



Coaching for Cultural Transformation

Using the IVA and LVA for coaching

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Abstract

This paper describes in detail, with examples, how the Individual Values Assessment and the Leadership Values Assessment are used for coaching supervisors, managers and leaders.

Overview

The key insight that led to the creation of the Cultural Transformation Tools assessment instruments was that every human value/behaviour is motivated by a specific level of consciousness. Thus, if people are able to choose values/behaviours that represent who they are or how they or their organisations operate, the values they choose are proxies for the levels of consciousness from which they or their organisations are operating. This includes not only positive values such as trust, commitment and open communication but also limiting values such as manipulation, blame and control. The limiting values/behaviours are expressions of unmet deficiency needs and represent fears showing up for the individual or in the organisation. In addition to categorising by level of consciousness, each value can be categorised as:

- Either a positive or limiting value (used to calculate a Health Index –P/L)
- An individual, relationship, organisational or societal value (used to calculate a Balance Index – IROS)
- One of six categories of a business needs scorecard focusing on specific business areas – Finance (focus on money), Fitness (focus on systems), Evolution (focus on innovation), Societal Contribution (focus on community), Culture (focus on employees), and Client Relations (focus on customers).

The coach receives three documents for both an Individual Values Assessment (IVA), and a Leadership Values Assessment (LVA). These are:

- A written report that is given to the coachee
- A visual set of data plots that is given to the coachee
- A confidential report for the coach highlighting the key issues and discussion topics for the coaching session

Individual Values Assessment

The Individual Values Assessment is a web-based instrument that asks three questions:

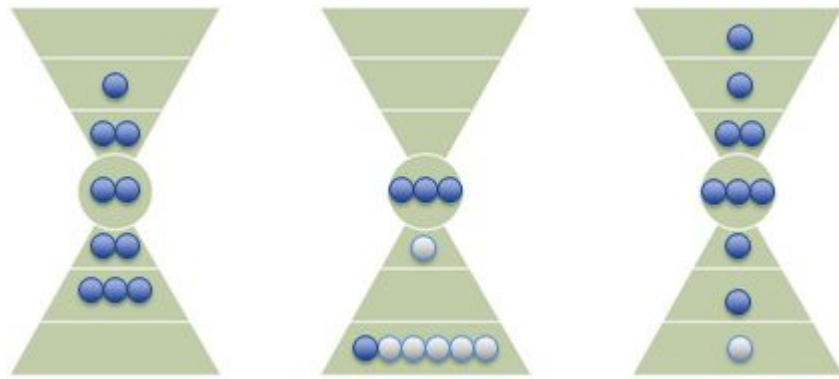
- Personal values. Which of the following values and behaviours most represent who you are, not who you desire to become? Pick 10.
- Current culture values. Which of the following values and behaviours most represent how your organisation currently operates? Pick 10.
- Desired culture values. Which of the following values and behaviours most represent how you would like your organisation to operate? Pick 10.

The template of personal values contains about 60 to 80 words or phrases. The template of cultural values (used for the latter two questions) contains about 80 to 100 words or phrases. The template of personal values differs from the template of cultural values in that it does not contain organisational values such as customer satisfaction, profit and empire building. The personal and cultural values templates are customised to reflect the culture of the country and the operating context of the organisation.

The Individual Values Assessment written report contains five sections: personal values, current culture values, desired culture values, and a business needs scorecard and a summary. The Individual Values Assessment data plots show a visual representation of the individual's personal values, current and desired culture values mapped against the seven levels of consciousness model along with the placement of the current and desired culture values on the six-part business needs scorecard (BNS). An example of the IVA data plots is shown in Figure 1a and an example of the BNS is shown in Figure 1b.

The section on personal values in the written report contains:

- A personality profile based on the individual's choice of values. This profile enables the coach to identify the most important motivations in the personal life of the coachee.



<p>0 PV/CC Matches PL=10-0 IRS(P)=5-4-1 IRS(L)=0-0-0</p> <p>Experience Friendship Humour/fun Listening Making a difference Open communication Personal growth Professional growth Responsibility Trust</p>	<p>2CC/DC Matches PL=4-6 IROS(P)=0-2-2-0 IROS(L)=1-1-4-0</p> <p>Bureaucracy (L) Caution (L) Consensus Control (L) Diversity Financial stability Job security (L) Mission focus Short-term focus (L) Territory (L)</p>	<p>2DC/PV Matches PL=9-1 IROS(P)=4-2-3-0 IROS(L)=0-0-1-0</p> <p>Balance (home/work) Creativity Diversity Employee fulfillment Enthusiasm Innovation Job security (L) Open communication Professional growth Wisdom</p>
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Figure 1a: Values data plots for an IVA

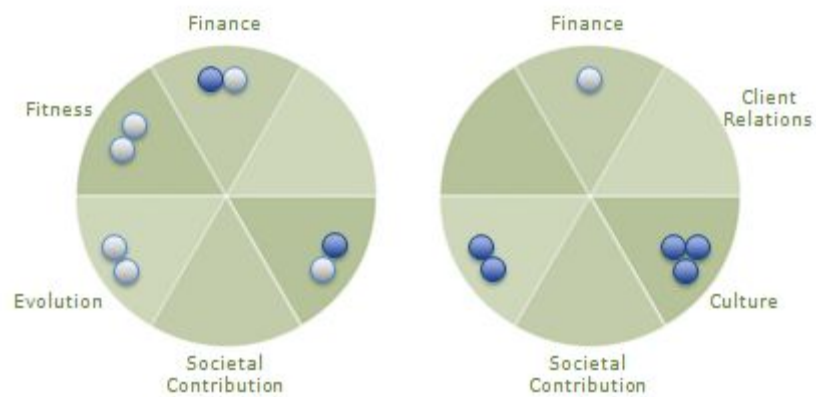


Figure 1b: Business Needs Scorecard plots for an IVA

- A Health Index (P/L) and commentary indicating the relative weight of positive and limiting values chosen by the individual. When limiting values show up in the top-ten list of personal values this is indicative of underlying subconscious fears that can cause dysfunctional behaviours. These are areas for the coach to explore, eg, being-liked.
- A Balance Index (IROS) and commentary indicating the relative weight of individual, relationship and societal values chosen by the individual. A strong focus on individual values shows the individual is self-focused. A significant number of relationship values shows the individual is other-focused. Self-actualised individuals have a healthy balance of the three different types of values.
- An analysis and commentary on the levels of consciousness that the individual is operating from. When the individual's choices of values are plotted on the seven levels model, the coach can immediately see a map of the consciousness of the individual. What is important is to note is where the values are clustered, and where there are gaps. Gaps in the lower levels of consciousness are indicative of either mastery or blind spots. Gaps in the higher levels of consciousness are indicative of next levels of growth. A lack of values at the transformation level of consciousness is indicative of an unwillingness or inability to change.
- An analysis of and commentary on the degree of alignment between the personal values and current culture values (number of matching values). This is indicative of the degree to which the individual is able to bring his or her full self to work.

The section on current culture in the written report contains:

- A cultural profile of the organisation based on the individual's choice of current culture values. This profile enables the coach to identify what the coachee considers to be the most important motivations of the organisation.
- A Health Index (P/L) and commentary indicating the relative weight of positive and limiting values in the current culture. When limiting values show up in the top-ten list of current culture values, this is indicative of underlying subconscious fears that cause dysfunction and inhibit the performance of the organisation.
- A Balance Index (IROS) and commentary indicating the relative weight of individual, relationship, organisational and societal values in the current culture. A strong focus on organisational values shows the organisation is internally focused, paying little attention to employee or customer needs. A significant number of relationship values shows the organisation is employee or customer focused. A significant number of societal values shows the organisation is focused on making a difference in the world.

- An analysis and commentary on the levels of consciousness of the current culture. When the individual's choice of current culture values are plotted on the seven-levels model the coach can immediately identify the levels of the organisation is operating from. What is important is to note is how different this plot of values is from coachee's personal values.
- An analysis of and commentary on the degree of alignment between the current culture and the desired culture (number of matching values): This indicates the degree to which the individual thinks the organisation is on the right track. The low number of matching values indicates a high level of frustration with the organisation, especially when there are many limiting values in the current culture.

The section on desired culture in the written report contains:

- A cultural profile of the organisation that the individual would like to see, based on the individual's choice of desired culture values. This profile enables the coach to see what the coachee considers to be the most desired cultural values.
- A Health Index (P/L) and commentary indicating the relative weight of positive and limiting values in the desired culture. Usually all the values chosen by the coachee are positive.
- A Balance Index (IROS) and commentary indicating the relative weight of individual, relationship, organisational and societal values in the desired culture: It is important to compare this Balance Index with the Balance Index of the current culture. Differences indicate important changes the coachee would like to see.
- An analysis of and commentary on the levels of consciousness of the desired culture. When the individual's choice of desired culture values are plotted on the seven-levels model and compared to the current culture values, the coach can immediately see what changes the coachee would like to see in the organisation. The choice of desired culture values is a reaction to what is happening in the current culture and indicates areas of improvement that the coachee would like to see.
- An analysis of and commentary on the degree of alignment between the individual's personal values and the values of the desired culture (number of matching values). Particular attention should be paid to values in the desired culture that are the same as the coachee's personal values, especially if these values are not showing up in the current culture. A high number of matching desired culture and personal values (that are not showing up in the current culture) is a measure of the level of frustration of the coachee with the organisation.

The section on the business needs scorecard in the written report contains:

- A commentary on the comparison of the current and desired culture values by business category. This commentary highlights the degree of balance between the different areas of business focus and indicates the major shifts that the coachee would like to see between the current and desired culture.
- The summary section of the Individual Values Assessment contains:
- A descriptive overview of the personality of the individual, the degree to which he or she is aligned with the current culture of the organisation, and the degree to which he or she thinks the organisation is on the right track. This provides the coachee with a realistic evaluation of his or her relationship to the organisation and the degree to which he or she feels empowered or frustrated by the current culture. The comparison of the distribution of values in the personal, current and desired culture immediately shows to what extent the coachee is aligned with the organisation.
- An annex to the report provides a description of the Seven Levels of Organisational Consciousness.

The coach's Confidential Notes for the Individual Values Assessment contain:

- A general set of instructions for the coach for interpreting the results
- Specific insights, comments and questions that can be used to direct the coaching session.

Commentary on the IVA

The Individual Values Assessment (IVA) provides significant insights into the alignment of an individual's personal values with those of the organisational culture they are operating in, and the degree to which the individual believes the organisation is on the right track. The example in Figure 1 shows a significant misalignment in values. You will note in Figure 1(a) that the individual has a good spread of personal values from Levels 2 to 6, whereas the organisation is strongly focused at Level 1 and Level 4 consciousness.

There are six potentially limiting values in the current culture, showing a significant degree of misalignment. One of the interesting anomalies that could be discussed as part of the feedback of this IVA would be the juxtaposition of the value of 'consensus' with the value of 'control'. The large number of potentially limiting values is an indication of a significant amount of fear in the organisation, which comes from the leaders' operating style. The culture of an organisation is always a reflection of the consciousness of the leaders. The individual in this assessment wants to see a major shift in the values of the organisation, as shown by the desired culture values. He or she wants to see a shift towards full-spectrum consciousness. The only limiting factor is

the individual's need for job security. Again, we find an anomaly. If in the current culture the organisation has 'financial stability', why would 'job security' be a desired culture value - another rich arena for discussion with the coach.

The business needs scorecard shown in Figure 1(b) indicates regression in the areas of fitness, evolution and culture. The desired culture scorecard indicates that the individual wants to see much more focus on evolution (diversity and innovation) and culture (balance of home and work, employee fulfillment and open communication).

The Leadership Values Assessment

The Leadership Values Assessment (LVA) is a web-based feedback assessment. Coachees go online and pick 10 values/behaviours from a template of about 60 to 80 words or phrases that represent their operating/management style. They are then asked to indicate three of their key strengths, three things they want to improve or stop, and what, if anything, they are doing to change.

Each person or leader who is being coached is then assessed, usually by 12–15 or more assessors who go online and pick 10 values/behaviours that they believe represent the leader's operating/management style. The same values template is used by the leaders and the assessors. In addition, the assessors are asked to identify three of the leader's strengths, three things they think the leader needs to improve or stop, and any other comments or feedback they want the leader to receive. The assessors are chosen by the leader.

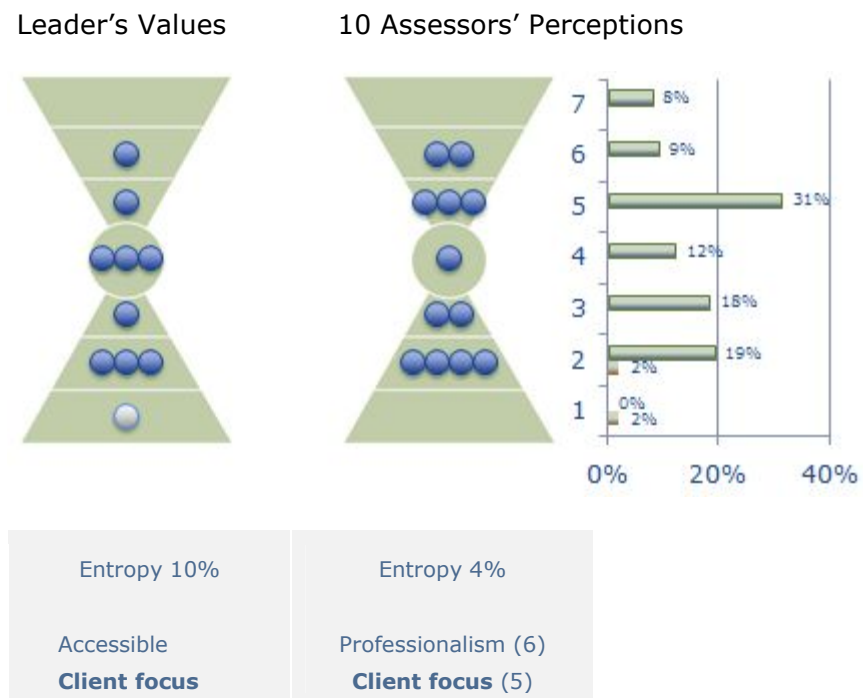
Since organisational transformation starts with the personal transformation of the leaders, this instrument and the coaching that follows the assessment can often be the most powerful of the CTT surveys and the one most able to effect deep and meaningful change. The written report for the Leadership Values Assessment comprises two sections: a detailed comparison of the leader's and assessors' responses regarding the leader's operating/ management style, and the suggested next steps for his or her development.

The data plots for the Leadership Values Assessment shows a visual comparison of the leader's chosen values and the top 10 values chosen by the assessors' mapped against the seven levels of leadership consciousness, together with a distribution chart of all the assessors' values and the leader's values plotted against the seven levels of leadership consciousness. The distribution chart also shows the level of personal entropy of the leader – the proportion of votes for all limiting values. The level of personal entropy shows the degree to which leaders allow their fears to dominate their decision making. Table 1 shows the corrective actions involved for different levels of personal entropy.

Personal Entropy	Corrective Actions
6% or less	Prime: Authentic individual Decision-making not driven by fears
7%-10%	Minor Issues: Requiring leaders to examine how their behaviours and actions are affecting people around them, their decision-making processes or their degree of life/work balance
11%-15%	Moderate Issues: Requiring leaders to examine how their behaviours may be compromising their relationships with some of their peers and subordinates, and negatively impacting goals they want to achieve
16%-20%	Serious Issues: Requiring leaders to examine how their behaviours are impacting the smooth functioning of the group they lead, and its overall performance. Need to focus on emotional intelligence skills
21% or more	Critical Issues: Requiring leaders to examine how their behaviours might be compromising their personal integrity, and their ability to inspire and lead the people around them to attain high performance. Need to focus on emotional intelligence skills

Table 1: Corrective actions for different levels of personal entropy

An example of the Leadership Values Assessment data plots is shown in Figure 2.



Client satisfaction	Fairness (5)
Controlling (L)	Respect (5)
Excellence	Commitment (4)
Goal focus	Experience (4)
Networks	Shared leadership (4)
Passion	Client satisfaction (3)
Teamwork	Making a difference (3)
Work/life balance	Patience (3)
	Teamwork (3)

Figure 2: Leadership Values Assessment data plot

The section on the comparison of the leader's and assessors' responses contains:

- The assessors' evaluation of the leader's strengths and the leader's evaluation of his or her own strengths. This provides a picture of what the assessors appreciate about the leader and the degree which the leader understands how he or she is coming across.
- The number of values matches between the values chosen by the leader and the top 10 values chosen by the assessors. A high degree of alignment shows the leader has a strong sense of self-awareness. Such leaders are conscious of who they are. A low degree of alignment shows a lack of self-awareness.
- A comparison of the leader's and assessors' distribution of values across the levels of consciousness. This provides accurate feedback on the leader's operating styles. If the assessors' and leader's values are clustered around different levels of consciousness, then the leader does not have an accurate perception of how he or she is coming across. When the assessors' values are higher than the leader's values, the leader does not fully appreciate his or her qualities. When the assessor's values are lower than the leader's values, the leader is operating with a false sense of reality.

The section on next steps for the leader's development contains:

- The assessors' evaluation of the leader's areas of improvement, the leader's evaluation of his or her areas of improvement, and the leader's comments on what they are doing to change. This section provides significant insights for changing or developing the leader's personal action programme, and a rich area of discussion and interaction with the coach.

Table 2 provides an overview of the seven levels of leadership consciousness, seven levels of personal consciousness and seven levels of organisational consciousness.

Seven Levels of Consciousness	Personal Consciousness	Leadership Consciousness	Organisational Consciousness
7. Service	Leading a life of self-less service to humanity or the planet. At ease with uncertainty. Humility. Compassion. Wisdom.	Focus on ethics, long-term perspective and global issues. Future generations. Human rights. At ease with uncertainty. Humility. Compassion. Wisdom.	Long-term perspective. Future generations. Human rights. Ecological awareness. Service to humanity. Humility. Compassion. Wisdom.
6. Making a difference	Actualising your sense of meaning by making a difference in the world or your community. Caring about the environment. Mentoring. Coaching.	Focus on strategic alliances, collaboration and partnerships. Employee fulfillment. Environmental awareness. Empathy. Mentoring.	Strategic alliances and partnerships. Coaching, mentoring and employee fulfillment. Community involvement. Environmental awareness.
5. Internal cohesion	Finding meaning in existence. Passion, commitment, enthusiasm, integrity, honesty, trust, transparency, openness.	Focus on vision, mission and values. Passion, commitment, enthusiasm, integrity, honesty, trust, transparency, openness. Focus on the common good.	Shared vision and shared values. Passion, commitment, enthusiasm, integrity, honesty, trust, transparency, openness. Focus on the common good.
4. Transformation	Feeling a sense of independence and freedom by overcoming your survival, relationship and self-esteem fears. Courage, adaptability, accountability.	Focus on empowerment, participation, team building and personal growth. Continuous improvement. Equality. Diversity. Continuous learning.	Continuous improvement. Continuous renewal. Continuous learning. Teamwork. Empowerment. Accountability. Adaptability. Innovation.
3. Self-esteem	Feeling a sense of self-worth. Feeling good about who you are. Feeling respected by peers. Feeling a sense of personal pride.	Focus on performance, productivity, efficiency, quality and results. Systems and processes. Goals orientation. Focus on professional	Pride in performance. Best practices. Competency. Efficiency, productivity, systems and processes. Professional growth. Excellence. Quality.

		development.	Expertise.
2. Relationship	Feeling a sense of belonging, and friendship. Feeling loved and being part of a family. Open communication. Loyalty.	Focus on customer satisfaction, employee recognition and conflict resolution. Respect. Open communication. Accessible.	Employee and customer satisfaction and loyalty. Sense of camaraderie and fellowship. Open communication. Respect. Tradition, Caring. Supportive.
1. Survival	Satisfying your security, safety and physiological needs.	Focus on profit, shareholder value and organisational growth. Employee health and safety.	Pursuit of profit or shareholder value. Employee health and safety.

Table 2: The seven levels of consciousness

Commentary on the LVA

Whereas the IVA is a self-assessment on the degree of alignment of the individual with the culture of his or her organisation, the Leadership Values Assessment (LVA) provides external feedback on the individual’s leadership style. The example in Figure 2 shows someone who sees himself as operating from Levels 2 and 4, but comes across to colleagues as operating from Level 5. This can be clearly seen from the distribution diagram. This person does not have an accurate perception of who he is or of his strengths. There are only three matching values between leader’s perception of his operating style and the assessor’s perception – client focus, client satisfaction and teamwork. Even though the assessor’s show only three values at Level 5 and four at Level 2, there were many more votes for Level 5 (31 per cent) values than Level 2 (19 per cent).

The job of the coach in this situation is to help the leader acknowledge his strengths and also understand why the values that he believes he is operating with are not coming across. It is interesting that the leader sees himself as ‘controlling’ whereas this is not coming across to his colleagues. This could be a rich avenue for the coach to explore. Why is this person judging himself so harshly and why does he have a lower opinion of himself than his colleagues do. Is this a self-esteem issue?

It is also interesting to note that there are six relationship values among the values chosen by the assessors – ‘fairness’, ‘respect’, ‘listener’, ‘patience’, ‘shared leadership’ and ‘teamwork’ – whereas the leader gives himself only two relationship values, ‘accessible’ and ‘teamwork’. Why is this person not recognising his potential as a leader of people? This leader has strong people skills as well as strong business skills,

as shown by the values of 'professionalism' and 'experience'. It is time for him to step up into the fullness of his being. The lack of positive values at Level 1 suggests that the leader may not be as focused on the financial aspects of the organisation's business as he should be.

Conclusions

Both the IVA and the LVA provide powerful personal insights for the person you are coaching. The IVA allows the coachee to see how he or she relates to the organisation—the degree to which they can bring themselves fully to their work, and the degree to which they believe the organisation is on the right track. The LVA provides the coachee with feedback on their leadership style—their strengths, how they are perceived by other people, and what they need to work to be more effective in their leadership role.

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