

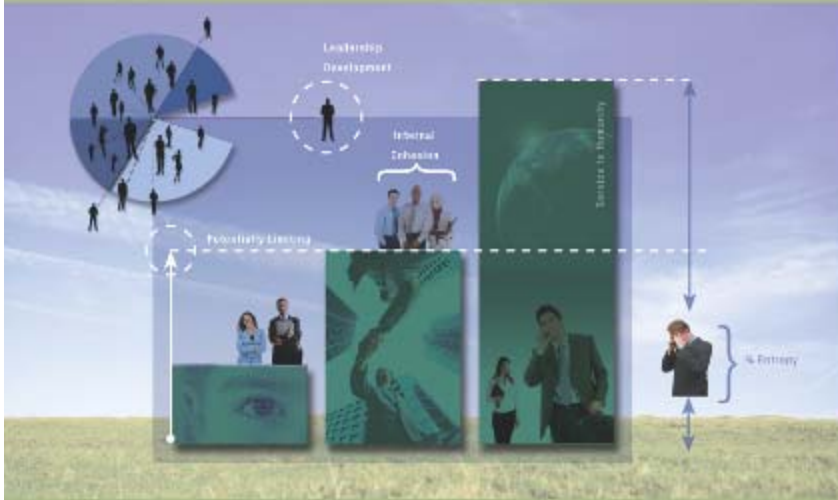


Culture Values Assessment Beta Group

Prepared by:
Barrett Values Centre
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Executive Summary

CURRENT STRENGTHS OF Beta Group:

The **Personal Values** of the people working for your organisation show that they demonstrate:

- **Passion and dedication**
- **High standards**
- **Desire to create positive change**

Their top value is **commitment**.

Their strong focus at Level 5 – Internal Cohesion illustrates their ability to bring purpose and skills to create connection with others.

The **Current Culture** of your organisation is driven by values that promote:

- **Meeting objectives**
- **Strong dedication and conviction**
- **United effort**
- **Focus on the bottom line**

The concentration of positive values at Level 4 – Transformation shows the capacity for growth and renewal in your organization.

The top value is **commitment**, which resonates with the personal values, and there are three personal values

represented in the Current Culture, **commitment, achievement and accountability** showing strong alignment.

There are four values from the Current Culture that your people want to continue to focus on in the future- **commitment, teamwork, accountability and passion**. This indicates that they feel a good degree of satisfaction in the current direction of the organization.

KEY ISSUES FOR Beta Group:

The entropy is 15% and needs attention

There are two potentially limiting values in the Current Culture: **short-term focus and long hours**. This suggests that energy is being consumed in inefficient ways that could produce burn-out and reduces energy available for planning and renewal.

THE WAY FORWARD FOR Beta Group:

Support customers and new ideas.

Your employees see a need to make customer needs a top priority. They want new ideas and initiatives within the organization and to act upon those ideas. This group believes things don't need to be

so difficult and would benefit from more communication.

They want to retain and increase the level of accountability and teamwork within the organization.

Customer centric is the number one value in the Desired Culture as well as the top values jump. Participants really want this!

Employees also want direction.

The values jumps reveal an underlying call for consistent direction for the organization going forward.

The values jumps also reveal a desire for excellence in products and services and the courage to explore new initiative.

The Desired Culture shows a call for an increased focus at Level 4 – Transformation, indicating a greater desire for renewal and growth within the organization.

Employees want an increase in relationship type values, more overall concentration at Level 5 – Internal Cohesion, and a much stronger focus in the area of Culture in the Business Needs Scorecard.

All of these indicate a desire to build a sense of community and connection among workers.

THE UNIQUE DIFFERENCES FOR THE Women and Men

The women are experiencing more support and collaboration in their organization, as well as stronger focus on the bottom line. They also feel their organization pays attention to their place in the world and is mindful of their goals.

The women are asking for more **guidance and direction** in their Desired Culture, along with stronger communication and trust among employees. Note that communication is a personal value for the females.

The men believe their organization is already focused on customer needs and supports autonomy in their staff.

In their Desired Culture, they are looking to strengthen the **speed of delivery** and invest more into the **generation of new ideas**. Note that creativity and innovation are Personal values for the men.



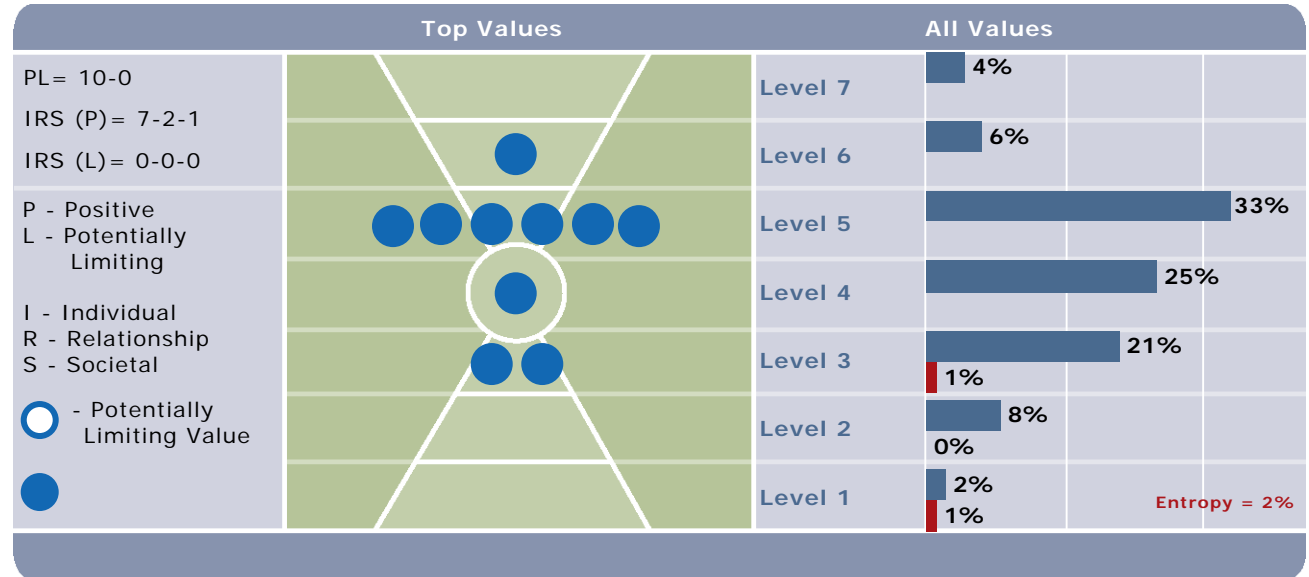
Section 1

Betta Group:



Section 1: Personal Values

Personal Values in Order of Predominance		
Value	Vote	Level
<u>commitment</u>	198	5
<u>achievement</u>	161	3
enthusiasm	120	5
<u>accountability</u>	115	4
making a difference	104	6
performance	97	3
integrity	96	5
<u>creativity</u>	94	5
trust	92	5
energetic	88	5



What is important to the people of Beta Group: Group?

From an analysis of the top Personal Values chosen by the people in your organisation, we can learn what unites these people, what they share and what they collectively draw from when making decisions in their lives.

Key themes

- Passion and dedication
- High standards
- Creating positive change

The Seven Levels Values Concentration, Gaps and Types

This Model shows where the most frequently chosen Personal Values of the people who work for you are

located against the Seven Levels. Concentration shows where people are making decisions from a focus at one or more levels. A values gap represents a level without values in the top ten list. Each of the values can be classified as either Individual, Relationship or Societal type values. (IRS)

Concentration:

- In the top Personal Values the values are located in four of the seven levels with concentration at level 5 - Internal Cohesion. This concentration shows that many of the people at Beta Group have a focus on finding life's mission and meaning.
- When we look at all of the values chosen we also see focus at level 5 - Internal



Section 1: Personal Values (continued)

Cohesion (33%). The distribution of all values shows where the most energy is concentrated for this group, not just where there is consensus on specific values.

Gaps:

There are no top values in the following levels:

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

Level 2 - Relationship focuses on the quality of interpersonal relationships.

Level 7 - Service reflects the highest order of internal and external connectedness.

For this group of people, these gaps may mean that the levels a) are unconsciously taken care of, b) are a blind spot, or c) represent the next area of growth.

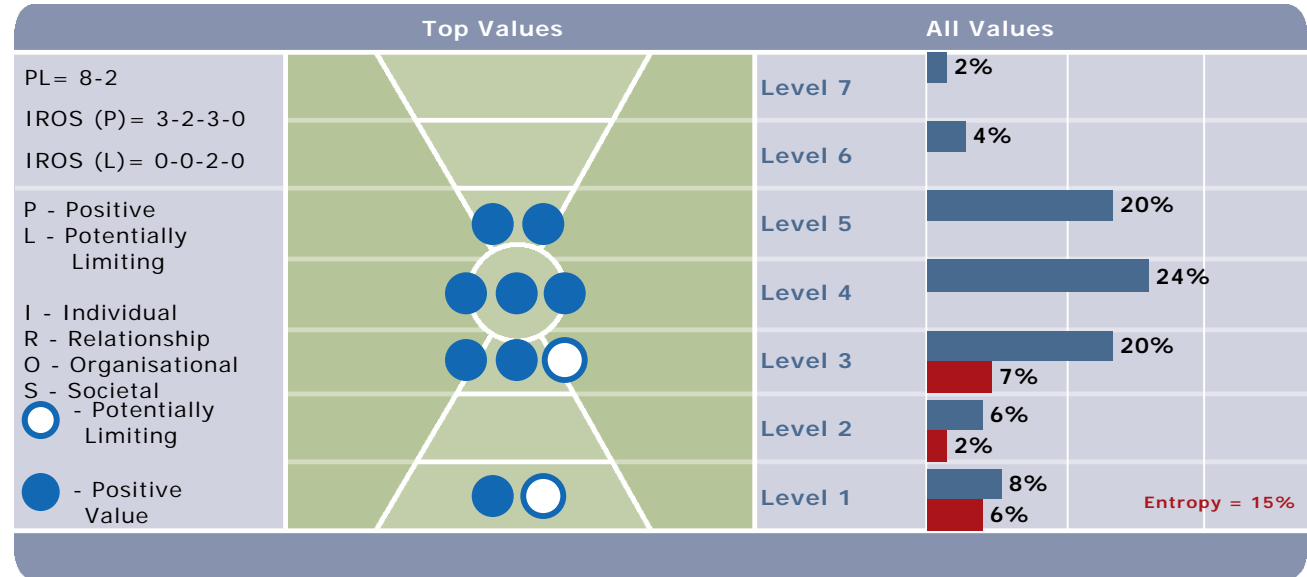
Types:

IRS: Of the top positive values chosen seven are individual values, two are relationship values and one is a societal value. It is common in the personal values to see a concentration of "individual" type values.



Section 1: Current Culture Values

Current Culture Values in Order of Predominance		
	Vote	Level
<u>commitment</u>	151	5
cost reduction	140	1
results orientation	128	3
<u>achievement</u>	123	3
<u>teamwork</u>	113	4
<u>accountability</u>	100	4
short-term focus (L)	99	1
long hours (L)	88	3
<u>passion</u>	77	5
continuous improvement	76	4



What is shaping participants' experience?

The Current Culture Values reflect the participants' perceptions of what your organisation focuses on and how it behaves. These values provide a picture of the working environment, the positive aspects of the business, and its potential problem areas.

Key themes

- Meeting objectives
- Strong dedication and conviction
- United effort
- Focus on the bottom line
- Lack of long term planning
- Possibility of staff burn-out

The Seven Levels Values Concentration, Gaps and Types

In addition to the values types listed for the personal values (IRS) we now also have **Organisational** type values. (**IROS**)

Concentration:

- In the Current Culture, the top values are distributed in four of the seven levels with concentration at level 3 – Self-esteem and level 4 - Transformation showing that much of the energy goes toward performance, systems and processes, as well as renewal and development.
- When we look at all of the values, both positive and potentially limiting, we can see that the focus for this organisation is at level 3 - Self-esteem (27%). Level 3 is concerned with systems and



Section 1: Current Culture Values (continued)

process, organizational effectiveness and best practice.

Gaps:

There are no top values in the following levels:

Level 2 - Relationship focuses on interpersonal relationships either internally or externally or both

Level 6 - Making a difference on creating mutually beneficial partnerships both inside and outside of the organisation

Level 7 - Service reflects selfless support for the common good

In your organisation does this mean that these levels are either a) unconsciously taken care of, meaning that these needs have been satisfied and are effectively in place, b) a blind spot that needs to be examined, or c) that represent the next area of growth?

Types:

- **IROS:** Of the top positive values chosen three are individual values, two are relationship values, three are organisational values and none are societal values. This shows that the people see an even distribution of values that address business and relationship needs.

Values Matches: Personal and Current Culture

Matching values indicate alignment. The greater the number of matching values, the greater the sense of motivation, commitment and authenticity there is within a group. In a highly aligned culture, one would expect to see three or four matching values.

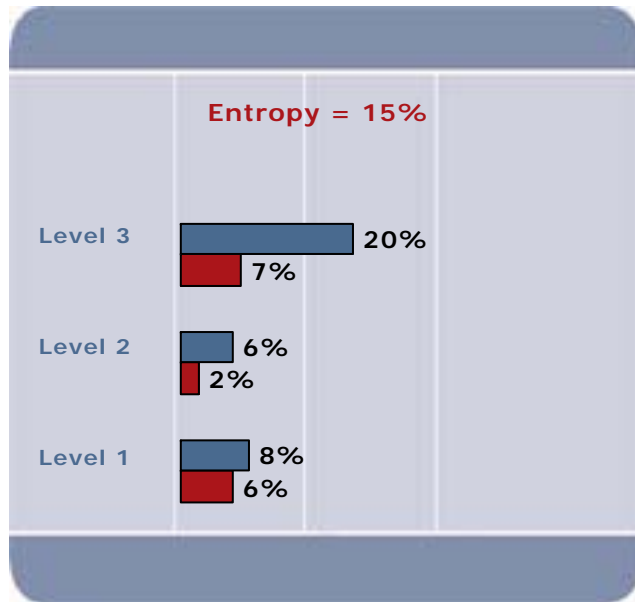
There are three matching values:

commitment
achievement
accountability

Three values matches or above denotes a highly aligned culture where people are committed and able to perform to a high degree for your organisation as they feel a strong sense of connection between their personal values and their professional work.



Section 1: Current Entropy



Potentially Limiting Values are values that can cause frustration among employees and hinder the progress of your organisation if they are not addressed. This chart depicts the percentage of potentially limiting values in the Current Culture from all of the values chosen by the survey participants. Potentially limiting values are found only at levels 1, 2 and 3. This is a reflection of the degree of disorder within a system. Entropy levels of 10 percent or lower indicate a healthy organisation.

15% of all votes were for potentially limiting values. **This level of entropy reflects issues requiring cultural or structural adjustment. It is important to reduce the level of entropy to 5%-10% to improve performance.**

Level	Potentially Limiting Values (votes)	Percentage Entropy
3	<ul style="list-style-type: none"> long hours (88) bureaucracy (59) silo thinking (48) hierarchy (23) power (15) information hoarding (14) cynicism (13) image (8) 	<p>268 out of 991: 7% of total votes</p>
2	<ul style="list-style-type: none"> internal competition (25) blame (20) empire building (18) manipulation (6) 	<p>69 out of 266: 2% of total votes</p>
1	<ul style="list-style-type: none"> short-term focus (99) control (72) caution (48) job security (6) exploitation (4) 	<p>229 out of 498: 6% of total votes</p>

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

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

Long hours Working long hours can be detrimental to one's health and to family relationships/dynamics. It is important to get a balance in life.

Over time long hours can reduce personal resilience and have a deleterious impact on health.

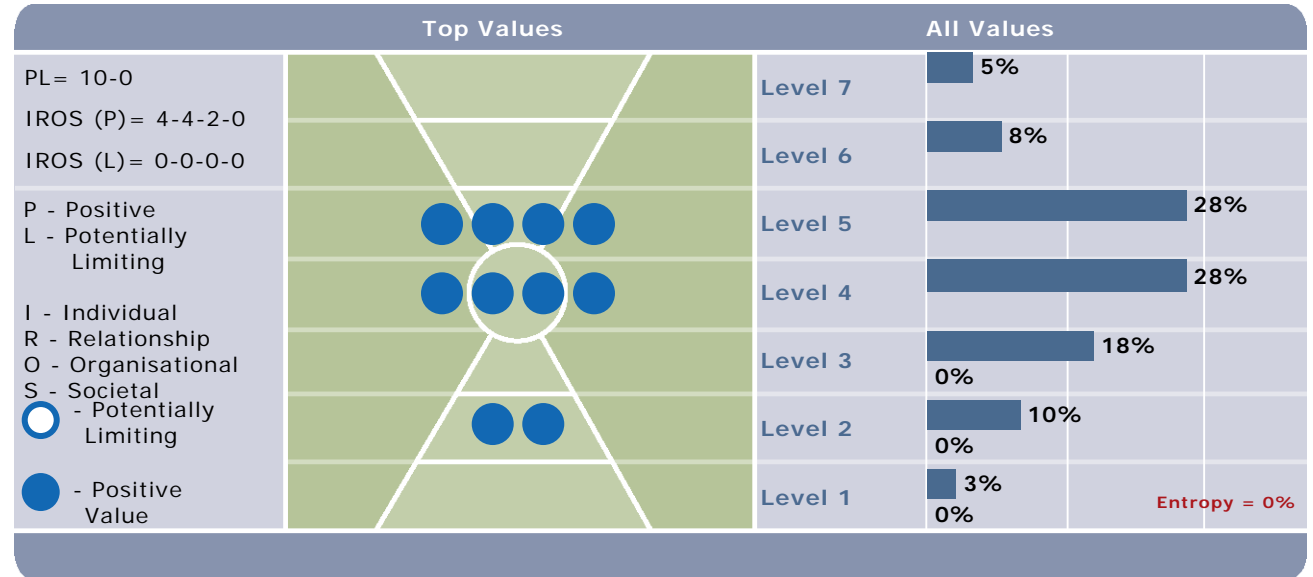
Concentration of Entropy

- The entropy is concentrated at Level 3 indicating issues in the areas of best practices and the delivery of products and services.
- The 2 potentially limiting values in the top values indicate that there is a problem with over-working and energy being consumed by addressing immediate needs.



Section 1: Desired Culture Values

Desired Culture Values in Order of Predominance		
	Vote	Level
customer centricity	182	2
<u>accountability</u>	165	4
empowerment	133	4
simplicity	126	5
innovation	123	4
<u>teamwork</u>	121	4
<u>commitment</u>	118	5
<u>passion</u>	107	5
creativity	92	5
communication	91	2



What values do participants want for their future?

The Desired Culture Values reflect what the participants believe to be important in achieving optimum performance within this organisation. These values can show the next steps that they want this organisation to take; antidotes to current problems; and current values that need strengthening.

Key Themes

- Strong increase on client focus
- Development and delivery of new ideas
- Strengthening communication and clarity

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

Current Culture and Desired Culture

There are four matching values:

- commitment
- teamwork
- accountability
- passion

These are the attributes that the Betta Group participants experience now and want to continue to support in the future. Four to six values matches shows that people have a strong level of confidence in the current direction of your organisation. They are requesting some new values that will help to increase performance and commitment.



Section 1: Desired Culture Values (continued)

Personal Values and Desired Culture

There are three matching values:

commitment
accountability
creativity

These are the values that, if chosen to be guiding principles of this organization, could easily be brought to work by the Betta Group participants, as they are important in their daily lives.

Across-the-board Matches

There are two across-the-board matching values between the Personal, Current and Desired Culture values:

commitment
accountability

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 respondents would like to see implemented in order for your organisation to achieve its highest performance.

There are six new values in the values plot diagram.

customer centricity
empowerment
simplicity
innovation

creativity
communication

The Seven Levels - Values Concentration, Gaps and Types

Concentration

- In the Desired Culture, the top values are distributed in three of the seven levels with concentration at Level 4 showing that the participants want more energy directed towards **renewal and development** and Level 5 showing that the participants want to **build a sense of community spirit** inside your organisation.
- When we look at all of the values chosen we can see that the focus for this organisation is at level 4 - Transformation (28%) and level 5 - Internal Cohesion (28%). Level 4 represents the willingness of an organization to change and be open to input from employees. Level 5 represents the strength and health of the internal community of an organization.

Gaps:

There are no positive values in the following levels:

Level 1 - Survival focuses on financial matters and organisational growth

Level 3 - Self-esteem focuses on performance, systems and processes.



Section 1: Desired Culture Values (continued)

Level 6 - Making a difference focuses on creating mutually beneficial partnerships both inside and outside of your organisation.

Level 7 - Service reflects selfless support for the common good.

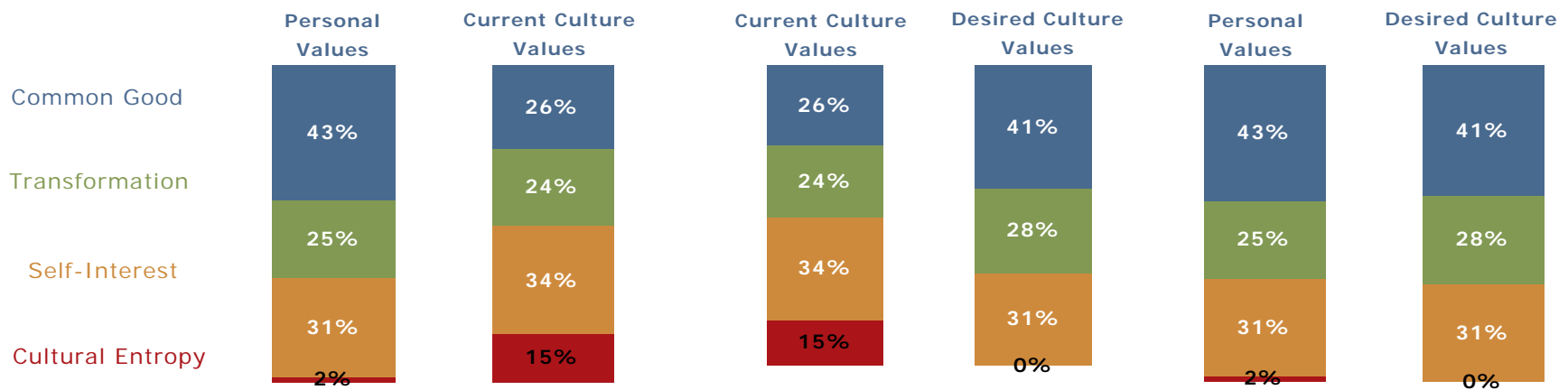
Types

- **IROS:** Of the top positive values chosen four are individual values, four are relationship values, two are organisational values and none are societal values. This shows that people want to increase focus on relationships within the organisation.



Section 1: Distribution of Values

The Distribution of Values shows what percentage of the total values are represented in the three major areas of what we call "Self Interest," "Transformation" and "Common Good." "Self Interest" is where we find foundational needs such as financial and physical health, interpersonal relationships, and systems and processes that help us function. They are represented in levels 1, 2 and 3. "Transformation" is centred at level 4. This level is about branching out from foundational needs and 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 organisations are focused on meaning and mission in their lives and work. Individual needs that are met are able to support a more external focus in which people can mentor, guide and give back.



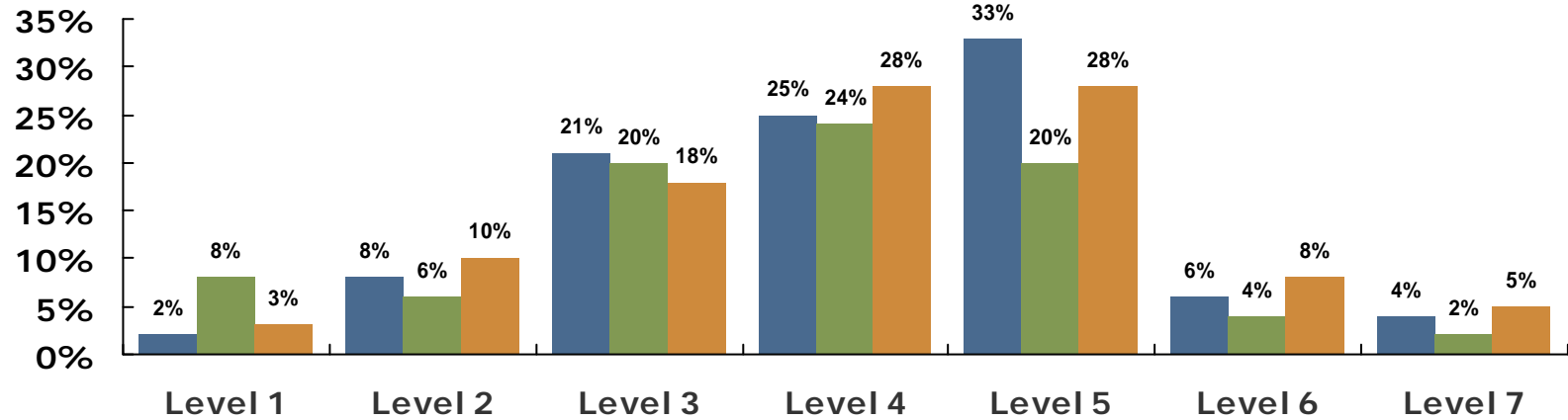
There is a misalignment here between the make-up of the values people hold personally and those they currently experience in your organisation. In their personal lives, these people have a much stronger focus on the Common Good.

There is misalignment between the Current and Desired Cultures, showing that these people believe your organization is not moving in the right direction. Participants are asking for the energy currently being consumed as entropy to be shifted to the areas of Transformation and Common Good.

There is a close alignment between the group's personal values and the direction they are asking for in their Desired Culture.



Section 1: Increases by Level



Level	1	2	3	4	5	6	7
Desired culture values		customer centricity communication		accountability empowerment innovation teamwork	simplicity commitment passion creativity		

This diagram shows the percentage of all positive values by level chosen from the Personal, Current and Desired Culture. The table shows the top Desired Culture values by levels where participants are requesting the most new focus in the desired culture. These are significant as they provide clarity around the desired direction of your organisation.

- **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. These increases are significant as they represent values that are of rising importance to the participants.

Key Requests:

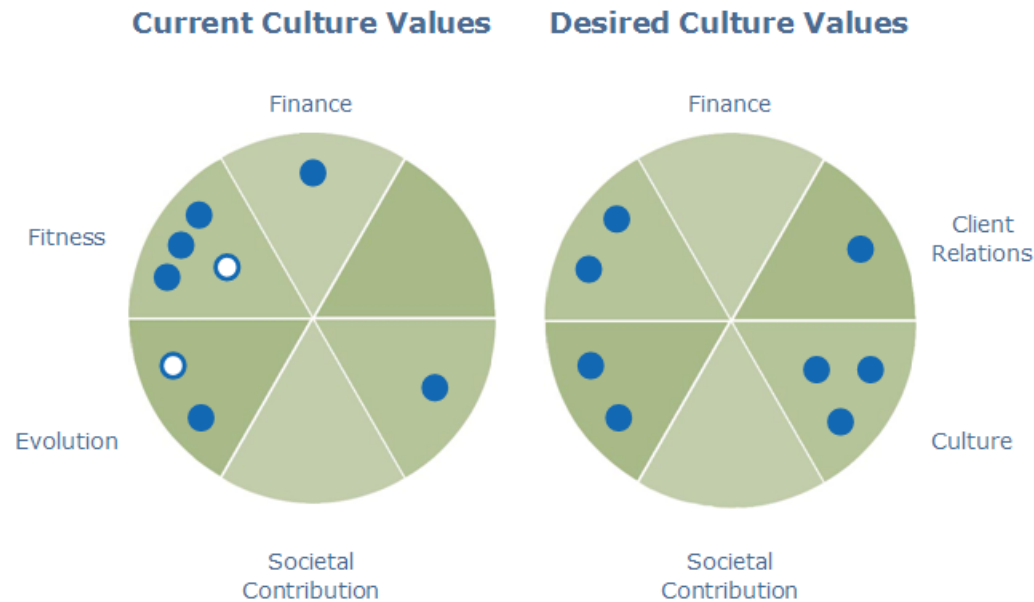
- The participants are seeking to **re-energise** the organisation through generating **new ideas** and **challenging** established procedures.
- They want more **client focus**.
- They are seeking more **guidance** and clear **direction**.
- They want people to demonstrate **responsibility** and to have authority in making **independent decisions**.

Value	Current Culture Votes	Desired Culture Votes	Jump
customer centricity	72	182	110
simplicity	19	126	107
accountability	100	165	65
empowerment	70	133	63
innovation	62	123	61
vision	21	80	59
long-term perspective	7	60	53
creativity	41	92	51
excellence	30	77	47
risk-taking	21	67	46



Section 1: Business Needs Scorecard

While the dot plots look at an organisation from a cultural perspective, the Business Needs Scorecard looks at an organisation from a business focus perspective. The BNS shows what aspects of business your organisation is currently focusing on and what aspects of business the participants would like it to focus on.



Current Culture

- Based on the top ten values in the Current Culture, the Betta Group participants see your organisation focused on four of the six categories – Finance, Fitness, Evolution and Culture. There are no top positive values in the categories of Client Relations and Societal Contribution.
- There is **conflicting energy in the areas of Fitness and Evolution** revealing that some of the positive focus in these areas is being

cancelled out.

Desired Culture

- Based on the top ten values in the Desired Culture, four of the six categories are covered – Fitness, Client Relations, Evolution and Culture. There are no top positive values in the categories of Finance and Societal Contribution.
- There is a much stronger focus on the area of Culture, showing that people want a stronger sense of **community spirit and identity**.

	Current Culture	Desired Culture
Finance	cost reduction	
Fitness	results orientation achievement accountability long hours (L)	accountability simplicity
Client Relations		customer centricity
Evolution	short-term focus (L) continuous improvement	innovation creativity
Culture	teamwork	empowerment teamwork communication
Societal Contribution		



Section 2

Demographic Analysis (see accompanying reports)



Section 2: Demographic Analysis

Cultural Entropy

This table shows the top potentially limiting values that each group chose for the Current Culture. Note the variation between the different sub-groups:

- Both groups have elevated entropy and are struggling with the same two potentially limiting values.

Department	Potentially Limiting Values – Current Culture	Entropy Percentage
Overall Group	Short-term focus Long hours	15%
Females	Long hours Short-term focus	16%
Males	Short-term focus Long hours	15%



Section 2: Demographic Analysis (continued)

Values Matches

The number of exact matches between the Personal Values and Current Culture shows to what degree the people in your organisation can bring their full selves to work (at least 3 or 4 matches indicates a highly aligned culture). The number of exact values matches between the Current and Desired Cultures indicates to what degree the people in your organisation believe the organisation is on the right track (6 or more matches indicates a high level of alignment)

- The Males are experiencing a much higher level of confidence in the current direction of the organisation.
- Both groups would like to see a stronger representation of their personal values in their workplace.

	Personal to Current Culture	Current to Desired Culture	Personal To Desired Culture (Currently unsatisfied)	Across the board matches
Overall Group	3	4	3	2
Females	2	3	1	1
Males	3	6	2	2



Section 2: Demographic Analysis (continued)

Value Types

This table shows the types of positive values that each group chose in their Personal, Current and Desired Culture lists.

I - Individual

R - Relationship

O - Organizational

S- Societal

	Personal Values IRS	Current Culture IROS	Desired Culture IROS
Overall Group	7-2-1	3-2-3-0	4-4-2-0
Females	8-3-1	3-2-7-0	3-5-4-0
Males	8-2-1	3-3-3-0	4-3-3-0

- The Females want an increase in relationship type values.
- The Males want an increase in individual type values.



Section 3

Recommendations



Section 3: Recommendations

These recommendations are based on your results. They may be a useful guide when thinking about aspects of the results to investigate and address within your organization.

- The cultural entropy in your organization, 15%, needs to be reduced. Identify the meaning behind the potentially limiting values of short-term focus and long hours. Ask the participants what they see as the causes, limiting behaviours and negative results of each of these values, and the corrective actions that they or others might take. Consider doing a cost analysis of these values to see how they are impacting the organisation in terms of lost efficiency and productivity.
- Develop a plan to deliver internal communication around these results. Consider setting up focus groups to gain greater understanding around specific areas or issues and planning steps for improvement.
- Define the key areas your organization will focus on in the next year. Develop specific actions and programs that will foster these changes. Consider repeating the survey process next year to gauge the progress you have made in these areas.
- Pay particular attention to any Personal Values that are being asked for in the Desired Culture. Talk to people about what these values mean to them and what they can do in order to better support these values in their workplace. Create programs of values integration so that the people can bring more of who they are and what they can offer to work.
- Values gaps in the Current Culture **occur at levels 2, 6 and 7** –Does this signify a weakness in the organization? Is there a strong call for values at this level within the Desired Culture? Is there concentration of personal values associated with this level?
- Examine the new values requested in the Desired Culture: **customer centricity, empowerment, simplicity, innovation, creativity, and communication.** Determine their meanings and the behaviours and potential outcomes participants want associated with these values.
- Discuss how your organization can continue to live the values of **commitment, teamwork, accountability and passion.**
- Consider the values jumps in the Current Culture to Desired Culture – are there words that do not show up in the Desired Culture but seem significant considering the current situation in the organization?
- Investigate why the various demographic groups differ from each other. Determine if there are groups that are experiencing values in their Current Culture that are being called for in the Desired Culture of another area to see if they might be able to support others in experiencing these values in the workplace. If there are groups with higher entropy than others, it is important to uncover the root causes that are undermining their cohesion.
- In the Business Needs Scorecard, which measures the frontline business needs and the intangibles that support these needs, there are no values in both the Current and Desired Culture for the category of Societal Contribution. Discuss the current situation for such areas and what next steps are needed to strengthen these categories.
- Consider what values your organization wants to espouse? What values do you want to focus on for the long-term as you move forward? Then, define a set of shared values, 3-4 maximum, as choosing more will undermine peoples' ability to connect to and demonstrate the chosen values. Define what each of these values specifically mean and what

behaviours would be expected to support them. These behaviours can then be used for performance measurement regarding how well managers and senior executives are “living the values”. In addition, determine what would undermine the espoused values. Make the values and behaviours pervasive throughout your organization, by integrating them into employee orientation programs, performance management, promotion criteria, leadership competencies and succession planning. Note that the values of **commitment**, **accountability** and **creativity** are the Personal Values of these people as well as the values they want in their Desired Culture.



Seven levels of Personal Consciousness

Distribution of Consciousness

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

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.



Seven levels of Personal Consciousness

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.



Seven levels of Organizational Consciousness

Distribution of Consciousness

Many organisations tend to be focused in the first three levels of consciousness – Level 1: profit and growth, Level 2: customer satisfaction and employee recognition, and Level 3: productivity, efficiency and quality. The most successful organisations are distributed across the full spectrum of consciousness.

Level 1: Survival

Level 1 focuses on growth and survival. It includes values such as profit, organisational growth, employee health and safety, and shareholder value.

The potentially limiting aspects of this level are generated from fears about not having enough and not being in control. This leads to micromanagement, territorial behaviour, excessive caution and exploitation.

Level 2: Relationships

Level 2 focuses on the quality of interpersonal relationships between employees, and between employees and customers. It includes values such as open communication, conflict resolution, customer satisfaction, loyalty, and respect.

The potentially limiting aspects of this level are generated through fears around not belonging and not being acknowledged. This leads to rivalry, internal competition, manipulation, and conformity.

Level 3: Self-Esteem

Level 3 focuses on pride in performance, best business practices and effectiveness. Examples of values at this level include productivity, excellence, efficiency, professional growth, skill development, and quality.

The potentially limiting aspects of this level are generated through fears about not being enough, and low self-worth. This leads to arrogance, complacency, bureaucracy, and power seeking.

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

Level 4: Transformation

Level 4 focuses on adaptability and continuous renewal. It includes values such as accountability, employee participation, learning, innovation, teamwork, diversity, personal development, and knowledge sharing.

Level 5: Internal cohesion

Level 5 focuses on building a sense of internal cohesion in the organisation. It includes values such as trust, integrity, honesty, value awareness, shared vision, cooperation, fairness and generosity. The by-products of this sense of cohesion are enjoyment, enthusiasm, passion, commitment, and creativity.

Level 6: Making a difference

Level 6 focuses on deepening the internal connectedness and expanding the external connectedness. Inside the organisation it includes values such as mentoring, leadership development, and coaching. Outside the organisation it includes values such as strategic alliances, partnerships, customer and supplier collaboration, community involvement, environmental awareness, sustainability, and making a difference.

Level 7: Service

Level 7 takes internal connectedness to a deeper level and a more expanded external connectedness. Inside an organisation, it includes values such as wisdom, forgiveness, humility, and compassion. Externally it includes values such as social justice, long-term perspective, global perspective, ethics, and future generations.



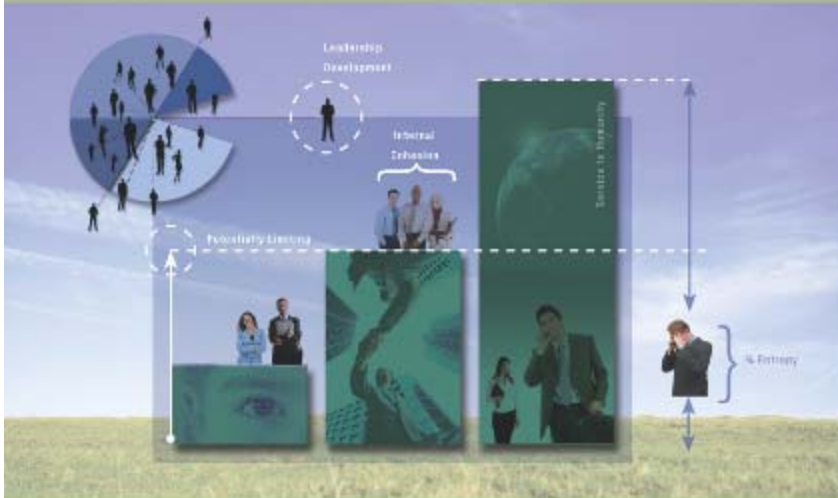
Culture Values Assessment Beta Group: Gender (Female)

Prepared by:
Barrett Values Centre
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Section 1

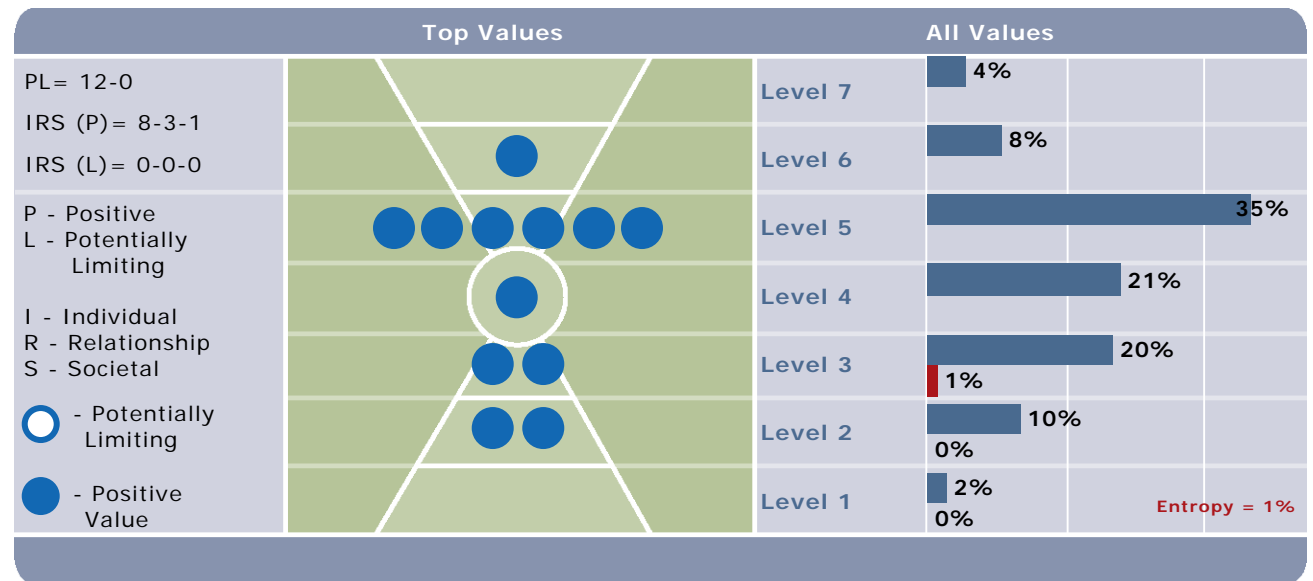
Betta Group: Gender (Female)

(To be read in conjunction with Betta Group report)



Section 1: Personal Values

Personal Values in Order of Predominance		
	Vote	Level
<u>commitment</u>	23	5
enthusiasm	21	5
<u>achievement</u>	20	3
energetic	15	5
making a difference	13	6
openness	13	5
initiative	12	4
integrity	12	5
<u>communication</u>	11	2
fun	11	5
performance	11	3
respect	11	2



What is important to the women of Betta Group?

From an analysis of the top Personal Values chosen by the people in your organisation, we can learn what unites these people, what they share and what they collectively draw from when making decisions in their lives.

Key themes

- Passion and 'can do'
- High standards
- Open dialogue
- Creating positive change

The Seven Levels Values Concentration, Gaps and Types

This Model shows where the most frequently chosen Personal Values of the people who work for you are located against the Seven Levels. Concentration

shows where people are making decisions from a focus at one or more levels. A values gap represents a level without values in the top ten list. Each of the values can be classified as either **Individual**, **Relationship** or **Societal** type values. (**IRS**)

Concentration:

- In the top Personal Values, shown in the diagram, the values are located in five of the seven levels with concentration at level 5 - Internal Cohesion. This concentration shows that many of the women at Betta Group have a focus on finding life's mission and meaning.
- When we look at all of the values chosen we also see focus at level 5 - Internal Cohesion (35%). The distribution of all values shows where the most energy is concentrated for this group, not just



Section 1: Personal Values (continued)

where there is consensus on specific values.

Gaps:

There are no top values in the following levels:

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

Level 7 - Service reflects the highest order of internal and external connectedness.

For this group of people, these gaps may mean that the levels a) are unconsciously taken care of, b) are a blind spot, or c) represent the next area of growth.

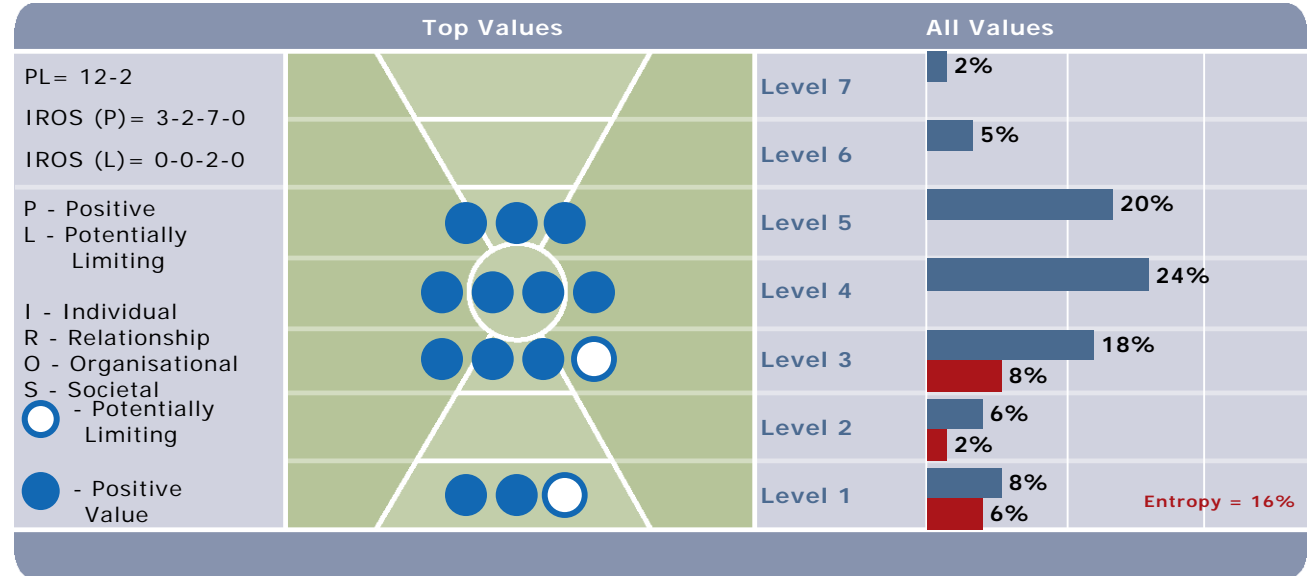
Types:

IRS: Of the top positive values chosen eight are individual values, three are relationship values and one is a societal value. It is common in the personal values to see a concentration of "individual" type values.



Section 1: Current Culture Values

Current Culture Values in Order of Predominance		
	Vote	Level
<u>achievement</u>	17	3
results orientation	16	3
<u>commitment</u>	15	5
<u>teamwork</u>	15	4
cost reduction	14	1
<u>passion</u>	14	5
profit	13	1
long hours (L)	12	3
short-term focus (L)	11	1
continuous improvement	10	4
cooperation	10	5
global perspective	10	3
goals orientation	10	4
information sharing	10	4



What is shaping participants' experience?

The Current Culture Values reflect the participants' perceptions of what your organisation focuses on and how it behaves. These values provide a picture of the working environment, the positive aspects of the business, and its potential problem areas.

Key themes

- Meeting objectives
- Effective group working
- Focus on the bottom line
- Dedicated
- Lack of long term planning
- Possibility of staff burn-out

The Seven Levels Values Concentration, Gaps and Types

In addition to the values types listed for the personal values (IRS) we now also have **Organisational** type values. (**IROS**)

Concentration:

- In the Current Culture, the top values are distributed in four of the seven levels with concentration at level 4 - Transformation, and level 3 - Self-esteem showing that much of the energy goes toward renewal and development, and also into performance, systems and processes.
- When we look at all of the values, both positive and potentially limiting, we can see that the focus for this organisation is showing at level 3 - Self-esteem (26%). Level 3 is concerned with



Section 1: Current Culture Values (continued)

systems and process, organizational effectiveness and best practice.

Gaps:

There are no top values in the following levels:

Level 2 - Relationship focuses on interpersonal relationships either internally or externally or both

Level 6 - Making a difference on creating mutually beneficial partnerships both inside and outside of the organisation

Level 7 - Service reflects selfless support for the common good

In your organisation does this mean that these levels are either a) unconsciously taken care of, meaning that these needs have been satisfied and are effectively in place, b) a blind spot that needs to be examined, or c) that represent the next area of growth?

Types:

- **IROS:** Of the top positive values chosen three are individual values, two are relationship values, seven are organisational values and none are societal values. This shows that the people see a strong focus on values that address business needs.

Values Matches: Personal and Current Culture

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

group. In a highly aligned culture, one would expect to see three or four matching values.

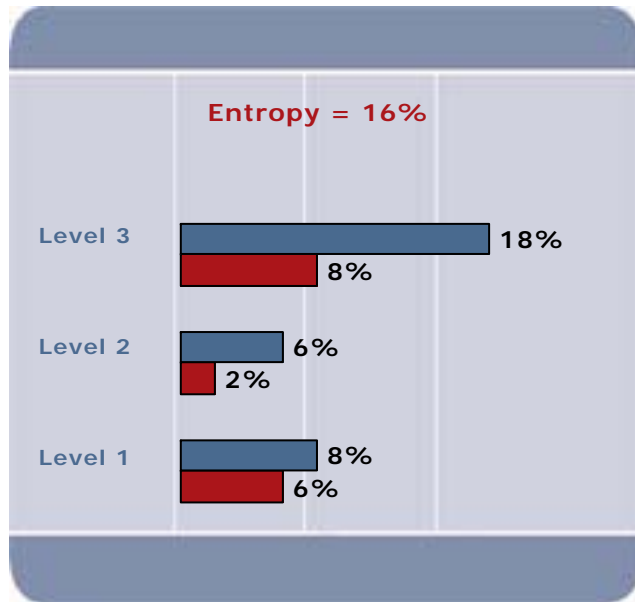
There are two matching values:

commitment
achievement

One or two values matches indicate that the people feel some level of connection to the working values of this culture. While relatively low, this connection indicates that the people show some degree of commitment and are able to perform to some degree for your organisation.



Section 1: Current Entropy



Potentially Limiting Values are values that can cause frustration among employees and hinder the progress of your organisation if they are not addressed. This chart depicts the percentage of potentially limiting values in the Current Culture from all of the values chosen by the survey participants. Potentially limiting values are found only at levels 1, 2 and 3. This is a reflection of the degree of disorder within a system. Entropy levels of 10 percent or lower indicate a healthy organisation.

16% of all votes were for potentially limiting values. **This level of entropy reflects issues requiring cultural or structural adjustment. It is important to reduce the level of entropy to 5%-10% to improve performance.**

Level	Potentially Limiting Values (votes)	Percentage Entropy
3	long hours (12) bureaucracy (8) silo thinking (6) hierarchy (3) power (3) image (2) cynicism (1) information hoarding (1)	36 out of 119: 8% of total votes
2	empire building (4) internal competition (2) manipulation (1)	7 out of 35: 2% of total votes
1	short-term focus (11) control (9) caution (6) exploitation (1)	27 out of 64: 6% of total votes

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

Long hours Working long hours can be detrimental to one's health and to family relationships/dynamics. It is important to get a balance in life. Over time long hours can reduce personal resilience and have a deleterious impact on health.

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

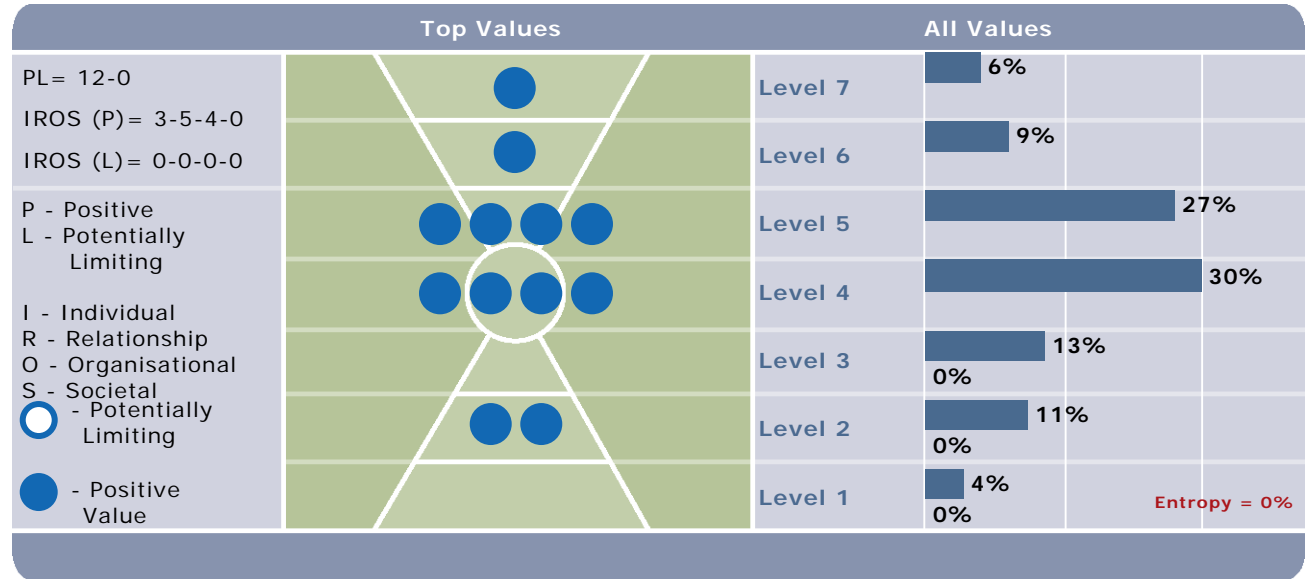
Concentration of Entropy

- The entropy is concentrated at Level 3 indicating issues affecting systems and processes and delivery of products and services
- The 2 potentially limiting values in the top values indicate that there is a problem with over-working and energy being consumed by addressing immediate needs.



Section 1: Desired Culture Values

Desired Culture Values in Order of Predominance		
	Vote	Level
<i>teamwork</i>	22	4
customer centricity	19	2
empowerment	17	4
<i>passion</i>	17	5
<u>commitment</u>	16	5
communication	16	2
simplicity	14	5
innovation	13	4
diversity	12	4
leadership development	11	6
trust	11	5
vision	11	7



What values do participants want for their future?

The Desired Culture Values reflect what the participants believe to be important in achieving optimum performance within this organisation. These values can show the next steps that they want this organisation to take; antidotes to current problems; and current values that need strengthening.

Key Themes

- Strong call for a focused effort to work together
- Strengthen communication and clarity
- Allow the business and its people to move forward

Matching Values- indicate alignment. The greater the number of matching values, the greater the sense

of motivation, commitment and authenticity there is within a group.

Current Culture and Desired Culture

There are three matching values:

- commitment**
- teamwork**
- passion**

These are the attributes that the Betta Group female participants experience now and want to continue to support in the future. One to three values matches shows that the people have some confidence in the current direction of your organisation yet want to see a significant shift in values that will strengthen performance and commitment.

Personal Values and Desired Culture

There are two matching values:



Section 1: Desired Culture Values (continued)

commitment communication

These are the values that, if chosen to be guiding principles of this organization, could easily be brought to work by the Betta Group female participants, as they are important in their daily lives.

Across-the-board Matches

There is one across-the-board matching value between the Personal, Current and Desired Culture values:

commitment

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 respondents would like to see implemented in order for your organisation to achieve its highest performance.

There are nine new values in the values plot diagram.

customer centricity
empowerment
communication
simplicity
innovation
diversity
leadership development
trust

vision

The Seven Levels - Values Concentration, Gaps and Types

Concentration

- In the Desired Culture, the top values are distributed in five of the seven levels with concentration at Level 4 showing that the participants want more energy directed towards **renewal and development** and Level 5 showing that the participants want to **build a sense of community spirit** inside your organisation.
- When we look at all of the values chosen we can see that the focus for this organisation is at level 4 - Transformation (30%). Level 4 represents the willingness of an organization to change and be open to input from employees.

Gaps:

There are no positive values in the following levels:

Level 1 - Survival focuses on financial matters and organisational growth

Level 3 - Self-esteem focuses on performance and systems and processes.



Section 1: Desired Culture Values (continued)

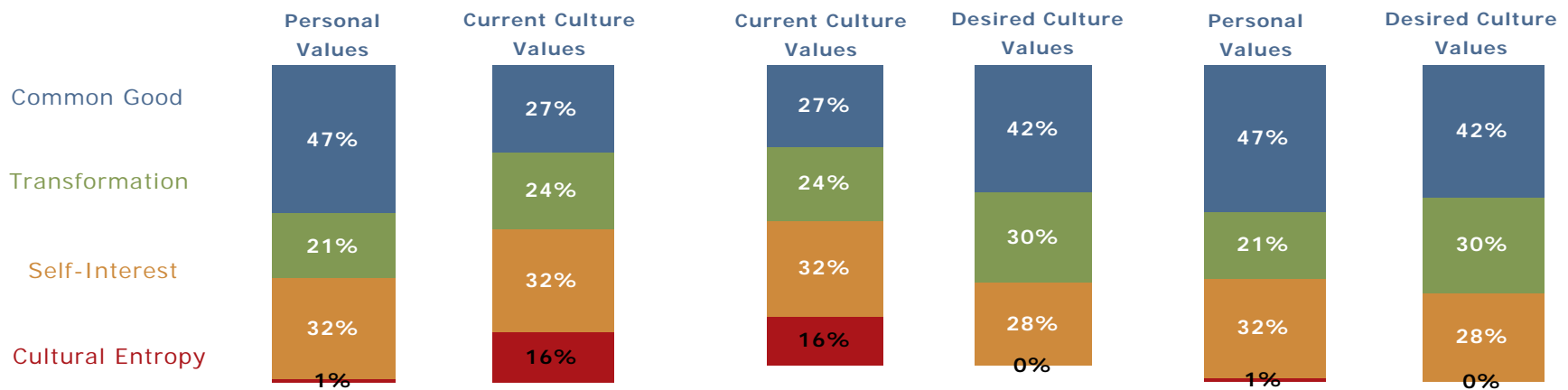
Types

- **IROS:** Of the top positive values chosen three are individual values, five are relationship values, four are organisational values and none are societal values. This represents a much more even spread of values with a shift to a more positive focus on relationships within the organisation.



Section 1: Distribution of Values

The Distribution of Values shows what percentage of the total values are represented in the three major areas of what we call “Self Interest,” “Transformation” and “Common Good.” “Self Interest” is where we find foundational needs such as financial and physical health, interpersonal relationships, and systems and processes that help us function. They are represented in levels 1, 2 and 3. “Transformation” is centred at level 4. This level is about branching out from foundational needs and 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 organisations are focused on meaning and mission in their lives and work. Individual needs that are met are able to support a more external focus in which people can mentor, guide and give back.



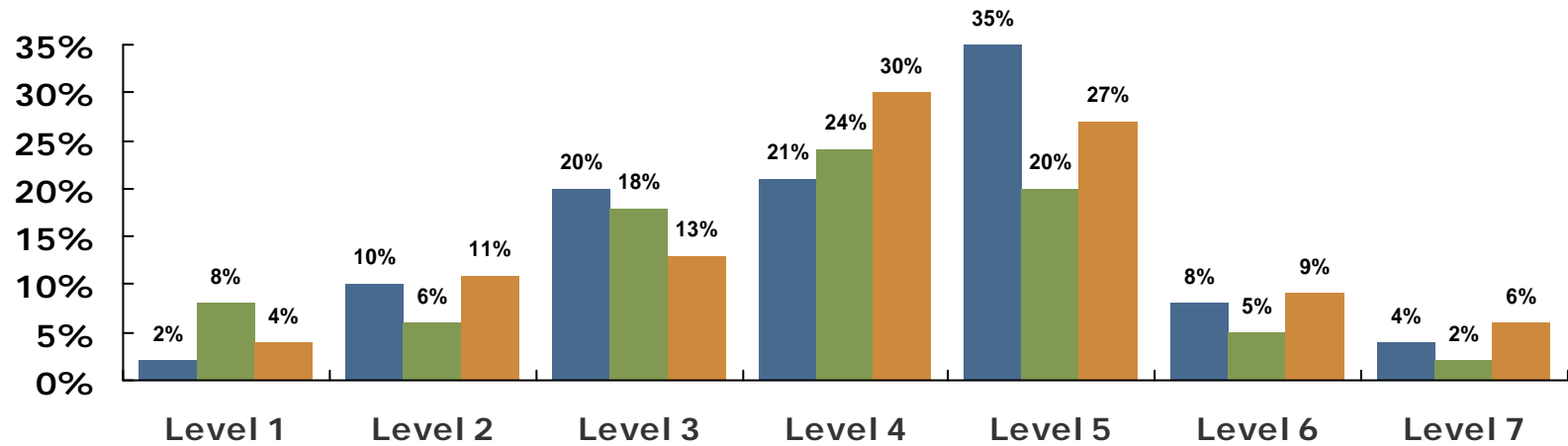
There is a misalignment here between the make-up of the values people hold personally and those they currently experience in your organisation. In their personal lives, these people have a much stronger focus on the Common Good.

There is misalignment between the Current and Desired Cultures, showing that these people believe your organization is not moving in the right direction. They want to shift some of the energy that is holding the company back to the areas of Transformation and Common Good.

There is a slight misalignment between the group’s personal values and the direction they are asking for in their Desired Culture.



Section 1: Increases by Level



Level	1	2	3	4	5	6	7
Desired culture values		customer centricity communication		teamwork empowerment innovation diversity	passion commitment simplicity trust	leadership development	vision

This diagram shows the percentage of all positive values by level chosen from the Personal, Current and Desired Culture. The table shows the top Desired Culture values by levels where participants are requesting the most new focus in the desired culture. These are significant as they provide clarity around the desired direction of your organisation.

- 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. These increases are significant as they represent values that are of rising importance to the participants.

Key Requests:

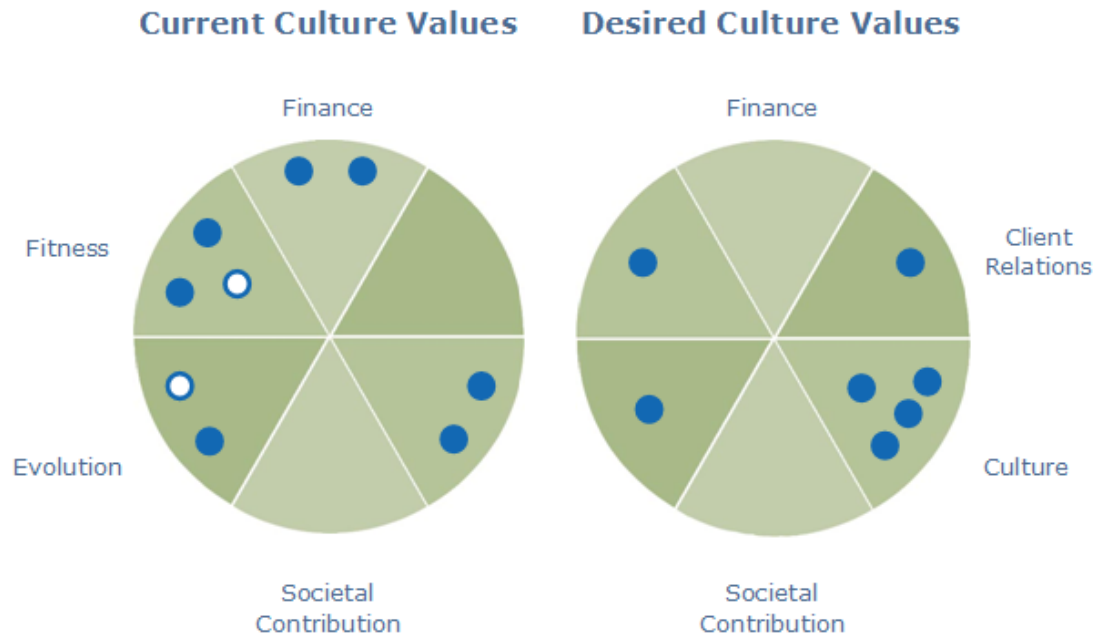
- The participants want a greater **client focus**.
- They want greater **guidance towards the future**.
- They want people to **work together** more and to have the authority to make **independent decisions**.
- They want greater **openness** and **integrity** throughout the organisation.

Value	Current Culture Votes	Desired Culture Votes	Jump
customer centricity	8	19	11
empowerment	6	17	11
communication	6	16	10
simplicity	4	14	10
vision	2	11	9
long-term perspective	2	10	8
teamwork	15	22	7
honesty	2	9	7
trust	5	11	6
talent development	3	9	6



Section 1: Business Needs Scorecard

While the dot plots look at an organisation from a cultural perspective, the Business Needs Scorecard looks at an organisation from a business focus perspective. The BNS shows what aspects of business your organisation is currently focusing on and what aspects of business the participants would like it to focus on.



Current Culture

- Based on the top fourteen values in the Current Culture, the Betta Group participants see your organisation focused on four of the six categories – Finance, Fitness, Evolution and Culture. There are no top positive values in the categories of Client Relations and Societal Contribution.
- There is **conflicting energy in the areas of Fitness and Evolution** revealing that some of the positive focus in these areas is being

cancelled out.

Desired Culture

- Based on the top twelve values in the Desired Culture, four of the six categories are covered – Fitness, Client Relations, Evolution and Culture. There are no top positive values in the categories of Finance and Societal Contribution.
- There is a much stronger focus on the area of Culture, showing that people want a stronger sense of **community spirit and identity**.

	Current Culture	Desired Culture
Finance	cost reduction profit	
Fitness	achievement results orientation long hours (L)	simplicity
Client Relations		customer centricity
Evolution	short-term focus (L) continuous improvement	innovation
Culture	teamwork cooperation	teamwork empowerment communication trust
Societal Contribution		



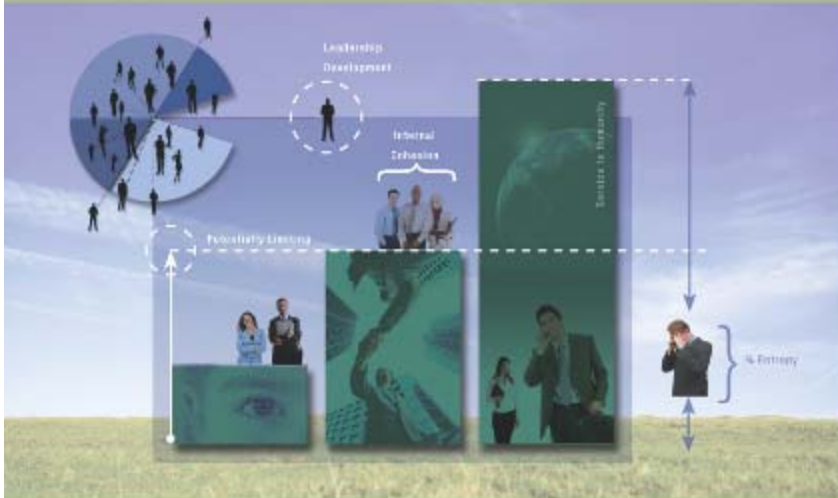
Culture Values Assessment Beta Group: Gender (Male)

Prepared by:
Barrett Values Centre
September 3, 2008



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Section 1

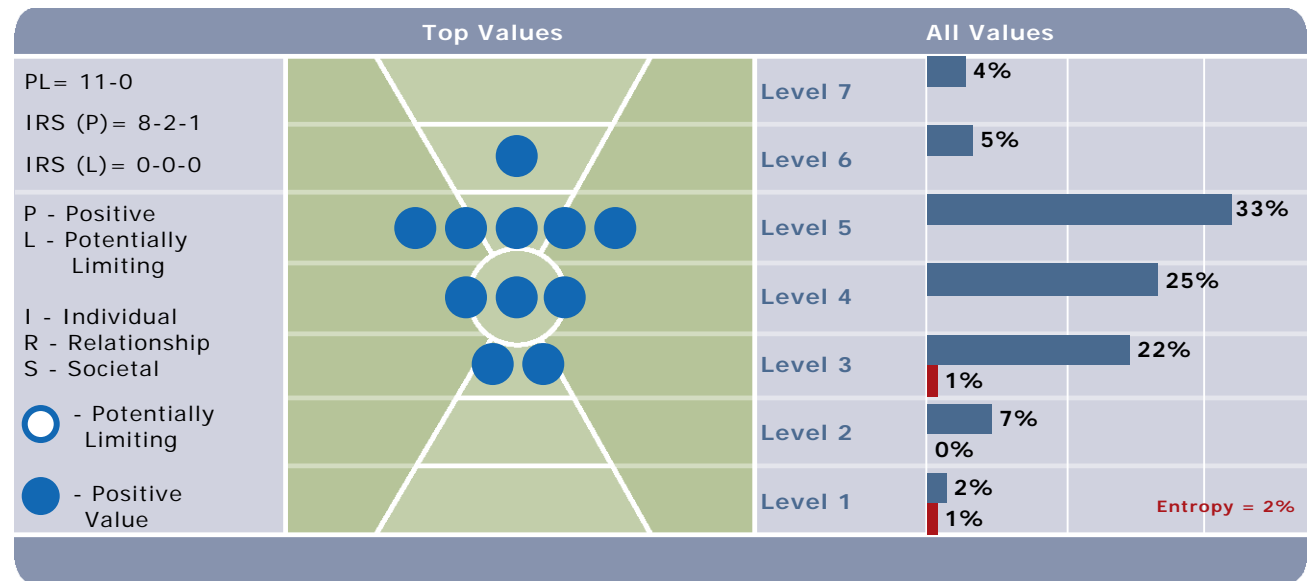
Betta Group: Gender (Male)

(To be read in conjunction with Betta Group report)



Section 1: Personal Values

Personal Values in Order of Predominance		
	Vote	Level
<u>commitment</u>	169	5
<u>achievement</u>	132	3
<u>accountability</u>	107	4
enthusiasm	93	5
making a difference	88	6
performance	84	3
<u>creativity</u>	83	5
integrity	80	5
trust	76	5
<u>innovation</u>	74	4
responsibility	74	4



What is important to the men of Beta Group?

From an analysis of the top Personal Values chosen by the people in your organisation, we can learn what unites these people, what they share and what they collectively draw from when making decisions in their lives.

Key themes

- Taking responsibility and delivering results
- Creating positive change
- High standards

The Seven Levels Values Concentration, Gaps and Types

This Model shows where the most frequently chosen Personal Values of the people who work for you are located against the Seven Levels. Concentration

shows where people are making decisions from a focus at one or more levels. A values gap represents a level without values in the top ten list. Each of the values can be classified as either **Individual**, **Relationship** or **Societal** type values. (**IRS**)

Concentration:

- In the top Personal Values, shown in the diagram, the values are located in four of the seven levels with concentration at level 5 - Internal Cohesion. This concentration shows that many of the men at Beta Group have a focus on finding life's mission and meaning.
- When we look at all of the values chosen we also see a strong focus at level 5 - Internal Cohesion (33%). The distribution of all values shows where the most energy is concentrated for this



Section 1: Personal Values (continued)

group, not just where there is consensus on specific values.

Gaps:

There are no top values in the following levels:

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

Level 2 - Relationship focuses on the quality of interpersonal relationships.

Level 7 - Service reflects the highest order of internal and external connectedness.

For this group of people, these gaps may mean that the levels a) are unconsciously taken care of, b) are a blind spot, or c) represent the next area of growth.

Types:

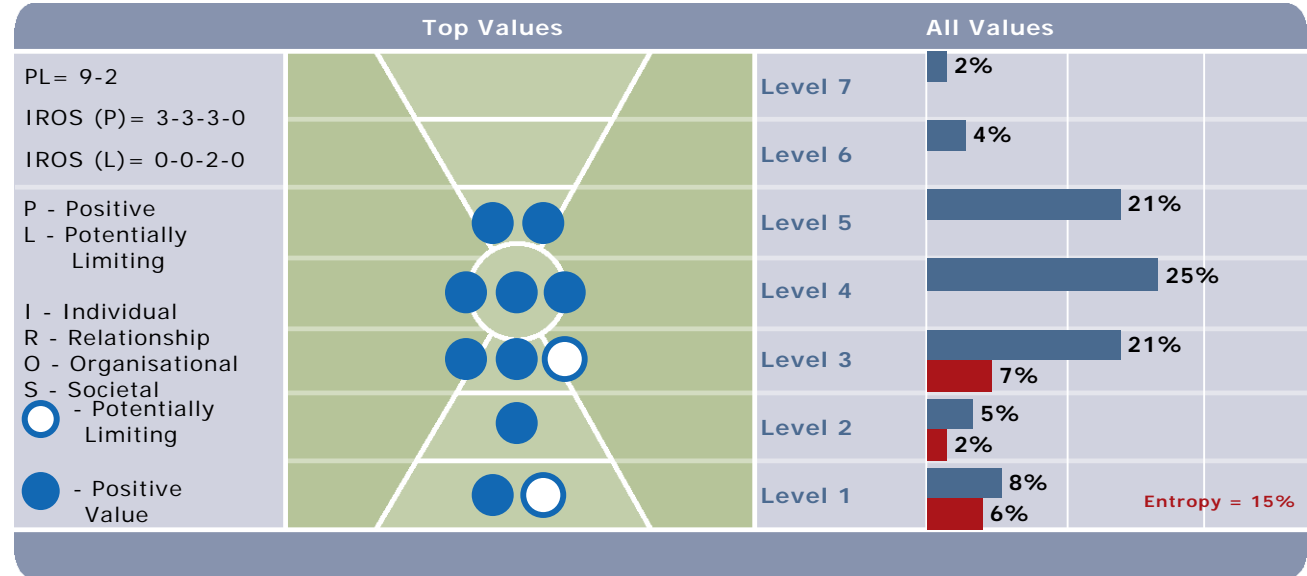
IRS: Of the top positive values chosen eight are individual values, two are relationship values and one is a societal value. It is common in the personal values to see a concentration of "individual" type values.



Section 1: Current Culture Values

Current Culture Values in Order of Predominance

	Vote	Level
<u>commitment</u>	130	5
cost reduction	121	1
results orientation	110	3
<u>achievement</u>	101	3
<u>teamwork</u>	94	4
<u>accountability</u>	90	4
short-term focus (L)	84	1
long hours (L)	72	3
<u>customer centricity</u>	64	2
<u>empowerment</u>	63	4
<u>passion</u>	63	5



What is shaping participants' experience?

The Current Culture Values reflect the participants' perceptions of what your organisation focuses on and how it behaves. These values provide a picture of the working environment, the positive aspects of the business, and its potential problem areas.

Key themes

- Responsibility to meet objectives
- Strong dedication and conviction
- Focus on the bottom line
- Lack of long term planning
- Possibility of staff burn-out

The Seven Levels Values Concentration, Gaps and Types

In addition to the values types listed for the personal values (IRS) we now also have **Organisational** type values. (**IROS**)

Concentration:

- In the Current Culture, the top values are distributed in four of the seven levels with concentration at level 3 – Self-esteem and level 4 - Transformation showing that much of the energy goes toward performance, systems and processes, as well as renewal and development.
- When we look at all of the values, both positive and potentially limiting, we can see that the focus for this organisation is also at level 3 - Self-esteem (28%). Level 3 is concerned with systems and



Section 1: Current Culture Values (continued)

process, organizational effectiveness and best practice.

Gaps:

There are no top values in the following levels:

Level 6 - Making a difference on creating mutually beneficial partnerships both inside and outside of the organisation

Level 7 - Service reflects selfless support for the common good

In your organisation does this mean that these levels are either a) unconsciously taken care of, meaning that these needs have been satisfied and are effectively in place, b) a blind spot that needs to be examined, or c) that represent the next area of growth?

Types:

- **IROS:** Of the top positive values chosen three are individual values, three are relationship values, three are organisational values and none are societal values. This shows that the people see an even distribution of individual, relationship and business needs.

Values Matches: Personal and Current Culture

Matching values indicate alignment. The greater the number of matching values, the greater the sense of motivation, commitment and authenticity there is within a group. In a highly aligned culture, one would expect to see three or four matching values.

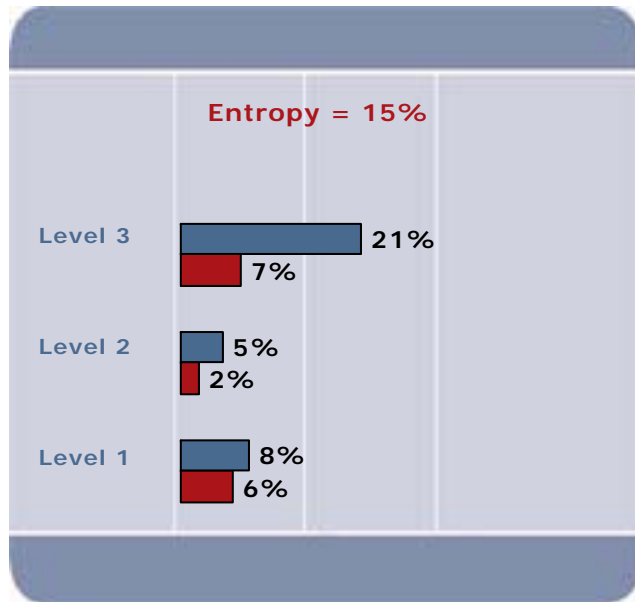
There are three matching values:

commitment
achievement
accountability

Three values matches or above denotes a highly aligned culture where people are committed and able to perform to a high degree for your organisation as they feel a strong sense of connection between their personal values and their professional work.



Section 1: Current Entropy



Potentially Limiting Values are values that can cause frustration among employees and hinder the progress of your organisation if they are not addressed. This chart depicts the percentage of potentially limiting values in the Current Culture from all of the values chosen by the survey participants. Potentially limiting values are found only at levels 1, 2 and 3. This is a reflection of the degree of disorder within a system. Entropy levels of 10 percent or lower indicate a healthy organisation.

15% of all votes were for potentially limiting values. **This level of entropy reflects issues requiring cultural or structural adjustment. It is important to reduce the level of entropy to 5%-10% to improve performance.**

Level	Potentially Limiting Values (votes)	Percentage Entropy
3	long hours (72) bureaucracy (46) silo thinking (40) hierarchy (19) information hoarding (12) power (12) cynicism (9) image (5)	215 out of 830: 7% of total votes
2	internal competition (21) blame (15) empire building (13) manipulation (4)	53 out of 217: 2% of total votes
1	short-term focus (84) control (58) caution (38) job security (6) exploitation (3)	189 out of 413: 6% of total votes

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

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

Long hours Working long hours can be detrimental to one's health and to family relationships/dynamics. It is important to get a balance in life. Over time long hours can reduce

personal resilience and have a deleterious impact on health.

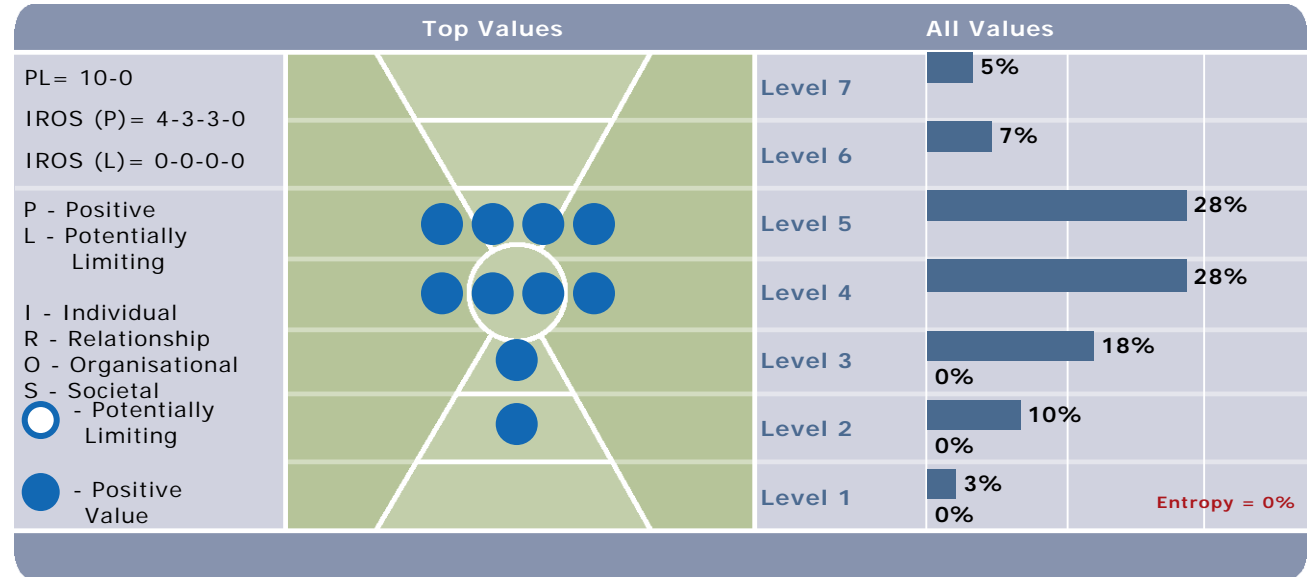
Concentration of Entropy

- The entropy is concentrated at Level 3 indicating issues in the areas of best practices and the delivery of products and services.
- The 2 potentially limiting values in the top values indicate that there is a problem with over-working and energy being consumed by addressing immediate needs.



Section 1: Desired Culture Values

Desired Culture Values in Order of Predominance		
	Vote	Level
<i>customer centricity</i>	156	2
<i>accountability</i>	151	4
<i>empowerment</i>	113	4
simplicity	108	5
innovation	104	4
<i>commitment</i>	96	5
<i>teamwork</i>	95	4
<i>passion</i>	89	5
creativity	78	5
speed	75	3



What values do participants want for their future?

The Desired Culture Values reflect what the participants believe to be important in achieving optimum performance within this organisation. These values can show the next steps that they want this organisation to take; antidotes to current problems; and current values that need strengthening.

Key Themes

- Strong increase on client focus
- Development and delivery of simple new ideas
- Taking responsibility to make things happen

Matching Values- indicate alignment. The greater the number of matching values, the greater the sense

of motivation, commitment and authenticity there is within a group.

Current Culture and Desired Culture

There are six matching values:

- commitment**
- teamwork**
- accountability**
- customer centricity**
- empowerment**
- passion**

These are the attributes that the Betta Group men experience now and want to continue to support in the future. Four to six values matches shows that people have a strong level of confidence in the current direction of your organisation. They are requesting some new values that will help to increase performance and commitment.



Section 1: Desired Culture Values (continued)

Personal Values and Desired Culture

There are four matching values:

commitment
accountability
creativity
innovation

These are the values that, if chosen to be guiding principles of this organization, could easily be brought to work by the Betta Group participants, as they are important in their daily lives.

Across-the-board Matches

There are two across-the-board matching values between the Personal, Current and Desired Culture values:

commitment
accountability

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 respondents would like to see implemented in order for your organisation to achieve its highest performance.

There are four new values in the values plot diagram.

simplicity
innovation
creativity

speed

The Seven Levels - Values Concentration, Gaps and Types

Concentration

- In the Desired Culture, the top values are distributed in three of the seven levels with concentration at Level 4 showing that the participants want more energy directed towards **renewal and development** and Level 5 showing that the participants want to **build a sense of community spirit** inside your organisation.
- When we look at all of the values chosen we can see that the focus for this organisation is also at both level 4 - Transformation (28%) and level 5 - Internal Cohesion (28%). Level 4 represents the willingness of an organization to change and be open to input from employees. Level 5 represents the strength and health of the internal community of an organization.
- There are no positive values in the following levels:
- Level 1 - Survival focuses on financial matters and organisational growth
- Level 6 - Making a difference focuses on creating mutually beneficial partnerships both inside and outside of your organisation



Section 1: Desired Culture Values (continued)

- Level 7 - Service reflects selfless support for the common good.

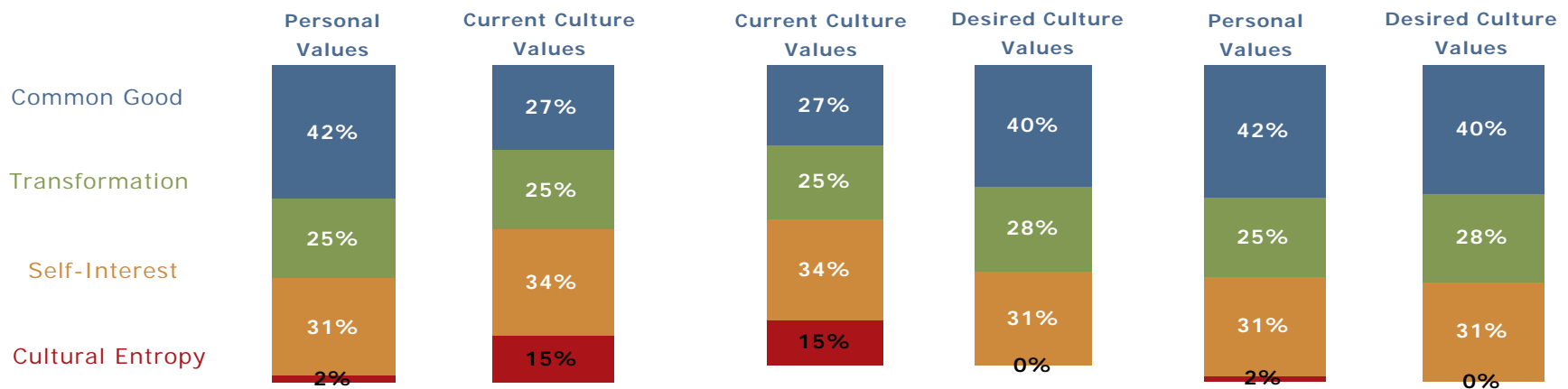
Types

- **IROS:** Of the top positive values chosen four are individual values, three are relationship values, three are organisational values and none are societal values. This represents a slight shift for more focus on individual values.



Section 1: Distribution of Values

The Distribution of Values shows what percentage of the total values are represented in the three major areas of what we call “Self Interest,” “Transformation” and “Common Good.” “Self Interest” is where we find foundational needs such as financial and physical health, interpersonal relationships, and systems and processes that help us function. They are represented in levels 1, 2 and 3. “Transformation” is centred at level 4. This level is about branching out from foundational needs and 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 organisations are focused on meaning and mission in their lives and work. Individual needs that are met are able to support a more external focus in which people can mentor, guide and give back.



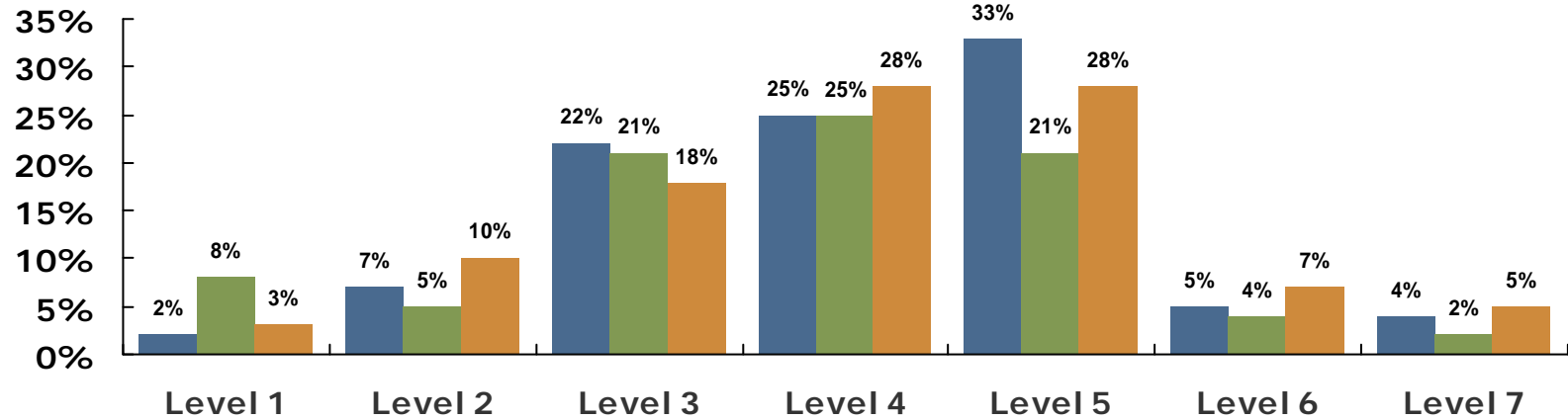
There is a misalignment here between the make-up of the values people hold personally and those they currently experience in your organisation. In their personal lives, these people have a much stronger focus on the Common Good.

There is misalignment between the Current and Desired Cultures, showing that these people believe your organization is not moving in the right direction. Participants are asking for the energy currently being consumed as entropy to be shifted to the areas of Transformation and Common Good.

There is a close alignment between the group’s personal values and the direction they are asking for in their Desired Culture, indicating that people want to be able to bring more of themselves to work.



Section 1: Increases by Level



Level	1	2	3	4	5	6	7
Desired culture values		customer centricity		accountability empowerment innovation teamwork	simplicity commitment passion creativity		

This diagram shows the percentage of all positive values by level chosen from the Personal, Current and Desired Culture. The table shows the top Desired Culture values by levels where participants are requesting the most new focus in the desired culture. These are significant as they provide clarity around the desired direction of your organisation.

- **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. These increases are significant as they represent values that are of rising importance to the participants.

Key Requests:

- The participants are seeking to **re-energise** the organisation through generating **straight-forward new ideas** and **challenging** established procedures.
- They want more **client focus**.
- They are seeking more **guidance** and clear longer term **direction**.
- They want people to demonstrate **responsibility** and to have authority in making **independent decisions**.

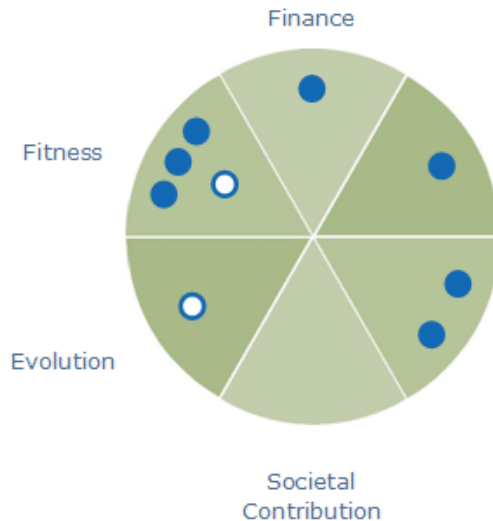
Value	Current Culture Votes	Desired Culture Votes	Jump
simplicity	14	108	94
customer centricity	64	156	92
accountability	90	151	61
empowerment	63	113	50
innovation	54	104	50
vision	16	66	50
creativity	34	78	44
risk-taking	17	58	41
long-term perspective	5	46	41
excellence	24	64	40



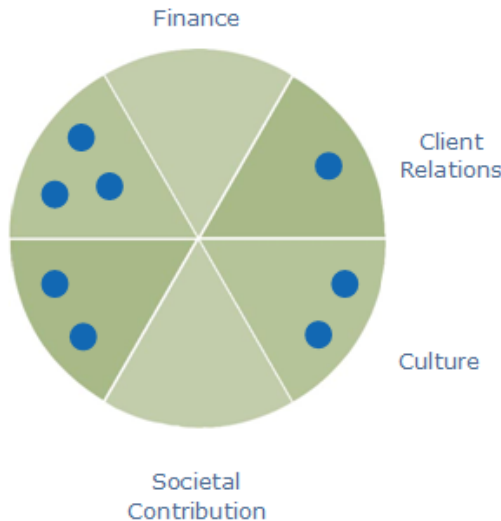
Section 1: Business Needs Scorecard

While the dot plots look at an organisation from a cultural perspective, the Business Needs Scorecard looks at an organisation from a business focus perspective. The BNS shows what aspects of business your organisation is currently focusing on and what aspects of business the participants would like it to focus on.

Current Culture Values



Desired Culture Values



Current Culture

- Based on the top eleven values in the Current Culture, the Betta Group participants see your organisation focused on four of the six categories – Finance, Fitness, Client Relations and Culture. There are no top positive values in the categories of Evolution and Societal Contribution.
- There is **conflicting energy in the areas of Fitness** revealing that some of the positive focus in this area is being cancelled out.
- The **company is going backwards**

in the area of Evolution.

Desired Culture

- Based on the top ten values in the Desired Culture, four of the six categories are covered – Fitness, Client Relations, Evolution and Culture. There are no top positive values in the categories of Finance and Societal Contribution.
- There is a much stronger focus on the area of Evolution, showing that people see the need to **move the business forward**.

	Current Culture	Desired Culture
Finance	cost reduction	
Fitness	results orientation achievement accountability long hours (L)	accountability simplicity speed
Client Relations	customer centricity	customer centricity
Evolution	short-term focus (L)	innovation creativity
Culture	teamwork empowerment	empowerment teamwork
Societal Contribution		