



Prepared by:
Barrett Values Centre
August 18, 2008

University Values Assessment

Table of Contents

EXPLANATION OF MODELS	– PAGES 2 - 7
KEY FINDINGS	– PAGES 8 – 14
CONCLUSIONS	– PAGES 15 - 16



Explanation of Models

The Cultural Values Assessment instrument is a simple but effective means of measuring and mapping corporate cultures. It provides a comprehensive diagnostic of the current culture and a detailed understanding of the desired culture by examining employees' perceptions of the organisation's current values, what they consider to be desired values and their personal values. The results provide three perspectives:

- Human Perspective
- Organisational Development Perspective
- Business Perspective

The Human Perspective and Organisational Development Perspective are obtained by mapping employees' personal values against the model of the Seven Levels of Personal Consciousness, and their perception of the current culture's values and desired culture's values against the Seven Levels of Organisational Consciousness.

The model of the Seven Levels of Personal and Organisational Consciousness was created by Richard Barrett and is described in his book *Liberating the Corporate Soul: Building a Visionary Organisation*. It represents an extension of the work of Abraham Maslow. The fundamental basis of the Seven Levels of Organisational Consciousness is that organisations are comprised of individuals, and act as living entities with similar motivations to those of individuals.

The Business Perspective is obtained by mapping the organisation's current culture values and desired culture values against the Business Needs Scorecard. The model of the Business Needs Scorecard was created by Richard Barrett and is described in his aforementioned book. The original concept of the Balanced Scorecard was invented by Kaplan and Norton to give companies a balanced way of measuring performance. It is usually used as a strategic planning tool. In the Cultural Values Assessment, it is used as a diagnostic tool to identify where the organisation is currently focusing its energies, and where the people would like the company to focus.

The six categories of the Balanced Needs Scorecard are:

- Finance – Economic Health, Financial Growth
- Fitness – Systems and Processes



University Values Assessment

- Client Relations – Customer Satisfaction and Strategic Alliances
- Evolution – Research and Development, New Products and Services
- Culture – Employee Fulfilment and Human Resources
- Society and Community Contribution - Social and/or Environmental Responsibility

THE SEVEN LEVELS OF 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. Many organisations tend to be focused in the first three levels of consciousness – Level 1: profit and growth, Level 2: customer satisfaction, and Level 3: productivity, efficiency and quality. The most successful organisations are distributed across the full spectrum of consciousness. They give emphasis to the top four levels of consciousness as well as the bottom three – Level 4: learning and innovation leading to continuous renewal, Level 5: internal cohesion, Level 6: employee fulfillment, customer/supplier collaboration, and Level 7: ethics and social responsibility.



SEVEN LEVELS OF PERSONAL CONSCIOUSNESS

Level 1: Survival – This level focuses on matters to do with physical survival. It includes values such as financial stability, wealth, safety, self-discipline and health. The potentially limiting aspects of this level are generated from fears around survival. Limiting values include greed, control and caution.

Level 2: Relationships – This level concerns 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 result from fears around loss of control or regard. Limiting values include rivalry, intolerance and being liked.

Level 3: Self-Esteem – This level addresses an individual's need for recognition. It includes such values as being the best, ambition, professional growth and reward. The potentially limiting aspects of this level come from low self-esteem and being out of control. Potentially limiting values include status, arrogance and image.

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

Level 4: Transformation – The focus at this level is on self-actualization and personal growth. It contains values such as courage, responsibility, knowledge and independence. This is the level where people work to overcome their fears. It requires continuous questioning of beliefs and assumptions. It is also the level where they begin to find balance in their lives.

Level 5: Internal Cohesion - Level 5 concerns the individual's search for meaning and community. Individuals operating at this level no longer think in terms of a job or career, but in terms of a 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 making a difference in the world. It is also the level of active involvement in the local community. Individuals operating at this level honor intuition and contribution. They may be concerned about the environment or local issues. This level contains values such as counseling, community work, empathy and environmental awareness.

Level 7: Service - Level 7 reflects the highest order of internal and external connectedness. It focuses on service to others. Individuals operating at this level are at ease with uncertainty. They display wisdom, compassion and forgiveness. They have a global perspective. They are concerned about issues such as social justice, human rights and future generations.



SEVEN LEVELS OF ORGANIZATIONAL CONSCIOUSNESS

Level 1: Survival - Level 1 focuses on financial matters and organizational growth. It includes values such as profit, shareholder value, employee health and safety. The potentially limiting aspects of this level are generated from fears about survival. They include such values as control, short-term focus, caution and exploitation.

Level 2: Relationships – This level addresses the quality of interpersonal relationships between employees and customers/suppliers. It includes values such as open communication, conflict resolution, customer satisfaction and respect. The potentially limiting aspects of this level arise from fears around loss of control or personal regard. This leads to manipulation, blame and internal competition.

Level 3: Self-Esteem – This level concerns best business practices and systems and processes that improve work methods and the delivery of services and products. Values at this level include productivity, efficiency, professional growth, skills development and quality. The potentially limiting aspects of this level result from systems problems and/or being out of control. Potentially limiting values include long hours, arrogance, bureaucracy and complacency.

- There are no potentially limiting aspects to levels 4 through 7.

Level 4: Transformation - Level 4 focuses on continuous renewal and the development of new products and services. It contains values that overcome the potentially limiting values of levels 1 to 3. Values at this level include accountability, employee participation, continuous improvement, innovation, teamwork, personal development and information sharing.

- Levels 5, 6 and 7 represent increasing degrees of connectedness within the organization.

Level 5: Internal Cohesion - Level 5 focuses on building internal cohesion and a sense of community spirit inside the organization. It includes values such as trust, integrity, honesty, shared values, cooperation, commitment and fairness. The by-products are enjoyment, enthusiasm, passion, dedication and creativity.

- In addition to focusing on internal connectedness, Levels 6 and 7 focus on external connectedness.

Level 6: Making a Difference - Level 6 focuses on deepening and strengthening of relationships and employee fulfilment. Inside the organization, it includes values such as leadership development, mentoring, coaching and employee fulfilment. Externally, it includes values such as customer collaboration, partnering, strategic alliances, community involvement, environmental awareness and making a difference.



University Values Assessment

Level 7: Service - Level 7 reflects the highest order of internal and external connectedness. Inside the organization, it includes values such as vision, forgiveness and compassion. Externally it includes values such as human rights, ethics and future generations.

BALANCED NEEDS SCORECARD

The first three categories of the Business Need Scorecard cover the areas of business that an organization traditionally measures. They represent the “hard stuff” – the frontline needs. They are relatively easy to measure. They are called the tangibles. Every business needs to pay attention to these areas in order to survive.

- **Finance:** This category addresses financial and/or organizational growth indicators. Measurement focuses on items such as capital formation, profit, return on assets, shareholder value and cash reserves.
- **Client Relations:** The focus of this category is on relationships with outside stakeholders who are directly involved with the products or services. Indicators in this category include issues related to market share, brand loyalty, customer satisfaction, and customer and supplier collaboration.
- **Fitness:** This category focuses on internal systems and process issues such as speed, cycle time, quality, time to market, productivity, and efficiency. Reengineering and quality-based programs are often used to improve performance in these areas.

The next three categories represent the “soft stuff.” These are the areas that support the front-line needs. In the twenty-first century, the “soft stuff” is destined to become the principal arena for determining competitive advantage. They are less easy to measure. They are called the intangibles.

- **Evolution:** The focus of this category is on developing future income streams. Performance is measured by actions that create new products and services, or adapting existing products to new or changing markets. Indicators include items that relate to research and development, proportion of income from new innovations, and ideas generated.
- **Culture:** This category looks at issues related to building a strong sense of organizational identity and internal community spirit. Performance indicators include factors related to vision, mission and values alignment, employee fulfillment, and leadership development.



University Values Assessment

- **Society/Community Contribution:** This category concerns issues relative to social and/or environmental responsibility. Performance indicators could include the number of volunteer hours worked by employees for the local community, the impact of corporate philanthropy programs and/or environmental stewardship.



Key Findings: University

I. THE HUMAN PERSPECTIVE VALUES PLOTS DIAGRAMS

TOP VALUES

Top values are those that have received the majority of the votes.

- The most common values in the personal lives of the University people are **commitment, honesty and humour/fun**.
- The most common values within the University Current Culture are **bureaucracy, research, long hours and short-term focus**.
- The University employees would like their organization to support the values of **continuous improvement, commitment, adaptability, can-do attitude and information sharing**.

VALUE JUMPS

A value jump occurs when there are more votes for a value in the Desired Culture list than in the Current Culture list. A value jump signifies that the participants consider that value to be particularly important and desirable.

- There are two values jumps.

VALUE	CURRENT CULTURE VOTES	DESIRED CULTURE VOTES	JUMP
Academic freedom	16	21	5
Cost effectiveness	18	22	4

VALUE MATCHES

Matching values indicate alignment. The greater the number of matching values, the greater the sense of motivation, commitment and authenticity there is within a group.

- Personal Values and Current Culture: There are no matching values. These would have been the qualities that the University people could have modelled fully in their workplace on a day-to-day basis. In a highly aligned culture, one would expect to see three or four matching values.



University Values Assessment

- Current Culture and Desired Culture: There are two matching values – **cost effectiveness** and **academic freedom**. These are the attributes that the University employees experience now and want to continue to support in the future. This shows that the organization is, in small part, on the right track in their opinion. In a highly aligned culture, one would expect to see six, seven or eight matching values.
- Personal Values and Desired Culture: There is one matching value - **commitment**. This is a value that, if chosen to be a guiding principle of this organization, could easily be brought to work by the University employees, as it is important in their daily lives. In a highly aligned culture, one would expect to see three or four Personal Values that are also found in the Current and Desired Cultures. There are no matching values between the Personal, Current and Desired Culture values.

NEW VALUES

These are values in the Desired Culture Values list that are not in the Current Culture Values list. These are the values that the respondents would like to see implemented.

- There are eight new values in the values plot diagram.

NEW VALUES
Continuous improvement
Commitment
Adaptability
Can-do attitude
Information sharing
Accountability
Efficiency
Innovation

POTENTIALLY LIMITING VALUES

Potentially limiting values are values that can cause frustration among employees and hinder the progress of the organization if they are not dealt with in a timely manner.

- There are eight potentially limiting values in the Current Culture. What are the causes and corrective actions behind these values?



University Values Assessment

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

Long Hours The expectation that people are to work more than what is healthy shows disrespect for the needs of the employees. This becomes damaging if this is a long-term dynamic. Burnout and resentment can become the by-products.

Short-term focus is potentially limiting when it sacrifices long-term growth for short-term gain.

Empire building creates internal competition and prevents open communication between different parts of the organization.

Information hoarding is potentially limiting as it creates internal competition and prevents open communication, the exchange of ideas and resources.

Control implies a lack of trust in others. Control can block innovation, creativity, accountability and entrepreneurship. It is usually a sign of deep-seeded fears. Control can sometimes be seen as a positive value when working with financial departments. In Personal Values list: Control may imply a fear of something or a lack of trust. It may also indicate a desire for power over other person(s).

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

Internal competition is potentially limiting when it prevents open communication and the sharing of information, resources or ideas. The focus is on self-interest rather than the common good.



University Values Assessment

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.

TOTAL NUMBER OF VOTES FOR POTENTIALLY LIMITING VALUES AND PERCENTAGE OF TOTAL	Level 1	Level 2	Level 3
248 out of 790 (31.4%)	71 out of 89 (9%) of total votes	51 out of 101 (6.5%) of total votes	126 out of 288 (16%) of total votes
	short-term focus (26) control (17) caution (14) exploitation (10) job security (4)	empire building (21) internal competition (16) blame (7) manipulation (7)	bureaucracy (51) long hours (26) information hoarding (18) hierarchy (16) image (15)

- This shows that 31% of all votes were for potentially limiting values. This is an extremely high level of entropy requiring immediate attention. It is important to reduce the level of entropy to 5% -10% to improve performance.

VALUES BALANCE

There are four types of values: 1) "I" Individual - values that are expressed from within the person (honesty, integrity). 2) "R" Relationship - values that are demonstrated in terms of connecting with others (trust, accountability, teamwork). 3) "O" Organizational - values that focus on business issues (financial stability, productivity, customer satisfaction). 4) "S" Societal - values that focus on the common good outside of the business (community involvement, environmental protection, social justice). The Personal Values template does not contain any "O" Organizational values, so the index is IRS. The IROS index shows the distribution of these values types. This index reflects where the focus of an organization lies and its degree of balance.



University Values Assessment

A strong community with internal cohesion usually has at least three or four Individual values and three or four Relationship values in their top ten values.

- Participants' Personal Values distribution of values types – IRS = 6-3-1.
- The employees' perception of the Current Culture – IROS (P) = 0-0-4-0 and IROS (L) = 0-4-4-0.
- The employees' Desired Culture Values – IROS = 4-1-5-0.
- The balance of values types in the Desired Culture as compared to those in the Current Culture show an increase in "individual", "relationship" and "organisational" type values.

VALUES PREDOMINANCE AND GAPS

A values gap represents a level without values. It means that this level is a) unconsciously taken care of, b) a blind spot, or c) represents the next area of growth for a group of individuals or an organization.

- In the Personal Values, the values are located in four of the seven levels with predominance at level 5 - Internal Cohesion. Level 5 represents personal cohesion, maturity and/or a search for meaning. There are no values in level 1 - Survival, level 2 - Relationships and level 7 - Service. Level 1 represents physical health, security and financial stability. Level 2 concerns interpersonal relationships with others. Level 7 addresses service to humanity, compassion to others and societal involvement.
- In the Current Culture, the values are distributed in three of the seven levels with no predominance at any level. There are no values in level 1 - Survival, level 5 - Internal Cohesion, level 6 - Making a Difference and level 7 - Service. Level 1 represents financial stability and the safety and security of employees. Level 5 represents the strength and health of the internal community of an organization. Level 6 is the level of internal connectedness through coaching and mentoring and external connectedness through partnerships and strategic alliances with other organizations and the local community. Level 7 addresses long-term perspectives, ethics, compassion for others and social responsibility.
- In the Desired Culture, the values are distributed in three of the seven levels with predominance at level 4 - Transformation. Level 4 represents the willingness of an organization to change and be open to input from employees. There are no values in level 1 - Survival, level 2 - Relationships, level 6 - Making a Difference and level 7 - Service. Level 1 represents financial stability and the safety and security of employees. Level 2 is concerned with interpersonal relationships with employees and clients. Level 6 is the level of internal connectedness through coaching and mentoring and external connectedness through partnerships and strategic alliances with other organizations and the local community. Level 7 addresses long-term perspectives, ethics, compassion for others and social responsibility.



II. THE ORGANIZATIONAL DEVELOPMENT PERSPECTIVE

VALUES DISTRIBUTION DIAGRAM

Comparison of Personal and Current Culture Values:

The distribution of the Personal Values is focused at level 5 - Internal Cohesion (31%). Level 5 represents personal cohesion, maturity and/or a search for meaning. There is a misalignment between the Personal and the Current Culture Values of the organization:

- 42% of the employees' Personal Values are situated in the upper three levels of consciousness compared to 19% of their Current Culture values.
- 35% of their Personal Values are situated in the lower three levels of consciousness compared to 61% of their Current Culture values.
- 23% of their Personal Values are situated at level 4 compared to 20% of their Current Culture values.

Comparison of Current and Desired Culture Values:

The distribution of values in the Current Culture is focused at level 3 - Self-esteem (37%). Level 3 is concerned with systems and process, organizational effectiveness and best practice.

There is a misalignment between the Current Culture and the Desired Culture values:

- 19% of the Current Culture Values are situated in the upper three levels of consciousness, compared to 32% of their Desired Culture Values.
- 61% of the Current Culture Values are situated in the lower three levels of consciousness compared to 35% of their Desired Culture values.
- 20% of their Current Culture Values are situated at level 4 compared to 33% of their Desired Culture values.

Comparison of Desired and Personal Values:

The distribution of values in the Desired Culture is focused at level 4 - Transformation (33%). Level 4 represents the willingness of an organization to change and be open to input from employees.

There is some alignment between the Desired Culture and the Personal values:



University Values Assessment

- 42% of the Personal Values are situated in the upper three levels of consciousness, compared to 32% of their Desired Culture Values.
- 35% of their Personal Values are situated in the lower three levels of consciousness, compared to 35% of their Desired Culture Values.
- 23% of their Personal Values are situated at level 4 compared to 33% of their Desired Culture values.

Comparison of Positive Values:

The comparison of Current and Desired Culture positive values show an increase of 13% at level 4 and an increase of 12% at level 5.

- At level 4 they want to see more academic freedom, accountability, adaptability, continuous improvement, information sharing and innovation.
- At level 5 they want to see more can-do attitude and commitment.

III. THE BUSINESS PERSPECTIVE

BALANCED NEEDS SCORECARD DIAGRAM

- Based on the top twelve values in the Current Culture, the University organization currently focuses on three of the six categories – Finance, Client Relations and Evolution. There are no top values in the categories of Fitness, Culture and Society/Community Contribution.
- There are potentially limiting values in the categories of Fitness, Evolution and Culture showing regression in these areas.
- Based on the top ten values in the Desired Culture, three of the six categories are covered – Finance, Fitness and Evolution. There are no top values in the categories of Client Relations, Culture and Society/Community Contribution.
- There are no values in both the Current and Desired Culture for the categories of Culture and Society/Community Contribution. What focus, if any, is on these areas?
- The main differences between the Current Culture and the Desired Culture are the increased emphasis given to the categories of Fitness and Evolution and the loss of values in the category of Client Relations.



IV. CONCLUSIONS

CURRENT STRENGTHS OF UNIVERSITY

- The Personal Values of the University people show they are dedicated and dependable as revealed by **commitment** and **reliability**. They live by a high set of standards as reflected by **honesty** and **fairness**. They want to leave the world a better place as seen by **making a difference**. They interact well together in the form of **co-operation**. The Personal Values of enthusiasm and humour/fun show they are **upbeat** and **dynamic**. Their outside lives are important to them as demonstrated by **balance (home/work)**. They value their autonomy as depicted by **independence**.
- University is an organization that promotes study and the enhancement of knowledge through **research**.
- This is an organization that focuses on the needs of their clientele as depicted by the Current Culture value of **customer focus**.
- This is an organization that works to foster autonomy as depicted by the Current Culture value of **academic freedom**.
- The Current Culture value of **cost effectiveness** shows emphasis being placed on the bottom line.

KEY ISSUES FOR UNIVERSITY

- University is hindered by the dynamics of **bureaucracy, long hours, short-term focus, empire building, information hoarding, control, hierarchy** and **internal competition**. These are costing the organisation unwanted expenditure, lost productivity and damaged relationships.
- The overall level of entropy in the organization is extremely high. This should be reduced immediately.
- The employees of University want a culture where people interact openly with each other through **information sharing**.
- The values of **continuous improvement, adaptability** and **innovation** are a call to promote and support the development of new ideas.
- There is a call for the employees to take responsibility for their actions through **accountability** and **can-do attitude**.
- The employees of University want to see people dedicated to the work that they are doing through their **commitment**.



University Values Assessment

- They want their leadership to provide direction with **efficiency**.
- The values of **academic freedom** and **cost effectiveness** need to be strengthened.

V. RECOMMENDATIONS

- Identify the meaning behind each of the potentially limiting values of **bureaucracy, long hours, short-term focus, empire building, information hoarding, control, hierarchy** and **internal competition**. These are the problem areas that need immediate attention. Ask all the people what they see as the causes and manifestations behind each of these values and the corrective actions that they or others might take. Do a cost analysis of these values to see what degree they are damaging the bottom line. Determine the antidotes from the Desired Culture values lists e.g. “accountability” for “bureaucracy”.
- Hold discussions to learn what the people mean and see by the values of **continuous improvement, adaptability** and **innovation**. Determine what programs and efforts are needed to integrate these throughout the culture.
- Find out what the people want with **commitment** and **can-do attitude**. Ask what behaviours or systems are needed to support the integration of this value. Also become aware of what would sabotage it and how to avert these.
- Put together focus groups to get input on **information sharing** - what it would look like, what it would need, how to implement it quickly.
- Talk about **accountability** and what that would look like. Brainstorm ideas on how this can become a reality.
- Determine what systems or programs are needed to put **efficiency** into action on an on-going basis.
- Ask people how they or the organization can strengthen the values of **academic freedom** and **cost effectiveness**. Take action on these recommendations.
- Define a set of shared values. Limit to 3-4 maximum. Hold discussions to determine the degree of buy-in for the proposed set of values. What values does the organization want to espouse? What values do they want to focus on for the long-term as they move forward? Once accepted, define what each of these values specifically means and what behaviours would be expected to support them.