



9 LEVELS®

PERSONAL
value systems

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actual analysis
PERSONAL
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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?

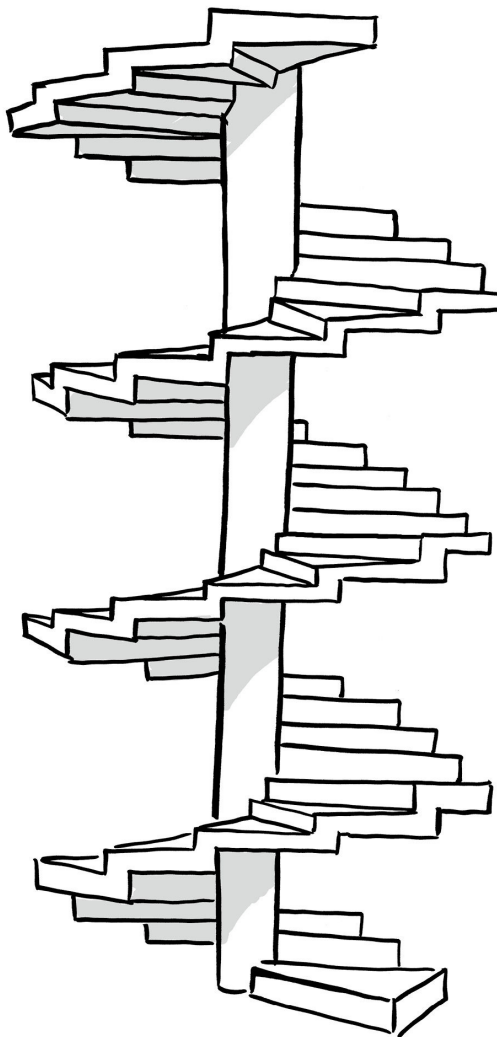
Values are the building blocks of culture. They define meaning and significance within a social system (group, society, etc.). Many models start from the

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 9 LEVELS MODEL



THE PERSONAL LEVELS



1st Level: BEIGE

The first level is the most fundamental level of life and consciousness. People live in small groups or units that offer a certain degree of protection and offer security in terms of basic needs, such as food, water, heat and reproduction. BEIGE is driven by instinct and acts intuitively. Sensory perceptions are pronounced. They are dogged by the primal fear of losing the energy needed to survive. At this level there are no organised forms of life or social systems. Consequently, no companies exist at this stage of development.



2nd Level: PURPLE

At the second level, people see themselves as part of a social system, as members of a community, a clan, a tribe, with the patriarch, the chief, as a leader. The community provides protection, security and the very important sense of belonging. This is the level of the ancestors - referring to the group, the family the clan. In this day and age, we have clubs, fraternities and small businesses.

Everything follows a set of rules that has been laid down - albeit not codified - and which is not questioned. The fact that the rules are determined by another does not bother people on the PURPLE level. On the contrary: they believe that they are in good hands and feel content. Sacrifice and obedience are required. A leader's authority is never brought into question: ultimately, the leader is the only person who can use his or her power to protect the community from dangerous situations and external attacks.

The chief therefore sees him- or herself as occupying a position of authority vis-à-vis the members. In this role, the leader does not only look after the community, but also acts in an authoritarian manner. He or she never questions one's own decisions and actions because power is viewed as something absolutely legitimate. The hierarchy that unfolds beneath the leader is clearly structured and succession is generally determined by fixed, accepted rules, such as hereditary succession. The leader is responsible for the well-being of the whole group, and it is therefore important for the leader to know what

is going on with each individual group member. Great emphasis is placed on reaching a consensus, but, ultimately, the final decision is made by the leader. In the PURPLE state, awareness is magical and mystical. Traditions and customs are maintained - and even superstition has its place.

People at the PURPLE level think primarily with the right hemisphere of their brain, and therefore see things in a highly visual manner and are very aware of their body and the space around them. PURPLE people also trailblazers in terms of creativity and feelings, with a pronounced weakness for people who stand out as a result of particular skills, such as, for example, an exceptionally distinct sense of perception. Everything that has already happened is connected to experiences and the people and places involved. The time at which it took place, the month or year, is not important. Just like primitive peoples, PURPLE people believe in higher powers of nature, in spirits and the power of the souls of the deceased. Superhuman powers are worshiped in rites and appeased with sacrifices. In terms of the civilised world, family rituals, traditions and community are of high importance at this level. People in PURPLE are absolutely content with their role as part of a group and their tasks and work connected to it. They enjoy being used and subordinate their own needs in favour of this. This absolute we-centricity prevents an individual from leaving his or her specified role - unless the leader decides otherwise. This is accepted without question. Personal values are identification, solidarity, willingness to make sacrifices, and customs. Overall, dependence on the group is very great.

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 PERSONAL LEVELS



3rd Level: RED

At the third level, people see themselves as conquerors and rulers of new domains. The pursuit of power, independence and prestige sets them apart. RED people trust in their own happiness, their strengths and abilities. The self comes to the fore. Resources are used for personal gain, and in case of doubt, without concern for losses. RED can quickly take the initiative and can often seem powerful and innovative. At this level, people are egocentric, self-confident and ambitious, as long as it is a question of personal success. They decide things impulsively, relying solely on their own skills, momentary windows of opportunity and the effect of their strong personality on others. In the presence of a group, they see themselves in an elevated position, and expect other people to respect, admire and hold them in high regard. They do not really care about the group, unless the group can serve their own ends. They are not aware of rules or laws - indeed, such things are unwelcome. The stronger person prevails.

For RED, the thought of having to submit to another person in any way is unimaginable. It is particularly important to them to secure the space they have conquered, which can neither be taken from them by slander nor scandal. They do everything because they want to - they only act in their own interests. In the event that something does not work out as imagined, the fault lies exclusively with others or the conditions just were not right. RED people would never think to look for blame in themselves: they are incapable of admitting mistakes.

RED people think and act in the present. This is also the reason why they never worry about the possible consequences of their actions for the future. Saving for retirement or preventative medical care are of little importance and do not

fit into their way of thinking. They would never commit to something that, in their eyes, does not provide an immediate benefit.

The characteristics of RED can have both positive and negative tendencies: those with positive tendencies can inspire other people with their lively, edifying manner, and people will enjoy spending time with them because they know that there is never a dull moment and that they can be carried along by the RED person's drive and creative power. Things are always exciting. With individuals who have negative tendencies, people prefer to keep their distance because they know that they might suffer. When conducting business with a RED person, one should always bear in mind and advertise the benefits this individual can derive from the business relationship. If someone threatens a RED individual, it is likely that the aggressor will draw the short straw.

Overall, it is hard for people with RED tendencies to fully live up to their characteristics in the civilised times we live in: someone who is incapable of assimilating into society will undoubtedly be plagued by scandal. RED individuals are typically found conquering markets or engaged in tough network marketing.

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 PERSONAL LEVELS



4th Level: BLUE

At the fourth level, people search for rules and laws and see themselves as part of a regulatory system. They demonstrate clear structures and responsibilities which govern the way in which they live and act. This level is comprised of orderly people who stand by justice, loyalty and truth. BLUE denotes a pronounced sense of duty and discipline. Identity is obtained through the collective. Hierarchies are emphasised, job descriptions are meaningful, and rules and structures are adopted.

The regulations, laws and responsibilities that prevail here give the people on this level support and protection. It is self-evident to accept the entire organisation without question. Tasks are laid down according to a fixed division of labour; hierarchies are respected and there is no need to fear “others sticking their fingers in one’s own pie”.

For people on the BLUE level, it is important to comply with one’s obligations, keep one’s work at an appropriate level, be absolutely honest and sincere towards others and identify particularly strongly with a group. The community itself gives them the security needed to survive. To feel content, BLUE people are happy to give up pursuing their own interests and prefer to merge into a community. We-centricity is extremely strong here because BLUE people are fixated on their group and its values. This strong sense of belonging is often shown using symbols or a uniform. Corresponding symbols or clothing can, for example, denote which group they belong to, or what level they occupy within a group’s hierarchy. The latter is particularly important because it defines a clear scope of responsibility that gives them security in terms of their area of responsibility. Absolute transparency means that there are no points where ambiguity could surface.

There are also negative and positive characteristics on the BLUE level. People with a tendency towards negativity are intolerant, narrow-minded, need a long time to make decisions, put themselves under self-imposed constraints and tend to set themselves strict rules. People with these characteristics like to attract people who “want to belong”. Anyone who does not join them is automatically regarded as an enemy who refuses to obey the group’s rules. Other opinions are wrong and are not tolerated.

People with positive leanings are very stable and have a pronounced sense of responsibility. Respecting laws and regulations and guaranteeing everyone’s well-being is important to them. Everything they do is well-structured, dutiful and extremely organised - one can rely on them completely. Superiors feel comfortable in their presence because they make for attentive, honest and courteous staff. People with positive BLUE tendencies live in line with their values and these simultaneously give meaning and structure to their lives. Large companies with a conservative management style are often found on the BLUE level. There are representatives of this orientation at every hierarchical level.

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 PERSONAL LEVELS



5th Level: ORANGE

At the fifth level, people's focus lies on their own success, as well as on maintaining and increasing the level of prosperity they have reached. Improving their own development and performance is tightly linked to their process- and goal-focused manner. Nevertheless, ORANGE people do not lose sight of the whole in the process. Individual success is not necessarily achieved at the expense of others. When working with others, reaching agreements on objectives is a determinant factor.

Career, success, freedom and prosperity - that is what people aspire to on the ORANGE level. They want to be the best in their profession and thus live well in a tangibly secure manner. Their career is not only important because of money, but also for the recognition they receive through their work. Their zeal enables them to gather more and more experience - ultimately, the world is full of chances just waiting to be seized - and their behaviour demands a certain level of independence. In doing so, they devote themselves to science and technology, happily making use of this know-how and targeting it to improve their lives. Their extremely strong desire to gain knowledge and skills means that ORANGE people know very well to what extent they can rely on themselves. They do not avoid taking risks: "nothing ventured, nothing gained!". Being up-to-date is simply part of being at the front of the pack. ORANGE is very proud of having a personality with highly individual strengths and focuses on him- or herself instead of the organisation. This clear I-centricity is typical of ORANGE. People on this level are therefore self-confident, with strong planning skills and a targeted approach. They usually see the positives in life, and use this knowledge skilfully to get through personal lows. They do not allow themselves to be bothered by negative thoughts, aware that these could slow down or even prevent personal development. Independence is very important for them: at the end of the day, they know best of all what they can do, and do not have to rely on other people to achieve a goal. "Winning" is at the very top of the success scale. And they are always well equipped for this: instead of just thinking inside the box, ORANGE people know that there is a world outside as well. They are able to understand the bigger picture quickly, see how things relate to each other, what is happening at the same time, and how they can handle all of this. This "360-degree vision" provides them with an ideal position, both as individuals and within a group or organisation. They like entering into contests to prove to themselves and others how good they are. If they claim a respectable place, they will make the most of the reputation associated with this pole position. As a result, the company they work for is very important, and they like to talk about it. It is self-evident that they only work

for companies that have a good reputation in the market. Other companies would not provide them with the opportunities they need and seek for their personal development. They tend to use their employer as a status symbol and valuable reference as soon as they decide to seek employment elsewhere because their old job can no longer offer them what they want. ORANGE people are not bound to one company for their entire lives. This certain inconstancy makes them restless companions.

If an ORANGE person has negative tendencies, he or she will exhibit a pronounced competitive mindset, sense of pressure to perform, and greed. They put themselves under a certain amount of stress, which typically renders them sufferers of burn-out. As soon as there is something to experience, which is also worthwhile, they devote their attention to it entirely. Just as interesting activities appeal to them, so too do fascinating people, and particularly those higher up in the hierarchy. Should the external image fit with their vision, this fascinates them so much that their counterpart can certainly exhibit a few "quirks" that they are happy to ignore. Typical of an ORANGE person with negative tendencies is a desire to rush through change processes too quickly. All too often, employees are forgotten in processes of this nature. Similarly, they succumb to the pressure of reaching short-term objectives - endangering the establishment of strategic, long-term objectives.

If the person in ORANGE has positive tendencies, he or she is gifted with the ability to infect others with their positivity. Others see them as role models, impressed by their motivation and exceptionally good performance. People in ORANGE find professional satisfaction in an active environment: where corporate restructuring is taking place, where there is a need for innovation, and where things can change quickly.

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 PERSONAL LEVELS



6th Level: GREEN

At the sixth level, people consider success to be the result of the correct team configuration. GREEN people are focused on achieving objectives - but do so by combining team spirit, collective action, and reaching a consensus. They strive to ensure long-term, collective success. Encounters, people and relationships are more important than anything else. GREEN people are constantly in tune with their environment, and do not think in absolutes, but rather take various points of view into consideration. Participation and involvement are key elements of cooperation. Team building, networking and achieving goals - success is a top priority even for people on the GREEN level, but in this case, success is based on encounters with other people!

For GREEN, making the right contacts means sustainable personal success. They are not interested in improving their own appearance or stand out with special performance. The focus is on gathering the right people around themselves. Relationships are more important to them than any one thing. This enables a consensus to be reached and nourishes team spirit, but can also degenerate into endless discussions. They have a unique understanding of interpersonal connections and set great store by cooperation. They are in permanent communication with their surroundings, enabling them not only to expand their knowledge, but also to pick up on latent tensions and positive developments early on. They are clearly we-centric. GREEN people are highly social. They observe, learn, gain experience and are constantly broadening their horizons by reflecting and exchanging ideas. Their pronounced sense of awareness means that they are very good at "listening to themselves": their gut feeling tells them if they are on the right track. As it were, they have the ability to "read between the lines". This awareness makes a GREEN individual a real people person. Their social skills are just as good for work in the project team as with customers. Their authentic behaviour, allowing them to show emotions, as well as honesty towards and appreciation of other people, makes them highly valued partners and teammates. In terms of making decisions, they always listen to what each side has to say, and then weigh this up. Particularly in controversial matters, they often exert a calming influence, keep an eye on the bigger picture and act as mediators. These skills are good for them and they gain personal validation as a result. At the same time, it renders them dependent on the group's emotional strength. Gender equality is just as im-

portant to them as equal opportunities, fairness, empathy and cooperation. Constant contact with others is viewed as personal enrichment. GREEN people are cosmopolitan, and feel a strong sense of responsibility towards others. They would never do anything that could disadvantage or even harm someone else. One positive aspect of GREEN people is the fact that they are real team players.

There is, of course, the potential for a negative tendency at this level, which often places those affected in a position where they are unable to make a decision. They spend too much time discussing things and reach no conclusions - much less anything that could actually be implemented. This is reinforced by their highly sensitive nature. Negative tendencies in GREEN express themselves in the fact that people run the risk of losing touch with reality, and unwittingly acting in their own interests, rather than in those of the group.

Generally, GREEN people are found in multi-functional teams.

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 PERSONAL LEVELS



7th Level: YELLOW

From the seventh level onwards, 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.

YELLOW people leverage their own extensive expertise and networks to reach the objectives they strive towards in areas considered important. Growth and development must be actively encouraged, and, ideally, are constant processes. Change is always welcome, providing much-needed variety. They limit themselves to what is closest and most necessary, enabling them to act in a practical, responsible manner. They happily use systems because these can support them in their projects. Being independent, gaining a large amount of knowledge, being creative and acting on one's own responsibility is extremely important to them. Unlike GREEN, YELLOW has no problem in dealing with ambiguous statements or situations. As opposed to the previous levels, they do not need to continue discussions until everyone has reached an agreement, they are able to accept divergent opinions simultaneously. The same goes for paradoxical thinking and principles that contradict one another. They see things like this as an incentive to discover and understand new things and as a chance that must be taken to expand their knowledge. The knowledge that they have already acquired, along with the ability to notice and accept feelings, forms the bedrock of their pronounced sense of self-awareness. People on the YELLOW level are constantly learning, in accordance with their own wishes, and make use of all resources available to them. They love experimenting and have no problem with "tripping up", because this new experience will further broaden their horizons. Their thirst for knowledge makes them particularly sensitive people with a great talent for recognising and interpreting emotions. This "extended self" makes them true learning champions, who also enjoy spending time alone occasionally in order to strengthen their sense of self-awareness. Their desire for personal development eclipses their desire for wealth and power. When a person with YELLOW tendencies meets a person of another level, the YELLOW individual has no problems at all meeting them on and "adapting" to their level - at least for the duration of the meeting -

to drive forward communication. They see every level as an important, indispensable part of the overall system. They live and act freely in accordance with their personal motto: "a black-and-white world would be bleak. Its many colours are what make it interesting." They are aware that everyone can walk up or down the colourful ladder, depending on his personal value system. They always want to know what other people think, only because other people's thoughts can help them make decisions. Nevertheless, they are not necessarily dependent on these thoughts - they are merely curious. In a relationship, YELLOW people hold their partner in high esteem and are not possessive. Compared with RED and ORANGE people, YELLOW people see the individual as the most important thing, within reason. They always remain true to themselves, even when communicating on an equal footing with people from other levels. This authenticity makes them a valued interlocutor who is always frank with others. They focus on "the self", putting their own personal development at the fore. It is not infrequent for YELLOW people to appear to be arrogant, cold and distant.

Negative tendencies include impatience that is interpreted as patronising, sequestering themselves away, being insensitive to the feelings of others: all of which can culminate in YELLOW individuals being viewed as inconsiderate and egoistic. They also tend to overestimate themselves.

Positive tendencies for YELLOW include openness and tolerance towards others and their needs. YELLOW is highly flexible and does not insist that things stay the same, despite the fact that they recognise that there is a certain stability to most things.

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 PERSONAL LEVELS



8th Level: TURQUOISE

At the eighth level, people's actions are motivated by sustainability and holism. TURQUOISE people think holistically-global, ecologically and intuitively. They focus on the welfare of the world and manage their life and work accordingly. By means of their altruistic attitude, TURQUOISE people can be both observers and creators.

At this level, the focus is on the whole and preserving what has been created. They have high ideals, a pronounced sense of spiritual awareness and an all-encompassing perspective on worldly things. Thanks to these characteristics, they are always able to impress others with unusual ideas, and can interpret things in a totally different way. In everything they do, they rely on instinct and gut feeling, and set great store by ensuring that their actions are sustainable. They feel a great sense of responsibility towards the community and are therefore very we-centric. They are aware that everything they do has consequences and are acutely aware of this when making decisions. In conversation, TURQUOISE people are very present, and meet their conversation partners on the appropriate level - just like YELLOW people do. Empathising with others costs them absolutely no effort. What they say makes sense to everyone straight away, which makes things even more pleasant for their counterpart.

TURQUOISE people also draw on the knowledge of all the previous levels, principally for the common good. TURQUOISE people have extremely heightened senses and go about their day with the highest possible level of perception. This allows them to be mentally and spiritually open to the extent that they can recognise both chances and opportunities as well as errors and misinterpretations - something never achieved by people on other levels as their access to this was prevented by inhibitions, rules, constraints and beliefs. These extraordinary skills do not, however, make them better or happier.

Again, there are negative tendencies here that reveal themselves in naive or radical behaviour, or in boundless idealism.

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, 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 is not directly part of the developed system and therefore is also not being 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.

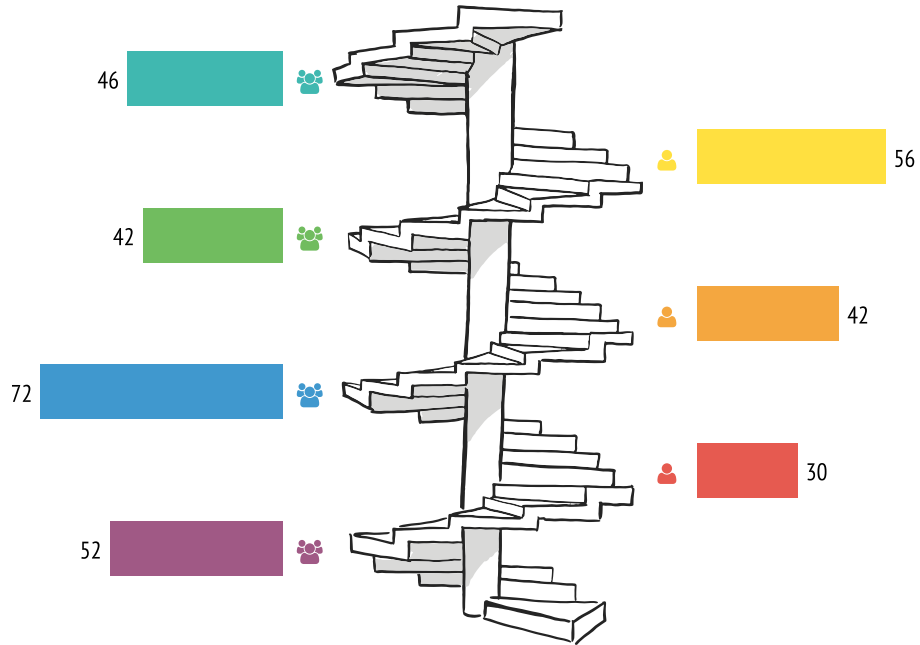
Different scopes

- **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

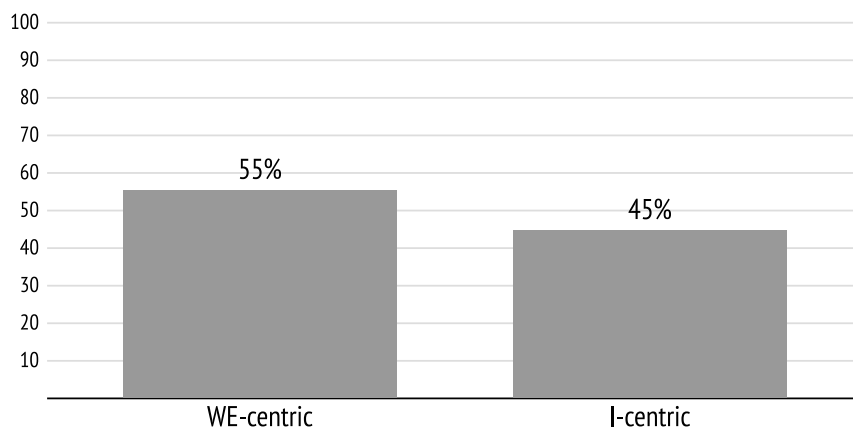


RESULT PERSONAL VALUE SYSTEM

Score of the levels in the model:

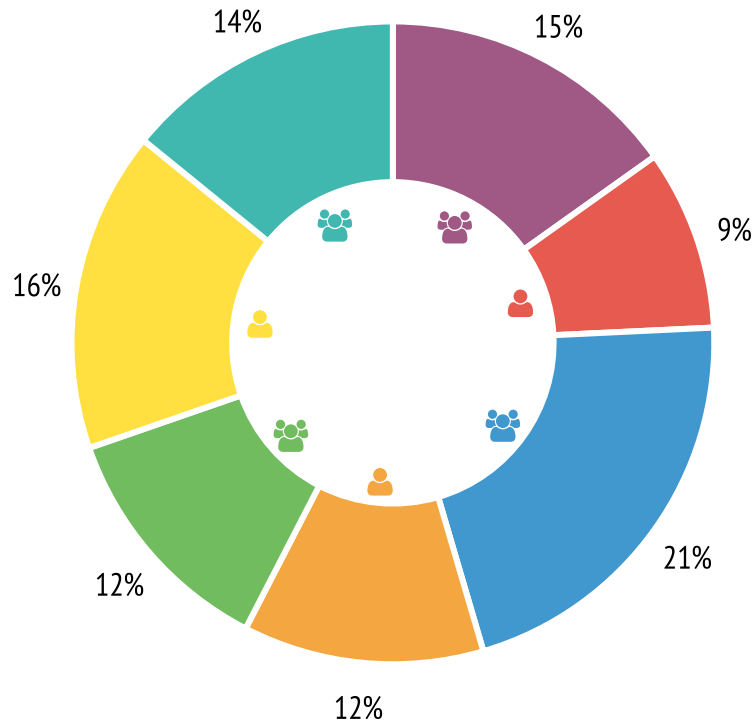


Distribution of the WE-centric compared to the I-centric:



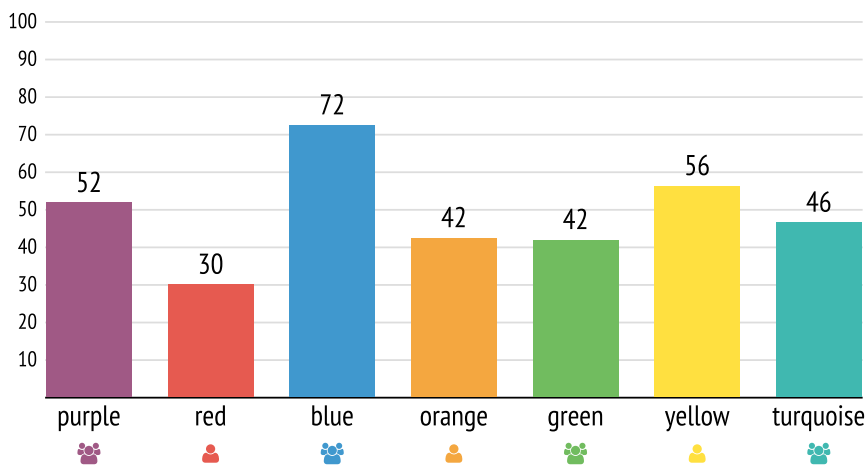
RESULT PERSONAL VALUE SYSTEM

Score of the levels in the pie chart:



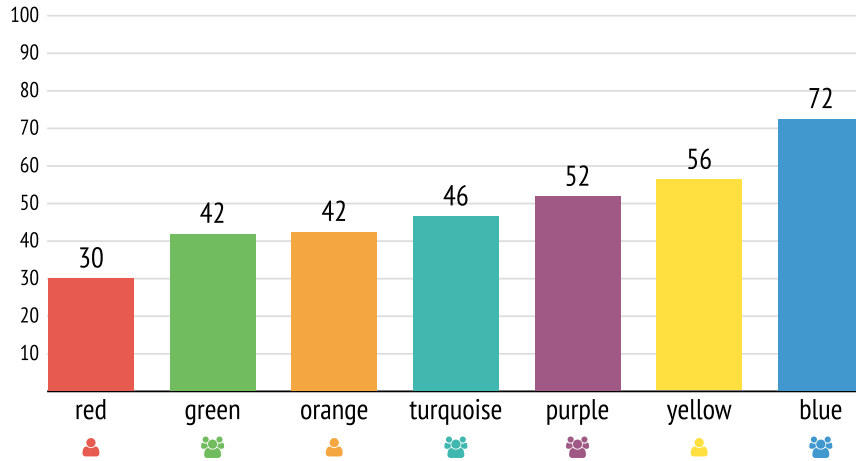
*Percentages may not total 100 due to rounding.

Score of the levels in the order of the model:

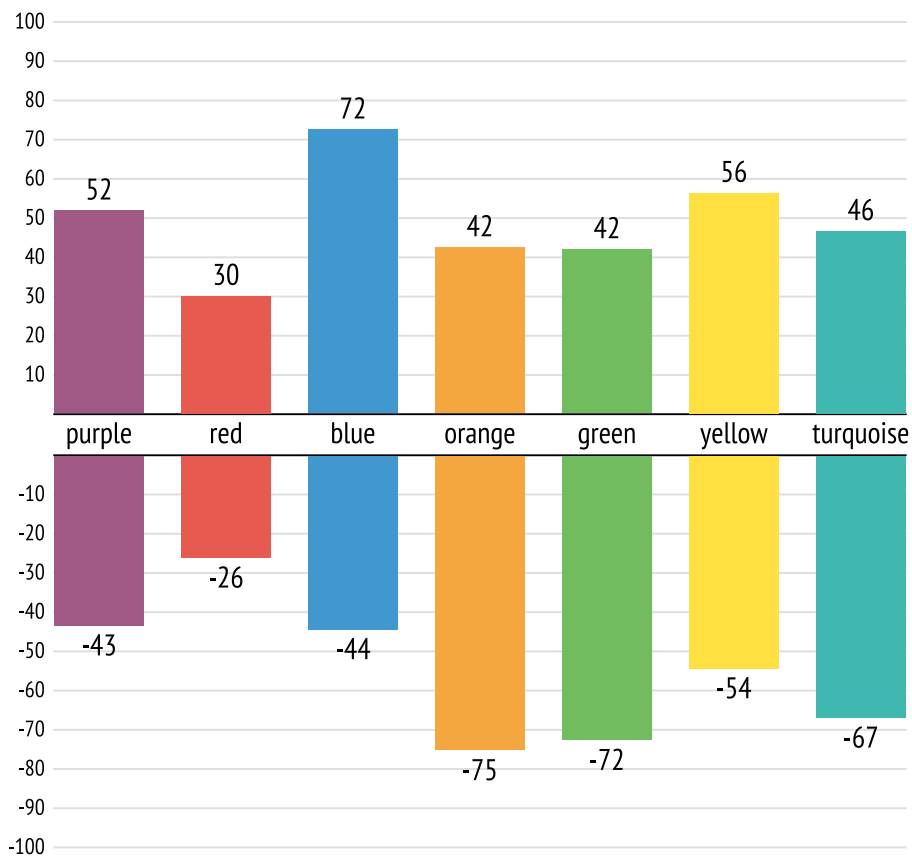


RESULT PERSONAL VALUE SYSTEM

Score of the levels by intensity:



Score of the Levels with resistances:



ANALYSIS

With 72 points your highest score is in the fourth level: BLUE.

BLUE people generally see their own interests as secondary to a higher principle of order. They confront the challenges of the world using clear rules, laws, regulations, responsibilities and agreements. Important values in BLUE include duty, maintaining quality of work, clarity, discipline, absolute loyalty and the feeling of belonging to a group/family/organisation. This reflects a desire to find all forms of security in a community. BLUE always places the group above the individual and is we-centric, which corresponds to the belief that the BLUE system and its values are of utmost importance. When necessary, this attitude is strongly directed outwards. The negative characteristics of BLUE are rigidity, intolerance, fundamentalism, obsessiveness, long decision-making processes and the tendency to over-regulate. People at this level with positive tendencies display stability and a sense of responsibility, are conscientious and are committed to law, order and the common good. They are also well organised and systematic in their actions. They are loyal to their authorities and can be taken at their word. They believe in their values and find meaning and structure in their lives.

Motivation & Learning

Doing a good job is self-evident for them, and recognition is shown by giving awards. Additionally, employees in BLUE appreciate clearly defined areas of competence and value certificates, licenses or diplomas to acknowledge, or as evidence of, newly acquired skills. On the other hand, errors must be corrected. In this regard, employees count on fairness and especially consistency.

Management & Leadership

Clear responsibilities, structures and hierarchies, as well as an authoritarian management style are given preference. Authority is not questioned, and tasks are performed reliably and in a timely manner. Flexibility and advanced tasks are unwelcome and can overtax them.

Management is expected to be authoritarian and to present a correspondingly directive style of leadership. Additionally, the leadership should represent the company, provide a regulatory framework and ensure routine, as well as structuring tasks and defining and clarifying rules. At this level, lack of guidance, direction and structure, as well as a cooperative management style, are not considered appropriate. Discussions can be interpreted as a weakness on the part of the executive.

Employees at this level accept their superior principally because of his/her position and hierarchical level; they identify more closely with the company than the employees on the previous levels do. Finally, they perform well and work dutifully as a matter of course. Generally, status is very important. Employees expect to receive support to cope with performing their tasks to the best of their abilities. Job descriptions on the BLUE level are clear and unambiguous. The employee is required to become further qualified for advanced tasks. Continuing education plays an increasingly important role from this level onward.

Sales

Sellers on the BLUE level need precisely defined tasks and descriptions of competencies, and they want to be trained and led for new tasks. They always ensure compliance with rules, and expect the same from their superiors. In a BLUE sales organisation, the emphasis is on doing the work properly. Striving for control is put before complexity, the scope of job descriptions, processes and rules are clearly defined and the quality of products and services is promoted rather than increasing sales. For example, defined processes and requirements ensure that deals always look the same and all important information is included. Consequently, instructions and specifications will no longer originate from the executive as a person. Rather, they belong to the overall system, the company. Even if a manager changes the position, the rules remain the same. Customer complaints are processed according to defined rules and the reasons for the complaint are recorded. In an ideal scenario, this information will even be forwarded to quality management, who will investigate and ensure improvements.

ANALYSIS

With 56 points you have also scored highly on the seventh level: YELLOW. YELLOW is the first to see the benefits of the previous levels, make use of them, and combine them. They think in a systemically integrated manner, multi-perspectively and strategically. At the same time, they think in a more abstract way, focused on ideas and concepts, with the aim of developing clear pathways. Their profound expertise and networks are used to reach the goals set across a broad range of academic and professional areas. They strive for active growth and permanent change, acting in a pragmatic and responsible manner. Values such as knowledge, independence, creativity, personal development and self-reliance are important to them. Similarly, YELLOW people are able to deal with ambiguities and contradictions, think in terms of paradoxes, and can stay true to simultaneously contradictory principles. They have a high level of self-esteem which enables them to accept and admit to their shortcomings and factor these into their decision-making processes. YELLOW absorbs information intellectually, emotionally, intuitively and meditatively. They appreciate being alone, which acts as the source of their self-awareness and self-determination. The principle of lifelong learning and experimentation is one of their guiding characteristics. They are ceaselessly learning, deciding on the direction of this themselves, and use all available sources and resources. The manner in which they express themselves is very important to them. Their desire to develop further permanently is more important than that for possessions and power. YELLOW is able to communicate and get along with people from other levels on an equal footing. They are aware that every level is important, useful and necessary, and that everybody is able to move both up and down along the levels. Other people's opinions can assist them in their decision-making processes, but they do not constitute a decisive factor. They pursue relationships without any claims to ownership, and with a high level of appreciation.

Motivation & Learning

In YELLOW knowledge always exists in concrete contexts. Problems that require finding individualised conclusions and solutions are motivating. Thus, learning is highly self-motivated and independent. The knowledge which is currently required either already exists or is collected situationally until a solution to the problem can be found. Lifelong learning has a very high priority. Flexibility and the will to contribute one's own knowledge as much as possible characterise the basic understanding in YELLOW and also act as motivation.

Management & Leadership

People on the YELLOW level are comparatively difficult to lead because they only get involved in projects they are really interested in. They work in a highly

independent manner, accepting leadership only situationally and from those individuals who have the most relevant knowledge or skills for a particular task at a particular time.

Employees like taking orders from their superiors, as long as these meet high expectations in terms of quality and quantity. They will accept only target-focused guidelines, enjoy having discretion, only value managers with solid specialist skills, tell their superiors what they need to complete their tasks, and enjoy having an open relationship with their superiors.

Managing a YELLOW employee has little to do with classical top-down management. It is true that the employee has a sense of hierarchy and would be able to appreciate this. However, they also consider themselves to be strong and mature enough not to need to be given orders. Instead, they will take on tasks if they consider them to be sensible in terms of the overall result. And they will always grant themselves additional leeway to determine how to best accomplish the tasks.

With regard to management, it is expected that they support employees to perform their tasks, discuss all topics together from the division of tasks through to the setting of goals, accept suggestions from employees, be open for creative thinkers and freedom of expression, and promote the full development of employees within a company.

Sales

The classical sales model is renounced in its entirety. While it is still possible to approach potential customers directly, this no longer takes the traditional form of cold-calling. Successful projects are used as a springboard to approach customers. YELLOW targets companies, presents them with a case study, and discusses whether a similar concept would also work in their company. The result of an exchange like this is a frank discussion. If useful cooperation results, so much the better. Expertise constitutes another marketing tool. Many specialists are generous in sharing their knowledge via blogs, newsletters, books and specialist articles in newspapers, and are discovered in this way. In connection with regular social media marketing, it is therefore possible to reach out to potential customers and generate interest. A prerequisite for this type of marketing is that the expertise, services and products offered by the company are outstanding.

The more complex sales processes are and the more important expertise becomes, the more crucial networked thinking is for success. YELLOW employees are important drivers of innovation and competitiveness.

VALUES AND RESISTANCES

Your highest level value selection:

In the questionnaire you were asked to choose 3 terms that belong to your highest level and put them in sequence.

You have selected and ordered the following values:

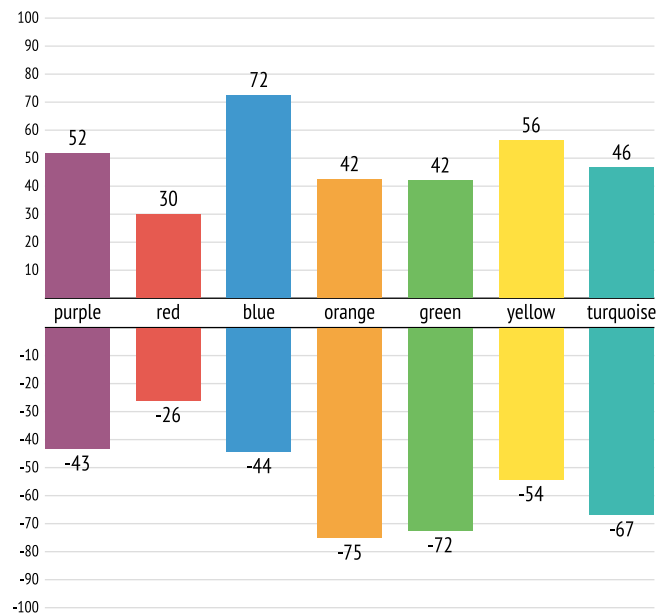
1. stability
2. order
3. obligation

The following options are still available:

- quality
- law and justice
- control
- safety

Questions for reflection

What do you mean by these values and how do they manifest themselves in daily life and in your thoughts and actions?



The values selected for your greatest level of resistance:

In the questionnaire you were asked to choose 3 terms that belong to your greatest level of resistance and put them in sequence.

You have selected and ordered the following values:

1. performance
2. target orientation
3. responsibility

The following options are still available:

- innovation
- challenge
- entrepreneurial thinking
- independence

Questions for reflection

What do you mean by these values and how do they manifest themselves in daily life and in your thoughts and actions?

QUESTIONS FOR REFLECTION

- **What was your focus when you completed the questionnaire?**
- **What are your dominant levels?**
 - » In what way does this become apparent?
 - » What are the advantages and possible disadvantages that can be derived from this for you?
 - » Were other levels dominant in the past? Which ones?
 - » In which situations/under which conditions was this the case?
- **What are your least distinct levels?**
 - » In what way does this become apparent?
 - » What are the advantages and possible disadvantages that can be derived from this for you?
 - » Were other levels weaker in the past? Which ones?
 - » In which situations/under which conditions was this the case?
- **With which levels do you personally have problems?**
 - » What behaviour, or what precisely, bothers you?
 - » What could you learn from these levels?
- **What changes/situations in your life have led to a change in your value systems?**
 - » Think about professional, personal and private situations and occurrences.
- **Which parts of your career did you find enjoyable and fulfilling?**
 - » Why? What triggered these in you?
 - » What aspects of them would you like to have back today, or what would possibly not fit any longer?
- **Which parts of your career did you find unpleasant and disappointing?**
 - » Why? What triggered these in you?
 - » However, what aspects would you like to have back today, or what would possibly fit better today?
- **What is the ideal situation you are currently striving towards?**
 - » What is important to you?
 - » What absolutely has to be present?

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.



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