

The survey process

Personal, current culture and desired culture values

The survey instruments consist of three templates of values and behaviours:

Personal: Values and behaviours: from which individuals choose ones that most represent who they are now and not what they aspire to be.

Current Culture: The values and behaviours that best describe how their organisation operates.

Desired Culture: The values and behaviours they believe are most essential for a high performance organisation. Each value and behaviour on the personal template is associated with one of the seven levels of personal consciousness and each value on the organisational Template is associated with one of the seven levels of organisational consciousness.

The survey instrument is usually administered through the world-wide web. Paper surveys can be used for those who do not have access to computers. The survey takes approximately 15-20 minutes to complete.

Customisation: The templates of values and behaviours are customised for each organisation and its operating environment. The customisation consists of adding values that are a) included in the organisation's vision, mission and values statements; b) values that relate to their sector of activity and predominant professional disciplines (retail, manufacturing, media, education, banking, etc.); and c) values particular to the national culture and language.

Analysis: The results of the values assessments can be dis-aggregated horizontally by group, such as the leadership team, middle managers and staff; vertically by department, such as operations, sales, and administration; by factory or store location; and by demographic factors such as gender, length of service, age and ethnicity. These breakdowns provide significant insights into the workings of culture. They help change agents identify the leverage points, issues and areas needing the greatest attention.

The team and corporate culture assessments provide the following results:

- 1 A map of the current culture plotted against the seven levels of consciousness.
- 2 A map of the desired culture plotted against the seven levels of consciousness.
- 3 A map of the personal values plotted against the seven levels of consciousness
- 4 The degree of alignment between personal, current culture and desired culture values.
- 5 The degree of alignment between both the current and desired culture values and the espoused values of the team or organisation.
- 6 The top ten personal, current and desired culture values.
- 7 The number of positive and the potentially limiting values in personal, current and desired culture.
- 8 The balance between Individual, relationship, organisational and societal values.
- 9 The distribution of values relative to the seven levels of personal and organisational consciousness
- 10 The focus of the culture relative to the six-part balanced needs scorecard.
- 11 The number of demographics that can be captured is limitless