



Barrett Values Centre

## Cultural Values Assessment Example

Prepared by Barrett Values Centre





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## CURRENT STRENGTHS : EXAMPLE

The **Personal Values** of the people working for your organisation show that they demonstrate:

- **Building mutual confidence with others through supportive and just interactions**
- **Dedication and desire to be successful**
- **Having a positive impact on others**
- **Fostering proficiency and high standards in their endeavours**
- **A competent and reasoned approach**

Their top value is **fairness**, a value they would like to see practised in their organisation in future.

The top positive values of these people show concentration at Level 3 - Self-esteem. This indicates that they are focused on performing to a high standard. However, when we look at all the positive values we see most focus at Level 5 - Internal Cohesion. This shows they are also focused on finding life's mission and meaning.

The **Current Culture** of your organisation is driven by values that promote:

- **Group efforts to meet set business objectives**
- **Working closely with customers to support their needs, with emphasis on maintaining a positive reputation**

## • Efforts to improve the bottom line

The top value is **brand image**.

When looking at overall votes, we see most positive focus at Level 4 - Transformation and Level 3 - Self-esteem, indicating that much of the energy is devoted to employee participation, renewal and development and to performance, systems and processes.

In the Business Needs Scorecard we see positive values in the following areas: Finance, Fitness, External Stakeholder Relations and Culture (Trust/ Engagement, Direction/ Communication).

## KEY ISSUES : EXAMPLE

**Cultural entropy is high at 22%.** The cultural entropy is concentrated at Level 3 - Self-esteem, indicating issues affecting business performance.

There are three potentially limiting values in the top values of the Current Culture: **confusion, bureaucracy and silo mentality**. Looking at these values and those appearing in the cultural entropy table, we see the following issues:

- **Employees feel overworked and are faced with navigating rigid internal systems, processes and structures**
- **There is an over-emphasis on minimising expenditure**
- **A lack of clarity and empowerment is hindering performance**
- **There are issues impeding cooperation across the group**

There are no top positive values at Level 5 - Internal Cohesion and Level 7 - Service. These areas speak to an organisation's focus on building a strong internal community and serving the greater good. Are these areas that you believe are covered, gaps in the business or potential areas for future development?

Explore the apparent dichotomy between the values of 'teamwork' and 'silo mentality'. These could almost be considered as opposites yet people experience both. Why is this?

In addition, when we look at matches between those values which are most important to the people and those they most experience at work, we can see no agreement. This suggests that participants feel little to no connection to their working environment.

## THE WAY FORWARD : EXAMPLE

Four of the participants' personal values are newly requested in the Desired Culture: **fairness, efficiency, quality, and trust**. This indicates that people are asking for a stronger level of connection to their personal values in their working environment.

There are two values carried over from the Current to Desired Culture: **teamwork** and **customer satisfaction**. This indicates that people have little confidence in the direction the organisation is taking and seek significant change going forward.

From the top positive desired values chosen we see most concentration at Level 3 - Self-esteem, illustrating that

# Executive Summary

participants want more attention given to performance, systems and processes.

However, when we look at the overall votes we can see that the biggest shift in positive focus is actually requested at Level 5 - Internal Cohesion, revealing that people also want to build a sense of community spirit inside the organisation.

From the desired values we also can see possible antidotes for the problems currently being experienced, e.g., “efficiency” to overcome “bureaucracy”.

When looking at the Desired Culture and the top values jumps we can see that:

**Employees want to develop the business, with focus on the future.**

People want to see efforts to plan for the way ahead, with emphasis on building a solid financial footing and streamlining systems and processes. They recognise the importance of continuing focus on customer needs, while placing attention to raising standards. There is also a call to provide employees with opportunities to develop and advance within the business.

**People want to improve how they work together.**

This group would like to build mutual confidence in one another, through fair interactions and principled behaviour. Additionally, they want to work in an optimistic environment where they feel more connected to the work that they do.



Barrett Values Centre

## Section 1 Example



## Section 1: Personal Values

### Personal Values in order of predominance

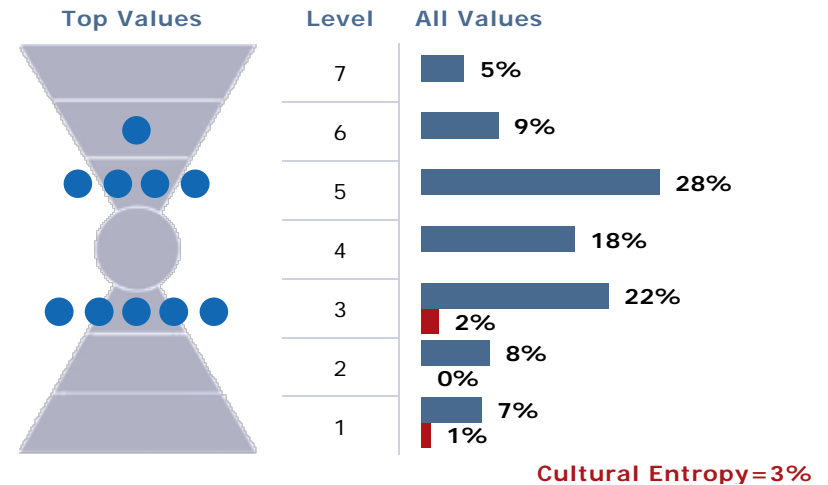
	Vote	Level
<b>fairness</b>	50	5(R)
making a difference	42	6(S)
logic	40	3(I)
commitment	37	5(I)
<b>efficiency</b>	35	3(I)
cooperation	34	5(R)
<b>quality</b>	34	3(I)
experience	33	3(I)
achievement	29	3(I)
<b>trust</b>	29	5(R)

IRS (P)=6-3-1  
IRS (L)=0-0-0

P: ● – Positive Value  
L: ○ – Potentially Limiting Value

I – Individual  
R – Relationship  
S – Societal

105 Participants



### What is important to the people of Example?

*An analysis of the Personal Values chosen by this group shows which principal values unite them and what they collectively draw from when making decisions in their lives (Top Values). We also see how their values are distributed across the Seven Levels of Consciousness Model (All Values). Personal values are classified as **I**ndividual, **R**elationship or **S**ocietal Values (**IRS**).*

#### Key Themes from Top Values

- Building mutual confidence with others through supportive and just interactions
- Dedication and desire to be successful
- Having a positive impact on others
- Fostering proficiency and high standards in their endeavours
- A competent and reasoned approach

#### Values Concentration

- In the top Personal Values the values are located in three of the seven levels, with concentration at Level 3 - Self-esteem. This indicates that they are focused on performing to a high standard.
- When we look at all of the values chosen we see the most focus at Level 3 - Self-esteem (24%) and Level 5 - Internal Cohesion (28%). Level 3 concerns personal self-esteem. Level 5 represents personal cohesion, maturity and/or a search for meaning. The distribution of all values shows where the most energy is concentrated for this group, not just where there is consensus on specific values.

#### Values Gaps

*A values gap occurs where one or more of the seven levels have no top values. This can mean that the levels are a)*



## Section 1: Personal Values

*unconsciously taken care of, b) a blind spot, or c) the next area of growth.*

There are no top positive values in the following levels:

Level 1 - Survival deals with financial and physical well-being.

Level 2 - Relationship focuses on the quality of interpersonal relationships.

Level 4 - Transformation focuses on growth and developing individual capacities.

Level 7 - Service reflects the highest order of internal and external connectedness.

For levels where there are no top values, check the 'All Values' chart to see if the percentage of total votes at that level is significant. A high percentage at a level with no top values indicates that there is focus in this area but little agreement as to which values are important.

### Values Types

- **IRS:** Of the top positive values chosen six are individual values, three are relationship values and one is a societal value. It is common in the personal values to see a concentration of "individual" type values.



## Section 1: Current Culture Values

### Current Culture Values in order of predominance

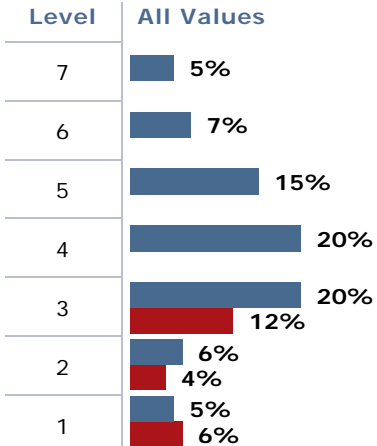
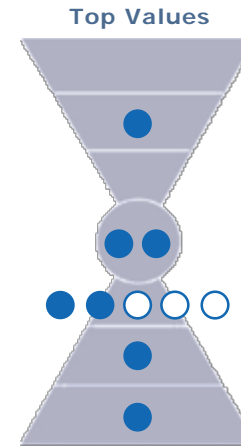
	Vote	Level
brand image	56	3(O)
<b>teamwork</b>	42	4(R)
<b>customer satisfaction</b>	34	2(O)
results orientation	31	3(O)
confusion (L)	29	3(O)
bureaucracy (L)	27	3(O)
customer collaboration	26	6(O)
goals orientation	24	4(O)
profit	24	1(O)
silos mentality (L)	24	3(O)

IROS (P)=0-1-6-0  
IROS (L)=0-0-3-0

P: ● – Positive Value  
L: ○ – Potentially Limiting Value

I- Individual  
R- Relationship  
O- Organisational  
S- Societal

105 Participants



**Cultural Entropy=22%**

### What is shaping participants' experience?

*The Current Culture Values reflect the participants' perceptions of your organisation and the day-to-day work environment – both positive aspects of their experiences and potential problem areas. In addition to the values types listed for the personal values (IRS) we now also have Organisational type values. (IROS)*

#### Key Themes from Top Values

- Group efforts to meet set business objectives
- Working closely with customers to support their needs, with emphasis on maintaining a positive reputation
- Efforts to improve the bottom line
- People hampered by a lack of group cooperation, unclear direction and inefficient systems and processes

#### Values Concentration

- In the Current Culture, the top values are distributed in five of the seven levels, with concentration at Level 3 - Self-esteem, showing that much of the energy is devoted to performance, systems and processes. However, with three potentially limiting values here we can see that not all of the focus is positive.
- A look at all of the values, both positive and potentially limiting, shows that the highest focus for this organisation is at Level 3 - Self-esteem (32%) and Level 4 - Transformation (20%). Level 3 is concerned with systems and process, organisational effectiveness and best practice. However, more than a third of this energy is negatively focused and is adversely affecting performance. Level 4 represents the willingness of a group to change and be open to input from employees.





## Section 1: Current Culture Values

### Values Gaps

There are no top positive values in the following levels:

Level 5 - Internal Cohesion focuses on building a sense of community spirit inside the group.

Level 7 - Service reflects selfless support for the common good.

the values of the Current Culture. This lack of alignment reduces commitment and performance. In a highly aligned culture, one would expect to see three or four matching values.

### Values Types

- **IROS:** Of the top positive values chosen none are individual values, one is a relationship value, six are organisational values and none are societal values. Note, however, that there are also three potentially limiting organisational values in the top values of the Current Culture. This shows that people see the organisation primarily focused on meeting business needs, though from both a positive and negative perspective.

### Values Matches:

#### Personal and Current Culture

*Matching values indicate alignment. The greater the number of matching Personal and Current Culture values, the greater the degree to which people are likely to feel a sense of connection between their personal values and their working environment.*

*In a highly aligned culture, one would expect to see three or four matching Personal and Current Culture values.*

There are no matching values.

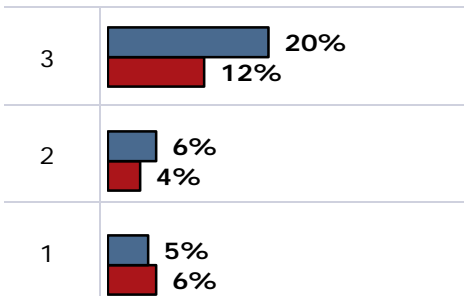
No values matches indicate that the people in your organisation are not aligned with



## Section 1: Current Culture Entropy

### Cultural Entropy=22%

#### Level



Level	Potentially Limiting Values (votes)	Cultural Entropy %
3	confusion (29) bureaucracy (27) silo mentality (24) hierarchy (17) long hours (12) information hoarding (9) power (6)	12% of total votes
2	empire building (11) internal competition (11) manipulation (9) blame (6)	4% of total votes
1	cost reduction (20) control (15) short-term focus (11) caution (10) job insecurity (7) exploitation (5)	6% of total votes

### Potentially Limiting Values

The measurement of potentially limiting values reveals the degree of Cultural Entropy or dysfunction within a system. The chart and table above show percentages and votes for potentially limiting values in the Current Culture, by level. Potentially limiting values are found only at levels 1, 2 and 3. Cultural entropy of 10% or lower indicates a healthy organisation. Note, some variance in percentages may occur among the level/category diagrams as a result of rounding to the nearest whole number.

**22%** of all votes were for potentially limiting values. **This level of cultural entropy reflects significant issues requiring cultural and structural**

**transformation and leadership coaching.**

**It is important to reduce the level of cultural entropy to improve performance.**

There are three potentially limiting values in the top values of the Current Culture. What are the causes and corrective actions behind these values?

**Confusion** tends to result from a lack of understanding or clear direction. It can lead to inefficiency and frustration.

**Bureaucracy** can be a form of control. Too much bureaucracy can block creativity and entrepreneurial spirit, and may erode

accountability and trust. Bureaucracy can lead to ineffectiveness.

**Silo mentality** may be a reflection of disconnection, lack of knowledge sharing and hindered capability for achieving common goals and community.

### Concentration of Entropy

The cultural entropy is concentrated at Level 3 - Self-esteem, indicating issues around building proficient systems and processes.

Note that cultural entropy exceeds the amount of positive focus at Level 1 - Survival, suggesting that any positive efforts concerning business health are being undermined by problems.



## Section 1: Current Culture Entropy

### Key Themes

- Employees feel overworked and are faced with navigating rigid internal systems, processes and structures
- There is an over-emphasis on minimising expenditure
- A lack of clarity and empowerment is hindering performance
- There are issues impeding cooperation across the group



## Section 1: Desired Culture Values

### Desired Culture Values in order of predominance

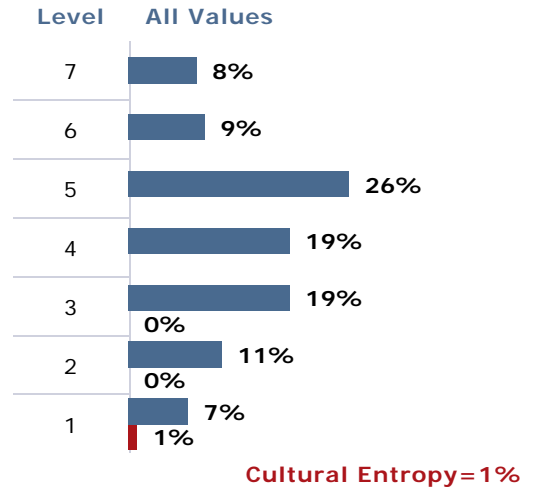
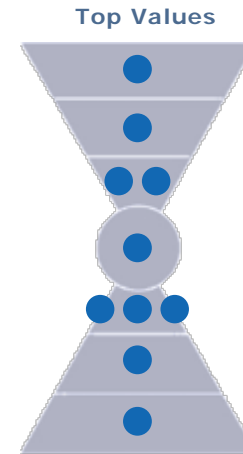
	Vote	Level
financial stability	42	1(O)
long-term perspective	42	7(O)
<i>customer satisfaction</i>	39	2(O)
fairness	36	5(R)
efficiency	34	3(O)
<i>teamwork</i>	31	4(R)
employee fulfilment	30	6(O)
quality	30	3(O)
professionalism	28	3(O)
trust	28	5(R)

IROS (P)=0-3-7-0  
IROS (L)=0-0-0-0

P: ● – Positive Value  
L: ○ – Potentially Limiting Value

I – Individual  
R – Relationship  
O – Organisational  
S – Societal

105 Participants



### What values do participants want for their future?

*The Desired Culture Values reflect what participants believe to be important for the organisation to reach its highest potential. These values provide insights into the direction participants want the organisation to take, possible antidotes to current issues and values that need strengthening.*

#### Key Themes from Top Values

- Planning for the future of the business, with focus on building a solid financial footing
- Continued attention to working together to meet customer needs
- Building mutual confidence in one another through just interactions and professional behaviour
- Efforts to improve proficiency and standards

- Ensuring employees are content at work

#### New Values in the Desired Culture

*These are values in the Desired Culture Values list that are not in the Current Culture Values list. They are values that the respondents would like to see implemented in order for your organisation to reach its highest potential.*

There are eight new values in the values plot diagram:

**financial stability**  
**long-term perspective**  
**fairness**  
**efficiency**  
**employee fulfilment**  
**quality**  
**professionalism**



## Section 1: Desired Culture Values

### trust

#### Values Matches:

##### Current Culture and Desired Culture

*Matching values indicate alignment. The higher the number of matching Current and Desired Culture values, the greater the degree to which employees believe the organisation is on the right track. In a highly aligned culture, one would expect to see 6 or more matching Current and Desired Culture values.*

There are two matching values:

### teamwork

### customer satisfaction

These are the attributes that this group experiences now and wants to continue to support in the future. One to three values matches shows that people have some confidence in the current direction of your organisation, yet want to see a significant shift in values that will strengthen performance and commitment.

#### Values Matches:

##### Personal Values and Desired Culture

There are four matching values:

### fairness

### efficiency

### quality

### trust

These are values that, if chosen to be guiding principles of your organisation, can easily be brought to work by this group, as they are important in their daily lives.

#### Across-the-board Matches

There are no matching values.

In a highly aligned culture, one would expect to see three or four Personal Values that also are found in the Current and Desired Culture.

#### Values Concentration

- In the Desired Culture, the top values are distributed in all of the seven levels, showing full spectrum consciousness, with concentration at Level 3 - Self-esteem. This reflects a more resilient business model, with participants wanting attention given to performance, systems and processes.
- A look at all of the values chosen shows that the focus for this organisation is at Level 5 - Internal Cohesion (26%). Level 5 represents the strength and health of the internal community of a group.

#### Values Gaps

The values are distributed in all seven levels, showing full spectrum consciousness.

The 'All Values' percentages indicate how much focus participants feel there needs to be in each of these areas overall.

#### Values Types

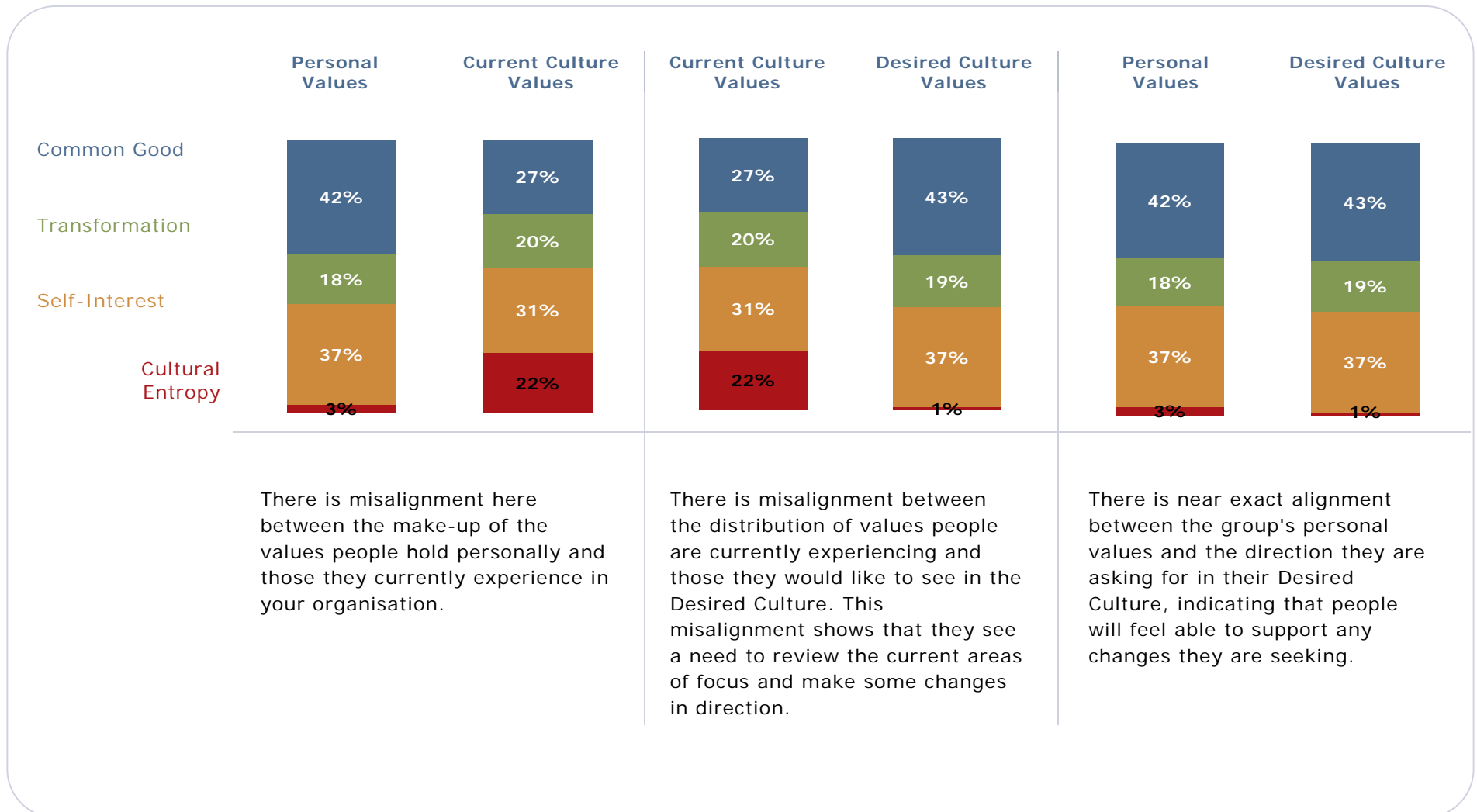
- **IROS:** Of the top positive values chosen none are individual values, three are relationship values, seven are organisational values and none are

societal values. This represents a call for the organisation to place more positive attention on business needs and on the way in which people interact with one another.



## Section 1: Distribution of All Values - CTS

The Distribution of Values diagrams show the percentage of votes for values in three major areas - "Self Interest," "Transformation" and "Common Good." "Self Interest" is represented by levels 1, 2 and 3, and encompasses our basic needs, such as financial and physical health, interpersonal relationships, and systems and processes that support our individual and organisational needs. It is here that we find potential issues shown as Cultural Entropy. "Transformation" is represented by level 4. This level is about giving people a voice, beginning to challenge and question ideas, and embracing opportunities for growth and learning. "Common Good" encompasses levels 5, 6 and 7. In these levels, individuals and organisations are focused on the well-being of the collective, finding meaning in their lives and work, and how they can support others in building a long-term sustainable future.





## Section 1: Values Jumps

*This table shows the values that received the greatest increase in votes from the Current Culture to the Desired Culture. The values in **bold** are top values in the Desired Culture. Participants see that these values need to be enhanced for the future well-being of the organisation.*

### Key Requests

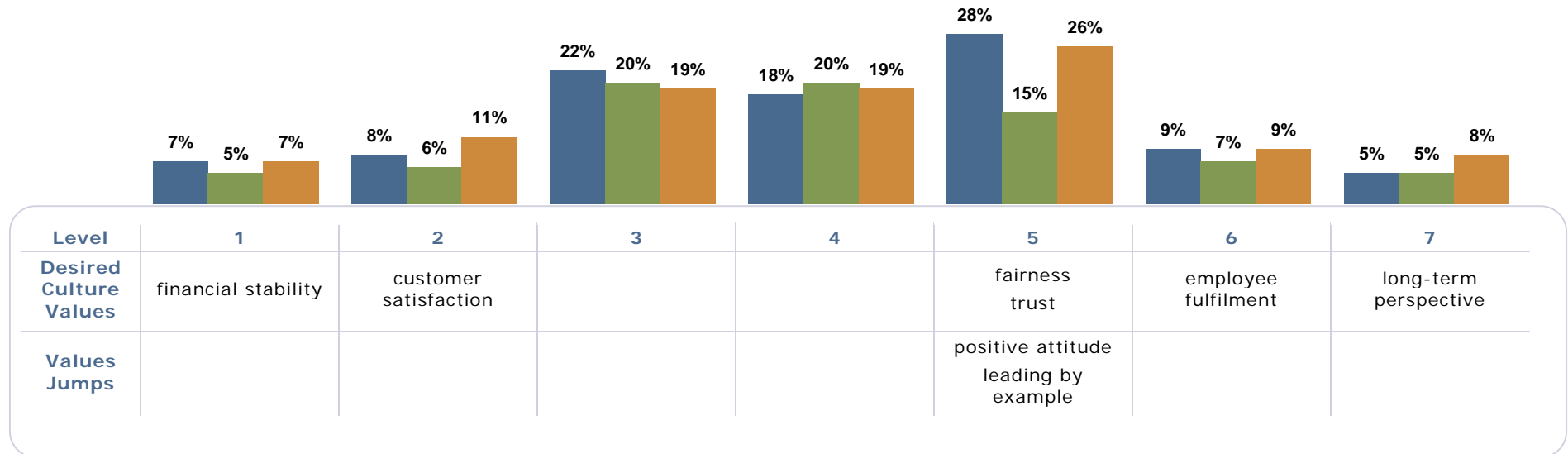
- This group wants to see the business plan for the future, with focus on building a solid financial footing to support business intentions.
- They would like an upbeat working environment where people model behaviours and feel connected to their work.
- There is a call to build mutual confidence in one another through just interactions.
- It is important to streamline systems and processes.
- Staff members want opportunities to develop and enhance their careers.

Value	Current Culture Votes	Desired Culture Votes	Jump
<b>financial stability</b>	<b>16</b>	<b>42</b>	<b>26</b>
<b>employee fulfilment</b>	<b>5</b>	<b>30</b>	<b>25</b>
<b>long-term perspective</b>	<b>19</b>	<b>42</b>	<b>23</b>
<b>efficiency</b>	<b>13</b>	<b>34</b>	<b>21</b>
<b>fairness</b>	<b>17</b>	<b>36</b>	<b>19</b>
<b>trust</b>	<b>9</b>	<b>28</b>	<b>19</b>
personal growth	5	24	19
positive attitude	11	27	16
leading by example	9	25	16
professional growth	6	22	16



## Section 1: Positive Values by Level

*This diagram shows the percentage of Personal, Current and Desired Culture votes for positive values by level. The table indicates the top Desired Culture values and Values Jumps chosen by participants at the levels where they are requesting the most new focus. These provide clarity around the desired direction of your organisation.*



Personal Values

Current Culture Values

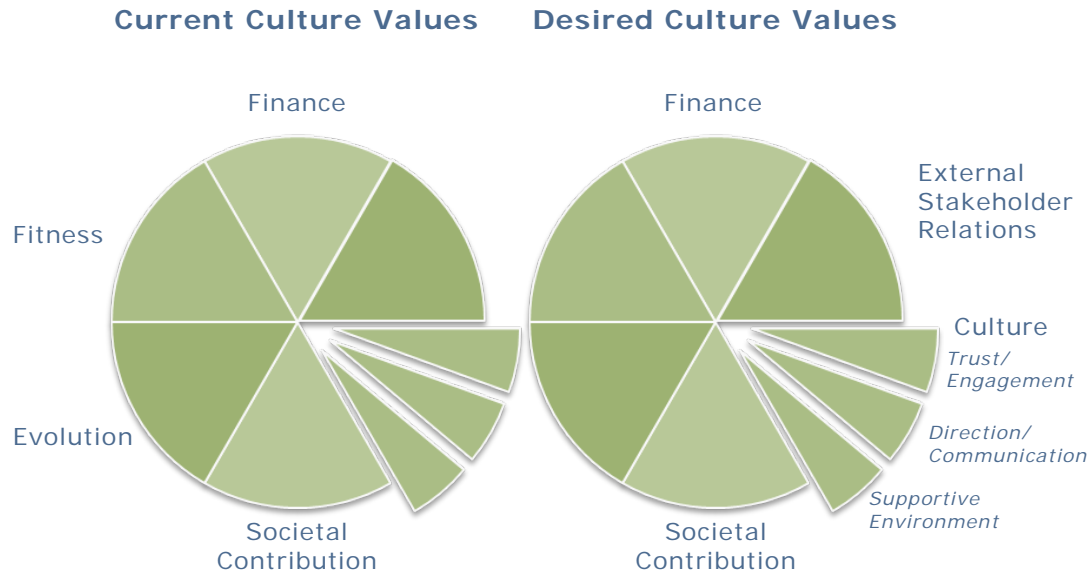
Desired Culture Values





## Section 1: Business Needs Scorecard

The Business Needs Scorecard provides a business view of current and requested areas of focus to help guide an organisation's strategy for long-term success. Six areas focus on Finance, Fitness, External Stakeholder Relations, Evolution, Societal Contribution, and Culture. Culture breaks down further into three sub-sections: Trust/Engagement, Direction/Communication and Supportive Environment.



### Current Culture

- Based on the top Current Culture values, this group sees the organisation positively focused on four of the six categories - Finance, Fitness, External Stakeholder Relations and Culture (Trust/ Engagement, Direction/ Communication).
- There are problems affecting performance and how people work together.

### Desired Culture

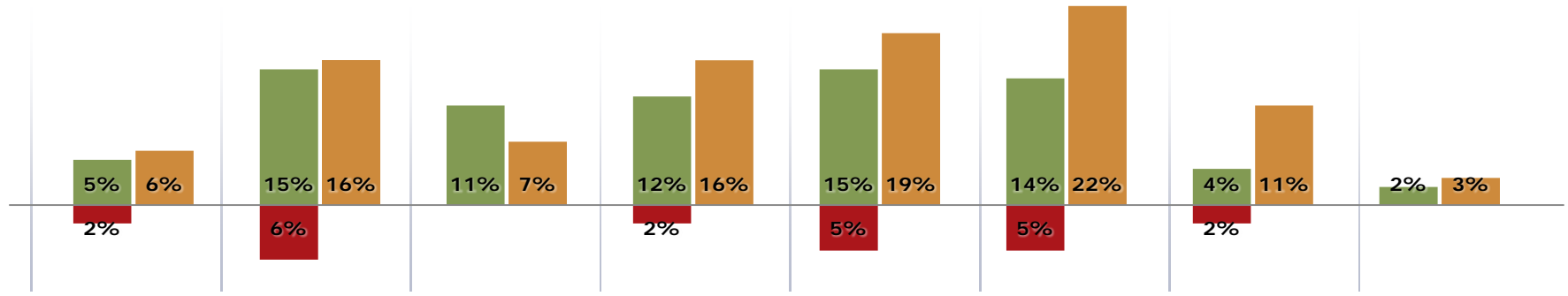
- Based on the top values in the Desired Culture, five of the six categories are positively covered - Finance, Fitness, External Stakeholder Relations, Evolution and Culture (Trust/ Engagement, Supportive Environment).
- This group would like to build for the future, focus on raising standards, and build a stronger internal community spirit.

	Current Culture	Desired Culture
<b>Finance</b>	profit	financial stability
<b>Fitness</b>	results orientation bureaucracy (L)	efficiency quality professionalism
<b>External Stakeholder Relations</b>	brand image customer satisfaction customer collaboration	customer satisfaction
<b>Evolution</b>		long-term perspective
<b>Culture</b>	<b>Trust/ Engagement</b>	teamwork silo mentality (L) teamwork employee fulfilment trust
	<b>Direction/ Communication</b>	confusion (L) goals orientation
	<b>Supportive Environment</b>	fairness
<b>Societal Contribution</b>		



## Section 1: Business Needs Scorecard – Distribution of All Values

This diagram shows the percentage of all values by BNS area. The table indicates the top Desired Culture values and Values Jumps in the areas where more new focus is requested, and all the potentially limiting values.



	Finance	Fitness	External Stakeholder Relations	Evolution	Trust/Engagement	Direction/Communication	Supportive Environment	Societal Contribution
					Culture			
<b>Desired Values</b>	financial stability	efficiency quality professionalism		long-term perspective	teamwork employee fulfilment trust		fairness	
<b>Values Jumps</b>				personal growth professional growth		positive attitude leading by example		
<b>Potentially Limiting Values</b>	cost reduction	bureaucracy long hours empire building internal competition		short-term focus caution	silo mentality control blame power	confusion hierarchy information hoarding	manipulation job insecurity exploitation	

## Section 2 Recommendations



## Section 2: Recommendations

*These recommendations are based on your results and provide insights and questions to guide the future direction and success of your organisation.*

- Develop a plan to deliver internal communication around these results. Consider setting up focus groups to gain greater understanding around specific areas or issues and planning steps for improvement.
- **The cultural entropy in your organisation, 22%, needs to be reduced.** Identify the meaning behind the potentially limiting values of **confusion, bureaucracy** and **silos mentality**. Ask the participants what they see as the causes, limiting behaviours and negative results of each of these values, and the corrective actions that they or others might take. Consider doing a cost analysis of these values to see how they are impacting the organisation in terms of lost efficiency and productivity.
- Define the key areas your organisation will focus on in the next year. Develop specific actions and programs that will foster these changes. Consider repeating the survey process next year to gauge the progress you have made in these areas.
- Pay particular attention to any Personal Values that are being asked for in the Desired Culture. Talk to people about what these values mean to them and what they can do in order to better support these values in their workplace. Create programs of values integration so that the people can bring more of who they are and what they can offer to work.
- Look at the values gaps in the Current Culture –Do these signify a weakness in the organisation? Is there a strong call for values at this level within the Desired Culture? Is there a concentration of personal values associated with this level?
- Examine the new values requested in the Desired Culture: **financial stability, long-term perspective, fairness, efficiency, employee fulfilment, quality, professionalism, and trust**. Determine their meanings and the behaviours and potential outcomes participants want associated with these values.
- Discuss how your organisation can continue to live the values of **teamwork** and **customer satisfaction**.
- Consider the values jumps in the Current Culture to Desired Culture - are there words that do not show up in the Desired Culture but seem significant considering the current situation in the organisation?
- In the Business Needs Scorecard, which measures the frontline business needs and the intangibles that support these needs, there are no values in both the Current and Desired Culture for the category of Societal Contribution. Discuss the current situation for such areas and what next steps are needed to strengthen these categories.
- Consider what values your organisation wants to espouse. What values do you want to focus on for the long-term as you move forward? Then, define a set of shared values, 3-4 maximum, as choosing more will undermine peoples' ability to connect to and demonstrate the chosen values. Define what each of these values specifically mean and what behaviours would be expected to support them. These behaviours can then be used for performance measurement regarding how well managers and senior executives are "living the values". In addition, determine what would undermine the espoused values. Make the values and behaviours pervasive throughout your organisation, by integrating them into employee orientation programs, performance management, promotion criteria, leadership competencies and succession planning. Note that the values of **fairness, efficiency, quality** and **trust** are the Personal Values of these people, as well as the values they want in their Desired Culture.



# The Seven Levels of Personal Consciousness

## Distribution of Consciousness

Individuals and organisations do not operate from any one single level of consciousness. They tend to be clustered around three or four levels. Individuals are usually focused at levels 1 through 5, usually with a particular emphasis at level 5.

### Level 1: Survival

Level 1 focuses on physical survival and safety. It includes values such as financial stability, health, nutrition and self-discipline.

The potentially limiting aspects of this level are generated from fears around not having enough and not being able to survive. Limiting values include greed, control and caution.

### Level 2: Relationship

Level 2 focuses on the quality of interpersonal relationships in an individual's life. It includes values such as open communication, family, friendship, conflict resolution and respect.

The potentially limiting aspects of this level are generated from fears around not belonging and not being acknowledged. Limiting values at this level include rivalry, intolerance and being liked.

### Level 3: Self-esteem

Level 3 focuses on an individual's need to feel a sense of personal self-worth. It includes such values as being the best, ambition, career focus, and reward.

The potentially limiting aspects of this level are generated from fears about not being enough in the eyes of others, and a lack of positive self-regard. Potentially limiting values include status, arrogance and personal image.

**Note: There are no potentially limiting values in levels 4 through 7.**

### Level 4: Transformation

Level 4 focuses on self-actualisation and personal growth. It contains values such as courage, accountability, responsibility, knowledge, and independence.

This is the level at which individuals overcome the anxieties and fears they are holding onto from the first three levels of consciousness. It is also the level where individuals begin to find balance in their lives and source their decision-making from their values rather than their beliefs.

### Level 5: Internal cohesion

Level 5 focuses on the individual's search for meaning. Individuals operating at this level no longer think in terms of a job or career, but of aligning their work with their personal sense of mission.

This level contains values such as commitment, creativity, enthusiasm, humour/fun, excellence, generosity and honesty.

### Level 6: Making a difference

Level 6 focuses on actualising the individual's sense of mission by making a positive difference in the world. Individuals operating at this level seek to cultivate their intuition as their principal means of making decisions. They also recognize the importance of working with others to leverage their impact on the world.

This level contains values such as empathy, counselling, community work, and environmental awareness.

### Level 7: Service

Level 7 is attained when making a difference becomes a way of life. It reflects the highest order of internal and external connectedness and shows up as self-less service to others or to a cause.

Individuals operating at this level of consciousness display wisdom, compassion, and forgiveness, and are at ease with uncertainty. They have a global perspective. They are concerned about issues such as social justice, human rights and future generations.



# The Seven Levels of Organisational Consciousness

## Distribution of Consciousness

Many organisations tend to be focused in the first three levels of consciousness – Level 1: profit and growth, Level 2: customer satisfaction and employee recognition, and Level 3: productivity, efficiency and quality. The most successful organisations are distributed across the full spectrum of consciousness.

### Level 1: Survival

Level 1 focuses on growth and survival. It includes values such as profit, organisational growth, employee health and safety, and shareholder value.

The potentially limiting aspects of this level are generated from fears about not having enough and not being in control. This leads to micromanagement, territorial behaviour, excessive caution and exploitation.

### Level 2: Relationship

Level 2 focuses on the quality of interpersonal relationships between employees, and between employees and customers. It includes values such as open communication, conflict resolution, customer satisfaction, loyalty, and respect.

The potentially limiting aspects of this level are generated through fears around not belonging and not being acknowledged. This leads to rivalry, internal competition, manipulation, and conformity.

### Level 3: Self-esteem

Level 3 focuses on pride in performance, best business practices and effectiveness. Examples of values at this level include productivity, excellence, efficiency, professional growth, skill development, and quality.

The potentially limiting aspects of this level are generated through fears about not being enough, and low self-worth. This leads to arrogance, complacency, bureaucracy, and power seeking.

**Note: There are no potentially limiting values in levels 4 through 7.**

### Level 4: Transformation

Level 4 focuses on adaptability and continuous renewal. It includes values such as accountability, employee participation, learning, innovation, teamwork, diversity, personal development, and knowledge sharing.

### Level 5: Internal cohesion

Level 5 focuses on building a sense of internal cohesion in the organisation. It includes values such as trust, integrity, honesty, value awareness, shared vision, cooperation, fairness and generosity. The by-products of this sense of cohesion are enjoyment, enthusiasm, passion, commitment, and creativity.

### Level 6: Making a difference

Level 6 focuses on deepening the internal connectedness and expanding the external connectedness. Inside the organisation it includes values such as mentoring, leadership development, and coaching. Outside the organisation it includes values such as strategic alliances, partnerships, customer and supplier collaboration, community involvement, environmental awareness, sustainability, and making a difference.

### Level 7: Service

Level 7 takes internal connectedness to a deeper level and a more expanded external connectedness. Inside an organisation, it includes values such as wisdom, forgiveness, humility, and compassion. Externally it includes values such as social justice, long-term perspective, global perspective, ethics, and future generations.



# The Business Needs Scorecard

## The Business Needs Scorecard

While the Seven Levels Model examines values from a cultural perspective, the Business Needs Scorecard (BNS) places the values in a business context. By looking at the areas of current and requested future focus, the BNS can be used to help guide an organisation's strategy for long-term success. These areas include:

### Finance

Finance looks at economic health and financial growth with values and behaviours that have a direct impact on growth, the bottom line and investor interests.

### Fitness

Fitness focuses on performance, systems and processes. Values and behaviours here have a direct impact on performance, quality and the effective delivery of products/services.

## External Stakeholder Relations

External Stakeholder Relations highlights relationships with customers and other external stakeholders. This area includes values and behaviours that have a direct impact on the relationship with customers, the market, suppliers, and other strategic partners.

### Evolution

Evolution covers innovation, group development and learning. Values and behaviours represented here have a direct impact on the development of people, processes, products/ services and ways of thinking.

### Societal Contribution

Societal Contribution indicates emphasis on social and environmental responsibility. Values and behaviours appearing in this area have a direct impact on the relationship of the organisation to the local community or society.

## Culture

Culture pertains to employee fulfilment and group cohesion. The area of Culture can be broken down into three sub-sections:

### Trust/Engagement

Trust/Engagement relates to employees feeling empowered and able to contribute. This area includes values and behaviours that bring people together, build mutual confidence and encourage employees to participate.

### Direction/Communication

Direction/Communication shows focus on decision making and how people communicate. Values and behaviours that guide decision making and express how people communicate and exchange information are seen here.

### Supportive Environment

Supportive Environment concerns employees feeling cared for and treated fairly. Values and behaviours in this area have a direct impact on how people are treated and looked after within the organisation.