

National Values Assessment (NVA)

New Zealand

Produced for NZ Tourism Futures
Task Force

October 2020

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INTRODUCTION

This report shares the results from the New Zealand National Values Assessment undertaken in October 2020, and insights intended to support the work of the New Zealand Tourism Futures Taskforce.

In the context of the goals of the Taskforce; *to map out what the future of tourism in NZ might look like in a post-Covid, post-modern world, and which respects and incorporates Tikanga Maori values and principles*, the goals of the national values assessment were to provide a deep understanding of the context the tourism industry operates within which is complex, adaptive, and human. Specifically, the national values assessment aimed to:

- Provide deeper insights to the cultural identity of New Zealanders, so that tourism can work to enrich that identity, not exploit it
- Provide insights to societal values, that can be incorporated into transformation efforts and ensure changes in tourism are underpinned by meaningful human principles and values
- To understand how much Tikanga Maori values commonly used within the tourism industry resonate and have meaning for the wider population

Whilst the context within which this assessment was undertaken was in support of Tourism Futures taskforce goals, the findings in the report also have wider national relevance and could be helpful in other areas of national or regional significance as well.

APPROACH

We used the Values Centre methodology and framework, which has been used to undertake National Values Assessments in over 22 other countries. Because of the unique events of 2020 and the impact of Covid-19 on society, we used a modified survey which asked 4 questions:

1. Personal Values - select ten of the following values/behaviours that most reflect who you are, not who you desire to become.
2. Pre Covid National Values - select ten of the following values/behaviours that best reflect your experience of New Zealand society, the year prior to Covid-19
3. Current National Values - select ten of the following values/behaviours that best reflect your experience of New Zealand society currently
4. Desired National Values - select ten of the following values/behaviours that you would most like to see reflected in New Zealand society

The values template used within the survey was modified to reflect the language, nuances, and realities of life in NZ. This was done through a research process which investigated the narrative around cultural life in NZ, and included the incorporation of Tikanga Maori values commonly used, especially in the Tourism sector. The values identified within the template align to the 7 levels of consciousness values framework **which is explained in the appendices of this report. This framework is similar to Maslow's Hierarchy of Needs**, which people may be familiar with.

Data collection was undertaken by OnePicture, targeting multiple demographics spread nationally, and with a total of 1652 responses collected. For the purposes of this report, overall national results are provided, as well as some subset data from four broad regions:

1. South Island (24%) – Canterbury, Marlborough, Nelson, Otago, Southland, Tasman, West Coast
2. Auckland (33%)
3. Upper North Island (20%) – Northland, Waikato, Gisborne and Bay of Plenty
4. Lower North Island (23%) – Wellington, Manawatu, Hawkes bay, Taranaki

EXECUTIVE SUMMARY

To build a high performing, values-driven nation that engenders high levels of citizen engagement, requires leadership commitment and an ongoing process of values management that becomes deeply engrained into the ethos of the country. The starting point is to find out what is and what is not working.

This National Values Assessment provides an overview of what is important to the people, how they see the nation operating now, and provides you with a roadmap for change. Key performance indicators, such as values alignment and the Cultural Entropy score, can help you measure the success of change initiatives as you monitor progress and needs year by year.

Key Findings and Insights

- Tikanga Maori values commonly used in the tourism sector resonate strongly overall, and as such will be of value supporting change efforts in the tourism sector going forwards.
- The impact of Covid has amplified a focus on immediate needs relating to health and employment, and uncertainty for the future – issues which did not appear as strongly pre covid.
- Serious systemic issues relating to poverty and inequality, housing, and environment dominate **people’s** consciousness, and point to where major attention is needed.
- Despite the impact of Covid, NZ society appears to have rallied around values relating to **community and the “common good”, indicating a favourable response to efforts that** require collective alignment and approaches.
- Despite the immediate as well as chronic challenges and issues facing NZ society, there is a strong underlying healthy culture underpinned by decency, family, community, and a desire to resolve issues for future generations. It is unusual in many nations to have such a **strong “common good” focus, when individuals are facing hardship on multiple levels.** This points to an incredible strength in NZ society and a mindset that will be open to strategic solutions that involve community-based solutions.
- Whilst there is strong recognition of major issues within society, overall levels of entropy (a measure of wasted energy or dysfunction in a system) is relatively modest to low, giving the nation a strong starting point for shaping and cultivating a society people want.

Considerations for Tourism

Whilst the results of the survey relate to broader national perspectives and issues, the question which needs to be made whilst reading this report is *how does this relate to tourism?, how do these national issues play out within our own context?, and what solutions and approaches might we adopt within the tourist sector which will have a positive impact and bring change?*

When it comes to considering what a sustainable tourism model looks like, the results of the survey indicate a willingness by New Zealanders to support efforts to make the sector more environmentally sustainable, economically stronger, and aligned to core Tikanga values.

Values Summaries

What is important to New Zealanders on a personal level?

- Honesty, reliability, being able to depend on one another and build trusting relationships
- A sense of belonging, where friendship and family/whanau is valued, in a climate of kindness and caring
- Having a lifestyle where quality of life, health and wellbeing are prioritised, and where happiness, fun and humour are experienced

What are **people's** current perceptions of life in New Zealand society?

- Concern for the long-term outlook and future generational needs, but with significant near term concerns about jobs and hardship that some parts of society may be struggling with
- Confidence in leadership, with an emphasis on caring for one another, and being unified as a community in the face of immediate challenges
- Attention given to maintaining the physical and mental wellness of citizens
- People are looking out for others with a focus on the common good

What were **people's perceptions** of life in New Zealand pre-Covid?

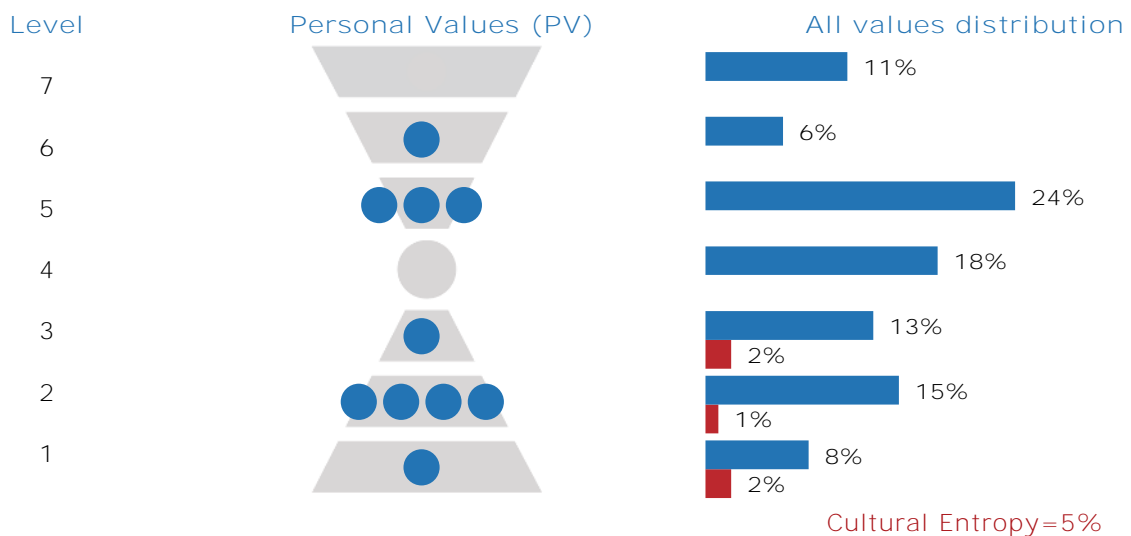
- An appreciation for a lifestyle which affords freedom, liberty, and the wellbeing of citizens
- Strong social fabric underpinned by community and family values, and where showing care for others is the norm
- A desire for a more sustainable and equitable society, where long term issues exist around environment and poverty
- A tendency to compare ourselves with others, and an egalitarian culture where standing out is not encouraged

What do people see as important for the future of the nation?

- Citizens want to be part of a thriving society where financial security is assured through access to work opportunities, affordable accommodation, and where a decent standard of living can be attained
- They want a community where leaders and citizens act for the greater good, behave responsibly, and where openness, honesty and respect are demonstrated
- Citizens want to see health and wellbeing continue to be a priority
- They recognise the important of fixing major current systemic issues with the environment, economy, and society which require fixing in order for future generations to thrive

SECTION 1: PERSONAL VALUES

In response to the question – *Which values/behaviours most reflect who you are, not who you desire to become?*



VALUE	VOTES	LEVEL
honesty	665	5
<u>caring/ kindness</u>	518	2
reliable/ dependable	509	3
respect	485	2
family/ belonging/ whanaungatanga	483	2
friendship	475	2
humour/ fun	469	5
trust	402	5
quality of life	375	6
<u>health and well-being</u>	370	1

P: ● - Positive Value
L: ○ - Potentially Limiting Value

What is important to New Zealanders?

From an analysis of the Personal Values chosen by the people in New Zealand, we can learn what are the principal values that unite them and what they collectively draw from when making decisions in their lives (Top Values). Themes derived from top Personal Values:

- Honesty, reliability, being able to depend on one another and build trusting relationships
- A sense of belonging, where friendship and family/whanau is valued, in a climate of kindness and caring
- Having a lifestyle where quality of life, health and wellbeing are prioritised, and where happiness, fun and humour are experienced

Personal Values Concentration

Level 5 (24%) – Internal Cohesion represents personal cohesion, maturity and/or a search for meaning

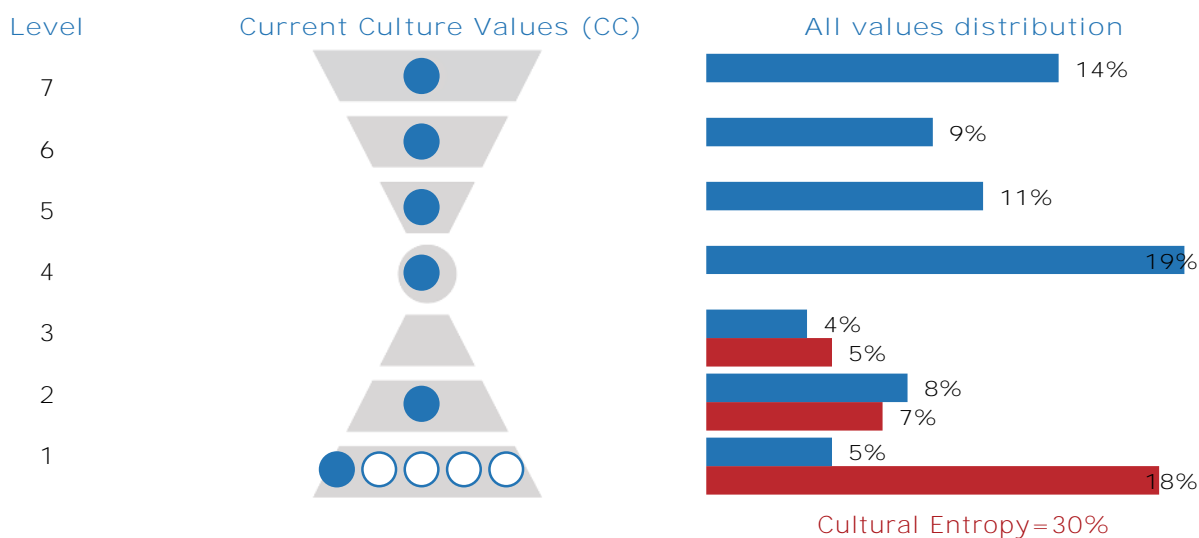
Level 4 (18%) – Transformation represents a willingness to learn or change

Whilst no level 4 values appear in the top 10 list, the overall values distribution shows values associated with this level accounted for 18% of the total values score, which is the 2nd largest cluster.

Level 2 (16%) – Relationship shows an appreciation for interpersonal connections.

SECTION 2a: CURRENT NATIONAL VALUES

In response to the question - *Which values/behaviours best reflect your experience of New Zealand society currently?*



VALUE	VOTES	LEVEL
uncertainty about the future (L)	712	1
unemployment (L)	596	1
<i>concern for future generations</i>	565	7
<i>health and well-being</i>	392	1
sense of community, unity, togetherness, kotahitanga	374	5
poverty (L)	373	1
<i>social responsibility</i>	369	4
leadership	366	6
short-term focus (L)	357	1
<u>caring/ kindness</u>	347	2

P: ● - Positive Value
L: ○ - Potentially Limiting Value

What are **people's** current perceptions of life in New Zealand?

The Current National Values reflect citizens perceptions of New Zealand society and day-to-day life – both the positive aspects of their experiences, and the potential problem areas. Themes derived from top Current National Values:

- Concern for the long-term outlook and future generational needs, but with significant near term concerns about jobs and hardship that some parts of society may be struggling with
- Confidence in leadership, with an emphasis on caring for one another, and being unified as a community in the face of immediate challenges
- Attention given to maintaining the physical and mental wellness of citizens
- People are looking out for others with a focus on the common good

What areas receive most focus in the nation currently?

Level 1 (23%) - Survival reflects economic, safety and physical well being. Note that 4 out of the 5 values at this level are potentially limiting (L) and will be experienced negatively by many people.

Level 4 (19%) – Transformation representing continuous improvement and renewal, and the promotion of individual participation and freedom

What is the spread of values and where are the gaps?

Values are distributed across six of the seven levels reflecting Full Spectrum Consciousness and coverage. Whilst there are significant issues indicated by the limiting level 1 values, the full spectrum coverage points to a society which has some resilience, and which balances self interest and common good values.

A level not represented in the top 10 values is Level 3 - Self-esteem. This level is concerned with systems and processes, national effectiveness and best practice. An interpretation could be made that this is a gap, and if this gap is married to the issues experienced in level 1 – in particular poverty, unemployment, future uncertainty – it could be argued that the solutions to some of these level 1 issues lies in how effectively government and society mobilises level 3 activities - policy, resources, systems, structures etc.

What are the major issues impacting the country, reflected in the Limiting Values?

The 4 limiting values are all at level 1, meaning that many people are focused on basic security needs and survival. The impact of this on people is that mindsets and decision making may be influenced by fear, anxiety, and concern, and this can lead to excessive caution, and interfere with efforts that support transformation, growth and prosperity:

Uncertainty about the future can stifle growth and investment and lead to excessive caution in making long-term decisions.

Unemployment leads to poverty and can propagate a downward economic spiral.

Poverty undermines the economic and social resilience of a nation. It undermines economic development by making it difficult to establish and develop domestic markets. It undermines social development by reducing the Government's access to funds through taxation. Link to inequalities issues

Short-term focus is potentially limiting when energy is expended on short-term issues at the expense of long-term solutions. It can be reflective of a reactive mind-set or scarcity consciousness.

What is the level of dysfunction or entropy within the system?

Cultural Entropy is defined as the proportion of energy in a human system consumed by non productive activities. It is a measure of the dysfunction, conflict, friction, and waste that can exist in a system, which has a negative or corrosive effect on people within it. The entropy score equates to the percentage of votes for potentially limiting values, which can stem from fear-based actions from leaders, chronic societal issues, or disruption driven by crisis and rapid change.

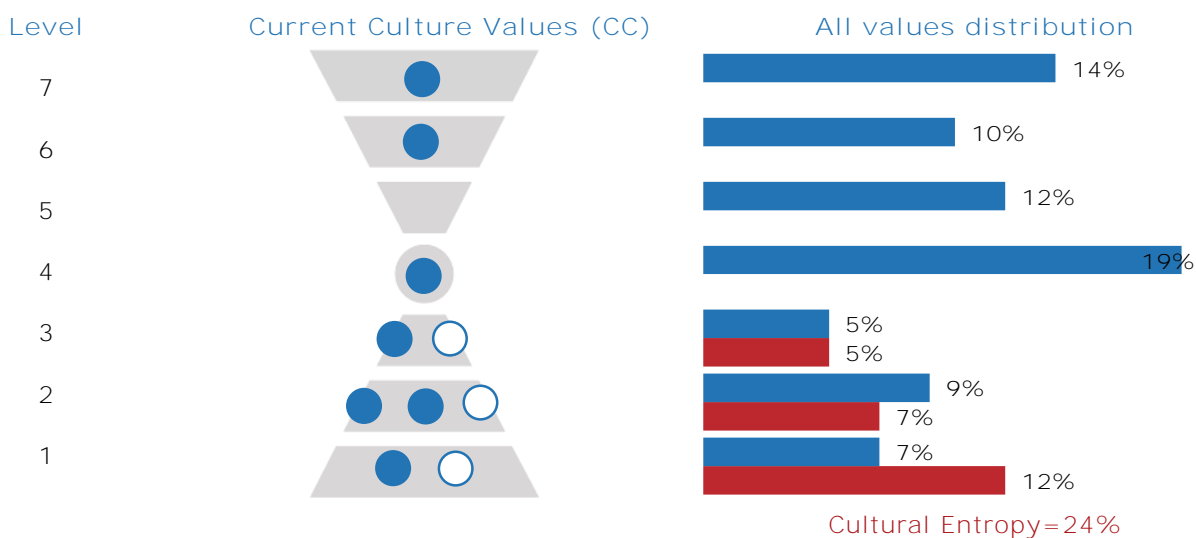
LEVEL	Potentially Limiting Values (votes)	Cultural Entropy %
<p>3</p> <p>4% 5%</p>	<p>bureaucracy (248) wasteful (235) nationalism (175) elitism (94) illiteracy (75)</p>	5% of total votes
<p>2</p> <p>8% 7%</p>	<p>blame (275) discrimination (223) tall poppy/ envy (215) conflict/ aggression (190) tradition (122) hatred (116)</p>	7% of total votes
<p>1</p> <p>5% 18%</p>	<p>uncertainty about the future (712) unemployment (596) poverty (373) short-term focus (357) crime/ violence (287) environmental neglect (197) corruption (149) materialistic (137) extremism (108)</p>	18% of total votes

The current Cultural Entropy score for NZ is 30% .

This reflects potential unease and/or social unrest within the population, with clear pain points that require focused attention.

SECTION 2b: PRE-COVID NATIONAL VALUES

In response to the question - *Which values/behaviours best reflect your experience of New Zealand society, the year prior to Covid-19?*



VALUE	VOTES	LEVEL
<u>quality of life</u>	441	6
freedom	367	4
<u>concern for future generations</u>	343	7
<u>health and well-being</u>	338	1
<u>family/belonging/whanaungatanga</u>	337	2
<u>caring/kindness</u>	327	2
community pride	306	3
poverty (L)	306	1
tall poppy/envy (L)	300	2
wasteful (L)	295	3

P: ● - Positive Value
L: ○ - Potentially Limiting Value







What were **people's perceptions** of life in New Zealand pre-Covid?

The Pre-Covid National Values reflect citizens perceptions of New Zealand society and day-to-day life a year ago, prior to the pandemic – both the positive aspects of their experiences, and the potential problem areas. Themes derived from top Pre-Covid National Values:

- An appreciation for a lifestyle which affords freedom, liberty, and the wellbeing of citizens
- Strong social fabric underpinned by community and family values, and where showing care for others is the norm
- A desire for a more sustainable and equitable society, where long term issues exist around environment and poverty
- A tendency to compare ourselves with others, and an egalitarian culture where standing out is not encouraged

What was the level of dysfunction or entropy within the system pre-Covid?

Cultural Entropy is defined as the proportion of energy in a human system consumed by non productive activities. It is a measure of the dysfunction, conflict, friction, and waste that can exist in a system, which has a negative or corrosive effect on people within it. The entropy score equates to the percentage of votes for potentially limiting values, which can stem from fear-based actions from leaders, chronic societal issues, or disruption driven by crisis and rapid change.

LEVEL	Potentially Limiting Values (votes)	Cultural Entropy %
<p>3</p> <p> 5%</p> <p> 5%</p>	<p>wasteful (295) bureaucracy (272) nationalism (156) elitism (116) illiteracy (82)</p>	5% of total votes
<p>2</p> <p> 9%</p> <p> 7%</p>	<p>tall poppy/ envy (300) discrimination (225) tradition (224) blame (182) conflict/ aggression (134) hatred (77)</p>	7% of total votes
<p>1</p> <p> 7%</p> <p> 12%</p>	<p>poverty (306) uncertainty about the future (286) crime/ violence (279) short-term focus (263) unemployment (229) materialistic (199) environmental neglect (193) corruption (118) extremism (71)</p>	12% of total votes

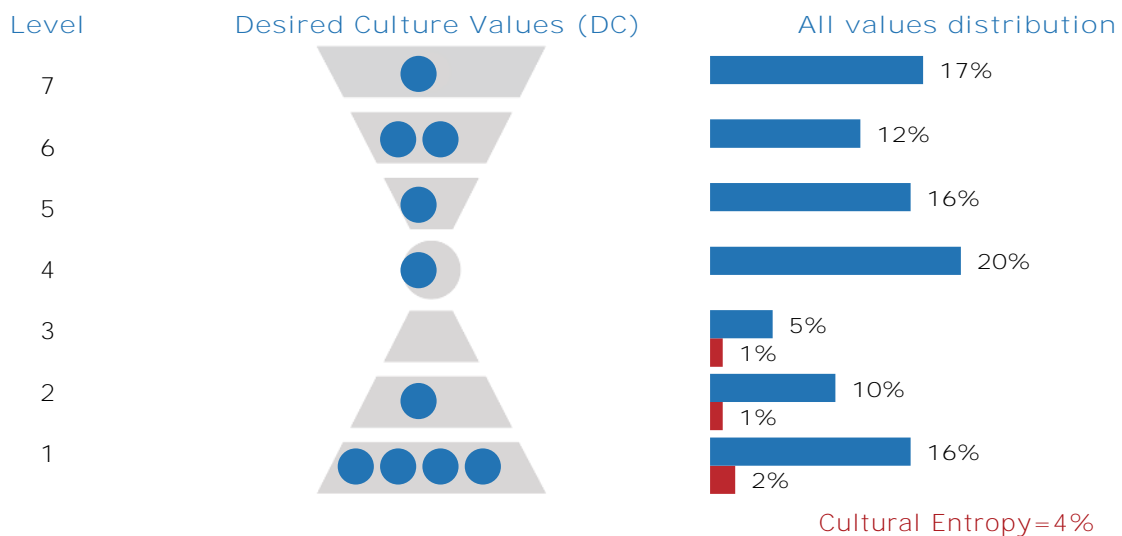
The pre-Covid Cultural Entropy score for NZ was 24% .

Whilst this reflects potential unease and pain points within society which require attention and resolution, the level of entropy was not as acute as is the case now. Unsurprisingly Covid has brought about a focus on immediate needs and uncertainty relating to health and economic issues, however the list of limiting values above is more reflective of chronic, systemic issues at play in NZ society which require concerted attention and focus to resolve.

Whilst the limiting values appearing in the top 10 Pre-Covid National Values are different to the Current National Values (with the exception of poverty, which appears in both), the overall pattern of limiting values that show up in the whole dataset are very similar.

SECTION 3: DESIRED NATIONAL VALUES

In response to the question - *Which values/behaviours would most like to see reflected in New Zealand society?*



P: ● - Positive Value
L: ○ - Potentially Limiting Value

affordable housing	581	1
employment opportunities	551	1
<i>health and well-being</i>	525	1
quality of life	518	6
financial stability	491	1
<i>concern for future generations</i>	421	7
environment/ sustainability/ kaitiakitanga	401	6
honesty	385	5
<i>social responsibility</i>	378	4
respect	356	2

What do people see as important for the future of the nation?

- Citizens want to be part of a thriving society where financial security is assured through access to work opportunities, affordable accommodation, and where a decent standard of living can be attained
- They want a community where leaders and citizens act for the greater good, behave responsibly, and where openness, honesty and respect are demonstrated
- Citizens want to see health and wellbeing continue to be a priority
- They recognise the important of fixing major current systemic issues with the environment, economy, and society which require fixing in order for future generations to thrive

Where do people want to see most focus in future?

The top values and full values distribution show a pattern where:

65% of the Desired National Values relate to common good (levels 5-7) and the need for change (level 4), indicating a strong appetite for making things work collectively as a nation.

That said, there are serious and major systemic issues relating to base level needs that must be addressed, and which threaten citizens sense of safety and wellbeing (level 1 issues).

Healthy cultures are typified by a strong spread of positive values across all 7 levels – we call these full spectrum conscious cultures. These cultures function well in addressing the full range of needs individuals have (self interest), changes in the system (transformation), and societal needs (common good).

Whilst overall there is a healthy spread of values represented, the omission of values at level 3 could signal a gap or weakness which may also require attention or focus. Level 3 relates to systems and processes, national effectiveness and best practice – the things required to implement changes, and which undoubtedly would be required for the level 1 issues to be resolved.

What values have the greatest need for change or improvement?

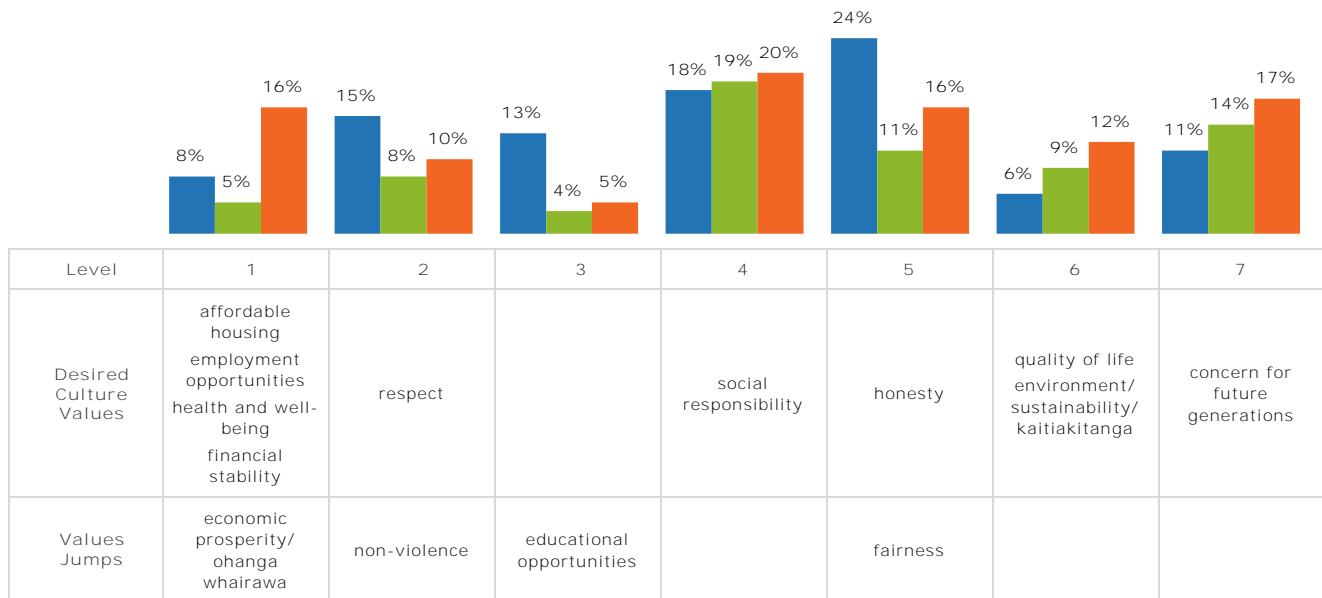
The following values received the greatest increase in votes from Current to Desired National Culture. Where a large jump exists indicates a pain point or need which people want to have addressed. These values jumps show where the nation can build engagement from citizens, as well as provide more insight into the themes emerging from the Desired Culture.

Value	Current Culture Votes	Desired Culture Votes	Jump
affordable housing	92	581	489
employment opportunities	141	551	410
financial stability	136	491	355
economic prosperity/ ohanga whairawa	72	338	266
quality of life	289	518	229
environment/ sustainability/ kaitiakitanga	189	401	212
educational opportunities	111	314	203
non-violence	82	279	197
honesty	190	385	195
fairness	157	325	168

Values in bold are top values in the Desired Culture.

Which levels are of rising importance?

The distribution of all positive values by level clearly shows which levels are of rising importance (see increase from green/Current to orange/Desired). The table includes the main values associated with the rising requests.



Personal Values ■

Current Culture Values ■

Desired Culture Values ■

While more positive focus is requested at each of the seven levels, the biggest shift in focus is requested at Level 1 – Survival, suggesting a need to ensure basic needs are met.

However these basic needs are complex to address at a societal level, and in fact require effective policies, systems, frameworks, and structures (things typically represented at level 3 in the model) in order to implement change in these areas.

SECTION 4: ESPOUSED VALUES ANALYSIS – HOW MUCH DO TIKANGA MAORI VALUES RESONATE WITH NEW ZEALANDERS?

A number of Tikanga Maori values commonly associated with the tourist industry were incorporated into the National Values Assessment. We call these espoused values – stated intentional values – and it is important to understand how well espoused values resonate within the population. 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
sense of community, unity, togetherness, kotahitanga	374	23%	342	21%	-2%	CC
family/ belonging/ whanaungatanga	305	18%	299	18%	-	PV
environment/ sustainability/ kaitiakitanga	189	11%	401	24%	13%	DC
hospitality/ welcoming/ manaakitanga	173	10%	166	10%	-	
economic prosperity/ ohanga whairawa	72	4%	338	20%	16%	

Overall there is a healthy level of recognition and relevance of these values across the population, although they play out in different ways within the results.

Espoused values demonstrated in the current national culture

Sense of community, unity, togetherness, kotahitanga

Interestingly this has emerged strongly in the top current national values since Covid has emerged and demonstrates the strong community spirit and unity which has been evident across the nation.

Espoused value wanted in the desired national culture

Environment/ sustainability/ kaitiakitanga

It is clear that many people are concerned for the future, with environmental challenges to resolve. This value resonates as one which offers an antidote to this issue, and indicates widespread support for action to be taken around sustainability needs.

Espoused value which is of personal importance to citizens

Family/ belonging/ whanaungatanga

This value resonates strongly with citizens personal values, and aligns to some degree with the kotahitanga value expressed in the current national culture. It also appears in the pre covid national values list, so it clearly is a value that resonates strongly for people individually and in society as a whole. Any change or transformation efforts will be more successful when there is

alignment between personal values and the direction the nation heads in, and it is clear, that whanaungatanga principles must be embraced in that regard.

Espoused values receiving significantly more votes from Current to Desired Culture

Environment/ sustainability/ kaitiakitanga

Economic prosperity/ ohanga whairawa

The values jump between current and desired culture is significant for both of these values, and both resonate with citizens who see them as part of the solution to current issues associated with environment, and economic prosperity.

Espoused values that don't feature in current or desired culture, or personal values, and where there is no jump

Hospitality/ welcoming/ manaakitanga

Interestingly the value most commonly associated with the tourist sector is the value of Manaakitanga, so it is of note that this does not on the surface appear to resonate with citizens. There are different ways this could be interpreted, one being that it could be something that people currently feel is done OK and as such does not need attention. As it stands, it is of moderate importance to citizens in the context of other values, however we need to be mindful that the survey did not cover customer experience expectations, which one would assume would see this elevated as an area of need.

Espoused values receiving significantly fewer votes from Current to Desired Culture

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

APPENDICES

SEVEN LEVELS OF NATIONAL CONSCIOUSNESS

Levels of Consciousness

Positive Focus/ **Excessive Focus**



Distribution of Consciousness

All human group structures grow and develop in seven well-defined stages. Each stage focuses on a particular existential need that is common to the human condition. These seven existential needs are the principal motivating forces in all human affairs. The level of growth and development of all human group structures depends on the ability of the leaders to create the conditions that enable the members of the group structure to satisfy these seven existential needs. If these needs are not met, then the consciousness of the people in the group structure will stay focused on these needs until they are met.

Level 1: Survival

Level 1 focuses on economic and physical well-being. It includes values such as financial stability, health, safety, and defence.

The potentially limiting aspects of this level are generated from fears about not having enough and not being in control. This leads to crime, greed, corruption and materialism.

Level 2: Relationship

Level 2 focuses on the quality of interpersonal relationships between individual and groups. It includes values such as belonging, loyalty, conflict resolution and harmony.

The potentially limiting aspects of this level are generated through fears around not belonging and not being acknowledged. This leads to rivalry, ethnic violence, victimisation or unfair treatment.

Level 3: Self-Esteem

Level 3 focuses on the establishment of law and order and the creation of public services that enhance the productivity, well-being and prosperity of the people.

The potentially limiting aspects of this level are generated through fears about not being enough, and low self-worth. This leads to bureaucracy, power seeking, elitism and central control.

Note: there are no potentially limiting values in levels 4 to 7.

Level 4: Transformation

Level 4 focuses on the consolidation of internal stability by promoting freedom and an egalitarian society. It includes values such as accountability, equality, freedom of speech and adaptability.

Level 5: Internal Cohesion

Level 5 focuses on deepening the internal resilience of the nation by promoting a climate of trust and openness. It includes values such as integrity, honesty, transparency and fairness. The by-products of this sense of cohesion are enjoyment, enthusiasm, commitment, and creativity.

Level 6: Making a Difference

Level 6 focuses on building mutually beneficial strategic alliances with other nations that share similar values. It includes values such as environmental awareness, regional collaboration, quality of life and sustainability.

Level 7: Service

Level 7 builds upon this by expanding the depth and breadth of international cooperation with regard to solving the problems of humanity, and at the same time deepening the sense of cohesion in the nation. It includes values such as human rights, concern for future generations, global thinking and peace.

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SEVEN LEVELS OF PERSONAL CONSCIOUSNESS



Distribution of Personal Consciousness

Individuals and organisations do not operate from any one single level of consciousness. They tend to be clustered around three or four levels. Individuals are usually focused at levels 1 through 5, usually with a particular emphasis at level 5.

Level 1: Survival

Level 1 focuses on physical survival and safety. It includes values such as financial stability, health, nutrition and self-discipline.

The potentially limiting aspects of this level are generated from fears around not having enough and not being able to survive. Potentially limiting values include greed, control and caution.

Level 2: Relationship

Level 2 focuses on the **quality of interpersonal relationships in an individual's life. It includes** values such as open communication, family, friendship, conflict resolution, and respect.

The potentially limiting aspects of this level are generated from fears around not belonging and not being acknowledged. Potentially limiting values at this level include rivalry, intolerance and being liked.

Level 3: Self-esteem

Level 3 focuses on an individual's need to feel a sense of personal self-worth. It includes such values as being the best, ambition, career focus, and reward.

The potentially limiting aspects of this level are generated from fears about not being enough in the eyes of others, and a lack of positive self-regard. Potentially limiting values include status, arrogance and personal image.

Note: there are no potentially limiting values in levels 4 to 7.

Level 4: Transformation

Level 4 focuses on self-actualisation and personal growth. It contains values such as courage, accountability, responsibility, knowledge, and independence.

This is the level at which individuals overcome the anxieties and fears they are holding onto from the first three levels of consciousness. It is also the level where individuals begin to find balance in their lives and source their decision-making from their values rather than their beliefs.

Level 5: Internal cohesion

Level 5 focuses on the individual's search for meaning. Individuals operating at this level no longer think in terms of a job or career, but of aligning their work with their personal sense of mission. This level contains values such as commitment, creativity, enthusiasm, humour/fun, excellence, generosity and honesty.

Level 6: Making a difference

Level 6 focuses on actualising the individual's sense of mission by making a positive difference in the world. Individuals operating at this level seek to cultivate their intuition as their principal means of making decisions. They also recognize the importance of working with others to leverage their impact on the world. This level contains values such as empathy, counselling, community work, and environmental awareness.

Level 7: Service

Level 7 is attained when making a difference becomes a way of life. It reflects the highest order of internal and external connectedness and shows up as self-less service to others or to a cause. Individuals operating at this level of consciousness display wisdom, compassion, and forgiveness, and are at ease with uncertainty. They have a global perspective. They are concerned about issues such as social justice, human rights and future generations.

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