9 LEVELS ⁹ᴸ

ORGANISATION
value systems

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actual analysis
ORGANISATION
MUSTERORGANISATION OVS
7 participants

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9 LEVELS OF VALUE SYSTEMS

"Measure what is measurable, and make measurable what is not so."

Galileo Galilei

The 9 Levels of Value Systems model outlines the development of value systems of individuals, groups and organisations. It enables us to reach a better level of understanding, and, above all, highlights some areas where change is required.

How does a person fit into a company, how does a department or a team use their guiding principles to align themselves with the task at hand? What challenges are posed by the environment/the market, and how promising are current value systems? Can current and future challenges be overcome with our contemporary awareness of values and behaviours?

The 9 Levels model is a meta value model, a development model for personal development and the evolution of organisations and cultures.

Why are values important?

Values are the building blocks of culture. They define meaning and significance within a social system (group, society, etc.). Many models start from the individuals' behaviour patterns or from fixed typologies. The 9 levels model goes deeper - it captures the values. A culturally mediated value serves as a "guideline" for an individual, helping them to understand and recognise the world, and, as a result, becomes an assumption used in behavioural development. Fundamental, behaviour-guiding values are analysed and stored, and control the thought and behaviour patterns of individuals, departments and organisations. Corporate cultures are shaped as follows:

- Values drive people
- Values define orientations
- Values represent the foundation for evaluations. What is right and what is wrong?
- Fulfilled values make us happy and successful
- Unfulfilled values make us unhappy and unsuccessful

To make these very elusive value systems measurable, we have developed three analytical tools, using scientific foundations, which have proved themselves in consulting, coaching and training practice.
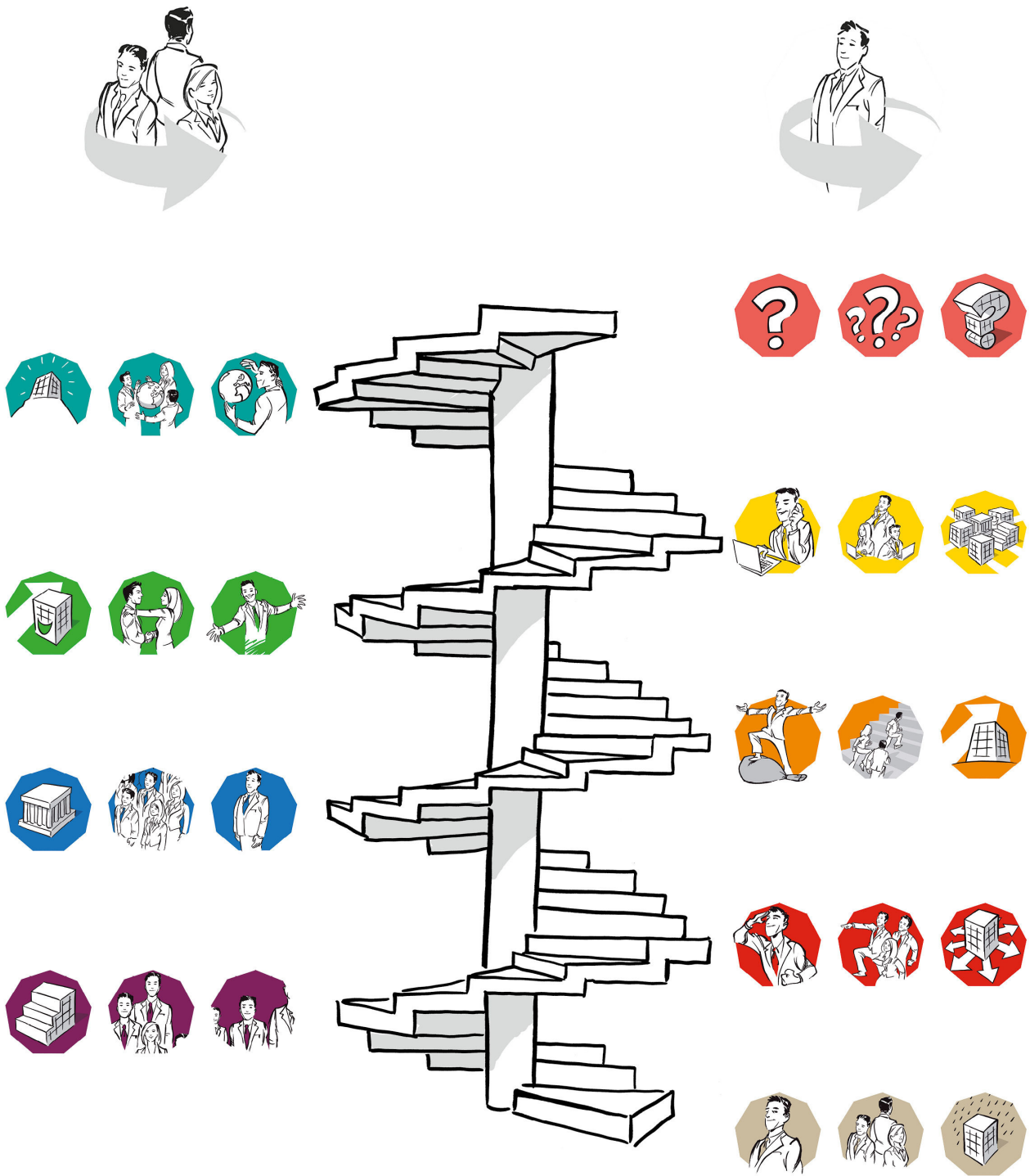
THE ORGANISATIONAL LEVELS

1st Level: BEIGE

The first level is the most fundamental level of life and consciousness. Here small groups or organisations exist - if at all - which provide some protection and serve to secure basic needs such as food, water, heat and reproduction. BEIGE is driven by instinct and acts intuitively.

No organisations exist at the BEIGE level. BEIGE is unable to form social systems or organised forms of living. Even when companies fall into existential situations the previously developed value systems outweigh all others.

2nd Level: PURPLE

The second level represents a community with a patriarch, the chief, as leader. The community provides protection, security and the very important sense of belonging. This is the level of the ancestors, in the sense of the group, the family, the clan - in this day and age we have clubs, fraternities and small businesses.

Companies in the PURPLE level tend to have few employees and are managed by a director who acts as patriarch. This includes, for example, family-owned companies which are run by a single individual. The customers of these small businesses are usually individuals or small businesses. The company has a strong regional focus and reliable outlets are found in the area for the goods produced or services sold. It is very important that everything is coordinated and harmonises perfectly. The manager's expectations of the employees is comparable to the situation of small businesses from a century ago: identi-

fication with the employer is expected to the same extent as absolute loyalty and sacrifice. Employees are strongly integrated into the company's activities, but ultimately it is the word of the boss that applies and whose final decisions are not questioned. The best interests of employees and supporting them are just as important as the continued existence of the operation. Measures required to implement this safeguarding are neither stated nor written down. They are simply based on implicitness. The corporate hierarchy in PURPLE is divided into a maximum of two levels, with the patriarch at the top followed by the second tier where solid structures show each employee's area of responsibility. Although additional staff would follow in a lower hierarchical level, no defined responsibility exists there. Instead, the staff are employed according to their qualifications. In larger organisations, there are also unique responsibilities on the undefined lowest level, such as purchasing. For organisations in PURPLE, it is not important to be the leader in a field. Preserving the existing position is what is crucial.

The following values describe the PURPLE level:

- tradition
- blood relationship
- customs
- the transmission of traditions
- homeland
- rituals
- respecting taboos
- obedience
- security
- awareness of the magical and mystical
- protection
- willingness to make sacrifices
- commitment
- hospitality
- longings for archaic times and magic
- affiliation
- habit
- ensuring continued existence
- conformity

THE ORGANISATIONAL LEVELS

3rd Level: RED

The third level represents conquest of and domination over new areas. RED is distinguished by the pursuit of power, independence and a reputation, as well as by confidence in one's own luck, strengths and abilities. Resources are used for personal gain, and in case of doubt, without concern for losses.

RED can quickly take the initiative and often seem powerful and innovative. Personal success is worked on egocentrically, self-confidently and ambitiously. Things are decided impulsively, trusting in personal skill, the opportunity at hand and the effect of a strong personality. Within a group, RED fights for respect, esteem and admiration; the community itself is used rather for one's own benefit than for cooperation. Rules and laws are hardly recognised or respected.

Companies in the RED level can be found where the aim is to open up new markets or to fight for supremacy within a market which has become over-crowded. They focus primarily on the cost-effective mass production of goods or on services that do not require large investments, wanting to be the uncontested leader and gain fame with cheap products. For these companies it is also particularly important to be and remain independent. With the right leader at the top, who is fully respected and esteemed by their employees, this effort is guaranteed to pay off. There is strong desire to be a part of the organisation and be able to personally benefit from it through the position that comes along with this. Even the awareness of having power over others is a strong booster for achievement within a company in RED. It is always important for the leader of a RED company to vehemently consolidate and defend their position because they are constantly threatened both internally and externally. Just as in PURPLE, there are neither written strategies nor long-term and sustainable objectives. Everyone knows what he is expected to do. A company in RED often has many employees who can be easily and quickly replaced. In the hierarchical structure, each manager has their own staff who perform similar work in comparison to their peers and, therefore, are interchangeable. The manager derives their own advantages from collaboration, and gladly exploits their "subordinates", while simultaneously allowing them to participate in the company. The employees not only feel involved, but also consider themselves as part of the company because everyone is striving towards the same goals. Speed, wit and assertiveness are characteristic of companies in RED.

The following values describe the RED level:

- assertiveness
- power
- courage
- self-confidence
- prestige (respect, admiration, fear)
- honour
- aggression
- strength
- impulsiveness
- dominance
- independence
- conquest e.g. of new markets
- demand for respect
- presence-oriented, egocentric, concrete thinking
- courage
- personal success
- winning at any cost
- self-admiration
- avoiding "shame"

THE ORGANISATIONAL LEVELS

4th Level: BLUE

Orderly people who consider rights, loyalty and truthfulness to be important are to be found on the BLUE level. BLUE is distinguished by an acute sense of duty and discipline. BLUE sees itself as part of a regulatory system that includes clear structures and responsibilities which guide one's way of life and actions. Identity is obtained through the collective. The regulations, laws and responsibilities that prevail here give support and protection. Accepting the whole group/organisation without question is self-evident.

Companies in BLUE have a firm foothold in long-standing markets which provide them with a certain degree of security. The primary focus is not on rapid growth because the company has already established its position. The manufactured products are generally complex and require high levels of precision and reliability - ideal for the BLUE way of thinking. Rules in BLUE organisations are formulated so that they can be implemented universally and provide important security. This presupposes an increase in the number of specialists for a particular area of responsibility who are able to meet the requirements 100%. An important aspect for companies in the fourth level is that everything is produced internally, which can only be done because a brand, which has already made a name for itself in the market, is being sold. Everyone maintains the same approach within the organisation: everything is done on the basis of established rules, which are defined, for example in work instructions, user manuals and quality standards. Nevertheless, it is not always easy for employees in BLUE to recognise exact connections due to the abundance of indicators. However, documented processes allow access to anyone - nothing is discussed, let alone implemented, behind closed doors. No one in a BLUE organisation would even think of acting outside of their stated boundaries. Likewise, no one would expect or even want that. The people feel comfortable

in their company, enjoy the safety and convenience of not needing to "overreach themselves". They have no reason to look for other work opportunities. The strategy in a BLUE company has a clear objective of securing the company itself and its size. However, often no clearly defined procedures exist for developing measures for the implementation of this strategy. Instead, decisions are discussed directly by management. Employee involvement is not an option. Internal company processes are clearly separated, meaning that more people can be involved in them, although everyone has his own sub-area for which he is responsible. The company demonstrates that its employees are important by continually raising wages and salaries. In return, companies can expect their workers to remain loyal. Extensive IT support exists for many processes and areas. However, in some places the classic BLUE company problem prevails: poor integration of different, co-existing IT systems.

At this level, classic administrative organisations with the typical image of well-dressed officials behind their gleaming desks spring to mind. Further examples of BLUE organisations are training centres, offices, banks and airline companies.

The following values describe the BLUE level:

- duty
- quality
- law and order
- discipline
- guilt and innocence
- stability
- loyalty
- order
- reliability
- control

- truth
- patience
- compliance with rules
- rank/status
- clarity
- compliance with hierarchies
- justice
- safety
- titles

THE ORGANISATIONAL LEVELS

5th Level: ORANGE

On the fifth level success and the preservation and propagation of achieved prosperity are clearly in focus. Development and performance improvement are strongly tied to process and goal orientation. Nevertheless, ORANGE does not lose sight of the whole. Individual success is not necessarily achieved at the expense of others. Cooperation is characterised by agreeing on objectives.

In an ORANGE enterprise environment, the market is saturated, leading to the establishment of a buyer's market where innovations, whose cycles become increasingly shorter, are in demand. Companies are therefore under constant pressure with rising costs and the need for permanent improvements. In order to guarantee the latter for the customer, they focus very much on core competencies and sophisticated CRM (Customer Relationship Management) - not least because companies on this level are very keen to establish long-term customer relationships. Therefore, to keep the costs from soaring to unsustainable levels, emphasis is placed on lean management and increasing efficiency. The products themselves become more complex, which is optimally controlled by the well organised internal management. Sales is active and strong and management is set up to function optimally and strategically. Furthermore, partnerships with suppliers and other groups or organisations, for example, run well. This clarifies how much this attitude to cooperation differs from the BLUE level. Those who were still regarded as a "simple supplier" are raised to the level of a partner on the ORANGE level. The employees in such companies do everything possible to ensure that their employer does well. Those who manage to work for a company that has earned a good name in the market are just as successful. Employees in ORANGE strongly identify with their employer and, correspondingly, have a strong customer and market orientation, which is a good thing because each individual is expected to think and act entrepreneurially. Irrespective of which level of the hierarchy one examines, all the people are extremely goal-oriented and strive towards greater responsibility. A strong sense of duty as well as a capacity to act are passed down in the work processes. The "view of the big picture" which can be found everywhere is also responsible for ensuring that communication is very open and works well across divisions. Since companies in ORANGE are always trying to further expand their success, a strategic approach is very important. The employees are naturally involved in this procedure and receive effective tools

that facilitate and accelerate the processes and enable them to implement the common objectives. At this level, the hierarchy itself is kept very flat and streamlined, which also facilitates the overall view of the company's internal processes. Process areas are separated and efficiently and optimally processed. Other approaches are also discussed over and above one's own area of responsibility, further promoting good integration of the departments. Comprehensive administration becomes unnecessary due to the high quality of the project organisation and the market and customer-oriented work of each individual in his role. Thus, administration is relatively lean in the businesses on this level. Almost every year new targets are set for employees. Following this, further staff development, salary adjustments and possible promotions are made. The processes are supported by key figures which are determined and evaluated using IT. The balanced scorecard gains important meaning through approaches to measuring, documentation and control of everything, thus guaranteeing a smooth process. Another important characteristic of companies in ORANGE is the consistently practised win-win strategy. The partner is considered an equal in a business relationship, thus bringing an absolute balance of interests to the fore. Short-term profit is not desired - long, valuable partnerships are the main focus. Companies in the fifth level are predominantly fixated on their core competencies. Overall, in terms of the number of employees, they are smaller than companies in BLUE. Specialised service providers that score well with the offer of special solutions for demanding requirements can be found here as well as those companies that offer special products. ORANGE believes in science and technology, in its benefits and controllability.

The following values describe the ORANGE level:

- performance
- prestige (status symbols)
- responsibility
- personal success + overall success
- status/status symbols
- career orientation
- competition
- productivity
- target orientation
- profit orientation
- process orientation
- result orientation
- wealth
- challenges
- entrepreneurial thinking
- independence
- acceptance
- focus
- value creation
- monetary and economic growth

THE ORGANISATIONAL LEVELS

6th Level: GREEN

On the sixth level, success is identified as the result of the correct team configuration. GREEN is oriented towards achieving goals - however, in combination with team spirit, collective action and consensus building. They strive to ensure long-term, collective success. Meetings, people and relationships are more important than anything else. GREEN is in constant dialogue with the environment, does not think absolutely, but weighs different opinions. Participation and involvement are key elements of cooperation. Team building, networking and achieving goals - success is a top priority even at the GREEN level, but in this case, success is based on encounters with other people!

With regard to the market encountered in the sixth level, it is absolutely a buyer's market: the products that are sought after and used there are high quality and innovative products. GREEN's wide range of qualifications is ideal for niche areas and is known for unusual products that offer customers added value. The number of employees in GREEN companies is generally low; nevertheless, it can even compare its turnover favourably to that of a large corporation. Everyone knows that his core competencies are important for the community and its success, and likes to put them to use. It is absolutely intentional that very different skills come together here, which is advantageous for the organisation and its positioning in the market. Wherever many different personalities meet, it is self-evident that errors happen. However, these are actively used for collective improvement. The reasons for the errors arising are identified in order to better understand their causes and to act accordingly to avoid repetitions. Looking at strategy, it is very similar to that of ORANGE - success, customer loyalty, sustainability etc. Nevertheless, in the GREEN level the person is considered a valued individual with all his/her skills and core competencies. In all activities, one strives to ensure the well-being of the employee, both in the present and the future. Duties and functions are not displayed in hierarchies, but in a matrix structure to guarantee a high coordination of all functions and line management. To ensure this structure, there are multiple internal reporting lines and teams working complementarily and multifunctionally. Depending on necessity, these project teams are constantly put together anew. Furthermore, it is not infrequent for real project organisations within the teams to contribute to the distribution of decision making, roles and tasks. The processes themselves are all "sophisticated", precisely because every individual contributes their best towards the success of the process.

Should something go wrong in the procedure, new, more appropriate skills are brought in to guarantee a continued smooth procedure. Governance processes are similarly sophisticated in terms of staff management, ensuring the achievement of common corporate goals. The tools necessary for success are maintained from ORANGE and supplemented through team bonuses. Technical support possibilities are often used more widely - particularly in terms of communication and cooperation. Of course, the work performed is compensated accordingly, while the salary system is as fair as possible, being kept transparent for all. With regard to working hours, strict time checking is not practised, however, no disadvantage of any kind may occur as a result. That which particularly characterises GREEN is the acceptance that all people are different. This ability makes them particularly cooperative partners who are able to take a back seat when the situation demands. Wherever innovation is required - such as in the automotive industry - GREEN groups are encountered. This also includes service providers who specialise in a niche area and can score with their expertise.

The following values describe the GREEN level:

- cooperation
- open-mindedness (towards the entire world)
- tolerance
- harmony
- consensus
- responsibility for others
- dialogue
- integration (of people)
- empathy
- participation
- equality
- appreciation
- fairness
- human rights
- adaptation
- commonality/community
- ensuring long-term success
- personal and human growth

The first and second ranks

Levels 1 to 6 are the levels of the first rank. These levels respond to the basic needs arising from one's own living conditions. From the second rank onward, the levels are repeated, although they take into account the findings from the first six levels and focus on common sense and sensory needs.

THE ORGANISATIONAL LEVELS

7th Level: YELLOW

From the seventh level onward, the advantages of the previous levels are recognised, used and combined. The result is the second rank: the previous levels viewed the world and understanding of the world to be correct only from their own perspective. They were unable to handle multiple perspectives. With YELLOW, the focus is on increasing knowledge, flexibility, competence and independence. They commonly think in a multi-perspectival and systemic way and have great capacity for abstraction, networks and changing collaborations. Material possessions, power and status are secondary.

Similarly to the market in GREEN, the YELLOW market operates as a buyer's market. However, with even higher demands: the qualitatively best and most innovative is sought after here, something that YELLOW is absolutely predestined for. Through their constant desire to reassemble, YELLOW is always able to access the best individuals to meet the requirements for each task. Through their far-reaching network, other companies and their skills are "tapped" as soon as their expertise is required. This is by no means seen as a disadvantage from the point of view of the network partners, who support it because they do the same with each other. The GREEN organisation which similarly operates in niche markets would not cope with this procedure. However, YELLOW can come across as an absolute professional in the field of innovation. The ability to integrate is important in the YELLOW organisation. Each individual is open towards others and provides the basis for a collaborative partnership. Everyone knows that he is able to use his knowledge effectively and always strives to contribute his know-how in the best fashion possible. It is very nearly the best motivation possible at all! Independent action is as important as personal responsibility. The permanent exchange of knowledge serves to expand personal horizons, allowing each individual to be particularly creative when it comes

to optimising things - irrespective of whether it occurs in communication or work processes. At the YELLOW level, the product or service is placed above the company itself. Through the pronounced networking capability, projects can proceed at a level so ideal it would have been impossible to imagine in any of the previous levels. Processes are very sophisticated and are constantly being developed and optimised. In this way, it is possible to quickly adapt them to changing starting situations. IT is an indispensable part of this level - so much takes place on the virtual plane. Systems that support collaboration, communication and the development of knowledge are predominantly used. This type of work provides the individual a lot of freedom and highly flexible working hours. Everyone can also decide where, how much and how he will work. It is only important that they perform their part responsibly.

Examples for YELLOW are think tanks and knowledge networks. Furthermore, it is possible to categorise adviser networks that work together on equal terms and in terms of knowledge sharing.

The following values describe the YELLOW level:

- individuality
- self-reflection
- multi-perspectivity
- systemic integration
- knowledge
- creativity
- personal development
- Integration
- personal responsibility
- networking
- lifelong learning
- appreciation of uniqueness

- vision
- autonomy
- profound expertise
- active growth (mental/knowledge)
- integration (of knowledge)
- open-mindedness (towards other opinions and forms of knowledge/poly-contextual logic)
- innovation

THE ORGANISATIONAL LEVELS

8th Level: TURQUOISE

On the eighth level, sustainability and holism form the guiding rules of conduct. TURQUOISE people think holistically, ecologically and intuitively. Their focus is on the welfare of the world, according to which they orient their lives and work. Through their altruistic attitude, TURQUOISE people can be both observers and creators.

At this level, the preservation of creation is important. Networks find their completion at this level, where they reach expressions never before seen.

Companies virtually do not exist at this level, or if they do exist, they do so only in a rudimentary manner. TURQUOISE oriented companies are committed to a high ethical value and focus their activities accordingly. Interestingly, many spiritual and integral advocates tend to be BLUE debaters with a nuance of TURQUOISE. Concepts such as "corporate social responsibility" basically originate from TURQUOISE, but are often used in other levels. Even institutions such as Amnesty International, the WWF or Greenpeace, as organisations, do not act on this level. Nevertheless, the time for TURQUOISE will come.

The following values describe the TURQUOISE level:

- sustainability
- Holon (a whole as part of another whole)
- responsibility for the future of life
- systemic action
- acceptance of global complexity
- improving the living conditions of all forms of life
- corporate responsibility for the community
- social and ecological sense and general context
- collective intuition
- orientation to nature
- spiritual awareness for the benefit of humanity
- high ideals
- global reconciliation
- self-organisation of living systems
- foresight
- network intelligence

9th Level: Coral

Thus far the ninth level has only been described in a rudimentary fashion. It is a distinct level, but there are few individuals, let alone groups or organisations, in CORAL. Nonetheless, the focus is always on "the self", but by no means solely in relation to power and prestige; rather, it is associated with a high respect for all living things. CORAL people would rather solve the world's problems on an individual basis. They live with the knowledge that there are no limits that are not generated by human action and nature. Economically, this level plays a minor role, but could become socio-politically and ecologically important in the future. As in the case of BEIGE, CORAL does not form part of the tools that have been developed, and is therefore not measured.

THE ORIGINS OF THE MODEL

The 9 Levels model is based on the findings of Professor Clare W. Graves and his research over a period of more than 20 years.

Clare W. Graves (1914 - 1986) was a Professor of Psychology at Union College in New York (USA). He was not only committed to research, he worked for years as a consultant for companies, clinics and educational institutions. His research was sparked by a student who asked Graves who, of all the various theoreticians (Maslow, Freud, Jung, Rogers, Watson etc.), was actually right. He tasked his students with writing a report describing an adult human being. He noticed that, while these descriptions were very different, recurring elements and a certain system of classification could be identified. This led him to identify the various developmental stages of human existence, the exploration of which became a key objective of his research. Graves began to develop his theory in the 50s. The model was first put forward as "Spiral Dynamics" by Christopher Cowan and Don Beck. Graves presented his model in an article, published in 1966 in the Harvard Business Review, entitled "Deterioration of Work Standards". In this article he described his model as "Levels of Human Behaviour". Later, Graves called his theory the "emergent, cyclical double-helix model of adult biopsychosocial systems development", a model that describes the diversity of human development in a very complex and multi-perspective manner. In his theory and research, Graves combined four different scientific disciplines:

- biology and neurobiology
- psychology and the theory of personality types
- sociology and anthropology
- systems theory

The first German book on this basic model of the Graves Value System was co-authored by Rainer Krumm (founder and director of the 9 Levels Institute), Martina Bär-Sieber and Hartmut Wiehle, published in 2007 by Gabler Verlag. It is titled "Unternehmen verstehen, gestalten, verändern –das Graves-Value-System in der Praxis" [Understanding, Creating, Changing Businesses - the Graves Value System in Practice], thus establishing the foundation of this basic theory in German-speaking countries. Meanwhile, the third edition has already been published. Furthermore, various other books have been published, for a variety of uses and relying on Graves' basic model. The Graves Value System presents an open model of values theory, mapping how individuals or entire systems (departments, companies, organisations) orient themselves and what they act upon. It is therefore a very useful tool for those who work in or with organisations and teams, as well as those who coach individuals.

Turning this model into the 9 Levels of Value Systems was the logical step to take to transform this theory into a valid, scientifically based analytical tool and combine it with longstanding use in consulting and coaching practice. The aim is to combine the basic theory with current research findings and topical issues related to the living conditions and the business world.

The 9 Levels model is a simplification of Graves' theory, making it applicable to the development of people, groups and organisations. Value systems - also called "psychological DNA" - express mindsets, doctrines, inner feelings, causes for actions and reactions, and organisational principles. These become measurable using the 9 levels method and therefore provide the basis for development and change management.

Current value orientations and levels of awareness, as well as changes in the market, can be understood and the necessary adjustments made. It becomes clearer why an individual copes well or not with values from other levels. Users recognise and understand the relevance of other value orientations and can also launch and shape relevant change initiatives.

Different scopes

- **Personal Value System** –for successful personality development and tailor-made coaching
- **Youth Value System** –Personal Value System especially for adolescents and young adults
- **Group Value System** –for team development and team coaching
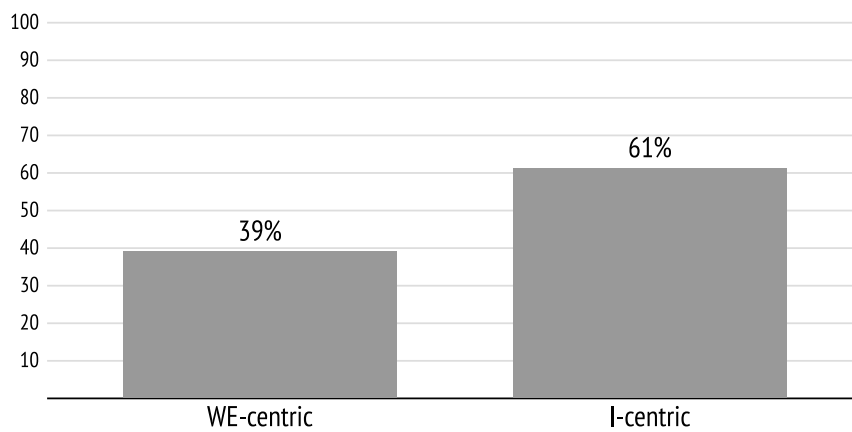- **Organisation Value System** –for organisational development and optimising corporate culture

9 LEVELS® PERSONAL value systems   9 LEVELS® YOUTH value systems

9 LEVELS® GROUP value systems   9 LEVELS® ORGANISATION value systems

RESULT ORGANISATION VALUE SYSTEM

Score of the levels in the model:

11	
	33
37	
	55
37	
	25
12	
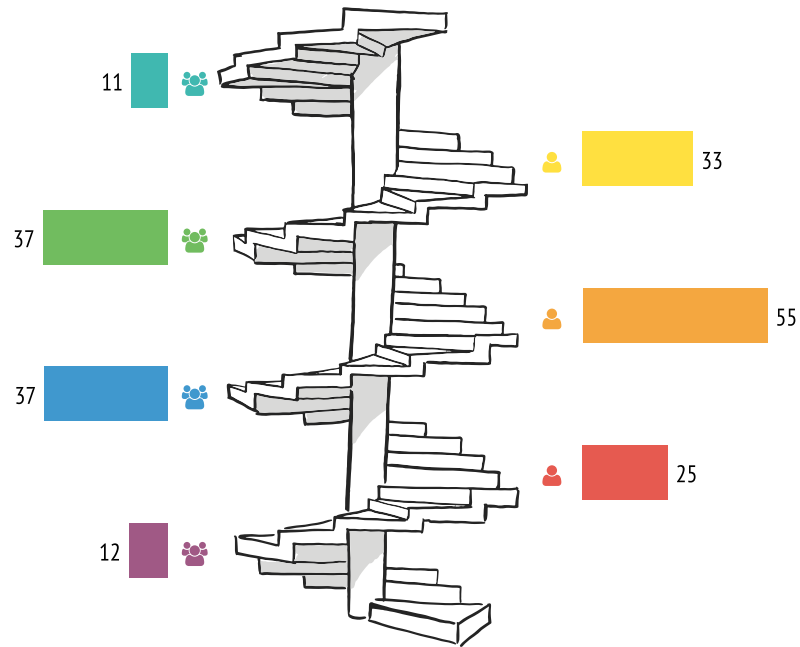
Distribution of the WE-centric compared to the I-centric:

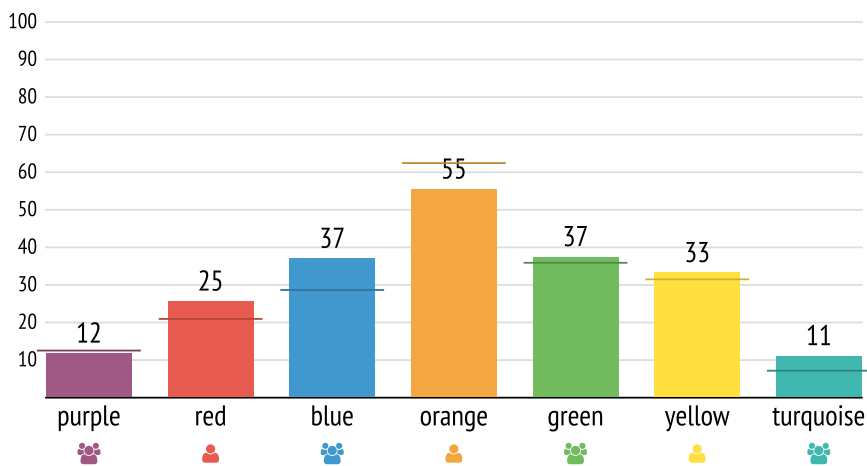WE-centric: 39%
I-centric: 61%

RESULT ORGANISATION VALUE SYSTEM

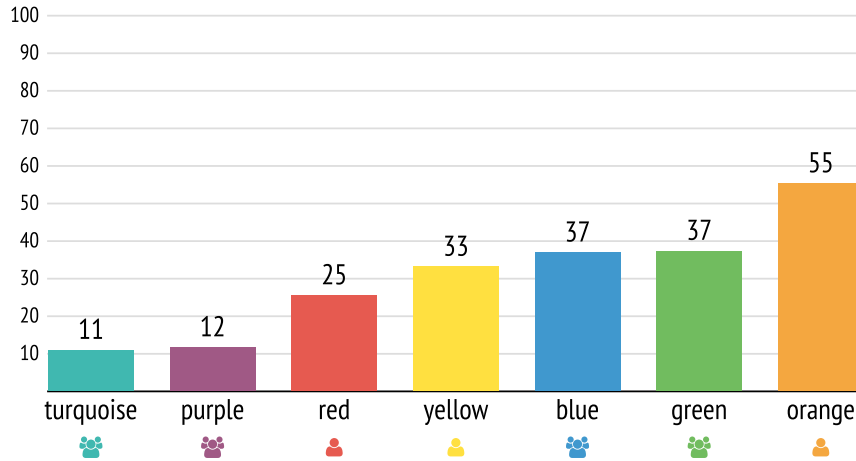**Score of the levels in the pie chart:**
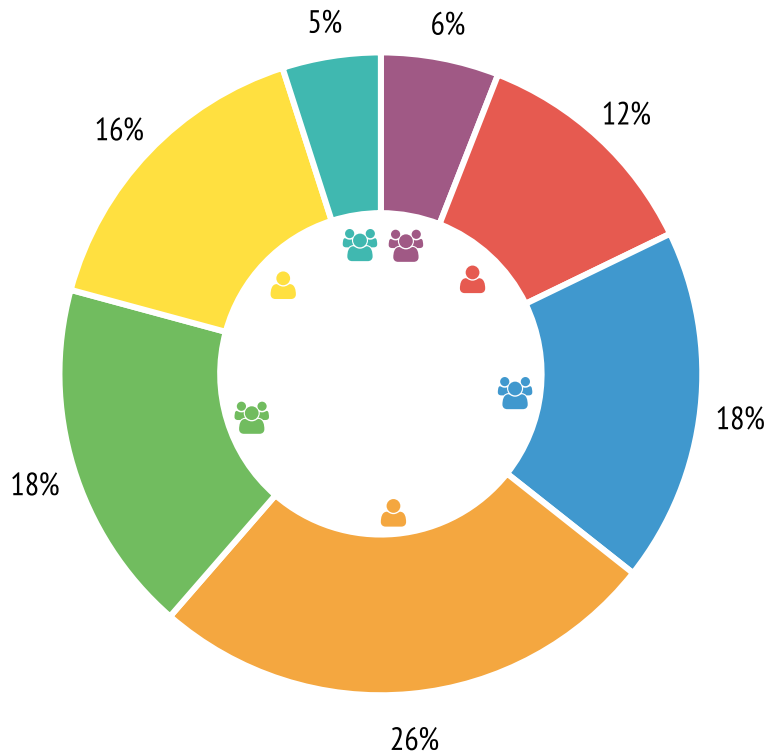
*Percentages may not total 100 due to rounding.
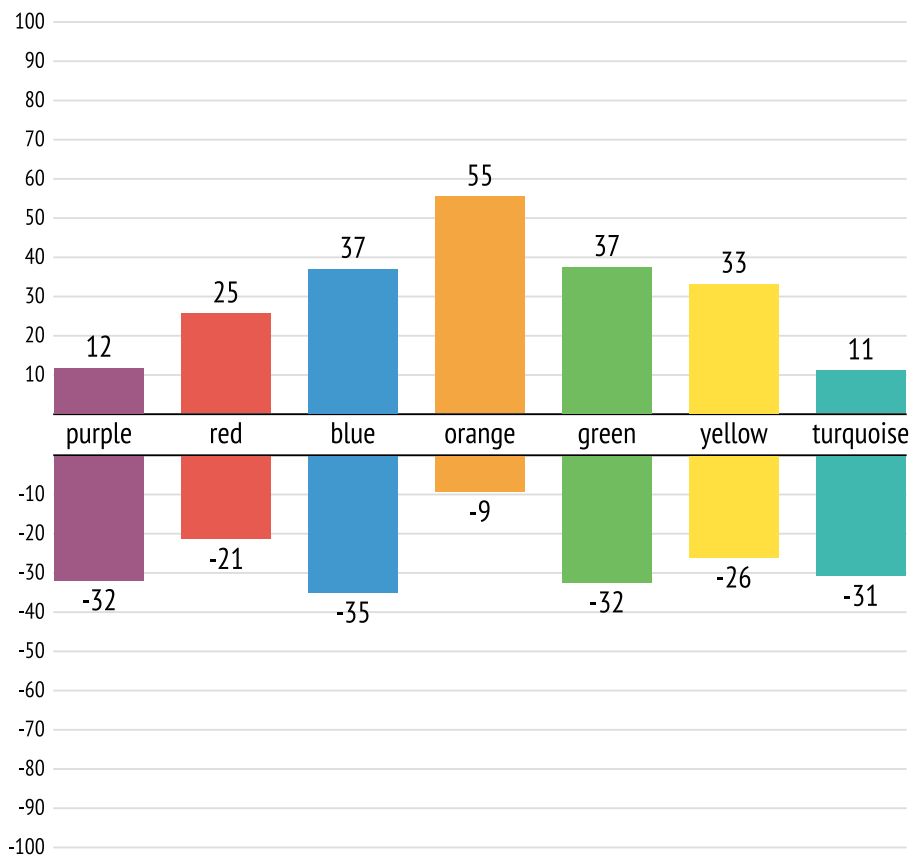
Score of the levels with median:

RESULT ORGANISATION VALUE SYSTEM

Score of the levels by intensity:

	turquoise	purple	red	yellow	blue	green	orange
Score	11	12	25	33	37	37	55

Score of the Levels with resistances:

	purple	red	blue	orange	green	yellow	turquoise
Positive	12	25	37	55	37	33	11
Negative	-32	-21	-35	-9	-32	-26	-31

ANALYSIS

With 55 points, your organisation has achieved its highest score for the fifth level: ORANGE.

The strategic goals of a business in ORANGE are characterised by pursuing success, revenue growth and cost reduction. Effective processes and systems exist for implementing a strategy. Employees do everything for the good of the company. Success is linked to working for a successful company; customer and market orientation are firmly anchored. For the organisation to meet the increasing cost and innovation pressure, the methods of choice include increasing efficiency, focusing on core competencies, lean management and customer relationship management. Business models in ORANGE are characterised by their orientation towards long-term customer loyalty, strong sales, streamlined administration and strategic partnerships. Further emphasis is given to process orientation: process design, process metrics, process control, process optimisation and process support are all ubiquitous. The structure of a company in ORANGE is characterised by flat, streamlined hierarchies. Functioning project organisations and product management emerge. The administration is significantly reduced in comparison to BLUE.

Motivation & Learning

For motivation in ORANGE it is particularly important that the results meet one's expectations, and that they can be achieved with a large amount of individual responsibility. Furthermore, a high degree of variation is just as motivating as a certain measure of risk, which must, however, be calculable. Financial incentives in the form of performance-related payments play an important role. However, it is not necessary to pay these immediately. Learning in ORANGE is also done without direct reinforcement. It is only necessary to find a motivating trigger in order to achieve it. Motivation arises from improvement. Thus, constantly new, though not necessarily targeted, competencies are learned, whereas the behaviour of people characterised by ORANGE is strongly oriented towards goals. Motivation takes place extrinsically and intrinsically by means of bonus systems (profit-share schemes) and the motivation of being successful and forming part of a successful company.

Management & Leadership

Emphasis is placed on unconditional goal orientation and willingness to take on responsibility at all levels. Employees in ORANGE strive to achieve success for the team or the company. Having clear objectives and being able to achieve these on their own, without management being too prescriptive, are very important to them. The appropriate management style is negotiation and conflict management. Negotiations between managers and employees take place openly; organisational goals and objectives are on the table. Thus, responsibility lies both with management and the employees.

Management is expected to implement a competitive management style (reward systems, sanctions and clear areas of responsibility). Managers should transfer extensive and complex tasks, and be able to delegate responsibility, while clearly providing a certain amount of decision-making opportunities. Profit-sharing serves as motivation by being part of a winning team. Management should encourage the creation of streamlined and flexible rules that do not impede the process. At the ORANGE level, management, as a situational model, becomes tangible and a reality to be implemented for the first time.

Sales

Sales organisation on the ORANGE level creates leeway for independent, entrepreneurially minded employees; has predefined results, while providing flexibility for the manner in which these are to be achieved; rewards the achievements of individual employees and focuses on meaningful corporate objectives. Sellers find themselves in a complex environment. They negotiate with many different audiences and have to unite wildly different interests. To meet these challenges, they dominate sales and negotiation talks and think strategically and in terms of solutions.

Sellers on the ORANGE level act independently and want little interference from managers. They benefit from practical coaching sessions and seminars, expecting praise and rewards for good performance.

ANALYSIS

With 37 points, your organisation has achieved another high score on the sixth level: GREEN. The GREEN company is established as an innovator or niche provider. In terms of numbers, these companies tend to be small with a high degree of outsourcing and concentration on core competencies. In companies characterised as GREEN, the employee as a person is at the centre. The core values are fairness and sustainability. The diversity of people is recognised and is considered important. It is understood that the employees are the key assets of a company. Decisions are made by team consensus. The strategy at this level is characterised by the pursuit of success, revenue enhancement and cost reduction in order to increase the company's value in the medium and long term. Additionally, a strong human component comes to the fore with sustainable goals being formulated at the employee level. Matrix structures are formed with multiple reporting channels and multi-functional work teams which are complementary in their abilities. Team bonuses are given, drawing the focus away from the individual to joint performance. The processes are very mature and highly collaborative, so that everyone can contribute his best toward common goals. People build on technical assistance, which is specifically used to improve communication and content collaboration. Knowledge management concepts are used here. GREEN companies use individual skills in the cooperative sense.

Motivation & Learning

Motivation in GREEN results particularly from relationships, i.e. due to solidarity with others, working as a result of community-oriented interpretation and common, long-term success. Learning takes place primarily through observation and modelling.

Management & Leadership

The management style and behaviour at this level are cooperative and participatory. Open communication, which is both appreciative and clear, is one of the main factors. Information is an essential good and passing it on is considered obligatory.

Employees in GREEN are more interested in social issues than in material matters. They look for a pleasant atmosphere and want to be accepted for who they are. The manager is an equal member of the group and has to act openly, authentically and non-directively towards the employees. On the other hand, he/she simultaneously represents the interests of the organisation and specifies its appropriate direction. This represents a major challenge in which a tension between employees and leadership can develop.

To further help their staff, coaching sessions are the right method for an executive in GREEN. This means supporting other people to find their own solutions. Thus, management leaves the traditional leadership role that determines the way in which things will be done, and instead becomes a sparring partner on an equal footing.

Sales

The organisation of sales on the GREEN level promotes exchanges between the employees, rewards cooperation and mutual assistance and forms synergies in order to reach joint success. For sellers new perspectives are opened up, since they really do cooperate with their colleagues. A logical step is to use a company or team bonus. To achieve this, everyone must support each other, as well as office staff, product specialists and other departments. Everyone who contributed to the sales success is rewarded. This strengthens teamwork interdisciplinarity. A GREEN sales organisation is not only good at helping each other; together, they develop innovative sales strategies and conquer new markets. Sellers on the GREEN level are happy to draw up their own solutions with the support of their sales manager. They value individual task areas where they can live out their strengths and redefine hierarchies as well as seeing themselves as equal partners in relation to their superiors. They are autonomous in setting their priorities in work and private.

QUESTIONS FOR REFLECTION

- **What was your focus when you completed the questionnaire?**

- **Which are the most pronounced levels of your organisation?**
    - » In what way does this become apparent?
    - » What are the advantages and possible disadvantages that can be derived from this for your organisation?
    - » Which other levels were more pronounced in the past?
    - » In what situations did this become apparent?

- **What developments/situations arose in your organisation that led to a change in the value systems?**
    - » What are you attributing this change to?
    - » How do you evaluate this change for your own development and the development of your organisation?
    - » Which other levels were less pronounced in the past?
    - » In what situations did this become apparent?

- **What developments/situations arose in your organisation that led to a change in the value systems?**
    - » What are you attributing this change to?
    - » How do you evaluate this change for your own development and the development of your organisation?

- **Which ideal situation is desirable for your organisation from the current perspective?**
    - » Which levels are you attaching this to?
    - » What will be necessary to achieve this?
    - » How would you notice that you have reached this target state? What would have changed?

- **How do the design elements for organisations shape the value systems?**
    - » How are the processes and procedures organised?
    - » What is the current strategy? What strategy is your business pursuing?
    - » What does leadership look like in your organisation? Which management principles apply?
    - » What skills and behaviours do the employees show and which are encouraged?
    - » What are the structures of the salary and incentive systems?
    - » What new employees will be recruited and how will they fit into the organisation's value system?
    - » What characterises your organisational culture? Are there corporate values and, if so, are they practised?
    - » What changes would make your organisation more successful - in the current situation, and taking future challenges into consideration?

NOTES

THE 9 LEVELS INSTITUTE FOR VALUE SYSTEMS

The 9 Levels Institute for Value Systems is an advisory institution that specialises in the measurement and analysis of value systems in individuals, groups, organisations and systems. Scientifically well-founded and tested in practice - that's our motto.

The founder of the institute, Rainer Krumm, has experience of change programmes in over 20 countries, working with more than 50 different nationalities.

Corporate cultures and team cultures are key elements for successful and sustainable business. Corporate culture can be measured and, if necessary, changed sustainably. This is no simple path, but it is a viable one.

Many different managerial influences, together with Prof. Clare W. Graves' theory, were integrated into the development of this model which is constantly being tested in practice. By users for users - this is the only way projects and measures can be successful.

The world is changing more and more, whether we like it or not. The adaptability of enterprises is a key factor for the future. It is important to use value analyses, and, if necessary, implement changes, to place companies in a secure position. Many tools work with fixed typologies or behavioural patterns. In our opinion and based on our experience, long-term successful measures are based on values - the values of those people involved and the common, shared values of the group.

Every company has a corporate culture. Very few are aware of this.

What do we do?

We offer numerous services relating to developing the values of people, departments, organisations and systems. Based on the 9 Levels of Value Systems, we have designed development activities: from coaching to personnel, team and organisational development, as well as leadership and sales measures.

We help you to detect your current culture of values and to align this culture with future market requirements. In doing so, we support you in accepting and overcoming new challenges sustainably - i.e., by using values as the starting point.

Darwin's statement "survival of the fittest" is unfortunately often mistranslated. It does not simply mean that the strongest survive, but that those who can best adapt to new challenges and conditions will survive.