

Description of the Values Diagrams & Tables

The various values diagrams reflect different ways of analysing the values assessment data.

The standard Cultural Values Assessment (CVA) contains eight diagrams:

Values Plot (Figure 1)

Values Distribution (Figure 2)

CTS (Figure 3)

Cultural Entropy Table (Figure 4)

Values Jumps Table (Figure 5)

Positive Values Distribution (Figure 6)

Business Needs Scorecard (Figure 7)

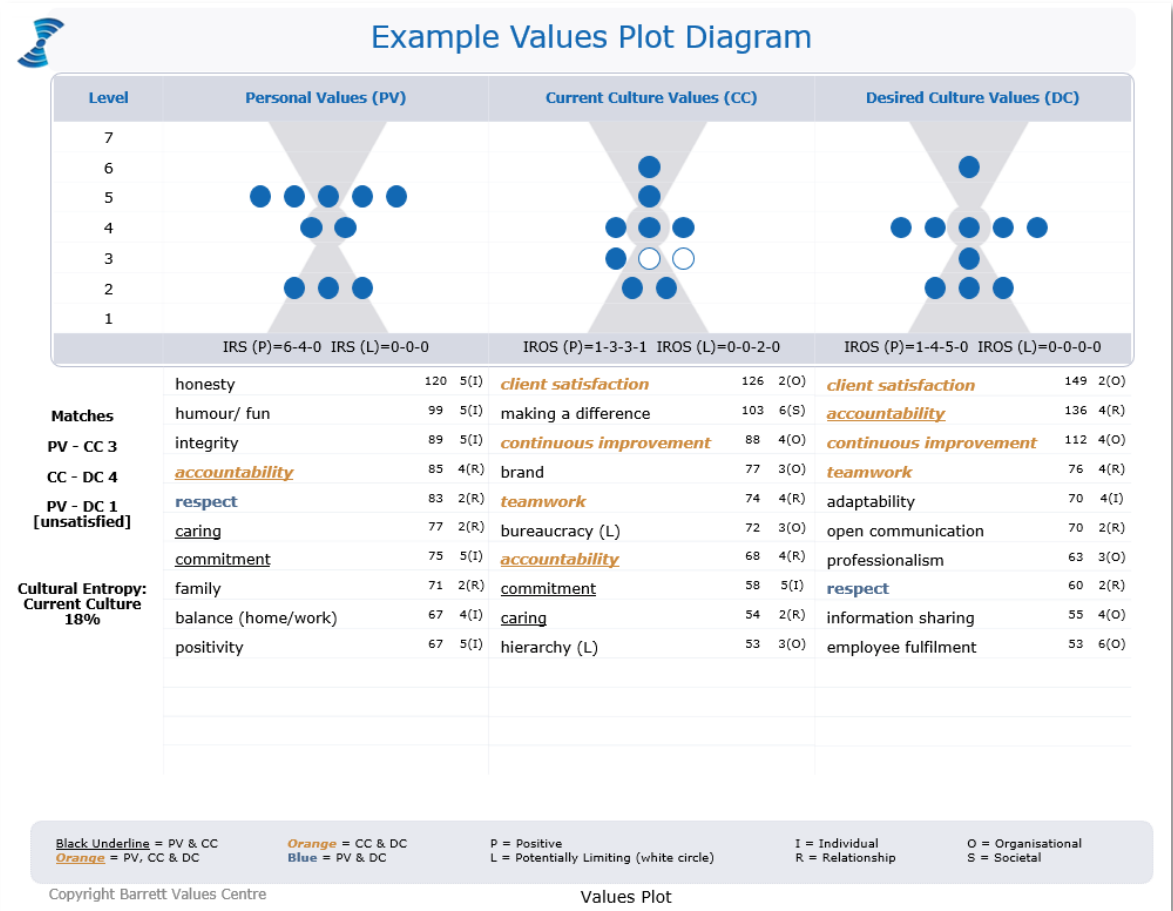
Business Needs Scorecard- Values Distribution (Figure 8)

The standard Leadership Values Assessment (LVA) contains two diagrams:

Leadership Values Plot (Figure 9)

Leadership Values Distribution (Figure 10)

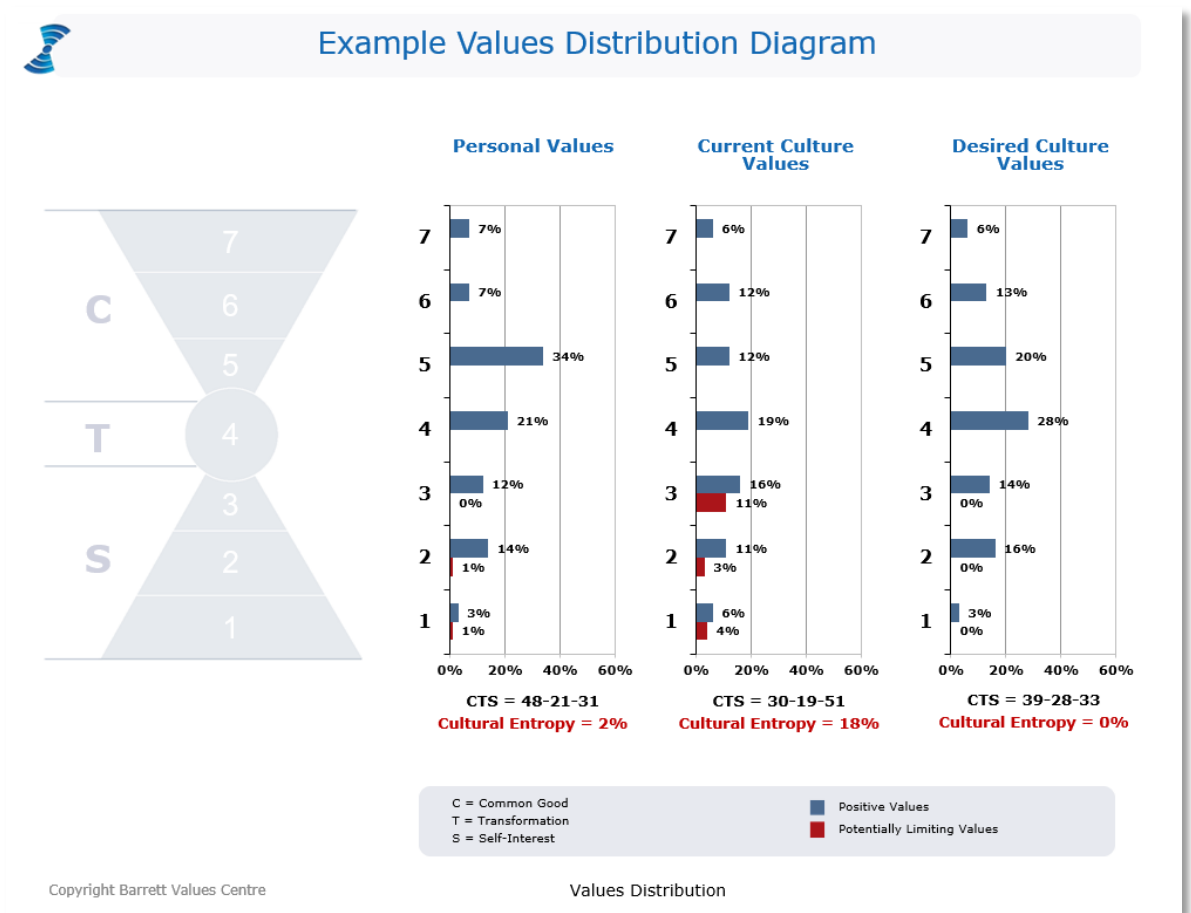
Values Plot (Figure 1)



The Values Plot maps the top Personal Values, Current Culture Values and Desired Culture Values to the Seven Levels of Consciousness Model. It reveals the personal motivations of the employees; the values they experience in the organisation (current culture); and the values they believe are necessary to achieve high performance (desired culture). A range of other cultural indicators are also included: alignment between personal and current, current and desired, and personal and desired values; and the ratio of values types (IROS) – individual, relationship, organisational, and societal.

High-performance cultures have no potentially limiting values in the top current culture values; three or more matching personal and current culture values; and six or more current culture and desired culture values.

Values Distribution (Figure 2)

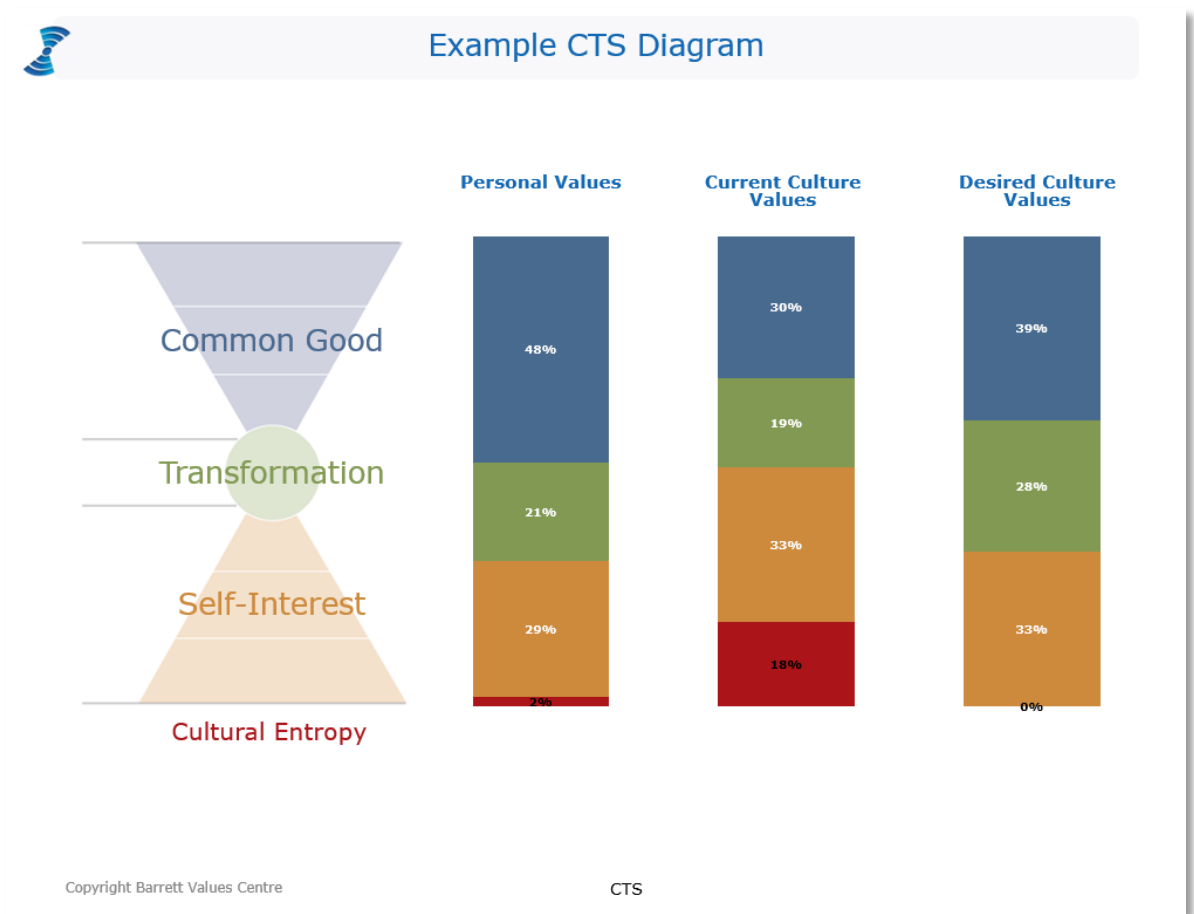


The Values Distribution shows the distribution of all the selected positive and potentially limiting values across the Seven Levels of Consciousness model. The level of cultural entropy is also shown. The level of cultural entropy has a significant impact on employee engagement, customer satisfaction, and organisational resilience.

High-performance cultures have cultural entropy at or below 10%, and a significant proportion of values at level 4 – the level of adaptability and accountability. Such cultures display full-spectrum resilience and long-term sustainability. Organisations with entropy above 20% are usually operating well below their financial capacity.

CTS (Figure 3)

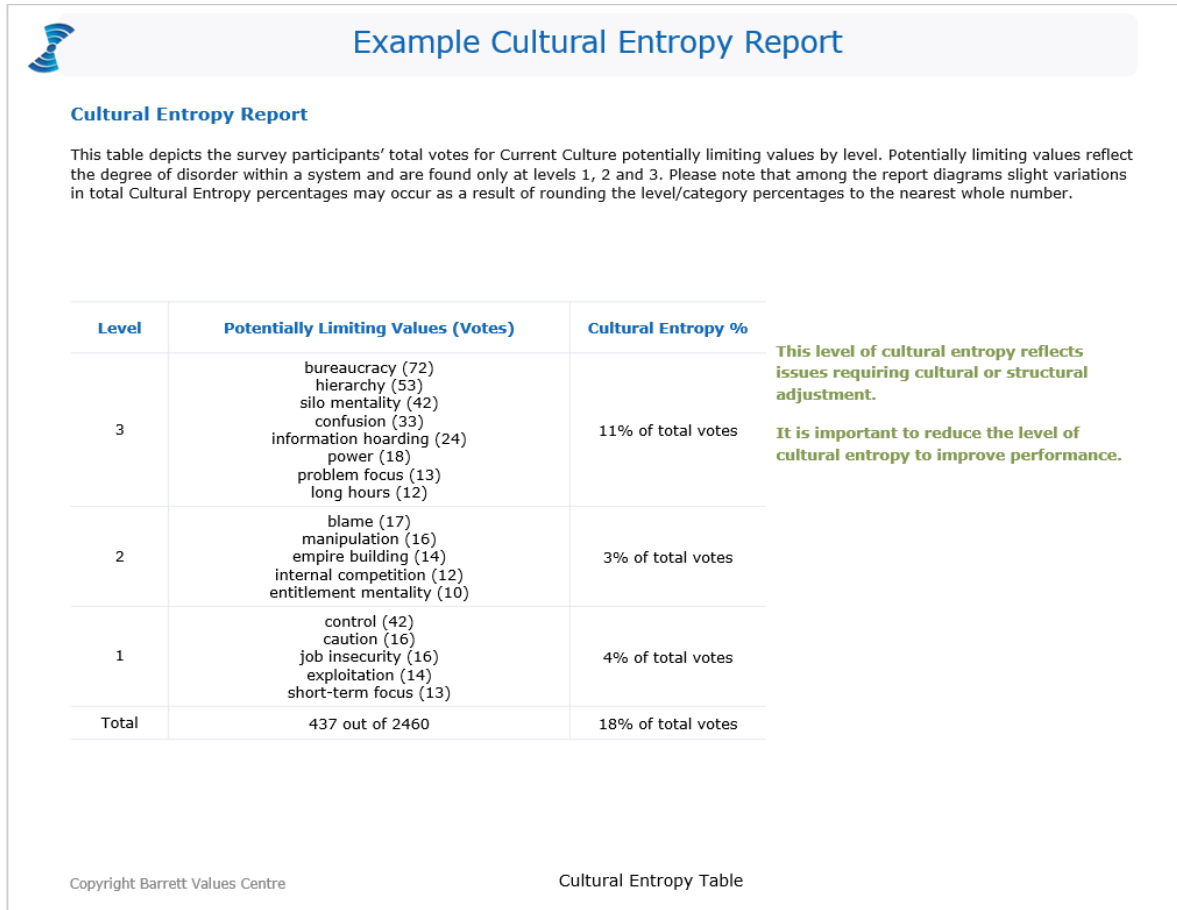
Common Good, Transformation, Self-Interest



The CTS Diagram Shows the percentage distribution of all selected values between the **C**ommon Good (Levels 5, 6, and 7), **T**ransformation (Level 4), and **S**elf-Interest (Levels 1, 2, and 3). Cultural Entropy only occurs in the area of Self Interest.

High-performance cultures display a strong alignment between the Personal, Current Culture and Desired Culture CTS indicators.

Cultural Entropy Report (Figure 4)



The Cultural Entropy Table displays a list of potentially values by level. Potentially limiting values are those which may be impeding the ability of an organisation to reach its highest performance. The percentage of votes for potentially limiting values is also shown. This represents the degree of disorder in the system.

High-performance cultures have cultural entropy at or below 10%.

Example Values Jumps Table (Figure 5)



Example Values Jumps Table

Values Jumps

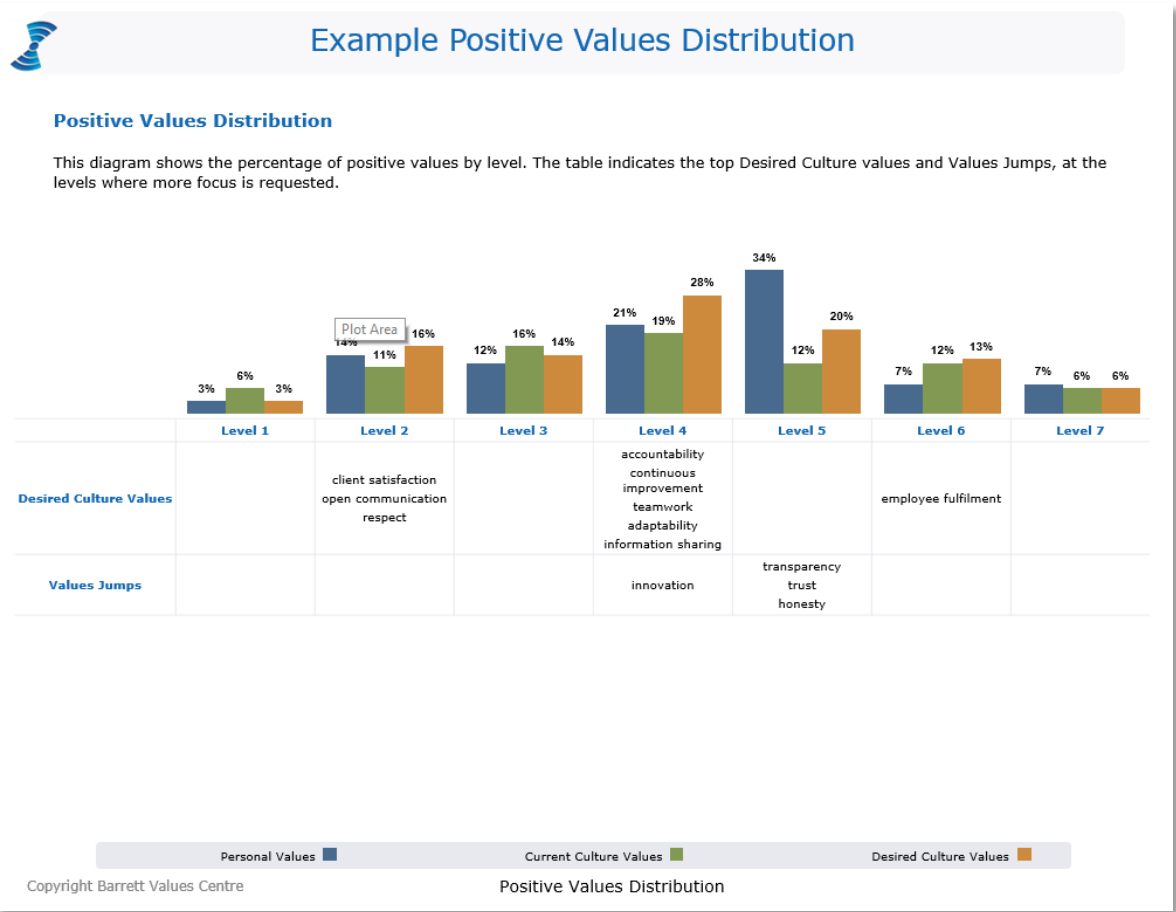
A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in bold are represented in the Desired Culture.

	Current Culture Votes	Desired Culture Votes	Jump
accountability	68	136	68
adaptability	20	70	50
open communication	23	70	47
employee fulfilment	13	53	40
transparency	10	50	40
trust	14	52	38
honesty	15	47	32
respect	33	60	27
innovation	11	37	26
continuous improvement	88	112	24

The Values Jumps Table displays the values which received the biggest increase in votes from Current to Desired Culture. These are values which survey participants believe need to be enhanced the most for the future well-being of the organisation.

These values provide a clear indication of areas for change.

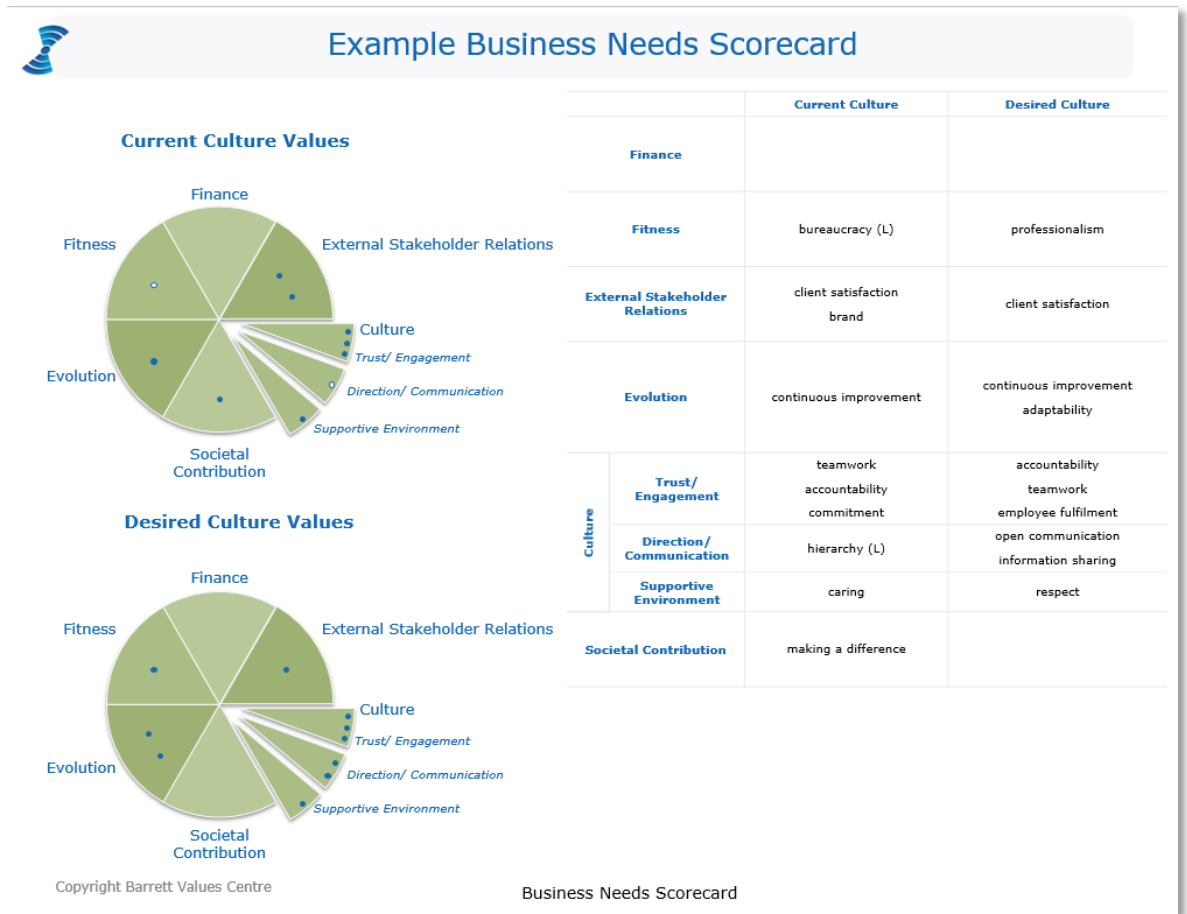
Positive Values Distribution (Figure 6)



The Positive Values Distribution shows the distribution of all positive Personal, Current Culture and Desired Culture values across the Seven Levels of Consciousness model. It highlights the levels of consciousness where there are significant gaps between the current and desired culture, and where the current culture and personal values are out of alignment. Listed below are the corresponding values from the Values Plot and Values Jumps Table, at the levels where an increase in focus from current to desired culture is requested.

The gap analysis from the Comparison of Positive Values provides a road map for cultural transformation and change.

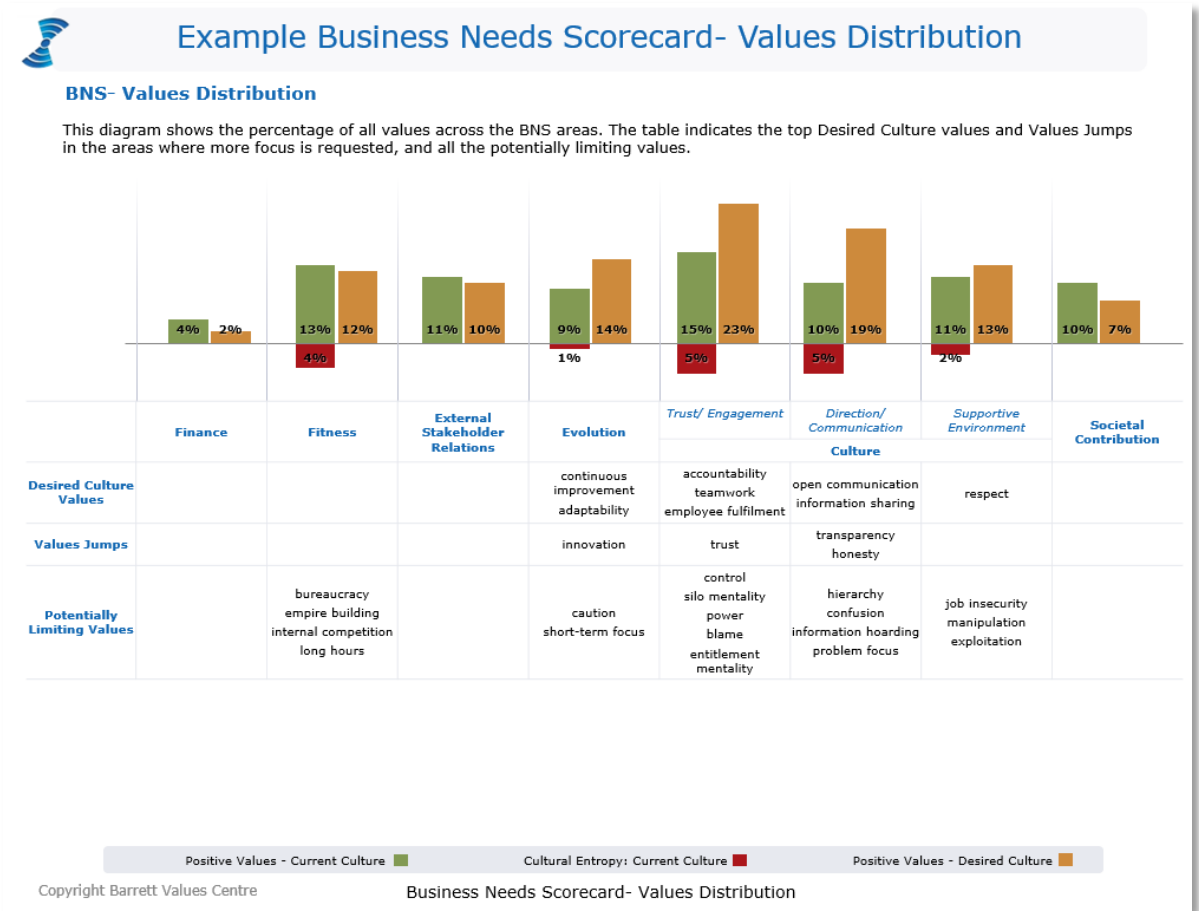
Business Needs Scorecard (Figure 7)



The Business Needs Scorecard (BNS) provides a strategic lens on the top current and desired culture values. It maps the top values in the Values Plot onto a six-part scorecard including, Societal Contribution, Fitness, Finance, External Stakeholder Relations, and Culture. The area of Culture is broken down in three further sub-sections; Trust/ Engagement, Direction/ Communication and Supportive Environment.

High performance cultures show an even distribution of values across all six segments of the scorecard.

Business Needs Scorecard- Values Distribution (Figure 8)



The Business Needs Scorecard- Values Distribution provides an overview of the percentage of votes for both Current Culture (positive and potentially limiting) values and contrasts this with the positive changes people want to see in the Desired Culture. This is shown for each of the Business Needs Scorecard areas.

The gap analysis from the Current to Desired values provides a road map for areas requiring cultural transformation and change.

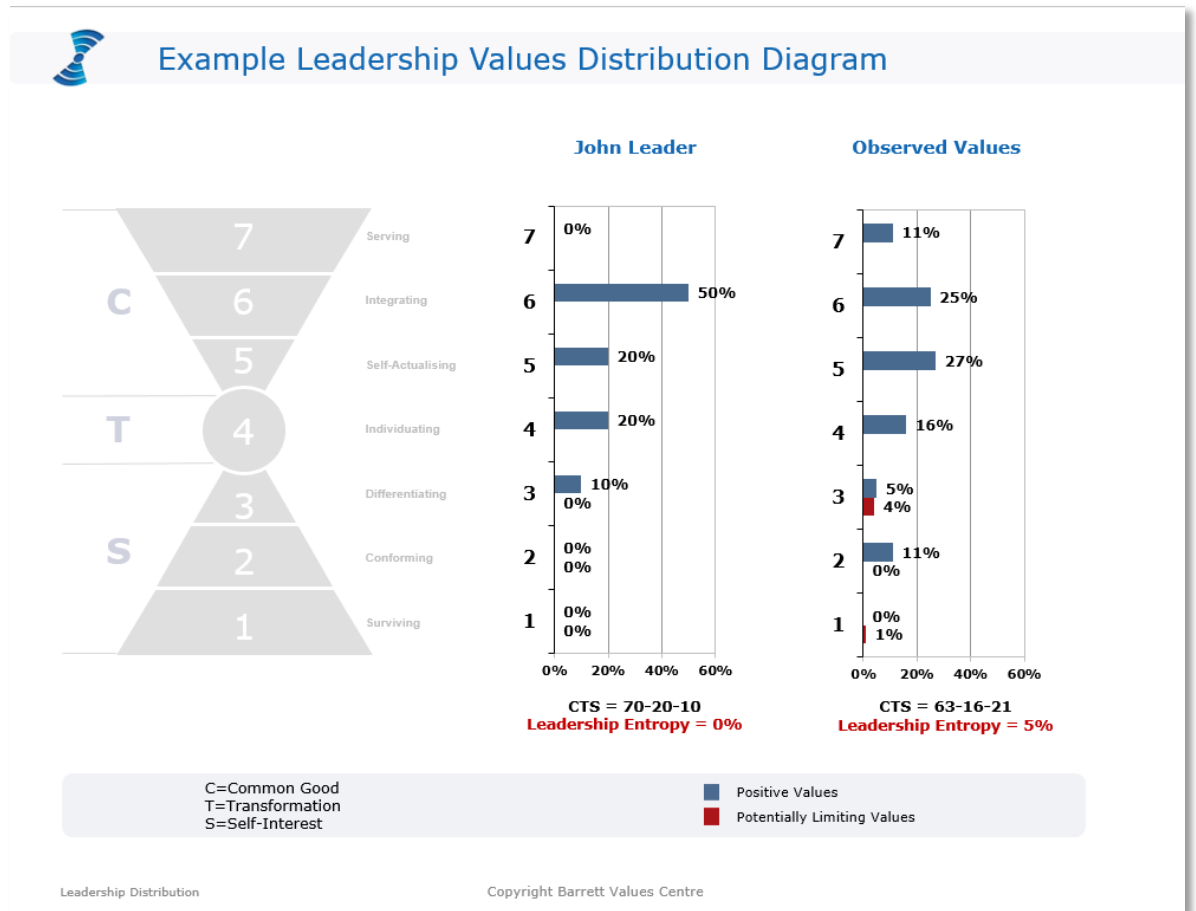
Leadership Values Plot (Figure 9)



The Leadership Values Plot maps the leader's values, and the assessors' observation of the leader's values to the Seven Levels of Leadership Consciousness. Also shown is the ratio the ratio of values types (IROS) – individual, relationship, organisational and societal, as recorded by the leader and their assessors.

The leader's level of authenticity is high when the leader's perception of his or her values and the assessors' perception of the leader's values show a high number of matching values, and/or there is a significant values alignment across the levels of consciousness.

Leadership Values Distribution (Figure 10)



The Leadership Distribution compares the percentage distribution of the values of the leader and the assessors' perception of the leader's values to the Seven Levels of Leadership Consciousness. It also shows the level of personal entropy of the leader.

Leaders operating from full-spectrum consciousness have a low level of personal entropy and a relatively even distribution of values across the seven levels of leadership consciousness.