

The following presentation was given at:

**SCAF Workshop**  
**“Mind the Gap: The Cost of Replacing Capabilities”**

*Tuesday 5th February 2019*  
*The Royal United Services Institute, London*

Released for distribution by the Author  
[www.scaf.org.uk/library](http://www.scaf.org.uk/library)

# One size fits all?



**Andy Nolan**  
**Chief of Project Estimating**





n

## Have you ever noticed things like...

- A manager who was successful on one project failed on another
- Initiatives that were successful during trials, then failed during implementation
- Ideas that were successful in one business area failed in another
- Some people willingly take on ideas whilst others resist
- Seemingly unhelpful decisions and changes being made by leadership
- Short term decisions being made at the expense of long term success



## Clare Graves



- Mid-twentieth century, Clare W. Graves taught psychology at Union College in Schenectady, New York
- Chris Cowan and Don Beck used it as the basis for their book *Spiral Dynamics: Mastering Values, Leadership, and Change*



Level 8: Holistic Organism / Global View. Bringing order to chaos. Integrate all other ways of thinking. 8's bring multiple perspectives to a problem.



**8: Global Order**  
Global Order is important

**7: Systems Thinkers**  
My knowledge and ideas are important



Level 7: Integrate and align system. Live with uncertainty, change and conflicting needs. Look for problems and pragmatic solutions. Multiple technical perspectives. Looking for the structure of things.

Level 6: Learn together and learn from each other. Diplomacy and political correctness. Design by committee. Standardisation bodies. All people have a say – no one person is a leader.



**6: Collaborative Development**  
Improving Collectively is important

**5: Achiever**  
My achievement is important



Level 5: Strategies to prosper - There is more than one way to solve a problem – look for best not right solution (flexibility). The end justifies the means.

Level 4: Find purpose, bring order. Pay now, pleasure later. Right/wrong binary thinking. Everyone needs to do the same thing. People cannot be trusted and must be controlled and managed



**4: Truth**  
The Principle is most important – processes, rules, governance

**3: Power**  
I am most important



Level 3: Egocentric / Power Gods - Express impulsively, break free, strong. No concept of consequences. Over inflated views of own abilities.

Level 2: Seek harmony and safety in a mysterious world. Tribes have boundaries and fight with the tribes that bind them. Tribes change slowly.



**2: Tribal**  
The tribe and its leader are most important

**1: Survival**  
My survival is important



Level 1: Reactive / Survival – Reacting on instinct.

- The problem determines the level (not vice versa)
- No right or wrong – only the wrong application of a level to a problem
- Solutions from one level will not solve problems of another
- Problems from one level may not be a problem when seen from another level
- No level should be seen as 'better' or 'worse' than any other level
- Any decision made 1 level away from your preferred level can appear strange and 2 levels can appear immoral.
- You cannot simply train someone to think at a new level

In small groups, ponder over the following questions:

1. Where are your estimators and leaders on the Graves model?
2. Given your answer to question 1, what would help them and the business?
3. What problems have you seen that can be explained by the Graves Model and what could you do about those problems now?