



Business Needs Scorecard

The Business Needs Scorecard (BNS) is based on the Balanced Scorecard developed by Kaplan and Norton. Two additional scorecard categories have been added to Kaplan and Norton's scorecard—Culture and Society Contribution. The Client Relations category was renamed External Stakeholder Relations.

The Business Needs Scorecard (BNS) provides a business lens of the top Current and Desired Culture values of a Cultural Values Assessment (CVA), Team Values Assessment (TVA), Small Group Assessment (SGA), or an Individual Values Assessment (IVA).

It maps the top Positive and Potentially Limiting values in the Current Culture and Desired Culture of a Values Plot, onto a six-part scorecard which includes the following categories:

- Finance: Values and behaviours that have a direct impact on growth, the bottom line and investor interests, such as profit, financial stability, organisational growth, and cost reduction.
- Fitness: Values and behaviours that have a direct impact on performance, quality and the effective delivery of products/ services, such as productivity, efficiency, reliability, and bureaucracy.
- External Stakeholder Relations: Values and behaviours that have a direct impact on the relationship with customers, the market, suppliers, and other strategic partners, such as customer satisfaction, customer collaboration and strategic alliances.
- Evolution: Values and behaviours that have a direct impact on the development of people, processes, products/ services and ways of thinking, such as innovation, creativity, continuous learning, and caution.
- Culture: Values and behaviours that have an impact on the culture of the organisation, is split into three subsets:

- Trust / Engagement: Values and behaviours that bring people together, build mutual confidence and encourage employees to participate, such as teamwork, engagement, commitment, and accountability.
- Direction/ Communication Values and behaviours that guide decision making and express how people communicate and exchange information, such as openness, shared vision, honesty and confusion.
- Supportive Environment Values and behaviours that have a direct impact on how people are treated and looked after within the organisation, such as work/life balance, diversity, forgiveness and manipulation.
- Societal Contribution: Values and behaviours that have a direct impact on the relationship of the organisation to the local community or society, such as community involvement, human rights, social justice, and environmental stewardship.

The top values of high performing cultures show up in every one of the six main segments of the BNS of the current culture.

- When there are more values in a particular segment of a Desired Culture scorecard than the Current Culture, this means that more emphasis should be given to this area.
- When there are fewer values in a particular segment of a desired culture scorecard than the Current Culture, this simply means that this area is adequately covered.
- When a particular segment of the Current Culture scorecard contains Potentially Limiting values, it could mean this area of business focus is being undermined by fear-based behaviours.
- If the same segment of the Current Culture and the Desired Culture scorecard is blank, it could indicate that this is a blind spot.

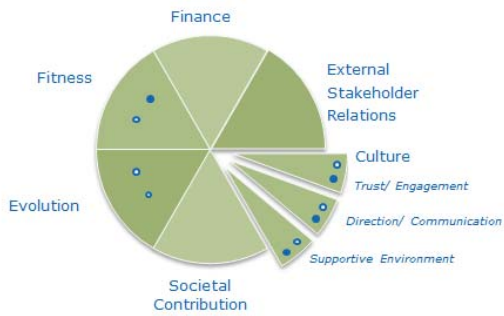
The following diagrams show BNS results for an Individual Values Assessment and a Cultural Values Assessment.

BNS Diagram for an Individual

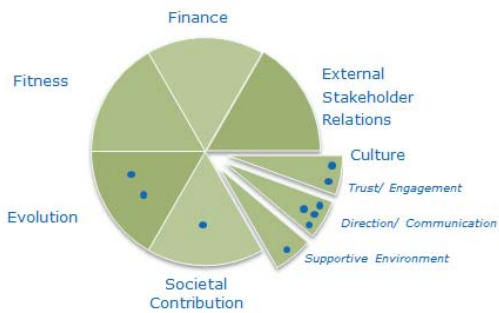


AN Other

Current Culture Values



Desired Culture Values



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		Current Culture	Desired Culture
	Finance		
	Fitness	achievement internal competition (L)	
	External Stakeholder Relations		
	Evolution	caution (L) short-term focus (L)	innovation leadership development
Culture	Trust/Engagement	cooperation silo mentality (L)	accountability trust
	Direction/Communication	goals orientation hierarchy (L)	enthusiasm open communication shared vision transparency
	Supportive Environment	employee recognition job insecurity (L)	well-being (physical/ emotional/ mental/ spiritual)
	Societal Contribution		making a difference

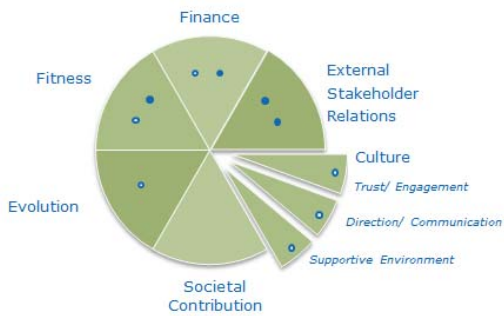
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BNS Diagram for an Organisation



Organisational Example (26)

Current Culture Values



Desired Culture Values



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		Current Culture	Desired Culture
	Finance	profit cost reduction (L)	
	Fitness	long hours (L) results orientation	
	External Stakeholder Relations	customer satisfaction customer engagement	customer engagement customer satisfaction brand image
Culture	Evolution	short-term focus (L)	continuous improvement
	Trust/Engagement	silos mentality (L)	teamwork accountability employee fulfilment
	Direction/Communication	confusion (L)	clarity humour/fun leadership information sharing
	Supportive Environment	job insecurity (L)	balance (home/work)
Societal Contribution			

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