

# Services

based on

## Barrett Values Centre Model

delivered by

## Outside the Nine Dots

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# Contents

Overview .....	3
The Models.....	3
Seven Levels of Consciousness .....	3
Business Needs Scorecard .....	6
Cultural Values Assessment.....	8
The cost of “unproductivity” .....	14
Mergers and Acquisition Assessment .....	15
Leadership / Team Influence Assessment.....	18
Leadership Values Assessment .....	20
The benefits of a cohesive and aligned culture .....	24

## Overview

Outside the Nine Dots provides organisations with a whole of business methodology which provides a graphical representation of the Corporate Culture, highlights the areas of dysfunctionality, calculates the cost of the dysfunctionality, looks at leadership influence on a business unit and provides 360° feedback for key staff members.

The qualitative information is quantified and can be measured at regular intervals. Some organisations are now using the level of dysfunctionality in a work unit as a KPI for managers. They have a target of decreasing the level of dysfunctionality by a percentage each year.

Each of the components is individually priced and the client can determine those aspects of the methodology that best suit their needs.

The Barrett Values Centre Methodology is based on Values and the model is explained in the text of the document.

## The Models

The Cultural Transformation Tools developed by Barrett Values Centre are supported by several models, in particular the Barrett Seven Levels of Consciousness Model and the Business Needs Scorecard.

### Seven Levels of Consciousness

The Barrett Seven Levels of Consciousness Model is an adaptation and extension of Maslow's model of the hierarchy of human needs. The model applies to individuals and all types of groups. The seven levels of consciousness are the principal motivating forces in all human affairs.

A full account of the development of the Barrett Seven Levels of Consciousness Model can be found in Richard Barrett's book, *Liberating the Corporate Soul: Building a Visionary Organization*.

**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.

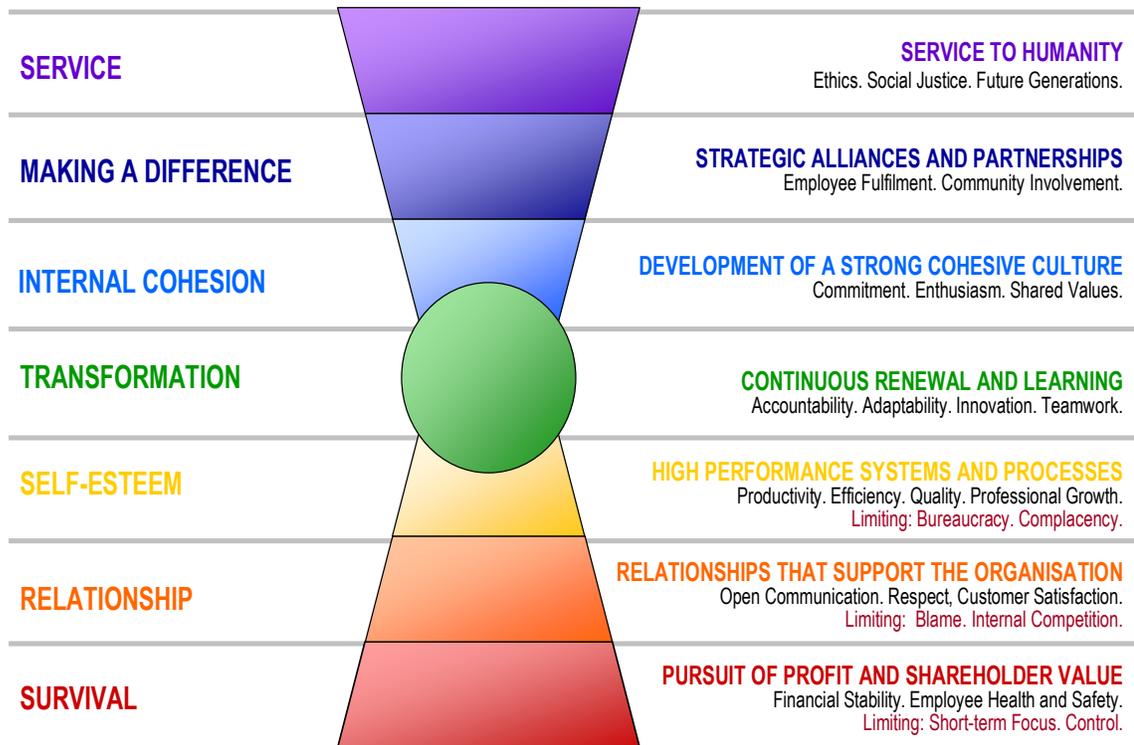
**Level 4: Transformation** – The focus at this level is on self-actualization and personal growth. It contains values such as courage, responsibility, knowledge and independence. This is the level where people work to overcome their fears. It requires continuous questioning of beliefs and assumptions. 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



## Business Needs Scorecard

The Business Needs Scorecard is an expansion of the four categories of the Balanced Scorecard developed by Kaplan and Norton, Financial, Customer, Learning and Growth and Internal Business Processes.

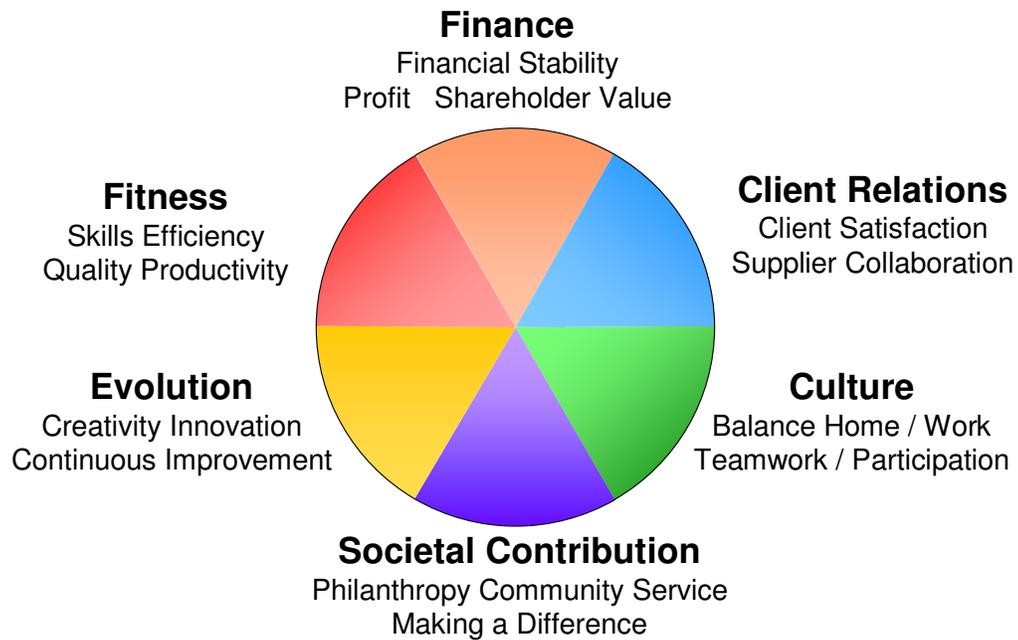
The first three categories of the Business Need Scorecard cover the areas of business that an organisation traditionally measures. They represent the "hard stuff" – the frontline needs. They are relatively easy to measure. They are called the tangibles. Every business needs to pay attention to these 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.
- **Client 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 on 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 organisational 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.

# Business Needs Scorecard



## Cultural Values Assessment

The CTT methodology provides powerful metrics which enable leaders to actively measure and manage cultures. It is the most comprehensive cultural diagnostic value assessment commercially available. Mapping the values of a culture provides a detailed roadmap for building a sustainable, high performance organisation.

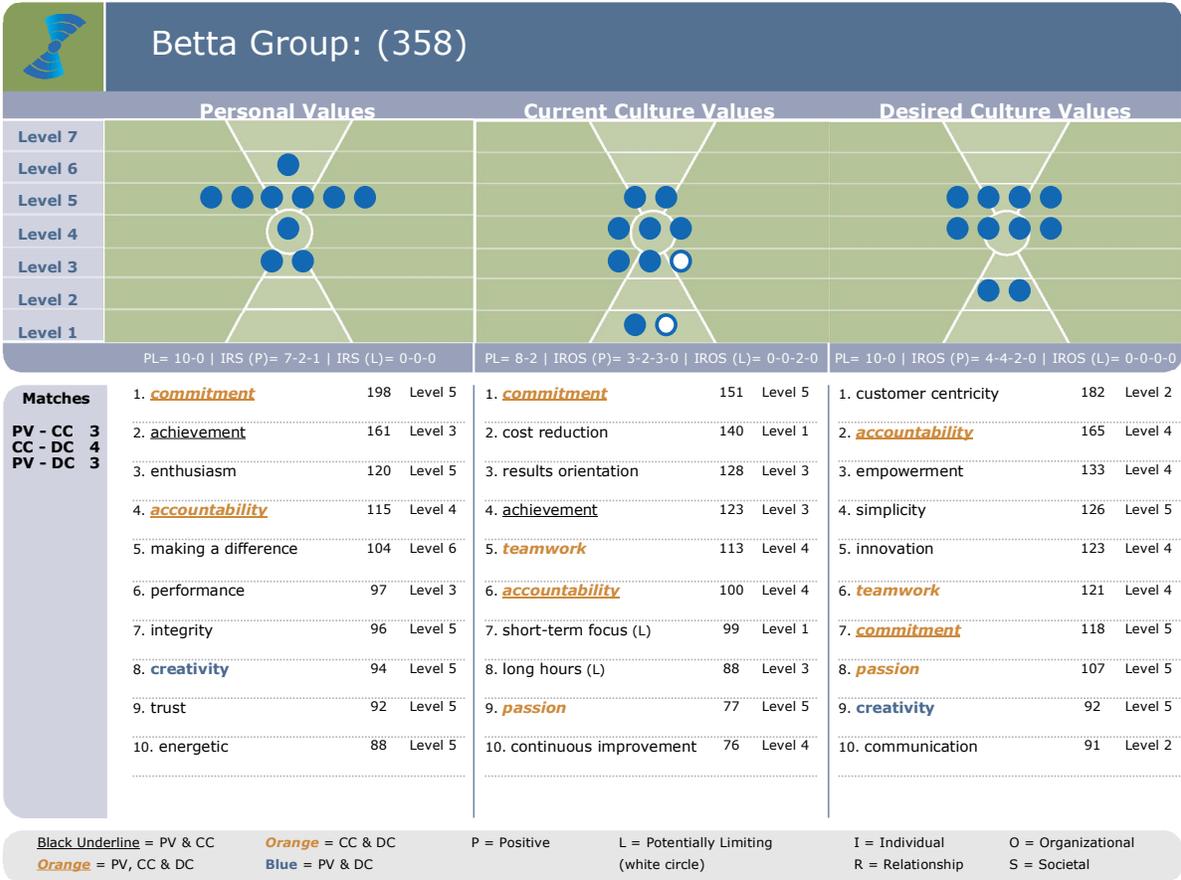
The values for the assessment are customised to meet the needs of the business. Demographic of the survey are agreed eg senior management, frontline management, staff, length of service, location etc. The survey is then activated and is normally available for two weeks.

Every survey participant uses the internet to make their choices in a 15 – 20 minute online session. Participants are required to choose their top ten personal values, the top ten values that they see being acted out in the business today and then choose the top ten values that they would like to see if the business was a high performing one.

The results of the survey are then collated and the reports produced for each of the demographics. This generally takes about two to three weeks depending on the complexity of the reports required.

Outside the Nine Dots then feeds back to the sponsor and their team on the results. Once the results have been shared with the senior staff, they are fed back to the participants.

The feedback takes place in a workshop environment with active participation from the survey participants.

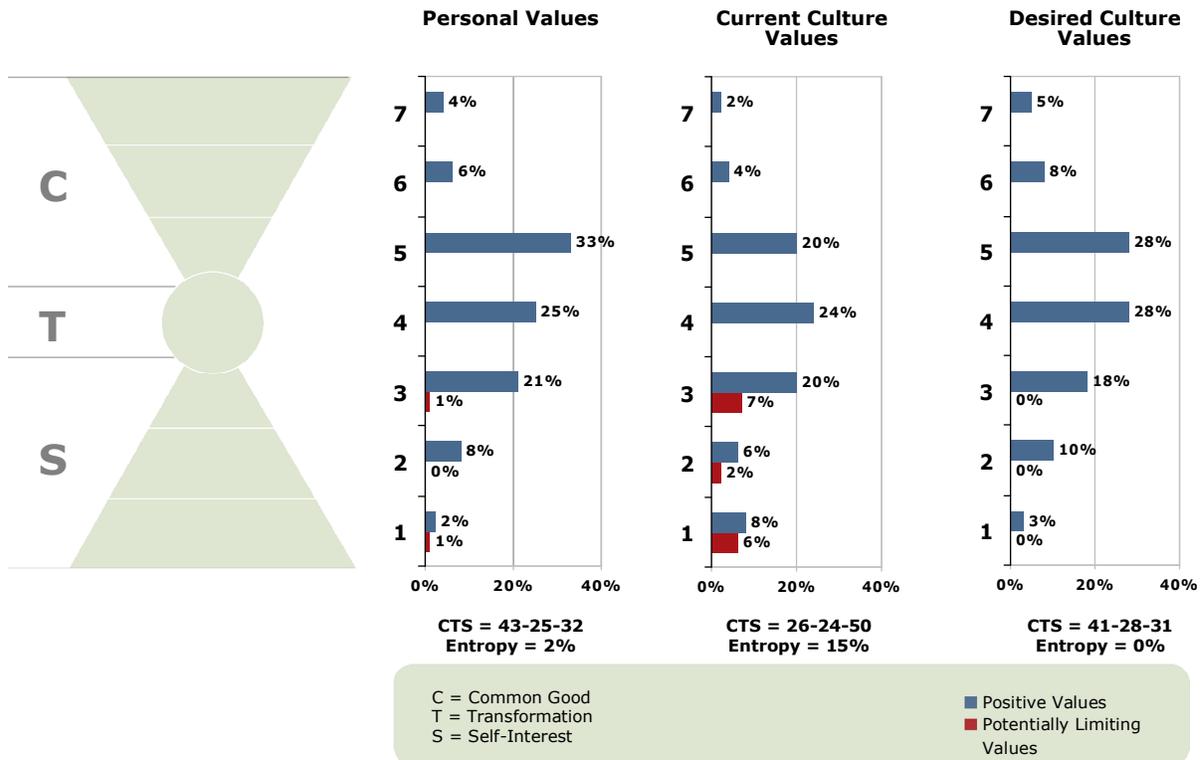


Values Plot

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a) **Values Plot** shows the top ten Personal Values, the Current Culture and the Desired Culture. From this chart it is easy to see the limited alignment of the personal values with the current and the desired cultures. In an aligned culture there are between six and eight values matches between the Current Culture and the Desired Culture.



Values Distribution

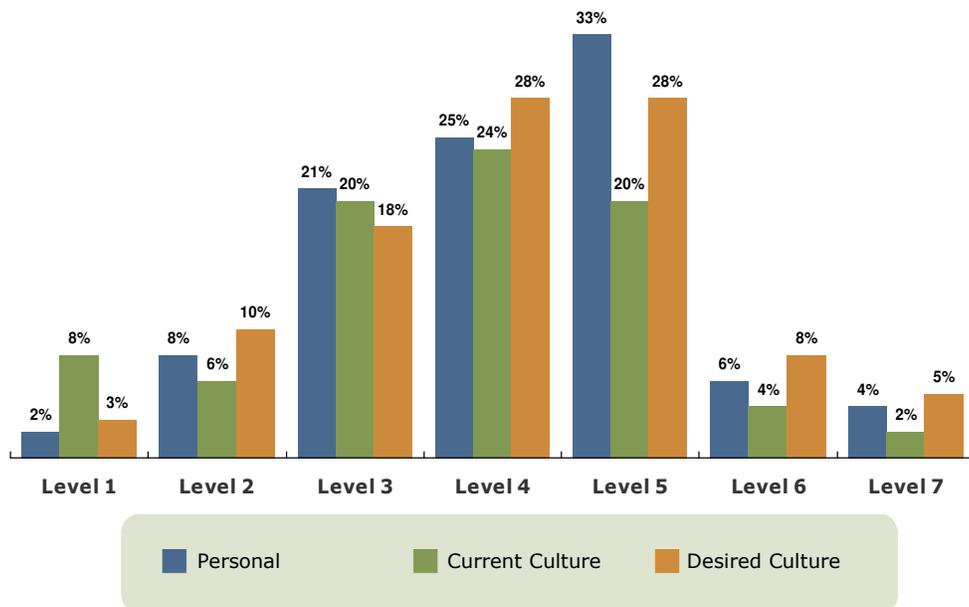
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b) **Values Distribution** shows all the values for the demographic across all seven levels. It also shows the split between Common Good, Transformation and Self-Interest.

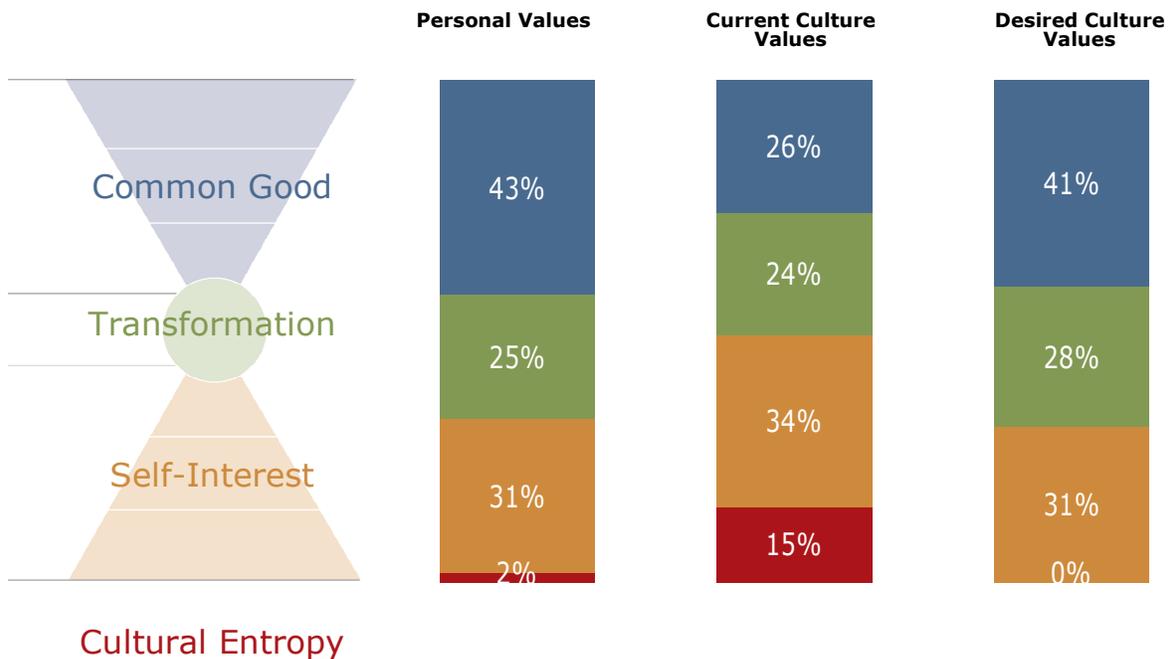
Entropy is a measure of dysfunction – the amount of energy in the company working against positive outcomes, ideally the entropy should be less than 10% as with low entropy there is normally a high level of engagement.

- 10 – 19% indicates that there are some problems requiring careful monitoring.
- 20 – 29% means that there are significant problems requiring attention.
- 30 – 39% is indicative of a crisis situation requiring immediate attention.
- When entropy levels are above 40% there is a high risk of implosion, bankruptcy, or failure.

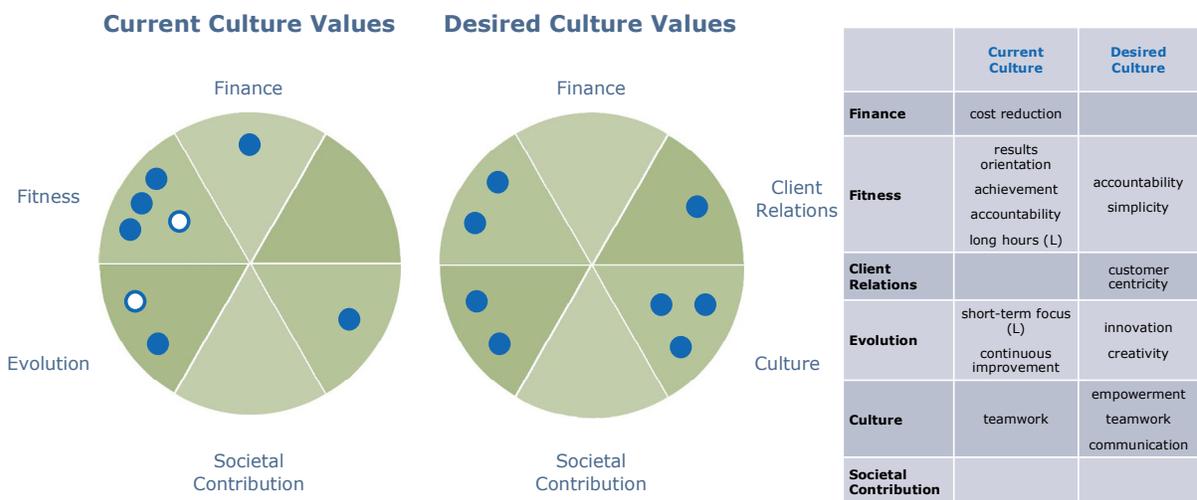


- c) The **Positive Values Distribution** chart shows the positive values across all seven levels. It is easy to compare the Personal, Current Culture and Desired Culture at every level. The positive difference in percentage between the Current and Desired Culture indicates the area in which the employees desire to direct their energy. At level two it is **Customer Centricity** and **Communication**, at level four it is **Accountability, Empowerment, Innovation** and **Teamwork**, level five it is **Simplicity, Commitment, Passion** and **Creativity**.

These chosen values can be changed into projects to address the needs of the business and link to the strategic plan and quarterly objectives.



d) CTS demonstrates the percentage of the values in four categories, Common Good, Transformation, Self-Interest and Cultural Entropy.



e) The **Business Needs** chart provides an indication of which of the six business sectors are receiving the attention. Among the "Best Employers" the focus is normally on Evolution, Fitness, Client Relations and Culture.

The Desired Culture shows that the participants want to see the ongoing support for evolution and more emphasis on client relations and corporate culture.

## The cost of "unproductivity"

The values selected in a cultural assessment fall into two categories – positive and potentially limiting. The potentially limiting values are called entropy, dysfunctionality or "unproductivity".

The spreadsheet below calculates the cost of 358 employees at Beta Group spending 10 minutes each week on "short-term focus" and "long hours". For purposes of the illustration an average wage of \$1,000 per week has been used.

The cost to Beta is both lost productivity and lost opportunity. By eliminating the two potentially limiting values more than \$550,000 can be added to the "bottom line".

### The cost of "unproductivity"

Company name	Betta Group
Income	\$55,848,000
Gross profit %age	10%
Salary	\$18,616,000
Number of Staff	358
<b>AWOTE</b>	\$1,000.00

<b>Grand Total</b>	<b>\$ 558,997</b>
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	<b>Total lost productivity</b>		<b>Total lost opportunity</b>	
		<b>\$ 168,061</b>		<b>\$ 390,936</b>
Value	Lost productivity minutes per person per week	x salary	Lost opportunity %age	x income x gross profit %age
Short-term focus	10	<b>\$ 84,031</b>	5%	<b>\$ 279,240</b>
Long hours	10	<b>\$ 84,031</b>	2%	<b>\$ 111,696</b>
	0%	0	0%	0
	0%	0	0%	0
	0%	0	0%	0
	0%	0	0%	0
	0%	0	0%	0
	0%	0	0%	0
	0%	0	0%	0
	0%	0	0%	0

## Mergers and Acquisition Assessment

The purpose of the Cultural Comparison Assessment is to determine how two groups or organisations correlate with one another. This assessment determines, for each culture, what is important to the employees from a personal perspective; how they perceive their current culture and what direction they would like to see their group or organisation take. Comparing the results of the two groups or organisations shows where they share the same point of view; where they differ; potential problem areas; current mutual strengths; and what one might offer the other.

This assessment takes into account three areas.

- Human Perspective
- Organisational Development Perspective
- Business Perspective

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

### **PERSONAL VALUES**

Personal Values express the relationship content of one's deeply held beliefs. These are the qualities that connect people in mutual understanding and support.

### **CURRENT CULTURE VALUES**

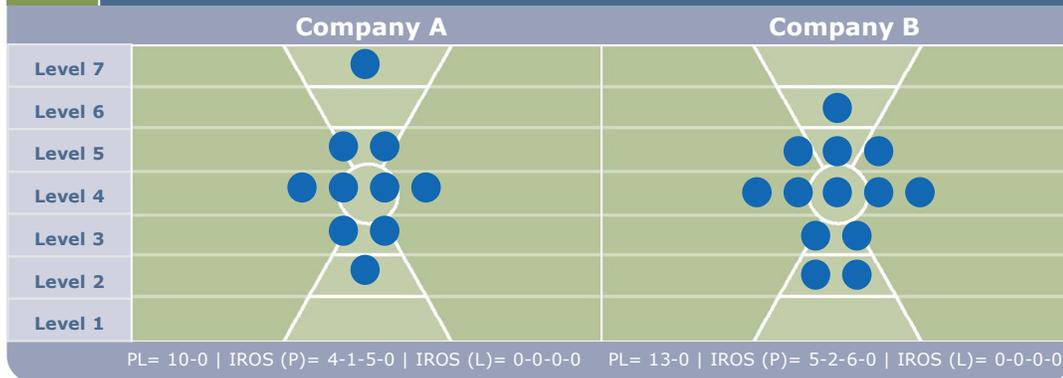
The Current Culture Values reflect the employees' perceptions of what their organisation focuses on and how it behaves. These values provide a picture of the working environment, the positive aspects of the business, and its potential problem areas. These are a description of what the situation is between these two groups at this point in time.

### **DESIRED CULTURE VALUES**

The Desired Culture Values reflect what the employees believe to be important in achieving optimum performance within their organisation. These values can show the next steps that they want their organisation to take; antidotes to current problems; and current values that need strengthening. In essence, this is a map as to what the employees want to support and see enacted within their culture.



# Comparison of Desired Culture



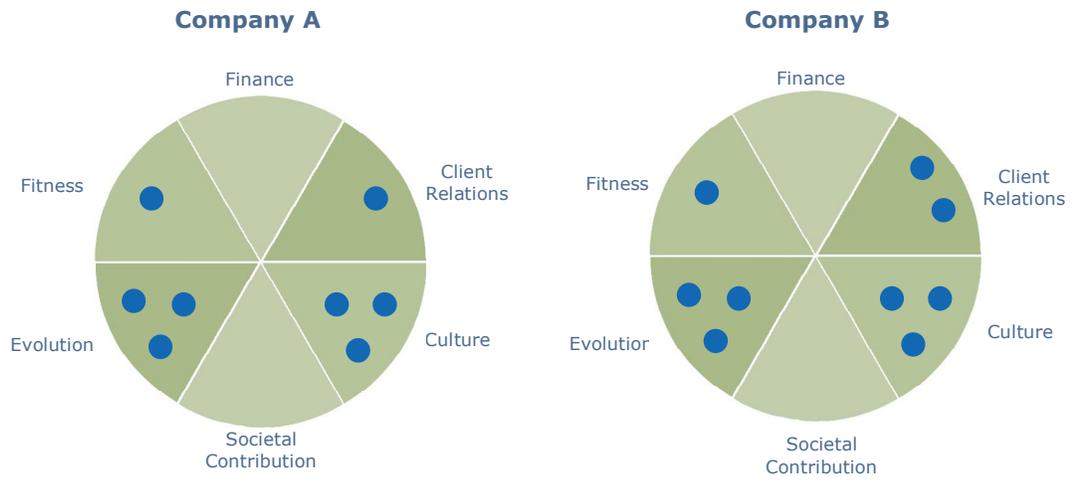
Matches	Company A	Company B
1. adaptability	33 Level 4	1. <b>customer intimacy</b> 12 Level 2
2. <b>customer intimacy</b>	29 Level 2	2. continuous improvement 8 Level 4
3. <b>staff engagement</b>	27 Level 5	3. action orientation 7 Level 4
4. boldness	24 Level 4	4. creativity 7 Level 5
5. <b>reliable</b>	22 Level 3	5. customer collaboration 7 Level 6
6. balance (home/work)	19 Level 4	6. <b>entrepreneurial</b> 7 Level 4
7. <b>entrepreneurial</b>	19 Level 4	7. responsibility 7 Level 4
8. <b>fun</b>	19 Level 5	8. <b>staff engagement</b> 7 Level 5
9. <b>professionalism</b>	19 Level 3	9. employee recognition 6 Level 2
10. long-term perspective	18 Level 7	10. <b>fun</b> 6 Level 5
		11. goals orientation 6 Level 4
		12. <b>professionalism</b> 6 Level 3
		13. <b>reliable</b> 6 Level 3

**Orange** = Values match      P = Positive      I = Individual  
 L = Potentially Limiting (white circle)      R = Relationship      O = Organizational

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## Comparison of Desired Culture - BNS



## Leadership / Team Influence Assessment

Good leaders' actions inspire their people to do more, to be more and to learn more. Leaders often define the culture of the organisation and the "way we do things around here". Leaders have notable influence on how subordinates act and react and thus have a direct effect on the culture of the team.

This Leader / Team Influence Assessment is a new and innovative use of the Barrett Values Centre tools to measure the impact a leader may be having on the team by measuring the level of alignment between them.

There are two components to the assessment, the values plot and Business Needs Scorecard.

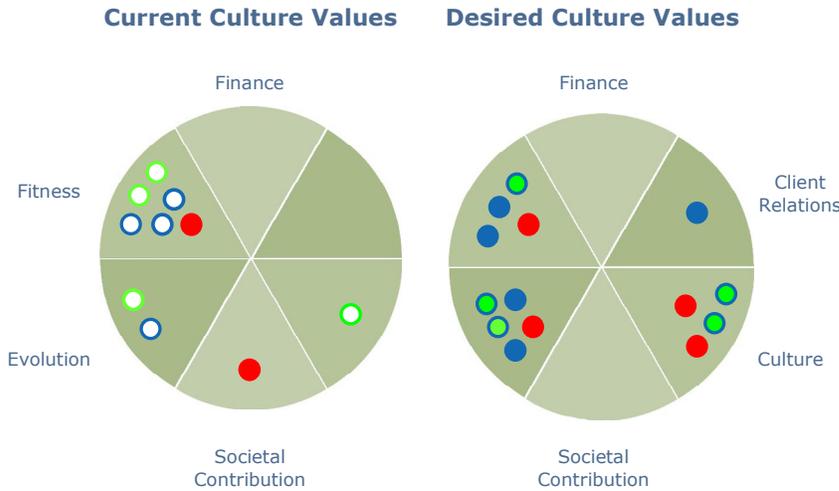
The Leader / Team Influence Values Plot provides details of common values between the leader and their team. The plots below demonstrate the Alignment of the leader and the immediate reports.



The aligned values are highlighted in green and the dots are also green. The influence of the leader can be clearly seen in the Personal Values, Current Culture Values and Desired Culture Values.

The Business Needs Scorecard is a reflection of the areas of the business that the leader and team are directing their focus. In this chart the aligned values are highlighted in green with green dots.

 Leader and Management Team (8)



	Current Culture	Desired Culture
<b>Finance</b>		
<b>Fitness</b>	bureaucracy (L) confusion (L) hierarchy (L) information hoarding (L) silos mentality (L) Results orientation	Accountability achievement goals orientation information sharing
<b>Client Relations</b>		strategic alliances
<b>Evolution</b>	caution (L) short-term focus (L)	continuous improvement continuous learning innovation long-term perspective risk-taking
<b>Culture</b>	control (L)	Open communication Co-operation empowerment staff engagement
<b>Societal Contribution</b>	Making a difference	

Leadership Influence  
Business Needs

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## Leadership Values Assessment

The LVA, when used in conjunction with coaching, is one of the most powerful tools offered. It is important for two reasons: the senior group must i) be aware of the scope and depth of the cultural issues, and ii) be willing to take action, including commitment to personal change, before the rest of the company is involved in the process of cultural transformation.

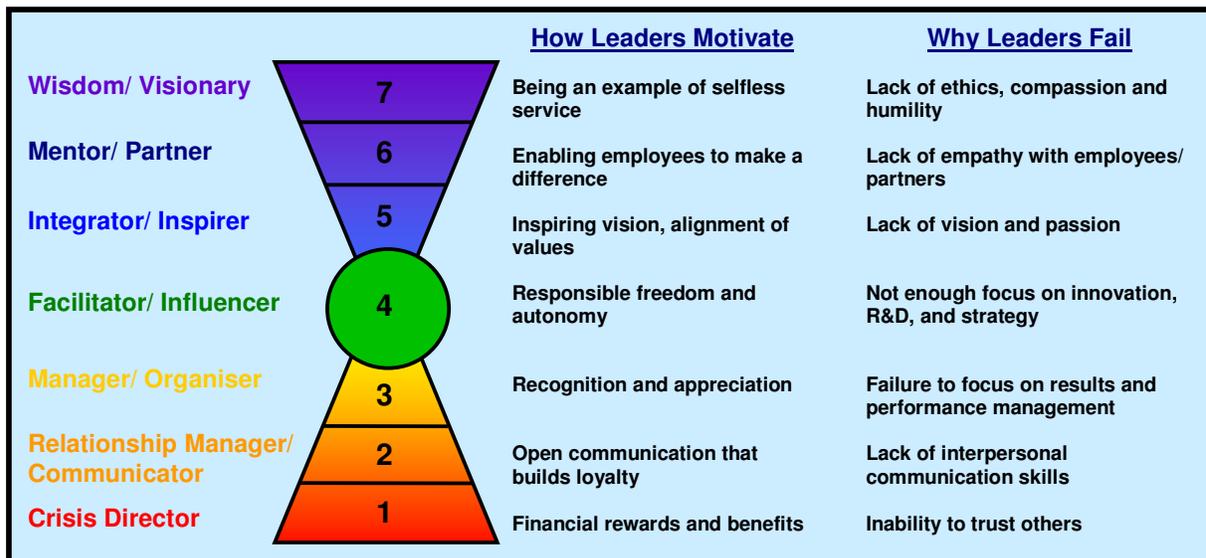
Here are some key facts about leadership and shareholder value:

- Leadership development drives cultural capital
- Cultural capital drives employee fulfilment
- Employee fulfilment drives customer satisfaction
- Customer satisfaction drives shareholder value

Cultural alignment can occur at any level of consciousness, but only full-spectrum consciousness creates sustainable high performance and long-term resilience. Achieving full-spectrum organisational consciousness requires full-spectrum leaders.

The Leadership Values Assessment involves carrying out a 360-degree survey for the leader with 15 persons of their choice providing feedback on them. It starts by focusing on individuals' positive leadership qualities and highlights the issues they need to address to achieve their potential and to grow as leaders. The CEO or the leader of the organisation must be willing to commit to his or her own personal transformation in order to change the culture. *The leaders must be the change they want to see.*

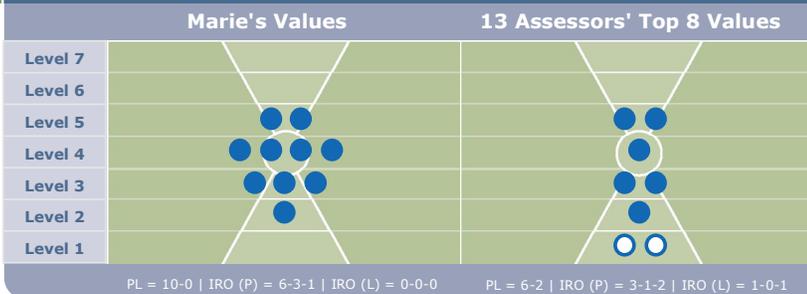
The model below illustrates the Seven Levels of Leadership as they correspond to the Seven Levels of Consciousness.



A Leadership Values Assessment was conducted for Marie who chose her personal values and 13 of her colleagues chose values that they felt she exhibited.



# Marie

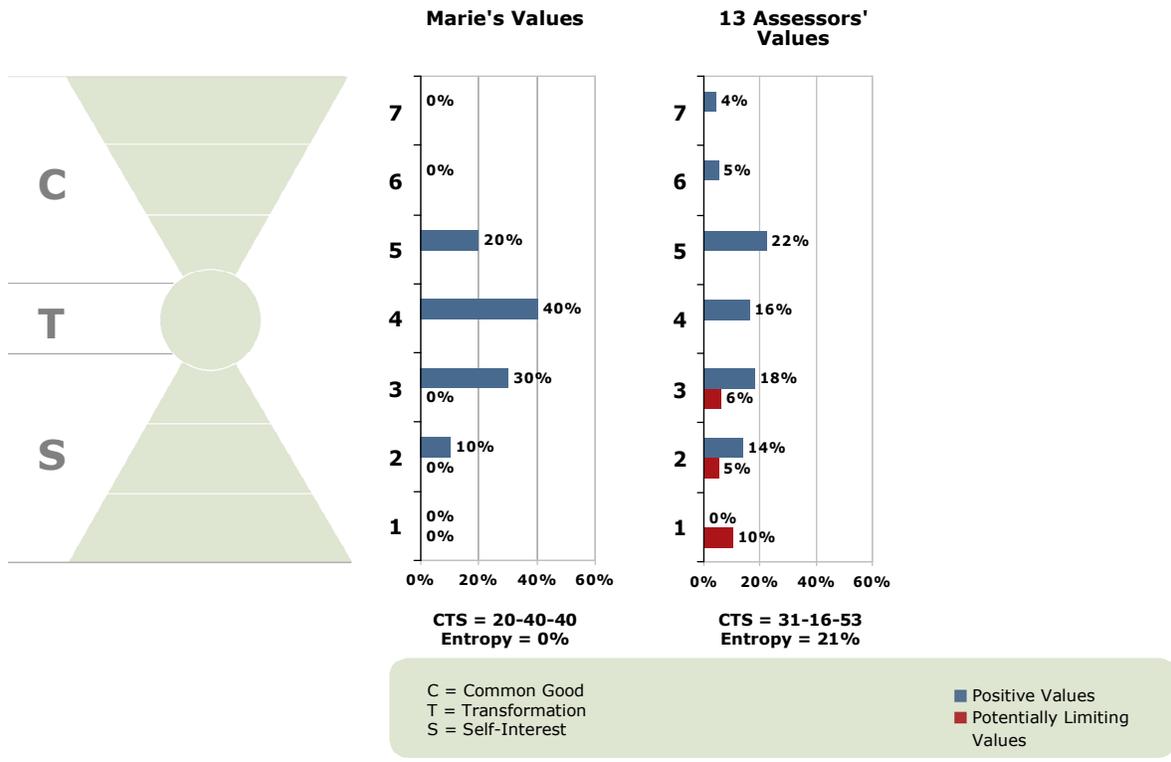


Matches	Value	Level	Value	Level	Level
3	accessible	Level 2	best practices	5	Level 3
	achievement	Level 3	cautious (L)	5	Level 1
	<b>commitment</b>	Level 5	open communication	5	Level 2
	courage	Level 4	<b>results orientation</b>	5	Level 3
	empowerment	Level 4	<b>commitment</b>	4	Level 5
	experience	Level 3	<b>flexibility</b>	4	Level 4
	<b>flexibility</b>	Level 4	integrity	4	Level 5
	honesty	Level 5	short-term focus (L)	4	Level 1
	<b>results orientation</b>	Level 3			
	teamwork	Level 4			

**Orange** = Values match      P = Positive      I = Individual  
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Marie



Leadership Distribution

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Assessors comment on the LVA candidate's strengths and areas for improvement. Assessors are also able to provide direct feedback in the form of comments.

### **Strengths as seen by assessors**

The following, in no special order, represents concurrence on what your assessors wrote as the candidate's strong points:

- Determination
- Dealing with uncertainty
- Supportive
- Honesty

### **Candidate's stated strengths**

- Ability to process multiple pieces of information and determine where they fit and a way forward.
- Personable, I like working with people and they generally like working with me.
- Persistent - happy to work on difficult issues in difficult circumstances.

### **Feedback from assessors**

These are the actual comments that the assessors wrote about the candidate.

- She needs to enjoy life a bit more. She gives the impression that work is a constant struggle (and perhaps it is given her role at present) and everything is very serious.
- Doing a good job, know its tough but need to push through. Everything won't be perfect. Need to build team capability. Need to try not to take too much personally, you have inherited 'the mess'
- You are a pleasure to work with and are admired for your considerate approach during a period of great change for your staff.

Further reports look at the alignment of the values between the candidate and the assessors, the interpretation of the values, and an entropy report which looks at the potentially limiting values that the assessors selected.

Areas for improvement as suggested by the assessors are also given in the debrief.

The entire feedback session takes between an hour and a half and two hours. The 360° feedback forms the basis for an personalised Leadership Development program.

## The benefits of a cohesive and aligned culture

- Helps attract and retain talent
- Economises and streamlines decision making
- Facilitates more efficient implementation
- Motivates employees
- Fosters co-operation based on trust
- Communicates common and consistent goals
- Encourages a higher level of employee engagement
- Reinforces desired behaviours
- Shares vision and rewards
- Enables retention of corporate 'memory'
- Strengthens ongoing relationships with clients and suppliers
- Increases profitability

**We make the intangible, tangible.**

**We link culture to performance.**

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