



# Coaching for Cultural Transformation

Using the IVA, IDR, LVA, and LDR for Coaching

By Richard Barrett

## Abstract

*This paper describes in detail, with examples, how the Individual and Leadership products from Barrett Values Centre are used for coaches, managers and leaders.*

## Overview

The basis of the Cultural Transformation Tools is that every human value and behaviour is motivated by a specific level of consciousness. The values or behaviours that people choose to represent themselves or their organisation indicate the levels of consciousness from which they or their organisations operate. People may recognise positive values such as trust, commitment and open communication or potentially limiting values such as manipulation, blame and control. Potentially limiting values and behaviours express unmet needs and represent fears showing up for the individual or in the organisation.



## Individual Values Assessment

The Individual Values Assessment is a web-based instrument that asks three questions:

- Personal values. Please select ten of the following values/behaviours that most reflect who you are, not who you desire to become.
- Current culture values. Please select ten of the values/behaviours that from your own experience, best describe how your organisation currently operates.
- Desired culture values. Please select ten of the values/behaviours that you believe are essential for your organisation to reach its highest potential.

The coach may receive up to two documents for an Individual Values Assessment (IVA). These are:

- A written report that is given to the coaching client
- A stand-alone set of data plots that is given to the coaching client

### IVA Report: Personal Values Section

The individual's choice of personal values provides a profile that allows the coach to identify the client's most important motivations. The inclusion of potentially limiting values indicates underlying subconscious fears that can cause dysfunctional behaviours; these are areas for the coach to explore, e.g., being liked.

The personal values also show where the person is most focused in terms of individual, relationship or societal type values. A strong focus on individual values shows the individual is self-focused. A significant number of relationship values shows the individual is others-focused. Self-actualised individuals are likely to have a healthy balance of the three different types of values.

The pattern of selected values indicates the levels of consciousness from which the person operates. Note where the values are clustered and where there are gaps. Gaps in the lower levels of consciousness may indicate either mastery or blind spots. Gaps in the higher levels of consciousness indicate next levels of growth. A lack of values at the transformation level of consciousness may suggest an unwillingness or inability to change.



### IVA Report: Current Culture Values Section

The individual's choice of current culture values indicates their view of the organisation's cultural profile. This profile enables the coach to identify what the client considers to be the main motivations of the organisation. When potentially limiting values appear among the top current culture values, this shows underlying subconscious fears from leaders, employees and maybe both, that cause dysfunction and inhibit the performance of the organisation.

The top current culture values also show, from this person's perspective, the relative weight of individual, relationship, organisational, and societal focus in their organisation. A strong focus on organisational values suggests that internal business needs are more important than employee or customer needs. A significant number of relationship values shows focus on employees or customers. A number of societal values reveals significant efforts to make a difference in the world.

The values selections also show where the person sees their organisation's level of consciousness. From here, the coach can immediately identify the primary areas from which the organisation appears to operate. Also, note how similar or different the levels distribution is between the current culture and the client's personal values.

Another useful indicator for the coach is the degree of alignment between the personal values and current culture values (number of matching values). Analysis and commentary here can reveal the degree to which the individual is able to bring his or her full self to work.

### IVA Report: Desired Culture Values Section

A person's choice of desired culture values outlines the cultural profile they would like to see for the organisation. This profile enables the coach to understand the client's sense of what is most important for the future of the organisation.

Note the relative weight of individual, relationship, organisational, and societal values selected in the desired culture and compare this with the pattern seen in the current culture. Differences indicate important changes the client would like to see.

When the individual's choice of desired culture values is plotted on the Seven Levels model and compared to the current culture values, the coach can immediately see what changes the client would like in the organisation. The choice of desired culture values is often a reaction to current



culture areas for improvement.

The degree of alignment between the current culture and the desired culture (number of matching values) indicates the extent to which the individual thinks the organisation is on the right track. Few matching values suggest frustration with the organisation, especially when there are many potentially limiting values in the current culture.

Pay attention to any desired culture values that are also the client's personal values, especially those not represented in the current culture. A high number of matching personal and desired culture values (that do not show up in the current culture) is another measure of the client's frustration with the organisation.

### Report: Business Needs Scorecard Section

The Business Needs Scorecard highlights the degree of balance among different business areas and shows the major shifts that the client would like to see between the current and desired culture.

An annex to the report provides a description of the Seven Levels of Personal and Organisational Consciousness, as well as the Business Needs Scorecard (BNS).

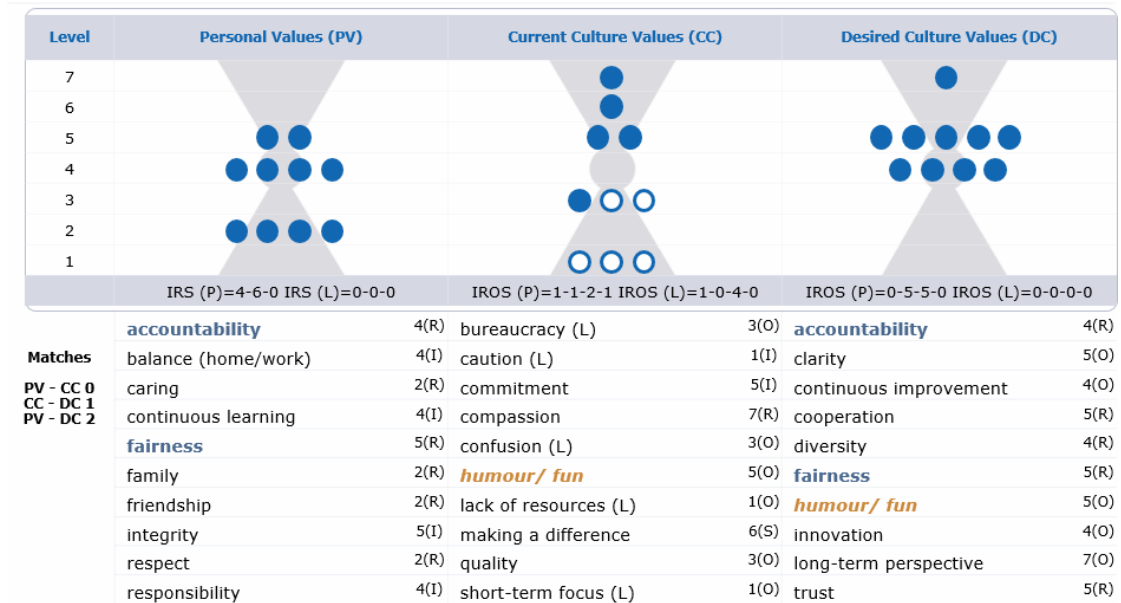
### Values Plots

The Individual Values Assessment data plots provide a visual representation of the individual's personal, current culture and desired culture values mapped against the Seven Levels of Consciousness model. Current and desired culture values are also mapped on the BNS. An example of the IVA data plots is shown in Figure 1a and an example of the BNS is shown in Figure 1b.

### Commentary on the IVA

The Individual Values Assessment (IVA) provides significant insight into the alignment of an individual's personal values with those of the organisational culture they are operating in, and the degree to which the individual believes the organisation is on the right track.

Figure 1a: Values data plots for an IVA



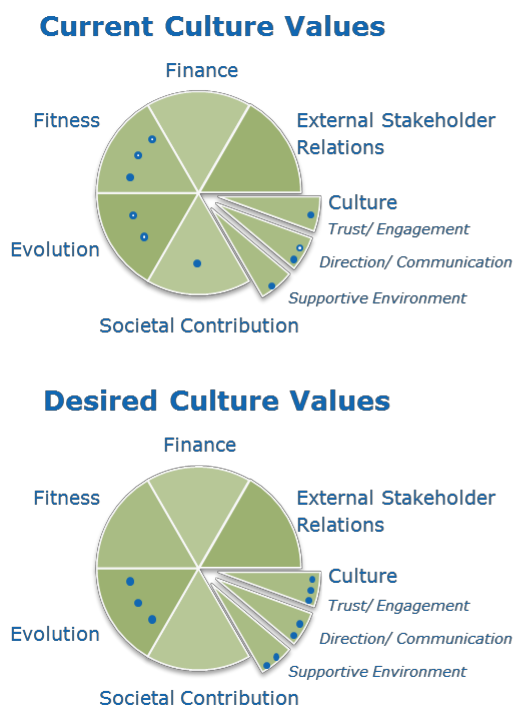
The example in Figure 1a shows a significant misalignment in values. You will note that the individual is predominantly focused at Levels 2 and 4. This person is highly focused on building connections with others and appreciates a degree of freedom and the ability to grow. However, these same areas are gaps for the organisation, which is strongly focused at Level 1 and Level 3 consciousness.

There are five potentially limiting values in the current culture, showing a significant degree of dysfunction. One of the interesting anomalies that could be discussed as part of the feedback of this IVA would be the value of 'quality' and the impact of 'confusion' and 'lack of resources' on this value. The number of potentially limiting values indicates a significant amount of fear in the organisation, which largely comes from the leaders' operating style. The culture of an organisation is a reflection of the consciousness of the leaders. The low number of values matches - personal to current culture and current culture to desired culture - indicates that the person feels a low sense of connection to their work and has little confidence in the current direction of the organisation.

The individual in this assessment wants to see a major shift in the values of the organisation, as shown by the desired culture values. Note also that they also offer “antidotes” for the problems they see through their new values requests, e.g., ‘clarity’ to overcome ‘confusion’.

The Business Needs Scorecard shown in Figure 1(b) indicates regression in the areas of fitness, evolution and culture. The desired culture scorecard indicates that the individual wants to see much more focus on evolution and all three areas of culture (trust/ engagement, direction/communication and supportive environment).

Figure 1b: Business Needs Scorecard plots for an IVA



	Current Culture	Desired Culture
<b>Finance</b>		
<b>Fitness</b>	bureaucracy (L) lack of resources (L) quality	
<b>External Stakeholder Relations</b>		
<b>Evolution</b>	caution (L) short-term focus (L)	continuous improvement innovation long-term perspective
<b>Culture</b>	<b>Trust/Engagement</b>	commitment accountability cooperation trust
	<b>Direction/Communication</b>	confusion (L) humour/ fun clarity humour/ fun
	<b>Supportive Environment</b>	compassion diversity fairness
<b>Societal Contribution</b>	making a difference	



## **The Individual Development Report**

The Individual Development Report (IDR) is produced following a web-based feedback assessment. This 360° assessment has clients go online and pick 10 values/behaviours that represent how they operate and interact with others. They also rate themselves across 25 behaviour statements to specify existing strengths, areas for development, areas for significant development, or areas not relevant to their role.

Each individual being coached is also assessed by a number of people who know them well. Their assessors will go online and pick 10 values/behaviours that represent how they experience the individual and 10 values/ behaviours that they believe will be important to help this person develop. Assessors also rate the individual across the same set of behaviour statements, and have the option to provide other comments or feedback they want the person to receive.

The coach receives a visual set of results that is given to the coaching client.

### Report Summary

The values selected by the individual and their assessors outlines this person's degree of self-awareness, the amount of change being requested, and the extent of fear-based behaviours inhibiting them.

### Values Plots

The individual's choice of values provides a profile which enables the coach to identify how this person believes they appear to others. When potentially limiting values show, this is indicative of underlying subconscious fears that can cause dysfunctional behaviour. These are areas for the coach to explore, e.g., being-liked.

The values plots also show where the person is most focused (individual, relationship, organisation, or society). Emphasis on individual values shows self-focus. Emphasis on relationship values shows the individual is other-focused. A high number of organisational values shows the person is business focused. Societal values indicate the importance of serving the common good. Self-actualised individuals are likely to have a healthy balance of the different types of values.

The pattern of values selected indicates the levels of consciousness from which the person operates. It is important to note where the values are clustered and where there are gaps. Gaps in the lower levels of consciousness generally indicate either mastery or blind spots. Gaps in the higher levels of consciousness are often next levels of growth. A lack of values at the transformation level of consciousness may suggest an unwillingness or inability to change.

The individual's profile is shown alongside the profiles created from their assessors' observed and



requested values. Similar to the personal profile, the coach can see how assessors view the person, where they are most focused, what level of consciousness they operate from, and how they might develop across these same areas.

This overview highlights similarities and differences between how the individual perceives they act and how they are perceived by others. It also outlines where others believe the person could develop further, to help them realise their potential.

### Values Jumps

Further detail emerges when viewing the largest, positive voting shifts in observed to requested values. These values can help the coach and individual to identify specific attributes which may require more attention.

### Behaviour Statements

The behaviour statements, against which individuals and their assessors provide ratings, represent areas associated with each of the seven levels of consciousness. This helps the coach to see in more detail where the individual is strong and in which specific areas they may need some help to develop.

### Assessor Feedback

The feedback section allows assessors to add free-form comments about the individual, providing more specific information about what they admire in this person or where they would like to see changes.

### Action Planning

Finally, the choice of values by both individuals and assessors is categorised to show where there is alignment, unrealised potential that could be unlocked, possible blind spots, and development priorities. Using this information and that gleaned from the rest of the report, can help individuals and their coaches formulate an action plan to promote development.

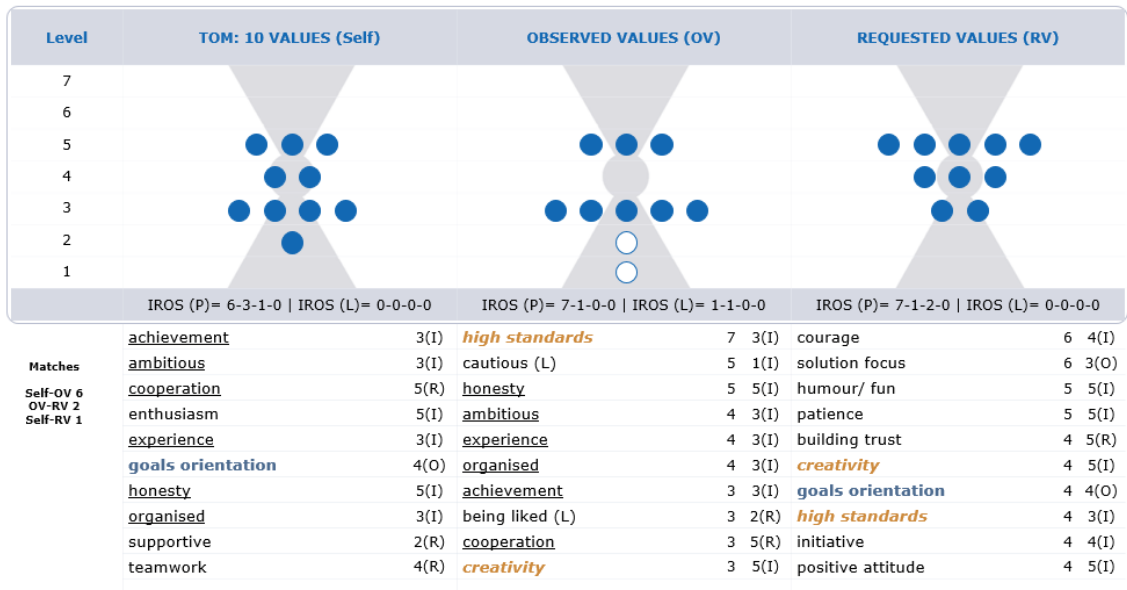
An annex to the report provides a description of the Seven Levels of Personal Consciousness and the Stages of Evolution.



### Commentary on the IDR

The Individual Development Report (IDR) provides significant insight into the alignment of an individual's self-perception and how they are experienced by others. It also provides an overview of their strengths and areas for improvement, to help guide action planning for ongoing development and growth.

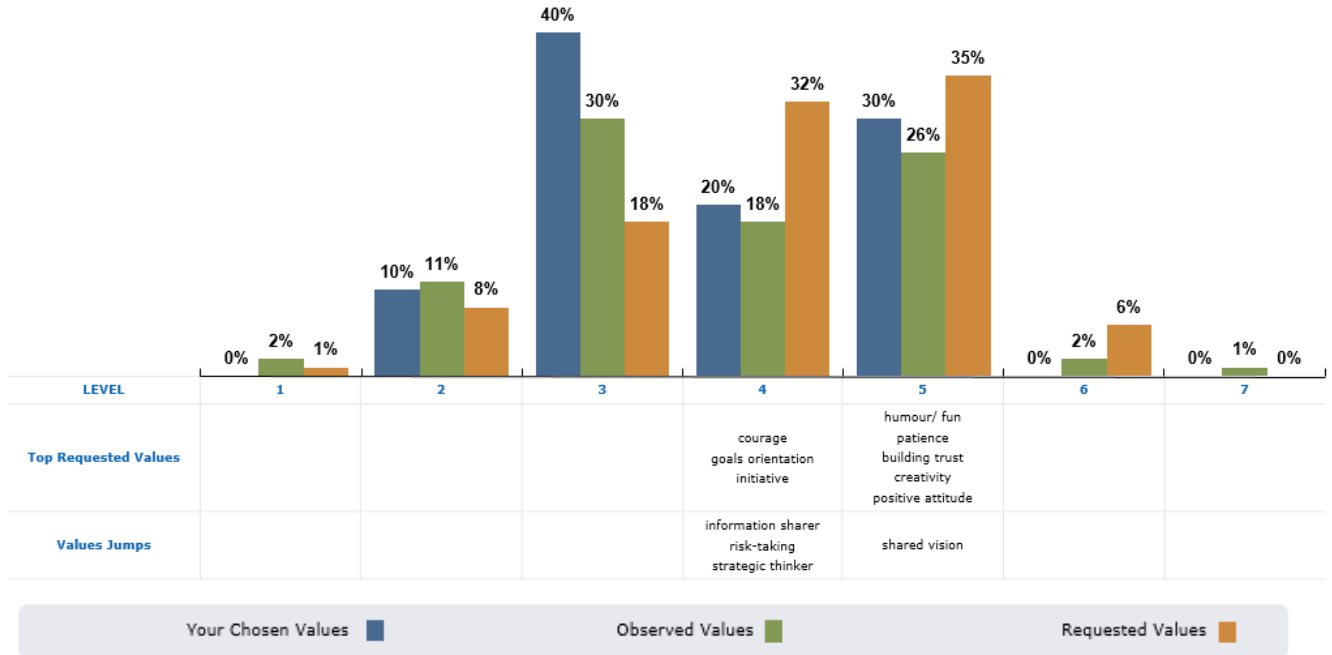
Figure 2a: Values data plots for an IDR



The example in Figure 2a shows some alignment in values, with both Tom, the individual, and his assessors seeing most focus at Level 3 and Level 5, areas relating to performance and a sense of purpose. Six of the values chosen by Tom are clearly recognised by his assessors. However, there are some potentially limiting behaviours which may be getting in his way. Tom is clearly 'ambitious' but a coach may want to explore how his 'cautious' approach and desire for 'being liked' might be impeding his desire for success. The low number of matches between the observed values and requested values for development indicate that assessors see the potential benefits of making some significant changes.

Figure 2b shows that assessors want to see Tom more focused at Level 4 and Level 5, where he already shows some strength. This request asks for Tom to move forward independently and to act with a stronger sense of integrity and purpose. The values and jumps in the table below the chart outline clear requests for specific values that assessors would like to see Tom exploring more fully.


Figure 2b: Positive values distribution



The levels-based behaviour statements help the coach to determine the alignment between Tom and his assessors; where his strengths lay and where more development may be needed. Here the coach may want to turn attention to Level 4, as requests in this area are highlighted above. The table in Figure 2c indicates that innovation, independent action and teamwork are strengths for Tom (some of these strengths are unrecognised by himself), and that adaptability, personal learning and reducing his working hours are areas for more focus.

Figure 2c: Level 4 – Behaviour statements

Level 4	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Demonstrates adaptability and is open to the ideas of others		1	7	2
Learns and grows from experiences		2	6	2
Is willing to take responsibility		3	5	2
Continuously seeks to innovate and improve		1	3	6
Able to act independently	2	1	2	5
Demonstrates and supports teamwork		1	3	6
Demonstrates a healthy work/life balance			7	3

The numbers show **how many of your assessors** voted for each category.  
Own rating = 

### The Leadership Values Assessment

The Leadership Values Assessment (LVA) is a 360° web-based feedback assessment. Clients go online and pick 10 values/behaviours that represent their operating/ management style. Then they are asked to indicate three of their key strengths, three things they want to improve or stop, and what, if anything, they are doing to change.

Each leader, who is being coached, is then assessed, usually by 12–15 or more assessors who go online and pick 10 values/behaviours that they believe represent the leader’s operating/management style. In addition, the assessors are asked to identify at least three of the leader’s strengths, three things they think the leader needs to improve or stop, and any other comments or feedback they want the leader to receive. The assessors are usually chosen by the leader.

Since organisational transformation begins with the personal transformation of the leaders, this instrument and the coaching that follows, can often effect deep and meaningful change.

The coach will receive two documents for a Leadership Values Assessment (LVA). These are:

- A written report that is given to the coaching client
- A visual set of data plots that is given to the coaching client



### Report: Strengths and Values Alignment

This section of the report shows the leader's strengths as viewed by both the leader and their assessors. A coach can see to what degree the leader and their assessors agree and gives an opportunity for the leader to understand what others appreciate about their leadership style.

The leader's and assessors' choice of values shows how the leader believes they manage, and how this compares to the experience of their assessors. The profile created by the assessors' choice of values, enables the coach to identify the most important characteristics in the leader's approach. Values that appear in both sets show alignment and the degree to which the individual is coming across authentically.

The values patterns and clusters indicate the levels of consciousness from which the leader operates. Values at the transformation level of consciousness are indicative of a person shifting from managing to leading.

The values selections also show where the person is most focused in terms of individual, relationship, organisation or societal-type values. A high number of individual values shows the individual is self-focused. A significant number of relationship values shows the individual is other-focused. Organisational values indicate the leader's business focus. Self-actualised individuals are likely to have a healthy balance of the different values types.

The LVA report also considers the full distribution of all the values selected by the leader and their assessors, according to the Seven Stages of Development (Richard Barrett- Evolutionary Coaching). The commentary here highlights the next stage of development for the leader, what may be getting in their way, and again, how this is similar or different to the leader's own view.

### Report: Development Areas

This section shows which self-professed values are not clearly recognised by others and in which of the seven levels there are gaps. Gaps in the lower levels of consciousness generally indicate either mastery or blind spots. Gaps in the higher levels of consciousness indicate next levels of growth.

When potentially limiting values appear, this suggests that underlying, subconscious fears are causing dysfunctional behaviours- shown as a Leadership Entropy score. These provide areas for the coach to explore, e.g., control.

Leaders are also asked to outline their areas for improvement and current actions for change, and the report shows these statements next to recommendations given by their assessors. This section provides a useful dialogue for the coach and leader to explore possible next steps for improvement.



## Report: Feedback

This section lists freehand commentary provided by assessors to the leader.

## Report: Summary

This overview offers the key report findings for the coach and leader. It suggests some next steps and areas for consideration to help stimulate conversation and identify next steps.

An annex to the report provides a description of the Seven Levels of Leadership Consciousness and Seven Stages of Development.

## Values Plots

The LVA data plots are a visual comparison of the leader's chosen values and the assessors' selected values. We see the top values view in one chart and the full distribution of all selected values in another; both data sets are mapped against the Seven Levels of Leadership Consciousness. The values distribution chart also shows the proportion of positive to potentially limiting values selected. The percentage of potentially limiting values helps us calculate the Leadership Entropy score. The coach sees the degree to which a leader allows their fears to dominate their decision making. Table 1 shows the corrective actions required for different degrees of leadership entropy. An example of the Leadership Values Assessment data plots is shown in Figure 3.



Leadership Entropy	Corrective Actions
6% or less	<b>Healthy:</b> Authentic individual Decision-making not driven by fears
7%-10%	<b>Minor Issues:</b> Requiring leaders to examine how their behaviours and actions are affecting people around them, their decision-making processes or their degree of life/work balance
11%-15%	<b>Moderate Issues:</b> Requiring leaders to examine how their behaviours may be compromising their relationships with some of their peers and subordinates, and negatively impacting goals they want to achieve
16%-20%	<b>Serious Issues:</b> Requiring leaders to examine how their behaviours are impacting the smooth functioning of the group they lead, and its overall performance. Need to focus on emotional intelligence skills
21% or more	<b>Critical Issues:</b> Requiring leaders to examine how their behaviours might be compromising their personal integrity, and their ability to inspire and lead the people around them to attain high performance. Need to focus on emotional intelligence skills

Table 1: Corrective actions for different Leadership Entropy levels

### Commentary on the LVA

Whereas the IVA is a self-assessment showing one's degree of alignment with their organisational culture, the Leadership Values Assessment (LVA) provides external feedback on the individual's leadership style. The example in Figure 3a shows someone who sees himself as operating predominantly from Level 4, but comes across to colleagues as operating from Level 3, with little focus at Level 4. See also the distribution diagram (figure 3b). This person does not have an accurate perception of who he is or of his strengths. There is only one matching value between the leader's perception of his operating style and the assessors' perception – long hours.

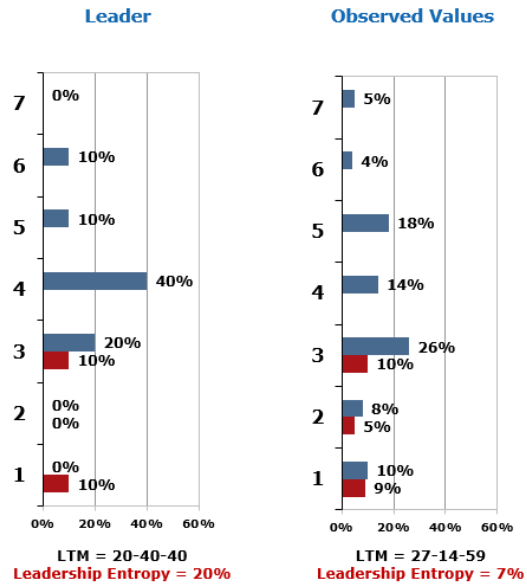
The job of the coach in this situation is to help the leader acknowledge his strengths and also understand why the values that he believes he is operating with are not coming across. It is interesting that the leader sees himself as 'cautious' whereas what is coming across to his colleagues is someone who is 'bureaucratic', 'controlling' and 'demanding'. This could be a rich avenue for the coach to explore. Why is this person seeing things so differently?

Interesting to note, are the four relationship values chosen by leader ('accountability', 'collaboration', 'impartiality' and 'teamwork'), whereas his assessors see two potentially limiting relationship values. Why is this person not bringing his positive attributes to bear in his connections with others? It seems there is an element of fear which undermines this leader's potential and impedes his relationships with others. 59% of the values selected by assessors appear in the first three levels, with strong emphasis on Level 3 – Performance Manager. At Level 4, where this leader believes he is most focused, a leader begins to let go of fears and move towards leading, rather than managing others. This person needs help from his coach to begin releasing some of these fears and develop more Level 4 focus.

Figure 3a: LVA Plots



Figure 3b: LVA Values Distribution







### **The Leadership Development Report**

The Leadership Development Report (LDR) is very similar to the IDR but is designed specifically for leaders. The report is produced following a web-based feedback assessment. This 360° assessment has leaders go online and pick 10 values/behaviours that represent how they behave and interact with others. Then they rate themselves across 26 behaviour statements to specify existing strengths, areas that need some development, areas that need significant development, or areas that are not relevant to their role.

Each leader is assessed by assessors who know them well and they go online and pick 10 values/behaviours that represent how they experience the leader and 10 values/ behaviours that they believe will be important to help this person develop into a better leader. They too rate the leader across the same behaviour statements. Additionally, they may leave other comments or feedback they want the person to receive.

The coach then will receive a visual set of results to provide the coaching client.

#### Report Summary

The values selected by the leader and those selected by their assessors allow for an overview outlining the leader's degree of self-awareness, the amount of change being called for and the level to which the leader is inhibited by fear-based behaviours.

#### Values Plots

The leader's choice of values provides a profile that enables the coach to identify how this person believes they lead others. Potentially limiting values indicate underlying subconscious fears that can cause dysfunctional behaviour; these are areas for the coach to explore, e.g., control.

The values plot also shows where the person is most focused in terms of individual, relationship, organisational or societal type values. A high number of individual values shows the leader is self-focused. A significant number of relationship values shows they are other-focused. Emphasis on organisational values shows the leader is business focused. Self-actualised leaders are likely to have a healthy balance of the different types of values.

The pattern of values selected indicates from which of the Seven Levels of Consciousness the leader primarily operates. Note where the values are clustered and where there are gaps. Gaps in the lower levels of consciousness indicate either mastery or blind spots. Gaps in the higher levels of consciousness reveal next levels of growth. A lack of values at the transformation level of consciousness suggests an unwillingness or inability to change.

The leader's choice of values is shown alongside the profiles created by their assessors' choice of



both observed and requested values. The chosen values show how assessors view the person, where they are most focused, what level of consciousness they operate from, and how they would like the leader to operate across these same areas.

This overview allows the coach to determine similarities and differences between how the leader perceives they act and how they are perceived by others. It also outlines where others believe the leader could develop further, to help them realise their potential.

### Values Jumps

Further detail emerges when viewing the largest, positive voting shifts in observed to requested values. These values can help the coach and leader to identify specific attributes which may require more attention.

### Behaviour Statements

The behaviour statements, against which leaders and their assessors provide ratings, represent areas associated with each of the seven levels of consciousness. This helps the coach to see in more detail where the leader is strong and in which specific areas they may need some help to develop.

### Assessor Feedback

The feedback section allows assessors to add free-form comments for the leader, providing more specific information about what they admire in this person or where they would like to see changes.

### Action Planning

Finally, the choice of values by both leaders and assessors is categorised to show where there is alignment, unrealised potential that could be unlocked, possible blind spots, and development priorities. Using this information and that gleaned from the rest of the report, can help leaders and their coaches to formulate an action plan to promote development.

An annex to the report provides a description of the Seven Levels of Leadership Consciousness.



### Commentary on the LDR

The Leadership Development Report (LDR) provides significant insights into the alignment of a leader’s self-perception and how they are experienced by others. It also provides an overview of their strengths and areas for improvement, to help guide action planning for ongoing development and growth.

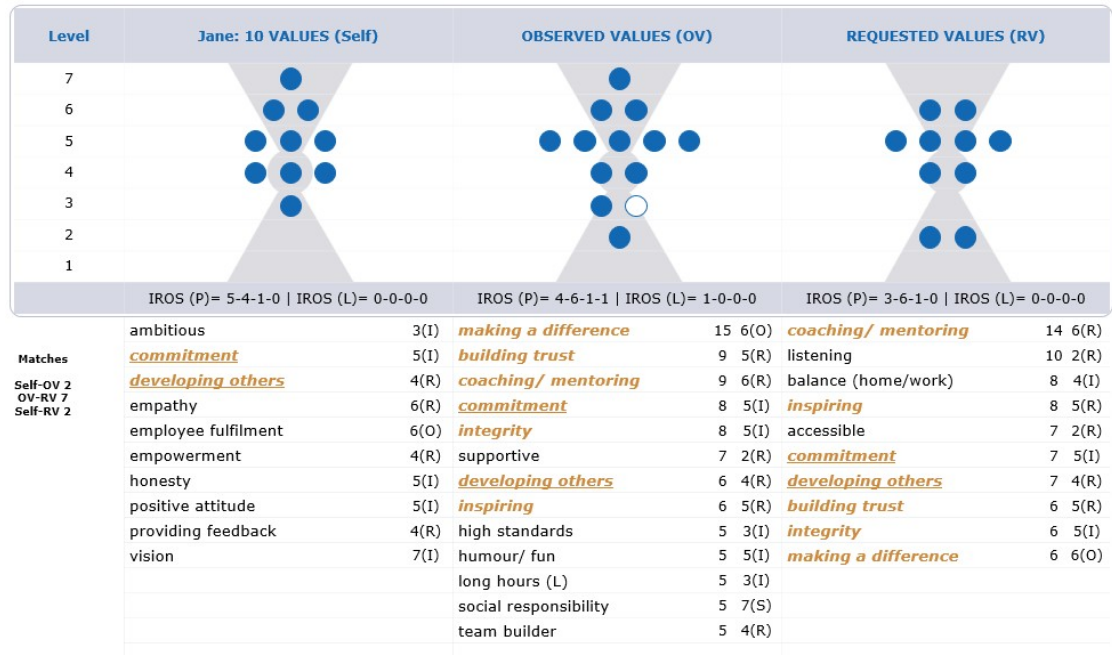


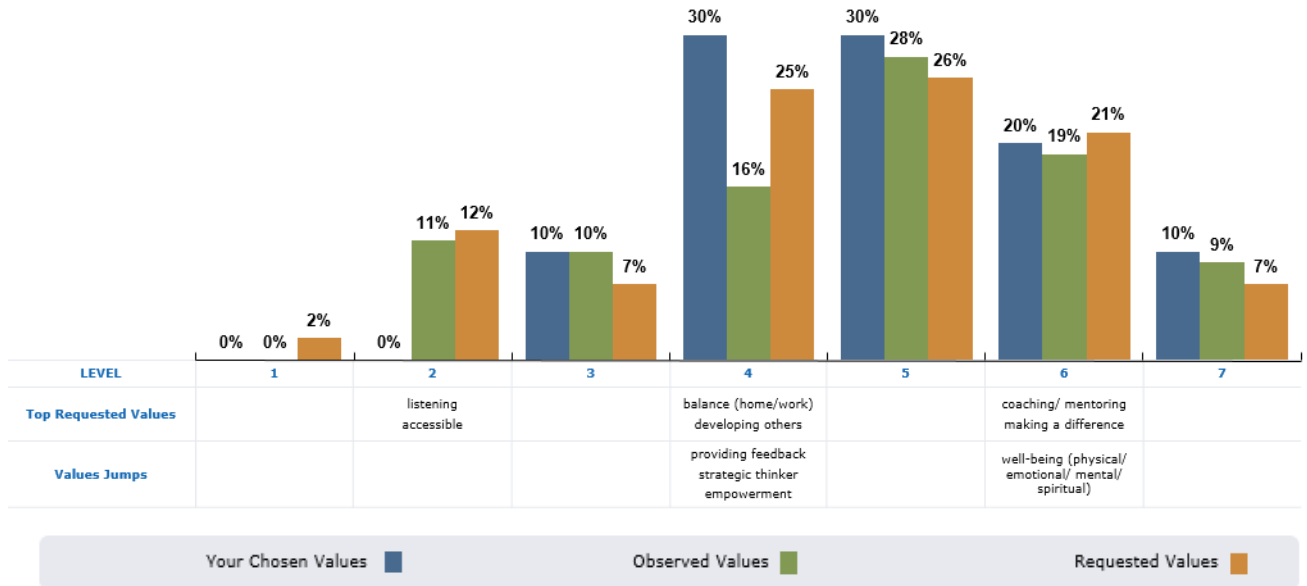
Figure 4a: Values data plots for an LDR

The example in Figure 4a shows some alignment in values, with both the leader and her assessors seeing most focus at Level 5, indicating that Jane acts an Integrator/ Inspirer and works to create a sense of internal community. Only two of the values chosen by her are also clearly recognised by her assessors. This indicates that many of those qualities she thinks she demonstrates are not coming across clearly to others. However, there are high number of matches between the values currently experienced from Jane and those they feel will help her develop, which shows that Jane is clearly on the right track. The potentially limiting value ‘long hours’ may be getting in her way and preventing her from reaching her potential. The coach may want to explore to what degree her ‘ambitious’ approach is driving this behaviour and how she might be able to re-organise her time so she is able to be more ‘accessible’ and find time for ‘listening’, while also working more reasonable hours.



Figure 4b shows that assessors want to see more attention from Jane at Level 4 - the Facilitator/ Influencer, which isn't immediately obvious from the values plot. This implies a need for Jane to focus more on developing others and the organisation. The values and jumps in the table below the chart outline clear requests for specific values where assessors request greater attention from Jane.

Figure 4b: Positive values distribution





The coach can use the behaviour statements, at each of the levels, to focus on the alignment between Jane and her assessors; where she is strong and where more development may be needed. Here the coach may want to pay particular attention to Level 4 as this has been highlighted above. The table in Figure 4c indicates that she may need to focus more on innovation, strategic thinking and improving work/life balance. Jane thinks that innovation is a strength for her, so this may be something for the coach to focus on. Jane also recognises the need for better alignment in how she spends her time, so understanding what Jane can do here will be useful for the coach to explore.

Level 4	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Demonstrates adaptability and is open to the ideas of others		1	5	13
Learns and grows from experiences			1	18
Encourages accountability through empowerment			4	15
Continuously seeks to innovate processes, practices and deliverables			7	12
Thinks strategically and provides clear goals		2	7	10
Demonstrates and supports teamwork		1	5	13
Offers constructive, regular feedback to support employee development			5	14
Demonstrates and supports a healthy work/life balance		7	10	2

The numbers show **how many of your assessors** voted for each category.

Own rating =

Figure 4c: Level 4 – Behaviour statements

Seven Levels of Consciousness	Personal Consciousness	Leadership Consciousness	Organisational Consciousness
<b>7. Service</b>	Leading a life of self-less service to humanity or the planet.	Visionary Leader: Service to humanity and the planet, with focus on ethics and global issues.	Creating a long-term, sustainable future for the organisation and caring for humanity.
<b>6. Making a difference</b>	Actualising your sense of meaning by making a difference in the world or your community. Caring about the environment.	Mentor/ Partner Leader: Forming collaborative partnerships and alliances both internally and externally, encouraging coaching and employee fulfilment.	Building the resilience of the organisation by working in partnership with others and the local community.
<b>5. Internal cohesion</b>	Finding meaning in existence.	Inspirational Leader: Building a values-driven, vision- guided culture that inspires employees and builds engagement.	Enhancing the capacity of the organisation for collective action though shared values and an inspiring vision.
<b>4. Transformation</b>	Feeling a sense of independence and freedom by overcoming your survival, relationship and self-esteem fears.	Facilitator/ Influencer: Focusing on personal growth, continuous learning and development, supporting employees, is mastering their fears.	Increasing innovation by giving employees a voice and making them accountable for the success of the organisation.
<b>3. Self-esteem</b>	Feeling a sense of self-worth. Feeling good about who you are.	Performance Manager: Building high performance systems and processes, focusing on excellence and building employee pride.	Establishing structures and processes that create order and build performance.
<b>2. Relationship</b>	Feeling a sense of belonging, and friendship.	Relationship Manager: Communicating openly, building employee loyalty and supporting customer needs.	Resolving conflicts and building harmonious internal and external relationships, with respect and care for others.
<b>1. Survival</b>	Satisfying your security, safety and physiological needs.	Crisis Manager: Looking to grow the business, protect employee health, create a strong bottom line, while remaining calm in adversity.	Creating financial stability and caring for the health and safety of employees.

Table 2 provides an overview of the Seven Levels of Leadership Consciousness, Seven Levels of Personal Consciousness and Seven Levels of Organisational Consciousness.



### **Conclusions**

The tools for coaching both individuals and leaders provide powerful, personal insights to support you, the coach, in developing others. The IVA allows the client to see how he or she relates to the organisation—the degree to which they can bring themselves fully to their work, and the degree to which they believe the organisation is on the right track. The IDR helps a client see how their self-perception aligns or not with the view others have of them and helps identify their strengths and where they should focus to develop further. The LVA and LDR provide the client with feedback on their leadership style—their strengths, how they are perceived by other people, and what they need to work on to be more effective in their leadership role.

Richard Barrett January 2016

[www.valuescentre.com](http://www.valuescentre.com)