

Leadership Team Assessment

Example Report

January 2022



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To build a high performing, values-driven team that engenders high levels of engagement requires leadership commitment and an ongoing process of values management that becomes engrained into the ethos of the team. The starting point is to find out what is and what is not working.

This Leadership Team Assessment provides an overview of what drives your leaders, how they see the leadership team operating now, and provides a roadmap for change. Key performance indicators, such as values alignment and the Cultural Entropy score, can help you measure the success of change initiatives as you monitor progress and needs year by year.

Additional recommended reading:

- [The New Leadership Paradigm](#)
- [The Values Driven Organisation](#)
- [The Metrics of Human Consciousness](#)

EXECUTIVE SUMMARY AND RECOMMENDATIONS

The following pages provide a quick, high-level synopsis of the findings contained later in this report.

Who are the members of this leadership team?

Reference top Leadership Values.

- A strong sense of principle, ensuring they meet their obligations and uphold the highest of standards
- Highly experienced, with focus on tactical planning
- Efforts to work in partnership with others, expressing themselves clearly and building mutual confidence through their connections
- Encouragement of blue sky thinking to aid the ongoing development of working practices

What is their current experience of the leadership team?

See top Current Culture Values.

- Strong focus on performance, successfully meeting set targets and upholding high expectations
- A drive to excel in their field, although at times working against one another
- Attention to business expansion while a focus on spending controls and a failure to plan ahead may impede progress
- A can-do approach, demonstrating dedication and taking ownership of their actions

What do they see as important for the future of the leadership team?

See top Desired Culture Values.

- Focus on working in partnership guided by a common sense of direction, building mutual confidence through greater emphasis on fulfilling one's obligations
- Attention to building for the future in a way that positively impacts the environment, community, or society as a whole
- An optimistic and flexible outlook, adopting a sense of adventure and a willingness to explore new approaches
- High principles and standards

Additional insights

1. The Culture Score for this group is below average for the industry, largely driven by business issues and an over-emphasis on meeting basic needs. Individually, these leaders see themselves as Facilitators/ Influencers, with strong focus on Evolution, although from a team perspective this is largely missing. Notice in the Organisational Perspectives the gap in the area of Agility & Innovation and the new requests to be more 'open to new ideas', and to show more 'adaptability' and 'courage'. Currently it seems that progress may be inhibited by a 'short-term focus' and attention to 'cost reduction'. Explore the tension that currently exists and which appears to be undermining the more progressive approach that these leaders seek to demonstrate more fully. Consider the current business strategy and what might be missing in the desire to focus more on development and growth.
2. The group are highly performance-oriented with the top four values of the team focused in this area. However, with some emphasis on being 'internally competitive', this may be impeding the potential of the collective. Notice the new request for more 'collaborative working' which is the value with the biggest increase in votes from Current to Desired Culture. Explore how working together rather than against one another, might have an even greater positive impact on results.

3. Moving forward this team wants to take a more balanced approach, focusing more energy on their Impact (Levels 5-7). Looking at the Organisational Perspectives this is reflected in the increase in focus requested on the areas of Purpose and building Trust & Engagement in the area of People. This group wants a stronger sense of cohesion, guided by a sense of principle and a common direction, with emphasis on building for the future and for the greater good. Make time to better understand the new requests and start agree on the 'shared vision' that the leaders seek. Notice that of the new requests, four values are those which the leaders believe they demonstrate individually. How might the group collectively leverage these strengths to help create the future they seek?

Suggestions for implementing change

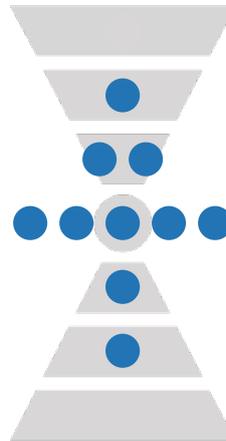
1. Develop a plan to communication and explore these results. Remember to celebrate strengths, as well as looking at what can be improved.
2. Foster group dialogue to deepen understanding around specific areas and to plan steps for improvement. An overview of potential next steps are presented in [Get Connected](#) pages 52-54 and in the following exercise: [From CVA to Action](#)
3. Determine the type of leadership team culture that is needed to align with the business strategy. [Align Strategy & Culture](#)
4. The group seeks more focus on business development. Understand what they are asking for in this regard. [Agreeing behaviours connected to desired values](#)
5. Following these communication exercises, identify which key outcomes or processes the group wants to achieve or improve. Here are some examples of possible next steps:
 - a) How might this group build 'trust' with one another? [Tools to build trust](#)
 - b) What steps can honour the call for more focus on relationships across the group?
 - c) To what degree are the gaps at Levels 6 and 7 missing needs in the group? There is an underlying call for more focus here. Find out what participants see as the key priorities.
 - d) People here are asking to create a 'shared vision' and a 'long-term perspective'. Consider how you might start to build understanding across the group. [Future Dialogue](#)
6. There is clearly a call for change. If you undergo a transformation project, how might you help everyone understand the change journey and support them on it? Download the free book [The Dynamics of Change](#) for an overview of things to consider. The following exercises also may be helpful: [The Change Curve Important Questions Force Field Analysis](#)
7. What help might the leaders of the organisation need to understand and address both the tangible and intangible aspects of any changes planned? [Balanced Action Plan](#)

SECTION 1: LEADERSHIP VALUES

Understanding the members of your leadership team

- 7 Visionary Leader
- 6 Mentor/Partner Leader
- 5 Authentic Leader
- 4 Facilitator/Innovator
- 3 Performance Manager
- 2 Relationship Manager
- 1 Crisis Manager

Leadership Values (LV)



- - Positive Value
- - Potentially Limiting Value

VALUE	VOTES	LEVEL
integrity	6	5
accountability	5	4
strategic thinker	5	4
business/ industry knowledge	4	4
open to new ideas	4	4
collaborative working	3	6
communication skills	3	2
continuous improvement	3	4
excellence	3	3
trust	3	5

What is important to these leaders? - *Derived from top Leadership Values.*

- A strong sense of principle, ensuring they meet their obligations and uphold the highest of standards
- Highly experienced, with focus on tactical planning
- Efforts to work in partnership with others, expressing themselves clearly and building mutual confidence through their connections
- Encouragement of blue sky thinking to aid the ongoing development of working practices

What drives them? – *See concentration of top values and full values distribution by level.*

Level 4 – Facilitator/Innovator

Level 4 leaders empower their staff and encourage accountability. They focus on team building and innovation. They enjoy a challenge.

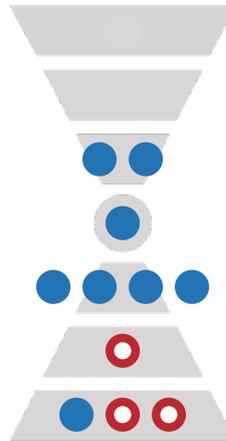
How might knowing your leaders better help the group to further utilise their strengths?

SECTION 2: CURRENT CULTURE VALUES

An overview of participants' current experience of the leadership team

- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

Current Culture Values (CC)



- - Positive Value
- - Potentially Limiting Value

VALUE	VOTES	LEVEL
results orientation	7	3
achievement	6	3
being the best	6	3
excellence	6	3
short-term focus (L)	6	1
cost reduction (L)	5	1
internally competitive (L)	5	2
organisational growth	4	1
accountability	3	4
commitment	3	5
positive attitude	3	5

How is the leadership team seen to operate? – Refer to top Current Culture values.

- Strong focus on performance, successfully meeting set targets and upholding high expectations
- A drive to excel in their field, although at times working against one another
- Attention to business expansion while a focus on spending controls and a failure to plan ahead may impede progress
- A can-do approach, demonstrating dedication and taking ownership of their actions

What areas receive most focus in the leadership team? - See concentration of top values and full values distribution by level.

Level 1 - Viability shows a focus on business and employee health.

Level 3 - Performance is concerned with performance, systems and processes.

Some of this focus, particularly at Level 1 is potentially limiting and may be adversely affecting the team.

How do you see this expressed in the behaviours, strategy and structure of your leadership team?

How well does the focus of the team align with the strengths of the leadership team members?

What areas receive little apparent focus? - Levels without top positive Current Culture values are either unconsciously taken care of, a blind spot, or a next area of growth.

No top positive values are included in the following levels:

Level 2 - Relationships reflects interpersonal connections, inside and outside the team.

Level 6 - Collaboration supports mutually beneficial, internal and external partnerships.

Level 7 - Contribution represents selfless support for the common good.

Do these gaps raise any concerns for you?

What might be the next area of growth for your team?

What potential issues impact the team? - Look at top potentially limiting values represented by a red circle.

Consider the causes and corrective actions behind these values:

Short-term focus is potentially limiting when people expend available energy on short-term issues at the expense of long-term solutions. It can be reflective of a reactive mind-set or scarcity consciousness.

Cost reduction can be potentially limiting when actions to cut costs lead people to perceive that they lack access to necessary resources or when quality is compromised. Cost reduction can be positive when combined with efforts to improve returns or systems for the benefit of all stakeholders.

Internally competitive environments become potentially limiting when they prevent open communication and the sharing of information, resources or ideas. The focus may be on self-interest rather than the common good.

Where is the dysfunction within the leadership team? - The Cultural Entropy score equates to the percentage of votes for potentially limiting values, which can stem from internal or external factors, or from the fear-based actions and behaviours of leaders, managers and supervisors. A Cultural Entropy score of 13% or lower is healthy.

1 Viability	2 Relationships	3 Performance
short-term focus (6) cost reduction (5) caution (2)	internally competitive (5)	confusion (1) hierarchy (1) long hours (1)
19% of total votes	7% of total votes	4% of total votes



A Cultural Entropy score of 30% reflects notable problems requiring cultural and structural transformation, selective changes in leadership, leadership development and coaching.

Discuss with participants the degree to which these potentially limiting values impede their work. Determine where to focus attention for improvements.

The Cultural Entropy percentage is most concentrated at Level 1 - Viability, indicating concerns affecting team health.

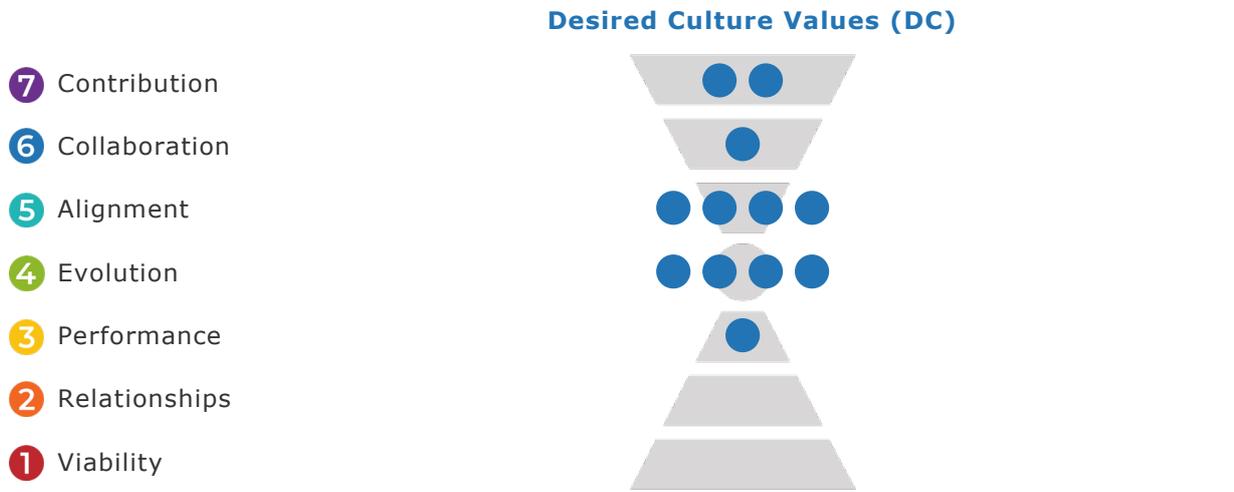
What are the key concerns for your leadership team? – See potentially limiting values in table above.

- Spending restrictions, a lack of forward thinking and a hesitancy to try new approaches may impede business development
- There is a tendency to try and outdo one another

How do these situations show up in the leadership team? What behaviours do people experience and how does this impact them?

SECTION 3: DESIRED CULTURE VALUES

An overview of participants' desires for the future of the leadership team



- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

- - Positive Value
- - Potentially Limiting Value

VALUE	VOTES	LEVEL
accountability	7	4
collaborative working	6	6
long-term perspective	6	7
shared vision	6	5
excellence	5	3
focus on sustainability	5	7
open to new ideas	4	4
trust	4	5
adaptability	3	4
courage	3	4
integrity	3	5
positive attitude	3	5

What is seen as essential to reach the leadership team’s highest potential? – Refer to top Desired Culture values.

- Focus on working in partnership guided by a common sense of direction, building mutual confidence through greater emphasis on fulfilling one’s obligations
- Attention to building for the future in a way that positively impacts the environment, community, or society as a whole
- An optimistic and flexible outlook, adopting a sense of adventure and a willingness to explore new approaches
- High principles and standards

Where do team members want to see most focus in future? - See concentration of top values and full values distribution by level.

Level 4 - Evolution representing an openness to change and allow input from others.

Level 5 - Alignment reflecting a sense of purpose and community spirit inside a group.

Level 7 - Contribution representing selfless support for the common good.

What types of values do they want to promote moving forward? – See the top Positive (P) or Potentially Limiting (L) values types favouring Individual (I), Relationship (R), Societal (S), or Organisational (O) values. Consider the balance between people focus (IRS) and business focus (O). Note shifts from Current to Desired Culture, and check the Leadership Values emphasis.

Leadership Values	Current Culture Values	Desired Culture Values
IROS (P)=5-4-1-0	IROS (P)=4-1-3-0	IROS (P)=6-3-2-1
IROS (L)=0-0-0-0	IROS (L)=0-1-2-0	IROS (L)=0-0-0-0

There is a call for the leadership team to increase positive focus on individual qualities, how people interact and the common good.

What new behaviours and actions will support the success and development of your leadership team?

What additional requests are emerging? – The following values received the greatest increase in votes from Current to Desired Culture. More people want to experience these values, which are poised to build engagement and provide further insight into Desired Culture requests.

Values		CC	DC	Jump
collaborative working	+	0	6	6
long-term perspective	+	0	6	6
shared vision	+	0	6	6
focus on sustainability	+	0	5	5
accountability	✓	3	7	4
open to new ideas	+	0	4	4
trust	+	0	4	4
adaptability	+	0	3	3
courage	+	0	3	3
integrity	+	1	3	2
wisdom	↑	0	2	2

✓ **Existing**
In CC and DC now
Call to strengthen

⊕ **New Values**
In Desired Culture

↑ **Emerging**
Not in Desired Culture

Emerging values show underlying shifts in focus that may be worthy of additional attention:

- Sharing their knowledge and insights with others

What areas appear to require most focus, and how might you incorporate some of these values in your efforts to promote cultural change?

SECTION 4: OTHER INDICES

Additional perspectives on the data revealing other areas of significance

Values Matches - See repeating top values, which indicate cultural alignment.

Leadership/Current Culture Matches: 2

Leaders are somewhat able to utilise their strengths at work. In a highly aligned culture, one would expect to see three or four matching values.

accountability
excellence

Current/Desired Culture Matches: 3

They have some confidence in the current direction of the team, yet seek change to strengthen performance and enhance commitment.

excellence
accountability
positive attitude

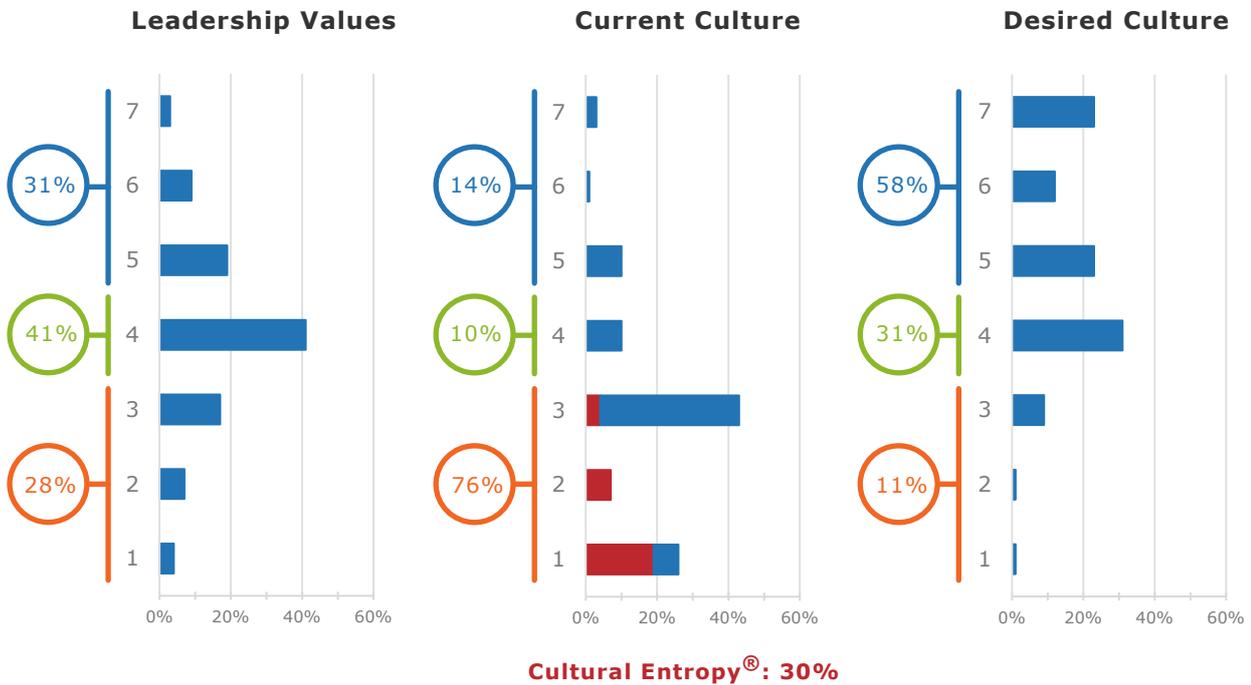
Unsatisfied Leadership Values requested in Desired Culture: 4

The following values are important to individual leaders, and they are seen as key to improve the team's performance. These new requests are:

collaborative working
integrity
open to new ideas
trust

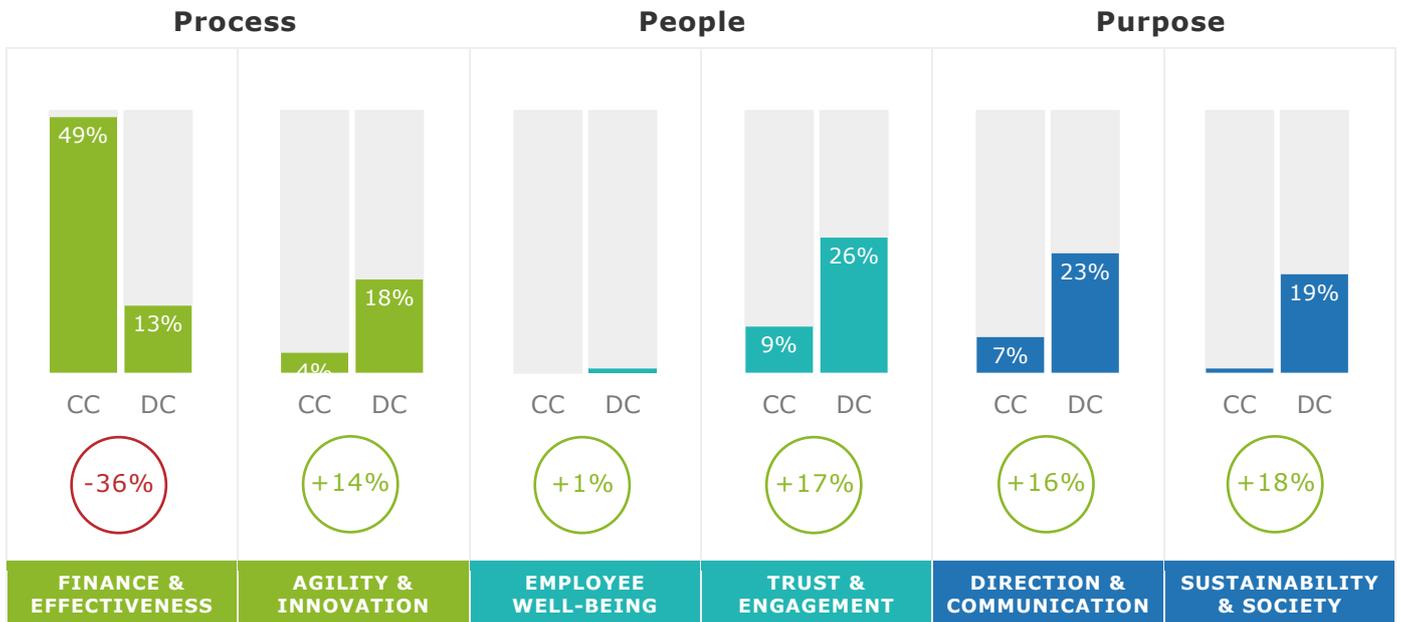
How confident are people that the group is on the right track? What areas appear relevant to focus upon next?

Balance Index – Here, votes for all values are grouped according to three major drivers: **Foundation**, composed of Levels 1, 2 and 3, **Evolution** at Level 4, and **Impact**, made up of Levels 5, 6 and 7.



Severe misalignment between Current and Desired values distribution suggests that people here believe that their team is moving in the wrong direction. There is an over-emphasis on meeting basic needs at the expense of business development and maintaining a sense of purpose.

Organisational Perspectives – Positive Values – The top Current and Desired values are displayed according to six key indicators that can help guide strategy for ongoing success.



Current Culture

There is a clear positive focus on Process with little attention to the other strategic areas.

Desired Culture

Moving forward there are strong requests to focus much more on all other areas, with the exception of Employee Well-Being.

Organisational Perspectives – Viewing the Current and Desired values according to their category reveals where people see a need for greater strategic focus.

	Process		People		Purpose	
	FINANCE & EFFECTIVENESS	AGILITY & INNOVATION	EMPLOYEE WELL-BEING	TRUST & ENGAGEMENT	DIRECTION & COMMUNICATION	SUSTAINABILITY & SOCIETY
Desired Culture + Values Jumps	excellence	<u>open to new ideas</u> <u>adaptability</u> <u>courage</u>		<u>accountability</u> <u>collaborative working</u> <u>trust</u>	<u>positive attitude</u> <u>shared vision</u> <u>integrity</u>	<u>long-term perspective</u> <u>focus on sustainability</u> wisdom
Current Culture	results orientation achievement being the best excellence cost reduction organisational growth			internally competitive accountability commitment	positive attitude	short-term focus
Cultural Entropy® 30%	7%	3%	1%	7%	3%	9%

Notice the gaps in the Current Culture in the areas of Agility & Innovation, Employee Well-Being and Sustainability & Society. To what degree might these be a gap or a blind spot for the group?

Most issues are undermining Finance & Effectiveness, Trust & Engagement and Sustainability & Society. Explore the new requests here to better understand what more people are looking for here.

Note where the Cultural Entropy percentage is highest to see what may be undermining the leadership team's ability to utilise its full potential. Where change is requested, review the strategic plans of the business. How are these categories covered by existing activities, and what requires more focus? Consider which values in the table will help you address any concerns.

THE BARRETT MODEL



Level 1 represents financial stability and/or shareholder return, as well as health, safety and a sense of security. Leaders act with calm decisiveness in the midst of chaos or uncertainty. Limiting aspects are generated from fears about not having enough authority or power.

Level 2 reflects the importance of interpersonal connections. Leaders foster harmony through open communication, mutual respect and timely resolution of interpersonal issues. Limiting aspects stem from fears about not being liked or not getting what one wants from others.

Level 3 is about the accomplishment of objectives and a focus on efficiency and excellence. Leaders are confident, logical decision-makers who capitalise on opportunities for success. Limiting aspects reflect a fear of failure or loss of status, with high demands tied to self-worth.

Potentially limiting values and behaviours (in Levels 1-3 only) suggest elements of fear.

Level 4 reveals a willingness to adapt and be open to new perspectives. Leaders seek input, build consensus, and empower team members. They support development of new ideas and learning.

Level 5 is the embodiment of living and demonstrating one's true and genuine nature. Leaders are role models who create an environment of transparency and fairness, trust and commitment.

Level 6 represents higher order partnerships where alliances are formed to positively impact people. Leaders care about their employees, build talent, and create win-win scenarios.

Level 7 is the fulfilment of purpose in service of the greater good. Leaders' big-picture, long-term perspective highlights legacy and social responsibility. They act with ethics, humility and wisdom.

ORGANISATIONAL PERSPECTIVES

Barrett Analytics provide insight into the culture of an organisation from various viewpoints, including Organisational Perspectives, which highlight performance metrics, employee welfare, and impact to help guide long-term success. The Organisational Perspectives include:

PROCESS:

Finance & Effectiveness highlights fiscal health and performance using values that reflect organisational growth, key performance indicators, and customer satisfaction.

Agility & Innovation reveals on an organisation's ability to adapt and to evolve its products, processes, and new ways of thinking.

PEOPLE:

Trust & Engagement relates to employees having opportunities to work together effectively, build mutual confidence, and develop a sense of ownership and empowerment.

Employee Well-Being shows the extent to which people feel supported, equipped, and treated fairly within the organisation.

PURPOSE:

Direction & Communication depicts the degree of clarity and focus about the organisation's vision and mission, as well as how information is communicated and shared.

Sustainability & Society illustrates the organisation's efforts around its long-term impact and its contribution to the greater good.

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