



Barrett Values Centre

Spiritual Religious Example

Prepared by:

Barrett Values Centre



Spiritual Religious Example (61)

Personal & Current Culture Alignment

Values Matches: 4

- 3 or more. People are able to bring themselves to work.
- 1-2. People are somewhat able to bring themselves to work.
- 0. People are not able to bring themselves to work. Look to blue values in Desired Culture for guidance, if any.

Current & Desired Culture Alignment

Values Matches: 3

- 6 or more. Excellent, strong, healthy culture.
- 4-5, good. Group is on the right track.
- 2-3, fair. Group is somewhat on the right track. More work needs to be done.
- 0-1, poor. Group is unhappy or frustrated, wants to see changes or take a new direction.

Limiting Values: 4

- 0. This group does not operate from the basis of fear.
- 1-2. May be some element of fear behind how decisions are made or how people are managed.
- 3+. Fear is a factor in how this group operates or is managed.

institutional hierarchy, resistance to change, cliques, confusion

Cultural Entropy: 25%

- 0-10%. Healthy functioning.
- 11%-20%. Some problems requiring careful monitoring.
- 21%-30%. Significant problems requiring immediate attention.
- 31%-40%. Serious situation requiring immediate leadership intervention and changes.
- 41%+. Critical situation requiring leadership changes to avoid organisational failure.

NEW VALUES TO FOCUS ON

Any values shown in blue are values that are important to the individuals who work for the group and are requested in the Desired Culture but are not showing in the top values of the Current Culture. How can you support your staff to bring these values and strengths to work so that they and the group would derive further benefit from them?

Any Desired Culture values shown in black are entirely new requests. They do not show in the Personal or Current Culture. To what extent are these values positive new requests, or maybe a reaction to something that is not happening or is unhealthy in the Current Culture? What themes do you notice with these new values? Open a dialogue with these people to gain a deeper understanding.



Spiritual Religious Example (61)

Level	Personal Values (PV)	Current Culture Values (CC)	Desired Culture Values (DC)			
7						
6						
5						
4						
3						
2						
1						
	IRS (P)=9-4-0 IRS (L)=0-0-0	IROS (P)=5-1-0-0 IROS (L)=0-1-3-0	IROS (P)=4-6-1-0 IROS (L)=0-0-0-0			
Matches	humour	24 5(I)	<u>know God</u>	34 5(I)	accountability	30 4(R)
	<u>know God</u>	24 5(I)	institutional hierarchy (L)	23 3(O)	<u>know God</u>	24 5(I)
	creativity	23 5(I)	wisdom	20 7(I)	<u>cooperation</u>	22 5(R)
	well-being (physical/ emotional/ mental/ spiritual)	21 6(I)	freedom	18 4(I)	<u>integrity</u>	22 5(I)
	compassion	19 7(R)	<u>spiritual growth</u>	18 5(I)	leadership development	20 6(O)
	<u>cooperation</u>	17 5(R)	resistance to change (L)	17 1(O)	open communication	19 2(R)
	<u>integrity</u>	16 5(I)	cliques (L)	16 2(R)	<u>spiritual growth</u>	18 5(I)
	responsibility	16 4(I)	<u>commitment</u>	15 5(I)	inclusiveness	16 4(R)
	caring	15 2(R)	confusion (L)	15 3(O)	transparency	16 5(R)
	<u>commitment</u>	14 5(I)	<u>cooperation</u>	15 5(R)	adaptability	15 4(I)
	family	14 2(R)			trust	15 5(R)
	honesty	14 5(I)				
	<u>spiritual growth</u>	14 5(I)				

Cultural Entropy:
Current Culture
25%

Black Underline = PV & CC
Orange = PV, CC & DC

Orange = CC & DC
Blue = PV & DC

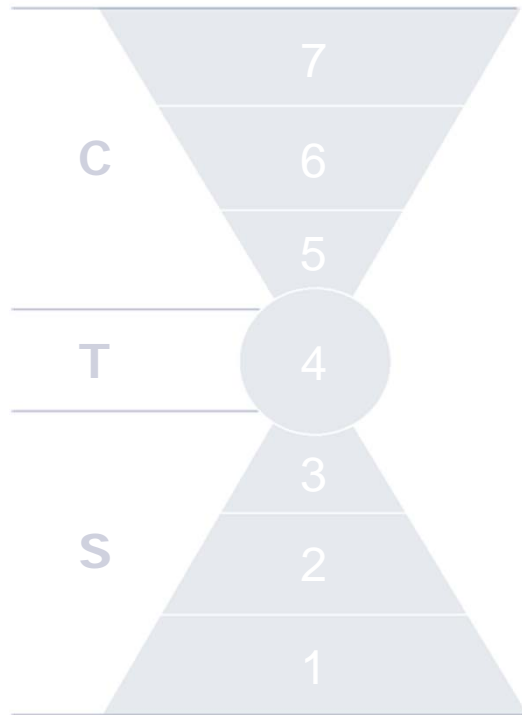
P = Positive
L = Potentially Limiting (white circle)

I = Individual
R = Relationship

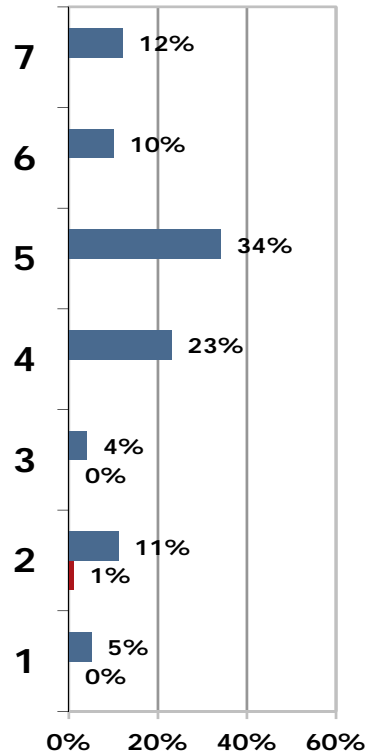
O = Organisational
S = Societal



Spiritual Religious Example (61)

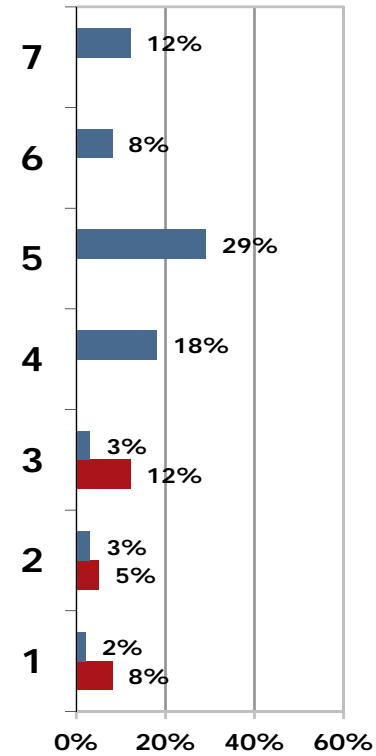


Personal Values



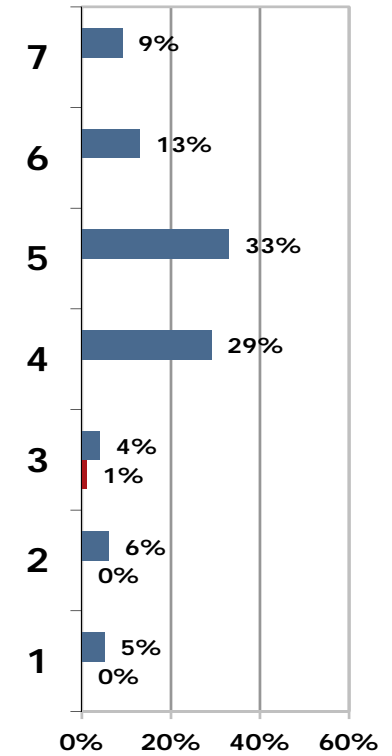
CTS = 56-23-21
Cultural Entropy = 1%

Current Culture Values



CTS = 49-18-33
Cultural Entropy = 25%

Desired Culture Values



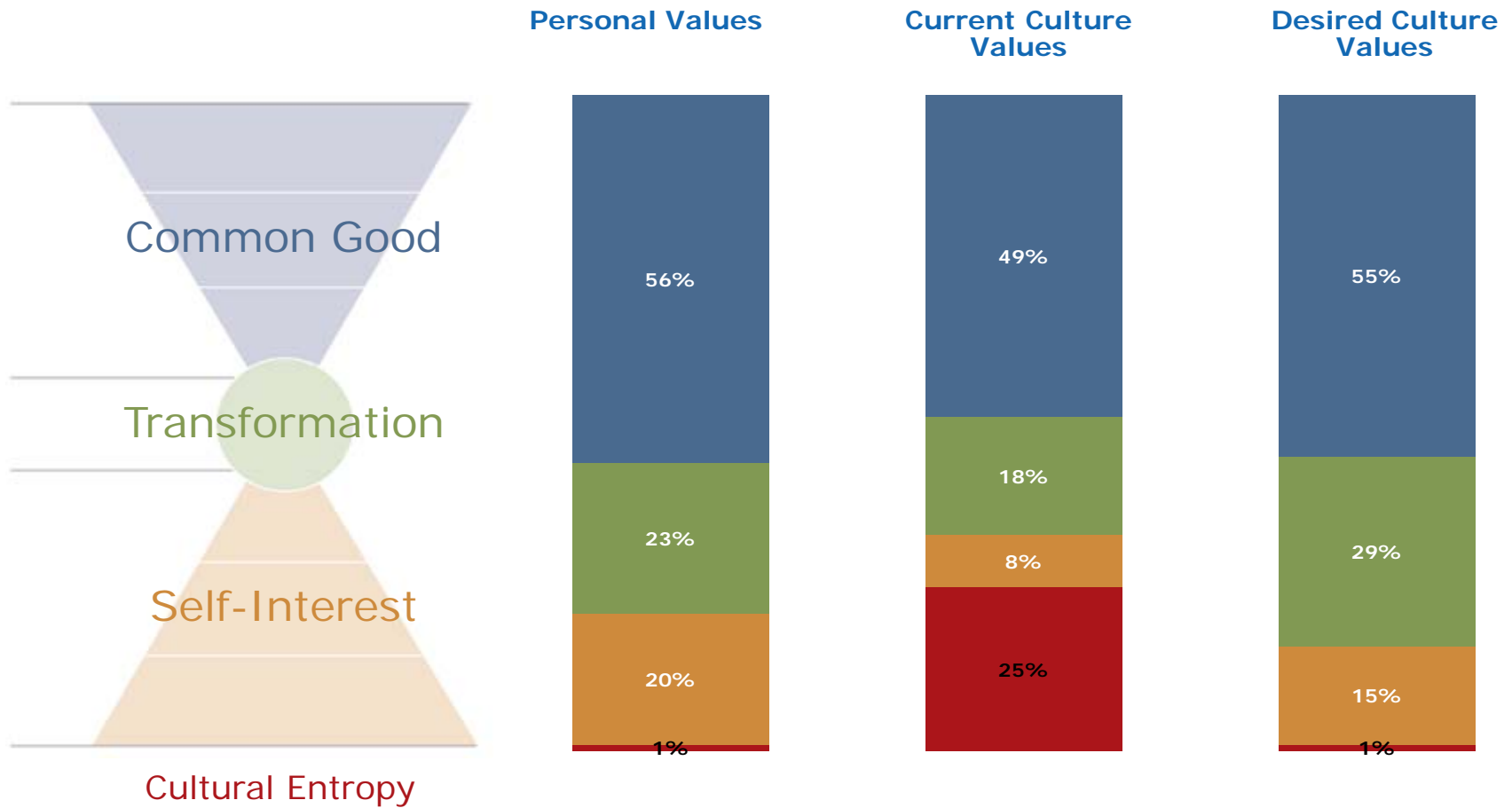
CTS = 55-29-16
Cultural Entropy = 1%

C = Common Good
 T = Transformation
 S = Self-Interest

■ Positive Values
 ■ Potentially Limiting Values



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Cultural Entropy Report

This depicts the number of potentially limiting values per level in the Current Culture that were chosen by the survey participants. These represent all the potentially limiting values that were chosen and so may not be included in the top ten values on the Values Plot. Potentially limiting values are found only at levels 1, 2 and 3. This is a reflection of the degree of disorder within a system.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	<ul style="list-style-type: none"> institutional hierarchy (23) confusion (15) bureaucracy (14) long hours (8) silo mentality (5) superiority (3) information hoarding (2) power (2) 	12% of total votes
2	<ul style="list-style-type: none"> cliques (16) excluding (8) blame (4) internal competition (3) too demanding (2) manipulation (1) 	5% of total votes
1	<ul style="list-style-type: none"> resistance to change (17) caution (13) control (10) cost reduction (5) job insecurity (3) short-term focus (3) exploitation (1) 	8% of total votes
Total	158 out of 610	25% of total votes

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.



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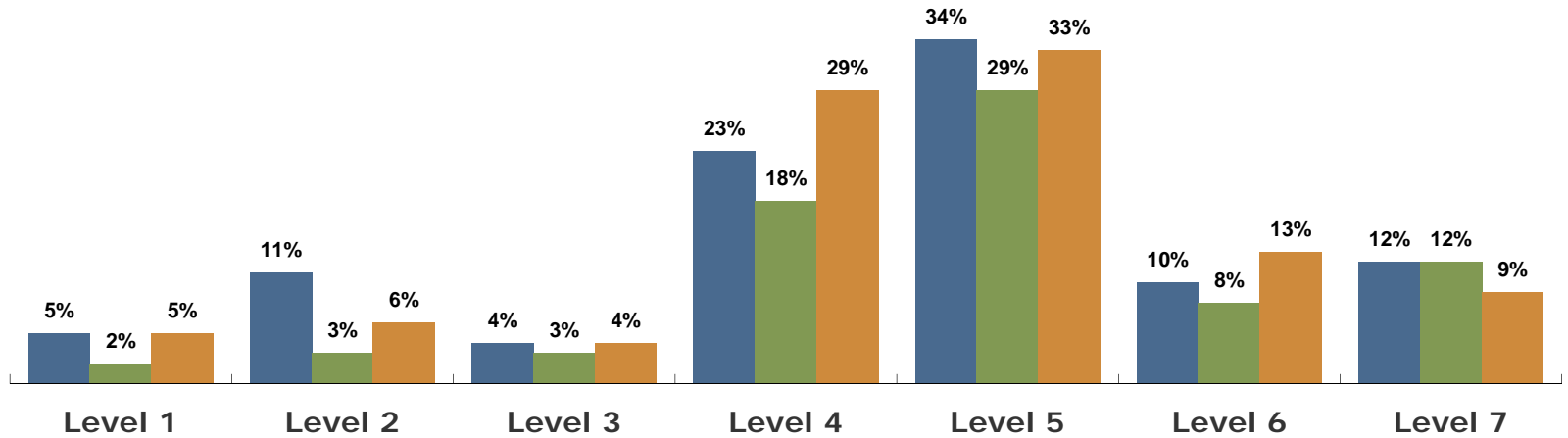
Values Jumps

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in **bold** are represented in the Desired Culture.

Value	Current Culture Votes	Desired Culture Votes	Jump
accountability	8	30	22
open communication	5	19	14
transparency	2	16	14
adaptability	1	15	14
trust	1	15	14
leadership development	7	20	13
joy	2	14	12
integrity	12	22	10
inclusiveness	6	16	10
cooperation	15	22	7
organisational growth	5	12	7
listening	2	9	7



Spiritual Religious Example (61)



Desired Culture Values		open communication		accountability inclusiveness adaptability	know God cooperation integrity spiritual growth transparency trust	leadership development	
Values Jumps	organisational growth	listening				joy	

Personal Values ■

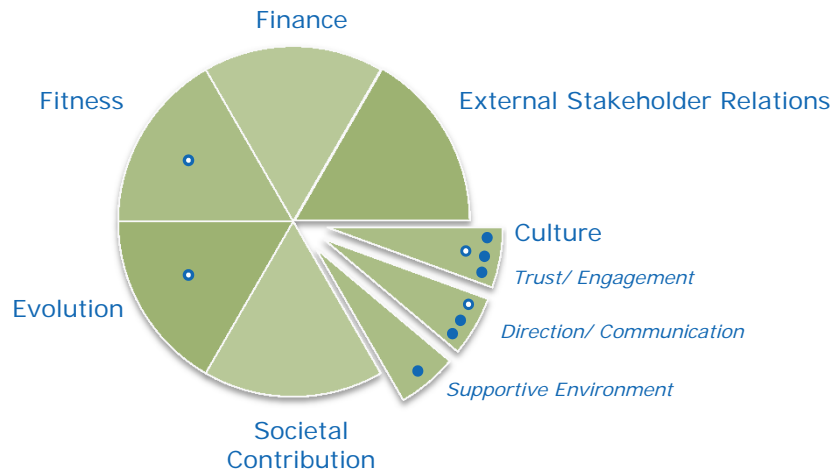
Current Culture Values ■

Desired Culture Values ■

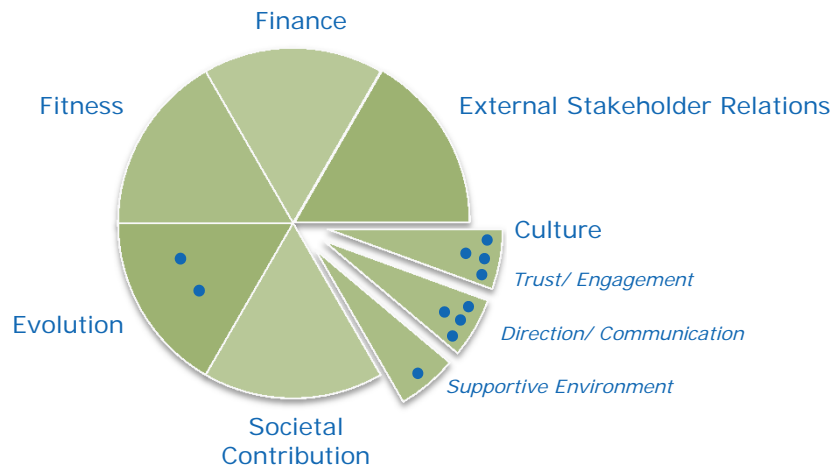


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Current Culture Values



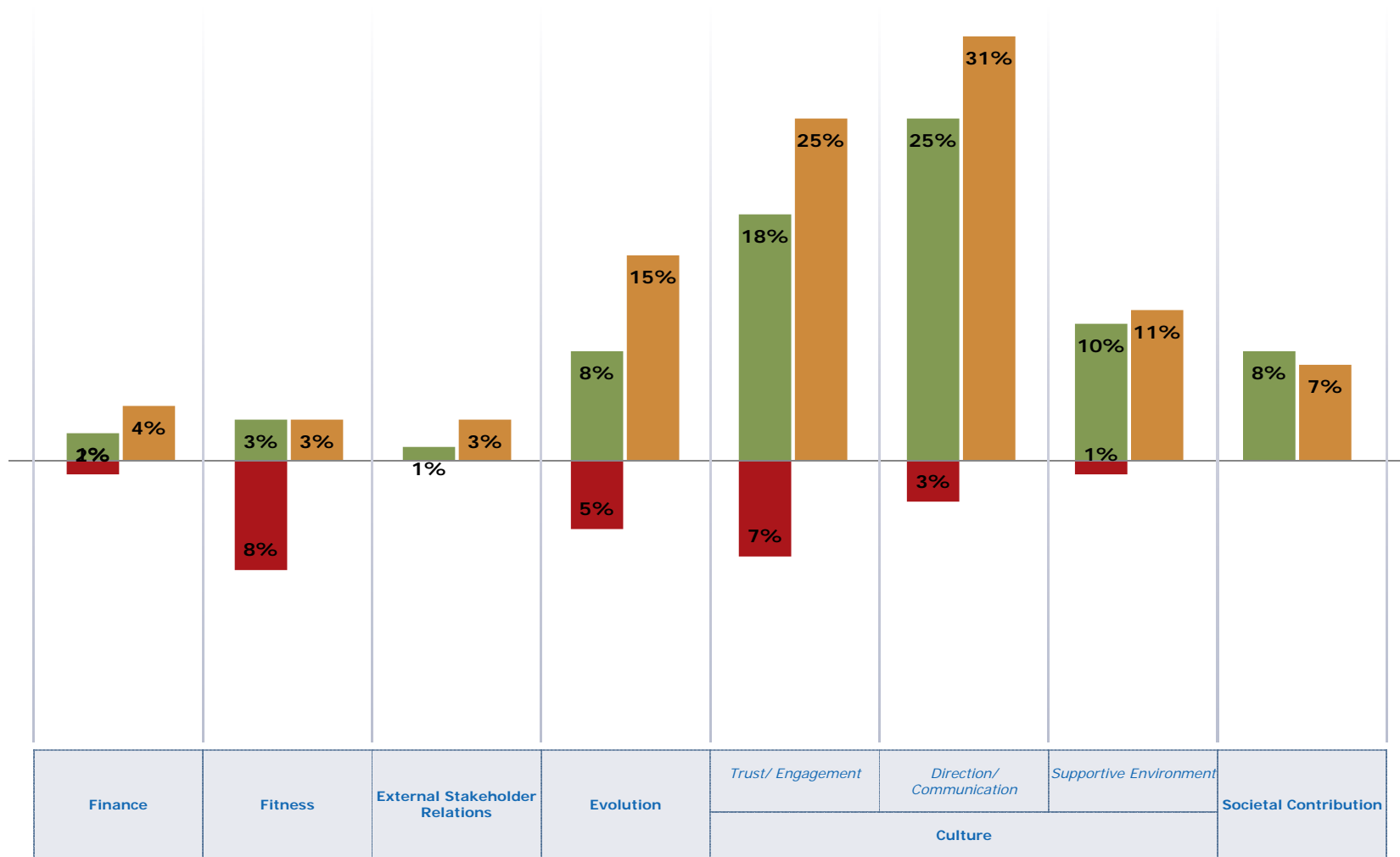
Desired Culture Values



		Current Culture	Desired Culture
	Finance		
	Fitness	institutional hierarchy (L)	
	External Stakeholder Relations		
	Evolution	resistance to change (L)	leadership development adaptability
Culture	Trust/Engagement	freedom cliques (L) commitment cooperation	accountability cooperation inclusiveness trust
	Direction/Communication	know God wisdom confusion (L)	know God integrity open communication transparency
	Supportive Environment	spiritual growth	spiritual growth
	Societal Contribution		



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Positive Values - Current Culture ■ Cultural Entropy: Current Culture ■ Positive Values - Desired Culture ■