



Barrett Values Centre

Cultural Values Assessment National Assessment Example

Prepared by Barrett Values Centre





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CURRENT STRENGTHS OF OVERALL GROUP- NATION

The **Personal Values** of the people living in your nation show that they demonstrate:

- **An autonomous and flexible approach in their endeavours**
- **Ownership for their actions and following through on obligations**
- **Just and truthful interactions**
- **Focus on their closest connections, with a deep sense of care for others**
- **An optimistic and light-hearted outlook**

Their top value is **humour/ fun**, and the top positive values of these people are concentrated at Level 5 - Internal Cohesion and Level 4 - Transformation. This shows the citizens of this nation have a focus on finding life's mission and meaning, supporting growth and developing their individual capacities.

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

- **An environment where people live in harmony and can speak openly**
- **Chances for people to learn and develop, but problems in finding work**

The top positive value is **freedom of speech**.

When looking at overall votes, we see the most positive focus is at Level 4 - Transformation, showing that energy is

devoted to democratic processes, institutional accountability, renewal and development.

KEY ISSUES FOR OVERALL GROUP- NATION

Cultural entropy is high at 47%. The cultural entropy is most concentrated at Level 1 - Survival indicating that people see issues with how basic needs in Sweden are met. Note that at this level the amount of negative focus exceeds the positive. This is also true for Level 2- Relationship and Level 3- Self Esteem, areas concerning how people connect with one another and how services are provided. This indicates that good work in all these areas is being undermined by problems.

There are seven potentially limiting values in the top values of the Current Culture: **unemployment, bureaucracy, uncertainty about the future, wasted resources, materialistic, blame and short-term focus**. Looking at these values and those appearing in the entropy table we see the following issues:

- **Participants see people in extreme need, living in fear and lacking job opportunities**
- **Attention to meeting immediate needs appears to over-ride setting clear plans for the future**
- **People see evidence of dishonesty, unfair treatment and criticism, while others enjoy undue privilege**

- **A focus on material gains exacerbates an ineffective and destructive use of resources**
- **Processes and practices are cumbersome, and power is controlled from the centre**

There are no top positive values at Level 1 - Survival, Level 2 - Relationship, Level 5 - Internal Cohesion and Level 6 - Making a Difference. Are these areas that you believe are covered, gaps in focus for the nation or potential areas for future development?

In addition when we look at matches between those values which are most important to the people and those they most experience in society we can see no agreement. This suggests that participants feel little to no connection between what is important to them personally and their current experience of the nation.

THE WAY FORWARD FOR OVERALL GROUP- NATION

From the top positive desired values chosen we see most concentration at Level 4 - Transformation and Level 1 - Survival showing that the participants want to focus on democratic processes, institutional accountability, renewal and development, as well as energy devoted to economic, safety and physical well being.

From the desired values we also can see possible antidotes for the problems currently being experienced- e.g. 'long-term perspective' to overcome the

Executive Summary

'uncertainty about the future' and 'short-term focus' that people currently perceive.

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

People want to build for the future

The people of this country see the need to plan ahead and build a sustainable platform to meet the needs of their future citizens. They feel it is important to do this by having a firm economic base and supporting job creation. In doing so, the natural world also must be protected.

Citizens want to create a more inclusive and supportive society

This group wants to ensure that there are dedicated efforts made to treat all people fairly, and develop more participation and involvement in how the country is governed. They see the need to look after those who have the least and provide more effectively for the older population. It is crucial that quality standards and practices of healthcare are available to everyone.

Section 1 National Assessment Example



Section 1: Personal Values

Personal Values in order of predominance

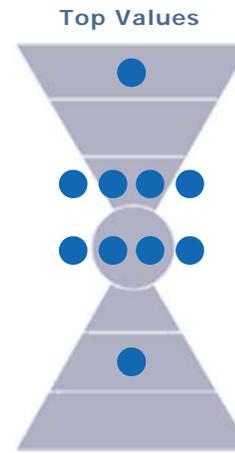
| | Vote | Level |
|-------------------|------|-------|
| humour/ fun | 470 | 5(I) |
| family | 422 | 2(R) |
| responsibility | 383 | 4(I) |
| honesty | 357 | 5(I) |
| accountability | 315 | 4(R) |
| compassion | 290 | 7(R) |
| positive attitude | 284 | 5(I) |
| fairness | 279 | 5(R) |
| adaptability | 257 | 4(I) |
| independence | 228 | 4(I) |

IRS (P)=6-4-0
IRS (L)=0-0-0

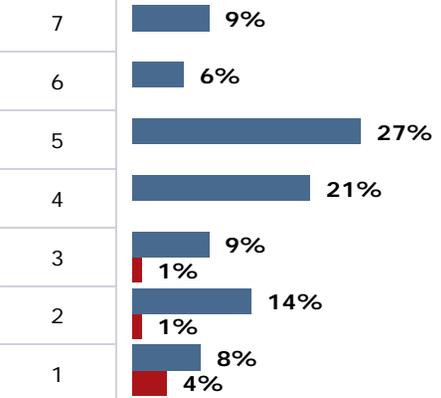
P: ● - Positive Value
L: ○ - Potentially Limiting Value

I - Individual
R - Relationship
S - Societal

1001 Participants



Level All Values



Cultural Entropy=6%

What is important to the people of National 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 Individual, Relationship or Societal Values (IRS).

Key Themes from Top Values

- An autonomous and flexible approach in their endeavours
- Ownership for their actions and following through on obligations
- Just and truthful interactions
- Focus on their closest connections, with a deep sense of care for others
- An optimistic and light-hearted outlook

Values Concentration

- In the top Personal Values the values are located in four of the seven levels with concentration at Level 5 - Internal Cohesion and Level 4 - Transformation. This shows the citizens of this nation have a focus on finding life's mission and meaning and on growth and developing their individual capacities.
- When we look at all of the values chosen we see the most focus also at Level 4 - Transformation (21%) and Level 5 - Internal Cohesion (27%). Level 4 reflects a willingness to learn or change. 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.



Section 1: Personal Values

Values Gaps

A values gap occurs where one or more of the seven levels have no top values. This can mean one of three things; that the levels a) are unconsciously taken care of, b) are a blind spot, or c) represent 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 3 - Self-esteem focuses on performing to a high standard

Level 6 - Making a Difference focuses on creating positive change through awareness and contribution from a personal and community perspective.

It is important to check the 'All Values' chart at the levels where there are no top values 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 there is little agreement as to which values are important.

Values Types

- **IRS:** Of the top positive values chosen six are individual values, four are relationship values and none are societal values. It is common in the personal values to see a concentration of "individual" type values. However, this group shows an appreciation for their connections with others, as shown by a high number of "relationship" type values.



Section 1: Current Culture Values

Current Culture Values in order of predominance

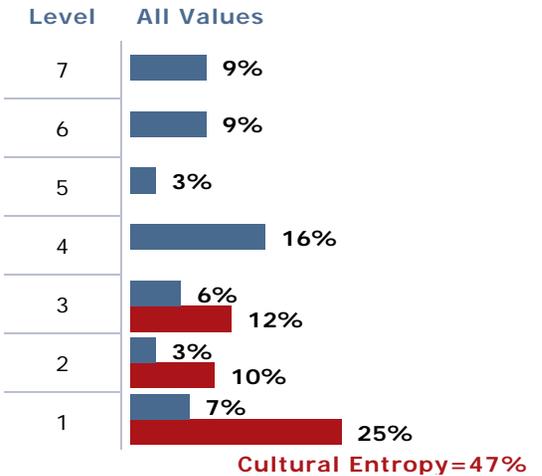
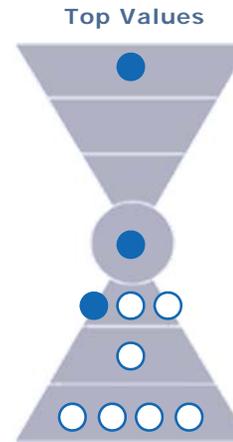
| | Vote | Level |
|----------------------------------|------|-------|
| unemployment (L) | 599 | 1(O) |
| bureaucracy (L) | 457 | 3(O) |
| uncertainty about the future (L) | 438 | 1(I) |
| freedom of speech | 395 | 4(O) |
| wasted resources (L) | 354 | 3(O) |
| materialistic (L) | 338 | 1(I) |
| blame (L) | 334 | 2(R) |
| peace | 332 | 7(S) |
| short-term focus (L) | 319 | 1(O) |
| educational opportunities | 279 | 3(O) |

IROS (P)=0-0-2-1
IROS (L)=2-1-4-0

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

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

1001 Participants



What is shaping participants' experience?

The Current Culture Values reflect the participants' perceptions of your nation and the day-to-day environment – both the positive aspects of their experiences, and the 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

- An environment where people live in harmony and can speak openly
- Chances for people to learn and develop, but problems in finding work
- Ineffective and uneconomical systems, processes and practices
- Over-emphasis on possessions and meeting immediate needs

- A culture where people criticise rather than work together, leading to fears about the way ahead

Values Concentration

- In the Current Culture, the top values are distributed in five of the seven levels with concentration at Level 1 - Survival, showing that much of the energy is devoted to economic, safety and physical well being. As all of the top values chosen at this level are potentially limiting, we can see that participants recognise significant deficiencies in this area.
- When we look at all of the values, both positive and potentially limiting, we can see that the highest focus for this nation is also at Level 1 - Survival (32%). Level 1 - Survival focuses on economic issues and/or physical well-being. Again, with more than three-quarters of the focus at Level 1 being



Section 1: Current Culture Values

negative in origin, it is clear that people are concerned about how basic needs in the country are met.

Values Gaps

- There are no top positive values in the following levels:
- Level 1 - Survival focuses on economic issues and/or physical well-being.
- Level 2 - Relationship focuses on social stability and family or group relationships.
- Level 5 - Internal Cohesion focuses on deepening the internal resilience of the nation through fairness, openness and trust.
- Level 6 - Making a Difference focuses on building mutually beneficial strategic alliances and promoting environmental awareness..

Values Types

- **IROS:** Of the top positive values chosen none are individual values, none are relationship values, two are organisational values and one is a societal value. Note, however, that there are also potentially limiting values in the top values of the Current Culture: two are individual values, one is a relationship value and four are organisational values. This shows that the people see the nation as focused primarily on the provision of services, though from both a positive and negative perspective.

Values Matches: Personal and Current Culture

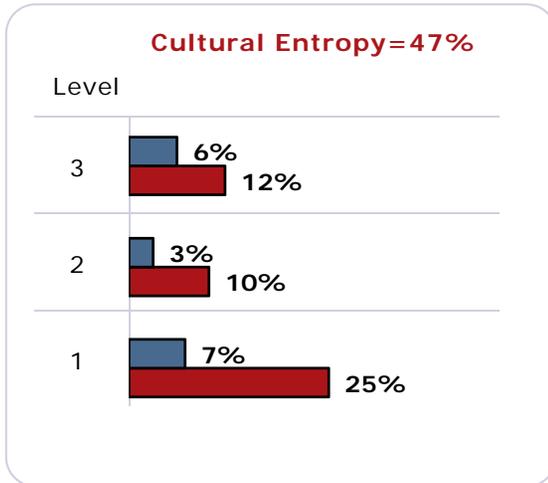
Matching values indicate alignment. The greater the number of matching Personal and Current Culture values, the greater the degree to which people are likely to feel a strong sense of connection between their personal values and their experience of the nation.

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 citizens are not aligned with the values of the nation. This lack of alignment may create dissatisfaction and conflicts. In an aligned culture, one would expect to see three or four matching values.



Section 1: Current Culture Entropy



Potentially Limiting Values

Potentially limiting values create cultural entropy. Entropy is a measure of the degree of dysfunction in a system and represents the proportion of votes for potentially limiting values. The chart shows the percentage of potentially limiting values in the Current Culture. Potentially limiting values are found only at levels 1, 2 and 3. The table shows the specific issues contributing to the entropy at each level. Cultural entropy levels of 10% or lower indicate a healthy nation.

47% of all votes were for potentially limiting values. **This level of cultural entropy reflects endemic issues that could lead to demonstrations, violent disorder and/or major financial disruption indicating a need for change**

| Level | Potentially Limiting Values (votes) | Cultural Entropy % |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 3 | bureaucracy (457) wasted resources (354) centralised government (193) elitism (184) illiteracy (33) strict moral/ religious codes (11) | 12% of total votes |
| 2 | blame (334) ethnic discrimination (167) gender discrimination (149) conflict/ aggression (135) hatred (126) tradition (119) | 10% of total votes |
| 1 | unemployment (599) uncertainty about the future (438) materialistic (338) short-term focus (319) crime/ violence (277) poverty (173) environmental pollution (172) corruption (150) terrorism (30) | 25% of total votes |

in policy and/or a change in government. It is important to reduce the level of cultural entropy to improve individual and societal well-being.

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

Unemployment leads to poverty and can propagate a downward economic spiral.

Bureaucracy may make it difficult for businesses to thrive, and may also make it difficult for citizens to access the public services they may need.

Uncertainty about the future can stifle growth and investment and lead to excessive caution in making long-term decisions.

Wasted resources undermine the health of the community and the ability for earth to sustain life.

Materialistic focus can reveal excessive concern with accumulation of wealth or a show of ostentatious behaviour. It often leads to excessive consumption and environmental degradation.

Blame suggests a culture where people are made to take responsibility for other



Section 1: Current Culture Entropy

people's mistakes or problems that may or may not be a result of their actions. This can lead to the undermining of openness, trust and respect.

Short-term focus is potentially limiting when energy is expended on short-term issues at the expense of long-term solutions. It can be reflective of a reactive mindset or scarcity consciousness.

Concentration of Entropy

- The cultural entropy is concentrated at Level 1 - Survival indicating that participants see significant issues in how basic needs in the country are, or are not being met.
- Note that cultural entropy exceeds the amount of positive focus at Level 1 - Survival, Level 2 - Relationship and Level 3 - Self-esteem (areas which concern how people interact and how services are provided). This suggests that any positive efforts at these levels are being completely undermined.

Key Themes

- Participants see people in extreme need, living in fear and lacking job opportunities
- Attention to meeting immediate needs appears to over-ride setting clear plans for the future
- People see evidence of dishonesty, unfair treatment and criticism, while others enjoy undue privilege

- A focus on material gains exacerbates an ineffective and destructive use of resources
- Processes and practices are cumbersome, and power is controlled from the centre



Section 1: Desired Culture Values

Desired Culture Values in order of predominance

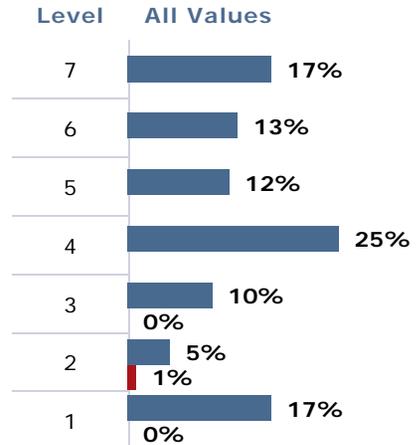
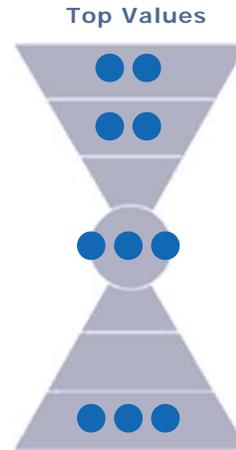
| | Vote | Level |
|--------------------------------|------|-------|
| employment opportunities | 612 | 1(O) |
| financial stability | 490 | 1(I) |
| concern for future generations | 405 | 7(S) |
| effective healthcare | 335 | 1(O) |
| nature conservancy | 330 | 6(S) |
| democratic process | 277 | 4(R) |
| environmental awareness | 262 | 6(S) |
| long-term perspective | 256 | 7(S) |
| caring for the elderly | 253 | 4(S) |
| equality | 239 | 4(R) |

IROS (P)=1-2-2-5
IROS (L)=0-0-0-0

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

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

1001 Participants



Cultural Entropy=1%

What values do participants want for their future?

The Desired Culture Values reflect what participants believe to be important for the nation to achieve optimum performance. These values provide insights into the direction participants want the nation to take, possible antidotes to current problems and values that need strengthening.

Key Themes from Top Values

- Protecting and preserving natural resources
- Making provisions for an aging population and providing good standards of healthcare for all
- Long-term planning with focus on leaving a positive legacy

- Participatory governance and treating all people fairly
- Creating jobs and economic security

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 nation to achieve its highest performance.

There are ten new values in the values plot diagram:

employment opportunities

financial stability

concern for future generations

effective healthcare

nature conservancy

democratic process

environmental awareness

long-term perspective

caring for the elderly

equality

Values Matches:

Current Culture and Desired Culture

Matching values indicate alignment. The greater the number of matching Current and Desired Culture values, the greater the degree to which citizens believe the nation 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 no matching values.

These would have been the attributes that this group experience now and want to continue to support in the future. No values matches indicate that participants would like to see a significant shift in the way the nation is governed and how basic needs are addressed.

Values Matches:

Personal Values and Desired Culture

There are no matching values.

These would have been the values that, if chosen to be guiding principles of this nation, could easily have been supported, 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 four of the seven levels with concentration at Level 4 - Transformation and Level 1 - Survival showing that the participants want to focus on democratic processes, institutional accountability, renewal and development, and want energy devoted to economic, safety and physical well being.
- When we look at all of the values chosen we can see that the focus for this nation is at Level 4 - Transformation (25%). Level 4 - Transformation focuses on continuous improvement and renewal and the promotion of individual freedom.

Values Gaps

- There are no top positive values in the following levels:
- Level 2 - Relationship focuses on social stability and family or group relationships.
- Level 3 - Self-esteem focuses on efficient and effective public infrastructure and/or national pride.
- Level 5 - Internal Cohesion focuses on deepening the internal resilience of the nation through fairness, openness and trust..

The 'All Values' percentages indicate how much focus participants feel there

needs to be in each of these areas overall.

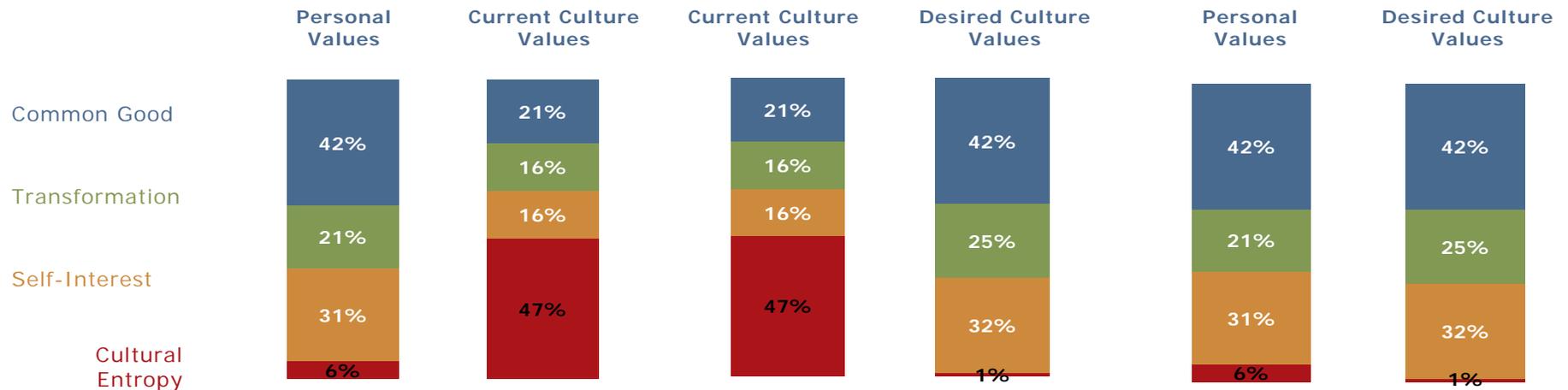
Values Types

- **IROS:** Of the top positive values chosen one is an individual value, two are relationship values, two are organisational values and five are societal values. This represents a call for the nation to increase focus on individual qualities, the way in which people interact with one another and on serving the common good.



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 national 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 nations 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.



There is severe misalignment here between the make-up of the values people hold personally and those they currently experience in your nation.

There is severe misalignment between the distribution of values people are currently experiencing and those they would like to see in the Desired Culture. showing that these people believe your nation is moving in the wrong direction.

There is close alignment between the group's personal values and the direction they are asking for in their Desired Culture, indicating that people will feel able to support any changes they are seeking.



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. These are values the participants consider need to be enhanced for the future well-being of the nation.

Key Requests

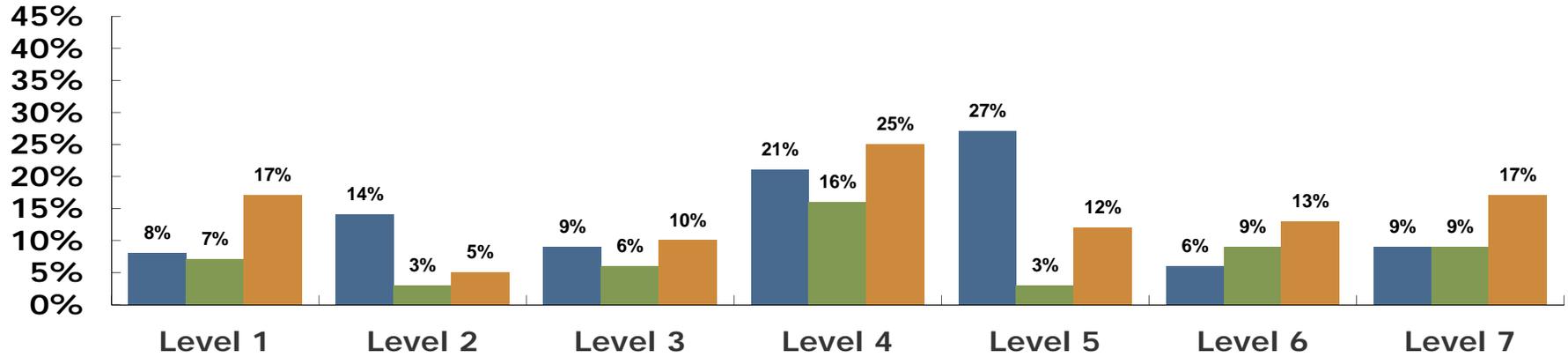
- This group wants to ensure support is provided for those who need it most.
- People want to see plans made for a sustainable future for Sweden.
- They are asking for facilities that support health needs and promote a cohesive and equal society.
- It is seen as important to provide more jobs and build a firm economic platform.
- Citizens want people showing more dedication in their efforts.

| Value | Current Culture Votes | Desired Culture Votes | Jump |
|---------------------------------------|-----------------------|-----------------------|------------|
| employment opportunities | 34 | 612 | 578 |
| concern for future generations | 52 | 405 | 353 |
| financial stability | 197 | 490 | 293 |
| effective healthcare | 97 | 335 | 238 |
| long-term perspective | 32 | 256 | 224 |
| nature conservancy | 118 | 330 | 212 |
| caring for the elderly | 42 | 253 | 211 |
| commitment | 24 | 209 | 185 |
| caring for the disadvantaged | 39 | 195 | 156 |
| social justice | 24 | 169 | 145 |



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 nation.



| Level | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------------------------------|-------------------------------------------------------------------------|---|---|----------------------------------------------------------|------------|-----------------------------------------------|---------------------------------------------------------|
| Desired Culture Values | employment opportunities financial stability effective healthcare | | | democratic process caring for the elderly equality | | nature conservancy environmental awareness | concern for future generations long-term perspective |
| Values Jumps | | | | caring for the disadvantaged social justice | commitment | | |



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 nation.

- 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 nation, 47%, needs to be reduced.** Identify the meaning behind the potentially limiting values of **unemployment, bureaucracy, uncertainty about the future, wasted resources, materialistic, blame and short-term focus**. 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 nation in terms of lost efficiency and productivity.
- Define the key areas your nation 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.
- Look at the values gaps in the Current Culture –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?
- Examine the new values requested in the Desired Culture: **employment opportunities, financial stability, concern for future generations, effective healthcare, nature conservancy, democratic process, environmental awareness, long-term perspective, caring for the elderly and equality**. Determine their meanings and the behaviours and potential outcomes participants want associated with these values.
- 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?
- Investigate why the various demographic groups differ from each other. Determine if there are groups that are experiencing values in their Current Culture that are being called for in the Desired Culture of another area to see if they might be able to support others in experiencing these values in their environment. If there are groups with higher entropy than others, it is important to uncover the root causes that are undermining their cohesion.



The Seven Levels of Personal Consciousness

Distribution of Consciousness

Individuals and nations 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 recognise 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 National Consciousness

All human group structures grow and develop in seven well-defined stages. Each stage focuses on a particular existential need that is common to the human condition. These seven existential needs are the principal motivating forces in all human affairs. The level of growth and development of all human group structures depends on the ability of the leaders to create the conditions that enable the members of the group structure to satisfy these seven existential needs. If these needs are not met, then the consciousness of the people in the group structure will stay focused on these needs until they are met.

Level 1: Survival

The three major areas of focus or concerns in nations that are operating from this level of consciousness are: defence and the protection of borders; economic health and prosperity of the masses; and the health and nutrition of all citizens.

Dysfunction at this level leads to unemployment, corruption and environmental degradation and large income disparities between the rich and poor. Crime and violence ensue as those who are closest to survival attempt to meet their needs in any way they can.

Level 2: Relationship

At this level of consciousness there is a focus on: the peaceful resolution of conflicts between individuals and groups; the creation of a sense of belonging that

embraces all citizens, and the loyalty of citizens to the government of the nation.

Dysfunction in this area leads to inter-ethnic/inter-religious violence, the victimisation or unfair treatment of minorities or sub-groups based on gender, sexual preference, race etc.

Level 3: Self-esteem

The areas of focus or concerns in nations that are operating from this level of consciousness are: establishment and enforcement of law and order; creation of institutions of governance based on efficient systems and processes; and provision of public infrastructure and services that enhance the productivity of the nation and the well-being and prosperity of the people.

Dysfunction in this area leads to a higher incidence of criminal activity and a lack of public protection from unscrupulous businesses.

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

Level 4: Transformation

The focus of the fourth level of national consciousness is on the consolidation of internal stability by creating a multi-cultural, non-discriminatory, egalitarian society that respects the rights of all citizens.

This is the level of democracy and freedom, where citizens act responsibly for the good

of the whole with a focus on continuous improvement and renewal.

Level 5: Internal Cohesion

At this level the focus is on the deepening of the internal resilience of the nation by focusing on fairness, openness and transparency and thereby creating a climate of trust.

At this level there would be a sense of a shared vision and values where citizens can play a part in building the nation.

Level 6: Making a difference

The sixth level of national consciousness concerns building mutually beneficial strategic alliances with other nations that share similar values. This level also deepens the sense of internal cohesion in the nation that began at level 4 with materialising the values of freedom and equality, and continued at level 5 with the practice of fairness, openness and transparency.

There is an awareness of the importance of nature and the environment.

Level 7: Service

The seventh level builds upon this by expanding the depth and breadth of international cooperation with regard to solving the problems of humanity, and at the same time deepening the sense of internal cohesion in the nation by supporting the self-actualisation of the masses and expanding the focus on social and environmental sustainability to include ecological sustainability.