



Barrett Values Centre

Individual Development Report:
Tom Brown



Tom Brown (10 Assessors)

ALIGNMENT WITH ASSESSORS

Values Matches: 6

5+: Many of your values are coming across effectively. You walk your talk and demonstrate authenticity in these areas.

3-4: A fair number of your values are coming across effectively. You have a reasonable level of authenticity.

1-2: The majority of your values are not coming across. People do not experience what is most important to you.

0: None of your values are coming across. You are not connecting with people. What might be the reason for this?

ALIGNMENT OF OBSERVED AND REQUESTED VALUES

Values Matches: 2

6+: Assessors think you are on the right track.

4-5: You are doing well but people want you to make some changes.

2-3: You are somewhat on the right track but change is necessary.

0-1: People are asking you to make significant changes.

PERSONAL MASTERY

If you have more than 6% entropy and one or more limiting values, you need to improve your personal mastery—the ability to manage or overcome limiting behaviours caused by your fear-based beliefs.

Individual Entropy: 10%

<7%: Your behaviour is not sourced from fear.

7-10%: You may need to monitor or adjust your behaviour when you are upset or out of balance.

11-15%: Your behaviour is counter-productive to your desired outcomes.

16-20%: Your personal integrity is compromised by your fears.

21%+: Your behaviour is largely based on fear and coaching may be required to support your development.

Potentially Limiting Values: 2

0: Your style is primarily positive.

1-2: There may be some element of fear behind how you make decisions and interact with others.

3+: Fear is a factor in how you come across to others.

cautious, being liked

NEW VALUES TO FOCUS ON

courage
solution focus
humour/ fun
patience
building trust
goals orientation
initiative
positive attitude

What themes do you see and what action could you take to live these new values more fully?

To what extent are the new values an enhancement to how you currently lead/manage others, or corrective measures to personal mastery issues that need to be addressed?



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Level	TOM: 10 VALUES (Self)	OBSERVED VALUES (OV)	REQUESTED VALUES (RV)
7			
6			
5			
4			
3			
2			
1			
	IROS (P)= 6-3-1-0 IROS (L)= 0-0-0-0	IROS (P)= 7-1-0-0 IROS (L)= 1-1-0-0	IROS (P)= 7-1-2-0 IROS (L)= 0-0-0-0
Matches	<u>achievement</u> 3(I)	high standards 7 3(I)	courage 6 4(I)
Self-OV 6	<u>ambitious</u> 3(I)	cautious (L) 5 1(I)	solution focus 6 3(O)
OV-RV 2	<u>cooperation</u> 5(R)	<u>honesty</u> 5 5(I)	humour/ fun 5 5(I)
Self-RV 1	enthusiasm 5(I)	<u>ambitious</u> 4 3(I)	patience 5 5(I)
	<u>experience</u> 3(I)	<u>experience</u> 4 3(I)	building trust 4 5(R)
	goals orientation 4(O)	<u>organised</u> 4 3(I)	creativity 4 5(I)
	<u>honesty</u> 5(I)	<u>achievement</u> 3 3(I)	goals orientation 4 4(O)
	<u>organised</u> 3(I)	being liked (L) 3 2(R)	high standards 4 3(I)
	supportive 2(R)	<u>cooperation</u> 3 5(R)	initiative 4 4(I)
	teamwork 4(R)	creativity 3 5(I)	positive attitude 4 5(I)

Black Underline = Self & Assessor OV Orange = Assessor OV & RV P = Positive I = Individual O = Organisational
 Orange = Self & Assessor OV & RV Blue = Self & Assessor RV L = Potentially Limiting (White Circle) R = Relationship S = Societal

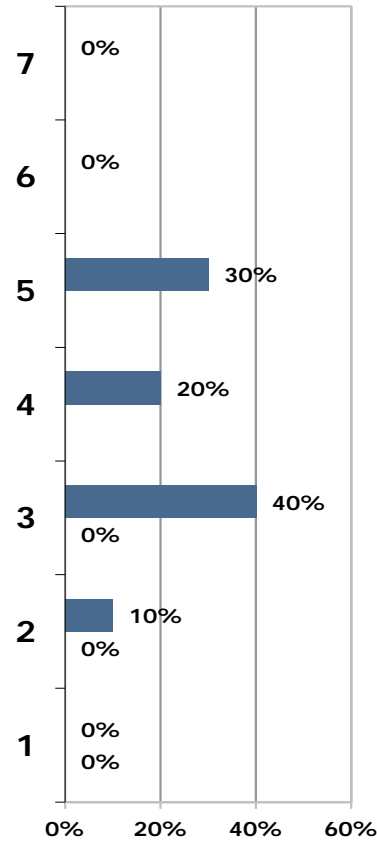
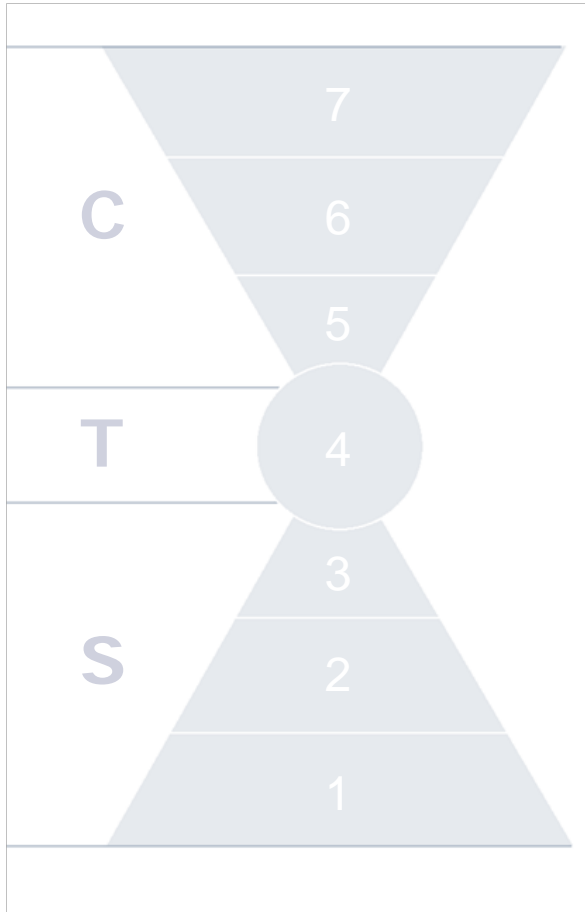


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TOM: 10 VALUES

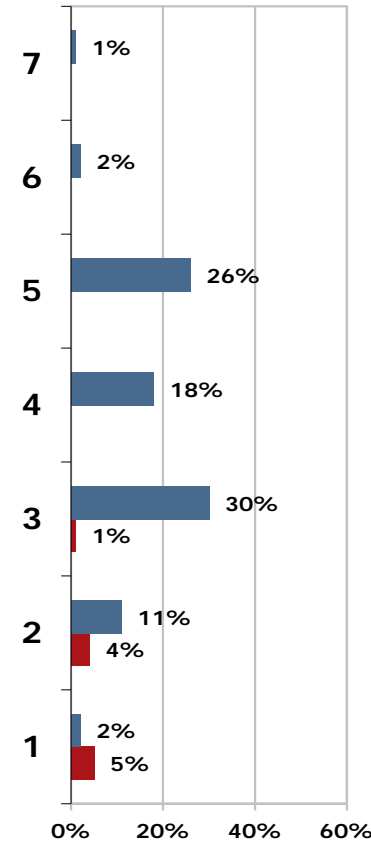
OBSERVED VALUES

REQUESTED VALUES



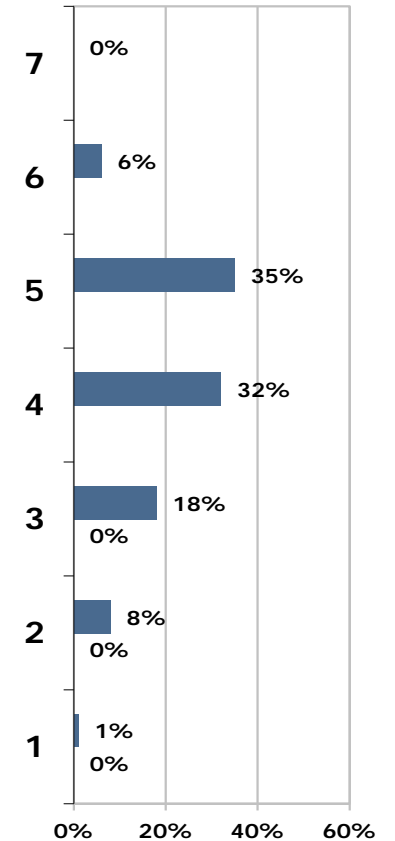
CTS = 30-20-50

Individual Entropy = 0%



CTS = 29-18-53

Individual Entropy = 10%



CTS = 41-32-27

Individual Entropy = 0%

C=Common Good
 T=Transformation
 S=Self-Interest

■ Positive Values
 ■ Potentially Limiting Values



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VALUES JUMPS

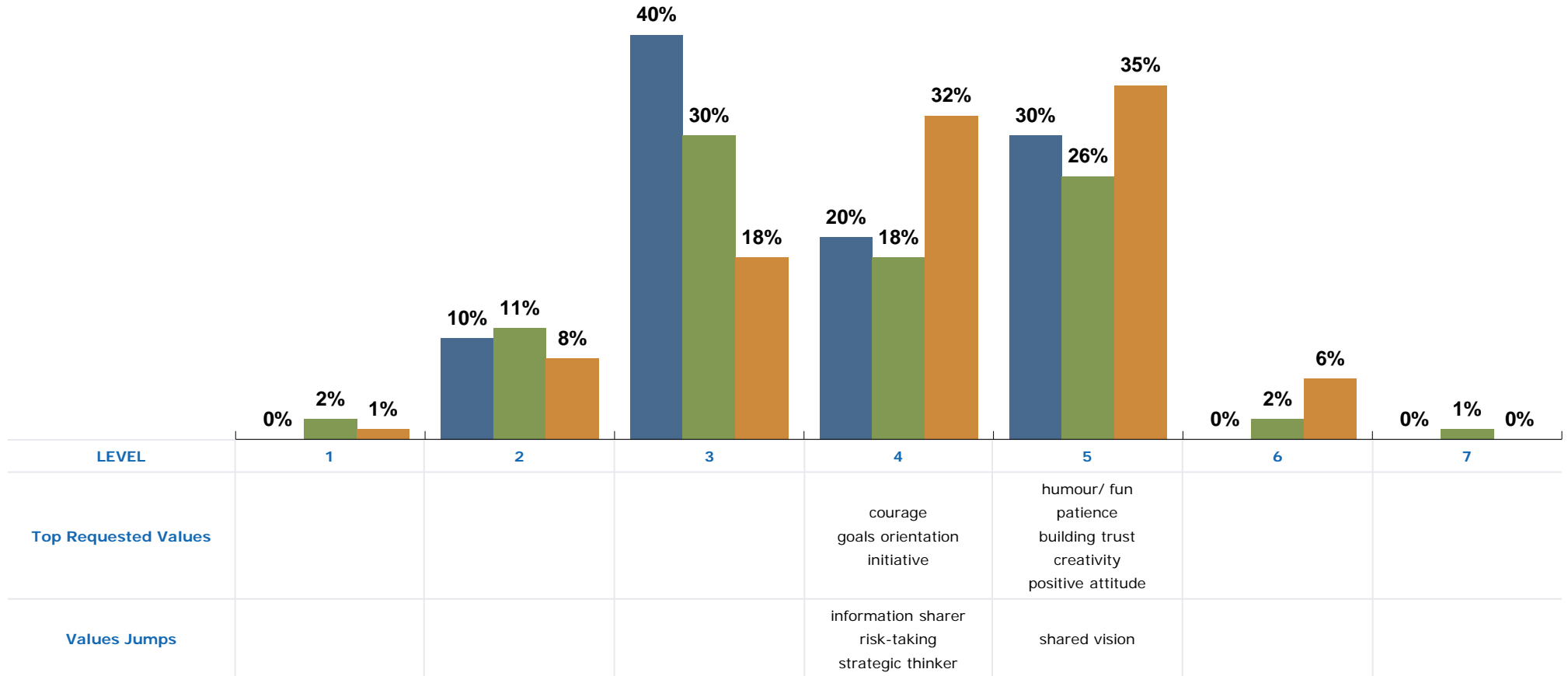
A value jump occurs when there are more votes for a requested value than an observed value. Listed below are the values with the largest increase in votes. The values in **bold** are listed in the top requested values on the values plot.

	OBSERVED VALUES VOTES	REQUESTED VALUES VOTES	VALUES JUMP
courage	2	6	4
solution focus	2	6	4
patience	1	5	4
initiative	0	4	4
building trust	1	4	3
goals orientation	1	4	3
humour/ fun	3	5	2
positive attitude	2	4	2
information sharer	0	2	2
risk-taking	0	2	2
shared vision	0	2	2
strategic thinker	0	2	2



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This diagram shows the percentage of positive values appearing at each level, comparing your self-assessment with the observed and requested values chosen by your assessors. The values in the table provide clarity around the desired direction for change.



Your Chosen Values

Observed Values

Requested Values



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INDIVIDUAL ENTROPY TABLE

This table shows by level the Potentially Limiting Values that were chosen by your assessors. The number of votes each value received determines whether or not they show up in the Observed Values Plot, and these numbers are shown in parenthesis. Potentially Limiting Values are found only at levels 1, 2 and 3.

Your individual entropy percentage of 10 is relatively low. This indicates that your style largely supports your ability to achieve your objectives. You may need to examine how your behaviours and actions are affecting the people around you, your decision-making processes, and/or your sense of work/life balance, and make appropriate adjustments.

LEVEL	1	2	3
Votes for Potentially Limiting Values: 10 out of 100	cautious (5)	being liked (3) conflict avoider (1)	long hours (1)
Percentage of Total Votes: 10%	5%	4%	1%



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OBSERVED BEHAVIOURS

The following tables (pages 8-14) highlight how you and your assessors perceive your strengths and areas for improvement in relation to each of the Seven Levels of Consciousness. The tables feature strengths statement that you and your assessors rated on the following scale:

- An existing strength
- Needs some development
- Needs significant development
- Not relevant to role/unable to comment

The number of assessors who selected each rating is shown alongside the corresponding statement. Your self-rating is highlighted in green. To what extent does your selection agree with your assessors?

LEVEL 1: SURVIVAL

Level 1 focuses on physical health, financial security and safety. The potentially limiting aspects of this level are generated from fears around not having enough and not being able to survive.

Level 1	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Places appropriate emphasis on personal and financial health		1	4	5
Applies caution and control in appropriate measure		2	5	3

The numbers show **how many of your assessors** voted for each category.

Own rating =



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LEVEL 2: RELATIONSHIP

This level concerns the quality of interpersonal relationships in an individual's life. The potentially limiting aspects of this level are generated from fears around not belonging and not being acknowledged.

Level 2	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Is helpful and supportive of others			5	5
Uses effective communication skills		2	6	2
Builds strong connections with others		1	7	2

The numbers show **how many of your assessors** voted for each category.

Own rating =



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LEVEL 3: SELF-ESTEEM

Level 3 focuses on an individual's need to feel a sense of personal self-worth. 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.

Level 3	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Is reliable and focused on achievement			5	5
Demonstrates skill/experience in his/her role			5	5
Acts and behaves with confidence		2	6	2
Promotes order, efficiency and quality		1	4	5

The numbers show **how many of your assessors** voted for each category.
Own rating =



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LEVEL 4: TRANSFORMATION

The focus at this level is on self-actualisation and personal growth. 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. Note that there are no potentially limiting values in levels 4 through 7.

Level 4	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Demonstrates adaptability and is open to the ideas of others		1	7	2
Learns and grows from experiences		2	6	2
Is willing to take responsibility		3	5	2
Continuously seeks to innovate and improve		1	3	6
Able to act independently	2	1	2	5
Demonstrates and supports teamwork		1	3	6
Demonstrates a healthy work/life balance			7	3

The numbers show **how many of your assessors** voted for each category.
Own rating =



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LEVEL 5: INTERNAL COHESION

Level 5 concerns the individual's search for meaning and community. 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.

Level 5	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Builds trust with others		2	7	1
Shows enthusiasm and maintains a positive attitude			5	5
Displays authenticity and integrity		1	2	7
Demonstrates openness and generosity			6	4

The numbers show **how many of your assessors** voted for each category.
Own rating =



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LEVEL 6: MAKING A DIFFERENCE

This level focuses on actualising an individual's sense of purpose by making a positive difference in the world. Individuals operating at this level seek to cultivate their intuition as their principal means of making decisions. They also recognise the importance of working with others to leverage their impact.

Level 6	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Displays empathy towards others		1	7	2
Works to find personal fulfilment		1	5	4
Actively seeks win-win outcomes			9	1

The numbers show **how many of your assessors** voted for each category.

Own rating =



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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.

Level 7	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Displays humility and compassion		2	5	3
Shows wisdom when handling multiple levels of complexity/uncertainty		2	6	2

The numbers show **how many of your assessors** voted for each category.

Own rating =



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FEEDBACK

What feedback you would like this person to have?	NAME (if given)
Have more courage in your own convictions. Stand up for what you think is right and be prepared to challenge others	Ti m
I enjoy working with you and enjoy your sense of humour. At times you try too hard and take things too personally.	Angel a
Tom is very precise and has high standards but I think he takes on too much himself. Let others help you and make sure you don't make yourself ill.	
Tom is a great person- nothing but praise.	John



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DESIGNING YOUR ACTION PLAN

This table, and the one on the following page, show how the top values chosen by you and your assessors may help you understand ways to enhance your performance.

The number of votes are those allocated to each value by your assessors. Potentially limiting values are shown in red.

VALUES CHOSEN BY YOU

ALIGNMENT <i>Your chosen values, which are clearly recognised by your assessors.</i>			UNREALISED POTENTIAL <i>Your chosen values, which are not strongly recognised by your assessors. Potentially limiting values here are not a major handicap.</i>		
Value/Behaviour	Votes	LEVEL	Value/Behaviour	Votes	LEVEL
honesty	5	5	teamwork	3	4
ambitious	4	3	enthusiasm	2	5
experience	4	3	goals orientation	1	4
organised	4	3	supportive	1	2
achievement	3	3			
cooperation	3	5			



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DESIGNING YOUR ACTION PLAN

This table shows how the top values chosen by your assessors may help you understand ways to enhance your performance. The number of votes are those allocated to each value by your assessors. Potentially limiting values are shown in red.

VALUES CHOSEN BY YOUR ASSESSORS

POSSIBLE BLIND SPOTS <i>Values you demonstrate, perhaps without awareness of their impact.</i>			DEVELOPMENT PRIORITIES <i>New requests from your assessors.</i>		
Value/Behaviour	Votes	LEVEL	Value/Behaviour	Votes	LEVEL
high standards	7	3	courage	6	4
cautious	5	1	solution focus	6	3
being liked	3	2	humour/ fun	5	5
creativity	3	5	patience	5	5
			building trust	4	5
			initiative	4	4
			positive attitude	4	5



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DESIGNING YOUR ACTION PLAN

1. Personal Mastery

If your level of leadership entropy is greater than 6% and/or you have one or more potentially limiting values observed by your assessors, you will need to focus on your personal mastery. This means your behaviours are driven by your conscious or subconscious fear-based beliefs ("limiting behaviours"). You will want to address the source of these fears.

For each potentially limiting value observed by your assessors write down what actions you propose to take to regulate these behaviours. You may wish to seek further clarity from your assessors about how to address these issues.

2. Alignment

These are the values that are coming across loud and clear to many of your assessors. If any of them are potentially limiting values address them as part of your personal mastery programme.

3. Unrealised Potential

If you have positive values in this section, first decide which of these values you would like to emphasise and then write down what behaviours you will adopt to make these values more observable to others.

If you have any potentially limiting values in this area, check to see if any of them are similar to any other potentially limiting values chosen by your assessors, that appear in the entropy table. Then decide if these are significant issues or not, and if they are, include them in your personal mastery programme (see 1 above).

4. Possible Blind Spots

If there are positive values in this section that you are unaware of, reflect on what behaviours you are demonstrating that would lead people to have chosen these values. Decide if these values are important to you, and to what extent you want to give them more emphasis in the future. How would you do that?

If there are potentially limiting values in this section bring them into your personal mastery programme (see 1 above).

5. Development Priorities

If you have any values in this section, write down how you are going to develop these skills/capabilities. Then, identify the areas from the **observed behaviour** statements where you scored yourself significantly higher than your assessors and ask them what they believe you could do to improve your performance in these areas.

For each item, write down, how you intend to grow and develop this skill/capability. Your assessors' feedback may help give you further insights/ ideas.



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DESIGNING YOUR ACTION PLAN

	Known to self	Not known to self
Known to others	<p>2. ALIGNMENT Your chosen values clearly recognised by your assessors</p>	<p>4. POSSIBLE BLIND SPOTS Values you demonstrate, perhaps without awareness of their impact</p>
Not known to others	<p>3. UNREALISED POTENTIAL Your chosen values, which are not strongly recognised by your assessors</p>	<p>5. DEVELOPMENT PRIORITIES New requests from your assessors</p>

1. PERSONAL MASTERY: Individual entropy % and potentially limiting values



Seven Levels of Personal Consciousness/ Stages of Evolution

