Community Values Assessment (CMA)

Asheville Community Values Survey: Overall Group

Barrett Values Centre

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To build a high performing, values-driven community that engenders high levels of citizen engagement requires leadership commitment and an ongoing process of values management that becomes deeply engrained into the ethos of the region. The starting point is to find out what is and what is not working.

This Community Values Assessment provides you with an overview of what is important to the people, how they see the community operating now, and provides you with a roadmap for change. Key performance indicators, such as values alignment and the Cultural Entropy score, can help you measure the success of change initiatives as you monitor progress and needs year by year.

Additional recommended reading:

- Love, Fear & The Destiny of Nations
- The Metrics of Human Consciousness

EXECUTIVE SUMMARY AND RECOMMENDATIONS

The following pages provide a quick, high level synopsis of the findings contained later in this report.

What is important to the people of the community?

Reference top Personal Values.

- Focus on happiness and well-being
- Appreciation for their close and caring relationships
- Openness to new ideas and opportunities to expand their horizons
- Actions guided by strong principles and a focus on helping people and the planet

What is their current experience of the community?

See top Current Culture Values.

- Artistic expression, unique ideas and viewpoints
- Support for regionally-based enterprise and economy
- Appreciation for active lifestyles
- Focus on protecting the planet and helping those in need

What do they see as important for the future of the community?

See top Desired Culture Values.

- Serving the long-term needs of people and the planet
- Retaining access to the collective arts
- Diversifying attention on regional enterprise, small business and economic growth
- Demonstrating personal responsibility while working together to achieve shared goals

Additional insights

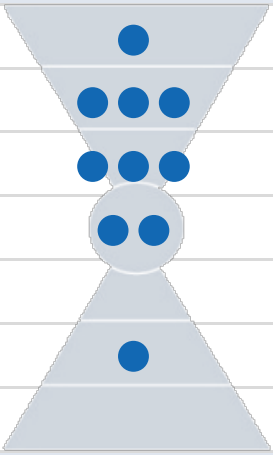
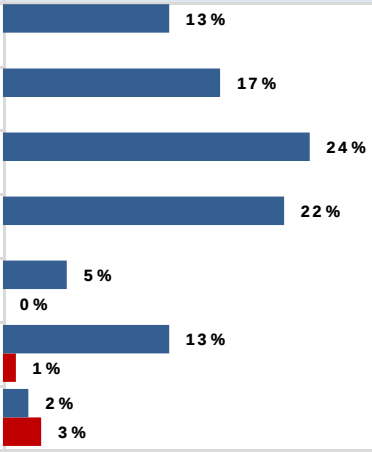
1. There is good alignment between what is important to people personally and the culture they experience in the community. While people aren't making specific requests for more of their personal values, look at the new desired values as pointers to new areas that people want to explore.
2. While the Cultural Entropy score is not high, consider those potentially limiting values which scored most votes, to discuss how people are experiencing these values/ behaviors and what they would like to see to reduce any problems.

Suggestions for implementing change

1. Develop a plan to deliver internal communication around these results. Remember to celebrate strengths, as well as looking at what can be improved.
2. Consider setting up focus groups to gain greater understanding around specific areas or issues and planning steps for improvement.
3. Following these communication exercises, identify which are the key outcomes or processes that the group wants to achieve or improve.
4. Review the article Whole System Change in Communities and Nations to review some guidelines and ideas for working through this process in the community.
5. To see the process followed by another group please see Community Assessment Case Story.

SECTION 1: PERSONAL VALUES

Understanding the people of your community

Level	Personal Values (PV)	All values distribution
7		
6		
5		
4		
3		
2		
1		

	IRS (P)=5-3-2 IRS (L)=0-0-0		Cultural Entropy=4%
	humor/ fun	208	5(I)
	creativity	171	5(I)
	family	170	2(R)
	compassion	158	7(R)
	quality of life	157	6(I)
	integrity	147	5(I)
	love	147	4(R)
	continuous learning	132	4(I)
	environmental responsibility	129	6(S)
	making a difference	129	6(S)

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

I– Individual
R– Relationship
S– Societal

What is important to these people? - *Derived from top Personal Values.*

- A focus on happiness and wellbeing
- Appreciation for their close and caring relationships
- Openness to original ideas and opportunities that expand horizons
- Actions guided by high principles, with a focus on helping people and the planet

What motivates them? – *See concentration of top values and full values distribution by level.*

Level 4 – Transformation indicates a willingness to learn and develop.

Level 5 – Internal Cohesion represents inner stability, maturity and a search for purpose.

Level 6 – Making a Difference reflects alignment with others to create positive change.

What is their main focus? – *Refers to top values types favoring Individual, Relationship or Societal Values (IRS). Usually focus is on "Individual" type values.*

The type of values selected shows most focus on their personal abilities. These people are also driven to contribute to a greater good.

How might knowing the people better, help the community to frame its policies, practices and procedures, and further engage citizens?

SECTION 2: CURRENT CULTURE VALUES

An overview of participants' current experience of the community

Level	Current Culture Values (CC)	All values distribution
7		6%
6		28%
5		19%
4		19%
3		6% 5%
2		5% 4%
1		2% 6%
	IROS (P)=5-1-0-4 IROS (L)=0-0-0-0	Cultural Entropy=15%

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

I – Individual
R – Relationship
O – Organizational
S – Societal

arts and culture	438	5(S)
buy local	351	6(S)
creativity	234	5(I)
community pride	220	3(I)
quality of life	215	6(I)
entrepreneurship/small business	195	4(I)
environmental responsibility	179	6(S)
health/wellbeing	174	6(I)
diversity	164	4(R)
community service/volunteering	154	6(S)

What is people's perception of life in the community? – *Refer to top Current Culture values.*

- Artistic expression, unique ideas and viewpoints
- Support for regionally-based enterprise and economy
- Appreciation for their active lifestyles
- Focus on protecting the planet and helping those in need

What areas receive most focus in the community? *- See concentration of top values and full values distribution by level.*

Level 6 - Making a Difference shows support for creating mutually beneficial partnerships and increased connectedness.

How do you see this focus expressed in the behaviors and structure of the community?

Which types of values receive most attention? - *Consider the balance between people-focus (IRS) and operational-focus (O – Organizational values).*

The range of top values selected shows most emphasis is placed on individual contributions. Notable attention also is placed on support of the greater good.

Is enough attention placed on each area? Is one area more heavily represented than others? If so, why?

What areas lack clear positive focus? *– Levels without top positive Current Culture values are either unconsciously taken care of, a blind spot, or a next area of growth.*

There are no top positive values in the following levels:

Level 1 - Survival focuses on prosperity, health, and social safety nets.

Level 2 - Relationship is concerned with conflict resolution, a sense of belonging embracing all citizens and building loyalty.

Level 7 - Service addresses long-term perspectives, ethics, compassion for others and social responsibility.

What concerns, if any, do these gaps raise for you? What do you feel is the next area of growth for your community?

What potential issues impact the community? – *Look at the top potentially limiting values represented by a white dot.*

Potentially limiting values are not included among this group's top Current Culture values. Look to the Cultural Entropy table to determine any issues that may be just beneath the surface.

Where is the dysfunction within the system? - *The Cultural Entropy score equates to the percentage of votes for potentially limiting values, which can stem from fear-based actions and behaviors of local leaders, cultural norms of society, regime fears or external fears, such as from crime. A Cultural Entropy score of 10% or lower is healthy. Note, report diagrams may show a variance in score due to rounding to the nearest whole number.*

LEVEL	Potentially Limiting Values (votes)	Cultural Entropy %
3	bureaucracy (85) wasted resources (81) elitism (64) apathy (37) convenience (27) strict moral/ religious codes (18)	5% of total votes
2	discrimination (49) blame (44) conflict/ aggression (35) tradition (35) conformity (22) loneliness/ isolation (22)	4% of total votes
1	uncertainty about the future (77) drugs/alcohol (58) short-term focus (57) doing more with less (47) materialism (33) crime/ violence (32) corruption (25) survival (15)	6% of total votes

A Cultural Entropy score of 15% reflects some degree of dissatisfaction requiring cultural or structural adjustment.

Discuss with citizens the degree to which these potentially limiting values impede their daily lives. Determine where to focus attention for improvements.

The Cultural Entropy percentage is spread across Level 1 - Survival, Level 2 - Relationship and Level 3 - Self-esteem, indicating concerns affecting the health of the community, how people relate to one another and the efficiency of systems and processes.

Note where negative focus is undermining positive efforts.

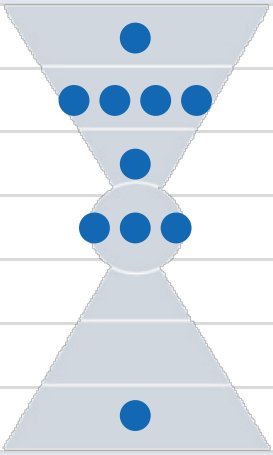
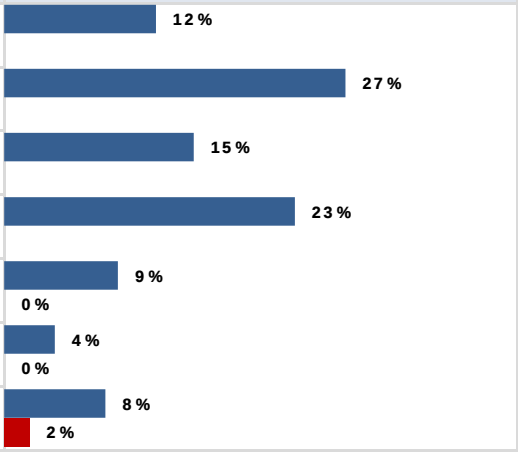
What are the key concerns for the community? – *See potentially limiting values in table above.*

- Excessive rules and regulations hinder accountability, trust and the entrepreneurial spirit.
- Available assets are not used to their best advantage.
- People lack confidence around what the future holds, and a focus on meeting immediate needs overrides planning for the years to come.
- Some people have special privileges or access to power at the expense or exclusion of others.
- There are factors that may negatively impact people's health and/or safety.

How do these situations show up in the community? What behaviors do people experience and how does this impact them?

SECTION 3: DESIRED CULTURE VALUES

An overview of participants' desires for the future of the community

Level	Desired Culture Values (DC)	All values distribution
7		
6		
5		
4		
3		
2		
1		
	IROS (P)=1-2-2-5 IROS (L)=0-0-0-0	Cultural Entropy=2%

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

I – Individual
R – Relationship
O – Organizational
S – Societal

arts and culture	247	5(S)
buy local	217	6(S)
concern for future generations	198	7(S)
sustainability	197	6(S)
environmental responsibility	185	6(S)
economic development	174	1(O)
accountability	159	4(R)
collaboration	159	6(R)
entrepreneurship/small business	158	4(I)
education	145	4(O)

What is seen as essential to reach the community's highest potential? – *Refer to top Desired Culture values.*

- Serving the long-term needs of people and the planet
- Retaining access to the collective arts
- Diversifying attention on regional enterprise, small business and economic growth
- Demonstrating personal responsibility while working together to achieve shared goals

Where do people want to see most focus in future? - *See concentration of top values and full values distribution by level.*

The top values and full values distribution show a desire for most attention to:

Level 4 - Transformation representing community development and input from citizens.

Level 6 - Making a Difference concerning mutually beneficial connections, both inside and outside of the community.

What types of values do they want to promote moving forward? – *Note shifts in focus from top Current to Desired Culture values.*

This spread of values represents a call for the community to increase positive focus on the way in which people interact with one another, on operational and business needs, and on serving the common good.

What new behaviors and actions will support the development of your community?

What additional requests are emerging? – *The following values received the greatest increase in votes from Current to Desired Culture. More people want to experience these values in the culture; these values jumps show where the community can build engagement from citizens, as well as provide more insight into the themes emerging from the Desired Culture.*

Value	Level (IROS)	Current Culture Votes	Desired Culture Votes	Jump
accountability	**4 (R)**	**8**	**159**	**151**
concern for future generations	**7 (S)**	**60**	**198**	**138**
governmental effectiveness	3 (O)	8	142	134
long-term perspective	7 (S)	7	140	133
economic development	**1 (O)**	**43**	**174**	**131**
economic stability	1 (I)	7	132	125
dependable public services	3 (O)	21	127	106
collaboration	**6 (R)**	**64**	**159**	**95**
education	**4 (O)**	**52**	**145**	**93**
adaptability	4 (I)	46	138	92

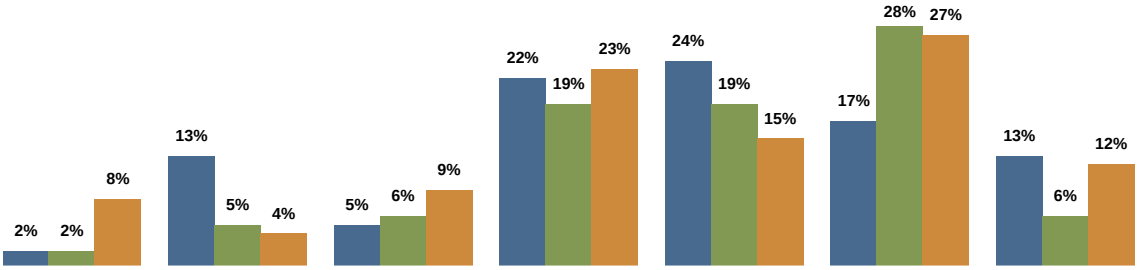
Values in bold are top values in the Desired Culture.

Those values, which are not top desired values, show underlying shifts in focus that may be worthy of additional attention:

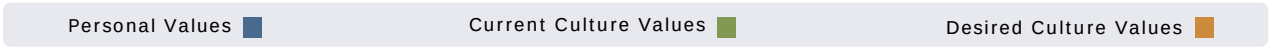
- Participants want high levels of performance and achievement from their local civic officials and offices.
- Growing a resilient economy which can adapt to changing life conditions is important to this group.
- They see a need for more long-term planning.

What areas appear to require most focus, and how might the community honor these values in efforts to promote cultural change?

Which areas are of rising importance? – *The distribution of all positive values by level clearly shows which levels are of rising importance (see increase from green/Current to orange/Desired). The table includes the main values associated with the rising requests.*



Level	1	2	3	4	5	6	7
Desired Culture Values	economic development			accountability entrepreneurship/small business education			concern for future generations
Values Jumps	economic stability		governmental effectiveness dependable public services	adaptability			long-term perspective



Most new focus is requested at Level 7 – Service, indicating a desire to contribute more to the greater good. Note also the new focus people seek at Level 3 – Self-esteem, which is not evident from the top values chosen. This reflects a call for more focus on the efficiency and quality of services.

What do you see as the long-term challenges for the community, and how might the values included in this table help address these challenges?

SECTION 4: OTHER INDICES

Additional perspectives on the data to reveal other areas of significance

Values Matches - *See repeating top values, which indicate cultural alignment.*

Personal/Current Culture Matches: 3

Denotes an aligned culture, where people feel a sense of ease with the priorities and performance of the community.

Current/Desired Culture Matches: 4

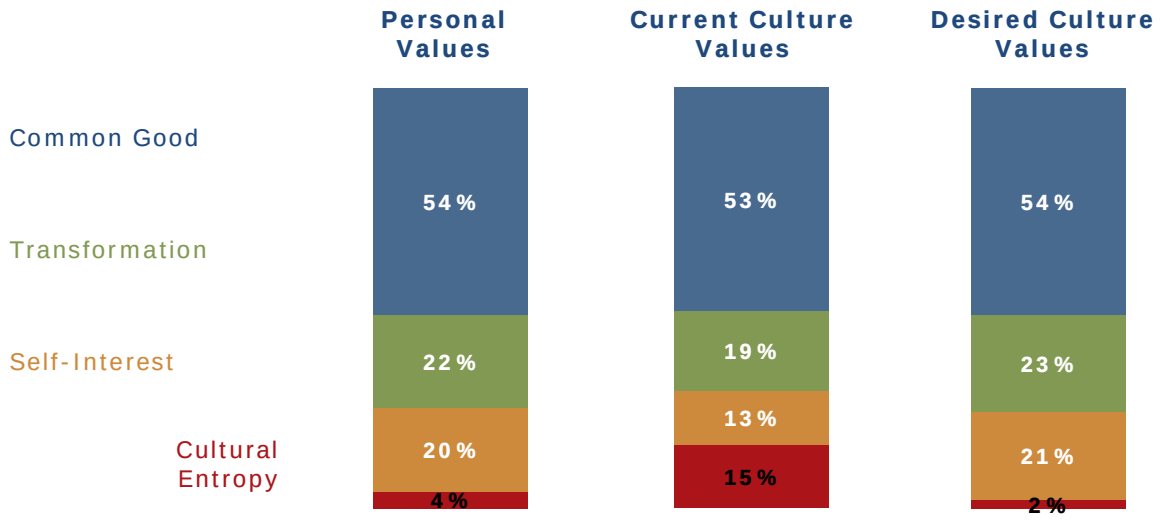
Shows a strong level of confidence in the current direction of the community, with a call for some changes in priorities.

Unsatisfied Personal Values requested in Desired Culture: 0

Denotes that people do not see any additional personal values which require more focus at the present time.

How confident are people that the group is on the right track? What areas appear relevant to focus upon next?

CTS Values Distribution – *Here, votes for all values are grouped according to three major drivers: Self-Interest, composed of Levels 1, 2 and 3, Transformation at Level 4 concerning adaptability and employee participation, and the Common Good, made up of Levels 5, 6 and 7.*



A close alignment between Current and Desired values distribution suggests the community is moving in the right direction.

SEVEN LEVELS OF PERSONAL CONSCIOUSNESS

Levels of Consciousness		Positive Focus/ Excessive Focus
Service		**Service to Humanity and the Planet** Devoting your life to selfless service in pursuit of your passion, purpose or vision.
Making a Difference		**Making a Difference in the Community** Realizing your sense of purpose by cooperating with others for mutual benefit/fulfilment.
Internal Cohesion		**Finding Meaning in Existence** Finding meaning in your life by aligning with your passion or purpose and creating a vision for the future.
Transformation		**Continuous Growth and Development** Becoming more of who you really are by uncovering your authentic self.
Self-esteem		**Building a Sense of Self Worth** Satisfying your need to feel good about yourself and have pride in your performance. I am not enough
Relationship		**Harmonious Relationships** Satisfying your need for love and belonging and being accepted by others. I am not loved enough
Survival		**Physical Survival and Safety** Satisfying your security and physiological needs. I don't have enough

Distribution of Personal Consciousness

Individuals and organizations 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 to 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.

SEVEN LEVELS OF COMMUNITY CONSCIOUSNESS

Levels of Consciousness		Positive Focus/ Excessive Focus
Service		**Societal Contribution** Working with others to promote social justice and enhance the sustainability of humanity and the planet.
Making a Difference		**Community Development** Building mutually beneficial alliances with other groups and communities and deepening connectivity internally.
Internal Cohesion		**Community Spirit** Building a sense of identity and promoting a positive spirit, a sense of shared direction and above all, optimism.
Transformation		**Continuous Renewal** Giving people a voice in decision making, promoting freedom and equality and encouraging innovation and accountability.
Self-esteem		**Institutional Effectiveness** Establishing an orderly, regulated and law abiding community which provides high performing services for its people. Bureaucracy, Arrogance, Elitism
Relationship		**Harmonious Relationships** Encouraging friendships and harmony between different groups and promoting a sense of neighborliness. Inequality, Discrimination, Loneliness/ Isolation
Survival		**Financial Stability** Creating a financially sound and safe community which promotes prosperity and provides social safety nets. Environmental Pollution, Poverty, Crime

DISTRIBUTION OF CONSCIOUSNESS

All human group structures grow and develop in seven well-defined stages. Each stage focuses on a 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. The most successful communities focus across all seven of the levels, showing Full Spectrum Consciousness. They give emphasis to the top four levels of consciousness as well as the bottom three.

LEVEL 1: SURVIVAL

Level 1 focuses on matters to do with physical survival and expansion of the community and the security of its citizens. It includes values such as financial stability, prosperity, safety and health.

The potentially limiting aspects of this level are generated from fears about not having enough and not being in control. This leads to poverty, greed, caution and control.

LEVEL 2: RELATIONSHIP

Level 2 focuses on the quality of interpersonal relationships between individual and groups. It includes values such as belonging, loyalty, open communication and harmony.

The potentially limiting aspects of this level are generated through fears around not belonging and not being acknowledged. This leads to rivalry, intolerance, victimization or unfair treatment.

LEVEL 3: SELF-ESTEEM

Level 3 focuses on the establishment of law and order and the creation of public services that enhance the productivity, well-being and prosperity of the people.

The potentially limiting aspects of this level are generated through fears about not being enough, and low self-worth. This leads to bureaucracy, power seeking, elitism and complacency.

Note: there are no potentially limiting values in levels 4 to 7.

LEVEL 4: TRANSFORMATION

Level 4 focuses on giving members of the community an opportunity to participate in decision-making and be responsible and focused on their goals. It includes values such as accountability, equality, freedom of speech and adaptability.

LEVEL 5: INTERNAL COHESION

Level 5 focuses on the creation of a collective group identity and deepening the sense of internal connectedness among its members. It includes values such as integrity, optimism, transparency and fairness. The by-products of this sense of cohesion are enjoyment, enthusiasm, commitment, and creativity.

LEVEL 6: MAKING A DIFFERENCE

Level 6 focuses on the deepening of internal connectedness within the community and the creation of alliances and partnerships with other groups. It includes values such as environmental awareness, community care, quality of life and sustainability.

LEVEL 7: SERVICE

Level 7 builds upon a further deepening of internal connectedness within the community and the expansion of external connectedness with other communities and society. It includes values such as human rights, concern for future generations, social justice and compassion.

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