THE CULTURAL VALUES ASSESSMENT (CVA):
A GENERIC PREPARATION, DESIGN AND FOLLOW THROUGH PROCESS

(A practitioners guide jointly written by Chris Monk, Global Business Leaders, and John Campbell, Space to Grow)

Phases	Days
Phase 1: Clarifying Purpose & Engaging Key Stakeholders	
Meet with key stakeholders to understand what the organisation is trying to achieve and why, and what's currently holding them back: - How is their culture supporting them to achieve their purpose and mission (or not)? - What are their real issues? - How could a CVA help address these issues? - How could this work fit with their existing business/ people strategy?	1
Initial meetings with key individuals/groups to introduce the concept of working with culture and core values so there is a level of buy-in across the wider organisation:	1
Phase 2: CVA Design/ Set-up and Project Communication	
CVA design meeting with key contact/ culture manager	0.5
Design assessment and set-up project with BVC: - Agree any variations to values template - Decide on demographics/ IVAs for Exec Team? - Tailor the 3rd question in the survey (if required) - Espoused Values Analysis/ Top 20 Values List?	2
Manage employee expectations with an internal comms plan. Draft the survey 'invitation' for CEOs approval.	0.5
Conduct CVA: - Send invitation and leave survey open for 1-3 wks - Monitor completion closely throughout; send reminders as necessary - Inform BVC when ready to close survey	1

Phase 3: CVA Analysis & Feedback to Key Stakeholders	

Data analysis*:
  - by demographic
  - by IVA/ CDR
	2 hrs each
	1 hr each

Individual feedback sessions*: purpose - understanding
  - to CEO – IVA and CVA
  - to individuals – their own IVA (max 5 per day)
  - preparation for feedback
	3 hrs
	1 hr each
	30 mins each

Group feedback sessions: purpose – understanding and agreement on what to work on
  - Leadership team
  - Significant other grouping
  - Preparation for feedback sessions
	3 hrs
	3 hrs per session
	2 hrs per session

Communicate survey findings and insights to wider organisation	variable
Phase 4: Implementation Project Scoping	
Focus groups working on agreed areas to define meanings of values, and estimate the cost of entropy	3 hours per group
Collation of data from this phase and report back to Leadership Team for approval and project scoping	Up to 1 day

Phase 5: Implementation Plan Roll-out	
Transformation implementation plan – wholly dependent on what emerges from Phases 1 to 4	Usually planned over a year or more
Consultant input dependent upon internal resources and/or other consultants involved	
Almost always involves leadership coaching based on LDR/LVA feedback	2-3 hours per session

* Could take longer if more than about 4 data cuts as there is a lot of cross referencing to do with larger applications. Add approx 1 day.

Phase 6

Possible initiatives beyond the first 5 phases, as well as coaching for leaders or change agents:

1. Review of strategy in the light of the culture survey to ensure alignment (see Whole Systems Change model)
2. Review of HR processes and practices to ensure values are integrated and aligned (WSC model)
3. Team events based on values to build engagement
4. Training/development programmes where gaps have been identified – leadership development and coaching and mentoring are the obvious ones
5. Taking the demographic data and identifying one or two initiatives that are specific to each, that also support what is being done globally
6. Based on cost of entropy estimates running or supporting those projects approved by the leadership team – specifically process re-engineering might be one to help with silos, information hoarding and bureaucracy
7. Re-measure. We would suggest that 9 to 18 months is the kind of timescale to work with. You want to leave enough time to see movement.
8. See "Get Connected: A practical guide to grow a desired team culture" for guidance notes, tools and exercises to assist with implementation.

For more information contact:

Chris Monk
Email: chris@global-business-leaders.com

or

John Campbell
Mob:
Email: john@space-to-grow.org.uk