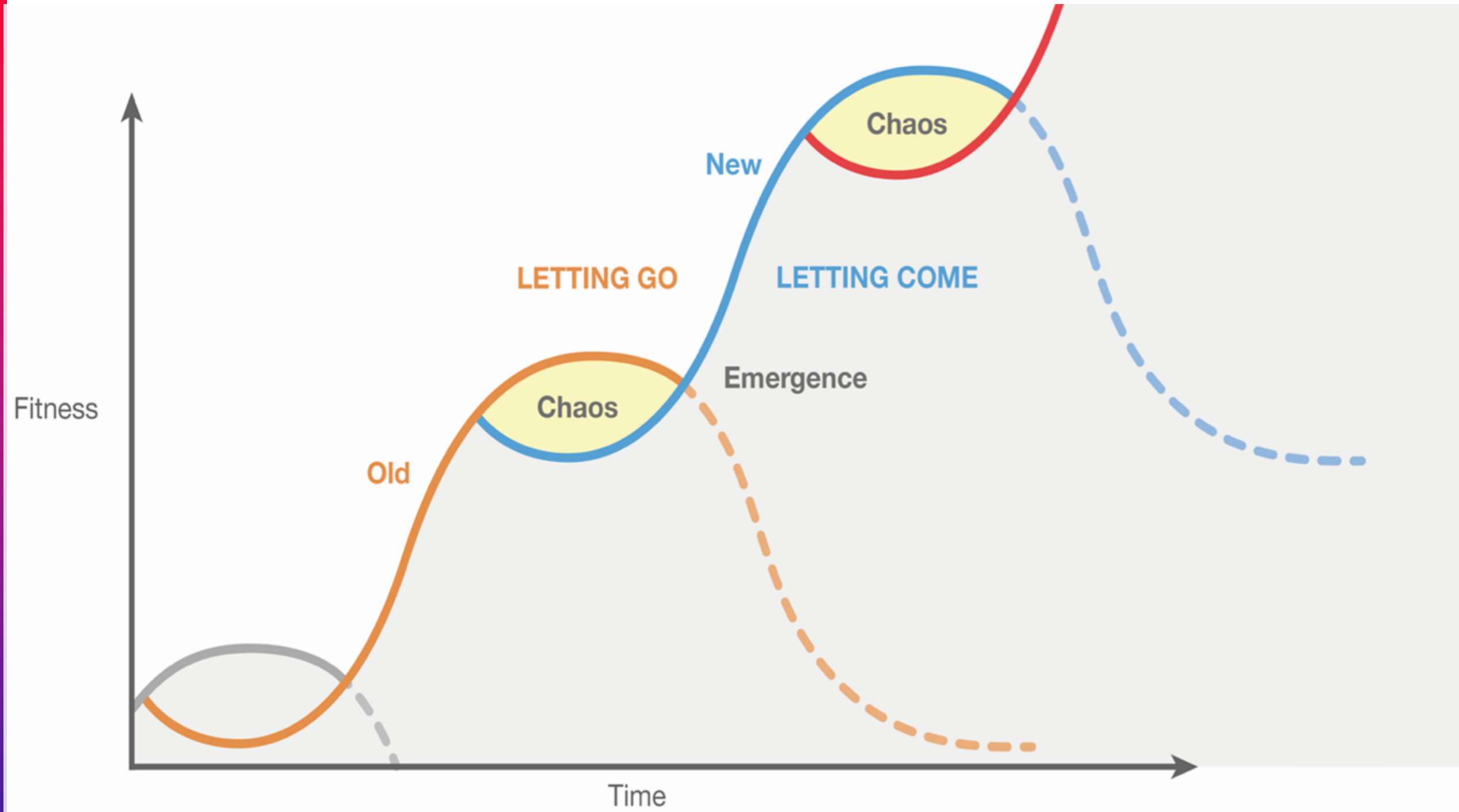
Human Sociotechnological Evolution



Source: Ervin Laszlo

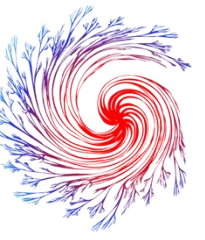


NON-LINEAR CHANGE



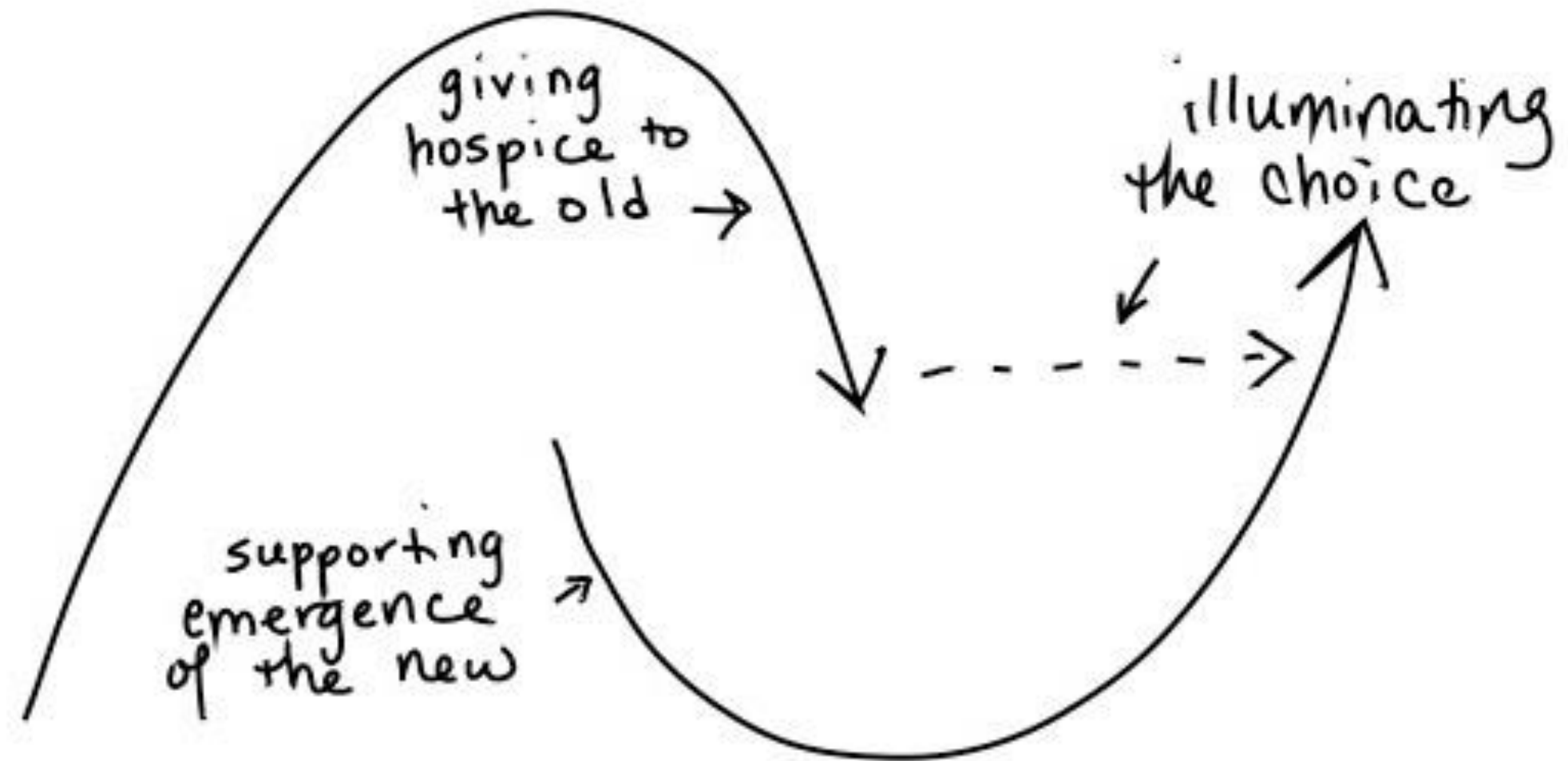
.....

Source: Peter Merry, *Evolutionary Leadership*



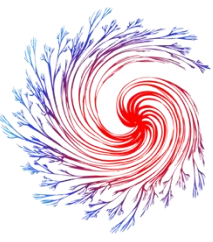
NON-LINEAR CHANGE

Where are you choosing to participate?



.....

Source: Berkana Institute



ENGAGING ALL ELEMENTS

.....

Source: Peter Merry, *Evolutionary Leadership*
via Ken Wilber's Integral Theory





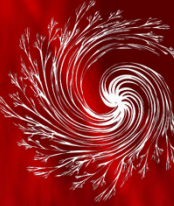
“Predict & Control” can work in stable contexts

Non-linear change requires agile governance and “Dynamic Steering”

- Stay present, get real data, adapt
- Hold aim in mind, steer continuously

How to organise ourselves in this context of non-linear change?



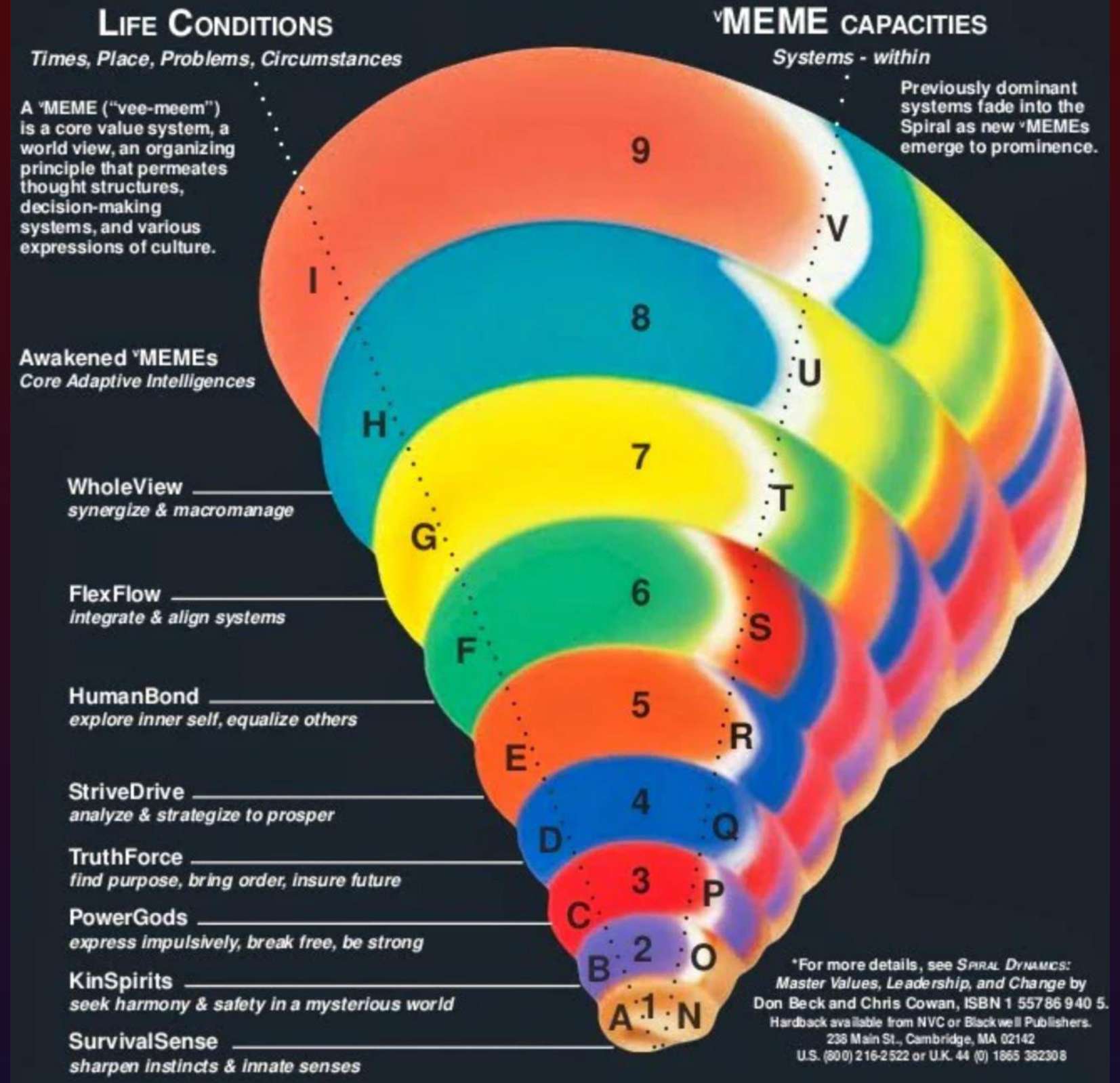


- What was right yesterday may not be seen as right tomorrow
- Focus on the future as more significant than the past in shaping the present
- Search for the new intelligences that appear around chaos and within crucibles
- Identify the superordinate goals that transcend other priorities and agendas
- Contain destructive conflicts while respecting the essential cycles of change

Some Strategic Principles for the Culture Required

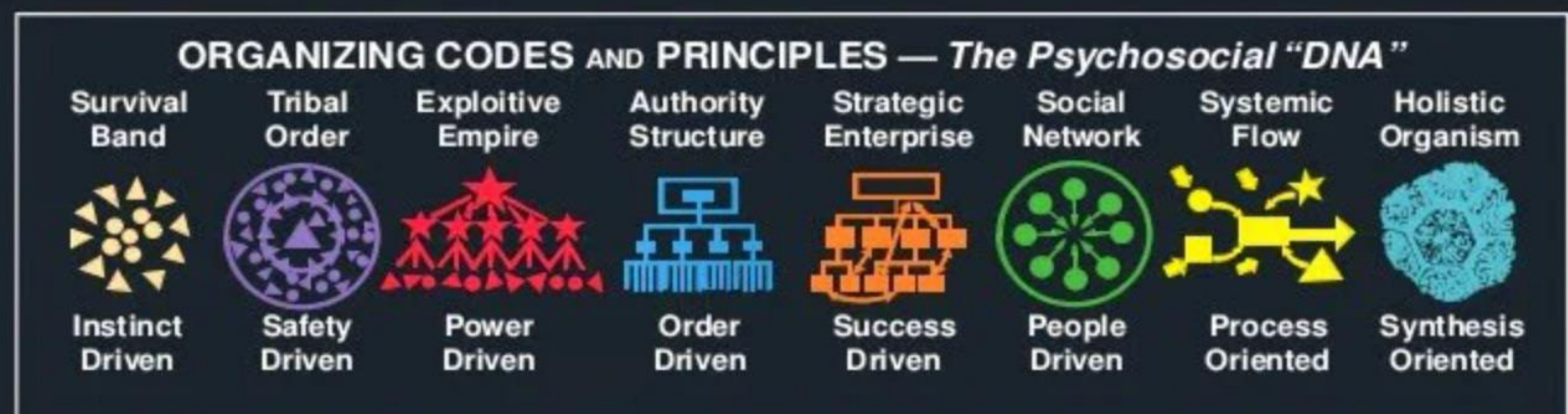


SPIRAL DYNAMICS*

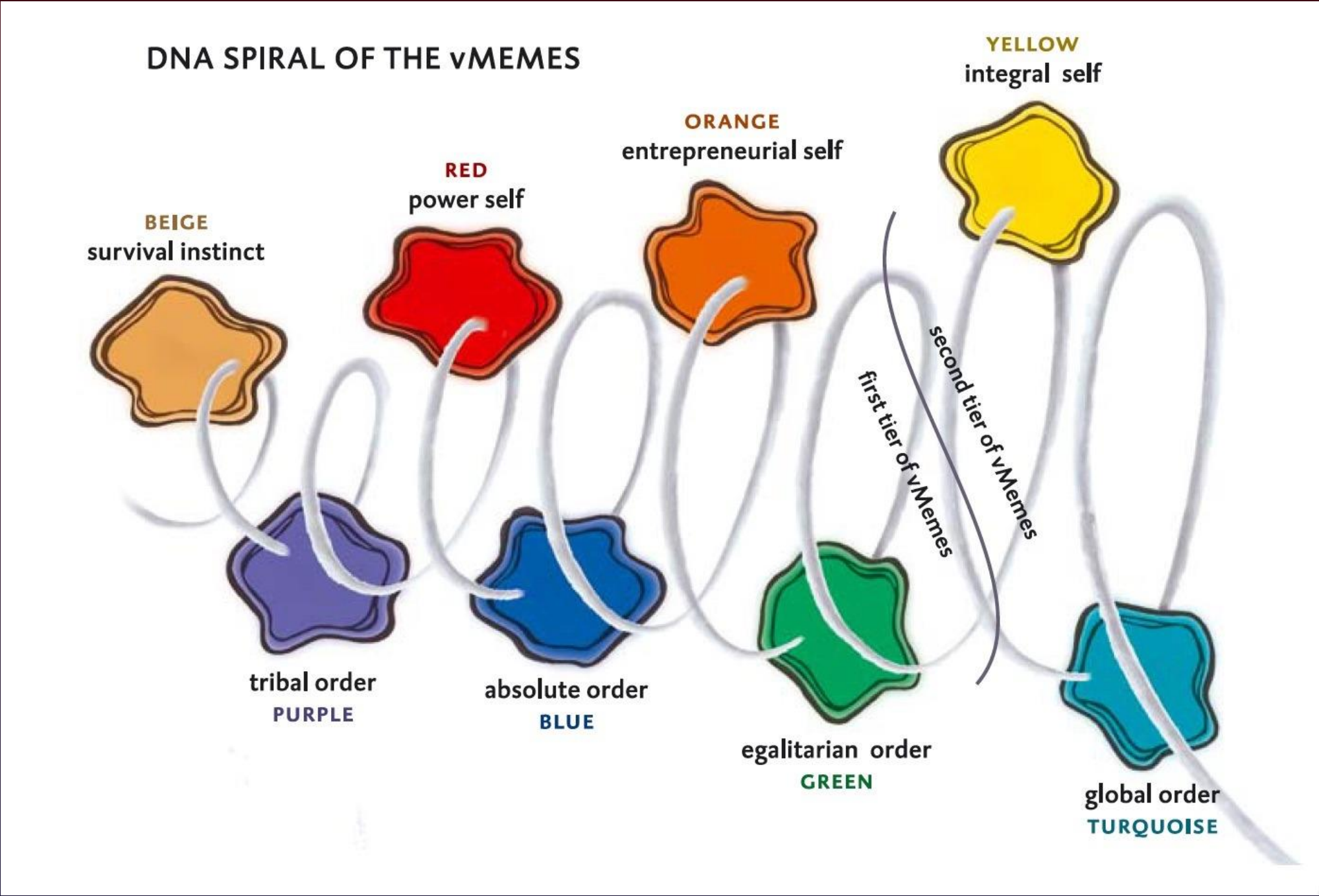


Our value systems are coping mechanisms that co-evolve with the complexity of our life conditions in a bio-psycho-social interaction.

Shifting from what to what?



	INTERIOR	EXTERIOR
INDIVIDUAL	I Self	IT Organism
COLLECTIVE	WE Webs of Culture	ITS Systems and Structures

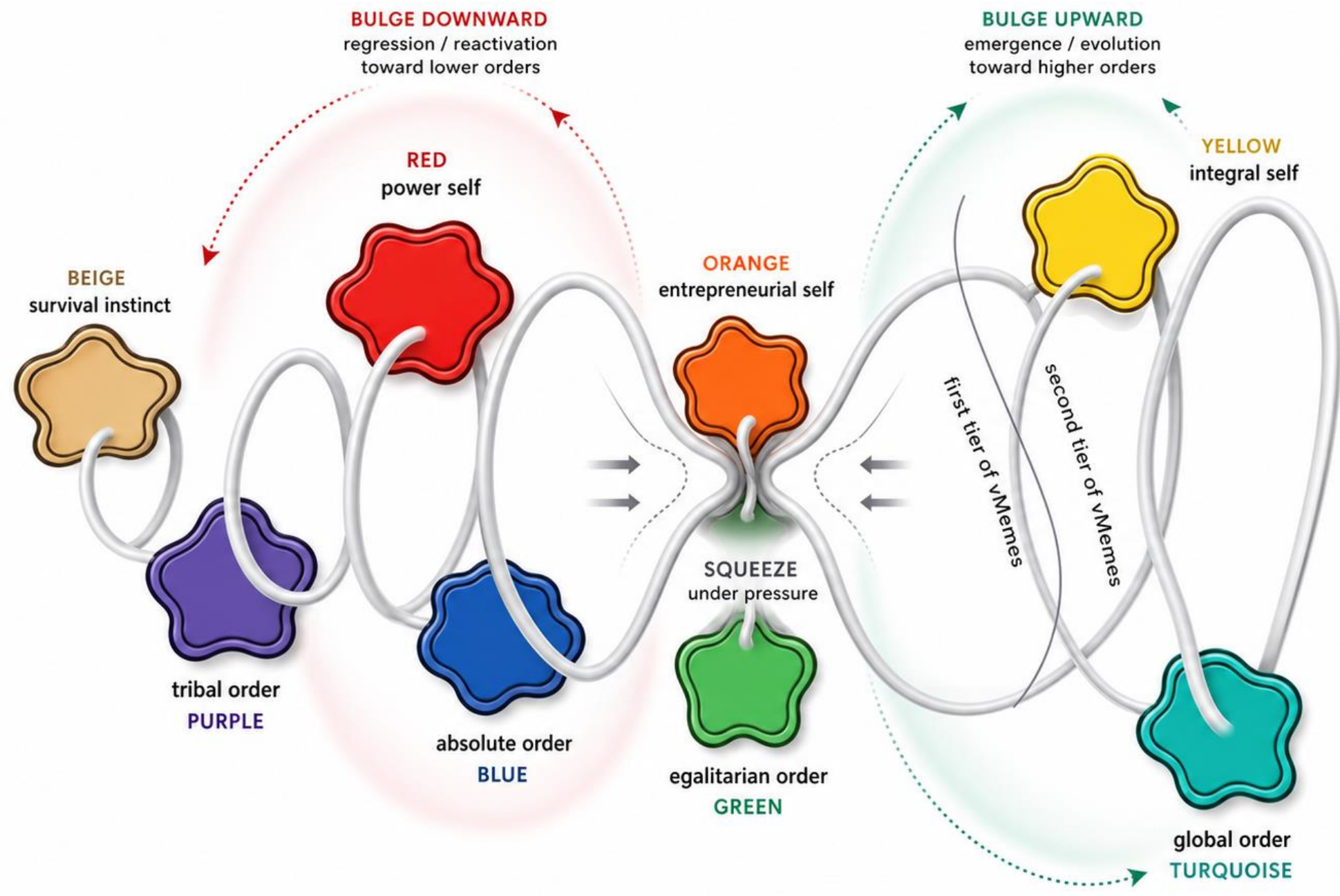


We need the Integral Value System to engage the full spectrum of value systems and successfully navigate hyper-complexity.

	INTERIOR	EXTERIOR
INDIVIDUAL	I Self	IT Organism
COLLECTIVE	WE Webs of Culture	ITS Systems and Structures



DNA SPIRAL OF THE vMEMES



Under pressure, conventional value systems get squeezed resulting in regression as well as breakthrough.

Both movements are anti-conventional, but one is pre- and the other post-conventional.

	INTERIOR	EXTERIOR
INDIVIDUAL	I Self	IT Organism
COLLECTIVE	WE Webs of Culture	ITS Systems and Structures

Orange – Achiever Self

Achievement, autonomy, success and innovation



Core drive

- To achieve, improve and win
- Freedom to pursue results
- Rational problem-solving and merit



Strengths

- Entrepreneurial and ambitious
- Strategic, practical and goal-focused
- Innovative, data-driven and effective



Watch-outs

- Can become overly individualistic
- May chase status, growth and performance at any cost
- Can neglect wellbeing, relationships and purpose



Workplace expression

- Thrives on challenge and opportunity
- Values autonomy, targets and recognition
- Drives progress, productivity and measurable impact



Healthy expression: purposeful achievement in service of real value.

Green – Sensitive Self

Connection, empathy, equality and shared meaning



Core drive

- To connect, care and include
- Meaningful relationships and shared values
- Authenticity, empathy and participation



Strengths

- Compassionate, collaborative and supportive
- Values fairness, listening and inclusion
- Builds trust, belonging and psychological safety



Watch-outs

- Can avoid conflict or hard decisions
- May over-prioritise harmony and consensus
- Can lose effectiveness through indecision or blurred boundaries



Workplace expression

- Thrives in participative, values-led cultures
- Values teamwork, purpose and appreciation
- Brings engagement, care and people-centred leadership



Healthy expression: caring connection in service of growth, inclusion and shared wellbeing.

Yellow – Integral Self

Integration, systemic thinking, flexibility and purposeful complexity



Core drive

- To understand, integrate and evolve
- Freedom to respond to complexity
- Seeks coherence across perspectives and systems



Strengths

- Systemic, adaptive and integrative
- Comfortable with paradox, change and uncertainty
- Sees patterns, interdependencies and leverage points



Watch-outs

- Can seem detached or overly conceptual
- May overcomplicate or keep reframing decisions
- Can struggle to communicate simply to others



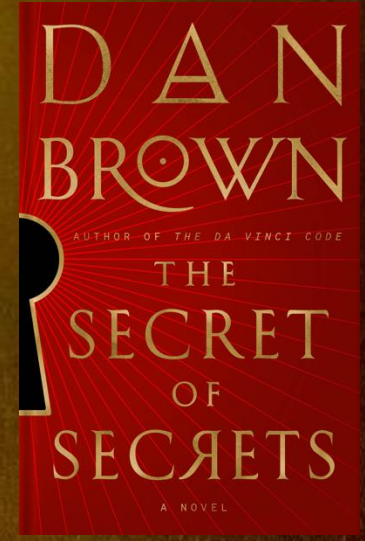
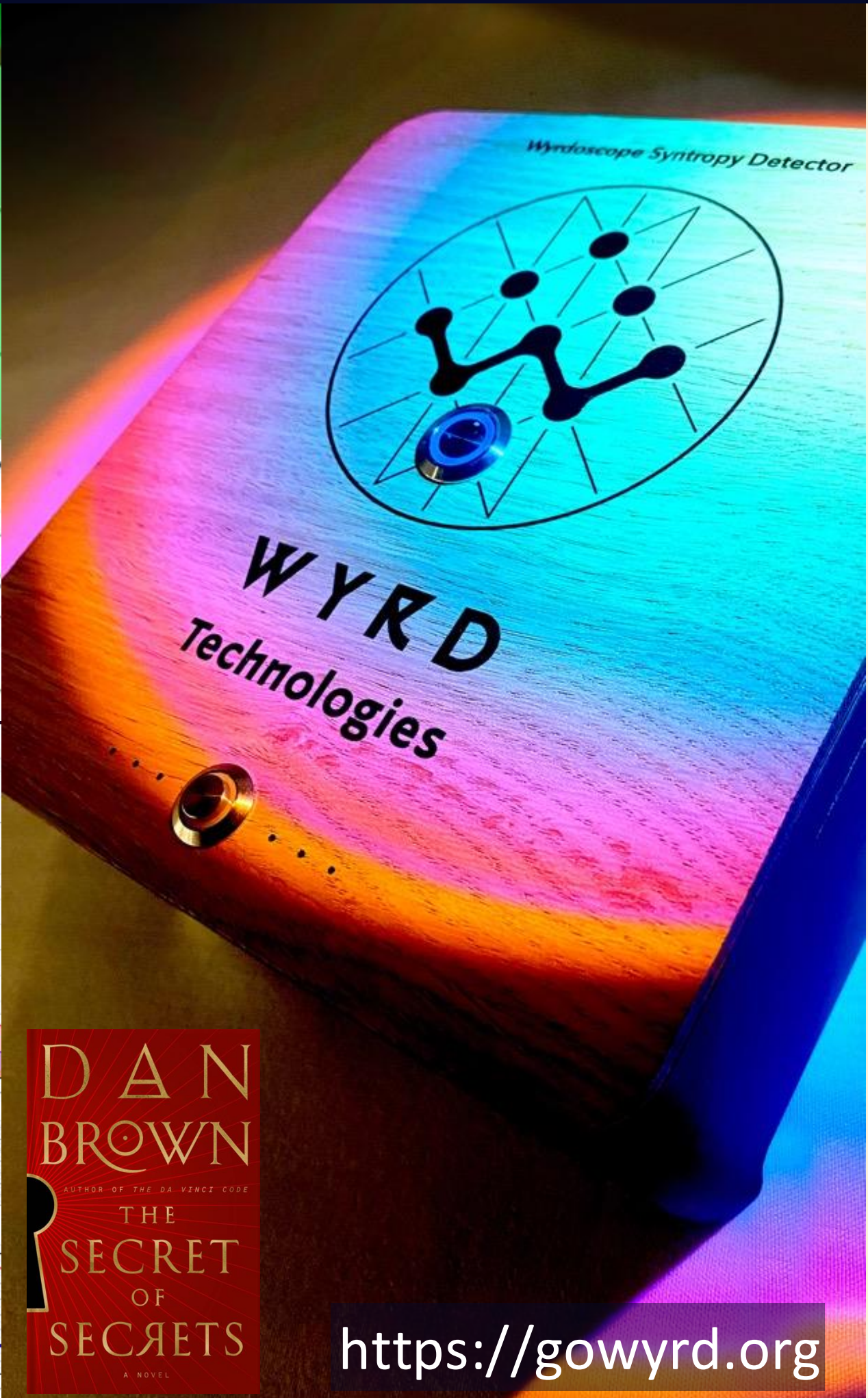
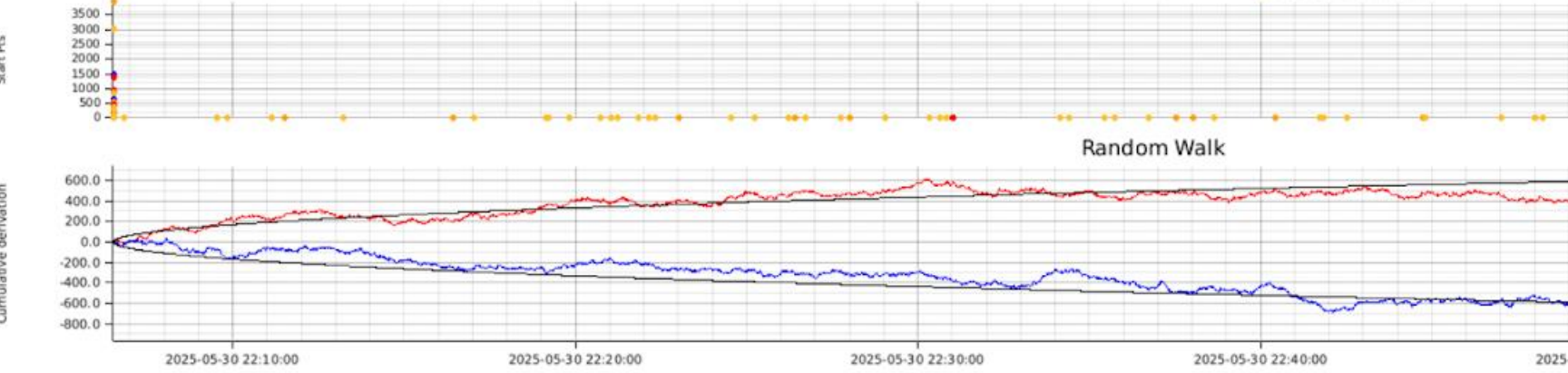
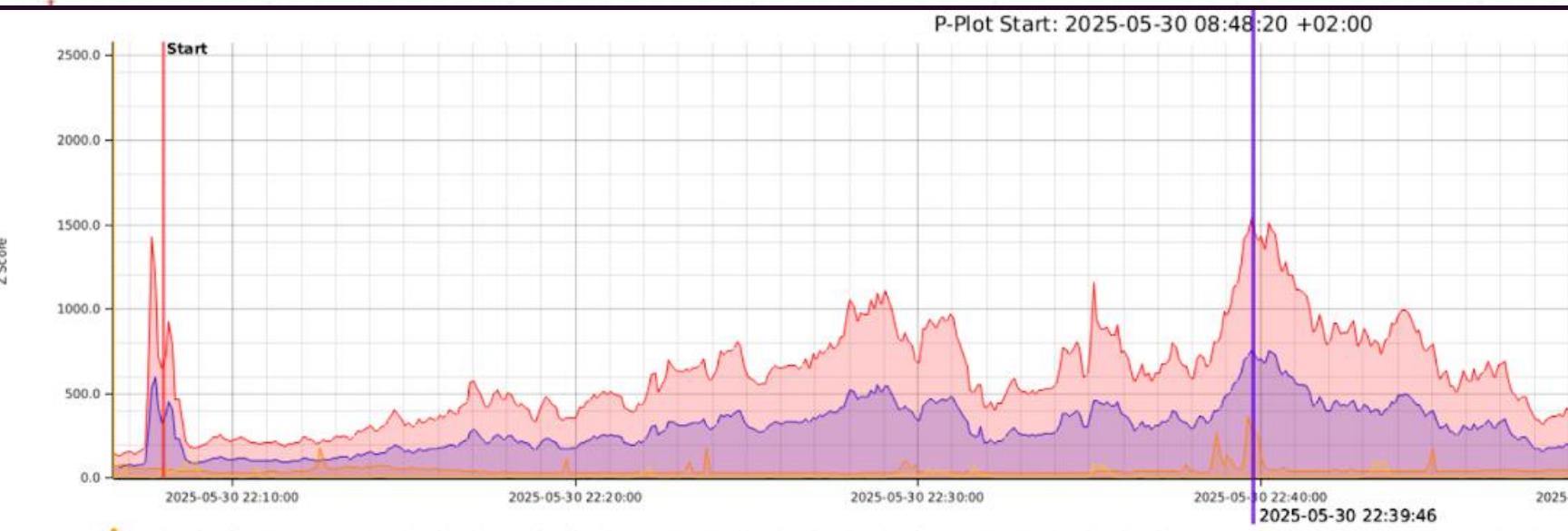
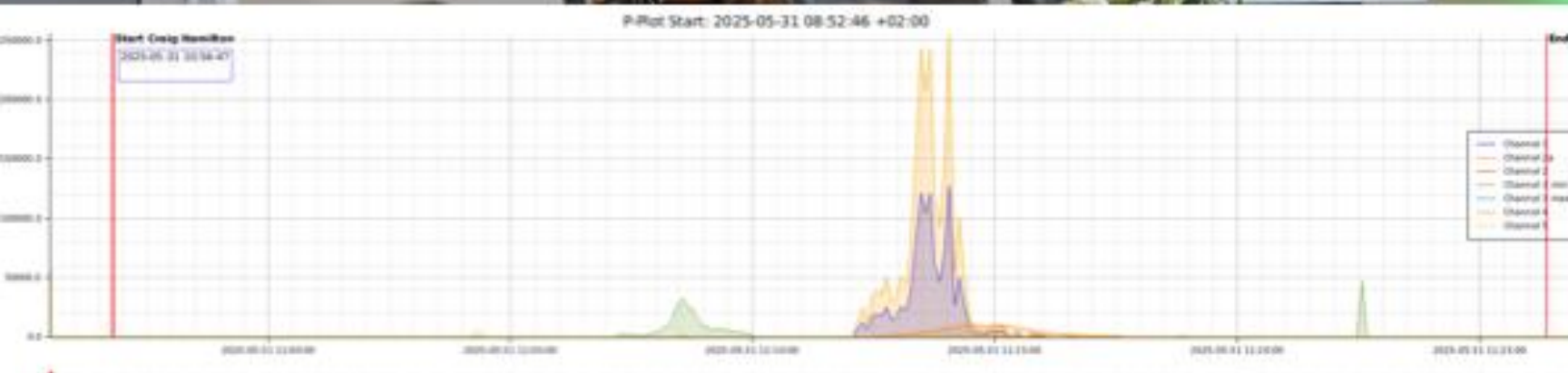
Workplace expression

- Thrives in complex, fast-changing environments
- Values autonomy, learning and cross-functional collaboration
- Brings strategic integration, innovation and whole-system thinking



Healthy expression: wise integration in service of whole-system flourishing.

The Emergence of Consciousness Science, Practice, Culture and Technology



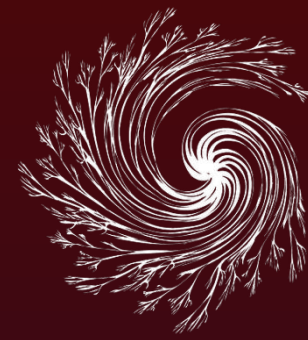
<https://gowyrd.org>



What does this change
require of us as people?

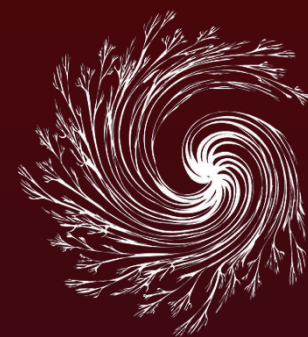
12 Competencies for Evolutionary Leadership





ADAPTIVITY

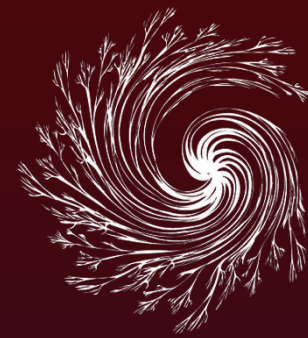
Taking Feedback and Responding
Holding Integrity



© Anthony Maw Photography !

CENTREDNESS

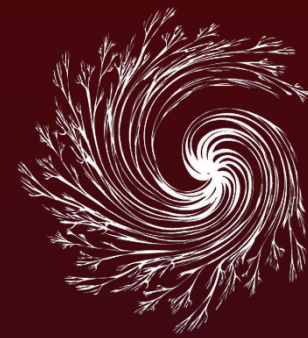
Sitting in the Chaos
Letting Go
Letting Come



LETTING GO

Letting go of what
no longer works

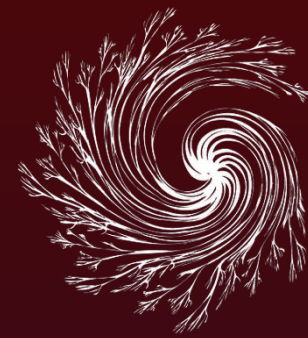




NOT KNOWING

*“One is not afraid of the unknown but
of losing the known.
The known is memory
and to that memory
the mind clings.”*

J. Krishnamurti



SENSING

Sensing patterns
in the confusion.

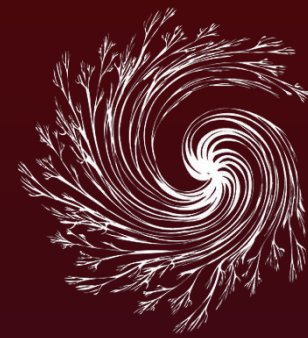
Seeing simplicity
beyond complexity.





SEEKING OUT DIVERSITY



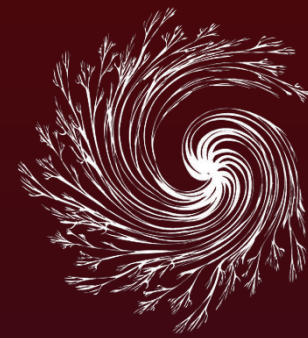


EMERGENCE

Sensing the emergent future.

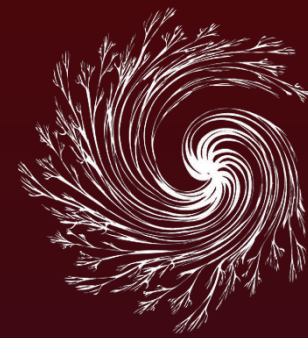
Giving it attention.





EXPERIMENTING

Boldness
Courage
Intention

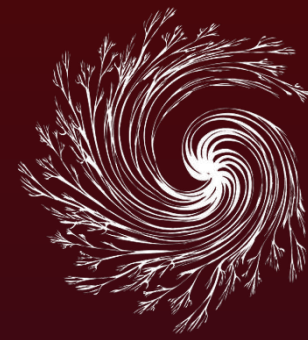


EXPERIMENTING

Boldness
Courage
Intention

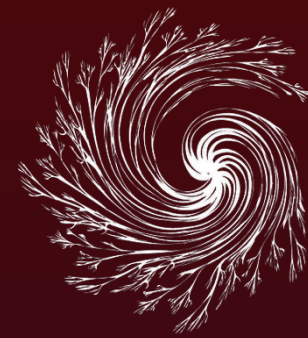


Indiana Jones and the Last Crusade



RAPID LEARNING

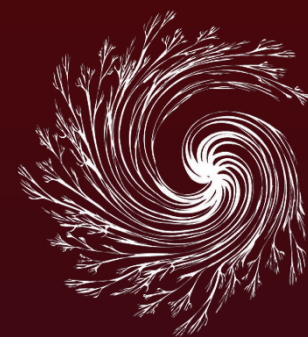
Lightness
Playfulness



INVITING

Neither pushing nor pulling.

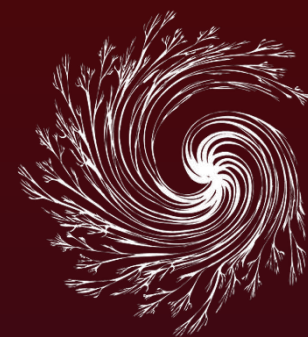
Inviting not convincing.



CARE

Vitality





FEELING

Non-attachment
Deep Feeling





INTERIOR

EXTERIOR

INDIVIDUAL



COLLECTIVE



EVOLUTIONARY LEADERSHIP



Feeling Strange

I fear not this feeling strange
it is the future being born
taking new form
the freshness of air after the storm

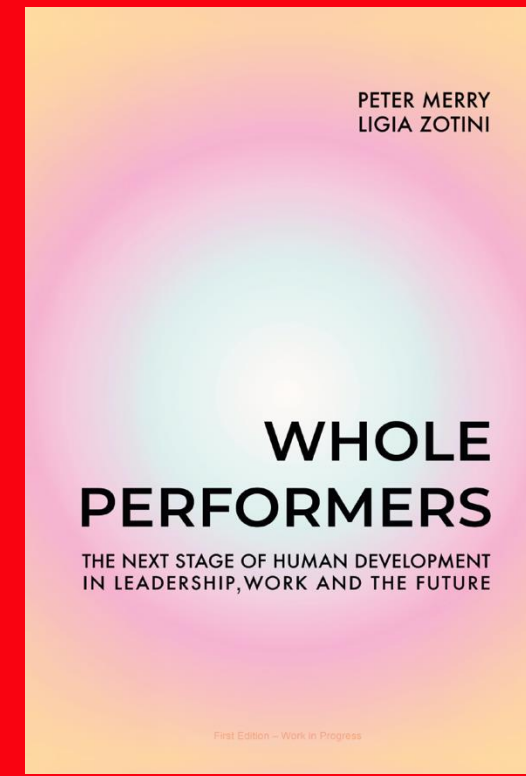
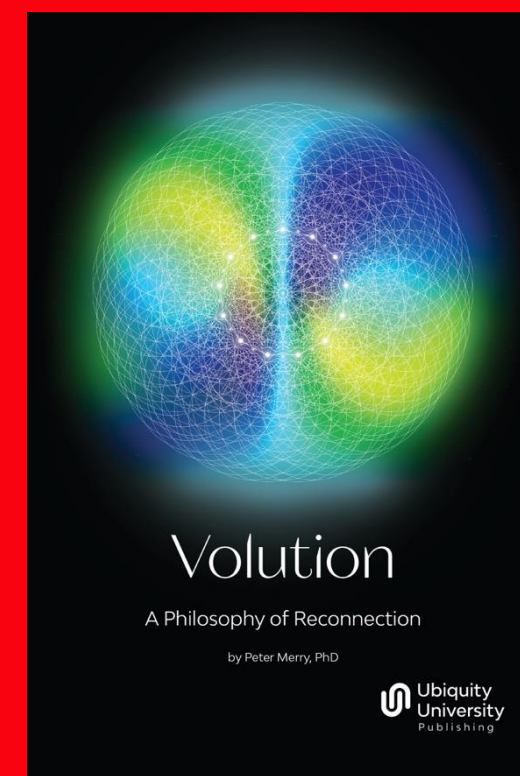
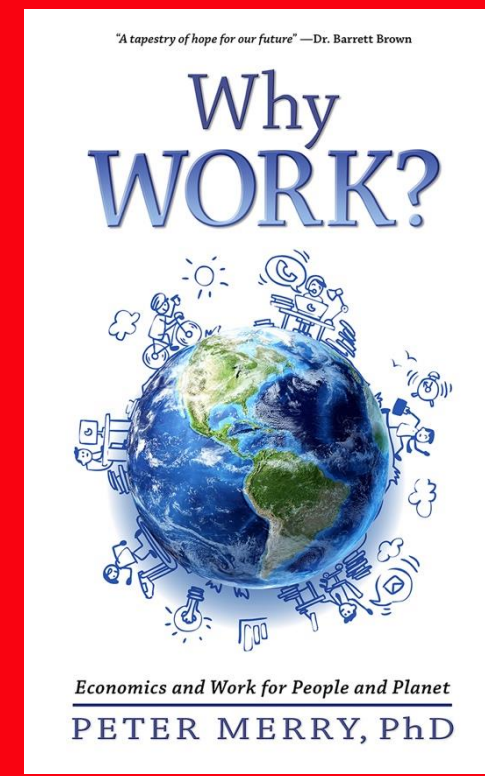
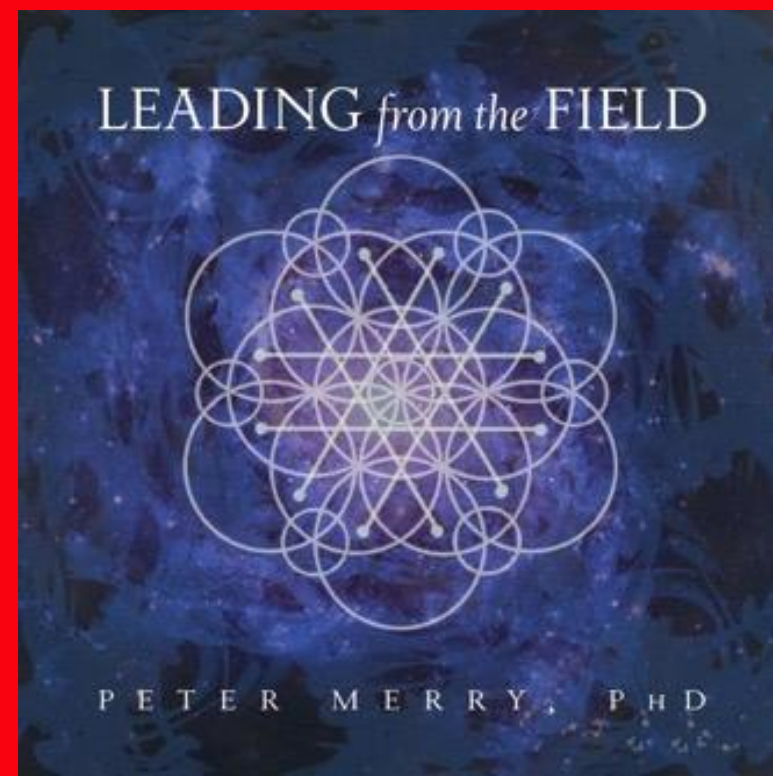
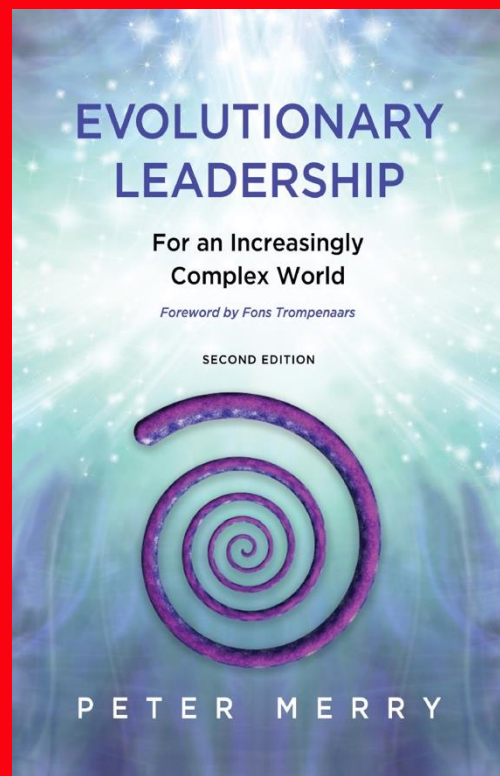
a slow rising
sense of arriving
letting go of striving
to get it all done
stopping now to enjoy the sun
feeling it has begun
when I slow
feel the speed trees grow
the way the rivers flow
there is an easier way
that feels like play
moulds me like clay
into what I am to become
bring on the rising of the sun
over the dark mountain range

I fear not this feeling strange
it is the future being born
taking new form
the freshness of air after the storm

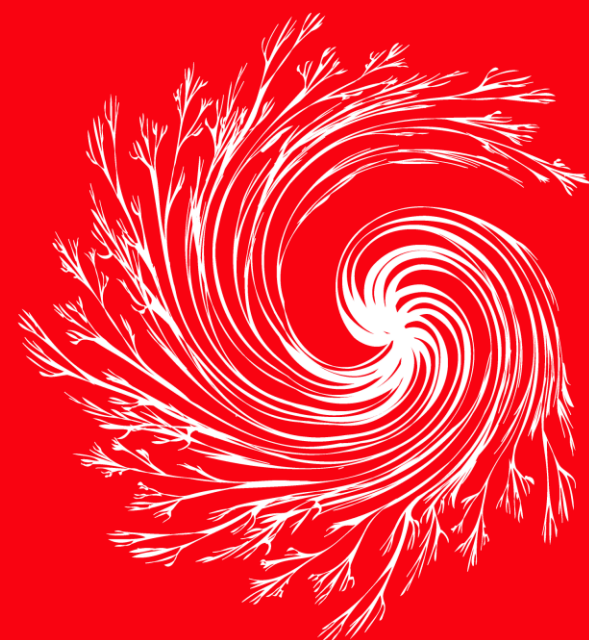
the watered ground
the sound
of my heart explodin'
of the birds chirpin'
I want to ride the roads of this land like Dick Turpin
whoopin and hollerin'
into the unknown of tomorrow
into nameless joy and sorrow
and deeper learning
sitting in the churning
of our future unfolding all around
on watered ground

I fear not this feeling strange
it is the future being born
taking new form
the freshness of air after the storm

by Tim Merry



"Sink your roots deep, reach for the heavens,
open your heart and
do what needs to be done."



Peter
Merry

For more information see
<https://petermerry.org>.
Contact peter@petermerry.org.