Barrett Values Centre

Comparison Report

XYZ Company -
Executive, Manager/ Sr. Manager, Staff

Prepared by Barrett Values Centre

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The purpose of the Cultural Comparison Assessment is to determine how distinct organisations or groups correlate with one another. This assessment shows what each group finds important from a personal perspective; how they perceive their current culture; and what direction they seek moving forward. Comparing the different group results shows where similar points of view are held; where they differ; potential problem areas; existing mutual strengths; and areas where one group might learn from another.

Executive Summary

MERGER & COMPARISON STRENGTHS

Shared Values

The people in these comparison groups share six of the same Personal Values, showing a significant degree of similarity and resonance.

The common **Personal Values** of each of the groups show that:

- **People in all groups are flexible and appreciate opportunities to increase their knowledge.**
- **They demonstrate dedication and ownership in their endeavours.**
- **Participants strive to make the most of their time and resources, and maintain an optimistic outlook.**

In addition we see that:

- The **Executive** and **Manager/ Sr. Manager** groups make time to guide and direct others.
- Additionally, the **Manager/ Sr. Manager** and **Staff** groups enjoy supportive and truthful exchanges with others, while ensuring they make time for their personal lives.

When looking across all groups, the top personal values share concentration at Level 5. Level 5 - Internal Cohesion concerns the individual's search for meaning. Looking at all the values, the **Executive** see greater emphasis at Level 4- Transformation, indicating an appreciation for personal development and growth.

The **Current Culture** for these groups show seven values in common.

- **All groups are focused on supporting customer needs and working to meet targets and objectives.**
- **People work together and strive to fulfil their commitments.**

- **They make efforts to develop business practices.**

We also see some similarities in the experience of other groups:

- The **Executive** and **Staff** both recognize supportive interactions between colleagues.
- Two-way exchanges are a focus of both the **Executive** and the **Manager/ Sr. Manager** groups.
- In addition, both the **Manager/ Sr. Manager** and **Staff** groups see attention placed on building a strong bottom line.

In the Current Culture, the top values share concentration at Level 4 - Transformation, indicating that much of the energy is devoted to employee participation, renewal and development.

Unique Perspectives

The following paragraphs describe the positive values uniquely experienced by groups in their current culture.

- The **Executive** people try to motivate and show appreciation for employees. They are dedicated and focused on increasing output and utilizing new advances.
- Those in the **Manager/ Sr. Manager** group see focus on people working closely together across business divisions.

MERGER & COMPARISON ISSUES

Shared Issues

The Cultural Entropy is elevated for the following groups:

Staff

Manager/Sr. Manager

Looking across all the groups, the Cultural Entropy is most concentrated at Level 1- Survival, indicating issues affecting business health.

Executive Summary

There is one top potentially limiting value in common for the groups: **short-term focus**. This value suggests:

- **A lack of forward planning impedes progress.**

There are different issues experienced in the top values that should be noted:

Cost reduction is common to the following groups: **Staff** and **Manager/Sr. Manager.**

- **These groups are hampered by restrictions in spending.**

In addition to cultural entropy experienced commonly at Level 1 – Survival, the **Manager/ Sr. Manager** and **Staff** groups also see cultural entropy at Level 3 - Self-esteem, indicating that they recognize additional problems affecting business performance.

Unique Issues

The groups have different degrees of cultural entropy worth noting. **Executive (6%)** has cultural entropy in the low and healthy range of 0-10%. However, **Staff (19%)** and **Manager/Sr. Manager (17%)** have elevated cultural entropy, in the range of 11-20%, reflecting a need for cultural or structural adjustment.

Explore the differences between the groups. These differences can demonstrate the subtleties that exist for each segment.

THE WAY FORWARD

Similarities

There are three matching values shared across the Desired Cultures:

customer satisfaction

innovation

cross group collaboration

One to three values matches indicate some alignment as well as key areas important for future success.

Unique Differences

The following paragraphs describe the values uniquely requested by each group in their Desired Culture. These newly occurring values are unrepresented in the Current Culture.

- The **Executive** want more emphasis on reaching the highest of standards and building a strong fiscal base.
- The **Manager/ Sr. Managers** want to be more proficient.
- **Staff** members would like to see people be kept fully up to date.
- In addition, from the blue values in the dot plot we see that both the **Manager/ Sr. Manager** and **Staff** groups want to plan for the future and develop better ways of working, with emphasis on providing quality deliverables. They want people to work together, taking ownership of their actions and talking openly with one another.

CROSS CULTURE SUCCESS

One group's current culture value may be another group's desired value. In these cases, a learning opportunity can be cultivated between groups.

- **Manager/ Sr. Managers** see the business actively coordinating group efforts towards shared goals. What actions and behaviours do they see bringing this value to life in the workplace? How do they promote it as individuals? What expectations do **Staff** and **Executive** have about this value in terms of behaviours or decision-making processes?

Executive Summary

Look at ways the groups can build upon one another's thoughts and ideas.

- The **Executive** group is tuned-in to how new advances impact the business, while **Staff** and **Manager/ Sr. Managers** seek to bring this value more fully into action. What can **Executive** members share about their views on innovation to help the others? Where do **Staff** and **Manager/ Sr. Managers** want more innovation to happen?

- The **Staff** group is calling for increased transparency around people's views, motives and directives. How do **Manager/ Sr. Managers** and **Executive** see open communication appearing in the business? How might they help expand this value for **Staff**?

Barrett Values Centre

Key Findings

Key Findings

PERSONAL VALUES

The top Personal Values show what unites the participants in who they are and how they make decisions.

Personal Values Matches

This table features the shared top values showing the principles that connect participants in mutual understanding and support.

There are six top Personal Values shared across the comparison groups. This shows a significant degree of similarity and implies resonance between the groups.

All Groups	continuous learning accountability adaptability commitment positive attitude efficiency

Key Themes

- People in all groups are flexible and appreciate opportunities to increase their knowledge.
- They demonstrate dedication and ownership in their endeavours.
- Participants strive to make the most of their time and resources, and maintain an optimistic outlook.

In addition, to the values outlined in this table, when looking at the dot plots there are some values shared between some of the groups (values shown in blue).

- The Executive and Manager/ Sr. Manager groups make time to guide and direct others.
- Additionally, the Manager/ Sr. Manager and Staff groups enjoy supportive and truthful exchanges with others, while ensuring they make time for their personal lives.

Personal Values Differences

This table shows the top personal values that are unique to each group. As in a relationship between people, differences among groups can bring expanded awareness or support where one group is less proficient. The appearance of different values between participants does not mean that the others do not live or appreciate them, but that they play particular importance in their lives at this point in time. These differences need to be acknowledged and nurtured for an optimal relationship.

- The Executive people focus on high standards and take a resolute and rational approach. They act justly and enjoy experimenting with new ideas in an effort to promote positive change.
- The Manager/ Sr. Manager group acts with sincerity and makes time for the development of others.
- Staff show appreciation for their closest relations.

Executive	excellence logic creativity making a difference innovation fairness decisiveness
Manager/Sr. Manager	integrity coaching/ mentoring
Staff	family

Personal Values Balance

There are three types of personal values: "I" Individual - values that are expressed from within the person. "R" Relationship - values that are demonstrated in terms of connecting with others. "S" Societal - values that focus on the common good.

The IRS index shows the distribution of these values types, reflecting where people place their focus and the degree of balance among values.

The IRS index for these groups are similar, with emphasis on "individual" type values.

Executive	IRS (P)=11-2-1 IRS (L)=0-0-0
Manager/Sr. Manager	IRS (P)=9-3-0 IRS (L)=0-0-0
Staff	IRS (P)=7-3-0 IRS (L)=0-0-0

Key Findings

Personal Values Distribution and CTS Index

The Distribution of Values diagrams show the percentage of votes for values in three major areas - Common Good, Transformation and Self-interest (CTS). Self Interest, Levels 1, 2 and 3, encompasses basic needs, such as financial and physical health, interpersonal relationships, and performance. Transformation, Level 4, is about people having a voice, challenging and questioning ideas, and embracing opportunities for growth and learning. Common Good, Levels 5, 6 and 7, represents focus on the well-being of the collective, finding meaning in one's life and work, and supporting others in building a long-term sustainable future. See Values Distribution Diagram & CTS Index.

Executive	CTS: 37-28-35
Manager/Sr. Manager	CTS: 43-25-32
Staff	CTS: 40-24-36

- The groups share top values concentration in the area of the Common Good, with specific focus at Level 5 - Internal Cohesion, indicating that finding a sense of mission and meaning in their lives is important to them. However, the full Values Distribution diagram shows that there are some underlying differences.
- Staff, Manager/Sr. Manager and Executive groups all show some personal concentration at Level 4 – Transformation. This implies that these people also demonstrate a willingness to learn and change.
- The Executive group shows some personal concentration at Level 3 - Self-esteem, which falls into the category of Self-Interest and demonstrates a desire for this group to perform to a high standard.

Key Findings

CURRENT CULTURE VALUES

The Current Culture Values reflect the participants' perceptions of what their culture focuses on and how it operates.

These values provide a picture of the environment, the positive aspects, and its potentially limiting issues.

Current Culture Values Matches

This table features the top positive values that each group experiences in their current environment.

These groups have six positive values in common. This shows a significant degree of similarity and implies resonance between the groups.

All Groups	customer satisfaction teamwork results orientation goals orientation accountability continuous improvement

Key Themes

- All groups are focused on supporting customer needs and working to meet targets and objectives.
- People work together and strive to fulfil their commitments.
- They make efforts to develop business practices.

Looking at the blue values in the dot plot for the Current Culture, there are some additional positive values shared by some of the groups.

- The Executive and Staff both recognize supportive interactions between colleagues.
- Two-way exchanges are a focus for both the Executive and the Manager/ Sr. Manager groups.
- In addition, both the Manager/ Sr. Manager and Staff groups see attention placed on building a strong bottom line.

Key Findings

Current Culture Values Differences

This table denotes the top positive values that are unique for each group.

- The Executive people try to motivate and show appreciation for employees. They are dedicated and focused on increasing output and utilizing new advances.
- Those in the Manager/ Sr. Manager group see focus on people working closely together across business divisions.

Executive	employee recognition innovation encouragement commitment productivity
Manager/Sr. Manager	cross group collaboration
Staff	-

Current Culture Potentially Limiting Values Matches

The values listed in the table are the top potentially limiting values shared by the groups.

Potentially limiting values can cause frustration and hinder progress if they are not dealt with in a timely manner.

- All groups see a failure to plan ahead.
- The dot plots also show that the Manager/ Sr. Manager and Staff groups experience restrictions on spending.

All Groups	short-term focus

Key Findings

Current Cultural Entropy

This table depicts the percentage of cultural entropy for each group.

- The Executive group believes the cultural entropy in the organisation is in the healthy range, whereas the Manager/ Sr. Manager and Staff groups see cultural entropy as elevated, reflecting issues requiring cultural or structural adjustment.
- From the values distribution chart, all groups see most negative focus being placed at Level 1- Survival, showing problems affecting business health. Cultural entropy is also prominent at Level 3- Self-esteem for the Manager/ Sr. Manager and Staff groups, indicating that they also recognize issues surrounding business performance.

Executive	6%
Manager/Sr. Manager	17%
Staff	19%

Key Findings

Current Culture Values Balance

The IROS index shows the distribution of four values types, which reflect a group's areas of focus and degree of balance. In addition to the values types listed for the personal values (IRS), we now also have Organisational type values relating to operational functions. (IROS).

This table shows the types of top values that each group chose in their Current Culture list.

- The IROS indexes for these groups are similar, with emphasis on "organisational" type values, though from both a positive and negative perspective.
- The Executive team also sees strong focus on "relationship" type values.

Executive	IROS (P)=1-6-6-0 IROS (L)=0-0-1-0
Manager/Sr. Manager	IROS (P)=0-3-6-0 IROS (L)=0-0-2-0
Staff	IROS (P)=0-3-5-0 IROS (L)=0-0-2-0

Current Culture Values Distribution

See Values Distribution Diagram & CTS Index. This diagram shows the overall CTS (Common Good, Transformation and Self–interest).

- All groups see most emphasis placed on the area of Self-interest, with most attention at Level 3- Self-esteem, indicating some focus on performance, although from both a positive and negative perspective.
- However, from the dot plot and values distribution, we see, for all groups, that strong focus is placed at Level 4- Transformation, indicating attention is given to employee participation and business development.

Executive	CTS: 27-31-42
Manager/Sr. Manager	CTS: 24-27-49
Staff	CTS: 25-24-51

Key Findings

Current Culture Business Needs Scorecard

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

This table indicates the areas covered by top positive (P) and potentially limiting (L) values.

- All groups have top positive focus in the areas of Fitness, External Stakeholder Relations, Evolution and Culture (Trust/ Engagement and Direction/ Communication).
- In the area of Evolution, all groups chose a potentially limiting value, indicating problems surrounding business development.
- Additionally, the Manager/ Sr. Manager and Staff groups see issues concerning business health (Finance).
- Looking at the BNS values distribution the Executive group sees most emphasis on Culture (Trust/ Engagement), with the Manager/ Sr. Managers seeing equal focus on this area and also on Culture (Direction/ Communication). This latter area is where the Staff see most overall attention being placed.

Executive	Fitness (P) External Stakeholder Relations (P) Evolution (P,L) Culture (P)
Manager/Sr. Manager	Finance (P,L) Fitness (P) External Stakeholder Relations (P) Evolution (P,L) Culture (P)
Staff	Finance (P,L) Fitness (P) External Stakeholder Relations (P) Evolution (P,L) Culture (P)

Key Findings

DESIRED CULTURE VALUES

The Desired Culture Values reflect what participants believe to be important in achieving optimum performance within their culture. These values can show the next steps that they want to take; antidotes to current problems; and current values that need strengthening. In essence, this is a map as to what the participants want to support and see enacted within their culture.

Desired Culture Values Matches

This table indicates the top positive values that each group would like to experience in their environment.

There are three Desired Culture values in common, revealing some areas that would align the groups moving forward.

Key Themes

- People in these groups want to focus on meeting the needs of customers.
- They want to work across business boundaries and incorporate the latest methodologies into working practices.

From the blue values in the dot plot for the Desired Culture, there are additional positive values shared by some groups.

- Both the Manager/ Sr. Manager and Staff groups want to plan for the future and develop better ways of working, with emphasis on providing quality deliverables. They want people to work together, taking ownership of their actions and talking openly with one another.

*Note: The values in **bold** are new requests for all groups.*	
All Groups	customer satisfaction innovation cross group collaboration

Key Findings

Desired Culture Values Differences

The top positive values that differ for each group are show in this table.

- The Executive want more emphasis on reaching the highest of standards and building a strong fiscal base.
- The Manager/ Sr. Managers want to be more proficient.
- Staff members would like to see people be kept fully up to date.

	*Note: The values in **bold** are new requests for each group.*
Executive	**financial stability** **excellence**
Manager/Sr. Manager	**efficiency**
Staff	**information sharing**

Desired Culture Values Balance

This table shows the types of top values that each group chose in their Desired Culture list.

- All groups seek most emphasis on meeting business needs.

Executive	IROS (P)=1-0-4-0 IROS (L)=0-0-0-0
Manager/Sr. Manager	IROS (P)=0-3-7-0 IROS (L)=0-0-0-0
Staff	IROS (P)=0-3-7-0 IROS (L)=0-0-0-0

Key Findings

Desired Culture Values Distribution

See Values Distribution Diagram & CTS Index. This diagram shows the overall CTS (Common Good, Transformation and Self–interest).

- All groups seek most emphasis in the area of the Common Good, with particular focus at Level 5- Internal Cohesion, showing a desire to build a greater sense of internal community spirit within the business.
- However, overall, all groups request strong focus at Level 4 - Transformation, indicating that they want attention, in future, to be placed on employee involvement and group development.

Executive	CTS: 39-28-33
Manager/Sr. Manager	CTS: 41-29-30
Staff	CTS: 39-29-32

Key Findings

Desired Culture Business Needs Scorecard

The plots of the Business Needs Scorecard show where focus is placed in the six categories representing business aspects important for long-lasting success.

This table indicates the number of areas covered by top positive (P) and potentially limiting (L) values.

- All groups want focus placed on Fitness, External Stakeholder Relations, Evolution and Culture (Trust/ Engagement).
- Additionally, the Manager/ Sr. Manager and Staff groups seek focus in the Culture area of Direction/ Communication.
- The Executive, meanwhile, are asking for attention on Finance.
- From the BNS values Distribution, it is clear that all groups seek most emphasis on the category of Evolution, which indicates a desire to build a more progressive business.

Executive	Finance (P) Fitness (P) External Stakeholder Relations (P) Evolution (P) Culture (P)
Manager/Sr. Manager	Fitness (P) External Stakeholder Relations (P) Evolution (P) Culture (P)
Staff	Fitness (P) External Stakeholder Relations (P) Evolution (P) Culture (P)

Key Findings

Desired Culture Across-the-Board Values Matches

This table features the across-the-board top values matches found for each group.

Matching values among all three values lists, Personal, Current Culture and Desired Culture, indicate optimal alignment. The greater the number of matching values, the greater the sense of motivation, commitment and authenticity is present. If a value is found across the board, this signals a principle of particular importance.

- New developments are important for the Executive team, whereas fulfilling obligations is key for the Manager/ Sr. Manager and Staff groups.

Executive	innovation
Manager/Sr. Manager	accountability
Staff	accountability

CROSS CULTURE SUCCESS

When a group has a value in its current culture that another group wants in its desired culture, then that value has a high chance for success in the new culture, providing that it receives on-going support and acknowledgement.

What the Groups Can Teach One Another

It is beneficial to explore how one group's Desired values are currently being lived by other groups in their Current Culture. Referring to the table, determine how a teaching group may share their knowledge and experience of a value, so that others may learn ways to promote behaviours which support this value for themselves.

Current Culture Teaching Group	Knowledge Sharing Values	Desired Culture Learning Group
Manager/Sr. Manager	cross group collaboration	**Staff** **Executive**
Executive	innovation	**Staff** **Manager/Sr. Manager**
Manager/Sr. Manager Executive	open communication	**Staff**

- Manager/ Sr. Managers see the business actively coordinating group efforts towards shared goals. What actions and behaviours do they see bringing this value to life in the workplace? How do they promote it as individuals? What expectations do Staff and Executive have about this value in terms of behaviours or decision-making processes? Look at ways the groups can build upon one another's thoughts and ideas.

- The Executive group is tuned-in to how new advances impact the business, while Staff and Managers seek to bring this value more fully into action. What can Executive members share about their views on innovation to help the others? Where do Staff and Managers want more innovation to happen?

- The Staff group is calling for increased transparency around people's views, motives and directives. How do Managers and Executive see open communication appearing in the business? How might they help expand this value for Staff?

Recommendations

Recommendations

THE WAY FORWARD

As diverse groups unite to achieve a common purpose, their potential for success increases when they take steps to support, promote and integrate the shared values into their systems and culture. There also is an opportunity to honour and discuss their different values to help them come to a mutual understanding. Significant potential for bringing these groups together is found when groups have something to teach each other.

The Desired Culture list shows the shared values that can bind the cultures together. It is important not to assume that certain values mean the same things to all people. Find out what the people from each group mean specifically by each of the following values, both in definition and behaviours: **customer satisfaction, innovation** and **cross group collaboration**

- *How can these values be promoted, implemented and supported in each group? How might they show up in the collective group?*
- *How might the groups see these values differently?*
- *What, if anything, might obstruct these efforts?*

There is a wealth of knowledge the groups can share with one another to help support the Desired Culture they are requesting.

Discuss how **Manager/Sr. Managers** can help facilitate **cross group collaboration** for the **Staff** and **Executive** people.

Discuss how **Executive** people can help introduce **innovation** for the **Staff** and **Manager/Sr. Managers**.

Discuss how **Manager/Sr. Manager** and **Executive** groups can help facilitate **open communication** for the **Staff**.

- *What initiatives, if any, have been applied to successfully promote the newly requested values, for those who currently experience them?*
- *What was successful about these initiatives?*

- *What improvements could be made to make these values more prevalent across all areas of the business?*

Define a set of guiding values to align the different groups. Limit this to 3-4 maximum. Hold discussions to determine the degree of buy-in for the proposed set of values. What values do these people want to espouse as a whole group – what values do they want to focus on as they move forward? Once accepted, define what each of these values specifically means and what behaviours would be expected to support them.

Explanation of the Models

EXPLANATION OF MODELS

Service	7
Making a Difference	6
Internal Cohesion	5
Transformation	4
Self-Esteem	3
Relationship	2
Survival	1

The Cultural Values Assessment instrument is a simple but effective means of measuring and mapping group cultures. It provides a comprehensive diagnostic of the current culture and a detailed understanding of the desired culture by examining people's perceptions of their personal, current and desired values. The results provide three perspectives:

- **Human Perspective**

- **Organisational Development Perspective**

- **Business Perspective**

The human perspective and organisational development perspective are obtained by mapping personal values against the model of the Seven Levels of Personal Consciousness, and their perception of the current and desired culture values against the Seven Levels of Organisational Consciousness.

The model of the Seven Levels of Personal and Organisational Consciousness was created by Richard Barrett and is described in his book The Values-Driven Organisation: Unleashing Human Potential for Performance and Profit. It represents an extension of the work of Abraham Maslow. The fundamental basis of the Seven Levels of Organisational Consciousness is that organisations are comprised of individuals, and act as living entities with similar motivations to those of individuals. The Business Perspective is obtained by mapping the organisation's current culture values and desired culture values against the Business Needs Scorecard. The model of the Business Needs Scorecard was created by Richard Barrett and is described in his aforementioned book. The original concept of the Balanced Scorecard was invented by Kaplan and Norton to give companies a balanced way of measuring performance. It is usually used as a strategic planning tool. In the Cultural Values Assessment, it is a diagnostic tool to identify where the organisation is currently focusing its energies, and where the people would like the company to focus.

Explanation of the Models

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.

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-actualization 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, humor/fun, excellence, generosity and honesty.

Level 6: Making a difference

Level 6 focuses on actualizing 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.

Explanation of the Models

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, safety, and shareholder value.

Potentially limiting aspects of this level are generated from fears about not having enough and not being in control. This leads to micro-management, 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.

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. Values at this level include productivity, excellence, efficiency, professional growth, skill development, and quality.

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,

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.

Explanation of the Models

THE BUSINESS NEEDS SCORECARD

While the 7 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: innovation, teamwork, diversity, personal development, and knowledge sharing.

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.