

Team Culture Assessment

CBT

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Corporate Transformation Tools

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Explanation of Models

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

- Human Perspective,
- Organizational Development Perspective, and
- Business Perspective

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

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

The Business Perspective is obtained by mapping the organization's current culture values and desired culture values against the Balanced Needs Scorecard. The model of the Balanced Needs Scorecard was created by Richard Barrett and is described in his aforementioned book. The concept of the Balanced 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 Corporate Culture Assessment, it is used as a diagnostic tool to identify where the organization is currently focusing its energies, and where they would like it to focus.

The six categories of the Balanced 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 Fulfillment and Human Resources
- Society and Community Contribution - Social and/or Environmental Responsibility

THE SEVEN LEVELS OF CONSCIOUSNESS

Service

Making a Difference

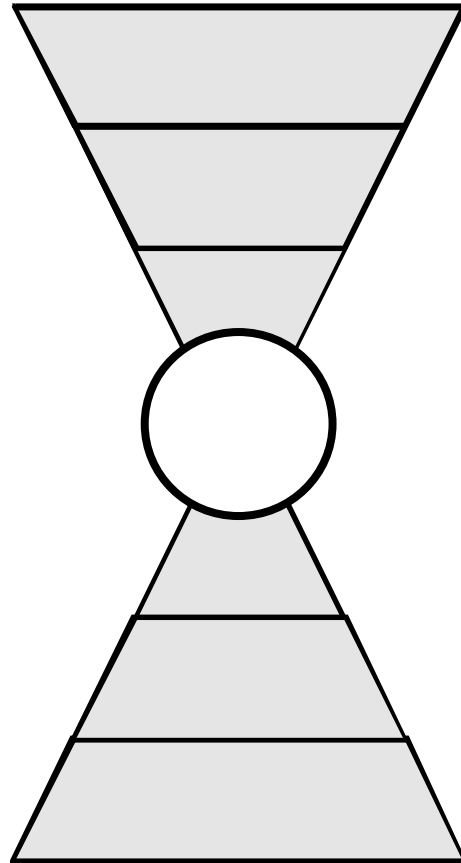
Internal Cohesion

Transformation

Self-Esteem

Relationships

Survival



Distribution of Consciousness

Individuals and organizations do not operate from any one single level of consciousness. They tend to be clustered around three or four levels. Most individuals tend to be focused at levels 1 through 5, usually with a particular emphasis at level 5. Many organizations tend to be focused in the first three levels of consciousness – Level 1: profit and growth, Level 2: customer satisfaction, and Level 3: productivity, efficiency and quality. The most successful organizations are distributed across the full spectrum of consciousness. They give emphasis to the top four levels of consciousness – Level 4: learning and innovation leading to continuous renewal, Level 5: internal cohesion, Level 6: employee fulfillment, customer/supplier collaboration, and Level 7: ethics and social responsibility.

SEVEN LEVELS OF PERSONAL 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 personal development. 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, humor/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 honor intuition and contribution. They may be concerned about the environment or local issues. This level contains values such as counseling, 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 and the planet. 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 ORGANIZATIONAL CONSCIOUSNESS

Level 1: Survival - Level 1 focuses on financial matters and organizational 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, territorial behavior, 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 organization.

Level 5: Internal Cohesion - Level 5 focuses on building internal cohesion and a sense of community spirit inside the organization. It includes values such as trust, integrity, honesty, values awareness, cooperation, excellence and fairness. The by-products are enjoyment, enthusiasm, passion, commitment 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 fulfillment. Inside the organization, it includes values such as leadership development, mentoring, coaching and employee fulfillment. 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 organization, it includes values such as vision, wisdom, forgiveness and compassion. Externally it includes values such as social justice, human rights, global perspective, social responsibility and future generations.

BALANCED NEEDS SCORECARD

- The first three categories of the Balanced Need Scorecard cover the areas of business that an organization 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.

Corporate Finance:

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

Customer/Supplier 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.

Corporate 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.

Corporate 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.

Corporate 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 fulfillment and leadership development.

Society/Community 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

I. THE HUMAN PERSPECTIVE

Values Plots diagrams

Top Values

- The three most common values in the personal lives of the CBT team are **commitment**, **honesty** and **making a difference**. The values of **family** and **responsibility** also scored highly.
- The most common values of the current CBT team culture are **cost reduction**, **long hours** and **profit**.
- The CBT team would like its group to support the values of **continuous improvement**, **vision** and **client satisfaction**.

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 are no value jumps. This indicates that there are no values in the current culture that this team strongly wants in their desired culture. The value of **profit** is the only one shared between the two lists and it drops from the top third in the current culture to the bottom third in the desired culture.

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 an organization.*

- There are no matching values between the CBT team's Personal and Current Culture Values. This indicates that the people are not able to bring themselves fully to work.
- There is one matching value between the Current Culture and Desired Culture Values lists – **profit**. This is the one attribute that the CBT team experiences now and wants to support in the future.
- There are three matching values between the Personal and Desired Culture Values lists – **excellence**, **accountability** and **commitment**. These are the qualities that the CBT team could easily bring to work should they be chosen to be guiding values for the team.

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

- There are thirteen new values. The three predominant ones are **continuous improvement, vision** and **client satisfaction**.

NEW VALUES
Continuous improvement
Vision
Client satisfaction
Effective communication
Employee fulfillment
Excellence
Teamwork
Balance (home/work)
Accountability
Commitment
Financial stability
Long-term perspective
Positive spirit

Potentially Limiting Values - *Potentially limiting values are values that can cause frustration among employees and hinder the progress of the organization if they are not dealt with in a timely manner.*

- There are five potentially limiting values in the Current CBT team Culture, which shows a group managed by fear.

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.

Confusion. Without direction, people become insecure relative to how they regard their management. Inefficiency and frustration result.

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

Empire building creates internal competition and prevents open communication between different parts of the organization.

Bureaucracy is a form of institutionalized control. Too much bureaucracy can block employee creativity and entrepreneurial spirit, and takes away accountability and trust. Bureaucratic organizations tend to lose their competitive-edge.

Value 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 organization. What is the reason behind each of the following values gaps?

- In the Personal Values, there are no values in level 1, level 3 or level 7. Level 1 represents security and financial stability. Level 3 addresses issues around self-esteem. Level 7 addresses compassion for others and societal involvement.
- In the Current Culture Values, there are no values in levels 4, 5 or 7. 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. Level 7 addresses long-term perspectives, compassion for others and societal involvement.
- In the Desired Culture Values, there are no values at level 3. Level 3 is concerned with the self-esteem of an organization relative to best practices and systems and processes.

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" Organizational - 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" Organizational values; so the index is IRS. The IROS index shows the distribution of these values types. This index reflects where the focus of an organization lies and its degree of balance.

A strong organizational 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 8-2-1, favors their singular strengths with eight "individual" values. They complement their lives with a focus on other people as shown by two "relationship" values. There is one "societal" value.

- The team's perception of the Current Culture shows a poor balance of values types – IROS (P) = 0-0-6-0. There are no “individual”, “relationship” or “societal” values.
- The team's Desired Culture Values show an good balance of values types with more focus on “individual” and “relationship” values at the expense of potentially limiting values – IROS (P) = 4-3-7-0. There are no “societal” values.

II. THE ORGANIZATIONAL DEVELOPMENT PERSPECTIVE

Values Distribution diagram

- The distribution of the Personal Values of CBT is typical of people in most organizations – a spread of values across all seven levels of consciousness with the strongest emphasis at level 4– the level of transformation, and level 5 – the level of meaning and community.

Alignment of Personal and Current Culture Values:

There is poor alignment between these two sets of values.

- 47% of CBT employees' Personal Values are situated in the upper three levels of consciousness compared to 23% of their Current Culture values.
- 32% of their Personal Values are situated in the lower three levels of consciousness compared to 67% of their Current Culture values.
- The strongest focus of their Personal Values falls in level 5 (34%).

Alignment of Current and Desired Culture Values:

The alignment between these two sets of values is dissimilar to the alignment between their Personal and Current Culture Values.

- 23% of their Current Culture Values are situated in the upper three levels of consciousness, compared to 42% of their Desired Culture Values.
- 67% of their Current Culture Values are situated in the lower three levels of consciousness compared to 32% of their Desired Culture values.
- The strongest focus of Current Culture Values is at level 3 (39%).

Alignment of Personal and Desired Culture Values:

The alignment between these two sets of values is similar.

- 47% of their Personal Values are situated in the upper three levels of consciousness, compared to 42% of their Desired Culture Values.
- 32% of their Personal Values are situated in the lower three levels of consciousness, compared to 32% of their Desired Culture Values.
- The strongest focus of Desired Culture Values is at level 4 (26%).

Conclusions on Values Alignment: The CBT team would like to see an upward shift in the consciousness of the organization. The Personal Values of the CBT team are at such a level that they are able to support this upward shift.

III. THE BUSINESS PERSPECTIVE

Balanced Needs Scorecard diagram

- Based on the top eleven values in the Current Culture, the team sees the organization currently focuses on three of the six categories - Corporate Fitness, Corporate Finance and Client/Supplier Relations. There are no values in the categories of Corporate Evolution, Corporate Culture and Society and Community Contribution.
- Based on the top fourteen values in the Desired Culture, all categories are covered except Society and Community Contribution. There is a strong showing of values in Corporate Culture. Overall, this demonstrates excellent business balance.

IV. CONCLUSIONS

- This team is remarkably dedicated to doing what they say they are going to do as shown by their Personal Values of **commitment, responsibility, determination** and **accountability**. Their values of **honesty** and **integrity** show that they live by a high set of standards. They are committed to leaving the world a better place as depicted by **making a difference, achievement, enthusiasm** and **excellence**. These are people who are devoted to their loved ones with **family**.
- There is poor alignment between the Personal Values of the team at CBT and their perception of the Current Culture. This indicates dissatisfaction in their work environment.
- One of the thrusts of the Current Culture is making money with **cost reduction** and **profit**. There is strong emphasis on relationships with outside interests as shown with **strategic alliances, partnerships** and **client focus**. The values of **confusion, long hours** and **short-term focus** indicate a lack of long-term direction and corporate confidence.
- The CBT team does not see the company as being on the right track as shown by only one values match – **profit**.
- The Desired Culture list contains values that address the needs of the people such as **balance (home/work), employee fulfillment** and **client satisfaction**. The values of **continuous improvement** and **excellence** reflect a desire for offering a high quality product.
- The CBT team wants defined directions as shown by with **vision** and **long-term perspective**.
- The values of **teamwork** and **accountability** show up as the classic antidotes to **bureaucracy**.

V. RECOMMENDATIONS

- Find out how the organization can create an environment that promotes **continuous improvement** and **excellence**. Specify what is needed to implement these values into the system.
- Determine how the organization can create an environment based on **teamwork** and **accountability**. Hold focus group discussions to find out how these values can become a more integral part of the work life.
- Ascertain what is meant by the value of **employee fulfillment**. Create what is needed to support this.
- Do the same as above for **effective communication**.
- Define the difference between **client satisfaction** and **client focus** and decide which avenue to take.
- Plan and define **vision** and **long-term perspective**. Determine how it can be communicated effectively to all.
- Determine the underlying causes of the potentially limiting values of **confusion, long hours, bureaucracy, empire building** and **short-term focus**. Rectify accordingly.
- Define a set of guiding values. Limit to 3-4 maximum. Hold discussions to determine the degree of buy-in for the proposed set of values. Once accepted, define what is meant by each of these values and what is expected behaviorally to support them.

VI. DATA REPORT

Interpretation of Results

The CBT 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 Corporate Consciousness.
- **Values Distribution Histogram:** Compares the distribution of all votes for Personal, Current Culture and Desired Culture values according to the Seven Levels of Corporate 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).
- **Balanced Needs Scorecard Diagnostic (BNS):** Shows the distribution of the top Current and Desired Values according to the six categories of the Balanced Needs Scorecard. (Not all the listed top values translate into the scorecard. The scorecard does not include potentially limiting values and general values that apply to more than one category of the scorecard).

Survey Data:

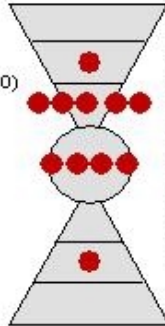
- CBT – 23 participants



CBT (23 participants)

Personal Values

1. **commitment** (14)
2. honesty (11)
3. making a difference (10)
4. family (9)
5. responsibility (9)
6. achievement (8)
7. determination (8)
8. **accountability** (7)
9. enthusiasm (7)
10. **excellence** (7)
11. integrity (7)

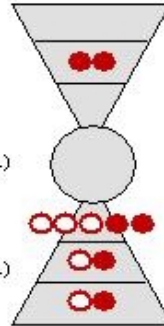


PL = 11-0
 IRS (P) = 8-2-1
 IRS (L) = 0-0-0

0 Matches

Current Culture Values

1. cost reduction (12)
2. long hours (11) (L)
3. **profit** (11)
4. confusion (9) (L)
5. results orientation (9)
6. short-term focus (9) (L)
7. strategic alliances (9)
8. client focus (7)
9. bureaucracy (6) (L)
10. empire building (6) (L)
11. partnerships (6)

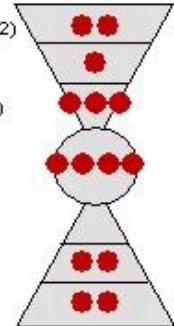


PL = 6-5
 IROS (P) = 0-0-6-0
 IROS (L) = 1-0-4-0

1 Match

Desired Culture Values

1. continuous improvement (12)
2. vision (11)
3. client satisfaction (9)
4. effective communication (8)
5. employee fulfillment (8)
6. **excellence** (8)
7. teamwork (8)
8. balance (home/work) (7)
9. **accountability** (6)
10. **commitment** (6)
11. financial stability (6)
12. long-term perspective (6)
13. positive spirit (6)
14. **profit** (6)



PL = 14-0
 IROS (P) = 4-3-7-0
 IROS (L) = 0-0-0-0

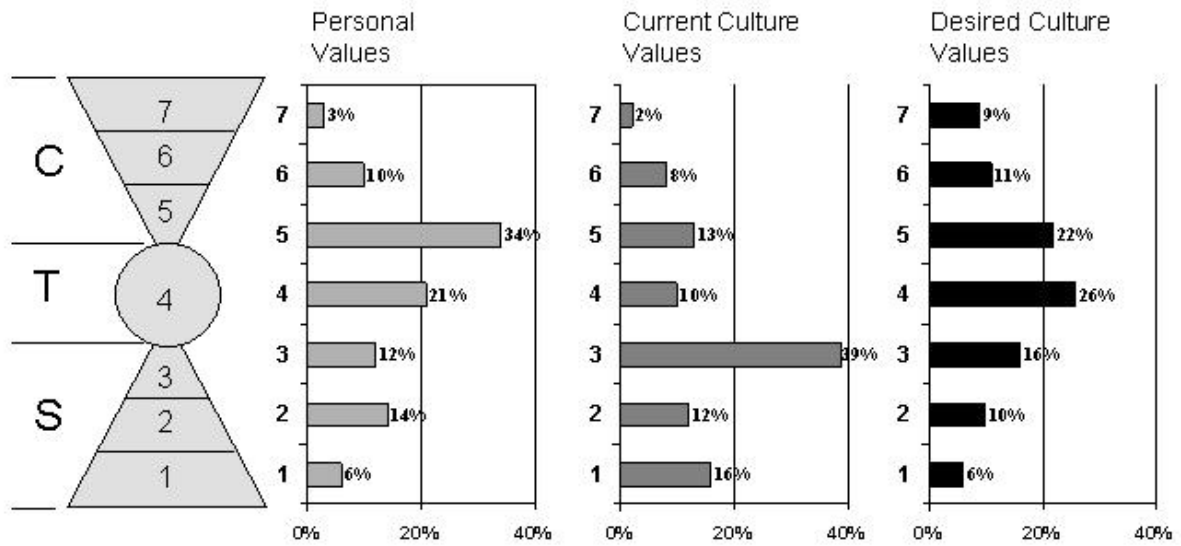
3 Matches

<u>Underline</u> = PV & CC match <u>Red</u> = PV, CC & DC match <u>Red</u> = CC & DC match <u>Blue</u> = PV & DC match	LEGEND P = Positive L = Potentially Limiting (hollow dots)	I = Individual R = Relationship O = Organizational S = Societal
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1



CBT (23 participants)



CTS = 47-21-32

CTS = 23-10-67

CTS = 42-26-32

C = Common good T = Transformation S = Self-interest

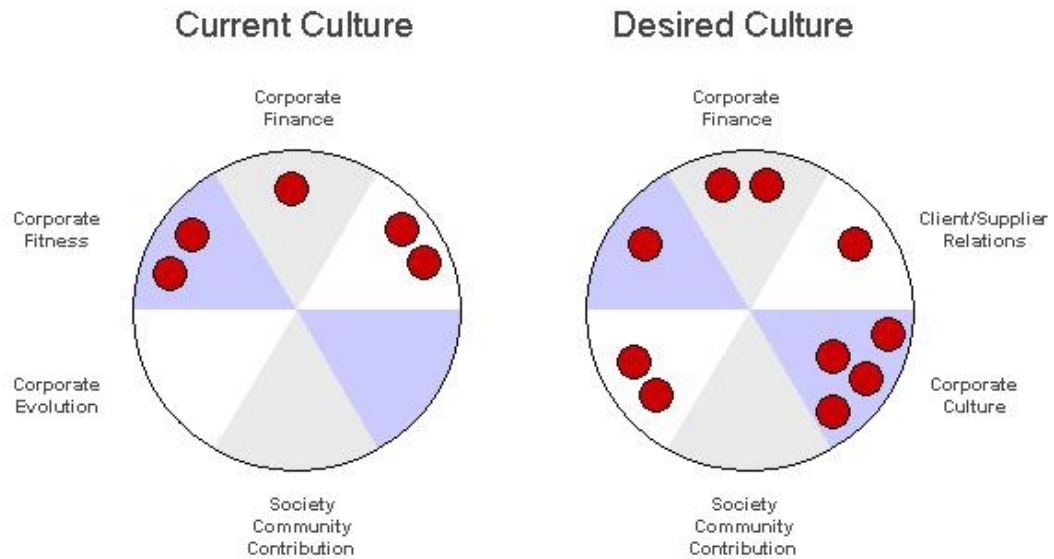
2

Corporate Transformation Tools®



CBT (23 participants)

BALANCED NEEDS SCORECARD



Corporate Transformation Tools

3