

National Values Assessment (NVA)

National Assessment Example

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To build a high performing, values-driven nation 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 country. The starting point is to find out what is and what is not working.

This National Values Assessment provides you with an overview of what is important to the people, how they see the nation 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 nation?

Reference top Personal Values.

- An autonomous and flexible approach
- Ownership for their actions and following through on obligations
- Just and truthful exchanges
- Focus on their closest connections, with a deep sense of care for others
- An optimistic and light-hearted approach

What is their current experience of the nation?

See top Current Culture Values.

- An environment where people live in harmony and can speak openly
- Chances for citizens to learn and develop, but with problems finding work
- Ineffective and inefficient systems, processes and practices
- Over-emphasis on possessions and meeting immediate needs
- A culture where people criticise rather than work together, leading to fears about the way ahead

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

See top Desired Culture Values.

- Protecting and preserving natural resources
- Providing for an aging population and ensuring good standards of healthcare for all
- Long-term planning, with focus on leaving a positive legacy
- Participatory governance and treating all people fairly
- Creating jobs and economic security

Additional insights

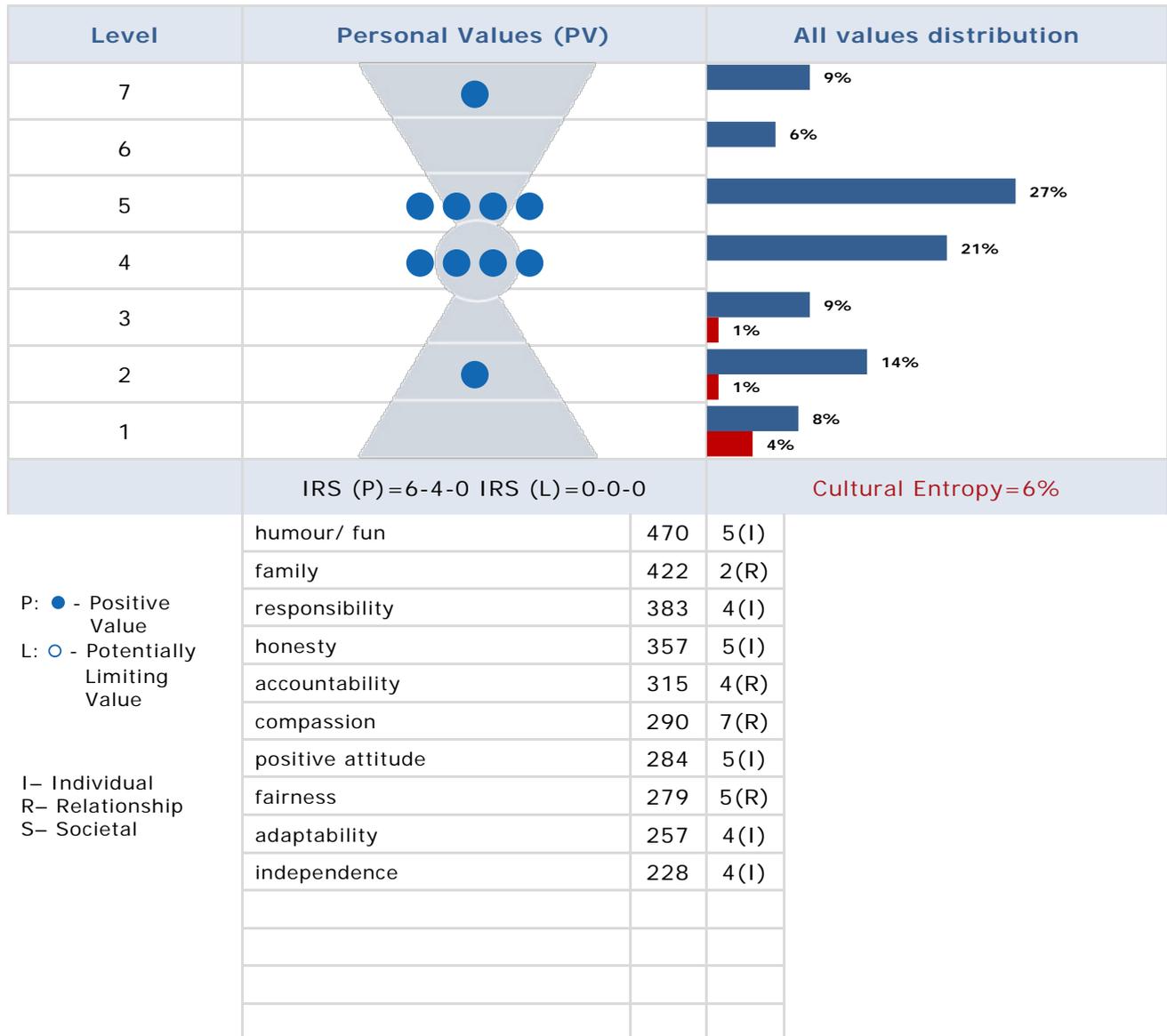
1. There are strong calls in the Desired Culture to ensure basic needs are met. This is undermining confidence in the nation. Review the requested values of 'employment opportunities', 'financial stability' and 'effective healthcare' to try to understand what citizens are asking for.
2. The increase in focus at Level 4 and Level 5 indicate a call for increase freedom and democracy, while building a greater sense of cohesion among citizens. How might some decision making be decentralised to support these requests? Bear in mind that citizens see some inefficiencies in the use of resources currently and it would be important to ensure that any devolvement of power, also addressed these concerns.
3. Note also the request to implement changes which support the greater good- it is important to understand what actions people are looking to see.

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. Here are some examples of possible next steps:
 - a) What steps can you take to honour the call for more focus on relationships across the nation?
 - b) How can these results, particularly the desired values, be used to help inform and drive policy among those in government?
4. Review the article [Whole System Change in Communities and Nations](#) to review some guidelines and ideas for working through this process in the nation.
5. To understand how these results compare to those from other nations, look at the [National Values Assessment Resource Guide](#).
6. An example showing how working with national values over a number of years can be good for business is available here: [Case Study](#)

SECTION 1: PERSONAL VALUES

Understanding the people of your nation



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

- An autonomous and flexible approach
- Ownership for their actions and following through on obligations
- Just and truthful exchanges
- Focus on their closest connections, with a deep sense of care for others
- An optimistic and light-hearted approach

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.

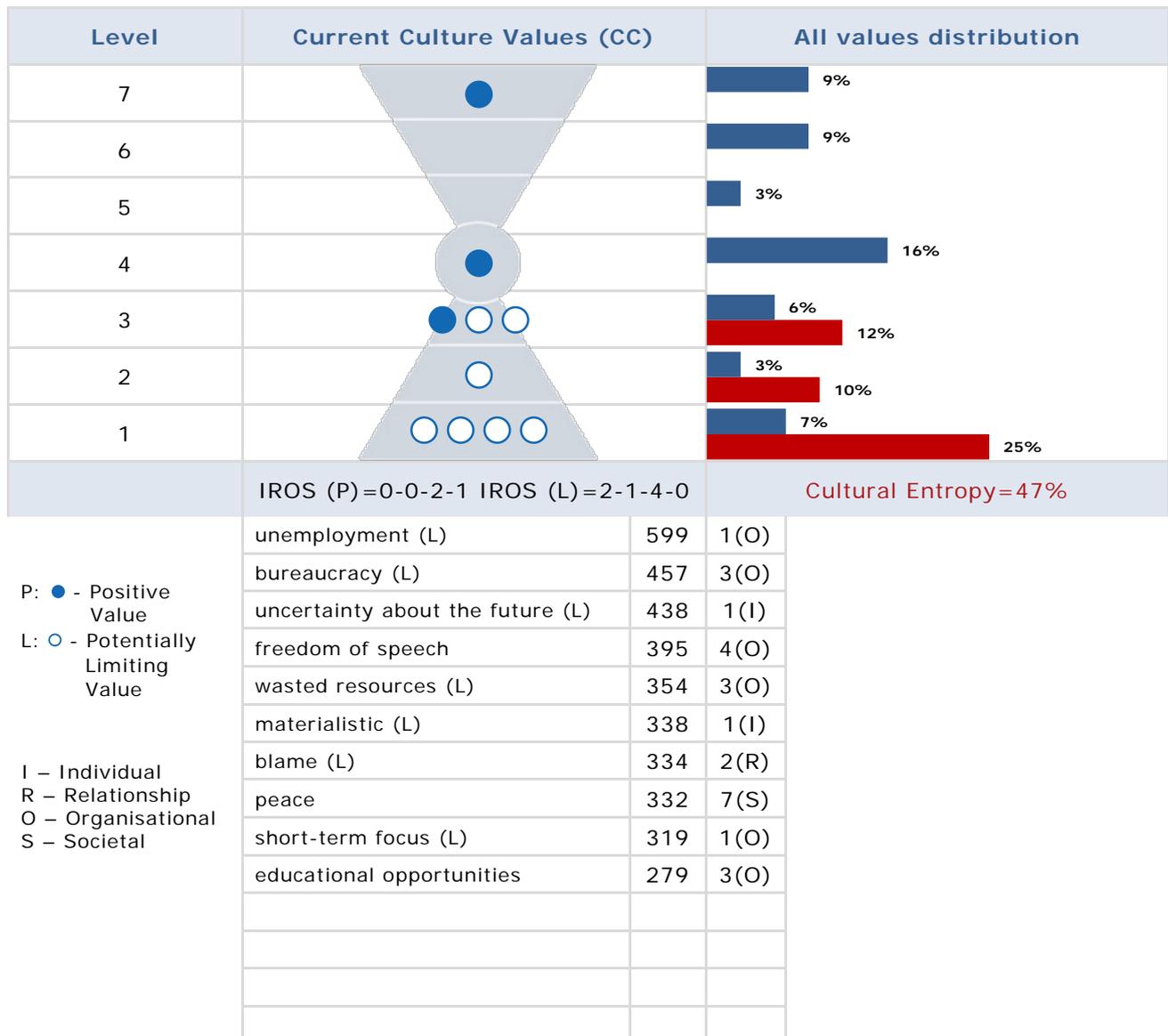
What is their main focus? – Refers to top values types favouring Individual, Relationship or Societal Values (IRS). Usually focus is on “Individual” type values.

The type of values selected shows most focus on their personal abilities. However, this group also clearly appreciates their connections with others.

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

SECTION 2: CURRENT CULTURE VALUES

An overview of participants' current experience of the nation



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

- An environment where people live in harmony and can speak openly
- Chances for citizens to learn and develop, but with problems finding work
- Ineffective and inefficient systems, processes and practices
- Over-emphasis on possessions and meeting immediate needs
- A culture where people criticise rather than work together, leading to fears about the way ahead

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

Level 1 - Survival reflects economic, safety and physical well-being.

Note that some of this focus is potentially limiting and may be adversely affecting the nation.

How do you see this focus expressed in the behaviours and structure of the country?

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

The range of top values selected shows most emphasis is placed on the provision of services, though from both a positive and potentially limiting perspective.

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, defence, and social safety nets.

Level 2 - Relationship is concerned with conflict resolution, a sense of belonging that embraces all citizens and national loyalty.

Level 5 - Internal Cohesion represents the strength and health of the internal community of the nation.

Level 6 - Making a Difference is the level of internal connectedness through coaching and mentoring, and external connectedness through partnerships and strategic alliances with other groups.

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

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

Consider the causes and corrective actions behind these values:

Unemployment leads to poverty and can propagate a downward economic spiral.

Bureaucracy may make it difficult for businesses to thrive, and may also make it difficult for citizens to access the public services they may need.

Uncertainty about the future can stifle growth and investment and lead to excessive caution in making long-term decisions.

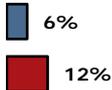
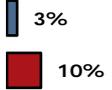
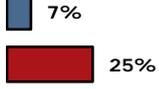
Wasted resources undermine the health of the community and the ability for earth to sustain life.

Materialistic focus can reveal excessive concern with accumulation of wealth or a show of ostentatious behaviour. It often leads to excessive consumption and environmental degradation.

Blame suggests a culture where people are made to take responsibility for other people's mistakes or problems that may or may not be a result of their actions. This can lead to the undermining of openness, trust and respect.

Short-term focus is potentially limiting when energy is expended on short-term issues at the expense of long-term solutions. It can be reflective of a reactive mind-set or scarcity consciousness.

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 internal or external factors, or from the fear-based actions and behaviours of leaders. 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 (457) wasted resources (354) centralised government (193) elitism (184) illiteracy (33) strict moral/ religious codes (11)	12% of total votes
2 	blame (334) ethnic discrimination (167) gender discrimination (149) conflict/ aggression (135) hatred (126) tradition (119)	10% of total votes
1 	unemployment (599) uncertainty about the future (438) materialistic (338) short-term focus (319) crime/ violence (277) poverty (173) environmental pollution (172) corruption (150) terrorism (30)	25% of total votes

A Cultural Entropy score of 47% reflects endemic issues that could lead to demonstrations, violent disorder and/or major financial disruption, indicating a need for changes in policy and/or a change in government.

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 most concentrated at Level 1 - Survival, indicating concerns affecting economic and physical well-being.

Note where negative focus is undermining positive efforts.

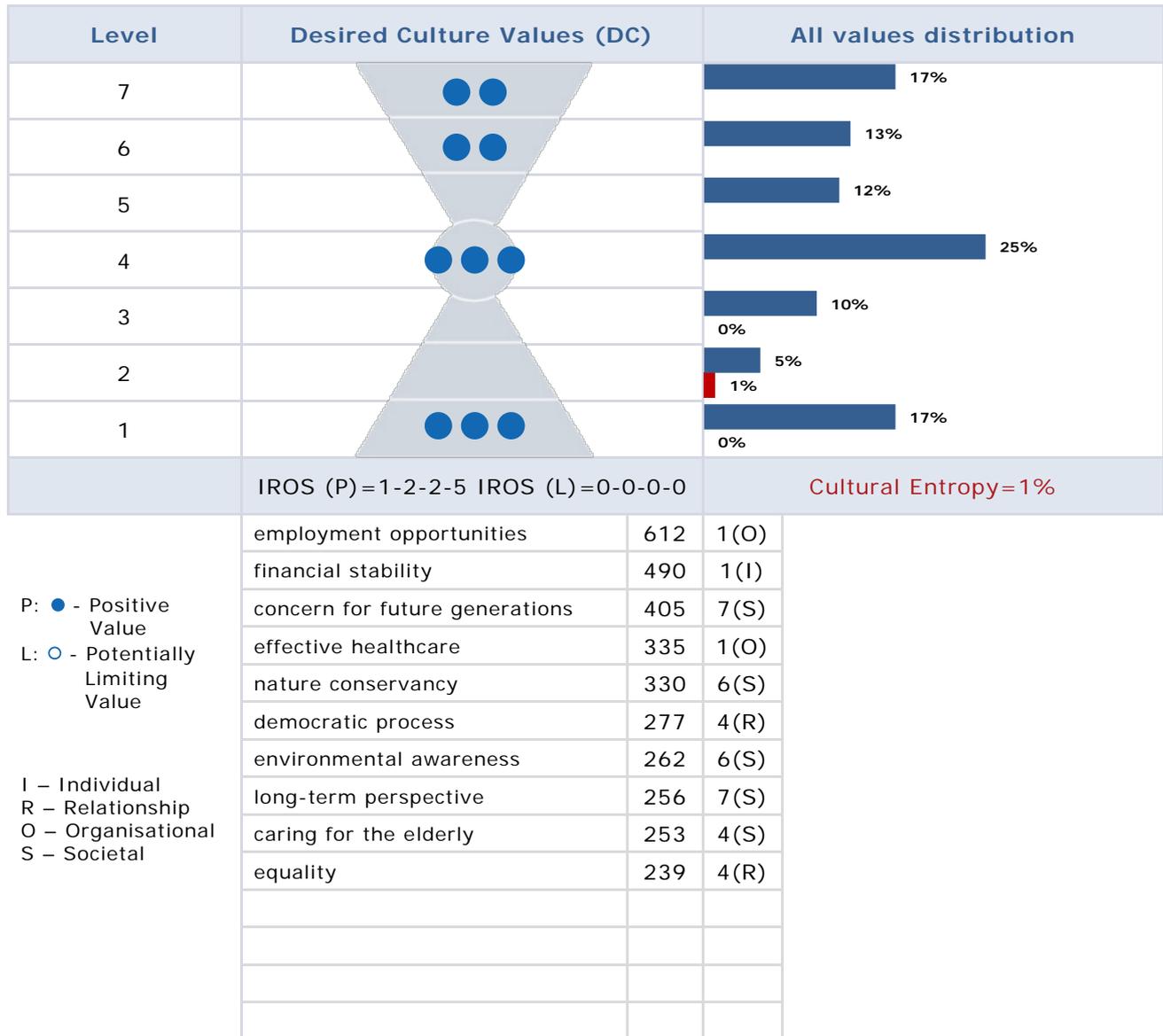
What are the key concerns for the nation? – *See potentially limiting values in table above.*

- People living in extreme need and in fear, and lacking job opportunities
- Attention to meeting immediate needs instead of setting clear future plans
- Evidence of dishonesty, unfair treatment and criticism, while others enjoy undue privilege
- Focus on material gains exacerbates an ineffective and destructive use of resources
- Processes and practices are cumbersome, with power controlled from the centre

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

SECTION 3: DESIRED CULTURE VALUES

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



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

- Protecting and preserving natural resources
- Providing for an aging population and ensuring good standards of healthcare for all
- Long-term planning, with focus on leaving a positive legacy
- Participatory governance and treating all people fairly
- Creating jobs and economic security

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 1 - Survival showing a focus on economic, safety and physical well-being.

Level 4 - Transformation representing continuous improvement and renewal, and the promotion of individual freedom.

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 nation to increase positive focus on individual qualities, the way in which people interact with one another and on serving the common good.

What new behaviours and actions will support the development of your nation?

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 nation 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
employment opportunities	1 (O)	34	612	578
concern for future generations	7 (S)	52	405	353
financial stability	1 (I)	197	490	293
effective healthcare	1 (O)	97	335	238
long-term perspective	7 (S)	32	256	224
nature conservancy	6 (S)	118	330	212
caring for the elderly	4 (S)	42	253	211
commitment	5 (I)	24	209	185
caring for the disadvantaged	4 (S)	39	195	156
social justice	4 (S)	24	169	145

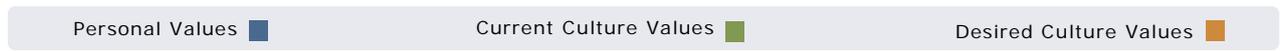
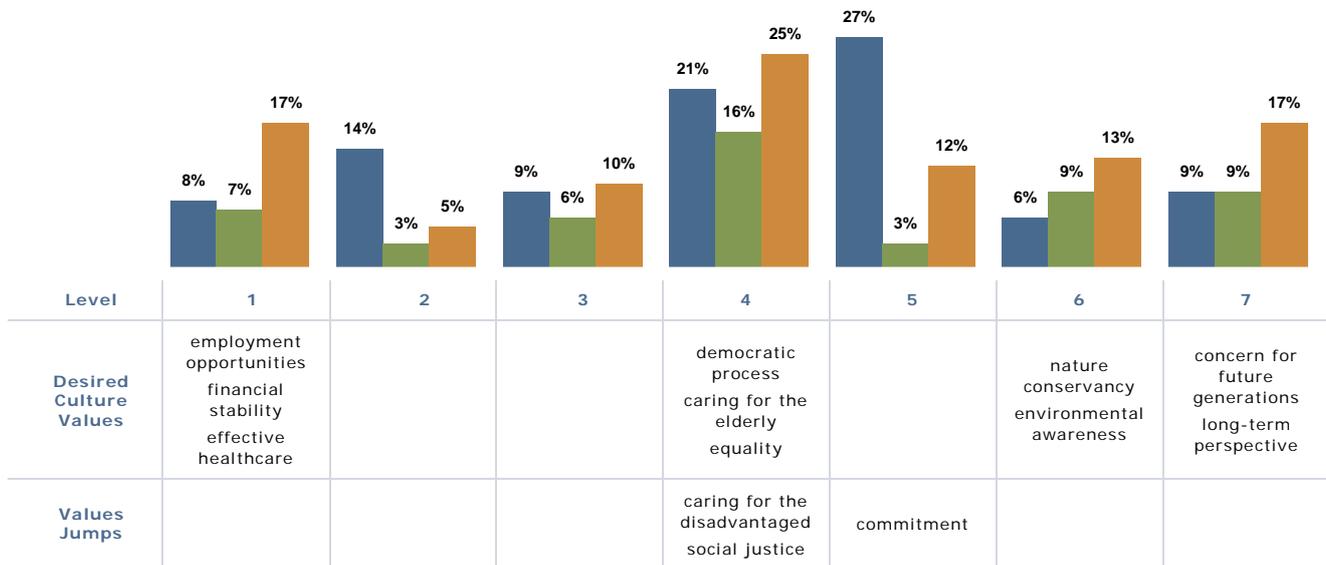
Values in bold are top values in the Desired Culture.

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

- Greater engagement from citizens
- Promoting equitable treatment throughout society and looking after those who have the least

What areas appear to require most focus, and how might the nation honour 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.



In addition, to more focus at Level 1 and Level 4, as outlined above, citizens also want more attention at Level 5 – Internal Cohesion and Level 7 – Service. This represents a call to build a sense of community within citizens of the nation and working to support the greater good.

What do you see as the long-term challenges for the country, 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: 0

Indicates that citizens are not aligned with the values of the nation. This lack of alignment may create dissatisfaction and conflict. In an aligned culture, one would expect to see three or four matching values.

Current/Desired Culture Matches: 0

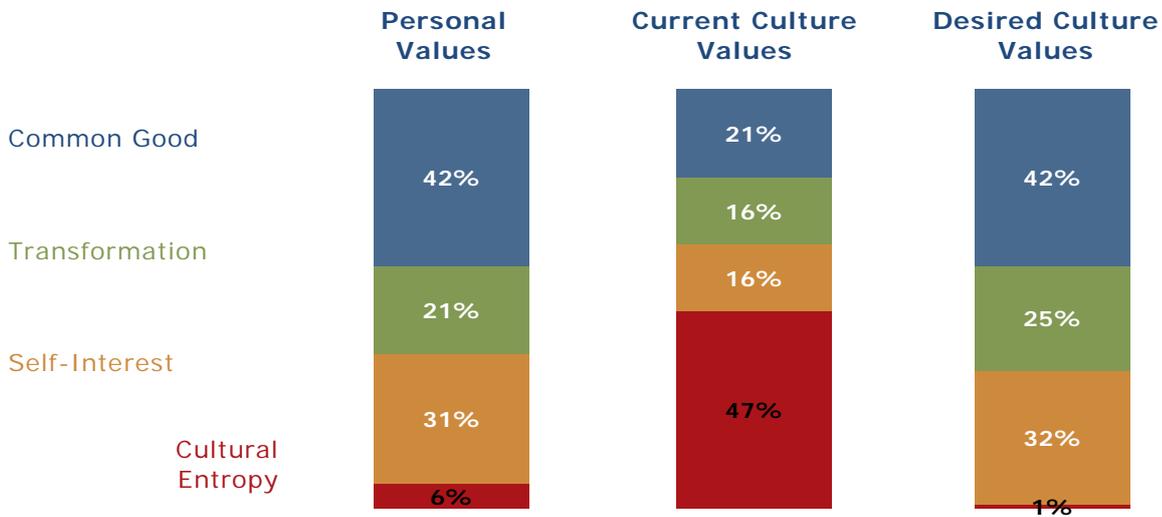
Indicates a call for a significant shift in the way the nation is governed and how basic needs are addressed.

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.

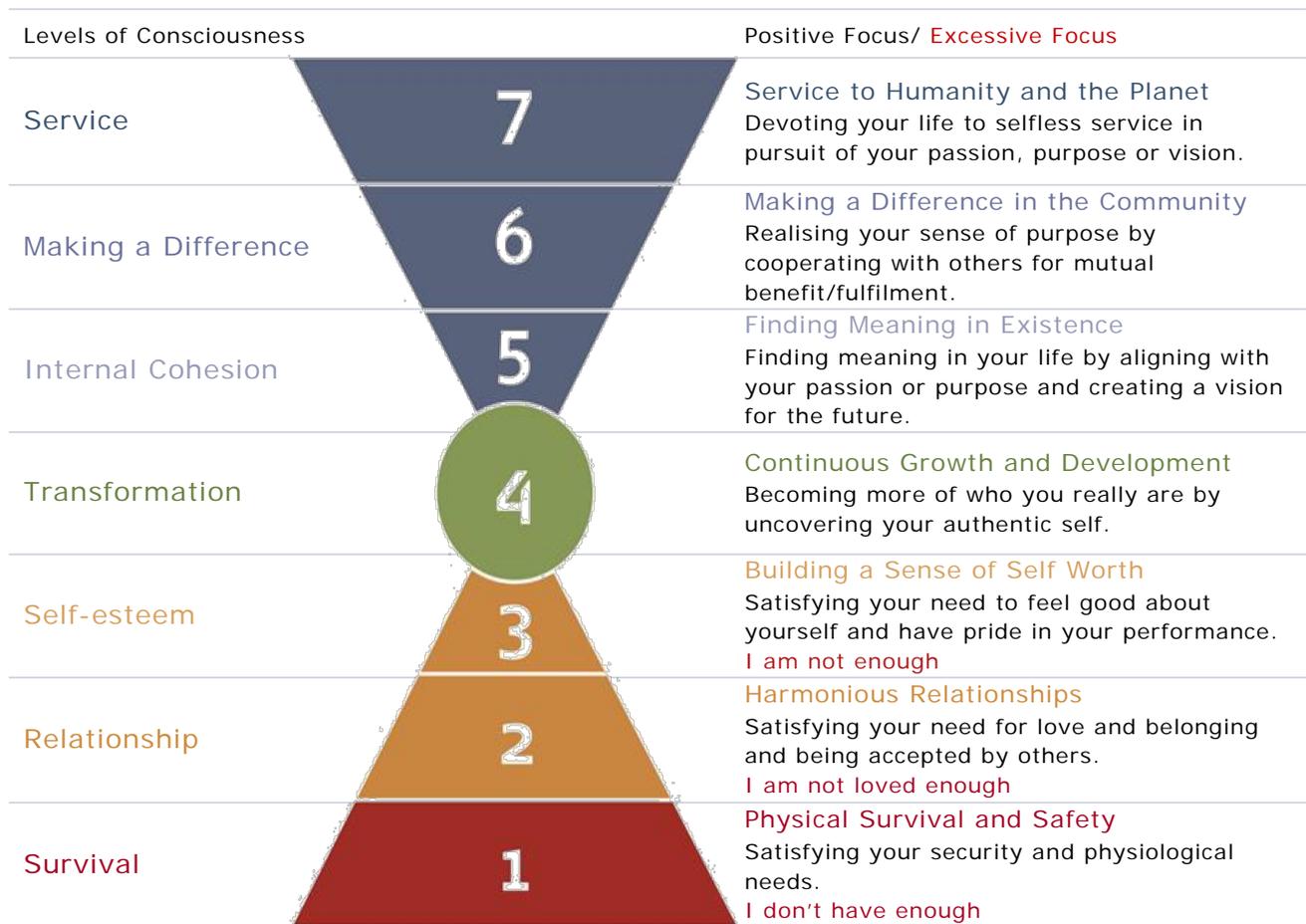
How confident are people that the group is on the right track? What areas appear relevant to focus upon next?

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 the freedom of citizens, and the Common Good, made up of Levels 5, 6 and 7.



Severe misalignment between Current and Desired values distribution suggests that people here believe that the country is moving in the wrong direction.

SEVEN LEVELS OF PERSONAL CONSCIOUSNESS



Distribution of Personal 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.

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-actualisation 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, humour/fun, excellence, generosity and honesty.

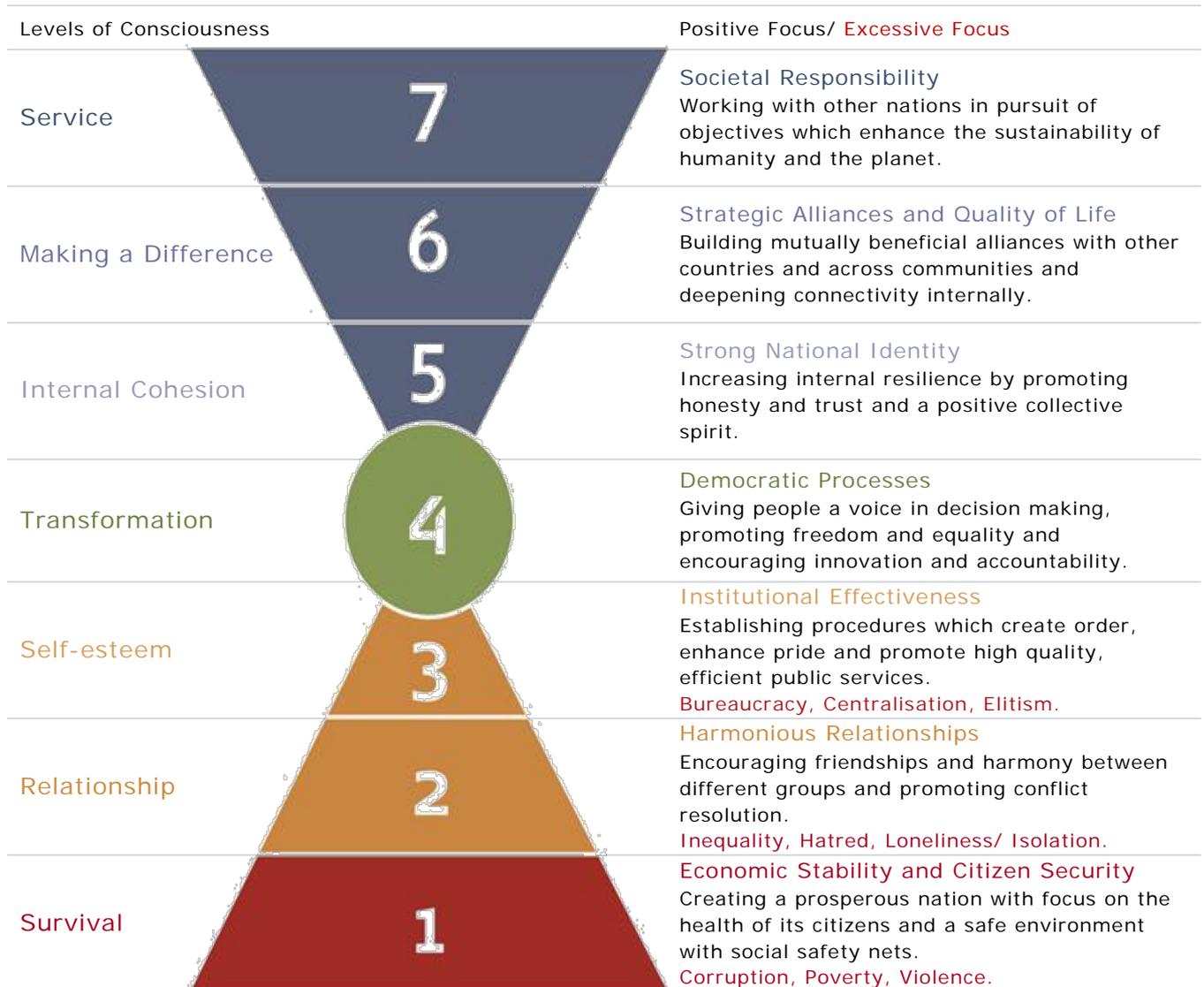
Level 6: Making a difference

Level 6 focuses on actualising 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 NATIONAL CONSCIOUSNESS



DISTRIBUTION OF CONSCIOUSNESS

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.

LEVEL 1: SURVIVAL

Level 1 focuses on economic and physical well-being. It includes values such as financial stability, health, safety, and defence.

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

LEVEL 2: RELATIONSHIP

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

The potentially limiting aspects of this level are generated through fears around not belonging and not being acknowledged. This leads to rivalry, ethnic violence, victimisation 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 central control.

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

LEVEL 4: TRANSFORMATION

Level 4 focuses on the consolidation of internal stability by promoting freedom and an egalitarian society. It includes values such as accountability, equality, freedom of speech and adaptability.

LEVEL 5: INTERNAL COHESION

Level 5 focuses on deepening the internal resilience of the nation by promoting a climate of trust and openness. It includes values such as integrity, honesty, 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 building mutually beneficial strategic alliances with other nations that share similar values. It includes values such as environmental awareness, regional collaboration, quality of life and sustainability.

LEVEL 7: SERVICE

Level 7 builds upon this by expanding the depth and breadth of international cooperation with regard to solving the problems of humanity, and at the same time deepening the sense of cohesion in the nation. It includes values such as human rights, concern for future generations, global thinking and peace.

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