



Individual Values Assessment Jane Smith

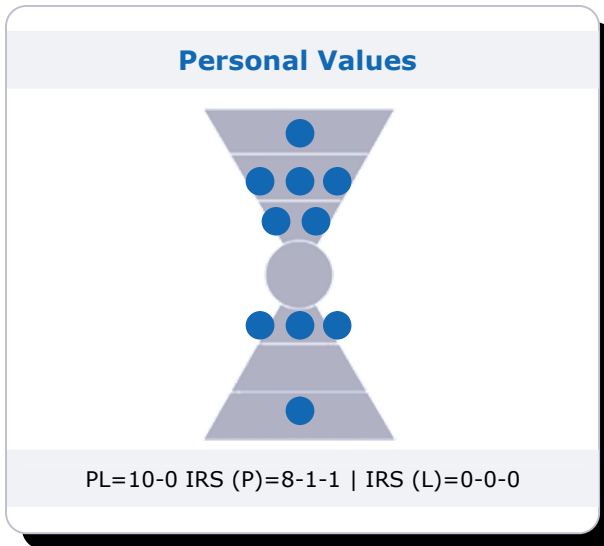
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<u>being the best</u>	3(I)
coaching/ mentoring	6(R)
<u>enthusiasm</u>	5(I)
<u>financial stability</u>	1(I)
humour/ fun	5(I)
making a difference	6(S)
pride	3(I)
professional growth	3(I)
vision	7(I)
well-being (physical/ emotional/ mental/ spiritual)	6(I)

What is important to you?

An analysis of the Personal Values you have chosen indicates your principal values, what you draw from when making decisions, and their placement across the Seven Levels of Consciousness Model. Every value is classified as an **Individual**, **Relationship** or **Societal Value (IRS)**.

Key Themes from Top Values

- **An upbeat and driven approach, with the ability to see possibilities**
- **A focus on guiding others and creating positive change**
- **Striving for security, satisfaction and holistic balance**
- **Sharing in laughter and good times**

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 6 - Making a Difference and Level 3 - Self-esteem. This concentration shows that you are focused on creating positive change through awareness and contribution from a personal and community perspective, and you are focused on performing to a high standard.

Values Gaps

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

There are no positive values in the following levels:

Level 2 - Relationship focuses on the quality of interpersonal relationships

Level 4 - Transformation focuses on growth and developing individual capacities

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

Values Types

IRS: Of the top positive values chosen eight are individual values, one is a relationship value and one is a societal



Personal Values

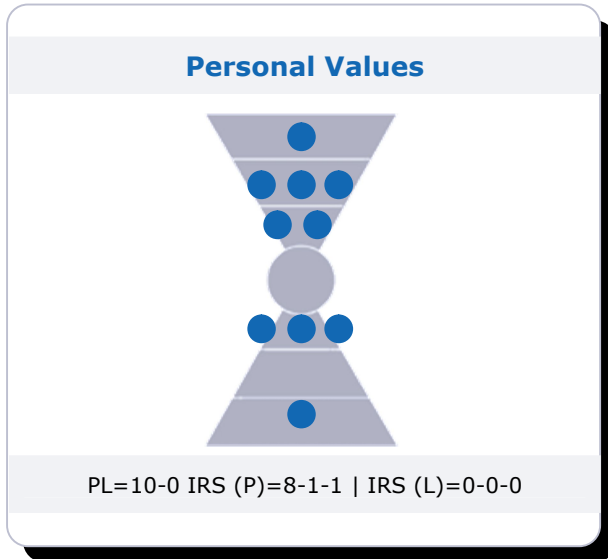
value. It is common in the personal values to see a concentration of “individual” type values.

Health Index

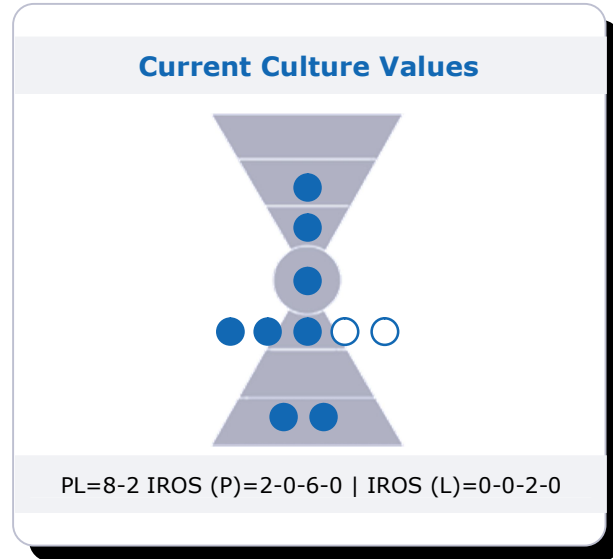
This shows the proportion of values chosen that is positive (P) or potentially limiting (L).

PL= 10-0

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



<u>being the best</u>	3(I)
coaching/ mentoring	6(R)
<u>enthusiasm</u>	5(I)
<u>financial stability</u>	1(I)
humour/ fun	5(I)
making a difference	6(S)
pride	3(I)
professional growth	3(I)
vision	7(I)
well-being (physical/ emotional/ mental/ spiritual)	6(I)



achievement	3(I)
<u>being the best</u>	3(O)
bureaucracy (L)	3(O)
<u>enthusiasm</u>	5(I)
<u>financial stability</u>	1(O)
goals orientation	4(O)
hierarchy (L)	3(O)
organisational growth	1(O)
results orientation	3(O)
strategic alliances	6(O)

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) there are also **O**rganisational type values. (**IROS**)

Key Themes from Top Values

- **Strong focus on successfully meeting objectives**
- **Expanding the business, including seeking partnerships with like minded entities**
- **A dynamic environment where people are driven to be industry leaders**
- **Rigid internal structures, 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, with



Current Culture Values

two potentially limiting values at this level, it is clear that not all of this energy is positive.

Values Gaps

There are no positive values in the following levels:

Level 2 - Relationship focuses on the quality of interpersonal relationships

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

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

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

b) a blind spot that needs examining, or

c) the next area of growth?

Values Types

IROS: Of the top positive values chosen two are individual values, none are relationship values, six are organisational values, and none are societal values. This shows that you see the organisation as primarily focused on business needs, though from both a positive and negative perspective.

Potentially Limiting Values

Potentially Limiting Values 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. The Health Index shows the proportion of positive to potentially limiting values.

Health Index

PL = 8-2

There are two potentially limiting values. This shows that fear is present in how decisions are made and/or how the people are motivated. These words, in particular, indicate that internal restrictions may be hindering progress.

Bureaucracy can be a form of control. Too much bureaucracy can block employee creativity and

entrepreneurial spirit, and may erode accountability and trust. Bureaucratic businesses tend to lose their competitive-edge.

Hierarchy can become potentially limiting when position dictates the quality and degree of communication for all involved. Power and status can become the focal points. This situation can lead to empire building.

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:

being the best

enthusiasm

financial stability



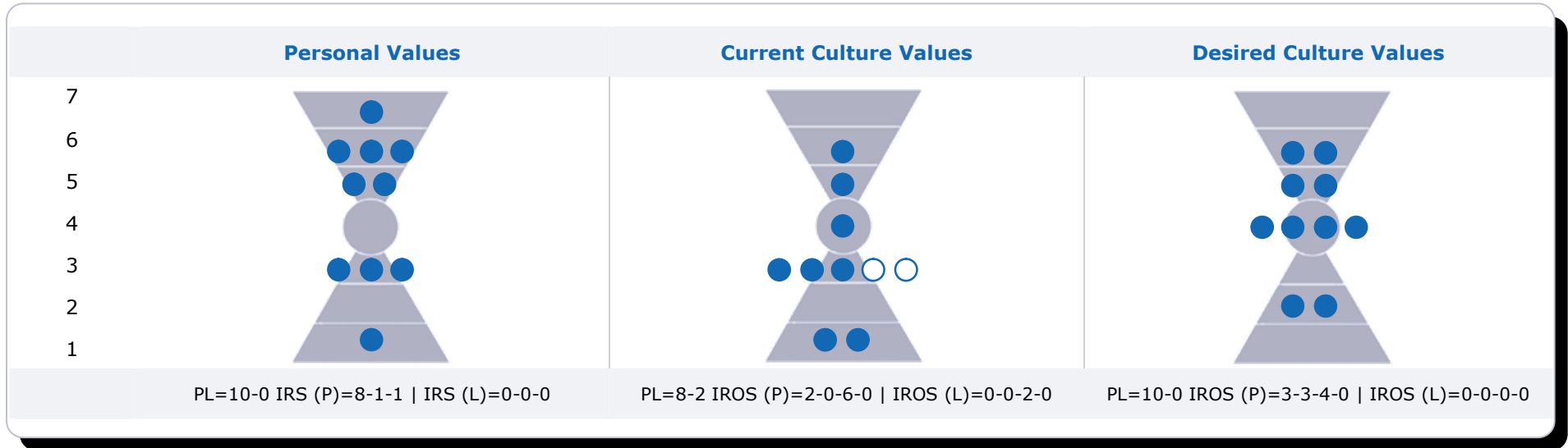
Current Culture Values

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?

How comfortable do you feel to authentically be who you are in your work environment?

Desired Culture Values



Matches	<u>being the best</u>	3(I)	achievement	3(I)	accountability	4(R)
PV-CC:3	coaching/ mentoring	6(R)	<u>being the best</u>	3(O)	customer satisfaction	2(O)
PV-DC:2	<u>enthusiasm</u>	5(I)	bureaucracy (L)	3(O)	employee fulfilment	6(O)
CC-DC:0	<u>financial stability</u>	1(I)	<u>enthusiasm</u>	5(I)	employee recognition	2(R)
PV-CC-DC:0	humour/ fun	5(I)	<u>financial stability</u>	1(O)	empowerment	4(R)
	making a difference	6(S)	goals orientation	4(O)	honesty	5(I)
	pride	3(I)	hierarchy (L)	3(O)	humour/ fun	5(O)
	professional growth	3(I)	organisational growth	1(O)	innovation	4(I)
	vision	7(I)	results orientation	3(O)	risk-taking	4(O)
	well-being (physical/ emotional/ mental/ spiritual)	6(I)	strategic alliances	6(O)	well-being (physical/ emotional/ mental/ spiritual)	6(I)

Black Underline = PV & CC
Orange = PV, CC & DC

Orange = CC & DC
Blue = PV & DC

P = Positive
 (blue circle)

L = Potentially Limiting
 (white circle)

I = Individual
 R = Relationship

O = Organisational
 S = Societal



Desired Culture Values

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

- **Focus on supporting employee needs**
- **An environment where people take ownership of their actions yet make time and space for laughter and good times**
- **Exploring new ideas and advances for better serving customer needs**
- **Providing employees with truthful feedback and the tools and authority to make decisions**

Values Concentration

In the Desired Culture, the top values are distributed in four of the seven levels with concentration at Level 4 - Transformation indicating that you want to focus on renewal and development.

Values Gaps

There are no positive values in the following levels:

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

Level 3 - Self-esteem focuses on performing to a high standard

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

Values Types

IROS: Of the top positive values chosen three are individual values, three are relationship values, four are organisational values and none are societal values. This shows a request for a more balanced approach, with greater emphasis on individual accountabilities and on the way in which people interact with one another.

Health 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 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 no matching values.

These would have been 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 two matching values:

humour/ fun

well-being (physical/ emotional/ mental/ spiritual)



Desired Culture Values

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?

Across-the-board Matches

There are no matching values.

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 ten new values in the values plot diagram:

accountability

customer satisfaction

employee fulfilment

employee recognition

empowerment

honesty

humour/ fun

innovation

risk-taking

**well-being (physical/ emotional/
mental/ spiritual)**

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

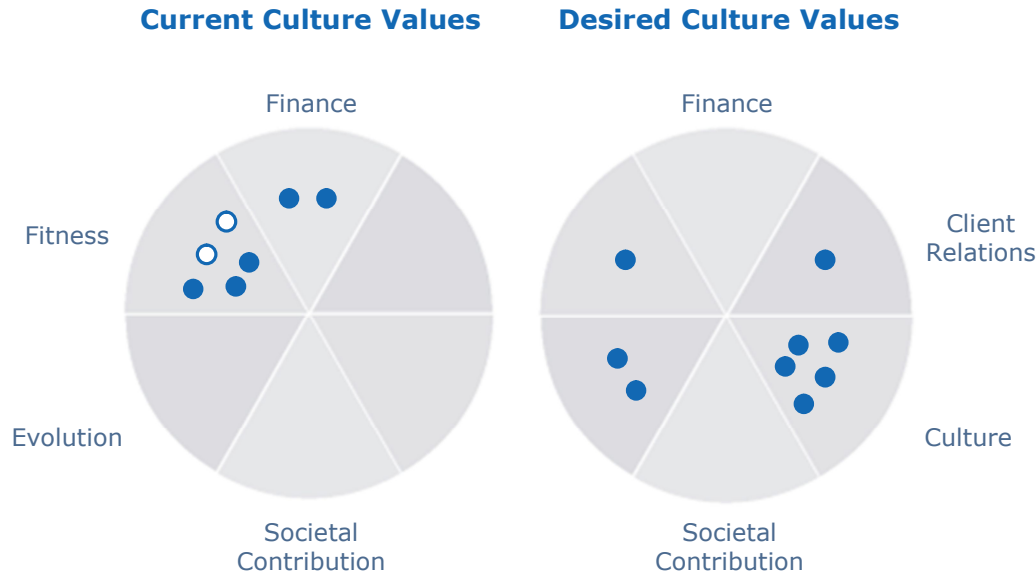
What behaviour shifts are required to bring these values into the organisation?

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 you 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	Desired Culture
Finance	financial stability organisational growth	
Fitness	achievement being the best bureaucracy (L) hierarchy (L) results orientation	accountability
Client Relations		customer satisfaction
Evolution		innovation risk-taking
Culture		employee fulfilment employee recognition empowerment humour/ fun well-being (physical/ emotional/ mental/ spiritual)
Societal Contribution		

Current Culture

- Based on the top ten values in the Current Culture, you see the organisation focused on two of the six categories – Finance and Fitness. There are no top positive values in the categories of Client Relations, Evolution, Culture and Societal Contribution.
- Dysfunction is impacting the organisation's ability to deliver.

Desired Culture

- Based on the top ten values in the Desired Culture, four of the six categories are covered – Fitness, Client Relations, Evolution and Culture. There are no top positive values in the categories of Finance and Societal Contribution.
- You would like to see a more progressive, people-friendly working environment.



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: 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 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 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 recognise 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: Relationship

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.