



# Cultural Values Assessment USA

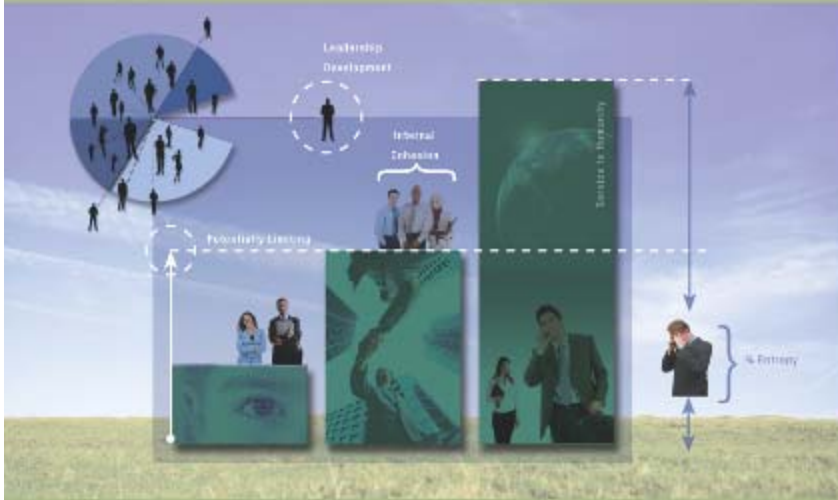
Prepared by: Barrett Values Centre  
January, 2009

For more information, please visit [www.valuescentre.com](http://www.valuescentre.com) or call +1 828 452 5050



# Table of Contents

<b>Executive Summary</b>	<b>1</b>
<b>Section 1</b>	<b>3</b>
<i>Personal Values</i>	4
<i>Current Culture Values</i>	6
<i>Current Entropy</i>	8
<i>Desired Culture Values</i>	10
<i>Distribution of All Values</i>	13
<i>Positive Values by Level</i>	14
<i>Values Jumps</i>	15





## Executive Summary

*Please note: The following report contains material normally intended for people who are certified to use the Barrett Model and Cultural Transformation Tools. For those people who have not undertaken the training, there are two pages at the end (page 16 and 17) that describe the model. It should be referred to as you read the report.*

### CURRENT STRENGTHS OF THE CULTURE OF THE USA

The **Personal Values** of the people of USA show that they demonstrate:

- **Appreciation of the connections they have with the people in their lives**
- **Supportive and nurturing relationships**
- **Openness**
- **Taking ownership of the outcomes of their actions**
- **Enjoyment for the lighter moments in life**

Their top value is “family” followed closely by “caring”. Their values are concentrated at Level 2, showing that people and their connections to them are notably important. There is also a strong representation of Level 4 and 5 values, which shows that personal growth is significant to them, and that they seek meaning and purpose in their lives.

We also see a strong concentration of what we call “relationship” type values, underscoring the importance of these connections.

The **Current Culture** of the USA is driven by values that indicate:

- **Lack of confidence in the ability of leaders to make decisions based on integrity**
- **Lack of accountability and lack of ability to be good stewards of our resources**
- **Focus on material gain while people lack opportunity and necessities**
- **Culture that allows hostility to breed**
- **Slow moving systems and processes that retard progress**

All of the top values for the Current Culture are what we call potentially limiting. This indicates a high level of frustration, cynicism and fear about the state of the Current Culture. The top value chosen is “corruption”.

The values are concentrated at Level 1, showing that much of the concern is for how basic needs are being addressed and met in the USA. We also see that the values chosen are concentrated in the area

of Self Interest, with little energy present for the Common Good.

### KEY ISSUES FOR THE USA

As noted, all of the values chosen for the Current Culture are limiting values. **The entropy, which is the amount of dysfunction, measured against the positive focus, is 52%**. To put this in perspective, when we see organisations with anything above 10%, we say they need to quickly address issues to avoid serious financial repercussions. 52% indicates the potential for collapse, both socially and financially.

When we look at the words that are associated with the levels of entropy, we see these themes:

- **Lack of confidence about the stewardship of resources**
- **Divisiveness and lack of equal opportunity**
- **Lack of accountability and integrity in leadership**
- **Fear**
- **Lack of support for those who have the least**
- **Concentration of power**

### THE WAY FORWARD FOR THE USA

The values chosen for the Desired Culture indicate a powerful will to take personal responsibility in shepherding the future of this nation. There is a strong concentration



## Executive Summary (continued)

of values at Level 1 that clearly seek to address the problems at this level in the Current Culture. The people want to elevate the standards of living and care for those who have the least, through job creation and focus on creating a solid financial foundation. It is clear to these participants that basic needs must be met in order for the country to thrive. They see the importance of satisfying the immediate needs for housing and employment, while understanding the real need to create sustainable practices to protect the future.

When we look at the distribution of all values, we see the highest concentration of values at Level 4, showing that the participants want the nation to dedicate energy towards renewal and development.

The values now have shifted away from concentration at Self Interest and show more focus on supporting the Common Good. This shift indicates a desire for people to put more support to the wellbeing of the whole rather than focusing on the interests of the individual.



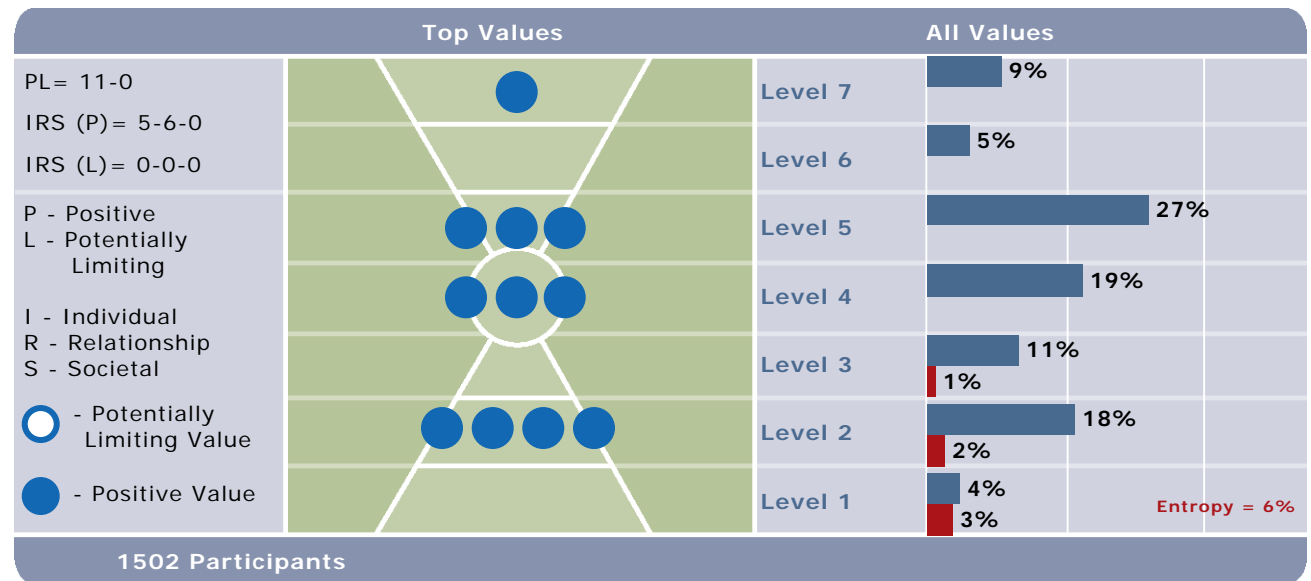
# Section 1

## USA



# Section 1: Personal Values

Personal Values in Order of Predominance		
	Vote	Level
family	691	2
caring	657	2
honesty	576	5
humor/fun	548	5
compassion	469	7
responsibility	461	4
friendship	407	2
respect	392	2
<b>accountability</b>	388	4
independence	359	4
patience	359	5



## What is important to the people of the USA

From an analysis of the Personal Values chosen by the citizens, we can learn what are the principal values that unite them and what they collectively draw from when making decisions in their lives (Top Values). We can also see how their values are distributed across the Seven Levels of Consciousness Model (All Values). Every value chosen can be classified as either an Individual, Relationship or Societal Value (IRS).

### Key themes from Top Values

- Appreciation of the connections they have with the people in their lives
- Supportive and nurturing relationships
- Openness

- Taking ownership of the outcomes of their actions
- Enjoying the lighter moments in life

### Values Concentration

- In the top Personal Values the values are located in four of the seven levels with concentration at level 2 - Relationships. This concentration shows that many of the people in this group have a focus on the quality of their interpersonal relationships.
- When we look at all of the values chosen we also see the most focus at level 2 - Relationships (20%) and level 5 - Internal Cohesion (27%). Level 2 concerns interpersonal relationships with others. Level 5 represents personal



## Section 1: Personal Values (continued)

cohesion, maturity and/or a search for meaning. The distribution of all values shows where the most energy is concentrated for this group, not just where there is consensus on specific values.

### Values Gaps

*A values gap occurs where one or more of the seven levels has no top values. This can mean one of three things; that the levels a) are unconsciously taken care of, b) are a blind spot, or c) represent the next area of growth.*

There are no top positive values in the following levels:

Level 1 - Survival deals with financial and physical well-being

Level 3 - Self-esteem focuses on performing to a high standard

Level 6 - Making a difference focuses on creating positive change through awareness and contribution from a personal and community perspective

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

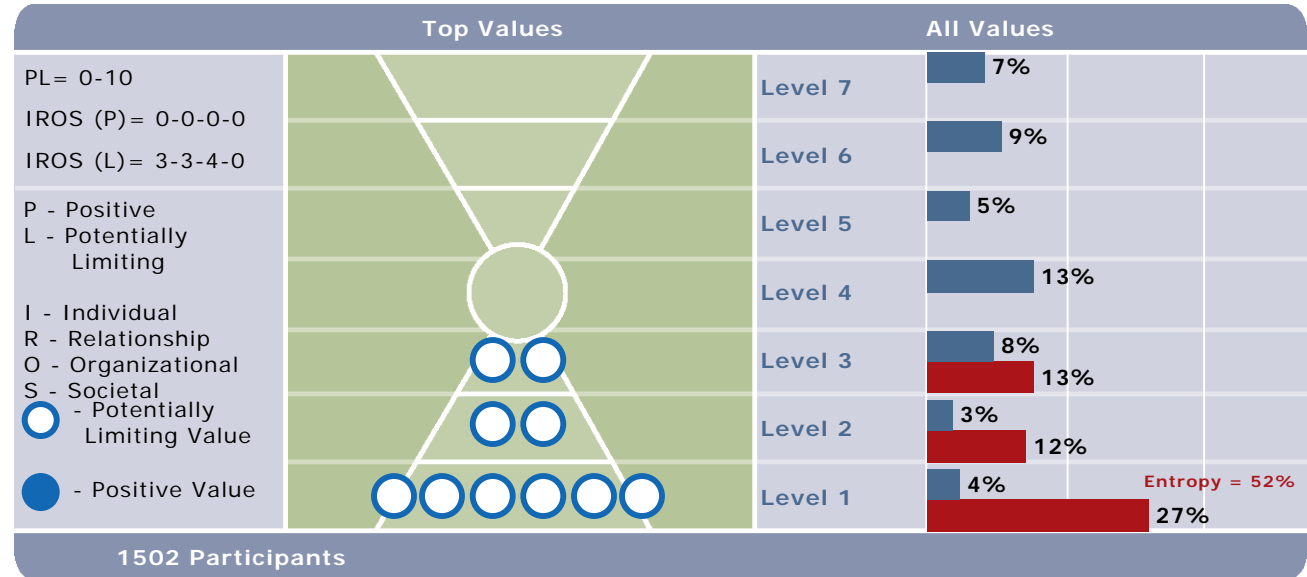
### Values Types

- **IRS:** Of the top positive values chosen five are individual values, six are relationship values and none are societal values. It is common in the personal values to see a concentration of "individual" type values. However, this group shows a high number of "relationship" type values, indicating that people and their connections to them are of notable importance.



# Section 1: Current Culture Values

Current Culture Values in Order of Predominance		
	Vote	Level
corruption (L)	748	1
blame (L)	681	2
bureaucracy (L)	681	3
crime/violence (L)	628	1
uncertainty about the future (L)	567	1
wasted resources (L)	552	3
materialistic (L)	527	1
unemployment (L)	466	1
conflict/aggression (L)	426	2
poverty (L)	358	1



## What is shaping participants' experience?

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

### Key themes from Top Values

- Lack of confidence in the ability of leaders to make decisions based on integrity
- Lack of accountability and lack of ability to be good stewards of resources
- Focus on material gain while people lack opportunity and necessities

- Culture that allows hostility to breed
- Slow moving systems and processes that retard progress

### Values Concentration

- In the Current Culture, the top values are all limiting and distributed in three of the seven levels with concentration at Level 1, showing that much of the energy is directed toward survival needs. The profound number of limiting values indicates an extreme lack of confidence in the current direction of the nation.
- When we look at all of the values, both positive and potentially limiting, we can see that the highest focus for this organization is at level 1 - Survival



## Section 1: Current Culture Values (continued)

(31%) and level 3 - Self-esteem (21%).  
Level 1 represents a focus on economic issues and/or physical well-being of citizens. Level 3 is concerned with institutional efficiencies, system performance and/or pride in the nation. As all of the values associated at these levels are limiting values, this will be significantly hindering the USA from fulfilling its potential.

### Values Gaps

There are no top positive values in the following levels:

Level 1 - Survival focuses on economic issues and/or physical well-being

Level 2 - Relationship focuses on social stability and family or group relationships.

Level 3 - Self-esteem focuses on efficient and effective public infrastructure and/or national pride.

Level 4 - Transformation focuses on continuous improvement and renewal and the promotion of individual freedom.

Level 5 - Internal Cohesion focuses on deepening the internal resilience of the nation through fairness, openness and trust.

Level 6 - Making a difference focuses on building mutually beneficial strategic alliances and promoting environmental awareness.

Level 7 - Service reflects a focus on creating a sustainable future for humanity.

### Values Types

- **IROS:** None of the top values chosen are positive and we can see that in terms of values types there is negative focus in individual, relationship and organizational type values. This shows that the impacts of these issues are affecting individuals, how they interact with one another and on the nation as a whole.

### Values Matches: Personal and Current Culture

*Matching values indicate alignment. The greater the number of matching Personal and Current Culture values, the greater the degree to which citizens experience a sense of community.*

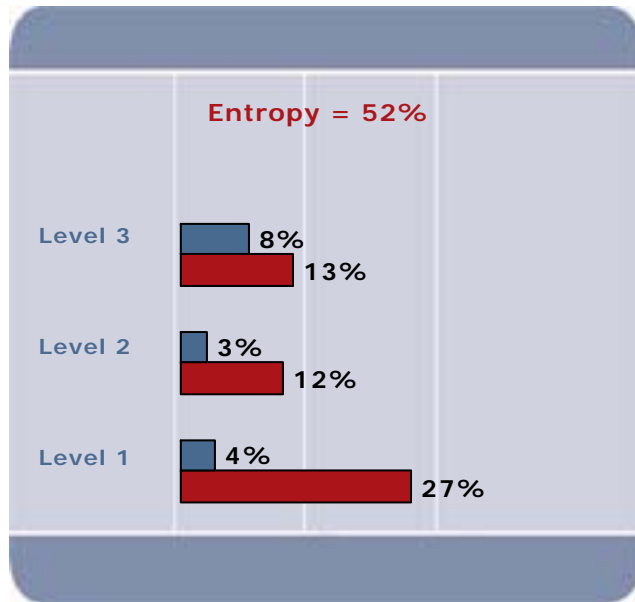
*In a highly aligned culture, one would expect to see two or three matching Personal and Current Culture values.*

There are no matching values.

No values matches indicate that citizens are not aligned with the values of the nation. This lack of alignment may create dissatisfaction and conflicts. In a highly aligned culture, one would expect to see three or four matching values.



## Section 1: Current Entropy



Level	Potentially Limiting Values (votes)	Percentage Entropy
3	bureaucracy (681) wasted resources (552) elitism (266) centralized government (263) illiteracy (160) strict moral/religious codes (38)	1960 out of 3234: 13% of total votes
2	blame (681) hatred (211) ethnic discrimination (188) gender discrimination (166) tradition (79)	1325 out of 2153: 12% of total votes
1	corruption (748) crime/violence (628) uncertainty about the future (567) materialistic (527) unemployment (466) conflict/aggression (426) poverty (358) environmental pollution (232) terrorism (194)	4144 out of 4587: 27% of total votes

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

**52%** of all votes were for potentially limiting values. **This is a high level of entropy that could lead to riots, civil disobedience and social unrest. This indicates a need for a change in policy that could also be accompanied by a change in government.**

There are ten potentially limiting values in the top values of the Current Culture. What are the causes and corrective actions behind these values?

**Corruption** is an indicator that there is more focus on self-interest than the common good. Corruption generates economic inefficiencies and makes it difficult for businesses to prosper.

**Blame** depicts a fear-based culture where people avoid taking responsibility for their actions and project their mistakes onto others.

**Bureaucracy** makes it difficult for businesses to thrive, and also makes it difficult for citizens to access the public services they may need.

**Crime/violence** indicates that people fear for their basic security and safety.



## Section 1: Current Entropy (continued)

**Uncertainty about the future** can stifle growth and investment and lead to excessive caution in making long-term decisions.

**Wasted resources** show a lack of concern for stewardship of material resources, human resources and money. This can be prevalent in bureaucracies and runs in contradiction to efforts to make businesses and communities sustainable.

**Materialistic** focus leads to excessive consumption and environmental degradation.

**Unemployment** leads to poverty and can propagate a downward economic spiral.

**Conflict/aggression** breeds fear and sets people apart. Cultures that promote this behavior create divisiveness and undermine confidence both internally and externally.

**Poverty** undermines the economic and social resilience of a nation. It undermines economic development by making it difficult to establish and develop domestic markets. It undermines social development by reducing the Government's access to funds through taxation.

### Concentration of Entropy

- The entropy is concentrated at Level 1 indicating that there is a significant dysfunction in how survival needs are met in the United States of America. The entropy is high at Levels 2 and 3 as well, showing that there is a broad band of dysfunction that is draining energy away from progress in these areas. The entropy at these Levels exceeds the positive values by a wide margin.
- The 10 potentially limiting values in the top values and lack of any positive focus reveals a high level of frustration, concern, and lack of confidence in the current direction of the nation.

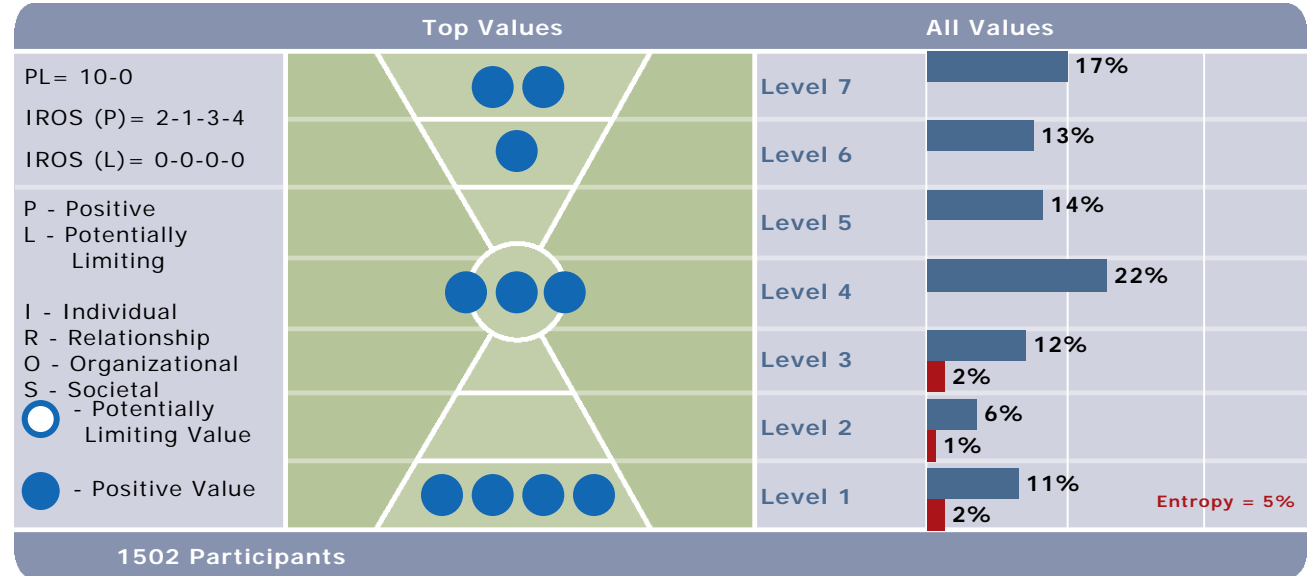
### Key themes

- Lack of confidence about the stewardship of resources
- Divisiveness and lack of equal opportunity
- Lack of accountability and integrity in leadership
- Fear
- Lack of support for those who have the least
- Concentration of power



# Section 1: Desired Culture Values

Desired Culture Values in Order of Predominance		
	Vote	Level
<b>accountability</b>	703	4
concern for future generations	516	7
employment opportunities	497	1
caring for the elderly	467	4
affordable housing	429	1
peace	429	7
caring for the disadvantaged	398	4
financial stability	368	1
quality of life	335	6
poverty reduction	325	1



## What values do participants want for their future?

The Desired Culture Values reflect what participants believe to be important for the well being of the nation. These values provide a road map to the future by identifying possible antidotes to current problems and values that need strengthening.

### Key Themes from Top Values

- Taking responsibility for the outcomes of actions
- Support for the people who have the least
- Intelligent planning for a stable and peaceful future
- Elevating the standard of living

## Values Matches: Current Culture and Desired Culture

Matching values indicate alignment. The greater the number of matching Current and Desired Culture values, the greater the degree to which citizens believe the nation is on the right track. In a highly aligned culture, one would expect to see 6 or more matching Current and Desired Culture values.

There are no matching values.

These would have been the attributes that this group experiences now and want to continue to support in the future. No values matches indicate that the participants would like to see a significant shift in the way the nation is governed and how basic needs are addressed.



## Section 1: Desired Culture Values (continued)

### Values Matches: Personal Values and Desired Culture

There is one matching value:

#### accountability

This is a value that, if chosen to be a guiding principle of this nation, could easily be supported by the people, as it is important in their daily lives.

### Across-the-board Matches

There are no across-the-board matching values between the Personal, Current and Desired Culture values.

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

### New Values in the Desired Culture

*These are values in the Desired Culture Values list that are not in the Current Culture Values list. They are values that the participants would like to see implemented to improve the overall well being of the nation and create a sustainable future for everyone.*

There are ten new values in the values plot diagram.

accountability  
concern for future generations  
employment opportunities  
caring for the elderly  
affordable housing  
peace  
caring for the disadvantaged  
financial stability

quality of life  
poverty reduction

### Values Concentration

- In the Desired Culture, the top values are distributed in four of the seven levels with concentration at Level 1, showing that the participants want energy devoted to economic, safety and physical well being.
- When we look at all of the values chosen we can see that the focus for this nation is at level 4 - Transformation (22%). Level 4 represents the building of democratic processes, institutional accountability, renewal and development.

### Values Gaps

There are no top positive values in the following levels:

Level 2 - Relationship focuses on social stability and family or group relationships.

Level 3 - Self-esteem focuses on institutional efficiencies, system performance and/or pride in the nation.

Level 5 - Internal Cohesion focuses on building a sense of openness, trust, transparency, and shared values and shared vision.



## Section 1: Desired Culture Values (continued)

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

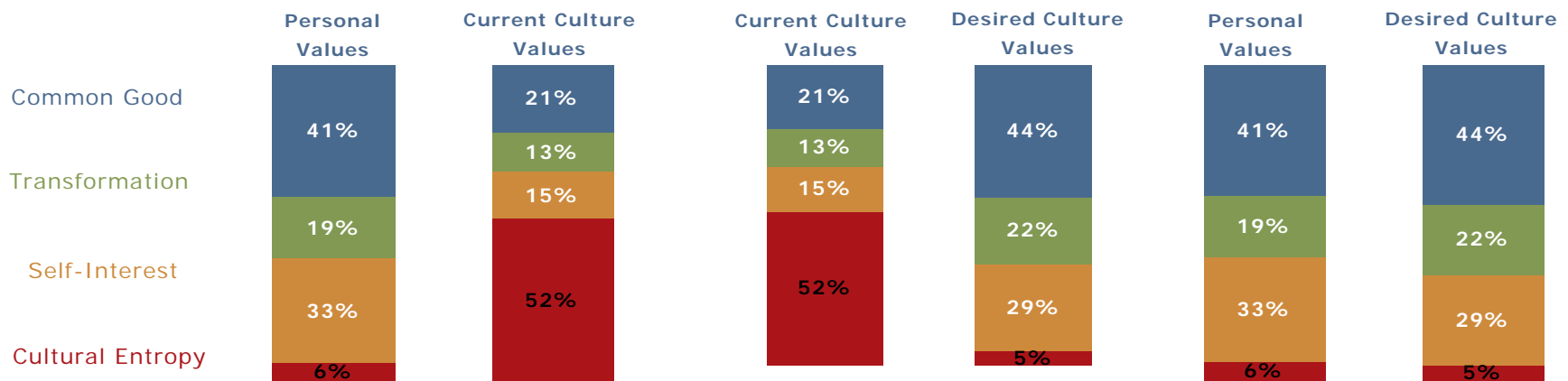
### Values Types

- **IROS:** Of the top positive values chosen two are individual values, one is a relationship value, three are organizational values and four are societal values. This distribution shows that people want to focus on promoting initiatives that will support the common good and building systems and processes that will provide structure and foundations.



## Section 1: Distribution of All Values

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



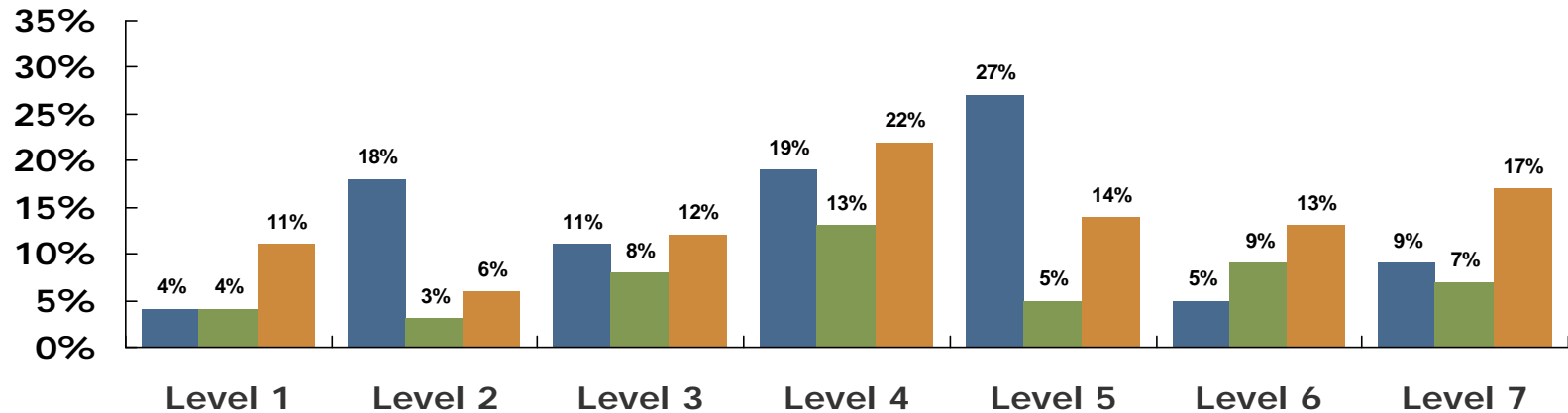
There is severe misalignment here between the make-up of the values people hold personally and those they currently experience in the nation.

There is severe misalignment between the distribution of values people are currently experiencing and those they would like to see in the Desired Culture. This misalignment shows that they see a need to shift focus to the common good.

There is close alignment between the group's personal values and the direction they are asking for in their Desired Culture, indicating that the people are able to support the changes they are asking for.



## Section 1: Positive Values by Level



Level	1	2	3	4	5	6	7
Desired culture values	employment opportunities affordable housing financial stability poverty reduction			accountability caring for the elderly caring for the disadvantaged		quality of life	concern for future generations peace

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

- Personal
- Current Culture
- Desired Culture



## Section 1: Values Jumps

This table shows the values that received the greatest increase in votes from the Current Culture to the Desired Culture. The values in **bold** are top values in the Desired Culture. The values listed define the areas where participants want to see significant improvement.

### Key Requests:

- People being truthful and taking responsibility for the outcomes of their actions
- Supporting those who have the least and who are most vulnerable
- Creating a solid and sustainable fiscal foundation
- Elevating the standard of living for all

Value	Current Culture Votes	Desired Culture Votes	Jump
<b>accountability</b>	107	703	596
<b>employment opportunities</b>	94	497	403
<b>affordable housing</b>	79	429	350
<b>caring for the elderly</b>	123	467	344
<b>peace</b>	103	429	326
<b>financial stability</b>	67	368	301
<b>caring for the disadvantaged</b>	110	398	288
<b>concern for future generations</b>	254	516	262
honesty	32	291	259
<b>poverty reduction</b>	78	325	247
integrity	44	280	236
compassion	74	305	231



# The Seven Levels of Personal Consciousness

## Distribution of Consciousness

Individuals and nations do not operate from any one single level of consciousness. They tend to be clustered around three or four levels. Individuals are usually focused at levels 1 through 5, usually with a particular emphasis at level 5.

### Level 1: Survival

Level 1 focuses on physical survival and safety. It includes values such as financial stability, health, nutrition and self-discipline.

The potentially limiting aspects of this level are generated from fears around not having enough and not being able to survive. Limiting values include greed, control and caution.

### Level 2: Relationships

Level 2 focuses on the quality of interpersonal relationships in an individual's life. It includes values such as open communication, family, friendship, conflict resolution and respect.

The potentially limiting aspects of this level are generated from fears around not belonging and not being acknowledged. Limiting values at this level include rivalry, intolerance and being liked.

### Level 3: Self-Esteem

Level 3 focuses on an individual's need to feel a sense of personal self-worth. It includes such values as being the best, ambition, career focus, and reward.

The potentially limiting aspects of this level are generated from fears about not being enough in the eyes of others, and a lack of positive self regard. Potentially limiting values include status, arrogance and personal image.

**Note: There are no potentially limiting values in levels 4 through 7.**

### Level 4: Transformation

Level 4 focuses on self-actualization and personal growth. It contains values such as courage, accountability, responsibility, knowledge, and independence.

This is the level at which individuals overcome the anxieties and fears they are holding onto from the first three levels of consciousness. It is also the level where individuals begin to find balance in their lives and source their decision-making from their values rather than their beliefs.

### Level 5: Internal cohesion

Level 5 focuses on the individual's search for meaning. Individuals operating at this level no longer think in terms of a job or career, but of aligning their work with their personal sense of mission.

This level contains values such as commitment, creativity, enthusiasm,

humor/fun, excellence, generosity and honesty.

### Level 6: Making a difference

Level 6 focuses on actualizing the individual's sense of mission by making a positive difference in the world. Individuals operating at this level seek to cultivate their intuition as their principal means of making decisions. They also recognize the importance of working with others to leverage their impact on the world.

This level contains values such as empathy, counseling, community work, and environmental awareness.

### Level 7: Service

Level 7 is attained when making a difference becomes a way of life. It reflects the highest order of internal and external connectedness and shows up as self-less service to others or to a cause.

Individuals operating at this level of consciousness display wisdom, compassion, and forgiveness, and are at ease with uncertainty. They have a global perspective. They are concerned about issues such as social justice, human rights and future generations.



# The Seven Levels of National Consciousness

## Overview

All human group structures grow and develop in seven well-defined stages. Each stage focuses on a particular existential need that is common to the human condition. These seven existential needs are the principal motivating forces in all human affairs. The level of growth and development of all human group structures depends on the ability of the leaders to create the conditions that enable the members of the group structure to satisfy these seven existential needs. If these needs are not met, then the consciousness of the people in the group structure will stay focused on these needs until they are met.

## Level 1: Survival

The three major areas of focus or concerns in nations that are operating from this level of consciousness are: defense and the protection of borders; economic health and prosperity of the masses; and the health and nutrition of all citizens.

Dysfunction at this level leads to unemployment, corruption and environmental degradation and large income disparities between the rich and poor. Crime and violence ensue as those who are closest to survival attempt to meet their needs in any way they can.

## Level 2: Relationships

At this level of consciousness there is a focus on: the peaceful resolution of conflicts between individuals and groups; the creation of a sense of belonging that embraces all citizens, and the loyalty of citizens to the government of the nation.

Dysfunction in this area leads to inter-ethnic/inter-religious violence, the victimization or unfair treatment of minorities or sub-groups based on gender, sexual preference, race etc.

## Level 3: Self-Esteem

The areas of focus or concerns in nations that are operating from this level of consciousness are: establishment and enforcement of law and order; creation of institutions of governance based on efficient systems and processes; and provision of public infrastructure and services that enhance the productivity of the nation and the well-being and prosperity of the people.

Dysfunction in this area leads to a higher incidence of criminal activity and a lack of public protection from unscrupulous businesses.

**Note: There are no potentially limiting values in levels 4 through 7.**

## Level 4: Transformation

The focus of the fourth level of national consciousness is on the consolidation of internal stability by creating a multi-cultural, non-discriminatory, egalitarian society that respects the rights of all citizens.

This is the level of democracy and freedom, where citizens act responsibly for the good of the whole with a focus on continuous improvement and renewal.

## Level 5: Internal Cohesion

At this level the focus is on the deepening of the internal resilience of the nation by focusing on fairness, openness and transparency and thereby creating a climate of trust.

At this level there would be a sense of a shared vision and values where citizens can play a part in building the nation.

## Level 6: Making a difference

The sixth level of national consciousness concerns building mutually beneficial strategic alliances with other nations that share similar values, as well as deepening the sense of internal cohesion in the nation that began at level 4 with materializing the values of freedom and equality, and continued at level 5 with the practice of fairness, openness and transparency.

There is an awareness of the importance of nature and the environment.

## Level 7: Service

The seventh level builds upon this by expanding the depth and breadth of international cooperation with regard to solving the problems of humanity, and at the same time deepening the sense of internal cohesion in the nation by supporting the self-actualization of the masses and expanding the focus on social and environmental sustainability to include ecological sustainability.