



Barrett Values Centre

## Cultural Values Assessment Mozilla: Overall Group

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Executive Summary	3
Section 1: Group Results	5
Personal Values	6
Current Culture Values	9
Current Culture Entropy	12
Desired Culture Values	13
Distribution of All Values	15
Values Jumps	16
Positive Values by Level	17
Business Needs Scorecard	18
Business Needs Scorecard – Distribution of All Values	19
Section 1a: Demographic Analysis	20
Section 2: Recommendations	25
Seven Levels Descriptions	27
The Business Needs Scorecard Description	29

## CURRENT STRENGTHS OF MOZILLA: OVERALL GROUP

The **Personal Values** of the people working for your organization show that they demonstrate:

- **Appreciating new experiences and ideas**
- **An upbeat and light-hearted approach**
- **Transparent interactions with others**
- **Stepping up, with a focus on promoting positive change**
- **Enjoying close connections and finding harmony between personal and professional time**

Their top value is **continuous learning** and the top positive values of these people show concentration at Level 5 - Internal Cohesion. This indicates that there is a focus for them on finding life's mission and meaning.

The **Current Culture** of your organization is driven by values that promote:

- **A strong focus on working closely with others and encouraging two-way conversations**
- **A cohesive environment which allows a sense of autonomy**
- **Building a strong market reputation**
- **Utilizing cutting edge ideas, with attention to promoting change for the better**

The top value is **community**, a sense of collective identity that they believe remains important for the future.

The top positive values show most concentration at Level 5 - Internal Cohesion and Level 4 - Transformation, illustrating that much of the energy is devoted to building a sense of community spirit inside the organization and to promoting employee participation, renewal and development.

In the Business Needs Scorecard we see positive values in the following areas: External Stakeholder Relations, Evolution, Culture (Trust/ Engagement and Direction/ Communication) and Societal Contribution. This distribution of values indicates strong attention is given to the needs of people around the business.

**Cultural entropy is low and healthy at 10%.**

## KEY ISSUES FOR MOZILLA: OVERALL GROUP

The cultural entropy, while low, is most concentrated at Level 3 - Self-esteem, indicating some issues affecting business performance.

While there are no potentially limiting values in the top values, when we look at the values chosen by the people and listed in the cultural entropy table, we see some issues with your organization which may be worthy of closer attention.

- Some people see a lack of clear direction and over-emphasis on meeting immediate needs

- Participants may feel over-worked and hindered by restrictive internal systems and processes

There are no top positive values at Level 1 - Survival and Level 7 - Service. These areas speak to a group's focus on financial health and supporting a greater good. Are these areas that you believe are covered, gaps in the business or potential areas for future development?

## THE WAY FORWARD FOR MOZILLA: OVERALL GROUP

There are six values carried over from the Current to Desired Culture: **community, collaborative, openness, teamwork, innovation, and open communication**. This indicates that people have confidence in the direction the organization is taking, yet are calling for some changes.

From the top positive desired values chosen, we see most concentration at Level 4 - Transformation. This indicates that the participants want even more energy directed towards employee participation, renewal and development.

However, when we look at the overall votes, we can see a similar shift in positive focus is also requested at Level 2 - Relationship and Level 5 - Internal Cohesion. This shift in focus suggests that the participants also want to focus on the quality of interpersonal relationships either internally or externally or both, and want to build a greater sense of community spirit inside the organization.

# Executive Summary

When looking at the Desired Culture and the top values jumps we can see that:

## **Participants want to develop business capabilities**

The people of Mozilla want to see more focus given to the ongoing improvement of working practices. They also see the need for greater focus on encouraging new ways of thinking and the latest advances. This group wants to ensure they are flexible in the face of change and would like to build more proficient systems and processes that support quality delivery. It is important to these people that they are guided by strong leaders who are able to plan ahead and look to the future.

## **People want to work better together**

Continuing to work closely in partnership is important to this group. They enjoy the sense of belonging but see the benefits of building greater trust in one another. Specifically, they would like to see people following through on their commitments and encouraging more transparent exchanges, in which colleagues share knowledge and speak openly together.

## **THE UNIQUE DIFFERENCES FOR THE DEMOGRAPHIC GROUPS**

The following paragraphs describe the values that are unique to each demographic group. They are either newly occurring values or values unrepresented in a demographic group's Current Culture. These differences are significant in that

they can demonstrate the subtleties of change requested by individual areas.

The **Paid contributor** group sees the link to business objectives through 'mission focus'.

The top desired values are identical to the overall group.

The **Volunteer contributor** group experiences an upbeat approach with attention to new ideas and the ongoing development of working practices, as seen by 'enthusiasm', 'creativity' and 'continuous improvement'.

Moving forward they are asking for greater clarity across the organization as seen by their desire for 'transparency' and want to raise standards with a focus on 'quality'. This group is also asking for information to flow freely through 'open communication', which unlike the Overall Group, they do not currently see as prevalent in their existing culture.

The **Engineering** group has a sense of direction through 'mission focus' and experience clarity across the group as seen by 'transparency'.

In future they want to elevate standards with a focus on 'quality'.

The **Non-engineering** group sees attention given to the ongoing development of working practices through 'continuous improvement'.

The top desired values are identical to the overall group.



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## Section 1 Mozilla: Overall Group



# Section 1: Personal Values

## Personal Values in order of predominance

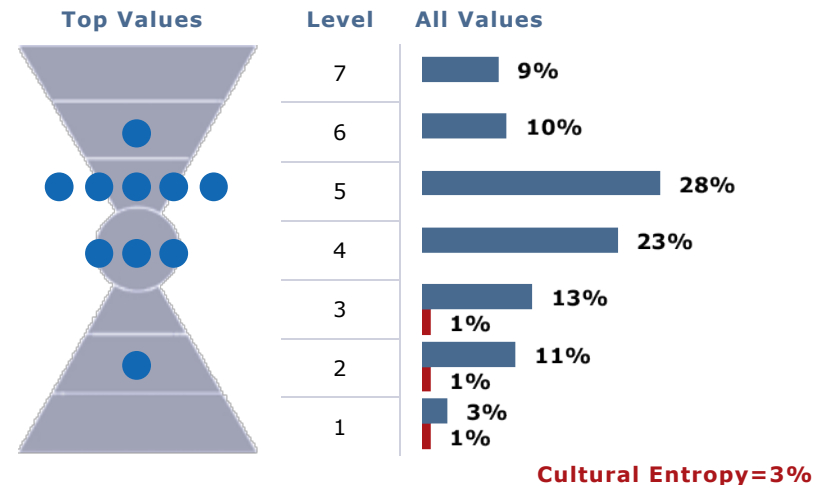
	Vote	Level
continuous learning	330	4(I)
humor/ fun	327	5(I)
honesty	320	5(I)
<b>creativity</b>	278	5(I)
<u>making a difference</u>	262	6(S)
<u>openness</u>	235	5(R)
balance (home/work)	225	4(I)
responsibility	222	4(I)
enthusiasm	206	5(I)
friendship	205	2(R)

IRS (P)=7-2-1  
IRS (L)=0-0-0

P: ●- Positive Value  
L: ○- Potentially Limiting Value

I - Individual  
R - Relationship  
S - Societal

959 Participants



## What is important to the people of Mozilla: Overall Group?

An analysis of the Personal Values chosen by this group shows which principal values unite them and what they collectively draw from when making decisions in their lives (Top Values). We also see how their values are distributed across the Seven Levels of Consciousness Model (All Values). Personal values are classified as **Individual**, **Relationship** or **Societal Values (IRS)**.

### Key Themes from Top Values

- Appreciating new experiences and ideas
- An upbeat and light-hearted approach
- Transparent interactions with others
- Stepping up, with a focus on promoting positive change

- Enjoying close connections and finding harmony between personal and professional time

### Values Concentration

- In the top Personal Values the values are located in four of the seven levels with concentration at Level 5 - Internal Cohesion. This concentration indicates that there is a focus on finding life's mission and meaning.
- When we look at all of the values chosen, we see the most focus at Level 4 - Transformation (23%) and Level 5 - Internal Cohesion (28%). Level 4 reflects a willingness to learn or change. Level 5 represents personal cohesion, maturity and/or a search for meaning. The distribution of all values shows where the most energy is concentrated for this group, not just where there is consensus on specific values.



## Section 1: Personal Values

### 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; 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 top 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.

It is important to check the 'All Values' chart at the levels where there are no top values to see if the percentage of total votes at that level is significant. A high percentage at a level with no top values indicates that there is focus in this area but there is little agreement as to which values are important.

### Values Types

- **IRS:** Of the top positive values chosen seven are individual values, two are relationship values and one is a societal value. It is common in the personal values to see a concentration of "individual" type values.



## Section 1: Personal Values





# Section 1: Current Culture Values

## Current Culture Values in order of predominance

	Vote	Level
<b>community</b>	371	5(R)
<b>collaborative</b>	287	6(R)
<b>openness</b>	276	5(R)
<b>teamwork</b>	237	4(R)
freedom	226	4(I)
making a difference	222	6(S)
<b>innovation</b>	208	4(O)
<b>open communication</b>	200	2(R)
brand image	188	3(O)
cooperation	185	5(R)

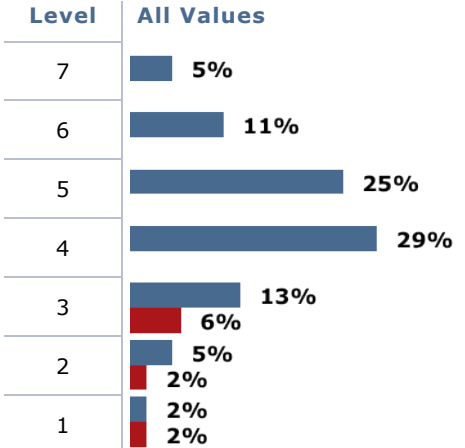
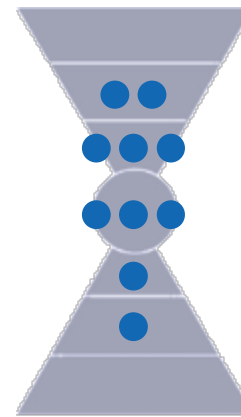
IROS (P)=1-6-2-1  
IROS (L)=0-0-0-0

P: ●- Positive Value  
L: ○- Potentially Limiting Value

I- Individual  
R- Relationship  
O- Organisational  
S- Societal

959 Participants

### Top Values



**Cultural Entropy=10%**

## What is shaping participants' experience?

*The Current Culture Values reflect the participants' perceptions of your organization and the day-to-day work environment – both the positive aspects of their experiences, and the potential problem areas. In addition to the values types listed for the personal values (IRS) we now also have **O**rganizational type values. (IROS)*

### Key Themes from Top Values

- A strong focus on working closely with others and encouraging two-way conversations
- A cohesive environment which allows a sense of autonomy
- Building a strong market reputation

- Utilizing cutting edge ideas, with attention to promoting change for the better

### Values Concentration

- In the Current Culture, the top values are distributed in five of the seven levels with concentration at Level 5 - Internal Cohesion and Level 4 - Transformation. This shows that much of the energy is devoted to building a sense of community spirit inside the organization, and to promoting employee participation, renewal and development.
- When we look at all of the values, both positive and potentially limiting, we can see that the highest focus for this organization is also at Level 4 - Transformation (29%) and Level 5 - Internal Cohesion (25%). Level 4 represents the willingness of a group to change and be open to input from



## Section 1: Current Culture Values

employees. Level 5 represents the strength and health of the internal community of a group.

### Values Gaps

There are no top positive values in the following levels:

Level 1 - Survival focuses on financial matters and organizational growth.

Level 7 - Service reflects selfless support for the common good.

### Values Types

- **IROS:** Of the top positive values chosen, one is an individual value, six are relationship values, two are organizational values and one is a societal value. This shows that the people see the organization with a range of values types, and placing most attention on the way in which people interact with one another.

### 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 people are likely to feel a strong sense of connection between their personal values and their working environment.*

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

There are two matching values:

#### making a difference

### openness

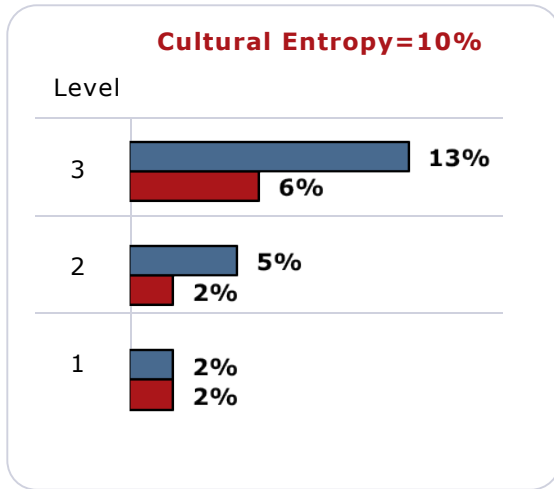
One or two values matches indicate that the people feel some level of connection to the working values of this culture. While relatively low, this connection indicates that the people show some degree of commitment and are able to perform to some degree for your organization.



## Section 1: Current Culture Values



# Section 1: Current Culture Entropy



Level	Potentially Limiting Values (votes)	Cultural Entropy %
3	<p><b>confusion (138)</b>  <b>long hours (95)</b>  <b>bureaucracy (87)</b>  <b>hierarchy (77)</b>  <b>silos mentality (62)</b>  <b>information hoarding (40)</b>  <b>passive (29)</b>  <b>power (21)</b></p>	<b>6% of total votes</b>
2	<p><b>internal competition (51)</b>  <b>empire building (43)</b>  <b>antagonistic (39)</b>  <b>blame (38)</b>  <b>manipulation (22)</b></p>	<b>2% of total votes</b>
1	<p><b>short-term focus (85)</b>  <b>control (60)</b>  <b>caution (59)</b>  <b>job insecurity (29)</b>  <b>exploitation (14)</b></p>	<b>2% of total votes</b>

## Potentially Limiting Values

Potentially limiting values create cultural entropy. Entropy is a measure of the degree of dysfunction in a system and represents the proportion of votes for potentially limiting values. The chart shows the percentage of potentially limiting values in the Current Culture. Potentially limiting values are found only at levels 1, 2 and 3. The table shows the specific issues contributing to the entropy at each level. Cultural entropy levels of 10% or lower indicate a healthy organization.

**10%** of all votes were for potentially limiting values. **This is a low and healthy level of cultural entropy.**

There are no potentially limiting values in the top values of the Current Culture.

While the cultural entropy level reflects a healthy organization there may be issues reflected in the cultural entropy table that are just beneath the surface and are worthy of closer attention.

## Concentration of Entropy

- The cultural entropy is most concentrated at Level 3 - Self-esteem, indicating some issues which may affect business performance.

## Key Concerns

- Some people see a lack of clear direction and over-emphasis on meeting immediate needs

- Participants may feel over-worked and hindered by restrictive internal systems and processes



# Section 1: Desired Culture Values

## Desired Culture Values in order of predominance

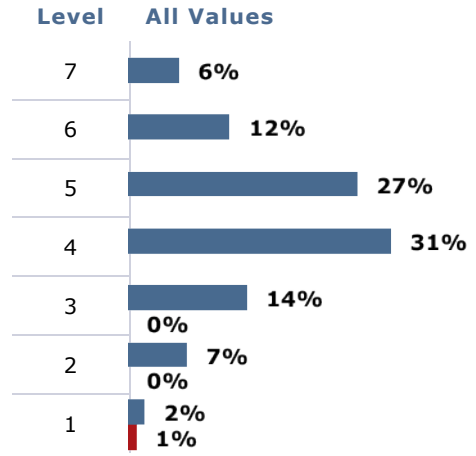
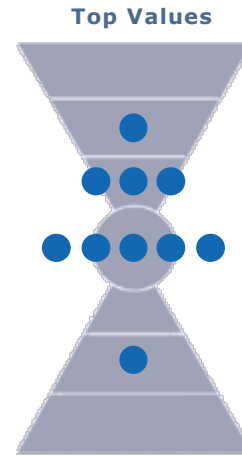
	Vote	Level
<b>innovation</b>	295	4(O)
<b>community</b>	291	5(R)
<b>collaborative</b>	249	6(R)
<b>creativity</b>	245	5(I)
<b>open communication</b>	244	2(R)
<b>openness</b>	236	5(R)
<b>teamwork</b>	215	4(R)
accountability	213	4(R)
continuous improvement	211	4(O)
information sharing	193	4(O)

IROS (P)=1-6-3-0  
IROS (L)=0-0-0-0

P: ●- Positive Value  
L: ○- Potentially Limiting Value

I - Individual  
R - Relationship  
O - Organisational  
S - Societal

959 Participants



Cultural Entropy=1%

## What values do participants want for their future?

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

### Key Themes from Top Values

- Developing business practices by encouraging new ideas and advances
- Continuing to focus on working well together
- Increasing transparency and keeping colleagues fully informed
- Building a close-knit organization in which people fulfill their obligations

## 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 the respondents would like to see implemented in order for your organization to achieve its highest performance.

There are four new values in the values plot diagram:

- creativity**
- accountability**
- continuous improvement**
- information sharing**

## Values Matches: Current Culture and Desired Culture

Matching values indicate alignment. The greater the number of matching Current and Desired Culture values, the greater the degree to which employees believe the



## Section 1: Desired Culture Values

*organization 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:

**community**

**collaborative**

**openness**

**teamwork**

**innovation**

**open communication**

These are the attributes that this group experiences now and want to continue to support in the future. Four to six values matches shows that people have a strong level of confidence in the current direction of your organization. They are requesting some new values that will help to increase performance and commitment.

### Values Matches:

#### Personal Values and Desired Culture

There are two matching values:

**creativity**

**openness**

These are values that, if chosen to be guiding principles of your organization, can easily be brought to work by this group, as they are important in their daily lives.

#### Across-the-board Matches

There is one matching value:

**openness**

In a highly aligned culture, one would expect to see three or four Personal Values that also are found in the Current and Desired Culture.

### Values Concentration

- In the Desired Culture, the top values are distributed in four of the seven levels with concentration at Level 4 – Transformation, showing that the participants want more energy directed towards employee participation, renewal and development.
- When we look at all of the values chosen, we can see that the focus for this organization is at Level 4 - Transformation (31%) and Level 5 - Internal Cohesion (27%). Level 4 represents the willingness of a group to change and be open to input from employees. Level 5 represents the strength and health of the internal community of a group.

### Values Gaps

There are no top positive values in the following levels:

Level 1 - Survival focuses on financial matters and organizational growth.

Level 3 - Self-esteem focuses on performance, systems and processes.

Level 7 - Service reflects selfless support for the common good.

The 'All Values' percentages indicate how much focus participants feel there needs to be in each of these areas overall.

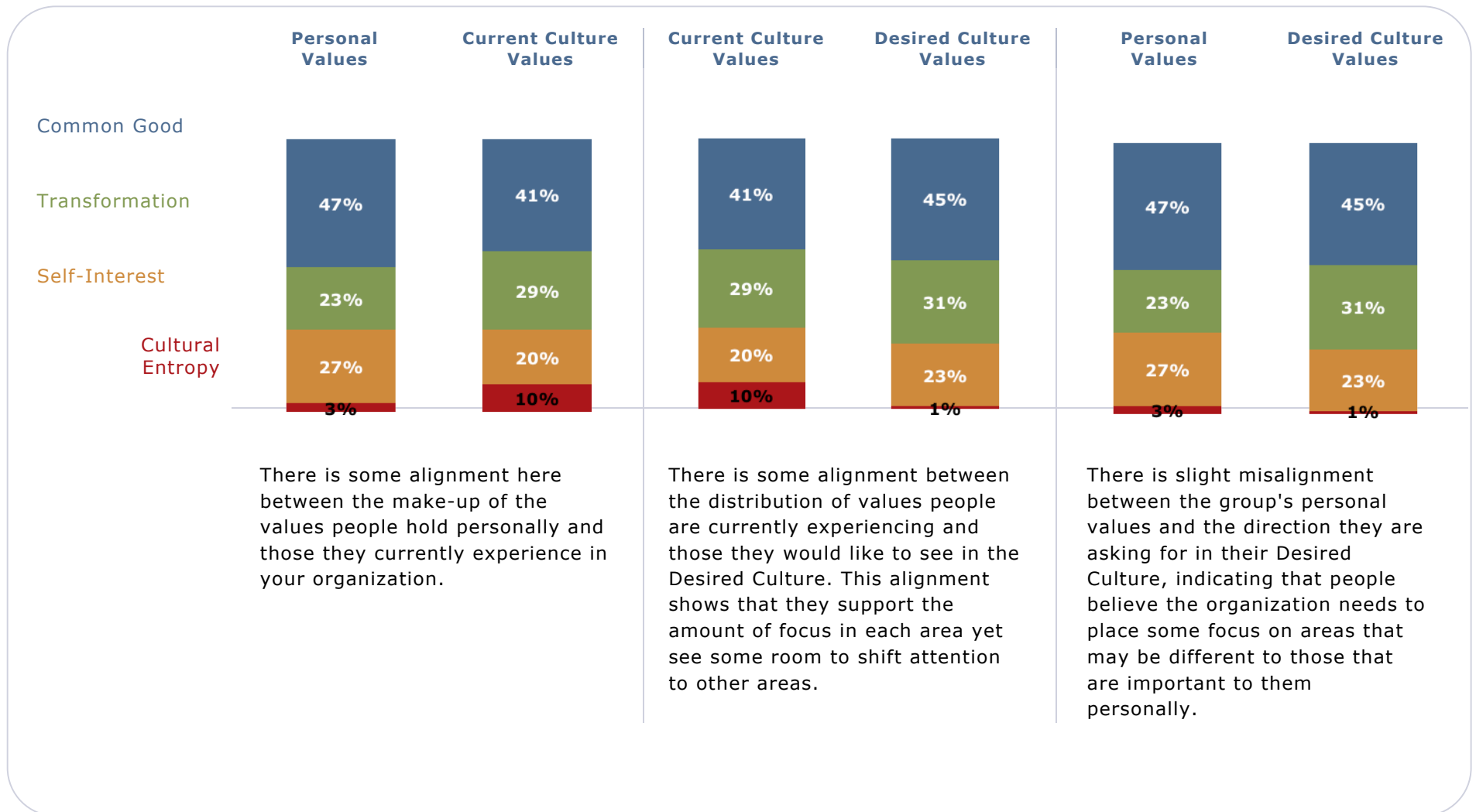
### Values Types

- **IROS:** Of the top positive values chosen one is an individual value, six are relationship values, three are organizational values and none are societal values. This represents a call for the organization to place more positive attention on meeting business needs.



# Section 1: Distribution of All Values - CTS

The Distribution of Values diagrams show the percentage of votes for values in three major areas - "Self Interest," "Transformation" and "Common Good." "Self Interest" is represented by levels 1, 2 and 3, and encompasses our basic needs, such as financial and physical health, interpersonal relationships, and systems and processes that support our individual and organizational needs. It is here that we find potential issues shown as Cultural Entropy. "Transformation" is represented by level 4. This level is about giving people a voice, beginning to challenge and question ideas, and embracing opportunities for growth and learning. "Common Good" encompasses levels 5, 6 and 7. In these levels, individuals and organizations are focused on the well-being of the collective, finding meaning in their lives and work, and how they can support others in building a long-term sustainable future.





## Section 1: Values Jumps

This table shows the values that received the greatest increase in votes from the Current Culture to the Desired Culture. The values in **bold** are top values in the Desired Culture. Participants see that these values need to be enhanced for the future well-being of the organization.

### Key Requests

- This group would like to plan for the future, with improved leadership skills and a clear sense of focus and direction.
- People want to create a more effective business that promotes high standards and is able to respond to changing needs.
- They want to build mutual confidence and see that colleagues are encouraged to take ownership of their endeavors.
- It is important to participants that there is focus on imaginative ideas and ensuring the development of leading-edge applications.

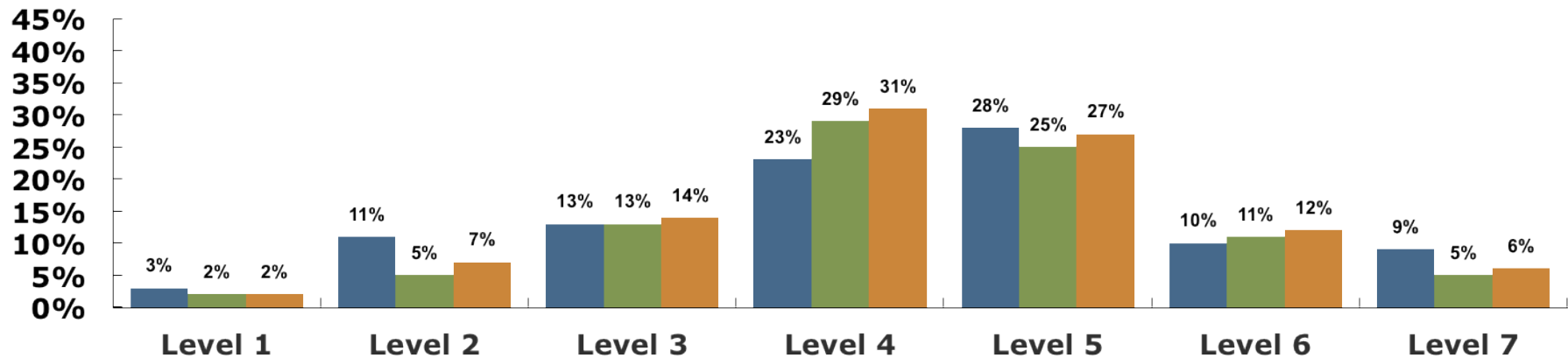
Value	Current Culture Votes	Desired Culture Votes	Jump
<b>accountability</b>	<b>111</b>	<b>213</b>	<b>102</b>
adaptability	70	172	102
efficiency	65	156	91
<b>innovation</b>	<b>208</b>	<b>295</b>	<b>87</b>
long-term perspective	70	157	87
<b>creativity</b>	<b>165</b>	<b>245</b>	<b>80</b>
clarity	24	103	79
trust	104	179	75
quality	106	180	74
leadership development	67	135	68



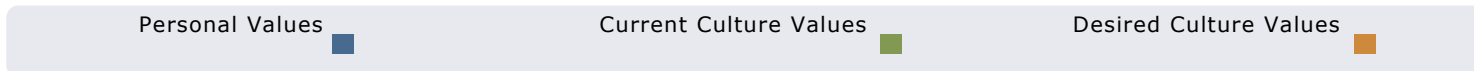


## Section 1: Positive Values by Level

This diagram shows the percentage of Personal, Current and Desired Culture votes for positive values by level. The table indicates the top Desired Culture values and Values Jumps chosen by participants at the levels where they are requesting the most new focus. These provide clarity around the desired direction of your organization.



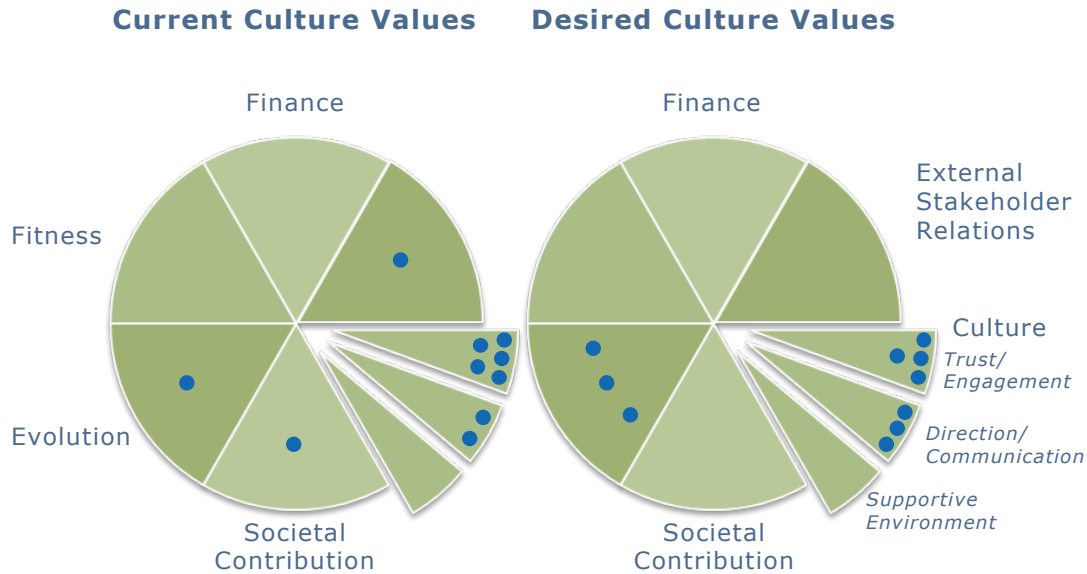
Level	1	2	3	4	5	6	7
<b>Desired Culture Values</b>		open communication		innovation teamwork accountability continuous improvement information sharing	community creativity openness	collaborative	
<b>Values Jumps</b>			efficiency quality	adaptability	clarity trust	leadership development	long-term perspective





# Section 1: Business Needs Scorecard

The Business Needs Scorecard provides a business view of current and requested areas of focus to help guide an organization's strategy for long-term success. Six areas focus on Finance, Fitness, External Stakeholder Relations, Evolution, Societal Contribution, and Culture. Culture breaks down further into three sub-sections: Trust/Engagement, Direction/Communication and Supportive Environment.



## Current Culture

- Based on the top ten values in the Current Culture, this group sees the organization focused on four of the six categories - External Stakeholder Relations, Evolution, Culture (Trust/Engagement and Direction/Communication) and Societal Contribution.
- This pattern of values shows that attention is given to the needs of people, both internally and externally and to the more intangible aspects of the business.

## Desired Culture

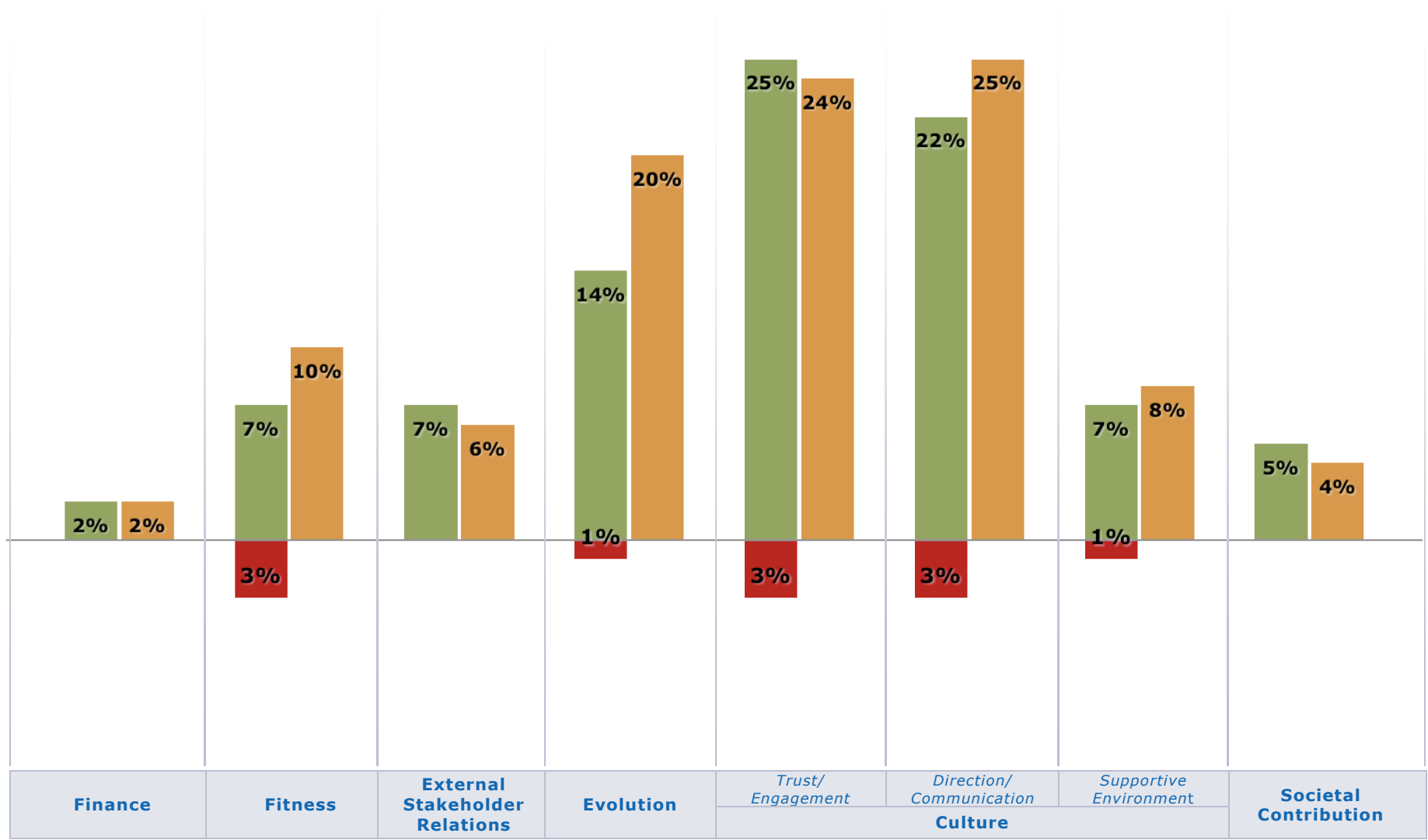
- Based on the top ten values in the Desired Culture, two of the six categories are covered - Evolution and Culture (Trust/Engagement, Direction/Communication).
- This group wants to build a more progressive business model and wants to encourage even greater openness around the organization.

		Current Culture	Desired Culture
<b>Culture</b>	<b>Finance</b>		
	<b>Fitness</b>		
	<b>External Stakeholder Relations</b>	brand image	
	<b>Evolution</b>	innovation	innovation creativity continuous improvement
	<b>Trust/Engagement</b>	community collaborative teamwork freedom cooperation	community collaborative teamwork accountability
	<b>Direction/Communication</b>	openness open communication	open communication openness information sharing
	<b>Supportive Environment</b>		
	<b>Societal Contribution</b>	making a difference	



## Section 1: Business Needs Scorecard – Distribution of All Values

This diagram shows the percentage of Current Culture votes (both positive and potentially limiting) and contrasts this with the positive changes people want to see in the Desired Culture.



Positive Current Culture Values

Cultural Entropy

Positive Desired Culture Values



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## Section 1A Demographic Analysis

See accompanying reports



## Section 1A: Demographic Analysis

### Cultural Entropy

This table shows the top potentially limiting values that each group chose for the Current Culture. Note the variation between the different sub-groups: Cultural entropy is low for most groups but is slightly elevated for the Paid contributor and Non-engineering groups.

	Potentially Limiting Values – Current Culture	Entropy Percentage
<b>Overall Group (959)</b>	Confusion(138) Long hours(95) Bureaucracy(87) Short-term focus(85) Hierarchy(77)	10%
<b>Paid contributor (548)</b>	Confusion(101) Long hours(72) Short-term focus(61) Bureaucracy(59) Silo mentality(51)	13%
<b>Volunteer contributor (411)</b>	Hierarchy(38) Confusion(37) Control(29) Bureaucracy(28) Short-term focus(24)	9%
<b>Engineering (451)</b>	Confusion(53) Long hours(37) Short-term focus(37) Bureaucracy(31) Control(30)	8%
<b>Non-engineering (508)</b>	Confusion(85) Long hours(58) Bureaucracy(56) Hierarchy(48) Short-term focus(48)	12%
<b>Paid Contributor- Engineering (318)</b>	Confusion(44) Long hours(30) Bureaucracy(25) Short-term focus(25) Silo mentality(19)	9%
<b>Paid contributor- Non Engineering (230)</b>	Confusion(57) Long hours(42) Short-term focus(36) Bureaucracy(34) Silo mentality(32)	17%
<b>Volunteer contributor- Engineering (133)</b>	Control(16) Short-term focus(12) Hierarchy(11) Confusion(9) Long hours(7)	8%
<b>Volunteer contributor- Non Engineering (278)</b>	Confusion(28) Hierarchy(27) Bureaucracy(22) Information hoarding(16) Long hours(16)	8%



# Section 1A: Demographic Analysis

## Values Matches

The number of exact matches between the Personal Values and Current Culture shows to what degree the people in your organization can bring their full selves to work (at least 3 or 4 matches indicates a highly aligned culture).

The number of exact values matches between the Current and Desired Cultures indicates to what degree the people in your organization believe the organization is on the right track (6 or more matches indicates a high level of alignment).

- The Non-engineering group feels the least connection to what is important to them personally with what they experience in the organization, with only one match between Personal and Current Culture values. The Volunteer Contributor group feels a strong sense of connection with four matches.
- All groups have a good degree of confidence in the current direction of the organization with six or more matches between Current and Desired Culture values.

	Personal to Current Culture	Current to Desired Culture	Personal to Desired Culture (currently unsatisfied)	Across the board matches
<b>Overall Group</b>	making a difference openness	community collaborative openness teamwork innovation open communication	creativity	openness
<b>Paid contributor</b>	making a difference openness	community collaborative openness innovation open communication teamwork	creativity	openness



## Section 1A: Demographic Analysis

<b>Volunteer contributor</b>	making a difference openness creativity enthusiasm	community collaborative openness teamwork innovation creativity continuous improvement	-	openness creativity
<b>Engineering</b>	making a difference openness	community collaborative openness teamwork innovation open communication transparency	creativity	openness
<b>Non-engineering</b>	making a difference	community collaborative openness teamwork innovation open communication continuous improvement	creativity	-



# Section 1A: Demographic Analysis

## Value Types

This table shows the types of top values that each group chose in their Personal, Current and Desired Culture lists.

I – Individual, R – Relationship, O – Organizational, S – Societal, (P) – Positive, (L) – Potentially limiting

- All groups see most personal focus to be on their individual capabilities, with the Volunteer and Non-engineering groups seeing most focus on societal needs. The Volunteer group also has the most focus on how it relates to others.
- All groups have top Current Culture values in all categories with most focus placed on interpersonal connections; this is strongest for the Engineering group.
- The Volunteer group sees the most focus on individual capabilities.
- Moving forwards all groups request the same mix of values types with continued emphasis on interpersonal connections.

	<b>Personal Values IRS</b>	<b>Current Culture IROS</b>	<b>Desired Culture IROS</b>
<b>Overall Group</b>	IRS (P)=7-2-1 IRS (L)=0-0-0	IROS (P)=1-6-2-1 IROS (L)=0-0-0-0	IROS (P)=1-6-3-0 IROS (L)=0-0-0-0
<b>Paid contributor</b>	IRS (P)=8-1-1 IRS (L)=0-0-0	IROS (P)=1-5-3-1 IROS (L)=0-0-0-0	IROS (P)=1-6-3-0 IROS (L)=0-0-0-0
<b>Volunteer contributor</b>	IRS (P)=7-3-2 IRS (L)=0-0-0	IROS (P)=3-4-3-1 IROS (L)=0-0-0-0	IROS (P)=1-6-3-0 IROS (L)=0-0-0-0
<b>Engineering</b>	IRS (P)=8-1-1 IRS (L)=0-0-0	IROS (P)=1-7-2-1 IROS (L)=0-0-0-0	IROS (P)=1-6-3-0 IROS (L)=0-0-0-0
<b>Non-engineering</b>	IRS (P)=7-1-2 IRS (L)=0-0-0	IROS (P)=1-5-3-1 IROS (L)=0-0-0-0	IROS (P)=1-6-3-0 IROS (L)=0-0-0-0





Barrett Values Centre

## Section 2 Recommendations



## Section 2: Recommendations

*These recommendations are based on your results and provide insights and questions to guide the future direction and success of your organization.*

- Develop a plan to deliver internal communication around these results. Consider setting up focus groups to gain greater understanding around specific areas or issues and planning steps for improvement.
- Define the key areas your organization will focus on in the next year. Develop specific actions and programs that will foster these changes. Consider repeating the survey process next year to gauge the progress you have made in these areas.
- Pay particular attention to any Personal Values that are being asked for in the Desired Culture. Talk to people about what these values mean to them and what they can do in order to better support these values in their workplace. Create programs of values integration so that the people can bring more of who they are and what they can offer to work.
- Look at the values gaps in the Current Culture –Do these signify a weakness in the organization? Is there a strong call for values at this level within the Desired Culture? Is there a concentration of personal values associated with this level?
- Examine the new values requested in the Desired Culture: **creativity, accountability, continuous improvement, and information sharing**. Determine their meanings and the behaviors and potential outcomes participants want associated with these values.
- Discuss how your organization can continue to live the values of **community, collaborative, openness, teamwork, innovation, and open communication**.
- Consider the values jumps in the Current Culture to Desired Culture - are there words that do not show up in the Desired Culture but seem significant considering the current situation in the organization?
- Investigate why the various demographic groups differ from each other. Determine if there are groups that are experiencing values in their Current Culture that are being called for in the Desired Culture of another area to see if they might be able to support others in experiencing these values in the workplace. If there are groups with higher entropy than others, it is important to uncover the root causes that are undermining their cohesion.
- In the Business Needs Scorecard, which measures the frontline business needs and the intangibles that support these needs, there are no values in both the Current and Desired Culture for the categories of Finance, Fitness and Culture (Supportive Environment). Discuss the current situation for such areas and what next steps are needed to strengthen these categories.
- Consider what values your organization wants to espouse. What values do you want to focus on for the long-term as you move forward? Then, define a set of shared values, 3-4 maximum, as choosing more will undermine peoples' ability to connect to and demonstrate the chosen values. Define what each of these values specifically mean and what behaviors would be expected to support them. These behaviors can then be used for performance measurement regarding how well managers and senior executives are "living the values". In addition, determine what would undermine the espoused values. Make the values and behaviors pervasive throughout your organization, by integrating them into employee orientation programs, performance management, promotion criteria, leadership competencies and succession planning. Note that the values of **creativity** and **openness** are the Personal Values of these people as well as the values they want in their Desired Culture.



# The Seven Levels of Personal Consciousness

## Distribution of Consciousness

Individuals and organizations 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-actualization 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, humor/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, counseling, 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 organizations 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 organizations are distributed across the full spectrum of consciousness.

### Level 1: Survival

Level 1 focuses on growth and survival. It includes values such as profit, organizational 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 behavior, 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 organization. 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 organization it includes values such as mentoring, leadership development, and coaching. Outside the organization 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 organization, 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.



# The Business Needs Scorecard

## The Business Needs Scorecard

While the Seven Levels Model examines values from a cultural perspective, the Business Needs Scorecard (BNS) places the values in a business context. By looking at the areas of current and requested future focus, the BNS can be used to help guide an organization's strategy for long-term success. These areas include:

### Finance

Finance looks at economic health and financial growth with values and behaviors that have a direct impact on growth, the bottom line and investor interests.

### Fitness

Fitness focuses on performance, systems and processes. Values and behaviors here have a direct impact on performance, quality and the effective delivery of products/services.

## External Stakeholder Relations

External Stakeholder Relations highlights relationships with customers and other external stakeholders. This area includes values and behaviors that have a direct impact on the relationship with customers, the market, suppliers, and other strategic partners.

### Evolution

Evolution covers innovation, group development and learning. Values and behaviors represented here have a direct impact on the development of people, processes, products/ services and ways of thinking.

### Societal Contribution

Societal Contribution indicates emphasis on social and environmental responsibility. Values and behaviors appearing in this area have a direct impact on the relationship of the organization to the local community or society.

## Culture

Culture pertains to employee fulfillment and group cohesion. The area of Culture can be broken down into three sub-sections:

### Trust/Engagement

Trust/Engagement relates to employees feeling empowered and able to contribute. This area includes values and behaviors that bring people together, build mutual confidence and encourage employees to participate.

### Direction/Communication

Direction/Communication shows focus on decision making and how people communicate. Values and behaviors that guide decision making and express how people communicate and exchange information are seen here.

### Supportive Environment

Supportive Environment concerns employees feeling cared for and treated fairly. Values and behaviors in this area have a direct impact on how people are treated and looked after within the organization.