

Cultural Evolution Report

Evolution Report Example: Year 1/Year 2

May 2018

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To build a high performing, values-driven organisation that engenders high levels of employee engagement requires leadership commitment and an ongoing process of values management that becomes deeply engrained into the ethos of the organisation. Having begun this journey, it is helpful to take stock of progress and determine next steps.

This Cultural Evolution Report provides you with an overview of positive progress that has been made, new or ongoing concerns, and priorities deemed to help the business move forward. This overview provides the means to evaluate whether changes are working well and which areas may need more attention. Key performance indicators, such as values alignment and the Cultural Entropy score, help you measure the success of change initiatives and monitor progress and needs, from one time period to the next.

Additional recommended reading:

- [The Values Driven Organization](#)
- [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 positive changes are apparent now? - Reference new Current Culture Values.

- The value 'continuous improvement' which was previously a request which was unmet, is now a top value in the Current Culture of the organisation and illustrates that greater emphasis is placed on developing better ways of working
- There is now also a new focus on setting and meeting business objectives

Cultural Entropy Score

The Cultural Entropy Score decreased by 5% over the time period showing improvement in the culture that people experience now, compared to before. However, this Cultural Entropy score reflects significant issues requiring cultural and structural transformation and leadership coaching.

It is important to reduce the Cultural Entropy score to improve performance.

What concerns are being raised? - Reference Cultural Entropy Table.

Ongoing concerns

- While most potentially limiting values reduced in emphasis, there are still concerns around cross group cooperation, with contradictory and unclear messaging
- Rigid and restrictive working practices, and spending controls, hamper staff members' efforts
- There remains a sense of ego from some people and a tendency to find fault with others
- People still have concerns about their ongoing employment prospects

Newly emerging concerns

- People now experience some greater lack of clarity than in Year 1

What is wanted for the future of the organisation? - Reference top Desired Culture Values.

Ongoing requests

- People continue to recognise the importance of group efforts where employees work to fulfil their obligations and meet the needs of customers
- They want to see the organisation inspire dedication and they seek assurances that their employment prospects are good
- It remains important to this group that leaders provide good guidance and encourage truthful exchanges
- Staff members still want to focus on moving forward in their roles and wish to further develop existing systems and processes

Newly emerging requests

- This group is now asking to create an environment where people are open and accessible to one another
- With the reduction in the problems around 'information withholding', the call for more 'information sharing' is no longer a key request

Additional insights

1. While good progress is being made, there is now only one matching value between the Personal values of this group and those they most experience in the workplace. Note that their personal value of 'commitment' was previously in the Current Culture but is no longer, and yet remains something that people see as important for the organisation. Is there anything that may have provoked this change? Note that Level 5 – Internal Cohesion is now a gap for the organisation and the area where most change is requested and which is of personal significance for employees. Both of the values that appear in the Desired Culture at this level are also personal values: 'commitment' and 'honesty'. How might a greater focus in these areas help support employees in feeling a deeper sense of connection to their work and build a greater sense of team spirit?
2. In the Business Needs Scorecard (BNS), all areas of Culture and the area of Evolution see increases. There is a clear call for greater emphasis to be placed on meeting employee needs, by focusing more on employee development and on building a more employee-friendly working environment. In the Cultural Entropy table, there appear to be ongoing concerns around communication and cooperation. In the BNS areas of Trust/ Engagement and Direction/ Communication, the key requests appear to be to encourage employee participation and build a more open working environment. Discuss with participants what is currently hindering this and what they believe the key steps to initiate change might be.

Suggestions for implementing change

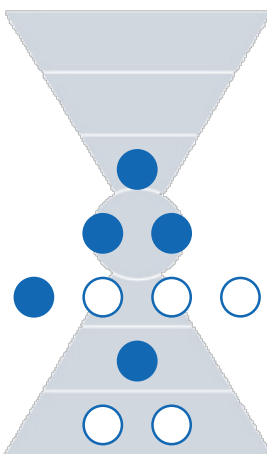
1. Develop a plan to deliver internal communication around these results. Take time to celebrate successes and new or ongoing strengths. Consider why specific initiatives may have worked well, or why they did not. What lessons can be applied going forward as the organisation undertakes further development initiatives?
2. Consider setting up focus groups to gain greater understanding in specific areas, and explore ideas of how to improve for the future. An overview of potential steps can be found in [Get Connected](#) pages 52-54, or in the following exercise: [From CVA to Action](#)
3. Reflect on how well the culture of the organisation aligns with or supports the business strategy. [Align Strategy & Culture](#)
4. Review the article [Transforming Culture in Larger Organisations](#) to gain some practical tips and ideas to help you continue to manage and grow your desired culture.
5. People seek more focus around ongoing development and employee participation. Understand what they are asking for in this regard. [Agreeing behaviours connected to desired values](#)
6. Following these communication exercises, identify key outcomes or processes that the group wants to achieve or improve. Here are some examples of possible next steps:
 - a) What steps can you take to honour the call for more focus on relationships?
 - b) To what degree is the gap at Level 5 reflective of a missing need in the organisation? There is a call for more focus here. Find out what participants see as the key priority.
 - c) Are there any unaddressed issues or areas for improvement that remain of concern to the group? Are these issues blind spots in the organisation or areas that are difficult or uncomfortable to explore? The [Elephant in the Room exercise](#) may help open dialogue.
7. There is an ongoing call for change. As you continue your transformation work, how might you help everyone understand the change journey and support them on it? Download the free book, [The Dynamics of Change](#), for an overview of things to consider. These exercises also may be helpful: [The Change Curve](#), [Important Questions](#), and [Force Field Analysis](#).
8. What help might the leaders of the organisation need to understand and address both the tangible and intangible aspects of any planned changes? [Balanced Action Plan](#)

9. Consider which values your organisation wants to espouse for the long-term. Then select a set of 3-4 shared values to which people can connect and demonstrate. Define the meaning and expected behaviours that would support these values. These behaviours can be used for performance measurements to determine whether managers and senior executives are “living the values”. Also, determine what would undermine the espoused values. Make the values and behaviours pervasive throughout your organisation by integrating them into employee orientation programs, performance management, promotion criteria, leadership competencies, and succession planning. Note that the following values are Personal Values of these people, as well as values they want in their Desired Culture: **honesty, accountability, commitment**. To what degree might these values support the long-term success of the organisation?

SECTION 1: CURRENT CULTURE VALUES

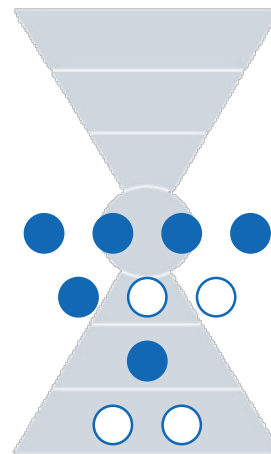
An overview of participants' experience of the organisation from one time period to the next.

Current Culture Year 1



IROS (P)=1-2-2-0 | (L)=1-1-3-0

Current Culture Year 2



IROS (P)=0-2-4-0 | (L)=1-0-3-0

<p>Consistent values</p>	<p>cost reduction(L) <u>customer satisfaction</u> productivity <u>accountability</u> <u>teamwork</u> confusion(L) inconsistent(L) job insecurity(L)</p>	
<p>Values differences</p>	<p><u>commitment</u> information withholding(L)</p>	<p>goals orientation <u>continuous improvement</u></p>

Desired in Year 1, Satisfied in Year 2
Values Matches Current and Desired values Year 1

What similarities are there from Year 1 to Year 2? – Refer to consistent values shown above.

- People continue to work closely together in efforts to raise output and meet customer needs
- They take ownership for their actions but still experience a lack of clear direction and dependability
- There remains a focus on cutting spending and staff members continue to fear for their jobs

What is new for Year 2? – Refer to values differences shown above.

The value of 'information hoarding' no longer appears in the top values, indicating that perhaps people are now more willing to keep one another updated.

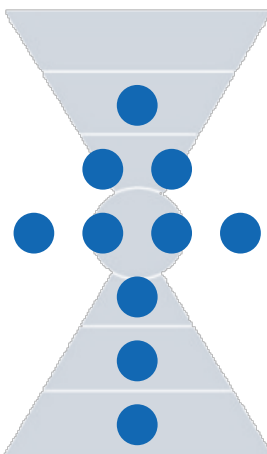
One value, which was an unmet request in Year 1, is now experienced in the Current Culture of the organisation. It appears that progress has been made on this value (see value in blue above).

- There is now a focus on setting and meeting business objectives, with particular emphasis on developing better ways of working.

SECTION 2: DESIRED CULTURE VALUES

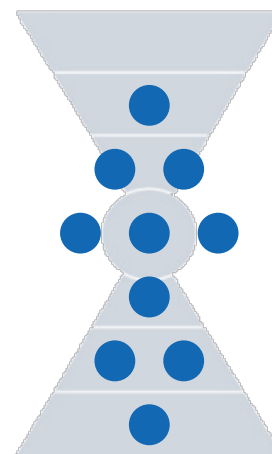
An overview of participants' desires for the future of the organisation.

Desired Culture Year 1



IROS (P)=2-2-6-0 | (L)=0-0-0-0

Desired Culture Year 2



IROS (P)=2-3-5-0 | (L)=0-0-0-0

Consistent values	<p>accountability customer satisfaction honesty teamwork career development continuous improvement commitment job security leadership effectiveness</p>	
Values differences	information sharing	approachable

Values Matches Current and Desired Culture Year 2

What similarities are there from Year 1 to Year 2? – Refer to consistent values shown above.

- People continue to recognise the importance of group efforts where employees work to fulfil their obligations and meet the needs of customers
- They want to see the organisation inspire dedication and seek assurances that their employment prospects are good
- It remains important to this group that leaders provide good guidance and encourage truthful exchanges
- Staff members still want to focus on moving forward in their roles and wish to further develop existing systems and processes

What is new for Year 2? – Refer to values differences shown above.

- This group is now asking to create an environment where people are open and accessible to one another
- With the reduction in the problems around 'information withholding' the call for more 'information sharing' is no longer a key request

Values Matches Year 2 – Refer to values in bold shown above.

Four matching values between the Current and Desired Culture in Year 2, where there were previously four, indicates that the group remains on the right track but with ongoing suggestions for change.

SECTION 3: CURRENT CULTURE INDICES

A deeper exploration into participants' experience of the organisation from one period to the next.

What values are below the surface? –The top 20 values table allows a deeper view as to what may be influencing the organisational culture. Note, tied votes for values may result in greater or fewer than 20 values being listed.

Year 1 Current Culture				Year 2 Current Culture				
Rank	Value	Level	Votes	Rank	Shifts	Value	Level	Votes
1	cost reduction	1	32%	1	▲	customer satisfaction	2	32%
2	customer satisfaction	2	28%	2	▼	cost reduction	1	28%
3	productivity	3	27%	3	▲	teamwork	4	27%
4	accountability	4	27%	4	▼	productivity	3	26%
5	teamwork	4	27%	5	▲	confusion	3	26%
6	confusion	3	25%	6	▼	accountability	4	25%
7	inconsistent	3	25%	7	▲	goals orientation	4	24%
8	job insecurity	1	23%	8	▼	inconsistent	3	23%
9	commitment	5	20%	9	▼	job insecurity	1	21%
10	information withholding	3	19%	10	▲	continuous improvement	4	21%
11	honesty	5	18%	11	▼	commitment	5	19%
12	continuous improvement	4	18%	12	▼	information withholding	3	18%
13	quality	3	17%	13	▲	ethics	7	18%
14	indecisive	3	17%	14	▲	empowerment	4	17%
15	goals orientation	4	17%	15	▲	brand image	3	16%
16	arrogance	3	16%	16	▼	honesty	5	16%
17	over-control	1	16%	17	▲	cost effectiveness	3	16%
18	blame	2	16%	18	▼	quality	3	16%
19	empowerment	4	16%	19	▼	indecisive	3	15%
20	achievement	3	16%	20	▲	information sharing	4	15%

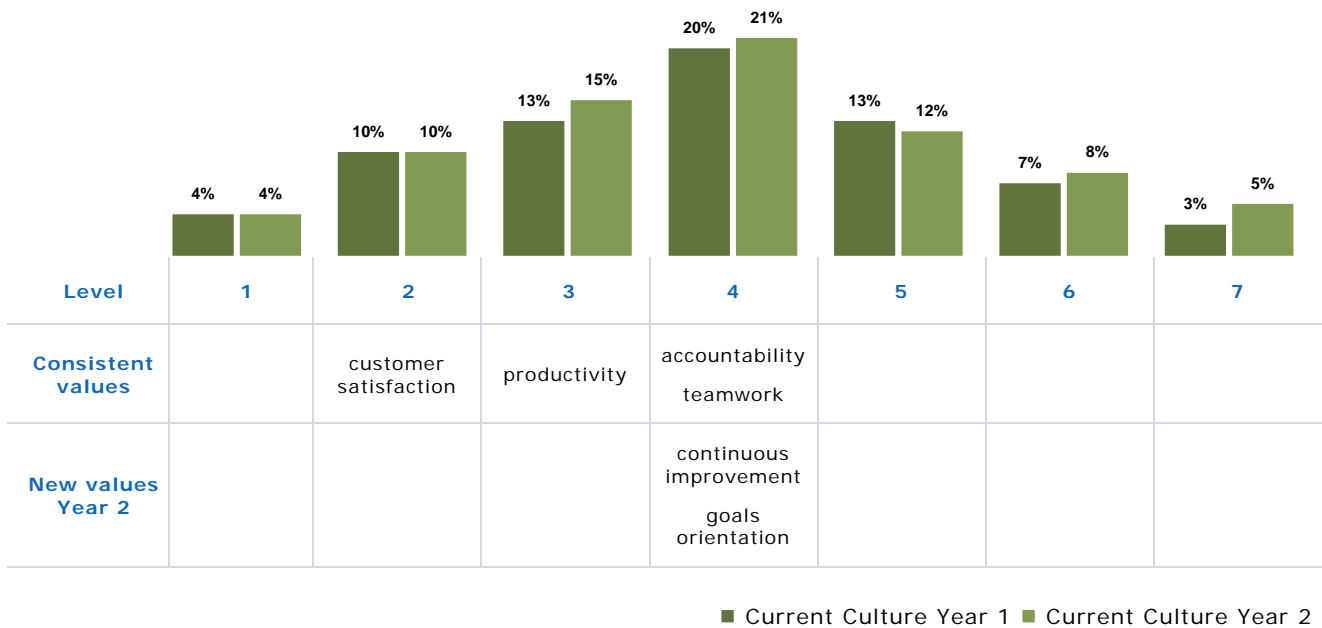
*Values not among the top 20 values of Year 2
New values appearing in Year 2*

Most of the values which are no longer in the top 20 values in Year 2 are potentially limiting values, indicating positive progress around these areas.

The focus on 'customer satisfaction' is now the top value with the new values appearing this year indicating that people recognise a more principled approach where staff members work to provide value and promote the group's reputation in the market. They also see more emphasis placed on keeping one another informed.

What positive aspects can be built upon? What concerns may require closer attention?

Which areas show increased positive focus? – The distribution of all positive values by level clearly shows which levels are of increased importance (see increase from Year 1 to Year 2). The table includes the main values associated with these changes.



There has been a positive impact across four of the Seven Levels, indicating some progress in these areas. The most notable change has occurred at Level 3 - Self-esteem, although Level 4 – Transformation remains the area where there is the most positive emphasis. The new values in this area indicate a more forward-looking approach with a desire for business development.

What might have been the catalyst to spark these positive changes? In areas where there have been particular successes, what have you learned that could be applied elsewhere?

What are the key changes in dysfunction? –Note the shifts in Cultural Entropy score per level. Percentages indicate votes for potentially limiting values and provides a measure of progress.

Level	Cultural Entropy Comparison by Level	Potentially Limiting Values Current Culture Year 2	% Votes Year 2	Difference from Year 1
3	<p>2012 16% 2013 14%</p>	confusion (2990) inconsistent (2700) information withholding (2138) indecisive (1752) arrogance (1534) bureaucracy (1517) silo mentality (1371) change resistance (988) long hours (800) status/ authority (547) entitlement (276)	26% 23% 18% 15% 13% 13% 12% 8% 7% 5% 2%	▲ 1% ▼ 2% ▼ 1% ▼ 2% ▼ 3% ▼ 2% 0% ▼ 3% ▼ 2% ▼ 1% New Value
2	<p>2012 6% 2013 4%</p>	blame (1494) empire building (1010) internal competition (931) abusive (897) racial discrimination (737)	13% 9% 8% 8% 6%	▼ 3% 0% 0% ▼ 4% ▼ 2%
1	<p>2012 8% 2013 7%</p>	cost reduction (3240) job insecurity (2495) over-control (1617) short-term focus (1047)	28% 21% 14% 9%	▼ 4% ▼ 2% ▼ 2% ▼ 2%
Total %	■ Year 1: 30% ■ Year 2: 25%	<i>This level of Cultural Entropy score reflects significant issues requiring cultural and structural transformation and leadership coaching.</i>		

The percentage of votes for potentially limiting values has reduced by 5%, showing good improvement in the culture that people experience now compared to the previous time period. The Cultural Entropy percentage has reduced across all three levels, with most progress made in areas relating to Level 2 and Level 3: interpersonal connections and operational performance.

What improvements have been made? – Refer to values that now receive reduced attention.

- Nearly all potentially limiting values have reduced in emphasis with the overall theme indicating more flexibility and better management, where attitudes are more supportive and less undermining than in the previous year

What problems persist or show deterioration? – Refer to new values or increased percentages between time periods.

- People now experience slightly more lack of clarity than in Year 1

What actions or initiatives might have influenced positive change? What have you learned that could be applied elsewhere? What new issues, if any, may need additional focus moving forward?

SECTION 4: DESIRED CULTURE INDICES

An exploration of participants' current priorities and values shifts from the previous time period.

What additional requests are emerging? – *The table below shows which values received the greatest increase in votes from Current to Desired Culture in each time period. More people want to experience these values in the culture; the organisation can build engagement in these areas.*

Value	Year 1 Jump	Year 2 Jump	DC Year 1	DC Year 2
accountability	24%	25%	✓	✓
career development	21%	18%	✓	✓
honesty	26%	18%	✓	✓
job security	19%	17%	✓	✓
leadership effectiveness	16%	16%	✓	✓
employee recognition	13%	12%		
employee satisfaction	12%	12%		
open communication	11%	10%		
coaching/ mentoring	10%	10%		
continuous learning and development	10%	9%		

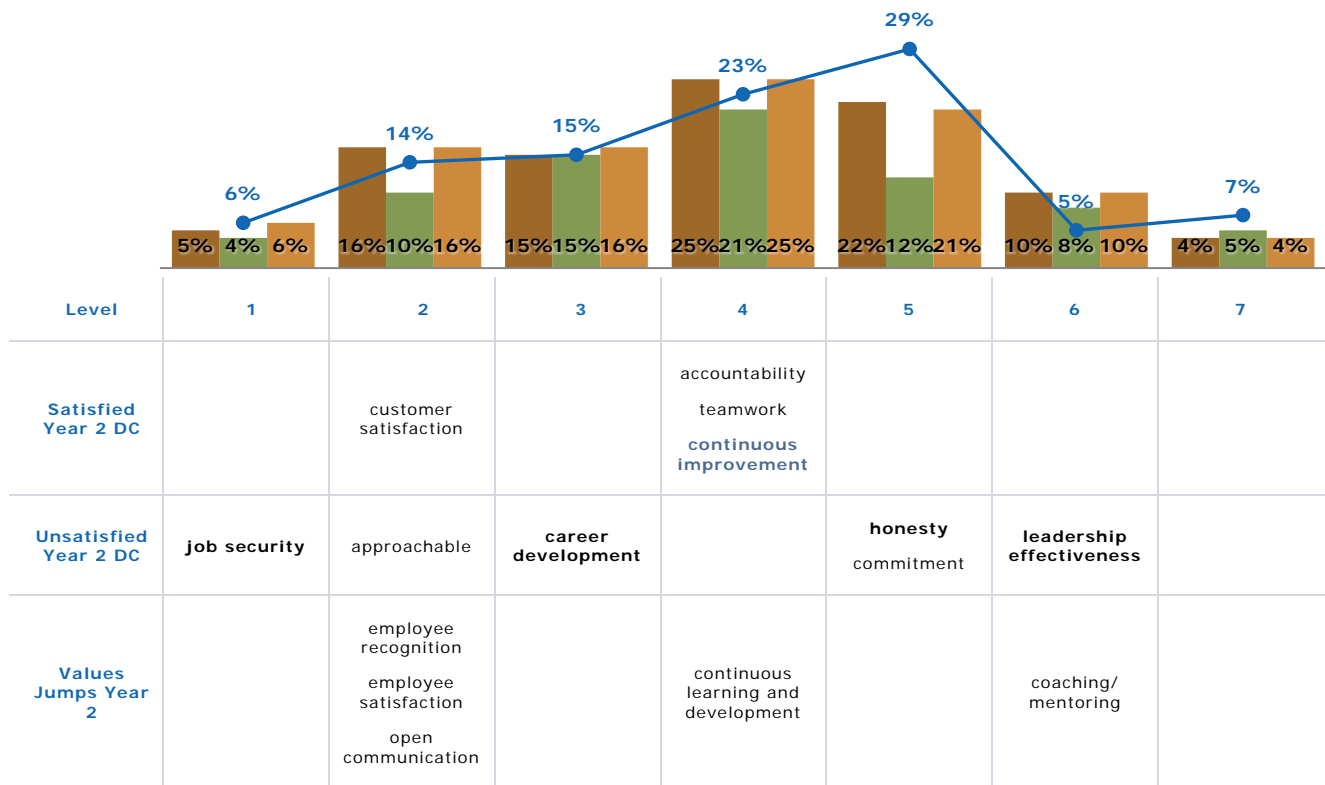
Underlying shifts in focus that may be worthy of additional attention

- People continue to look for more enjoyment from their work, with particular requests for their contributions to be appreciated and for opportunities to improve and learn from others
- They also see the need for two-way exchanges to be encouraged

Some values, which were top jumps in Year 1, have lessened in focus. Shifts here may reflect positive changes, where the values are now more apparent in the culture or are of lessening importance for the organisation moving forward.

Review the new, rising requests and those values which continue to receive the biggest shifts in votes. To what extent do these values support, or more fully inform, the values themes that are emerging in the Desired Culture? Consider discussing with staff members the reason why these values are appearing or why they remain of such importance.

Which areas are of rising importance? – The distribution of all positive values by level clearly shows where more focus is being requested and how the levels align to them personally. The table includes the main values associated with the rising requests.



■ Desired Culture Year 1 ■ Personal Values Year 2 ■ Current Culture Year 2 ■ Desired Culture Year 2

Black bold indicates repeating requests that remain unsatisfied.
Blue bold shows prior requests that now appear in the Current Culture.

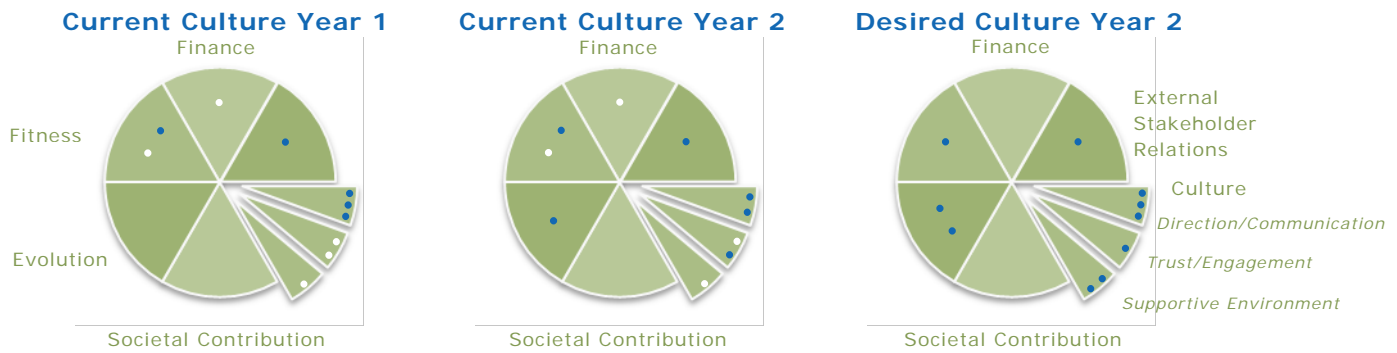
The value shown in blue above was an aspiration in Year 1, which has successfully been incorporated into the culture of the organisation in Year 2.

The four values shown in black bold above remain ongoing, unsatisfied requests by this group from Year 1 to Year 2.

The biggest shift from Current to Desired Culture is at Level 5 - Internal Cohesion. The top values and jumps at this level indicate a desire to engender a greater sense of dedication and encourage more truthful exchanges. Note, that this is also the area which is of greatest significance to this group on a personal level.

What do you see as the call for action from the group, and how might the values included in this table help address any challenges?

Where do participants see a need for strategic shifts? – The top Current and Desired values are mapped to six key business indicators that can help inform and guide strategy.



	Finance	Fitness	External Stakeholder Relations	Evolution	Culture			Societal Contribution
					Trust/Engagement	Direction/Communication	Supportive Environment	
	4% 3%	11% 6%	7% 7%	9% 2%	13% 4%	15% 7%	11% 4%	4% 3%
Desired Culture Values		leadership effectiveness	customer satisfaction	career development continuous improvement	accountability commitment teamwork	honesty	approachable job security	
Values Jumps				coaching/mentoring continuous learning and development		open communication	employee recognition employee satisfaction	
Potentially Limiting Values	cost reduction (L)	bureaucracy (L) empire building (L) inconsistent (L) internal competition (L) long hours (L)		change resistance (L) short-term focus (L)	blame (L) over-control (L) silo mentality (L)	arrogance (L) confusion (L) indecisive (L) information withholding (L)	abusive (L) entitlement (L) job insecurity (L) racial discrimination (L) status/authority (L)	

■ Current Culture Year 2 ■ Current Culture Entropy Year 2 ■ Desired Culture Year 2

Black bold indicates repeating requests that remain unsatisfied.
Blue bold shows prior requests that now appear in the Current Culture.

There is more positive emphasis in the area of Evolution and in the Culture area of Direction/Communication than in Year 1, although these remain areas where people still believe there is more to be done. Participants seek more focus on people development and creating a more open working environment.

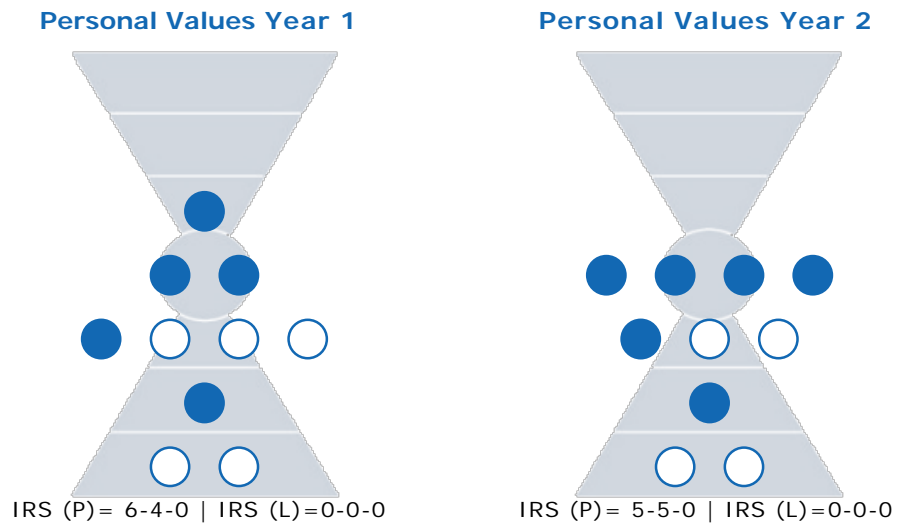
Participants see that new emphasis is mostly needed in the areas of Culture: Trust Engagement and Culture: Supportive Environment. Specifically, people are asking for a more participative, employee-friendly focus in the workplace.

Note the gaps in the areas of Finance and Societal Contribution for both Current and Desired top values. These values may seem of lesser significance to people right now because they are already addressed in the organisational culture, or because they are blind spots for the group.

What areas may require focus to promote the group's overall business success? Where a high Cultural Entropy percentage is seen, consider what may be undermining the group's ability to reach its full potential. Look at requested changes and how they align with, or support, the strategic plans of the business. Refer to the values table to help address concerns or requests.

SECTION 5: PERSONAL VALUES

A view to help understand what drives the people of your organisation



<p>Consistent values</p>	<p><u>accountability</u> caring <u>commitment</u> honesty performance positive attitude respect responsibility trustworthy</p>	
<p>Values differences</p>	<p>integrity</p>	<p>family</p>
<p><u>Matches Personal and Current Culture Year 1: 2</u> Matches Personal and Current Culture Year 2: 1</p>		
<p>New Requests</p>	<p>honesty</p>	<p>commitment honesty</p>

New Request Matches Personal and Desired values Year 1: 1
New Request Matches Personal and Desired values Year 2: 2

What similarities are there from Year 1 to Year 2? – Refer to consistent values shown above.

- This group takes ownership and shows dedication in their actions, with focus on doing well
- They show consideration for others and are truthful in their interactions
- People here have a can-do approach and can be counted on to be true to their word

What is new for Year 2? – Refer to different values year to year.

- People now note the importance of their closest connections

One matching value between Personal and Current Culture in Year 2, indicates that people feel less connection to what is important to them in the workplace than they did in Year 1.

This group still wants to experience more of their personal qualities in the workplace: **honesty, commitment**. Note that ‘commitment’ was previously a top value in the Current Culture which people no longer experience to the same degree, but which they seek more emphasis on in future.

Where might the organisation create stronger alignment between their staff’s Personal Values and the Organisational Culture values? Increased alignment allows people to maximise their personal strengths for the benefit of the organisation as a whole.