

may move into Harmony/Solidarity, which is the second half of life and the new, more capacious order. In terms of Rob's three-stage model, Simplicity and Complexity overlap with *me* and *we*. Perplexity marks a transition to *everybody and everything*, which is the focus of Harmony/Solidarity. This table (which I recommend you read column by column first, and then row by row) gives you an overview of the four stages as I've described them:

	SIMPLICITY	COMPLEXITY	PERPLEXITY	HARMONY
PERCEPTION	Dualistic	Pragmatic	Critical/ Relativistic	Integral/ Holistic
FOCUS	Right or wrong	Success or failure	Honest/ authentic or dishonest/ inauthentic	Inclusion and transcendence
MOTIVE	Pleasing au- thority figures, being right (or considered right)	Achieving goals, being successful (or considered successful)	Seeing through appearances to reality, being honest, authentic, true to oneself	Finding con- nection, seeing things whole, making a contribution
KEY VALUES	Being right/ clean/good, obeying authorities, staying faithful to tradition, remaining loyal to in- group	Being free and independent, winning, succeeding, achieving goals	Being fair, acknowledging bias and mis- takes, facing inconvenient truths	Being compas- sionate, seek- ing justice and the common good
ASSUMPTION	Everything is known or knowable	Everything is doable or possible	Everyone has an opinion; every view- point is a view from a point	We are all con- nected, part of a greater whole

	<b>SIMPLICITY</b>	<b>COMPLEXITY</b>	<b>PERPLEXITY</b>	<b>HARMONY</b>
<b>AUTHORITY FIGURES</b>	Leaders who know and teach the right answers, God-like	Coaches who can help me succeed	Manipulators who control the naive and trusting	Fallible people like you and me
<b>US/THEM</b>	Good/Evil	Winners/Losers	Honest/Dishonest	Part of a Bigger Us
<b>LIFE IS . . .</b>	A war	A game or competition	A joke, a quest, and/or a deception	A mysterious gift
<b>IDENTITY</b>	Dependent or co-dependent	Increasingly independent	Counter-dependent	Interdependent
<b>BELONGING</b>	I am part of the good, right, and true group	I am part of the successful, effective, and winning team	I am one of the honest, thoughtful, and independent individuals	I am seeking understanding, connection, and the common good, even with opponents and enemies
<b>GOD IS . . .</b>	Supreme Being, almighty protector, warrior, law-giver, patron, patriarch	Encourager and guide who can help me prosper and succeed	Myth or a mystery	Loving presence, creative wisdom, known through experience and metaphor
<b>CORE QUESTION</b>	What do our authority figures say?	What are the steps to success?	What is the hidden agenda or bias I need to be suspicious of?	What part can I play for the common good?
<b>MISTAKES ARE . . .</b>	Legal infractions, moral failures, disobedience to authorities, ignorance of the rules	Lack of commitment, preparedness, effort, or positive attitude	Failure to question, challenge, think critically	Inevitable, part of learning and growth

	<b>SIMPLICITY</b>	<b>COMPLEXITY</b>	<b>PERPLEXITY</b>	<b>HARMONY</b>
<b>STRENGTHS</b>	High commitment, willingness to sacrifice	Enthusiasm, eagerness to learn, idealism, action	Honesty, curiosity, critical thinking	Integration of previous strengths, with greater depth and wider circle of compassion
<b>WEAKNESSES</b>	Narrow-minded, judgmental, combative, willingness to inflict suffering, false certainty	Superficial, naive, overly pragmatic, excessive confidence	Aloof, uncommitted, cynical, suspicious, elitist, depressed	Susceptible to previous weaknesses
<b>GOOD NEWS</b>	Wrongs can be forgiven	Help is available	You have permission to question and challenge the status quo	Everything belongs, all are connected, all life is sacred
<b>ATTITUDE TOWARD PRESENT STAGE</b>	This is the only correct or orthodox stage	This is the most effective and exciting stage	This stage is tough, sometimes miserable, but more honest than the previous stages	This stage will become a new simplicity, followed by a new complexity, etc.; the growth process never ends
<b>ATTITUDE TOWARD TRADITION</b>	Faith in an authoritative tradition	Faith in a useful or helpful tradition	Doubt in a corrupt or damaging tradition	Faith and doubt in an evolving tradition
<b>ATTITUDE TOWARD DOUBT</b>	Doubt is a failure, weakness, defecation, betrayal, or sin	Doubt is a problem to be solved or sickness to be cured	Doubt is a virtue to be cultivated	Doubt is a necessary part of life, a portal from one stage to another
<b>FAITH AND DOUBT</b>	Faith before doubt	Faith managing doubt	Faith in doubt	Faith and doubt in creative tension

	<b>SIMPLICITY</b>	<b>COMPLEXITY</b>	<b>PERPLEXITY</b>	<b>HARMONY</b>
<b>FAITH IS . . .</b>	Assent to re- quired beliefs	Means to desired ends	An obstacle to critical thinking	A humble, reverent openness to mystery that expresses itself in nondiscrim- inatory love