



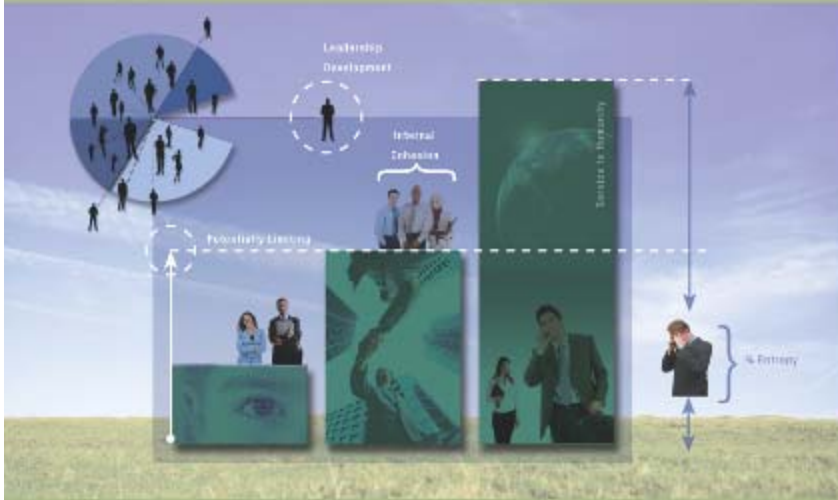
Individual Values Assessment Bob Smith

Prepared by:
Barrett Values Centre
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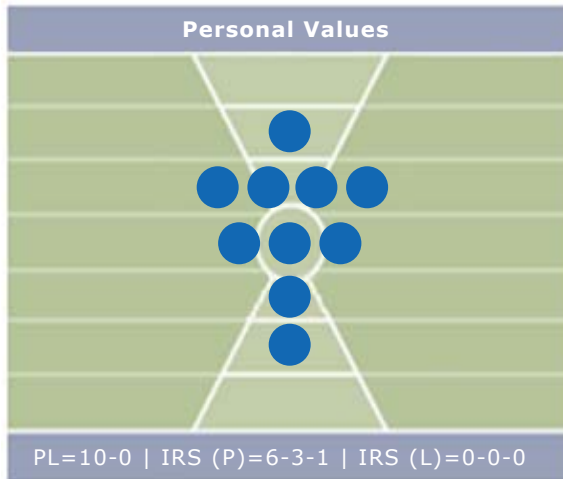
Personal Values	3
Current Culture Values	5
Desired Culture Values	7
Business Needs Scorecard	10
Seven Levels of Personal Consciousness	11
Seven Levels of Organisational Consciousness	12

Table of Contents





Personal Values



accountability	4(R)
achievement	3(I)
balance (home/work)	4(I)
continuous learning	4(I)
humour/fun	5(I)
integrity	5(I)
making a difference	6(S)
open communication	2(R)
positive attitude	5(I)
trust	5(R)

What is important to you?

From an analysis of the Personal Values you chose, we can learn what your principal values are and how you draw upon those when making decisions. We can also see how your values are distributed across the Seven Levels of Consciousness Model. Every value chosen can be classified as either an **Individual**, **Relationship** or **Societal Value (IRS)**.

Key themes from top values

- **Living up to your word**
- **Being successful in your endeavours and exploring new ideas**
- **Demonstrating a light-hearted, upbeat approach**
- **Transparent interactions built on mutual confidence**
- **Support for the greater good with emphasis on making time for your personal pursuits**

What would you consider to be your top value? How do you live this value through your behaviour?

Values Concentration:

- Your Personal Values are located in five of the seven levels with concentration at Level 5 - Internal Cohesion. This concentration shows that you see life in terms of mission and meaning.

Values Gaps:

A values gap occurs where one or more of the seven levels has no top values. This can mean one of three things; that the levels a) are unconsciously taken care of, b) are a blind spot, or c) represent the next area of growth.

There are no positive values in the following levels:

Level 1 - Survival deals with financial and physical well-being

Level 7 - Service reflects the highest order of internal and external connectedness

Why do you think there are no positive values at these levels?

Values Types:

IRS: Of the top positive values chosen six are individual values, three are relationship values and one is a societal value. It is common in the personal values to see a concentration of "individual" type values. You also show appreciation for your connections with others through a number of "relationship" type values.



Personal Values (continued)

Health Index:

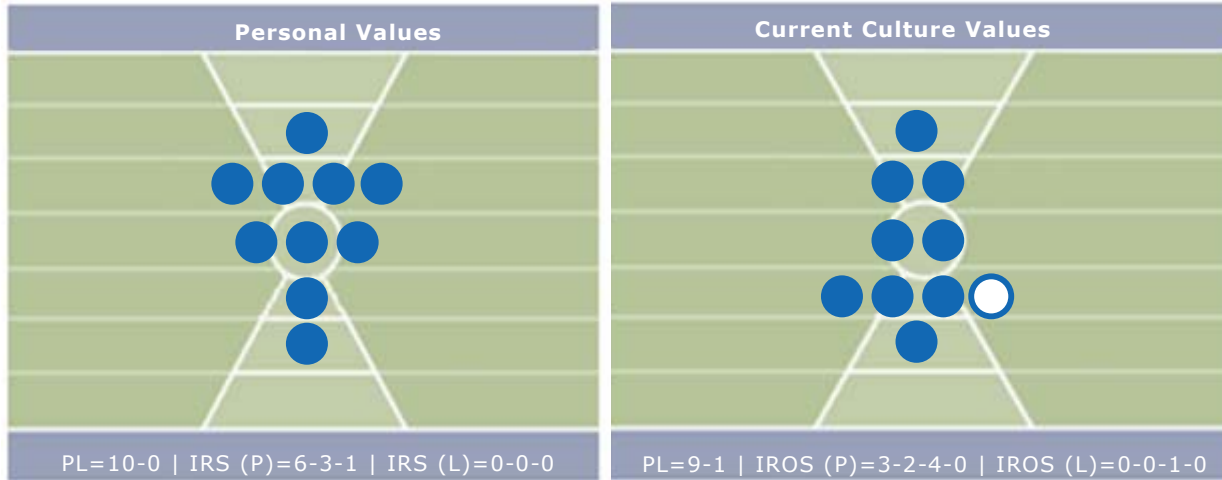
This shows the proportion of values chosen that are positive (P) or potentially limiting (L)

PL= 10-0

These are all positive values. You are not a fear driven person.



Current Culture Values



Personal Values	Current Culture Values
accountability 4(R)	accountability 4(R)
achievement 3(I)	achievement 3(I)
balance (home/work) 4(I)	being the best 3(O)
continuous learning 4(I)	bureaucracy (L) 3(O)
humour/fun 5(I)	customer satisfaction 2(O)
integrity 5(I)	integrity 5(I)
making a difference 6(S)	leadership development 6(O)
open communication 2(R)	passion 5(I)
positive attitude 5(I)	results orientation 3(O)
trust 5(R)	teamwork 4(R)

What is shaping your work experience?

The Current Culture Values reflect your perception of your organisation and the day-to-day work environment – both the positive aspects of your experience, and the potential problem areas. In addition to the values types listed for the personal values (IRS) we now also have Organisational type values. (IROS)

Key themes from top values

- **Efforts to successfully meet objectives**
- **Responsible and deeply dedicated employees**
- **A group approach to supporting customer needs**
- **High principles and opportunities to advance management capabilities**
- **Rigid systems and processes**

Values Concentration:

In the Current Culture, the top values are distributed in five of the seven levels with concentration at Level 3 - Self-esteem showing that much of the energy goes toward performance, systems and processes. However, there is one potentially limiting value at this level that may be impeding your organisation's success.



Current Culture Values (continued)

Values Gaps:

There are no top positive values in the following levels:

Level 1 - Survival focuses on financial matters and organisational growth

Level 7 - Service reflects selfless support for the common good

Based on your experience of the organisation does this mean that these levels are either:

a) unconsciously taken care of, meaning that these needs have been satisfied and are effectively in place,

b) a blind spot that needs to be examined, or

c) represent the next area of growth?

Values Types:

IROS: Of the top positive values chosen three are individual values, two are relationship values, four are organisational values and none are societal values. There is also one potentially limiting organisational type value. This shows a fairly balanced approach to meeting organisational needs, but with

Heath Index:

PL = 9-1

Potentially Limiting Values are values that can cause frustration and hinder the progress of your organisation if they are not addressed. Potentially limiting values are found only at levels 1, 2 and 3. These values are a reflection of the entropy or disorder you perceive or experience within this organisation.

There is one potentially limiting value. This shows that fear is present in how decisions are made and/or how the people are motivated. What are the causes, impacts and corrective actions for the following?

Bureaucracy is a form of control. Too much bureaucracy can block employee creativity and entrepreneurial spirit, and erodes accountability and trust. Bureaucratic businesses tend to lose their competitive-edge.

What do you see as the causes and corrective actions behind these values?

What actions can you take to improve your own working situation?

Values Matches: Personal and Current Culture

Matching values indicate alignment. The greater the number of matching Personal and Current Culture values, the greater the degree to which you are likely to feel a strong sense of connection between your personal values and your working environment.

In a highly aligned culture, one would expect to see three or four matching Personal and Current Culture values.

There are three matching values:

accountability

achievement

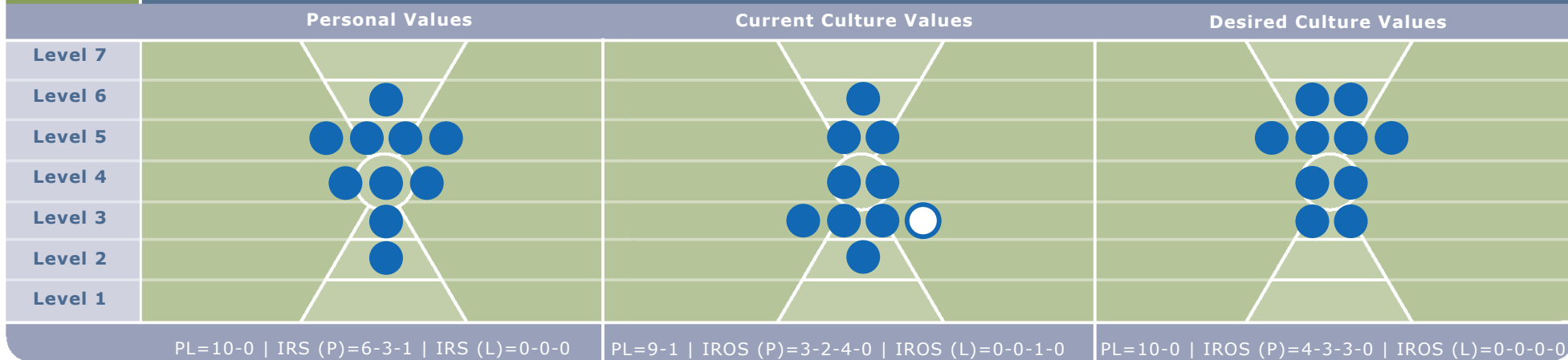
integrity

Three values matches or above generally indicates a highly aligned culture where people are committed and able to perform to a high degree for your organisation as they feel a strong sense of connection between their personal values and their professional work.

To what degree are you able to live these personal values in your organisation?



Desired Culture Values



Matches	Personal Values	Current Culture Values	Desired Culture Values
PV – CC 3	<u>accountability</u> 4(R)	<u>accountability</u> 4(R)	<u>accountability</u> 4(R)
CC – DC 6	<u>achievement</u> 3(I)	<u>achievement</u> 3(I)	<u>achievement</u> 3(I)
PV – DC 5	balance (home/work) 4(I)	being the best 3(O)	coaching/mentoring 6(R)
Health Index (PL)	continuous learning 4(I)	bureaucracy (L) 3(O)	customer collaboration 6(O)
PV: 10-0	<u>humour/fun</u> 5(I)	customer satisfaction 2(O)	<u>humour/fun</u> 5(O)
CC: 9-1	<u>integrity</u> 5(I)	<u>integrity</u> 5(I)	<u>integrity</u> 5(I)
DC: 10-0	making a difference 6(S)	leadership development 6(O)	<u>passion</u> 5(I)
	open communication 2(R)	<u>passion</u> 5(I)	<u>positive attitude</u> 5(I)
	<u>positive attitude</u> 5(I)	<u>results orientation</u> 3(O)	<u>results orientation</u> 3(O)
	trust 5(R)	<u>teamwork</u> 4(R)	<u>teamwork</u> 4(R)

Black Underline = PV & CC Orange = CC & DC P=Positive L=Potentially Limiting I=Individual O=Organisational
 Orange = PV, CC & DC Blue =PV & DC (white circle) R=Relationship S=Societal



Desired Culture Values (continued)

What values do you want for the future of the organisation?

The Desired Culture Values reflect what you believe to be important for the organisation to achieve optimum performance. These values provide insights into the direction you want the organisation to take, possible antidotes to current problems and values that you believe need strengthening.

Key Themes from top values

- **Promoting an upbeat and light-hearted approach**
- **Emphasis on expanding skills and building solid customer relationships**
- **Continued ownership of actions in an delivery-focused, highly dedicated environment where employees work together and operate with high principles**

Values Concentration

- In the Desired Culture, the top values are distributed in four of the seven levels with concentration at Level 5 - Internal Cohesion indicating that you want to focus on community spirit inside the organisation.

Values Gaps:

There are no positive values in the following levels:

Level 1 - Survival focuses on financial matters and organisational growth

Level 2 - Relationship focuses on interpersonal relationships either internally or externally or both

Level 7 - Service reflects selfless support for the common good

Values Types

IROS: Of the top positive values chosen four are individual values, three are relationship values, three are organisational values and none are societal values. This shows an increase in "individual" and "relationship" type values.

Heath Index:

PL = 10-0

This would not be a fear-driven organisation.

Values Matches: Current Culture and

Desired Culture: *The greater the number of matching Current and Desired Culture values, the greater the degree to which you indicate that you believe the organisation is on the right track. In a highly aligned culture, one would expect to see 6 or more matching Current and Desired Culture values.*

There are six matching values

accountability

achievement

integrity

passion

results orientation

teamwork.

These are the attributes that you experience now and want to continue to support in the future.

To what degree do you feel your organisation is on the right track?

Values Matches: Personal Values and Desired Culture

There are five matching values

accountability

achievement

humour/fun

integrity

positive attitude

These are values that, if chosen to be guiding principles of your organisation, can easily be brought to work by you since they are important in your daily life. They are important because you want to see more emphasis given to these values

What steps can you take now to bring your Personal Values more fully into your work environment?



Desired Culture Values (continued)

Across-the-board Matches

There are three across-the-board matching values between the Personal, Current and Desired Culture values:

accountability

achievement

integrity

For someone who is truly aligned with their working environment we would expect to see three or four Personal Values that are also found in the Current and Desired Culture. These are values that are of great importance to you when they are chosen in all three areas Personal, Current and Desired Culture.

New Values in the Desired Culture

These are values in the Desired Culture Values list that are not in the Current Culture Values list. They are values that you would like to see implemented in order for your organisation to achieve its highest performance.

There are four new values in the values plot diagram:

coaching/mentoring

customer collaboration

humour/fun

positive attitude

Where and how would you like to see these values appearing in your organisation?

What behaviour shifts are required to bring these values into the organisation?

Which changes are you in a position to effect?

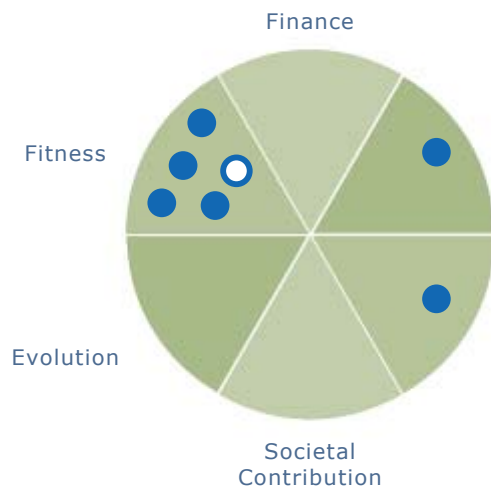
How do you think the rest of the people within the organisation view the culture?



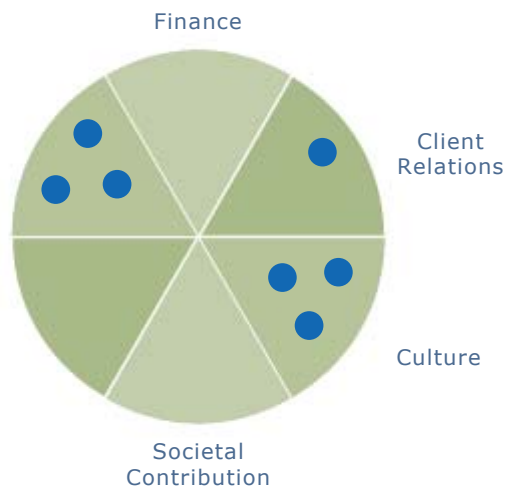
Business Needs Scorecard

While the dot plots look at an organisation from a cultural perspective, the Business Needs Scorecard (BNS) looks at an organisation from a business perspective. It shows the areas of business your organisation is currently focusing on and the areas the participants would like it to focus on. These areas are; Finance which looks at economic health and financial growth; Fitness shows focus on systems and processes; Client Relations focuses on customer satisfaction and strategic alliances; Evolution highlights innovation and learning; Culture concerns employee fulfilment and group cohesion; Societal Contribution indicates social and environmental responsibility

Current Culture Values



Desired Culture Values



	Current Culture	Desired Culture
Finance		
Fitness	accountability achievement being the best bureaucracy (L) results orientation	accountability achievement results orientation
Client Relations	customer satisfaction	customer collaboration
Evolution		
Culture	teamwork	coaching/mentoring humour/fun teamwork
Societal Contribution		

Current Culture

- Based on the top ten values in the Current Culture, you see the organisation focused on three of the six categories – Fitness, Client Relations and Culture. There are no top positive values in the categories of Finance, Evolution and Societal Contribution.
- There are issues affecting systems and processes within your organisation.

Desired Culture

- Based on the top ten values in the Desired Culture, three of the six categories are covered – Fitness, Client Relations and Culture. There are no top values in the categories of Finance, Evolution and Societal Contribution.
- You see a need to strengthen community spirit and identity.



The Seven Levels of Personal Consciousness

Distribution of 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: Relationships

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 through 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 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



The Seven Levels of Organisational Consciousness

Distribution of Consciousness

Many organisations tend to be focused in the first three levels of consciousness – Level 1: profit and growth, Level 2: customer satisfaction and employee recognition, and Level 3: productivity, efficiency and quality. The most successful organisations are distributed across the full spectrum of consciousness.

Level 1: Survival

Level 1 focuses on growth and survival. It includes values such as profit, organisational growth, employee health and safety, and shareholder value.

The potentially limiting aspects of this level are generated from fears about not having enough and not being in control. This leads to micromanagement, territorial behaviour, excessive caution and exploitation.

Level 2: Relationships

Level 2 focuses on the quality of interpersonal relationships between employees, and between employees and customers. It includes values such as open communication, conflict resolution, customer satisfaction, loyalty, and respect.

The potentially limiting aspects of this level are generated through fears around not belonging

and not being acknowledged. This leads to rivalry, internal competition, manipulation, and conformity.

Level 3: Self-Esteem

Level 3 focuses on pride in performance, best business practices and effectiveness. Examples of values at this level include productivity, excellence, efficiency, professional growth, skill development, and quality.

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

Note: There are no potentially limiting values in levels 4 through 7.

Level 4: Transformation

Level 4 focuses on adaptability and continuous renewal. It includes values such as accountability, employee participation, learning, innovation, teamwork, diversity, personal development, and knowledge sharing.

Level 5: Internal cohesion

Level 5 focuses on building a sense of internal cohesion in the organisation. It includes values such as trust, integrity, honesty, value

awareness, shared vision, cooperation, fairness and generosity. The by-products of this sense of cohesion are enjoyment, enthusiasm, passion, commitment, and creativity.

Level 6: Making a difference

Level 6 focuses on deepening the internal connectedness and expanding the external connectedness. Inside the organisation it includes values such as mentoring, leadership development, and coaching. Outside the organisation it includes values such as strategic alliances, partnerships, customer and supplier collaboration, community involvement, environmental awareness, sustainability, and making a difference.

Level 7: Service

Level 7 takes internal connectedness to a deeper level and a more expanded external connectedness. Inside an organisation, it includes values such as wisdom, forgiveness, humility, and compassion. Externally it includes values such as social justice, long-term perspective, global perspective, ethics, and future generations.