

# US National Assessment Results Cultural Evolution Report



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**The Cultural Evolution Report** presents leaders with a detailed analysis of the cultural shifts that have occurred in the nation in the two time periods under consideration. The report also examines how the nation’s culture might change to improve performance.

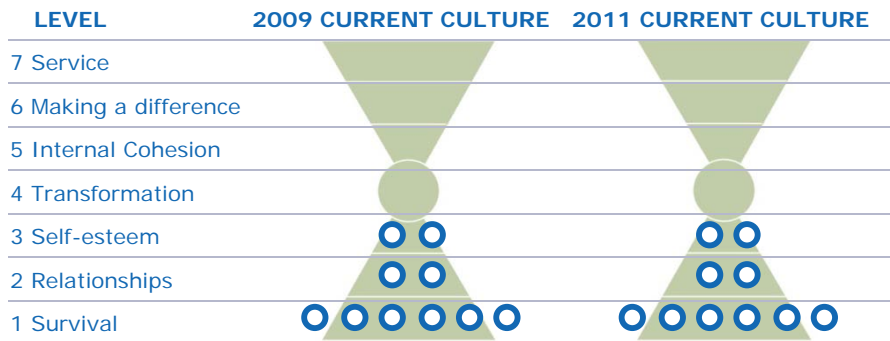


## Section 1: Executive Overview



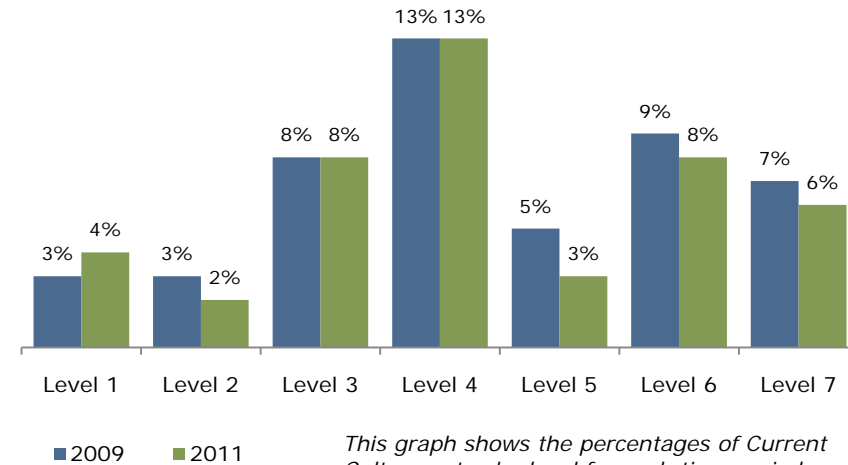
# Executive Summary Dashboard: 2009/2011

## CURRENT CULTURE VALUES



The distribution of top Current Culture values from each time period show the primary areas of focus which shape the national culture.

## DISTRIBUTION OF POSITIVE VALUES



This graph shows the percentages of Current Culture votes by level for each time period.

## CULTURAL ENTROPY

2009: **52%** / 2011: **56%**



### Entropy Percentage

Entropy is the percentage of potentially limiting values in the Current Culture.

- Healthy
- Needs monitoring
- Requiring attention
- Crisis situation

### Entropy Reduction Scale

With targeted initiatives, entropy can be expected to decrease at these rates\*:

Entropy level	Reduction average
Less than 10%	0.5% / year
10-19%	2% / year
20-29%	3% / year
30%+	4% / year or more

## VALUES MATCHES

### Personal vs. Current Culture

2009 } 0  
2011 } 0

### PV/CC Matches

Matches indicate the degree of personal connection people feel with the nation.

- Strong feeling of connection
- Some feeling of connection
- Little to no feeling of connection

### Current vs. Desired Culture

2009 } 0  
2011 } 0

### CC/DC Matches

Matches indicate the level of confidence participants have in the national direction.

- Strong healthy culture
- On the right track
- Changes in direction requested
- Significant changes requested



# Overview of Similarities and Shifts

This diagram shows the similarities and shifts that have occurred in the top values across the two time periods, highlighting the values that have remained the same, those which have newly emerged, and those which have lessened in significance.

PERSONAL VALUES			CURRENT CULTURE VALUES			DESIRED CULTURE VALUES		
<b>CONSISTENT VALUES FOR BOTH TIME PERIODS</b>								
family			corruption (L)			accountability		
caring			bureaucracy (L)			concern for future generations		
honesty			blame (L)			employment opportunities		
humor/ fun			crime/ violence (L)			caring for the elderly		
compassion			uncertainty about the future (L)			peace		
responsibility			wasted resources (L)			caring for the disadvantaged		
friendship			materialistic (L)			financial stability		
respect			unemployment (L)					
accountability			conflict/ aggression (L)					
independence								
<b>NO LONGER AMONG TOP VALUES</b>								
patience			poverty (L)			affordable housing		
						quality of life		
						poverty reduction		
<b>NEW VALUES</b>								
			short-term focus (L)			economic growth		
						effective healthcare		
						educational opportunities		
<b>VALUES TYPES COMPARISON</b>								
<i>IRS: Personal Values are classified as Individual, Relationship or Societal. IROS: Cultural Values include the Organizational type. P= Positive L= Potentially Limiting</i>								
<b>IRS</b>	<b>2009</b>	<b>2011</b>	<b>IROS</b>	<b>2009</b>	<b>2011</b>	<b>IROS</b>	<b>2009</b>	<b>2011</b>
<b>(P)</b>	5-6-0	4-6-0	<b>(P)</b>	0-0-0-0	0-0-0-0	<b>(P)</b>	2-1-3-4	1-1-4-4
<b>(L)</b>	0-0-0	0-0-0	<b>(L)</b>	3-3-4-0	2-3-5-0	<b>(L)</b>	0-0-0-0	0-0-0-0



# Overview of Similarities and Shifts

## Evolution of US National Assessment 2009 & 2011

### Positive Shifts

The potentially limiting value of **poverty** is no longer among the top Current Culture values.

While entropy remains dangerously high at 56%, when we look at all 3 years of the study, we see that entropy started at 52% in 2009, peaked at 58% in 2010 and came down slightly to 56% in 2011.

### New Directions Sought

Between 2009 and 2011, the top Desired Culture values remain fairly consistent with 7 values matches from year to year. Overall Desired Culture focus also remains consistent, though there is a marked request to increase the positive attention at Level 1, which represents the physical and financial health of the nation and its constituents.

Since 2009, the values of **economic growth, effective healthcare** and **educational opportunities** have emerged as top issues for Americans. This shows that people are asking for healthy economic conditions and a system that supports the physical and educational needs of its constituents.

The Desired Culture IROS shows stronger requests for organizational needs focus in 2011.

### Newly Emerging Issues

**Short-term focus** emerges as a top concern in 2011 as people recognize a lack of forward thinking in the national approach.

Entropy has increased from 52% to 56% over the time period. The new increase is seen at Level 3 – Self-esteem and Level 2 – Relationship, indicating further frustrations with ineffective systems and processes and with the way people support one another.

## CONSISTENT ATTRIBUTES OF US National Assessment 2009 & 2011

### Strengths Maintained

While the top values of the Current Culture consist of only potentially limiting values, there is some positive attention when considering overall votes. In both 2009 and 2011, positive focus is concentrated at Level 4 – Transformation, showing that people recognize a foundation for creating change through a commitment to continuous renewal and development.

### Unfulfilled Requests

Constituents continue to ask for the following values in their Desired Culture that do not appear in the Current Culture:

- accountability**
- concern for future generations**
- employment opportunities**
- caring for the elderly**
- peace**
- caring for the disadvantaged**
- financial stability**

Participants are asking that national leaders take ownership of their actions and work to enact initiatives that support the physical and financial well-being of citizens. They would like to see thoughtful planning and support for those



## Overview of Similarities and Shifts

who have the least. Creating a peaceful nation is also of top priority.

**Of these unfulfilled requests the following is also a personal value of the participants:**

### **accountability**

This indicates a call for leaders to take ownership of their actions when it comes to governing the nation.

### **Ongoing Issues**

Entropy continues to be alarmingly high and clearly indicates the need for dramatic change. People have an overwhelmingly negative view of the way in which the nation is governed. They see energy being almost entirely consumed by unproductive focus, red tape and a disarming lack of accountability. There is no top attention to bringing people together around a common purpose or on serving a greater good.

Entropy is heaviest at Level 1 – Survival, suggesting the citizens' basic needs for physical and financial health are not being met.



# Key Proposals

Based upon your results, the following insights and questions may help guide the future direction and success of the nation.

RECOMMENDATION	COMMENTS
<p>The cultural entropy (56%) needs to be reduced.</p>	<p>In comparison to 2009 the entropy has increased from 52% to 56%. However, in the interim year, 2010, the entropy peaked at 58% and, then came down to 56% in year 3 – 2011. This degree of entropy reflects a crisis situation. Note the potentially limiting values of “blame”, “wasted resources”, “materialistic”, “conflict aggression”, and “short-term focus” have increased since 2009.</p>
<p>Pay particular attention to any Personal Values that are being asked for in the Desired Culture.</p>	<ul style="list-style-type: none"> <li>• Accountability</li> </ul> <p>This value is an ongoing request from participants and a possible reactive request to the Current Culture values of “blame” and “bureaucracy”.</p>
<p>Investigate the ongoing requests in the Desired Culture. What is preventing these values from living fully within the nation?</p>	<p>Examine the values of “accountability”, “concern for future generations,” “employment opportunities,” “caring for the elderly,” “caring for the disadvantaged,” “peace,” and “financial stability”. How can these values be more fully expressed in the day-to-day governance of the nation?</p>
<p>Examine the new values requested in the Desired Culture.</p>	<p>How can “economic growth,” “effective healthcare,” and “educational opportunities,” be manifested in the nation?</p>
<p>Look at the positive values gaps in the Current Culture – <i>Do these signify a weakness in the nation? 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?</i></p>	<p>Level 1 - Survival            Level 2 - Relationships            Level 3 - Self-esteem            Level 4 - Transformation            Level 5 - Internal Cohesion            Level 6 - Making a difference            Level 7 - Service</p> <p><i>How can leaders and constituents help satisfy this request?</i></p>





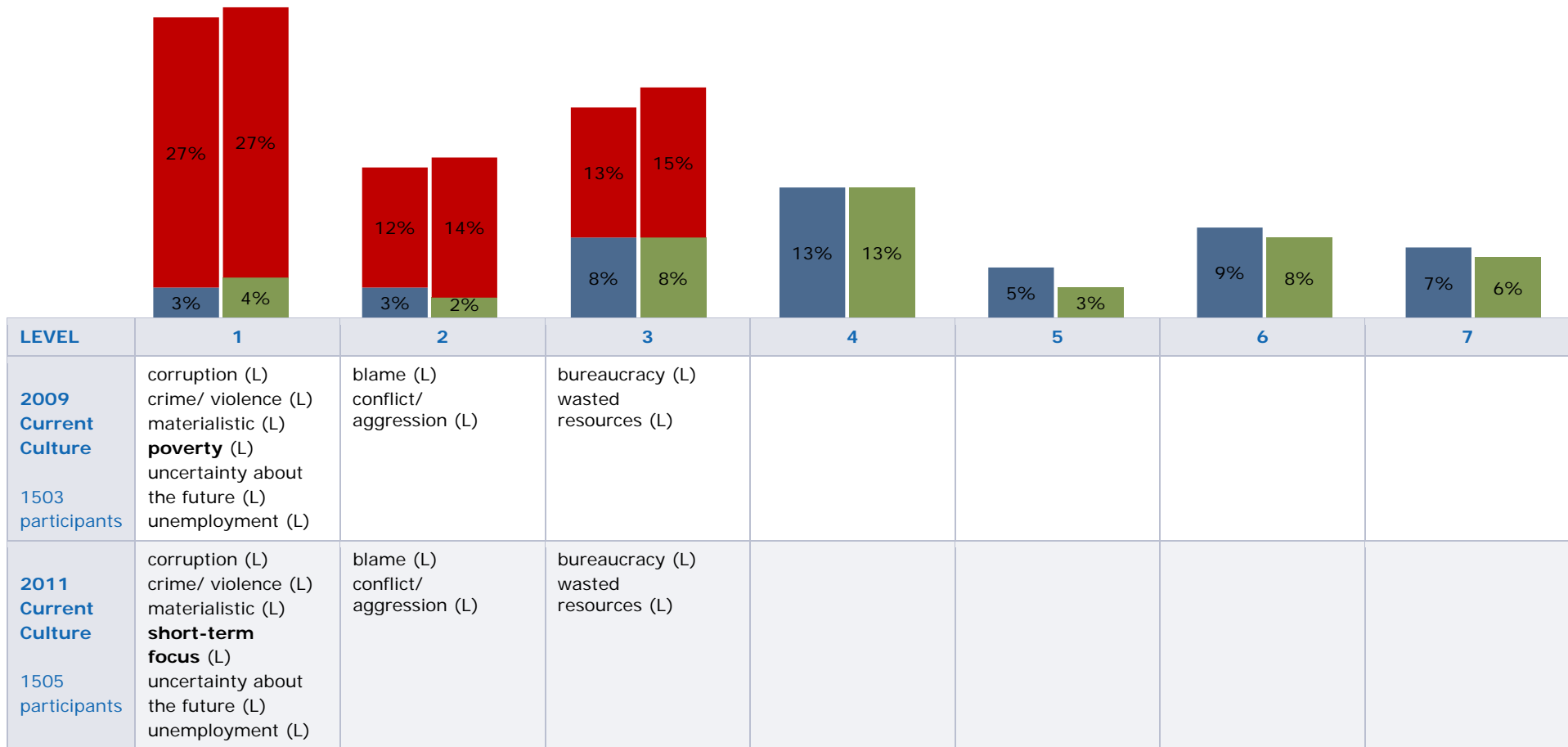
## Section 2: Evolution of the Current Culture



## Section 2: Current Culture Evolution 2009/2011

This graph shows the percentages of Current Culture votes by level for each time period. Note shifts and similarities between the two time periods.

■ 2009 Current Culture  
■ 2011 Current Culture  
■ Entropy



Values listed above are those appearing in the top values of the Current Culture for each time period.  
 Values in **bold** indicate those which are different from one time period to the next.



## Section 2: Current Culture Evolution 2009/2011

### KEY SHIFTS

#### Top Values

Nine out of ten top values remain consistent between 2009 and 2011. The value of “poverty” in 2009 is replaced by “short-term focus” in 2011. “Corruption” falls from the number 1 ranked value to the number 4 ranked value, while “blame” moves to the top focus in 2011.

#### Values Types

In 2011, there is slightly more potentially limiting focus around organizational type values needs and slightly less unproductive focus around individual accountabilities. This shows increasingly severe impediments in the nation’s ability to execute upon its goals.

#### Entropy

Compared to 2009, entropy has increased by 4% to 56%, though it is down slightly from its peak of 58% in 2010.

### KEY SIMILARITIES

#### Top Values

Americans continue to see the same core issues plaguing the nation.

There is concern around the ability of leaders to take responsibility for their actions and to make decisions based on integrity. Slow-moving systems and processes hinder progress. Resources are wasted and people lack opportunities to work, while cultural focus remains on acquiring material wealth. Hostility affects the lives of constituents and people are unclear about the direction the nation is heading.

#### Levels

The concentration of top focus remains at Level 1, showing that emphasis is continually placed on meeting the most basic of human needs and failing to do so effectively.

#### Entropy

Entropy continues to be alarmingly high at 56%. This level of entropy signals the need for dramatic change, including complete system overhaul.

### STRENGTH INDEX

The Strength Index shows the percentage of total votes submitted for the top 10 values. The greater this percentage, the more agreement there is about the Current Culture.

2009	2011
37.5%	41.9%

In 2011, there is considerably more consensus among constituents regarding the top values of the nation.



# Evolution of the Top 20 Current Culture Values

This chart shows the top 20 Current Culture values for each time period, noting shifts in focus. Consider any initiatives or changes, internally or externally, that have affected these shifts. When multiple values have the same number of votes, this may result in more or less than 20 values being shown in the tables. **Blue** = New value latest time period. **Purple** = Value no longer in top 20. **Votes** = Percentage of participants voting for this value.

## 2009 CURRENT CULTURE VOTES (1503 participants)

RANK	VALUE	LEVEL	VOTES
1	corruption	1	50%
2	bureaucracy	3	45%
3	blame	2	45%
4	crime/ violence	1	42%
5	uncertainty about the future	1	38%
6	wasted resources	3	37%
7	materialistic	1	35%
8	unemployment	1	31%
9	conflict/ aggression	2	28%
10	poverty	1	24%
11	short-term focus	1	22%
12	military strength	3	20%
13	freedom of speech	4	18%
14	elitism	3	18%
15	centralized government	3	18%
16	<b>concern for future generations</b>	<b>7</b>	<b>17%</b>
17	environmental pollution	1	15%
18	<b>material needs</b>	<b>1</b>	<b>15%</b>
19	diversity	4	14%
20	hatred	2	14%
21			
22			
23			
24			

## 2011 CURRENT CULTURE VOTES (1505 participants)

RANK	SHIFTS	VALUE	LEVEL	VOTES
1	↑	blame	2	54%
2		bureaucracy	3	51%
3	↑	wasted resources	3	46%
4	↓	corruption	1	45%
5	↑	materialistic	1	45%
6	↓	uncertainty about the future	1	43%
7	↑	conflict/ aggression	2	37%
8	↓	crime/ violence	1	34%
9	↓	unemployment	1	33%
10	↑	short-term focus	1	30%
11	↑	military strength	3	25%
12	↑	elitism	3	24%
13		freedom of speech	4	23%
14	↓	poverty	1	19%
15	↑	hatred	2	17%
16	↑	<b>ethnic discrimination</b>	<b>2</b>	<b>17%</b>
17	↓	centralized government	3	16%
18	↓	environmental pollution	1	15%
19	↑	<b>human rights</b>	<b>7</b>	<b>15%</b>
20	↓	diversity	4	14%
21				
22				
23				
24				



# Entropy Report 2009/2011

Entropy is the degree of disorder within a system and indicates energy that is unavailable for productive work. Entropy is calculated by the number of votes for potentially limiting values, found only at levels 1, 2 and 3. In this table, Current Culture PLVs are listed by level. **Black bold** indicates at least a 2% drop in votes from the previous time period. **Red bold** indicates where votes increased by 2% or more.

PERCENTAGE OF PLVs BY LEVEL	■ CC 2009 PLVs % of participants voting for each PLV	■ CC 2011 PLVs % of participants voting for each PLV
<b>3</b>  	<b>bureaucracy 45%</b> <b>wasted resources 37%</b> <b>elitism 18%</b> <b>centralized government 18%</b> illiteracy 11% strict moral/ religious codes 3%	<b>bureaucracy 51%</b> <b>wasted resources 46%</b> <b>elitism 24%</b> <b>centralized government 16%</b> illiteracy 12% strict moral/ religious codes 3%
<b>2</b>  	<b>blame 45%</b> <b>conflict/ aggression 28%</b> <b>hatred 14%</b> <b>ethnic discrimination 13%</b> gender discrimination 11% tradition 5%	<b>blame 54%</b> <b>conflict/ aggression 37%</b> <b>hatred 17%</b> <b>ethnic discrimination 17%</b> gender discrimination 12% tradition 5%
<b>1</b>  	<b>corruption 50%</b> <b>crime/ violence 42%</b> <b>uncertainty about the future 38%</b> <b>materialistic 35%</b> <b>unemployment 31%</b> <b>poverty 24%</b> <b>short-term focus 22%</b> environmental pollution 15% <b>terrorism 13%</b>	<b>corruption 45%</b> <b>materialistic 45%</b> <b>uncertainty about the future 43%</b> <b>crime/ violence 34%</b> <b>unemployment 33%</b> <b>short-term focus 30%</b> <b>poverty 19%</b> environmental pollution 15% <b>terrorism 10%</b>
% of Total Votes for PLVs	7765 out of 15010: <b>52%</b>	8557 out of 15050: <b>56%</b>

**Entropy increased by 4%.** Entropy is concentrated at Level 1, showing that the nation's ability to meet constituents' basic needs for physical and financial well-being is in question. "Centralized government", "corruption" "crime/violence" "poverty" and "terrorism" have decreased in focus since 2009.



# Evolution of Values Jumps

Listed below are the values that received the largest increase of votes from the Current to Desired Culture in each time period, along with the percentage growth in participants requesting each value in the Desired Culture.

Top Desired Culture values appear in **bold**.

Variations between the two time periods are highlighted in **green**.

## KEY SHIFTS

The values of “economic growth” and “effective healthcare” are new top values jumps in 2011. “Accountability” and “concern for future generations” rise significantly in 2011 to 49% and 23%, respectively. “Affordable housing” and “poverty reduction” are seen as less urgent issues compared to 2009.

## KEY REQUESTS FOR 2011

The call for leaders and citizens to act with responsibility for their actions continues to grow at a rapid pace.

The new values for 2011 call for attention to the foundational needs of physical and financial health.

2009 VALUES JUMPS FROM CURRENT TO DESIRED CULTURE	% INCREASE	2011 VALUES JUMPS FROM CURRENT TO DESIRED CULTURE	% INCREASE
<b>accountability</b>	40%	<b>accountability</b>	<b>49%</b>
<b>employment opportunities</b>	27%	<b>economic growth</b>	<b>29%</b>
<b>affordable housing</b>	23%	<b>employment opportunities</b>	<b>28%</b>
<b>caring for the elderly</b>	23%	<b>effective healthcare</b>	<b>26%</b>
<b>peace</b>	22%	<b>caring for the elderly</b>	<b>24%</b>
<b>financial stability</b>	20%	<b>concern for future generations</b>	<b>23%</b>
<b>caring for the disadvantaged</b>	19%	<b>financial stability</b>	<b>20%</b>
<b>concern for future generations</b>	17%	<b>peace</b>	<b>20%</b>
honesty	17%	<b>caring for the disadvantaged</b>	<b>19%</b>
<b>poverty reduction</b>	16%	honesty	18%

Research shows that values jumps of 25% or more are significant and need to be addressed. However, values jumps percentages may increase significantly based on the degree of entropy in the nation, with higher entropy rates likely to result in higher values jump percentages. \*\*

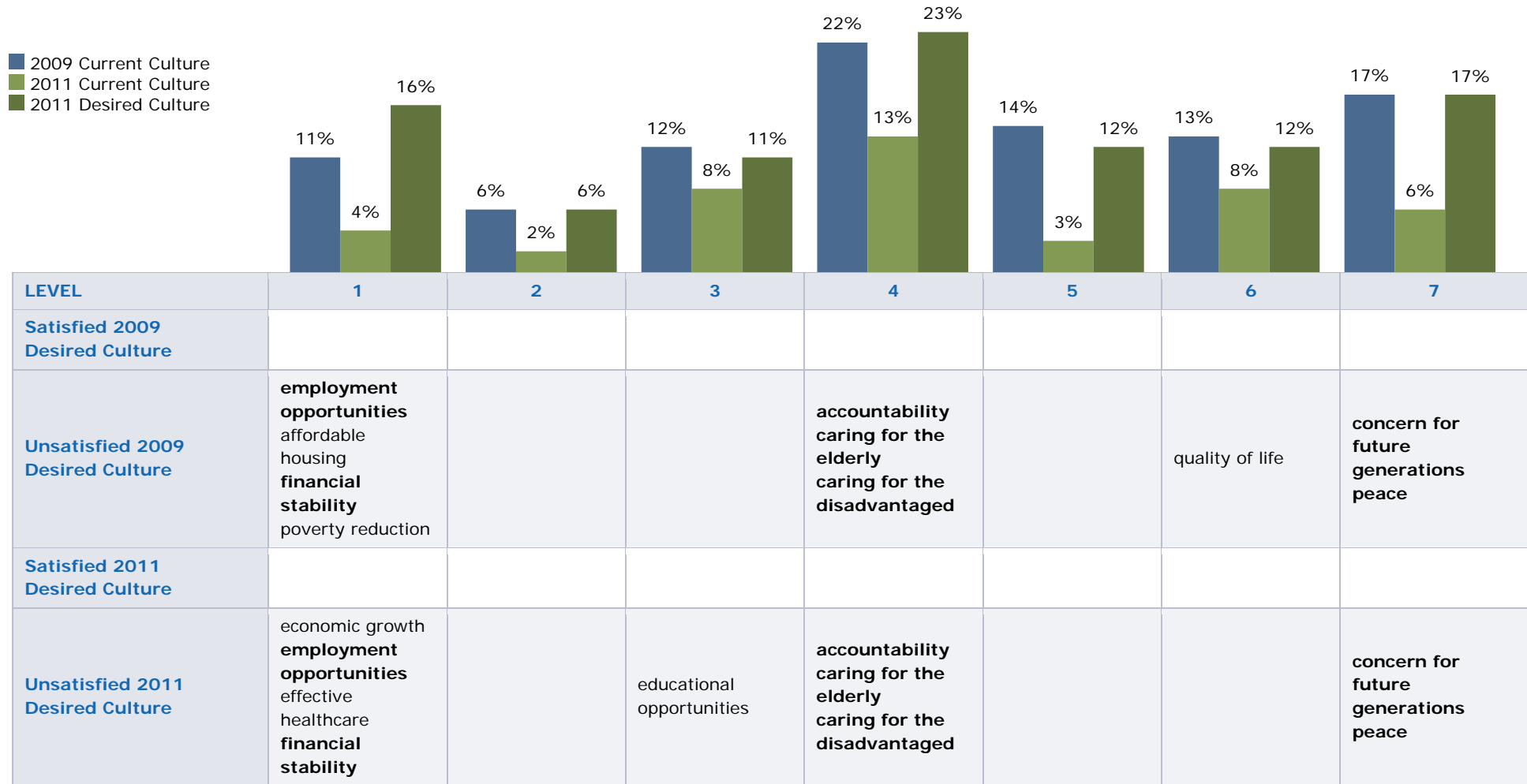


## Section 3: Evolution of the Desired Culture



## Section 3: Desired Culture Values 2009/2011

This table compares the previous time period's values requests with the most recent Current and Desired Culture values, to reveal the extent to which these requests have been satisfied. Desired Culture values indicate the direction participants believe the nation needs to take for optimum performance. The graph highlights by level where people would like to see more focus.



Values in **black bold** are repeating requests that remain unsatisfied in the current results. Values shown in **blue bold** have successfully become key values in the Current Culture. *What initiatives, if any, took place to foster this?* Look at the levels where people are requesting more focus in order to foster further improvements.





## Section 4: Evolution of the Personal Values



## Section 4: Personal Values Unsatisfied and Satisfied Matches

This diagram explores the degree of alignment the people of the nation have experienced and requested in both time periods. When people feel personally aligned with their country, their levels of commitment and engagement are more likely to increase.

Level	2009 PERSONAL VALUES	2011 PERSONAL VALUE
7		
6		
5		
4		
3		
2		
1		
	<b>IRS (P)= 5-6-0   IRS (L)=0-0-0</b>	<b>IRS (P)= 4-6-0   IRS (L)=0-0-0</b>
	family caring honesty humor/ fun compassion responsibility friendship respect <b>accountability</b> independence patience	family caring humor/ fun honesty responsibility <b>accountability</b> compassion friendship independence respect
	<b>MATCHES WITH 2009 CURRENT CULTURE (0)</b>	<b>MATCHES WITH 2011 CURRENT CULTURE (0)</b>
	<b>MATCHES WITH 2009 DESIRED CULTURE (1)</b>	<b>MATCHES WITH 2011 DESIRED CULTURE (1)</b>
	<b>accountability</b>	<b>accountability</b>

In 2011, there are 10 matches between individuals' year to year personal values. Participants feel an appreciation for their close connections and for the lighter side of life. They foster truthful and supportive interactions while taking ownership of their actions. They also appreciate their freedom.

Note that the value of **patience** is no longer among the top personal values in 2011.

People see none of their Personal Values evidenced in the top values of the nation.

Moving forward, participants would like to see "accountability" having a greater impact on the way the nation operates.

*What steps can be taken to support the inclusion of these personal values within the culture?*

### KEY

Satisfied in Current Culture

Satisfied in Personal, Current & Desired Culture

Unsatisfied Request

