

## SUMMARY OF STAGE ONE

powerlessness

### SYMBOL



### DESCRIPTION

manipulation  
trapped stage

### CHARACTERISTICS

secure and dependent  
low in self-esteem  
uninformed  
helpless but not hopeless

### CRISIS OF MOVEMENT

self-esteem  
skill development

### WHAT HOLDS PEOPLE BACK?

fear

### WAYS TO MOVE

Build self-esteem, find allies, get support, develop skills, appreciate yourself, share yourself, confront fears, take responsibility, talk with your boss, change jobs, get out of abusive relationships, confront yourself

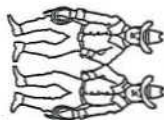
Ask yourself these questions about Stage One:

- Yes No
1. Do you feel secure because someone else is taking care of you?
  2. Do you dream of possible futures (another career, higher salary) with little or no idea of how to get there?
  3. Do you frequently question your self-worth?
  4. Do you find risk-taking unthinkable?
  5. Do you feel you have to ask or coax or cajole others in order to get things you want?
  6. Do you know little or nothing about how the organization's decisions are made?
  7. Do you feel you are just a number and not seen as an individual in your work?
  8. Do you fear physical or emotional abuse in your relationship?
  9. Do you think someone else is to blame for your lot in life and that you are a victim?
  10. Do you feel overwhelmed and confused when asked to make decisions?
  11. Do you ever try to manipulate or coerce others to get things done?
  12. Do you feel you have a characteristic that draws discrimination from others?
- Yes answers indicate that you identify with this stage.

## SUMMARY OF STAGE TWO

power by association

### SYMBOL



### DESCRIPTION

magic  
the "Be like Hoppy" stage

### CHARACTERISTICS

learning the "ropes"  
dependent on supervisor/leader  
new self-awareness  
stuck but moving

### CRISIS OF MOVEMENT

confidence

### WHAT HOLDS PEOPLE BACK?

confidence  
need for security

### WAYS TO MOVE

Find a mentor, get feedback, be competent, get credentials, get more involved, find solutions, take risks, develop networks, take care of yourself, do something on your own, examine your image, take on the masculine if necessary, work out relationships

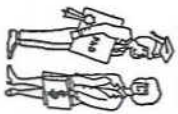
Ask yourself these questions about Stage Two:

- Yes No
1. Do you watch other people to consciously imitate their behavior, to dress for success?
  2. Do you have a mentor or role model?
  3. Is your self-concept solely dependent on how other people feel about you?
  4. Do you feel that you are learning "the ropes"?
  5. Are you intensely loyal to a boss whom you would like to work for as long as possible?
  6. Are most of your social contacts friends of your spouse through his or her work?
  7. Do you like being around people who have powerful positions, listening to and watching them?
  8. Do you feel you can see power around you but that you don't have it yourself or at least very little?
  9. Are you aware of specific skills and knowledge that you are striving to develop in order to progress in your career?
  10. Are you just beginning to find out who you are inside?
  11. Do you seek information and advice from as many people as possible?
  12. Do you feel trapped or "stuck" in your job?
- Yes answers indicate that you identify with this stage.

## SUMMARY OF STAGE THREE

power by symbols

### SYMBOL



### DESCRIPTION

control  
the dynamo stage

### CHARACTERISTICS

ego-centric  
realistic and competitive  
expert  
ambitious  
charismatic

### CRISIS OF MOVEMENT

integrity

### WHAT HOLDS PEOPLE BACK?

not knowing they're stuck  
confusion

### WAYS TO MOVE

Learn to be alone and to seriously reflect on yourself, try new things that make you think differently, get support from a Stage Four, Five, or Six person, build networks, concentrate on the present, be reflective about the next stages

Ask yourself these questions about Stage Three:

- Yes No
1. Do you feel competitive about almost everything you do?
  2. Do you make a conscious effort to appear confident?
  3. Do you feel that you really have to prove yourself because you have been given responsibility?
  4. Do you think that power is finite, i.e., there is only so much to go around?
  5. Do you think you've acquired a lot of knowledge and now you ought to make use of it?
  6. Do you understand the political games that people in organizations play?
  7. Do you sometimes think that you have "arrived"?
  8. Do you usually ask yourself first, "How will this affect me?"
  9. Are symbols extremely important to you, like salary, titles, material possessions, office placement, or number of supervisors?
  10. In the game of life do you feel someone has to win and someone has to lose?
  11. Do you think success will make you a better person?
  12. Do you believe power means being in control of others?
- Yes answers indicate that you identify with this stage.

## SUMMARY OF STAGE FOUR

power by reflection

### SYMBOL



**DESCRIPTION**  
influence  
the sandwich stage

### CHARACTERISTICS

competent  
reflective  
strong  
comfortable with personal style  
skilled at mentoring  
showing true leadership

### CRISIS OF MOVEMENT

letting go of one's ego

### WHAT HOLDS PEOPLE BACK?

letting go of one's ego  
no need for life purpose  
ego control

### WAYS TO MOVE

Forgive others, experience the loss of "me," have long silent times, let go, experience loss, glimpse wisdom

Ask yourself these questions about Stage Four:

- | Yes | No  |   |
|-----|-----|---|
| ___ | ___ | 1. Do you take pride in your solid record of competent work?  |
| ___ | ___ | 2. Are you consciously choosing to be a mentor to other people?   |
| ___ | ___ | 3. Do you feel as if you have a life going on inside of you that is distinctly different from the one on the outside?                           |
| ___ | ___ | 4. Have you consciously chosen to act with integrity?   |
| ___ | ___ | 5. Do you think beyond your current job and peers as part of your base of influence, i.e., community, professional leadership, political arena? |
| ___ | ___ | 6. Is it important for you to have a natural and personal style that is yours and not what the organization expects?                            |
| ___ | ___ | 7. Have you had a major crisis or triggering event in your life that has challenged the way you think about life and work?                      |
| ___ | ___ | 8. Do you find that the symbols of success do not flatter or motivate you the way they used to?   |
| ___ | ___ | 9. Have you learned to admit weaknesses and mistakes readily?   |
| ___ | ___ | 10. Do you acknowledge both feminine and masculine behavior as useful, depending on the situation, and use them appropriately?                  |
| ___ | ___ | 11. Do you ever feel you are different from or out of touch with others in the organization?  |
| ___ | ___ | 12. Do you speak out when you are asked to do something you don't believe in?   |

Yes answers indicate that you identify with this stage.

## SUMMARY OF STAGE FIVE

power by purpose

### SYMBOL



**DESCRIPTION**  
vision  
the irregulars

### CHARACTERISTICS

self-accepting  
calm  
visionary  
humble  
confident of life purpose  
generous in empowering others  
spiritual

### CRISIS OF MOVEMENT

understanding the cosmos

### WHAT HOLDS PEOPLE BACK?

understanding the cosmos  
lack of faith  
too much to lose

### WAYS TO MOVE

in individual ways

Ask yourself these questions about Stage Five:

- | Yes | No  |  |
|-----|-----|--|
| ___ | ___ | 1. Do you care as much about other people's development as you do about your own?                  |
| ___ | ___ | 2. Are you comfortable with yourself enough that other people's opinions of you do not affect you? |
| ___ | ___ | 3. Do you have a life purpose that reaches beyond yourself and your organization?                  |
| ___ | ___ | 4. Do you have a deep inner core of spirituality?  |
| ___ | ___ | 5. Do you genuinely enjoy being alone?   |
| ___ | ___ | 6. Do you operate out of a quiet, inner sense of calm?   |
| ___ | ___ | 7. Is your ego getting smaller and less significant all the time?                                  |
| ___ | ___ | 8. Have you lost track of the organizational ladder?   |
| ___ | ___ | 9. Do you consciously give power away by empowering others?  |
| ___ | ___ | 10. Do you feel your work and your life are becoming more integrated, less splintered?             |
| ___ | ___ | 11. Do you believe power is infinite?  |
| ___ | ___ | 12. Do you often laugh at your own foibles?  |

Yes answers indicate that you identify with this stage.

## SUMMARY OF STAGE SIX

power by gestalt

### SYMBOL



**DESCRIPTION**  
wisdom  
souls of the earth

### CHARACTERISTICS

comfortable with paradox  
unafraid of death  
powerless  
quiet in service  
ethical  
on the universal plane

### CRISIS OF MOVEMENT

humanness

### WHAT HOLDS PEOPLE BACK?

human constraints

Ask yourself these questions about Stage Six:

- | Yes | No  |   |
|-----|-----|---|
| ___ | ___ | 1. Do you see all of life as a paradox?   |
| ___ | ___ | 2. Do you understand the interrelationship of all things?                       |
| ___ | ___ | 3. Is service to the world of individuals your "work"?                          |
| ___ | ___ | 4. Do you operate on an inner set of ethical principles that pervade your life? |
| ___ | ___ | 5. Are you committed yet detached?  |
| ___ | ___ | 6. Are you unafraid of death?   |
| ___ | ___ | 7. Do you frequently ask unanswerable questions?                                |
| ___ | ___ | 8. Do you have a life purpose for which you would die?                          |
| ___ | ___ | 9. Do you feel complete peace of mind?  |
| ___ | ___ | 10. Are you considered a sage?  |
| ___ | ___ | 11. Do you enjoy long periods of solitude and silence?                          |
| ___ | ___ | 12. Are you nearly perfect?   |

*Caution:* This is a trick quiz.  
Yes answers to these questions *do not* necessarily mean you identify with Stage Six.



Individualist 4/5	(Paralists) relativism rules single system logic	11.3	↓	Postconventional
Strategist 5	Leading theory + principles with practical, dynamic systems	4.9		
Magician + 5/6	Interplay of awareness			

Concerned with difference between reality and appearance; increased understanding of complexity, systemic consequences and unintended effects of actions; begin to question their own assumptions (new self-focus) and that of others; realize subjectivity of beliefs; lack of interpretations rather than truth; can play different roles in different contexts; may seek change in many life and work situations; postconventional ability to adjust behavior to context; systematic problem solving; begin to seek out and value feedback

Recognize higher principles, social construction of reality, complexity and interrelationships; interested in interplay of roles, theory, context, judgment, not just rules and custom; problem finding not just creative problem solving; aware of paradox and contradiction in system and self; deep appreciation of others; balances of difference; non-hostile humor; sensitivity to unique markers, habits, moments; larger social movements; create positive-sum games; aware of own power (and perhaps limited by it); seek feedback from others & environment as vital for growth and making sense of world

Highly aware of complexity of meaning making, systemic interactions, and dynamic processes; seek personal and transformation and support others in their life quest; create events that become without and

**SUMMARY OF STAGE 1: THE RECOGNITION OF GOD**  
 Theistic Faith is the discovery or recognition of God.  
 Characteristics of Stage 1:  
 A Sense of Awe  
 A Sense of Need  
 A Natural Awe  
 Greater Meaning in Life  
 A Sense of Innocence  
 Caged at Stage 1  
 Wretchedness, Spiritual Bankruptcy, Martyrdom, Ignorance  
 Moving from Stage 1 to Stage 2  
 Become Part of a Strong Group, Let Life Take on More Significance, Find a Charismatic Leader to Follow, Discover the Way  
 Crisis of Movement:  
 Accept Self-Worthy, Reduce Isolation  
 Question  
 How and when did you first recognize God in your life? (Ave or need?)

**SUMMARY OF STAGE 2: THE JOURNEY INWARD**  
 Theistic Faith is rediscovering God.  
 Characteristics of Stage 2:  
 Loss of Certainties in Life and Faith  
 A Search for Direction, Not Answers  
 Pursuit of Personal Integrity in Relation to God Released from Box  
 Apparent Loss of Faith  
 Caged at Stage 2  
 Always Questioning  
 Consumed by Self-Assessment  
 Immoralized  
 Moving from Stage 2 to Stage 3  
 Let Go of Spiritual Ego (Self-Contentment)  
 Accept God's Purpose for Our Lives  
 Seek Wholeness through Personal Healing and Pilgrimage  
 Be Willing to Commit to Whatever It Takes  
 Crisis of Movement:  
 Finding Peace through Giving Up the Search for Self-allowing for New Certainty in God  
 Open to the Cost of Obedience  
 Question  
 Has your faith fallen apart? What's Why?

**SUMMARY OF STAGE 3: THE PRODUCTIVE LIFE**  
 Theistic Faith is working for God.  
 Characteristics of Stage 3:  
 Undesire in the Community  
 Responsibility  
 Value Placed on Symbols  
 A Spiritual Goal Reached  
 Caged at Stage 3  
 Overly Zealous, Wary in Well Doing  
 Self-Centered, Life as Performance  
 Moving from Stage 3 to Stage 4  
 Lose Sense of Certainty, Experience Faith/Personal Crisis, Feel Abandoned, Look for Direction  
 Crisis of Movement:  
 Letting Go of Success, Accepting Vulnerability  
 Question  
 Which of your talents/gifts do you feel good about and are willing to share?

**SUMMARY OF STAGE 4: THE JOURNEY OUTWARD**  
 Theistic Faith is rediscovering God.  
 Characteristics of Stage 4:  
 A Renewed Sense of God's Acceptance  
 A New Sense of the Horizontal Life  
 Sense of Calling, Vocation, or Ministry  
 Concern and Focus on Others' Best Interests  
 A Deep Calm or Stillness  
 Caged at Stage 4  
 Apparently Careless about "Important" Things  
 Moving from Stage 4 to Stage 5  
 No Striving, Just Existing—Curtain Deep  
 Seeing God in All of Life  
 Being God's Person  
 Crisis of Movement:  
 "Vocation" is Satisfying  
 Being Whole Seems Enough  
 Question  
 Do you have a glimpse of God's purpose for your life?

**SUMMARY OF STAGE 5: THE LURE OF DISCREETNESS**  
 Theistic Faith is learning about God.  
 Characteristics of Stage 5:  
 Meaning from Belonging  
 Answers Found in a Leader, Cause, or Belief System  
 Sense of Rightness  
 Security in Our Faith  
 Caged at Stage 5  
 Rigid in Righteousness, We against Them  
 Moving from Stage 5 to Stage 6  
 Recognize Iniquities, Identify Gifts  
 Recognize Contributions, Seek Responsibility  
 Risk Taking, Acceptance of Gifts  
 Crisis of Movement:  
 When have you felt a part of a faith or spiritual community?  
 Question

**SUMMARY OF STAGE 6: THE LURE OF LOVE**  
 Theistic Faith is reflecting God.  
 Characteristics:  
 Living in Total Obedience to God  
 Wisdom Gained from Life's Struggles  
 Compassionate Living for Others  
 Detachment from Things and Stress  
 Life Underneath or on Top  
 Life Abandoned  
 Caged at Stage 6  
 Separation from the World  
 Neglect of Self  
 Apparent Waste of Life  
 Question  
 How is God everything to you?

Customer	Nature of the Problem	Blame people, regulations, and the situation	Perform for pay, incentives	Quarrelly reporting	Nature of Solution	Please the boss. Keep answers simple	Human Capacities	Control, one-upmanship, discussion	Assessing Results	Plan and do with little reflection	The Individual
Self as Learner	Challenges seeing process, lacks confidence, does what boss wants	Learning from peers/experts, little confidence in peers	View of Self as Person	Beginning loyalty, care? asks who really cares?	Success, Challenges, and Failure	No sense of success or challenge; failure brings blame	Change/Uncertainty	Hard wired, everything keeps recycling, things can be counted exactly	Need for Security	Want contracts to ensure security	The Individual

Compreh WORK

