

# Espoused Values Analysis (EVA)

## Example



**BARRETT VALUES CENTRE**

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*This analysis shows the degree to which the espoused values are lived in the Current Culture and supported in the Desired Culture. It also highlights espoused values which are of personal importance to this group.*

**\* Percentage is of the total number of participants. The Differences in red are negative.**

Espoused Value	CC Votes	%*	DC Votes	%*	Difference	Appears in top values
commitment	2586	30%	2356	28%	-2%	PV, CC, DC
compassion	1017	12%	847	10%	-2%	PV
listening	383	4%	1480	17%	13%	
patient satisfaction	2003	24%	1855	22%	-2%	CC

### **Espoused values clearly demonstrated by the group**

The following espoused values are those that participants recognise as being of significant importance within the Current Culture of the organisation:

**commitment**

**patient satisfaction**

What initiatives, if any, have been applied to successfully promote the above values? How can this approach be modelled in other areas within the culture?

### **Espoused values desired to support the future performance of the group**

These are values which participants believe are of significant importance for the future direction of the organisation.

**commitment**

If these values are not presently represented in the top Current Culture values, consider ways to better promote and demonstrate them in daily interactions and communications. People clearly believe these values are important; find out to what degree they could be more fully expressed in your organisation. What behaviours would employees like to see that would help integrate these values further into their working culture?

### **Espoused values which are of personal importance to the participants**

In addition to being espoused by the organisation, these values are also among the top Personal Values of the participants.

**commitment**

**compassion**

People will feel more connection to the organisation if it also promotes these qualities. To what extent do they show up in the Current Culture of the organisation? For those values not strongly reflected in the Current Culture, what can be done to help participants bring these values into their working life? Review the "Next steps" section to see what actions might be taken.

### **Espoused values receiving significantly more votes from Current to Desired Culture**

People see these values as being of rising importance for the future success of the organisation.

**listening**

This might be a reaction to a current problem or might be an area that people believe needs greater focus to improve the business. Using the information below, consider how you might support these values moving forward.

### **Espoused values receiving significantly fewer votes from Current to Desired Culture**

Among your espoused values there were some relatively small reduction in votes. This percentage difference is small enough that it may not warrant significant attention.

### **Next Steps**

Consider revisiting your espoused values. How well are they expressed in the Current Culture?

Are these values that need continuous focus going forward? It may be helpful to review how relevant they are to the people and the group, and determine if any changes are needed. We recommend no more than 3 or 4 espoused values to ensure that they are easily remembered by everyone in the group for day to day decision making. Note that the following values are Personal Values of these people, as well as values they want in their Desired Culture: **humour/ fun, commitment**.

For each of your espoused values, define what they specifically mean for your group and agree what behaviours would be expected to support them. In addition, determine what would undermine the espoused values so that you can take preventative measures.

These supporting behaviours may be used for performance measurement to determine how well senior executives, managers and staff are “living the values”. Make the values and behaviours pervasive throughout your group by integrating them into decision making, employee orientation programs, promotion criteria, and leadership competencies.