



Team Values Assessment for Brennan Technical

Explanation of Models

The Team Values Assessment instrument is a simple but effective means of measuring and mapping team cultures. It provides a comprehensive diagnostic of the current culture and a detailed understanding of the desired culture by examining team members' perceptions of the team's current values, what they consider to be desired values and their personal values.

The results provide three perspectives:

- **HUMAN PERSPECTIVE**
- **TEAM DEVELOPMENT PERSPECTIVE**
- **BUSINESS PERSPECTIVE**

The Human Perspective and Team Development Perspective are obtained by mapping the team members' personal values against the model of the Seven Levels of Personal Consciousness, and their perception of the current team's values and desired team's values against the Seven Levels of Organisational Consciousness.

The model of the Seven Levels of Personal and Organisational Consciousness was created by Richard Barrett and is described in his book "*Liberating the Corporate Soul: Building a Visionary Organisation.*" It represents an extension of the work of Abraham Maslow. The fundamental basis of the Seven Levels of Organisational Consciousness is that organisations and groups are comprised of individuals, and act as living entities with similar motivations to those of individuals.



The Business Perspective is obtained by mapping the team's current culture values and desired culture values against the Business Needs Scorecard. The model of the Business Needs Scorecard was created by Richard Barrett and is described in his aforementioned book. The concept of the Business Scorecard was invented by Kaplan and Norton to help companies recognize the importance of measuring performance in a balanced way by taking into account more than just financial results. It is usually used as a strategic **planning** tool. In the Team Values Assessment, it is used as a diagnostic tool to identify where the team is currently focusing its energies, and where the members would like the team to focus.

The six categories of the Business Needs Scorecard are:

- **CORPORATE FINANCE**
 - **ECONOMIC HEALTH, FINANCIAL GROWTH**

- **CORPORATE FITNESS**
 - **SYSTEMS AND PROCESSES**

- **CUSTOMER AND SUPPLIER RELATIONS**
 - **MARKETING, CUSTOMER SATISFACTION AND STRATEGIC ALLIANCES**

- **CORPORATE EVOLUTION**
 - **RESEARCH AND DEVELOPMENT, NEW PRODUCTS AND SERVICES**

- **CORPORATE CULTURE**
 - **EMPLOYEE FULFILMENT AND HUMAN RESOURCES**



THE SEVEN LEVELS OF CONSCIOUSNESS

DISTRIBUTION OF CONSCIOUSNESS



Individuals, teams 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.

Many teams or organisations tend to be focused in the first three levels of consciousness –

LEVEL 1: PROFIT AND GROWTH

LEVEL 2: CUSTOMER SATISFACTION

LEVEL 3: PRODUCTIVITY, EFFICIENCY, AND QUALITY

The most successful entities are distributed across the full spectrum of consciousness. They give emphasis to the top four levels of consciousness as well as the bottom three.

LEVEL 4: LEARNING AND INNOVATION LEADING TO CONTINUOUS RENEWAL

LEVEL 5: INTERNAL COHESION

LEVEL 6: EMPLOYEE FULFILMENT, CUSTOMER/SUPPLIER COLLABORATION

LEVEL 7: ETHICS AND SOCIAL RESPONSIBILITY



SEVEN LEVELS OF INDIVIDUAL CONSCIOUSNESS

LEVEL 1: SURVIVAL –

This level focuses on matters to do with physical survival. It includes values such as financial stability, wealth, safety, self-discipline and health. The potentially limiting aspects of this level are generated from fears around survival. Limiting values include greed, control and caution.

LEVEL 2: RELATIONSHIPS –

This level concerns 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 result from fears around loss of control or regard. Limiting values include rivalry, intolerance and being liked.

LEVEL 3: SELF-ESTEEM –

This level addresses an individual's need for recognition. It includes such values as being the best, ambition, professional growth and reward. The potentially limiting aspects of this level come from low self-esteem and being out of control. Potentially limiting values include status, arrogance and image.

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

LEVEL 4: TRANSFORMATION –

The focus at this level is on self-actualization and personal growth. It contains values such as courage, responsibility, knowledge and independence. This is the level where people work to overcome their fears. It requires continuous questioning of beliefs and assumptions. It is also the level where they begin to find balance in their lives.

LEVEL 5: INTERNAL COHESION –

Level 5 concerns the individual's search for meaning and community. Individuals operating at this level no longer think in terms of a job or career, but in terms of a mission. This level contains values such as commitment, creativity, enthusiasm, humour/fun, excellence, generosity and honesty.



LEVEL 6: MAKING A DIFFERENCE –

Level 6 focuses on making a difference in the world. It is also the level of active involvement in the local community. Individuals operating at this level honour intuition and contribution. They may be concerned about the environment or local issues. This level contains values such as counselling, community work, empathy and environmental awareness.

LEVEL 7: SERVICE –

Level 7 reflects the highest order of internal and external connectedness. It focuses on service to others. Individuals operating at this level are at ease with uncertainty. They display wisdom, compassion and forgiveness. They have a global perspective. They are concerned about issues such as social justice, human rights and future generations.



SEVEN LEVELS OF ORGANISATIONAL CONSCIOUSNESS

LEVEL 1: SURVIVAL –

Level 1 focuses on financial matters and organisational growth. It includes values such as profit, shareholder value, employee health and safety. The potentially limiting aspects of this level are generated from fears about survival. They include such values as control, short-term orientation, caution and exploitation.

LEVEL 2: RELATIONSHIPS –

This level addresses the quality of interpersonal relationships between employees and customers/suppliers. It includes values such as open communication, conflict resolution, customer satisfaction, courtesy and respect. The potentially limiting aspects of this level arise from fears around loss of control or personal regard. This leads to manipulation, blame and internal competition.

LEVEL 3: SELF-ESTEEM –

This level concerns best business practices and systems and processes that improve work methods and the delivery of services and products. Values at this level include productivity, efficiency, professional growth, skills development and quality. The potentially limiting aspects of this level result from low self-esteem and being out of control. Potentially limiting values include status, arrogance, bureaucracy and complacency.

- **There are no potentially limiting aspects to levels 4 through 7.**

LEVEL 4: TRANSFORMATION –

Level 4 focuses on continuous renewal and the development of new products and services. It contains values that overcome the potentially limiting values of levels 1 to 3. Values at this level include accountability, employee participation, learning, innovation, teamwork, personal development and knowledge sharing.

- **Levels 5, 6 and 7 represent increasing degrees of connectedness within the organisation.**



LEVEL 5: INTERNAL COHESION –

Level 5 focuses on building internal cohesion and a sense of community spirit inside the organisation. It includes values such as trust, integrity, honesty, values awareness, cooperation, commitment and fairness. The by-products are enjoyment, enthusiasm, passion, dedication and creativity.

• In addition to focusing on internal connectedness, Levels 6 and 7 focus on external connectedness.

LEVEL 6: MAKING A DIFFERENCE –

Level 6 focuses on the deepening and strengthening of relationships and employee fulfilment. Inside the organisation, it includes values such as leadership development, mentoring, coaching and employee fulfilment. Externally, it includes values such as customer and supplier collaboration, partnering, strategic alliances, community involvement, environmental awareness and making a difference.

LEVEL 7: SERVICE –

Level 7 reflects the highest order of internal and external connectedness. Inside the organisation, it includes values such as vision, forgiveness and compassion. Externally it includes values such as human rights, social responsibility, philanthropy, justice, peace, societal common good and future generations.



BUSINESS NEEDS SCORECARD

- The first three categories of the Business Need Scorecard cover the areas of business that a team or organisation traditionally measures. They represent the “hard stuff” – the frontline needs. They are relatively easy to measure. They are called the tangibles. Every business needs to pay attention to these areas in order to survive.

FINANCE:

This category addresses financial and/or organisational growth indicators. Measurement focuses on items such as capital formation, profit, return on assets, shareholder value and cash reserves.

CUSTOMER RELATIONS:

The focus of this category is on relationships with outside stakeholders who are directly involved with the products or services. Indicators in this category include issues related to market share, brand loyalty, customer satisfaction, and customer and supplier collaboration.

FITNESS:

This category focuses on internal systems and process issues such as speed, cycle time, quality, time to market, productivity, and efficiency. Reengineering and quality-based programs are often used to improve performance in these areas.

- The next three categories represent the “soft stuff.” These are the areas that support the front-line needs. In the twenty-first century, the “soft stuff” is destined to become the principal arena for determining competitive advantage. They are less easy to measure. They are called the intangibles.

EVOLUTION:

The focus of this category is developing future income streams. Performance is measured by actions that create new products and services, or adapting existing products to new or changing markets. Indicators include items that relate to research and development, proportion of income from new innovations and ideas generated.



CULTURE:

This category looks at issues related to building a strong sense of organizational identity and internal community spirit. Performance indicators include factors related to vision, mission and values alignment, employee fulfilment and leadership development.

SOCIETAL CONTRIBUTION:

This category concerns issues relative to social and/or environmental responsibility. Performance indicators could include the number of volunteer hours worked by employees for the local community, the impact of corporate philanthropy programs and/or environmental stewardship.



Key Findings - Brennan Technical

I. THE HUMAN PERSPECTIVE VALUES PLOTS DIAGRAMS

TOP VALUES –

Top values are those that have received the majority of the votes.

- The most common values in the personal lives of the Brennan Technical people are **achievement, commitment, enthusiasm, making a difference** and **openness**.
- The most common values within the Brennan Technical team’s Current Culture are **customer satisfaction, results orientation** and **short-term focus**.
- The Brennan Technical team members would like their group to support the values of **customer satisfaction, balance (physical/emotional/mental/spiritual)** and **vision**.

VALUE JUMPS –

A value jump occurs when there are more votes for a value in the Desired Culture list than in the Current Culture list. A value jump signifies that the participants consider that value to be particularly important and desirable.

- There is one values jump.

VALUE	CURRENT CULTURE VOTES	DESIRED CULTURE VOTES	JUMP
Customer Satisfaction	6	8	2

VALUE MATCHES –

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.

- **Personal Values and Current Culture:**

There is one matching value - **commitment**. This is the quality that the Brennan Technical team members can model fully in their workplace on a day-to-day basis. In a highly aligned culture, one would expect to see three or four matching values.



- **Current Culture and Desired Culture:**

There are three matching values – **customer satisfaction, results orientation** and **strategic partnerships**. These are the attributes that the Brennan Technical team members experience now and want to continue to support in the future. This shows that the team is, in small part, on the right track in their opinion. In a highly aligned culture, one would expect to see six, seven or eight matching values.

- **Personal Values and Desired Culture:**

There are four matching values - **openness, trust, balance (physical/emotional/mental/spiritual)** and **integrity**. These are the values that, if chosen to be guiding principles of this team, could easily be brought to work by the Brennan Technical group, as they are important in their daily lives. In a highly aligned team culture, one would expect to see three or four Personal Values that are also found in the Current and Desired Cultures. There are no matching values between the Personal, Current and Desired Culture values.

NEW VALUES –

These are values in the Desired Culture Values list that are not in the Current Culture Values list. These are the values that the respondents would like to see implemented.

- There are ten new values in the values plot diagram.





POTENTIALLY LIMITING VALUES –

Potentially limiting values are values that can cause frustration among team members and hinder the progress of the group if they are not dealt with in a timely manner.

- There are six potentially limiting values in the Current Culture. These words in particular reflect lack of clear direction, trust in the people and long-term considerations. 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.

Inconsistency is a descriptor of unpredictable, irregular and discrepant activity. It undermines trust and leads to cynicism and lack of commitment. Long-term goals cannot be met when this is in place.

Long Hours The expectation that people are to work more than what is healthy shows disrespect for the needs of the employees. This becomes damaging if this is a long-term dynamic. Burnout and resentment can become the by-products.

Ambiguity Without direction or sense of commitment, people become insecure relative to how they regard their management. Inefficiency, disinterest and frustration result.

Control implies a lack of trust in others. Control can block innovation, creativity, accountability and entrepreneurship. It is usually a sign of deep-seeded fears. Control can sometimes be seen as a positive value when working with financial departments.

In Personal Values list:

Control may imply a fear of something or a lack of trust. It may also indicate a desire for power over other person(s).

Knee-jerking reflects reaction rather than response. This limits continuous improvement and productivity in the long-term since people are focusing their time on short-term situations without devoting the necessary resources or effort for long-term planning or creative endeavors.

- There are no potentially limiting values in the Desired Culture.



ENTROPY REPORT –

This depicts the number of potentially limiting values per level in the Current Culture that were chosen by the survey participants. These represent all the potentially limiting values that were chosen and so may not be included in the top ten values on the Values Plot. Potentially limiting values are found only at levels 1, 2 and 3. This is a reflection of the degree of disorder within a system.

TOTAL NUMBER OF VOTES FOR POTENTIALLY LIMITING VALUES AND PERCENTAGE OF TOTAL	Level 1	Level 2	Level 3
51 out of 130 (40%)	14 out of 27 (11%) of total votes	5 out of 13 (4%) of total votes	32 out of 43 (25%) of total votes
	short-term focus (6) control (4) caution (3) exploitation (1)	empire building (2) blame culture (1) emotional attachment (1) manipulation (1)	inconsistency (5) long hours (5) ambiguity (4) knee-jerking (4) bureaucracy (3) information hoarding (3) micromanagement (2) politics (2) power (2) cynicism (1) hierarchy (1)

- This shows that 40% of all votes were for potentially limiting values. This is an alarmingly high percentage and requires immediate attention. System is on the verge of collapse.

VALUES BALANCE –

There are four types of values: 1) "I" Individual - values that are expressed from within the person (honesty, integrity). 2) "R" Relationship - values that are demonstrated in terms of connecting with others (trust, accountability, teamwork). 3) "O" Organisational - values that focus on business issues (financial stability, productivity, customer satisfaction). 4) "S" Societal - values that focus on the common good outside of the business (community involvement, environmental protection, social justice). The Personal Values template does not contain any "O" Organisational values, so the index is IRS. The IROS index shows the



TVA: Brennan Technical

distribution of these values types. This index reflects where the focus of a team lies and its degree of balance.

A strong community with internal cohesion usually has at least three or four Individual values and three or four Relationship values in their top ten values.

- Participants' Personal Values distribution of values types – IRS = 9-3-1. There are a good number of “relationship” values in the list of top Personal Values. This shows that they are people persons.
- The team members' perception of the Current Culture – IROS (P) = 1-1-5-0 and IROS (L) = 2-1-3-0.
- The team's Desired Culture Values – IROS = 3-4-6-0.
- The balance of values types in the Desired Culture as compared to those in the Current Culture show an increase in “individual” and “relationship” type values at the expense of the potentially limiting values.

VALUES PREDOMINANCE AND GAPS –

A values gap represents a level without values. It means that this level is a) unconsciously taken care of, b) a blind spot, or c) represents the next area of growth for a group of individuals or an organisation.

- In the Personal Values, the values are located in four of the seven levels with predominance at level 5 - Internal Cohesion and level 4 - Transformation. Level 5 represents personal cohesion, maturity and/or a search for meaning. Level 4 reflects willingness to learn or change. There are no values in level 1 - Survival, level 3 – Selfesteem and level 7 - Service. Level 1 represents physical health, security and financial stability. Level 3 concerns personal self-esteem. Level 7 addresses service to humanity, compassion to others and societal involvement.
- In the Current Culture, the values are distributed in six of the seven levels showing near full-spectrum consciousness with no predominance at any level. There are no values in level 7 - Service. Level 7 addresses long-term perspectives, ethics, compassion for others and social responsibility.
- In the Desired Culture, the values are distributed in six of the seven levels showing near full-spectrum consciousness with predominance at level 5 - Internal Cohesion. Level 5 represents the strength and health of the internal community of an organisation. There are no values in level 1 - Survival. Level 1 represents financial stability and the safety and security of employees.



II. THE TEAM DEVELOPMENT PERSPECTIVE

VALUES DISTRIBUTION DIAGRAM

Comparison of Personal and Current Culture Values:

The distribution of the Personal Values is focused at level 5 - Internal Cohesion (32%). Level 5 represents personal cohesion, maturity and/or a search for meaning. There is gross misalignment between the Personal and the Current Culture Values of the team:

- 52% of the group's Personal Values are situated in the upper three levels of consciousness compared to 23% of their Current Culture values.
- 22% of their Personal Values are situated in the lower three levels of consciousness compared to 63% of their Current Culture values.
- 26% of their Personal Values are situated at level 4 compared to 14% of their Current Culture values.

Comparison of Current and Desired Culture Values:

The distribution of values in the Current Culture is focused at level 3 - Self-esteem (33%). Level 3 is concerned with systems and process, organisational effectiveness and best practice.

There is strong misalignment between the Current Culture and the Desired Culture values:

- 23% of the Current Culture Values are situated in the upper three levels of consciousness, compared to 47% of their Desired Culture Values.
- 63% of the Current Culture Values are situated in the lower three levels of consciousness compared to 25% of their Desired Culture values.
- 14% of their Current Culture Values are situated at level 4 compared to 28% of their Desired Culture values.

Comparison of Desired and Personal Values:

The distribution of values in the Desired Culture is focused at level 4 - Transformation (28%). Level 4 represents the willingness of an organisation to change and be open to input from employees.



TVA: Brennan Technical

There is close alignment between the Desired Culture and the Personal values:

- 52% of the Personal Values are situated in the upper three levels of consciousness, compared to 47% of their Desired Culture Values.
- 22% of their Personal Values are situated in the lower three levels of consciousness, compared to 25% of their Desired Culture Values.
- 26% of their Personal Values are situated at level 4 compared to 28% of their Desired Culture values.

Comparison of Positive Values:

The comparison of Current and Desired Culture positive values show an increase of 6% at level 2, an increase of 14% at level 4, an increase of 15% at level 5, an increase of 5% at level 6 and an increase of 4% at level 7.

- At level 2, they want to see more **customer satisfaction**.
- At level 4, they want to see more **continuous learning, empowerment and innovation**.
- At level 5, they want to see more **integrity, openness, passion and trust**.
- At level 6, they want to see more **balance (physical/emotional/mental/spiritual), leadership development and strategic partnerships**.
- At level 7, they want to see more **vision**.



III. THE BUSINESS PERSPECTIVE

BUSINESS NEEDS SCORECARD DIAGRAM

- Based on the top thirteen values in the Current Culture, this Brennan Technical team currently focuses on three of the six categories –Finance, Fitness and Client Relations. There are no top values in the categories of Evolution, Culture and Societal Contribution.
- There are potentially limiting values in the categories of Fitness, Evolution and Culture showing regression in these areas.
- Based on the top thirteen values in the Desired Culture, four of the six categories are covered –Fitness, Client Relations, Evolution and Culture. There are no top values in the categories of Finance and Societal Contribution.
- There are no values in both the Current and Desired Culture for the category of Societal Contribution. What focus, if any, is on this area?
- The main differences between the Current Culture and the Desired Culture are the increased emphasis given to the categories of Evolution and Culture, and the loss of positive values in the categories of Finance and Fitness.

IV. CONCLUSIONS CURRENT STRENGTHS OF BRENNAN TECHNICAL

- The Personal Values of the Brennan Technical people show that they stand and are accountable for what they believe in as reflected by **commitment** and **responsibility**. These people succeed at what they set out to accomplish as illustrated by **achievement** and **initiative**. They want to leave the world a better place by **making a difference**. Their values of **trust**, **honesty** and **integrity** reveal the high standards by which they live. They have strong connective skills to others as depicted by **openness** and **listening**. They understand the importance of taking care of their needs and development by focusing on **balance (physical/emotional/mental/spiritual)** and **personal growth**. People are attracted to the **enthusiasm** they bring to life.
- This Brennan Technical team strives to meet objectives as depicted by the Current Culture values of **results orientation** and **organisational growth**. The Current Culture value of **cost reduction** shows emphasis being placed on the bottom line.
- This is a group that focuses on the needs of their clientele as depicted by the Current Culture value of **customer satisfaction**. This is a group whose relationships with others are important as revealed by **strategic alliances**.
- The team members take responsibility for their work as shown by their **accountability** and **commitment**.



KEY ISSUES FOR BRENNAN TECHNICAL

- This Brennan Technical team is hindered by the dynamics of **short-term focus, inconsistency, long hours, ambiguity, control** and **knee-jerking**. These words in particular represent lack of direction and mistrust. They are costing the team unwanted expenditure and resulting in frustration and unhappiness. The overall level of entropy in the team needs to be reduced immediately as its entropy percentage reflects eminent breakdown.
- The Desired Culture value of **vision** is a call for clarity and long-term perspective.
- The team members want a culture where people interact respectfully and authentically with each other through **openness** and **trust**.
- The values of **continuous learning** and **innovation** are a call to promote and support the on-going development of new ideas.
- The needs of the people would be met and supported through **balance (physical/emotional/mental/spiritual)**.
- The team members want to see the people in their group dedicated to the work that they are doing through their **passion**. The people want to be given more responsibility in the form of **empowerment**.
- The skills of the managers would be strengthened through **leadership development**.
- This Brennan Technical team would be known for its **integrity**.
- The value of **customer satisfaction** needs to be strengthened.



V. RECOMMENDATIONS

- Identify the meaning behind the potentially limiting values of **short-term focus, inconsistency, long hours, ambiguity, control** and **knee-jerking**. These are the problem areas that need immediate attention. Ask all the people what they see as the causes and manifestations behind each of these values and the corrective actions that they or others might take. Do a cost analysis of these values to see what degree they are damaging the bottom line. Determine the antidotes from the Desired Culture values lists e.g. **vision** for **short-term focus** and **ambiguity**.
- Ascertain what the team members mean by the values of **openness, passion** and **trust**. Determine their definitions and expected behaviours. Also become aware of what would sabotage them and how to avert these.
- Hold discussions to learn what the people mean and see by the values of **continuous learning** and **innovation**. Determine what programs and efforts are needed to integrate them throughout the team culture.
- Get input on **balance (physical/emotional/mental/spiritual)** - what it would look like, what it would need, how to implement it in full.
- Discuss how the leaders can create an inspiring and authentic **vision**. Then determine how this vision can be communicated and held to on a day-to-day basis.
- Talk about **integrity** - what this means and entails.
- Find out what the people want with **empowerment**. Ask what behaviours or support are needed to support the integration of this value.
- Determine what training programs are needed to put **leadership development** in place and who should attend.
- Ask people how they or the team can strengthen the value of **customer satisfaction**. Take action on these recommendations.
- Define a set of shared values. Limit to 3-4 maximum. Hold discussions to determine the degree of buy-in for the proposed set of values. What values does the team want to espouse? What values do they want to focus on for the long-term as they move forward? Once accepted, define what each of these values specifically means and what behaviours would be expected to support them. As well, determine what would undermine these values. Note that the values of **openness, trust, balance (physical/emotional/mental/spiritual)** and **integrity** are the Personal Values of these people as well as the values they want in their Desired Culture.



VI. DATA REPORT

The Brennan Technical report includes the following diagrams:

- **Values Assessment:** Shows the alignment of the top Personal, Current Culture and Desired Culture Values according to the Seven Levels of Consciousness.
- **Values Distribution Histogram:** Compares the distribution of all votes for Personal, Current Culture and Desired Culture values according to the Seven Levels of Consciousness.
- **Comparison of Positive Values:** Shows the percentage of votes for Personal, Current Culture and Desired Culture values according to the Seven Levels of Consciousness.
- **CTS Diagram:** Shows the percentage of votes for the top three levels of consciousness (Common Good), the level of Transformation and the bottom three levels (Self-interest).
- **Business Needs Scorecard Diagnostic (BNS):** Shows the distribution of the top Current and Desired Values according to the six categories of the Business Needs Scorecard. (Not all the listed top values translate into the scorecard. The scorecard does not include general values that apply to more than one category of the scorecard).

- **Values Plot Legend:**

P = Positive	I = Individual
L = Potentially Limiting (hollow dots)	R = Relationship
	O = Organisational
	S = Societal

Survey Data:

- Brennan Technical overall – 13 participants



VALUES AND THEIR ASSOCIATED LEVELS - GROUP (13)

Level	Personal Values	Current Culture Values	Desired Culture Values
7			vision (O)
6	balance (physical/emotional/mental/ spiritual) (I) making a difference (S)	strategic partnerships (O)	balance (physical/emotional/mental/spiritual) (O) leadership development (R) strategic partnerships (O)
5	commitment (I) enthusiasm (I) honesty (I) integrity (I) openness (R) trust (R)	commitment (I)	integrity (I) openness (R) passion (I) trust (R)
4	achievement (I) initiative (I) personal growth (I) responsibility (I)	accountability (R)	continuous learning (O) empowerment (R) innovation (I)
3		ambiguity (O) (L) inconsistency (I) (L) knee-jerking (I) (L) long hours (O) (L) results orientation (O)	results orientation (O)
2	listening (R)	customer satisfaction (O)	customer satisfaction (O)
1		control (R) (L) cost reduction (O) organisational growth (O) short-term focus (O) (L)	
	PL = 13-0 IRS (P) = 9-3-1 IRS (L) = 0-0-0	PL = 7-6 IROS (P) = 1-1-5-0 IROS (L) = 2-1-3-0	PL = 13-0 IROS (P) = 3-4-6-0 IROS (L) = 0-0-0-0



BUSINESS NEEDS SCORECARD

	Current Culture	Desired Culture
Finance	cost reduction organizational growth	cost reduction
Fitness	results orientation inconsistency (L) long hours (L) accountability ambiguity (L)	results orientation
Client Relations	customer satisfaction	customer satisfaction
Evolution	short-term focus (L) knee-jerking (L)	continuous learning innovation
Culture	control (L)	balance (physical/emotional/mental/spiritual) empowerment leadership development openness trust
Societal Contribution		