Liberating the Corporate Soul
Building a Visionary Organization

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Chapter 8 describes four of the most important cultural characteristics of high performance organizations. Each of the characteristics—trust, meaning, community, and ownership—is discussed in detail. The importance of shared values, personal mission, creating boundaryless organizational structures, and teaching employees to think like owners is emphasized.

Chapter 9 describes the Seven Levels of Leadership Consciousness and the differences between managers and leaders. It also defines the leadership values that will be necessary in the twenty-first century to build values-driven organizational cultures.

Chapter 10 describes the use of the Leadership Values Assessment Instrument for supporting senior executives in developing their leadership skills. Three case studies are presented and a three-stage leadership development program is described.

Chapter 11 draws together the models and tools described in earlier chapters into a values driven process for building a visionary organization.

Chapter 12 provides a summary of the seven principles that are driving the new theories of business.

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This increasing emphasis on values is due to two causes—a global shift in the underlying assumptions that govern our society; and a growing awareness of the causal link between the rapidly escalating worldwide environmental and social issues and the philosophy of business. Civic leaders, community representatives, and environmental groups are demanding that businesses stop polluting the air, water, and land. At the same time, they are asking companies to take a more socially responsible attitude toward downsizing and factory closure or relocation. Growing numbers of investors are refusing to buy stocks in companies that behave irresponsibly. Growing numbers of customers are choosing products that are manufactured by socially responsible companies. And, growing numbers of employees are expressing a preference to build careers in companies that have values-based cultures where they can find meaning and make a difference through their work.

Who you are and what you stand for are becoming just as important as what you sell. The values that corporations hold are increasingly affecting their ability to hire the best people and sell their products. Governments and communities are recognizing that corporate self-interest is leading to the destruction of the planet’s life support systems and the social fabric of society. The era of corporate autonomy is coming to an end. There is too much at stake for it to be otherwise. In the words of Robert Haas, CEO of Levi Strauss, “In the next century, a company will stand or fall on its values.”

VALUES-BASED LEADERSHIP

The world is searching for a new type of corporate leadership—one that is able to operationalize the win-win opportunities inherent in a corporate culture that supports social responsibility, environmental stewardship, and employee fulfillment. Companies are discovering that, far from being a burden, attention to these three areas is becoming a key ingredient in their recipe for success. Enlightened leaders are finding a dynamic balance between the interest of the corporation, the interest of the workers, the interest of the local community, and the interest of society. They are recognizing that the only way to increase the levels of productivity and innovation necessary to survive and prosper in the twenty-first century will be to transform their corporate values radically.

Corporate transformation begins with a shift in the values and behaviors of the leadership. Corporations don’t transform. People do. Corporate transformation is fundamentally about personal transformation. It will happen only if there is a willingness on the part of the leader and all those in authority to live according to values that are less focused on self-interest and more focused on the common good. For transformation to be successful, the espoused values and behaviors must become pervasive throughout the organization. Only when the leadership walks the talk and the espoused values and behaviors are fully integrated into the human resource systems will the culture change cascade down through the organization.

Enlightened leaders know that to attain long-lasting success they must build a values-driven corporate culture that is independent of their identity. When a leader retires or moves on, the culture must continue. When an organization has a successful culture, it promotes a new CEO from within. When a company is not successful, the task of creating a successful culture is usually given to an outsider or an internal candidate with an outsider mentality. In Corporate Culture and Performance, John Kotter and James Heskett of the Harvard Business School describe the career paths of 11 leaders who have successfully led major culture changes in large organizations. They state that all these leaders brought with them an “outsider” perspective—“that broader view and greater emotional detachment that is so uncharacteristic of people that have been thoroughly acculturated in an organization.”

For a company to find long-term success it must become a living independent entity that reflects the collective values of all employees. The task of the leader is to give birth to this entity—to give the company its own sense of purpose and vision—to liberate the corporate soul.

The company itself must become the ultimate creation. It must have its own identity separate from that of the leader. The
strength of the identity will be directly proportional to the degree to which the organizational culture embraces the common good. The fundamental challenge facing business leaders is to create a corporate culture that supports and encourages all employees to tap into their deepest levels of productivity and creativity by finding personal fulfillment through their work. When people find meaning in their work, they naturally tap into their deepest levels of creativity and highest levels of productivity. The dichotomy between work and play disappears. This will occur only if employees share a common vision and values. People are clamoring to work for organizations that care for them as a whole person and allow them to bring their highest values to work.

**BEYOND REENGINEERING**

Establishing a values-driven organizational culture goes beyond reengineering. Michael Hammer, one of the originators of the concept of reengineering, defined it as “the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance such as cost, quality, service, and speed.” In other words, reengineering mainly focuses on corporate fitness—becoming lean and effective, a productive machine. The results to date have been poor.

In a survey of 99 completed reengineering initiatives undertaken in 1994, two-thirds were judged as producing mediocre, marginal, or failed results. One of the principal reasons for this failure was the lack of attention given to the human dimension. Half the companies that participated in the survey said the most difficult part of reengineering was dealing with the fear and anxiety in their organizations—not surprising when these companies were using reengineering to eliminate on average 21 percent of jobs. Thomas H. Davenport, one of the early proponents of reengineering, states that “Companies that embraced [reengineering] as the silver bullet are now looking for ways to rebuild the organization’s torn social fabric.” The majority of organizations that undertook reengineering treated people as if they were redundant parts of the corporate machine. Less than half the companies that downsized have been rewarded with either short- or long-term increases in operating profits, and less than a third made rapid gains in productivity. Morale slumped in 72 percent of the companies that downsized.

Those who survive downsizing suffer as much as those who lose their jobs. They find themselves living in a climate of fear. There is no longer any trust in the organization. As fear increases, personal productivity and creativity decline. The stress becomes intolerable and the best people—those with strong employability—leave. Reengineering turned up the volume of fear in organizations and it was heard all over America.

When used appropriately, reengineering is a useful tool for building corporate fitness. It can enliven the corporate body by making it lean, supple, and fast. It keeps the systems and processes open, smooth, and efficient. However, instead of being used locally and sparingly as a tool for preventive maintenance, reengineering has become synonymous with radical surgery. The real issue is not with reengineering, but with the mind set that allows an organization’s health to disintegrate to the point that reengineering in the form of radical surgery is seen as the only solution.

In *The Living Company*, Arie de Geus states that “Companies die because their managers focus on the economic activity of producing goods and services, and they forget that their organization’s true nature is that of a community of humans.” To put the argument slightly differently, companies die because they concentrate on the physical aspects of their being (profit and growth) and ignore the emotional, mental, and spiritual needs. As Stephen Covey points out, highly effective people are highly effective because they keep all aspects of their lives in balance. This is also true of highly effective organizations.

Healthy organizations avoid early death or radical surgery by constantly monitoring their total well-being—not just their financial performance. They constantly review all aspects of corporate health and take corrective action before more serious interventions become necessary. They are like finely tuned athletes who take care of their bodies, their minds, and their spirits.
Reengineering in healthy companies addresses specific local issues. The numbers of people affected are small, and the reengineering is done in a caring way. Healthy companies are open and sensitive to their internal and external environments. They thrive and prosper because they grow and evolve, not just physically but emotionally, mentally, and spiritually too. As with humans, when insufficient attention is paid to the "softer" side of life, pain, suffering, and early death can easily result.

THE CORPORATE LIFE CYCLE

In Ichak Adizes’ description of the 10 stages of a corporate life cycle we see how the emotional aspects of company life affect the health of an organization.

Adizes suggests that the life cycle begins with courtship. Someone comes up with an exciting business idea, embraces the possibilities, views them from different angles, and then commits. The courtship ends when the entrepreneur assumes risk. The organization is born and infancy begins. The focus is no longer on ideas but on how to achieve results. The most urgent need is to create sales. There is a lot of rushing around looking for opportunities to build income. No one cares much about systems, paperwork, or procedures. Everyone is working long hours every day to make sales.

As the business takes off, the organization enters the all systems Go-Go stage. As the organization moves into a state of rapid growth, the founders believe that they can do no wrong. They want to be involved in all decisions. They spend their time running from one meeting to another. The Go-Go stage comes to an end when there is a realization that someone must bring order to the business. The organization enters the adolescence stage.

The founders hire a chief operation officer but have great difficulty handing over control. Divisions appear in the organization as the old-timers who lived through the chaos of infancy try to adjust to the new-timers who are attempting to bring systems and order to the business. Internal conflicts cause temporary distractions from the real work of the organization. Gradually, the organization takes on a more mature form and it enters into its prime. The “prime” stage is characterized by clarity of vision and purpose and a balance between flexibility and control. The organization continues to grow through satisfying customers’ needs and creating innovative new products or services. New products are decentralized into new businesses. Eventually, the organization achieves stability. The stage of stability is characterized by steady growth and an increasing focus on short-term financial results. There is a subtle shift in emphasis from innovation to control. Marketing and development become targets for cost reduction. Gradually, the organization enters its “aristocracy” stage.

Status and self-esteem in the form of titles, office size, and a reserved parking space take on more and more importance. The focus is more on form and less on content. Getting on in the organization means pleasing the boss and not making waves. The organization begins to lose its entrepreneurial edge. It starts expanding through acquisitions rather than growing new businesses. When performance begins to decline, the organization enters the recrimination stage. The leaders may turn to reengineering to fix the organization. Scapegoats are identified and fired. Fear rules. Everyone is fighting for survival and trying to look good. Turf battles ensue. The death rattle of the organization shows up in falling share prices.

If organizations skip or survive the recrimination stage, then they enter the bureaucracy stage. The ratio of time and cost spent on support services compared with front-line services increases significantly. Procedure manuals become thicker and thicker. Everyone is swamped by paperwork. Control is everywhere. The chaos that nurtured creativity is eliminated. Leaders and managers forget about customers—they are too intent on empire building. Customers complain of the poor response times. Expenses grow faster than income. Eventually, the organization is so slow and ungainly that it is no longer able to feed itself. The share price drops and it dies.
THE ORGANIZATION AS A MACHINE

This description of the corporate life cycle shows that the physical survival of a company is intimately linked to the emotional issues of those who are leading and managing the company. The "personality" or "culture" of a company is one of the primary drivers of its success or failure. The reason why this fact gets little attention is that management theorists are still operating under the science-based metaphor of the organization as a machine. Margaret Wheatley describes the situation in the following terms:

The engineering image we carry of ourselves has led to organizational lives in which we believe we can ignore the deep realities of human existence. We can ignore that people carry spiritual questions and quests into their work; we can ignore that people need love and acknowledgment; we can pretend that emotions are not part of our work lives; we can pretend that we don't have families, or health crises, or deep worries. In essence, we take the complexity of life and organize it away... We trade uniqueness for control, and barter our humanness for petty performance measures.10

The metaphor of the organization as a machine could be termed the "physical" approach. It considers labor and materials as inputs and products and services as outputs. Management's job is to optimize the systems and processes so that they bring the largest financial reward. They do it by controlling productivity, efficiency, and quality. It is seen as an engineering problem to maximize output and minimize cost.

The Shifting Metaphor

In recent years, with the recognition of the importance of the knowledge worker, management theory has begun to stress the value of institutional learning. This has led to a shift in the predominant organizational metaphor from a "machine" to a "machine with a mind."

This shift to a machine with a mind makes a significant difference. If an organization has a mind, then it is a short step to recognizing that it has emotions too. This is what happens when an organization switches from learning about its external environment to also learning about its internal environment. When it starts to learn about itself, the pathway to the emotions opens up. This subtle shift—from intellectual learning to emotional learning—poses a strong challenge to the machine metaphor. Only people can think and feel. Organizations should no longer be regarded as machines but as living entities that display the full range of human emotions.

Increasingly, we will see learning organizations turn inward to discover themselves. This is inevitable, because external learning on its own will not give organizations the competitive advantage they seek. External learning about customer needs, markets, and competitors is important, but it does very little to address the internal cultural issues that prevent innovation, creativity, and productivity. People and organizations grow and develop only to the extent that they are willing to confront the emotional issues that separate them from their souls. Self-knowledge at a personal and organizational level is the only pathway to evolution and growth.

Daniel Goleman, in his best-seller Emotional Intelligence,11 corroborates this position. He describes our two minds—one that thinks and one that feels; one that guides us in making rational choices and one that guides us in making intuitive decisions. Research shows that mental intelligence as measured by an intelligence quotient (IQ) has little relationship to how well we do at work. Of more importance is our emotional intelligence. This is the intelligence that helps us to discern and respond appropriately to the moods, temperaments, motivations, and desires of other people. When we turn our emotional intelligence inward, we are able to access our own feelings, discriminate among them, and draw upon them to guide our behavior. Emotional intelligence helps us to become self-motivated, to access our creativity, to be more productive, and to empathize with others. These are the abilities that build strong interpersonal relationships, promote a sense of community, and create productive partnerships. Successful companies of the future will be looking for managers and leaders who display strong emotional intelligence.
Emotional intelligence can be defined as the ability to sense, understand, and effectively apply the power and insight of emotions as a source of information, connection, and influence. Emotional intelligence is feedback from the heart based on feelings and intuition. Intuition is the direct perception of truth independent of the reasoning process. Mental intelligence is feedback from the head based on reasoning and logic.

The feedback that our emotional intelligence gives us is values laden. It comes directly from the soul. It tells us about what we feel is right and what we feel is wrong. It is not based on the logic of the mind, but on the intuition of the heart. Decisions based on emotional intelligence make us feel good. They may also awaken the fears of the ego. When we have relied on our intellectual intelligence and then become aware of our emotional intelligence, we often find situations in which our mind tells us to do one thing and our heart tells us to do another. If we fail to listen to our emotional intelligence and take actions based purely on logic and reason, it is almost certain that we will regret our actions. The deeply held values that spring from the soul always lead to sound personal and business decisions. The reason is simple. The soul operates from the position of what is best for the good of the whole. The ego, on the other hand, operates from self-interest. The ego reasons from external data. The soul intuits from internal data.

THE ORGANIZATION AS A LIVING ENTITY

When an individual or an organization begins to care about the collective good, we enter the realm of spiritual values. Values such as trust, honesty, integrity, compassion, and sharing become very important. Organizations that operate with these values cannot be described as machines. They are living entities. They have physical, emotional, mental, and spiritual needs. Organizations that recognize themselves as living entities know that to achieve optimal health they must balance all of these needs.

Physical Well-Being

The physical well-being of an organization is determined by financial success. Profit, cash flow, return on assets, and shareholder value are the types of indicators that are used to measure physical well-being. Finance is to companies what water, food, and air are to human beings. It is the source of the energy that keeps companies alive. For the vast majority of companies, financial indicators are the only indicators they use to assess corporate health. The problem with financial indicators is that they focus on the past. They tell you nothing about the factors that govern future financial success—customer satisfaction, employee morale, internal cohesion, strategic alliances, innovation, and productivity. It is like driving a car with no gauges and only a rear-view mirror. You know about past performance but you don’t know what speed you are currently going, or whether the engine is overheating, or how long your battery will last. An organization that sees itself as a living entity understands that long-term financial success is a function of the organization’s physical, emotional, mental, and spiritual health. It constantly seeks to improve and monitor all these aspects.

Emotional Well-Being

The emotional well-being of an organization is determined by how good it feels about itself and the quality of its relationships. Corporate fitness—productivity, efficiency, and quality—and inter-personal relationships are the types of indicators that are used to measure emotional well-being. Employees at all levels need to feel they have a strong sense of friendship and connection to their co-workers and their supervisors. Without these relationships, they rarely contribute more than they are asked. Employees also need to feel a sense of fairness, equality, and recognition. They want responsible freedom and to take pride in their work. Bureaucracy, fear, exploitation, and poor working relationships between managers and staff are sure signs of poor emotional health. When companies are emotionally unhealthy, loyalty to
co-workers is more important than loyalty to the company, and the quality of products and customer service deteriorates. An organization that sees itself as a living entity knows how important it is to feel good about itself. It strives to treat its employees as it would like to be treated itself. It understands that when you care for others, they care for you in return.

**Mental Well-Being**

The mental well-being of an organization is directly related to the openness of the company to both internal and external feedback. Learning is fundamental to survival in a competitive world. Without learning, employees are unable to progress and companies quickly become extinct. There are two aspects to mental well-being—learning that contributes to improvements in products and services and learning that contributes to internal growth. The first focuses on external market-based achievements, the second on internal culture-based improvements. Both internal growth and external achievement are important. External achievement fuels corporate self-esteem and morale, while internal growth fuels creativity. Participation and innovation are the types of indicators that measure mental well-being. Fostering creativity is far more important than fostering knowledge. Knowledge should be regarded as a springboard to creativity but not as a goal in itself. When knowledge is combined with rigid thinking, it blocks learning. Organizations that see themselves as living entities encourage employees to grow in both their personal and professional lives. Personal growth builds emotional intelligence and professional growth builds skills and intellect.

**Spiritual Well-Being**

The spiritual well-being of an organization is determined by its degree of internal and external connectedness. Cohesion, cooperation, partnering, strategic alliances, community involvement, and social responsibility are the types of indicators that are used to measure spiritual health. Internal connectedness occurs in organizations with strong values-driven cultures. When employees have a common identity, strive to achieve a common vision, and share the same values, they work together for the common good. They participate in collective learning and develop a strong sense of loyalty to company. External connectedness occurs when the organization forms strategic alliances with customers and suppliers and builds partnerships with the local community. The sense of internal and external connectedness is heightened when the company takes an ethical stance on issues that affect the well-being of society. Companies that see themselves as living beings focus on employee fulfillment. They know that when employees are encouraged by their supervisors to find meaning through their work, to make a difference in their local community, and to serve humanity or the planet, they bring forth the deepest levels of motivation, creativity, and loyalty. Spiritual well-being is the cultural glue that makes the difference between a good company and great company.

Emotional and spiritual motivation, not physical reengineering, provide the ultimate answers to increased productivity and creativity. What has been labeled the “soft stuff” by diehard scientific management theorists is about to become the next arena for corporate change. In the next century, the soft stuff will join ranks with the hard stuff in management theories. Managers and leaders will have to become comfortable discussing their values and behaviors and learn the differences between change, transformation, and evolution.

**Change**: A different way of doing. Doing what we do now, but doing it in a more efficient, productive, or quality-enhancing way.

**Transformation**: A different way of being. Involves changes at the deepest levels of beliefs, values, and assumptions. Results in fundamental shifts in personal and corporate behavior and organizational systems and structures. Transformation occurs in systems that are vulnerable, learn from mistakes, are open to the future, and can let go of the past and their rigid beliefs.
Evolution: A state of continual transformation and change. Involves constant adjustments in values, behaviors, and beliefs based on learning gained from internal and external feedback. Evolution most easily occurs in systems that are dedicated to learning, have internal cohesion based on multiple channels of open communication, and have a profound commitment to self-development.

The Dynamics of Transformation

There are five stages in the process of organizational and personal transformation (see Figure 1-1). The initial state can be described as unawareness (A). In this state you are oblivious to the fact that you have a problem—you don’t know what you don’t know—you are unconsciously unskilled. You become aware of the problem through feedback from the internal or external environment. The feedback is usually uncomfortable and leads to a state of awareness (B). Now you know you have a problem—you know what you don’t know—you are consciously unskilled. When the feedback becomes very uncomfortable or threatening, you decide to take action. You examine the problem in detail and you see that it can be resolved only by learning a new behavior (C). Shifting to this new way of being may involve facing and overcoming your fears. You gradually resolve the problem by practicing the new behavior (D)—you become consciously skilled in a new area. As the new behavior becomes part of your second nature, you develop a new way of being and your values change (E)—you become unconsciously skilled at dealing with this particular type of problem. You are now ready for your next challenge (see Figure 1-1). Each time you successfully meet a challenge, you shift to a higher level of consciousness and the process repeats (A1 . . . E1, A2 . . . E2). This continual state of transformation is called evolution. As you learn to accept evolution as a new way of being, transformation occurs naturally. You find yourself open to feedback and can easily adapt your behaviors to achieve higher and higher states of consciousness.

The Importance of Evolution

Organizational evolution is becoming increasingly important as the pace of economic, technological, and social change accelerates. In the twenty-first century, only companies that embrace evolution will survive. Currently, the average life span of a multinational corporation is about 40 to 50 years. We can expect this life span to decrease as the pace of change accelerates. Evolution will be possible only for companies that are willing to engage in physical, emotional, mental, and spiritual growth.
Long Life and Prosperity

Three independent studies have looked at the characteristics of successful companies, two of them from the perspective of longevity. In *Built to Last*, James C. Collins and Jerry I. Porras present the results of a seven-year study of 18 long-lasting companies that have existed more than 45 years. These companies were widely admired, had a significant impact on the world, and maintained a superior level of financial performance. In their research, each of these companies is compared with other well-established organizations from similar sectors. The results were remarkable. Over a period of 64 years, the 18 long-lasting companies outperformed the comparison companies by a factor of 6 and outperformed the stock market by a factor of 15.

In *The Living Company*, Arie de Geus examines the key factors contributing to corporate longevity by referring to a Royal/Dutch Shell study of 27 international companies incorporated before 1913.

In *The 8 Practices of Exceptional Companies*, Jac Fitz-Enz presents the results of four years of research into the best practices of human asset management in companies that displayed high profitability and employee retention.

The results of these three studies are extremely similar. The key characteristics of long-lasting companies that have superior financial performance are summarized as follows.

- A strong, positive, values-driven culture
- A lasting commitment to learning and self-renewal
- Continual adaptation based on feedback from internal and external environments
- Strategic alliances with internal and external partners, customers, and suppliers
- A willingness to take risks and experiment
- A balanced, values-based approach to measuring performance that includes such factors as:
  - Corporate survival (financial results)
  - Corporate fitness (efficiency, productivity, and quality)
  - Collaboration with suppliers and customers
  - Continuous learning and self-development (evolution)
  - Organizational cohesion and employee fulfillment
  - Corporate contribution to the local community and society

The six characteristics of long-lasting successful companies are similar to those of a living entity that is evolving and growing. The basic reason why companies find it difficult to develop these characteristics is that they operate from the mental model of the organization as a *machine*. More and more organizations are making the transition to the mental model of a *machine with a mind*, but very few have made it to the model of the organization as a living entity. Consequently, most companies seek only to satisfy their physical and emotional needs. Some companies are attempting to satisfy their mental needs by becoming learning organizations, but they are mostly focusing on learning for achievement. They have not recognized the importance of learning for internal growth. To evolve and grow, organizations need to focus on self-knowledge and self-renewal, recognize the long-term futility of corporate self-interest, and embrace the common good.

In the following chapter, we will examine where the philosophy self-interest is leading corporations; why this direction is unsustainable; why there is hope for the future; and how the values shift that is beginning to take root in business is good for the organizations, good for employees, good for society, and good for the environment.

Notes

7. Ibid.
13. I am grateful to Gita Bellin from Australia in bringing to my awareness the concept of being consciously and unconsciously skilled, and unskilled.

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The Common Good

Many companies around the world believe that they have a moral duty to respond to global problems such as Third World poverty, the deterioration of the natural environment, and endless trade battles. But few have actually realized that their survival actually depends on their response. To put it simply, global companies have no future if the earth has no future.

—RYUZABURO KAKU, HONORARY CHAIRMAN OF THE BOARD, CANON

Laissez-faire capitalism holds that the common good is best served by the uninhibited pursuit of self-interest. Unless it is tempered by the recognition of a common interest that ought to take precedence over particular interests, our present system is liable to break down.

—GEORGE SOROS, FINANCIER

Throughout history, survival and growth have been at the center of the preoccupations of groups of people united around a common identity and purpose—first in tribes; then in clans, kingdoms, and nations; and more recently in corporations. Organizations are becoming the new communities of the world—bringing together people around a common purpose with shared values that transcend cultural, racial, and national boundaries. For the sake of survival and growth, corporations are giving up their national identities to achieve a global presence. Transnational organizations are uniting people under a single corporate culture. Companies such as Nestlé of Switzerland, Thomson of Canada, Solvay of Belgium, Cable and Wireless of
7. Ibid.

Seven Levels of Organizational Consciousness

When we align our thoughts, emotions and actions with the highest part of ourselves, we are filled with enthusiasm, purpose and meaning.

—Gary Zukav

With the emergence of self-reflective consciousness the platform of evolution moved up from life to consciousness. Consciousness became the spearhead of evolution. Conscious inner evolution is the particular phase of evolution that we are currently passing through.

—Peter Russell, The Global Brain

Just as, long ago, self-consciousness appeared in the best specimens of our ancestral race in the prime of their life, and gradually became more and more universal and appeared in the individual at an earlier and earlier age, . . . so will cosmic consciousness become more and more universal and appear earlier in the individual life until the race at large will possess this faculty.

—Richard Maurice Bucke, Cosmic Consciousness

The previous chapter discussed the relationship between the four categories of human needs and the nine personal motivations. This chapter consolidates the nine personal motivations into Seven Levels of Human Consciousness, from which we will
develop Seven Levels of Employee Consciousness and Seven Levels of Organizational Consciousness.*

A FRAMEWORK OF HUMAN CONSCIOUSNESS

The Lower Levels of Consciousness

The first four of the Seven Levels of Human Consciousness correspond closely to Abraham Maslow’s hierarchy of human needs—security, relationship, self-esteem, and self-actualization. Our physical needs are satisfied when we feel secure. Our emotional needs are met when we establish meaningful relationships with others and feel good about ourselves. Self-knowledge and personal mastery help us satisfy our mental needs.

Survival Consciousness

The most important category of human needs is survival. We need clean air, food, and water to keep our bodies alive and healthy. We also need to keep ourselves safe from harm and injury. Our basic motivation at this level of consciousness is self-preservation. Whenever we feel threatened or insecure physically or economically, we shift into “survival” consciousness. In most situations the fear generated is a healthy fear. Fear forces us to focus on our physical and economic well-being. When an individual becomes overly fearful or has deep insecurities, survival consciousness can become a way of life. Such individuals easily get angry. The source of their anger is a nagging feeling that nobody cares about them. Whenever something goes wrong, they see it as a personal threat. They believe they live in a hostile environment. They are constantly on guard and feel that if they don’t look out for themselves no one else will. Consequently, to feel safe they feel they must control everything around them. They have great difficulty in trusting.

Relationship Consciousness

The second category of human needs is relationship. We satisfy this need when we develop meaningful attachments to those with whom we share a common identity. Belonging is important to us because we are by nature social creatures. The ability to communicate openly and honestly helps us establish such relationships. When individual have fears about being liked or included, relationship consciousness can become a way of life. Such individuals are constantly looking for signs of inclusion or affection. In this state of consciousness it is easy to develop dysfunctional codependent relationships. When the need for relationship is strong, individuals will do things against their own better judgment to prove that they are worthy of being part of the group. In some cases individuals are prepared to suffer abuse to be in relationship with others.

Self-Esteem Consciousness

The third category of human needs is self-esteem. We satisfy this need when we feel respected by those with whom we share a common identity. Gaining the respect of others gives us a sense of our own self-worth. When an individual has deep-seated fears about self-worth, self-esteem consciousness can become a way of life. In such situations, individuals seek to assuage their need for self-esteem through status, wealth, or beauty. They become overly ambitious or competitive. They want to stand out and be noticed, particularly by those with whom they share a common identity. They may even attempt to persuade themselves how good they are by becoming arrogant. Their greatest fear is that they are not valued or respected.

Our physical and emotional needs are satisfied in the external world. We seek money for security, we develop relationships to feel a sense of belonging, and we attempt to gain the respect of others to bolster our self-esteem. When we are centered in the

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* Consciousness: A state of awareness of self (thoughts, feelings, ideas) based on a set of beliefs and values through which reality is interpreted. A shift to a higher state of consciousness involves a change in beliefs, values, and behaviors. The values at the higher level of consciousness promote greater inclusiveness and connectedness and less separation and fragmentation.
three lower levels of consciousness we live in a state of object referral. Our sense of who we are is to a large extent dependent on the opinions we believe others hold of us. The greater our fears, the more deeply we are attached to these opinions. To break the grip of these fears we need to shift from a state of object-referral to a state of self-referral.

**Self-Actualization**

We achieve a state of self-referral when we release the fears that cause our insecurities. In this state we no longer care what we believe others think of us. We care more about what we think of ourselves. As we become independent of others opinions, we become more responsible for our selves. Rather than reacting to a situation from our unconscious fears, we can now choose how to respond. We shift from a state of react-ability to a state of respond-ability. We achieve this state through personal transformation—self-knowledge and personal growth. This is the state that Maslow referred to as self-actualization. Self-actualized individuals seek answers to questions such as, Who am I? Why am I here? and How can I become a better person?

Maslow described self-actualization as “A state in which a person becomes more ego-transcending and more independent of the lower needs.” During self-actualization we become less controlled by the fears that drive our lower needs. We develop the ability to see that our real self-interest is intimately entwined with the interest of the common good. This is called “enlightened” self-interest. The “enlightenment” has to do with the ability to perceive and understand ourselves as forming part of the pattern of interconnectedness of life—what modern management literature calls the systems perspective.

Maslow described self-actualized individuals in the following way: “Self-actualizing people are, without one single exception, involved in a cause outside of themselves. They are devoted, working at something which is very precious to them—some calling or vocation. They are working at something that fate has called them to somehow and which they work at and which they love, so that the work-joy dichotomy in them disappears.”

Maslow’s studies led him to the conclusion that self-actualized individuals are motivated by spiritual needs. He summarized his findings in the following way: “The hierarchy of basic needs is prepotent to the meta-needs (self-transcendent needs). What all this means is that the so-called spiritual life is on the same continuum with the life of the body. The spiritual life is part of our biological life. It is the highest part of it.” Although Maslow did not delineate the higher states of consciousness, he did identify the values that self-actualized individuals integrate into their lives. These values include truth, goodness, unity, wholeness, uniqueness, aliveness, perfection, justice, order, richness, simplicity, playfulness, self-sufficiency, and meaningfulness. He called these values the ultimate values.

**The Higher Levels of Consciousness**

To get a clearer idea of the needs and motivations of the higher or spiritual states of the consciousness, we must turn to Vedic science. Charles Alexander and Robert Boyer of the Department of Psychology at the Maharishi International University in Fairfield, Iowa, describe four levels of spiritual consciousness. Each level corresponds to an increasingly enlarged sense of personal identity brought about by a greater sense of connectedness to the world.

**Soul Consciousness**

The first level is soul consciousness. This corresponds very closely to the state that Maslow calls self-actualization and Roberto Assagioli, the Italian psychotherapist, calls psychosynthesis. In this state of consciousness the separation between the ego and the soul disappears as we release the fears concerning our physical and emotional needs. We let go of how we think we should be and become who we really are. Swiss psychiatrist Carl Jung called this process individuation—the integration of the unconscious content of our minds into our conscious awareness. In other words, bringing our unconscious fears into our conscious awareness. By so doing we learn to master our fears and increase our respond-ability. As we move through this process our personality...
becomes less fragmented and more whole. We become more authentic in our relationships and find clarity around our purpose. Fulfiling that purpose becomes one of our strongest motivations.

**Cosmic Consciousness**
The next level is cosmic consciousness. It is a permanent state of soul consciousness in which the personality and the soul become indistinguishable. In this state, individuals are able to achieve their full potential. We encounter and integrate our authentic selves. We want to work on our mission 24 hours a day. Life becomes infused with meaning. Creativity and intuition are abundant. Connection to our family, our community, and our work colleagues becomes vital because it is through and with them that we are able to fulfill our potential and give our lives meaning. We begin to develop an enlarged sense of identity and recognize that our self-interest is wrapped up in the good of the whole.

**Divine Consciousness**
Beyond cosmic consciousness lies divine consciousness. In this state of consciousness the individual experiences a strong connectedness to the whole of creation. We begin to identify with the humanity and the planet. The beauty of the Earth and its flora and fauna are fully appreciated and the interdependence of all life forms is recognized. At this level we are no longer content with meaningful work, we want our work to make a real difference in the world. We need to know that we are making a positive contribution. We seek partnerships to increase our effectiveness. If we cannot make a contribution through our formal work, then we seek to become a community volunteer and social and /or environmental steward.

**Unity Consciousness**
The last stage is unity consciousness. In this state there is no separation between the knower and the object of knowing. The self fuses with the self aspect of all creation. We become one with all there is. We seek to be of service by making a difference in everything that we do. We recognize that what we do for others we are doing for ourselves. We want our work to affect the whole of society. We become concerned with the global situation. Our life becomes a life of service to humanity and the planet.

The higher levels of consciousness are dominated by love and feelings of connectedness. The lower levels of consciousness tend to be dominated by fear. This fear is experienced as a sense of separation and fragmentation.

I have consolidated the nine personal motivations and the eight levels of consciousness described above into seven levels of human consciousness. Health and safety motivations have been combined under the category security, and personal achievement and growth have been combined under the category of transformation. The resulting seven levels of human consciousness are shown in Figure 4-1.

**SEVEN LEVELS OF EMPLOYEE CONSCIOUSNESS**
Understanding the seven levels of human consciousness has important implications for business. Organizations that do not support transformation, or give employees opportunities to find
meaning through their work, to make a difference and be of service to the world, are severely limiting their potential for success. Not only are they failing to access the intuition and creativity of their employees, they are forgoing the opportunity to build the emotional intelligence of their managers. As seen in Figure 3-2, emotional intelligence is an attribute of those who focus on personal growth and satisfy their spiritual needs. Companies that understand the importance of the seven levels of human consciousness not only allow employees to design their own personal and professional training programs but also provide time off for employees to work in the local community. They recognize the importance of satisfying employees' physical, emotional, mental, and spiritual needs. The seven levels of human consciousness translate directly into seven levels of employee consciousness.

1. **Survival Consciousness**
The first basic need of employees is financial security. Everyone who works wants to know that their job is secure and that they can look forward to a regular paycheck. It is about this issue that employees suffer their greatest fears. When employees are too entrenched in this level of consciousness, they become preoccupied with money and feel insecure about their future. This can lead to an obsessive need to control or to know what is going on. Employees at this level of consciousness can spend an excessive amount of time gossiping. They can also be very cautious and fearful about making decisions. They find it difficult to delegate. They tend to believe that the world is an intrinsically hostile place and find it difficult to trust. Consequently, they become exceedingly territorial and see life as a series of battles to get what they want. They fear change because they regard the unknown as a threat. Fear of survival is manifest as a lack of trust.

2. **Relationship Consciousness**
The second basic need of employees is to find friendship and camaraderie among colleagues. When employees are too entrenched in this level of consciousness, their need for relationship is driven by fear. This is called codependency. Codependency is motivated by getting from others what you need to allay your insecurities. Community is motivated by giving to others what they need to allay their insecurities. The emotional needs of the codependent worker can be so great that they are willing to do anything to feel part of the team. Their codependency demands that they sacrifice their desires and suppress their feelings so as not to endanger their membership of the group. Consequently, they will find it difficult to speak their minds in situations in which there are divergent views. They sacrifice truth and their creativity for the security of belonging. They would rather stay silent than risk upsetting anyone. They are concerned about their image because they want to be liked. They fear change because of the impact it may have on their carefully constructed emotional support systems. In this state of consciousness, loyalty to one's colleagues is more important than loyalty to the company.

3. **Self-Esteem Consciousness**
The third basic need of employees is to gain respect. They want to feel good about themselves. Employees who operate from this level of consciousness care about improving their salary and/or position. When their need for self-esteem is very strong they can become ambitious and competitive. They will lie or tell half-truths rather than give their superior bad news. They live in a state of object-referral in which their feelings of self-worth are derived externally. Their focus is on getting what they need to look good. The greatest fear of those who live in self-esteem consciousness is that they are not respected and appreciated. They are searching for approval, and they will try to get it in any way they can. If it means working long hours or traveling continuously, they will do it. They lack balance in their lives and are willing to sacrifice their family, their friends, and their colleagues for the sake of their work. They need to be the best, the most highly paid, and they are most certainly hankering after access to the executive dining room. Termination or early retirement can be
devastating for these people. So much of their identity is wrapped up in work that they don’t know who they really are. They fear change because of the impact it may have on their status. If you know an individual who operates from levels of self-esteem and survival consciousness, watch your back. If you are in the way, a knife may appear in it.

4. Transformation Consciousness
Individuals enter self-actualization when they become so uncomfortable with certain aspects of their lives that they are prepared to reexamine their beliefs. The situation that sparks this introspection may be a devastating event in their personal lives or a challenging experience at work or a series of upsets that cause profound reflection. The process of transformation begins when an individual takes full responsibility for the way things are. Only when they stop blaming others for their misfortunes and pain can they see reality objectively. During transformation, there is a shift from unconscious reaction to conscious choice—from living in fear to living in truth. As people make these changes, they let go of their need to control and begin to trust. During self-actualization the individual enters into a struggle for understanding, a search for meaning, and a deep need for truth. This quest for truth centers around two questions: “Who am I?” and “Why am I here?” They find answers to these questions as they develop their personal vision and mission. They become aware of the importance of values to guide them in their daily decision making. As they discover their deeper motivations, they search for ways to express who they really are.

5. Organization Consciousness
The principal focus for employees at this level of consciousness is the search for meaning through work. They no longer think in terms of job or career but see work as a way to give meaning to their lives. Employees who operate from this level of consciousness are constantly seeking ways in which they can improve their effectiveness. They see their self-interest as best served by supporting the good of the whole. They recognize the importance of sharing and networking. They have a strong sense of values and actively seek to express them through their work. They are constantly seeking to learn and grow. They are intuitive and creative. They are not afraid to be vulnerable and can be counted on to express their opinions and feelings with honesty. They recognize the importance of sound relationships and are good at interpersonal skills. Consequently, they have a strong sense of integrity and work well in teams. At this level of consciousness, employees are able to clarify and deepen their personal vision and bring a sense of play and fun to their work.

6. Community Consciousness
The principal focus for employees at this level of consciousness is making a difference in the world. They have an enlarged sense of responsibility that embraces not only the workplace but the local community as well. They care very strongly about the company and the community because both are part of their identity. They are particularly concerned about environmental and social issues. They are stewards of the planet and have a humanitarian outlook. At this level of consciousness, employees become highly intuitive and creative. They see their organization and their work as a vehicle to fulfill their mission and goals. They do not pay significant attention to rewards. They are focused on personal fulfillment. They are not defensive and are easily accessible. They are willing to go the extra mile, provided they can keep their lives in balance. Individuals at this level of consciousness maintain an internal state of detachment that allows them to access their full mental potential in all situations.

7. Society Consciousness
The principal focus of employees at this level of consciousness is service. They have a world outlook and keep abreast of international developments. They are aware of the major issues facing society and are active in finding solutions. They are very concerned about ethics. Society-conscious individuals are respected and trusted, and their opinions are frequently sought. They see the world as a complex web of interconnectedness. Every aspect
of their lives is meaningful. Everything they do is with purpose. They can be given free reign. They will do what is ethically and morally correct. Their constant preoccupations are how to support the good of the whole and make sure the organization has a beneficial impact on the world. They are visionary in their approach—always anticipating what is required or necessary. They are patient while others catch up with their ideas. Periods of solitude and meditation are essential for their well-being. Because of the nature of their insights, they are often not well understood. They are intuitive and creative. What they have to say and give to the world is extremely important. The inner life of these individuals includes deep silence, unshakable commitment, and a frequent sense of joy and contentment.

**Distribution of Consciousness**

It is rare to find individuals exclusively focused at one particular level of consciousness. Most frequently people display characteristics associated with three or four adjacent levels. The center of emphasis tends to be either in the lower three levels of consciousness (self-interest), in the upper three levels (the common good), or around transformation. During times of stress, such as takeovers or downsizing, the center of emphasis tends to shift to the lower three levels of consciousness. Fear for one’s survival can significantly change the distribution of employee consciousness.

**SEVEN LEVELS OF CORPORATE CONSCIOUSNESS**

A fundamental thesis of this book is that organizations are living entities that share motivations similar to those of individuals. Every organization has a distinct personality, which is called the corporate culture. The corporate culture is built around a set of complex beliefs and assumptions that make up a mental model of how people in the company believe the world ought to be. In start-up companies the corporate culture corresponds to the personality of the founder. When the founder hands over authority to a CEO, the culture begins to take on some of the aspects of the personality of the new leader. As a company grows in size it begins to develop its own culture, but only to the degree that the CEO and founder allow. If the company is to achieve long-lasting success it must develop a culture that is independent of the personality of the leader. It must establish a culture and an identity of its own based on the collective motivations and shared values of all the people who work in the company. When this happens, a core culture emerges that supports the common good. The organization becomes a living entity with a distinct personality. Self-interest of the individuals in the organization becomes aligned with the good of the whole. The different stages of this evolution can be summarized in Seven Levels of Corporate Consciousness. The relationship of the Seven Levels of Employee Consciousness to the Seven Levels of Corporate Consciousness is shown in Figure 4–2.

1. **Survival Consciousness**

   The first need for an organization is financial survival. Without profits or access to a continuing stream of funds, organizations
quickly perish. Every organization needs to make financial health a primary concern. However, when companies become too entrenched in survival consciousness, they develop an exclusive preoccupation with the bottom line and a deep-seated insecurity about the future. They attempt to allay their fears through excessive control and territorial behavior. Businesses that operate from this level of consciousness are not interested in strategic alliances—takeovers are more their game. They will purchase a company and plunder its assets. They see people and the Earth as resources to be exploited for gain. When asked to conform to regulations, they do the minimum. They have an attitude of begrudging compliance. They feel victimized by any regulation that restricts their freedom to make money. Organizations experience their deepest fears at this level of consciousness.

2. Relationship Consciousness
The second need for an organization is harmonious interpersonal relationships. Without good relationships with employees, customers, and suppliers, company survival is compromised. Companies deeply entrenched in this level of consciousness place importance on relationships not for what they can give, but for what they can take. They look at relationships purely from the perspective of having their needs met. What they put into a relationship is purely based on what they think they will get back. Companies at this level are strong on tradition and image and weak on flexibility and entrepreneurship. Rules are important because there is little trust. They demand discipline and obedience from their employees. Family businesses tend to operate from relationship consciousness. They limit their ability to become successful because they are unable to trust outsiders in management positions. To grow and develop, family-run businesses must shift to a higher level of consciousness.

3. Self-Esteem Consciousness
The third need for an organization is self-esteem. Self-esteem consciousness shows up in organizations as a desire for greatness. Organizations that operate from this level want to be the biggest or best at what they do. Consequently, they are very competitive and are constantly seeking ways to improve their cost-effectiveness. Organizations at this level see management as a science. They focus on improving corporate fitness—productivity, efficiency, time management, and quality control. They are ready to train their staff as long as the training has a direct impact on the bottom line. Control is maintained through hierarchical power structures that often do little more than cater to the managers' needs for status, privilege, and recognition. Companies that are predominantly focused at this level of consciousness can easily degenerate into bureaucracies. When this happens, failure or collapse will eventually occur unless the organization is able to embrace transformation.

4. Transformation Consciousness
This is the bridge that companies must cross if they are to create organizational cohesion and shift their belief systems from self-interest to the common good. The principal focus at this level of consciousness is self-knowledge and renewal. Organizations enter the process of transformation either because it is the next natural step in their evolution or because their viability is threatened. In either case, the process begins with employee participation and involvement. Everyone is asked to take responsibility for making the business a success. During transformation, the culture of the organization shifts from control to trust, from punishment to incentives, from exploitation to ownership, and from fear to truth. Mechanisms are put in place to promote innovation and learning. The tyranny of the financial bottom line begins to disappear as organizations start to measure their success against a broad set of indicators. Vision, mission, and values are recognized as the means to develop a strong core identity and internal cohesion.

5. Organization Consciousness
The primary focus of organizations at this level of consciousness is internal connectedness. They achieve this through the development of a positive culture that supports employee fulfillment. By
focusing on the needs of its people, the organization encourages higher levels of personal productivity and creativity. This occurs as a natural by-product of building trust, community spirit, and internal cohesion. Values such as transparency and equality become important. Risk taking is encouraged. Failures become lessons and work becomes fun. At this level of consciousness, organizations recognize the importance of people finding meaning and purpose through their work. They encourage the alignment of their employees’ personal motivations with the organization’s vision and mission and support employees in becoming all they can become in terms of their professional and personal growth.

6. Community Consciousness
The primary focus of organizations at this level is external connectedness. They achieve this by creating partnerships with customers and suppliers and supporting the local community. Organizations that embrace community consciousness recognize the importance of strategic alliances and being respected members of the community and good global citizens. They seek to support the local economy by collaborating with local businesses and voluntarily carrying out environmental and social audits. They go beyond the letter of the law in dealing with their responsibilities. They support employees in finding personal fulfillment at work and create opportunities for them to make a difference in the local community. At this level of consciousness organizations care for the whole employee—for their physical, emotional, mental, and spiritual needs.

7. Society Consciousness
The primary focus of organizations at this level of consciousness is service to humanity and the planet. There is a recognition of the interconnectedness of all life and the need for both individuals and institutions to take responsibility for the welfare of the whole. At this level of consciousness organizations care deeply about ethics, justice, human rights, peace, and the impact of present-day actions on future generations—sustainable development. Social activism—consciously directed philanthropy become integral parts of their corporate strategy. They understand the importance of societal goodwill in building a successful organization. They observe the highest ethical principles and always consider the long-term impacts of their decisions and actions. By taking a strong moral position, they are able to garner the respect and goodwill of their employees and society at large.

Distribution of Consciousness
Organizations rarely operate from a single level of consciousness. They tend to cluster around three or four levels. Most organizations in America are strongly focused in the lower three levels of consciousness—profit (level 1), customer satisfaction (level 2), and productivity (level 3). The organizations that make the list of the 100 Best Companies in America tend to focus on upper levels of consciousness—innovation (level 4), employee fulfillment (level 5), and customer and supplier collaboration (level 6). They also find ways to care for the local community (level 6) and make a contribution to society (level 7).

This type of distribution of consciousness is known in Japan as kyosei (creating a spirit of cooperation in which the individual and the organization work together for the common good). After the kyosei culture was introduced into Canon, it became the world market-share leader in copiers and desktop printers. The company’s profits grew at an annual rate of 20 percent. Sales grew at 9 percent per annum, and the return on equity more than doubled.6 In Canon the spirit of the common good has become an operating reality. However, it did not happen overnight. The company had first to become financially viable. Once it became profitable, it had the resources to make kyosei work. Without profit it is difficult to make a significant contribution to the common good.

Notes
2. Ibid., p. 42.


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5

Corporate Transformation Tools

If a corporation is to develop or manage its culture, to achieve its mission, it is absolutely essential to know what values it currently has.

—Brian Hall, VALUES SHIFT

Measurement matters: If you can’t measure it, you can’t manage it.

—Robert S. Kaplan, David P. Norton, THE BALANCED SCORECARD

While most companies provide for people’s basic provisions, we contend that it’s essential to create an environment in which higher-level needs are satisfied.

—Hal F. Rosenbluth, CEO of ROSENBLUTH TRAVEL

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THE TOOLS

Based on the framework of the Seven Levels of Corporate Consciousness, I have developed a series of survey instruments to support organizations in building cultural capital, strengthening human resource capacity, developing values-based leadership and promoting socially and environmentally sustainable development. Collectively, these instruments are called Corporate Transformation ToolsSM. For more information contact www.corptools.com. The tools can be used for the following purposes:

- Corporate and team culture assessment
- Leadership values assessment
- Employee exit assessment
If you are interested in finding out more about sponsoring an assessment for your national assessments, please contact us at info@valuencescentre.com.

Barrett Values Centre partners with local sponsors and governments to conduct Your Nation Assessment in Sponsor an

Contact

Please forward this to your local and national media. For an official press release,

Press

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Note: English begins at 23:30. Click here to see DVR Interview.

Richard Barrett recently appeared on DTV in Sweden. He spoke about national values assessments during the interview.

Richard Barrett on DTV in Sweden
Founder and Chairman of Barrett Values, "These results should be used to inform corporations about what is most important to Americans," stated Richard Barrett, "This data will be invaluable for informing government, public agencies and work cultures.

The US Values survey focused on three key areas - Americans' personal values, history, and economics. What is demanded then is a return to these truths. These truths are true. They have been the quiet force of progress throughout our new, but those values upon which our success depended...these things are old. Our challenges may be new. The instruments with which we meet them may be

From President Obama's Inaugural Address:

The values that are core values. Based on a January survey of diverse population identifying those core values. Based on the results of its first US National Values Study values survey company, released the results of its first US National Values Study of current economic challenges. Today's Barrett Values Centre, a global

Barrett Values Centre Conducts

US National Values Assessment

[Image: "America United"]

Values Centre

[Image: "Barrett Values Centre - Network Update"]

[Image: "...s.e"]

Date: Sunday, January 7, 2009 12:27 PM - 0500

Subject: American Values: National Study Provides Data on What's Most Important to Americans Today

From: Barrett Values Centre (valuescentre.com)
National Values Assessment Coalition

[Image: www.valuescentre.com]


challenges ahead. To view the full results of the US National Values Study, visit
shared understanding, direction and purpose, while providing clarity to the
The US National Values Study Reveals Those Values which unite the nation in
radio with Deepak Chopra.

surveys informing the direction of public policy on diets in Sweden and Wellness
former values coordinator at the World Bank, recently spoke about national
bankruptcy on the horizon. Barrett, a fellow at the World Business Academy and
revealed critical levels of dysfunction in their current culture with potential
before the collapse of the speculative economy, the Iceniadic National Survey
strategy, Latvia 2030, which was presented to the EU in September 2008. Weekes
from their national survey so the foundation for their sustainable development
in Argentina, Bhutan, Demark, Latvia, and Lebanon. Latvia is using the results
In the last ten years, Barrett Values Centre has conducted national values studies

incredible inner drivers.

Consumer confidence based on values, allowing insight into people’s more
Study supplies data that will allow organizations and institutions to measure
above cannot predict consumer behavior, and Barrett notes that the US values
Regarding consumer confidence, economists recognize that financial indicators

Caring for the elderly
Peace
Employment opportunities
Concern for future generations
Accountability

on in the coming years:

Self-focused Republicans and Democrats selected these same top values to focus

"Accountability" "Seeking attention on the same set values, with Americans’ top value Request being
"corruption" and "bureaucracy" as primary societal drivers. They likewise are
Most significantly, the US Values Study Reveals that regardless of political party
Public policy and to bring efforts into alignment."
Unity FM; Today, Jamaica, DTV in Sweden and Sigma O Mezze, Brazil.

Recent radio and television appearances include Deepfake copies of the World Bank. His World Business Academy and former Values Coordinator at the World Bank is a Fellow of the

Richard Barrett, Founder and Chairman of Barrett Values Centre, is a Fellow of the

transformation, and leadership development.

committed to the field of values, whole system change, and personal and cultural

comparable to the field of values, whole system change, and professional and cultural
guided, values-driven organizations that excel in financial performance, cultural,

The Values Centre is committed to furthering and deepening the collective

capital and sustainable development.

About Barrett Values Centre

ashley@valuencecentre.com

If you are interested in finding out more about sponsoring an assessment for your

UK, and USA.

represented from Bhutan, Denmark, Finland, Iceland, Latvia, Malta, Sweden,

or plan to sponsor national assessments. Participants may include

driven missions. The coalition is comprised of local partners who have sponsored,

practice that deepens their collective understanding about how to build values-

A National Values Assessment Coalition will be meeting in Stockholm, Sweden on

May 14-15, 2009

[Image: "Flags"]