



Example Small Group Assessment

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Small Group Assessment (15)

Personal & Current Culture Alignment – Values Matches: 6

- 3 or more. People are able to bring themselves to work.
- 1-2. People are somewhat able to bring themselves to work.
- 0. People are not able to bring themselves to work. Look to blue values in Desired Culture for guidance, if any.

Current & Desired Culture Alignment – Values Matches: 5

- 6 or more. Excellent, strong, healthy culture
- 4-5, good. Group is on the right track.
- 2-3, fair. Group is somewhat on the right track. More work needs to be done.
- 0-1, poor. Group is unhappy or frustrated, wants to see changes or take a new direction.

Limiting Values: 0

- 0. This group does not operate from the basis of fear.
- 1-2. May be some element of fear behind how decisions are made or how people are managed.
- 3+. Fear is a factor in how this group operates or is managed.

Entropy: 7%

- Less than 10%. Healthy functioning.
- 10%-19%. Some problems requiring careful monitoring.
- 20%-29%. Significant problems requiring attention.
- 30%-39%. Crisis situation requiring immediate change
- Above 40%. High risk of implosion, bankruptcy, or failure.

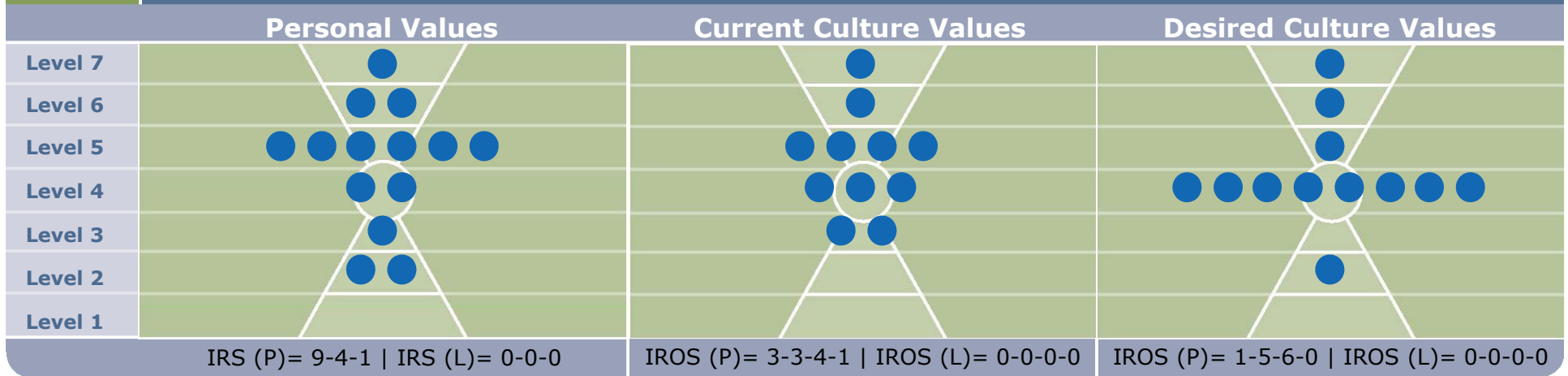
NEW VALUES TO FOCUS ON

Any values shown in blue, in this case "accountability" are values that are important to the individuals who work for the organization and are requested in the Desired Culture but are not showing in the top values of the Current Culture. How can you support your staff to bring these values and strengths to work so that they and the organization would derive further benefit from them?

Desired Culture values shown in black, in this case "innovation", "continuous learning", "open communication", "balance (home/work)", "information sharing" and "leadership development" are entirely new requests. They do not show in the Personal or Current Culture. To what extent are these values positive new requests, or maybe a reaction to something that is not happening or is unhealthy in the Current Culture? What themes do you notice with these new values? Open a dialogue with these people to gain a deeper understanding.



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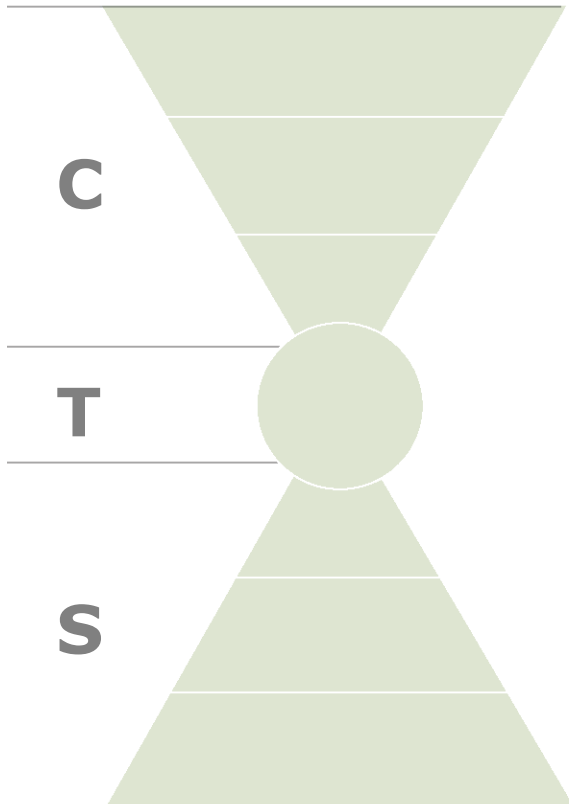


Matches	Personal Values	Current Culture Values	Desired Culture Values
	1. <u>commitment</u> 7 5(I)	1. <u>commitment</u> 9 5(I)	1. accountability 10 4(R)
	2. compassion 7 7(R)	2. compassion 9 7(R)	2. empowerment 8 4(R)
	3. <u>creativity</u> 7 5(I)	3. empowerment 7 4(R)	3. shared vision 8 5(O)
	4. accountability 6 4(R)	4. <u>achievement</u> 6 3(I)	4. innovation 7 4(I)
	5. caring 6 2(R)	5. <u>creativity</u> 6 5(I)	5. teamwork 7 4(R)
	6. <u>humour/fun</u> 6 5(I)	6. <u>making a difference</u> 6 6(S)	6. continuous learning 6 4(O)
	7. <u>making a difference</u> 6 6(S)	7. professionalism 6 3(O)	7. open communication 6 2(R)
	8. positive attitude 6 5(I)	8. shared vision 6 5(O)	8. balance (home/work) 5 4(O)
	9. respect 6 2(R)	9. continuous improvement 5 4(O)	9. compassion 5 7(R)
	10. <u>achievement</u> 5 3(I)	10. <u>humour/fun</u> 5 5(O)	10. continuous improvement 5 4(O)
	11. enthusiasm 5 5(I)	11. teamwork 5 4(R)	11. information sharing 5 4(O)
	12. initiative 5 4(I)		12. leadership development 5 6(O)
	13. integrity 5 5(I)		
	14. personal fulfilment 5 6(I)		

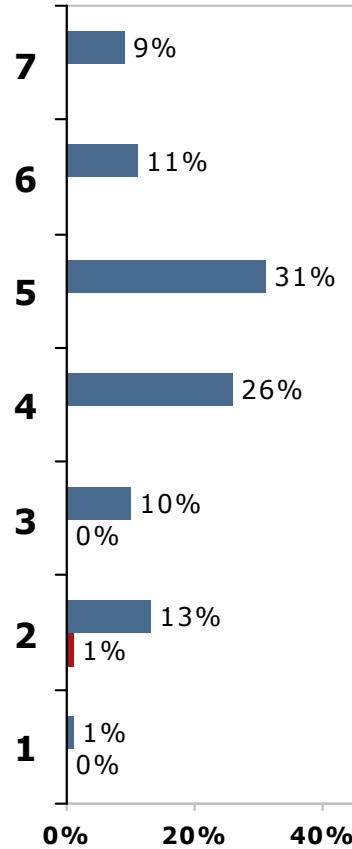
Black Underline = PV & CC Orange = CC & DC P = Positive L = Potentially Limiting (white circle) I = Individual O = Organizational
 Orange = PV, CC & DC Blue = PV & DC R = Relationship S = Societal



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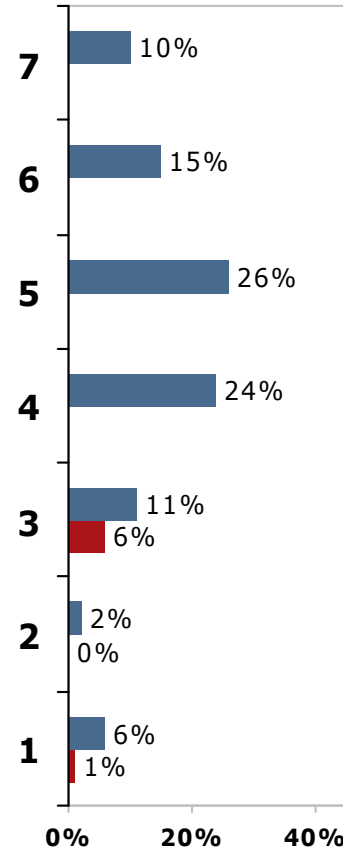


Personal Values



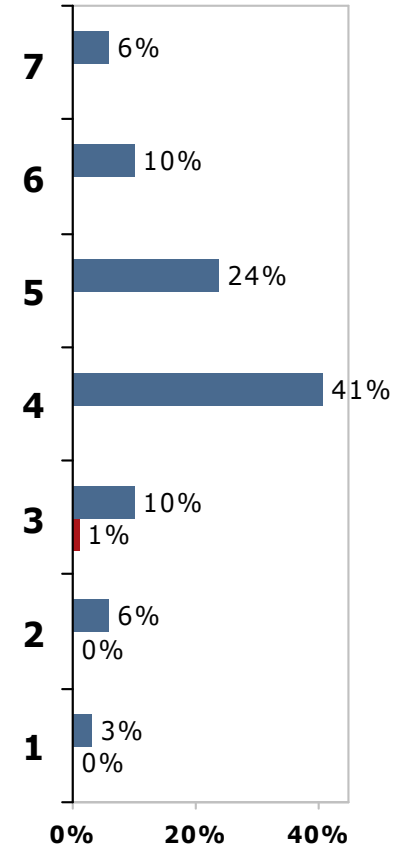
CTS = 51-26-23
Entropy = 1%

Current Culture Values



CTS = 51-24-25
Entropy = 7%

Desired Culture Values



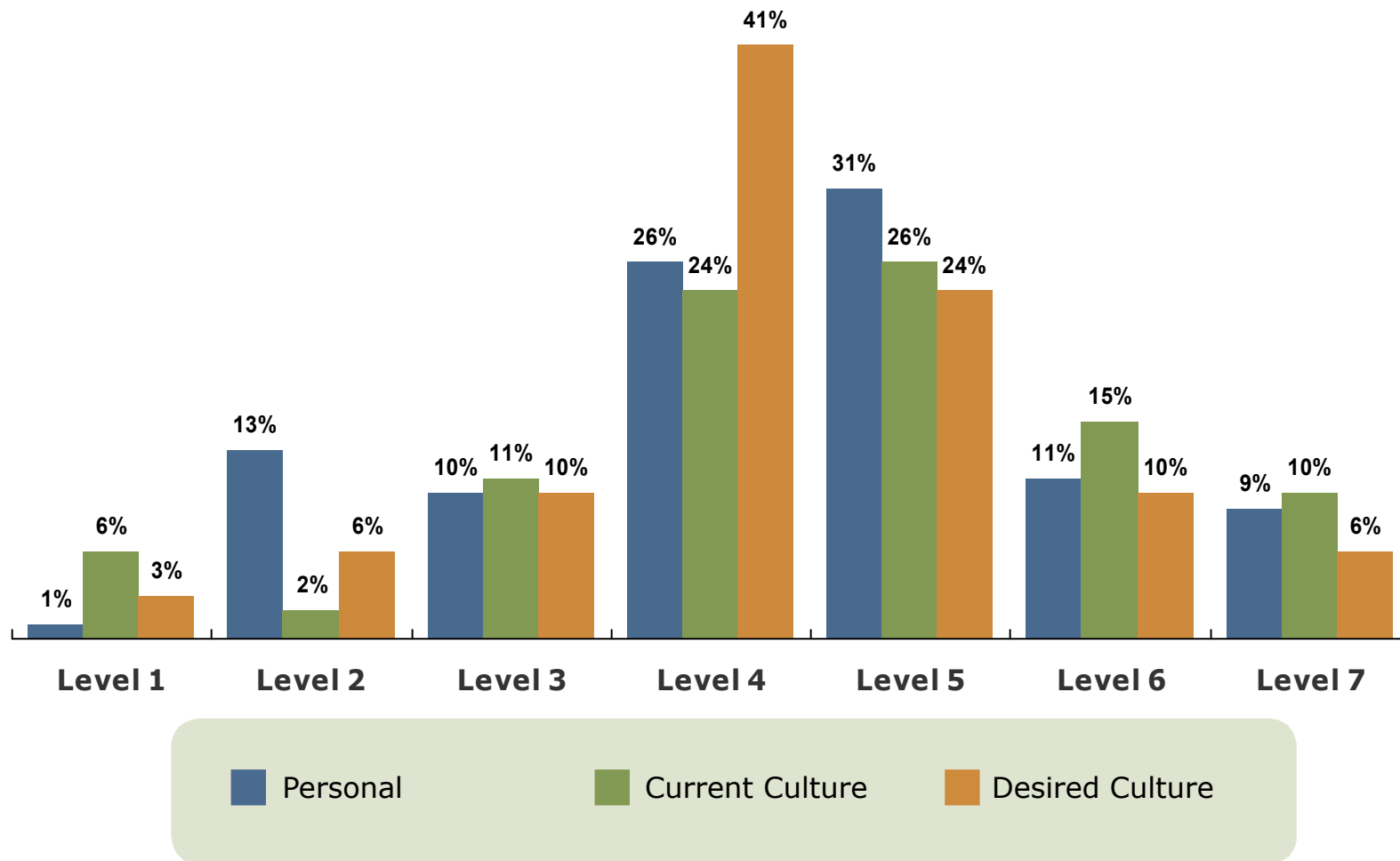
CTS = 40-41-19
Entropy = 1%

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

■ Positive Values
 ■ Potentially Limiting Values

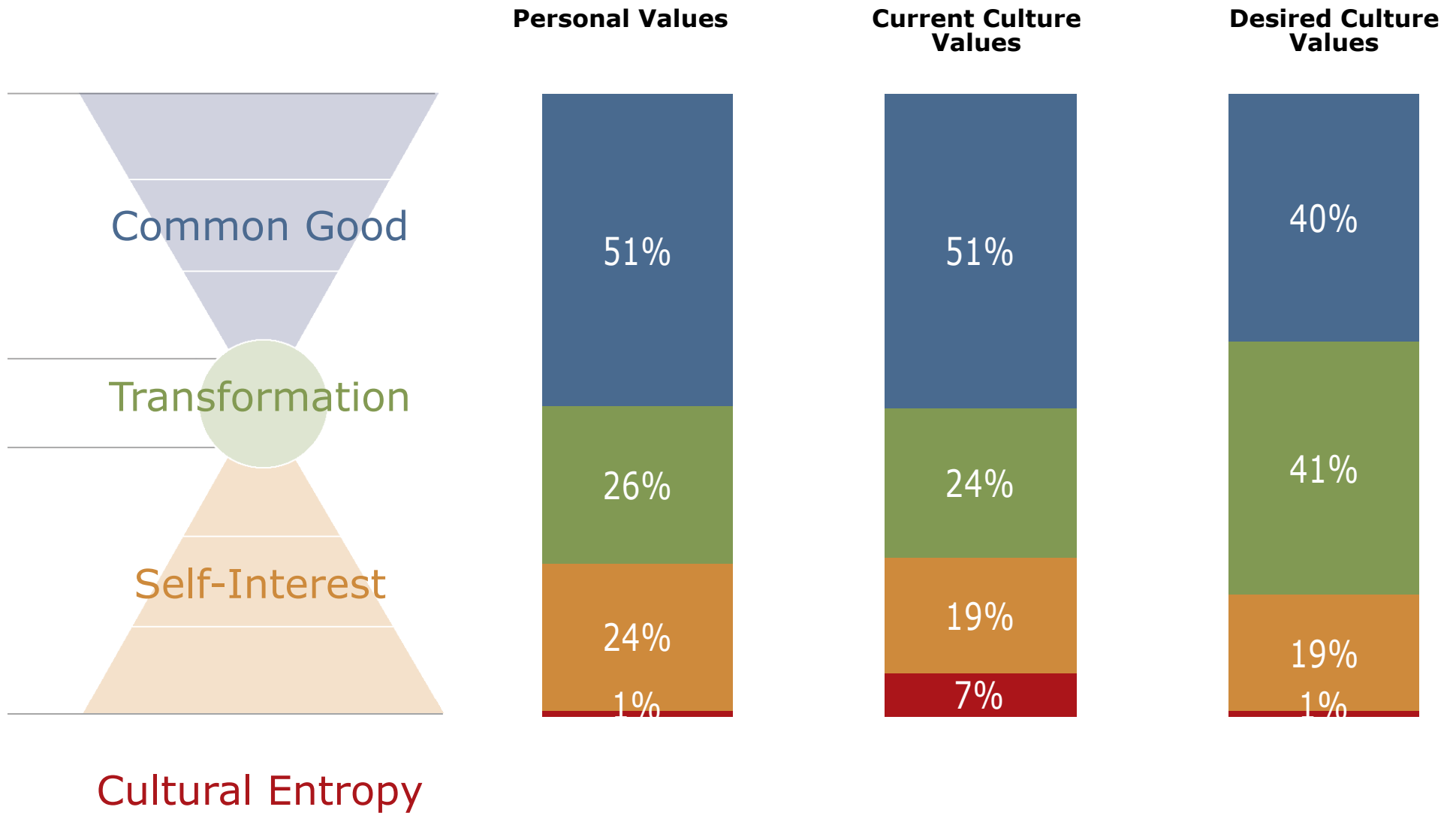


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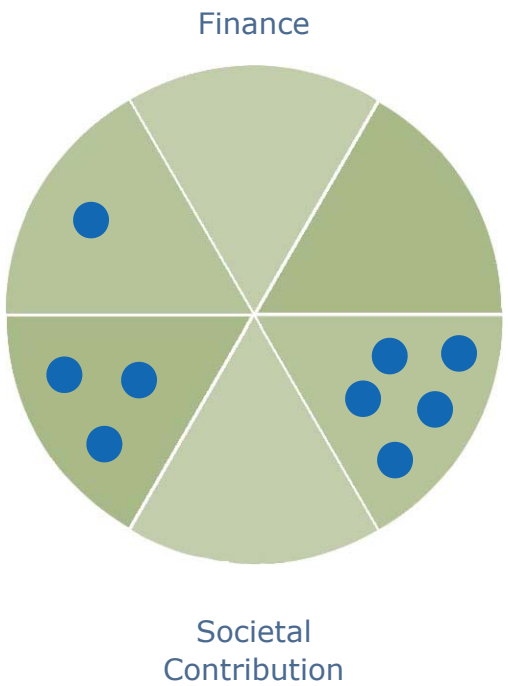
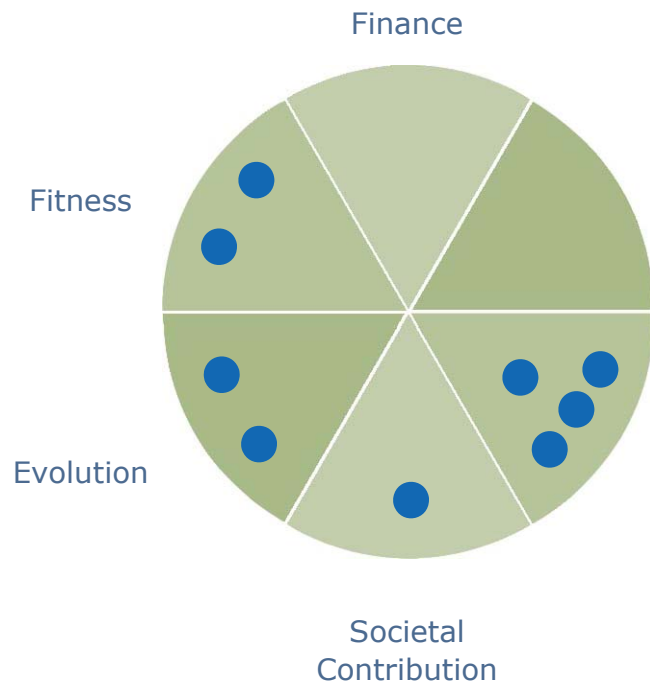




Small Group Assessment (15)

Current Culture Values

Desired Culture Values



Client Relations
Culture

	Current Culture	Desired Culture
Finance		
Fitness	achievement professionalism	accountability
Client Relations		
Evolution	creativity continuous improvement	innovation continuous learning continuous improvement
Culture	empowerment shared vision humour/fun teamwork	empowerment shared vision teamwork open communication balance (home/work)
Societal Contribution	making a difference	



Small Group Assessment (15)

Entropy Report

This depicts the number of potentially limiting values per level in the Current Culture that were chosen by the survey participants. These represent all the potentially limiting values that were chosen and so may not be included in the top ten values on the Values Plot. Potentially limiting values are found only at levels 1, 2 and 3. This is a reflection of the degree of disorder within a system.

Level	Potentially Limiting Values (votes)	Percentage Entropy
3	long hours (4) silos mentality (4) confusion (1)	9 out of 27: 6% of total votes
2	-	0 out of 3: 0% of total votes
1	caution (1) short-term focus (1)	2 out of 11: 1% of total votes
Total	11 out of 160:	7% of total votes

This table shows that 7% of all votes were for potentially limiting values.

This is a low and healthy level of entropy.



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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.

Value	Current Culture Votes	Desired Culture Votes	Jump
accountability	2	10	8
innovation	2	7	5
open communication	1	6	5
information sharing	0	5	5
continuous learning	2	6	4
balance (home/work)	1	5	4
excellence	0	4	4
transparency	1	4	3
adaptability	0	3	3
employee recognition	0	3	3