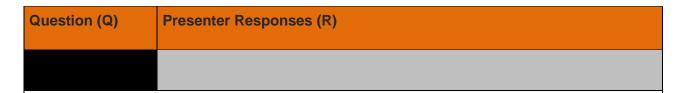


701 Rossland Road E. Ste 356 Whitby, ON L1N 9K3 Canada

## Business Analysts Driving Corporate Culture: The 9 Levels of Value Systems February 14<sup>th</sup>, 2017



1. Were the questions in the survey designed in such a way that BAs were self-identifying their values? Or, were the questions designed to extract those values in a less explicit way?

Peter Gerstbach: The questions in the survey were similar designed, however randomized and with more questions per level. Self-assessments such as this always allows the participant to influence the results. Therefore, when using the tool in a real-world change project, it is important to explain the importance of giving unbiased answers. It is also recommended to discuss the results with the employee in a one-to-one coaching setting.

2. Can you please provide the link to download the report, again?

Peter Gerstbach: The report can be access here for free: https://gerstbach.at/en/9levels/

3. Is it possible for an organization to shift downwards, rather than upwards? If so, what does that say about the change happening within the organization?

Peter Gerstbach: It can happen, for example because of a massive change in direction, such as after a merger, buy-out or due to insolvency. But as with upward movement, this may be the best way to deal with a changing situation.

## 4. Results of the Poll

Poll Statements	Strongly Disagree	Disagree	Neither Agree /Disagree	Agree	Strongly Agree
Ties that last forever are important to me. n=345	24 (7%)	30 (9%)	48 (14%)	170 (49%)	73 (21%)
You just have to keep pushing until you get what you want. n=337	22 (7%)	98 (29%)	79 (23%)	114 (34%)	24 (7%)
I value a clear and predictable environment. *n=351	6 (2%)	50 (14%)	69 (20%)	174 (50%)	52 (15%)
Rules are not imperative but leave some room for interpretation.	12 (3%)	67 (20%)	55 (16%)	165 (48%)	44 (13%)

## Question (Q) Presenter Responses (R)

n=343					
I like to discuss things thoroughly. *n=337	3 (1%)	22 (7%)	34 (10%)	177 (53%)	101 (30%)
I like to combine concepts and ideas from as many schools of thought as possible. *n=326	2 (1%)	16 (5%)	32 (10%)	169 (52%)	107 (33%)
What I think and what I do is driven by the collective unconscious. n=320	35 (11%)	110 (34%)	110 (34%)	56 (18%)	9 (3%)

<sup>\*</sup>percentage amounts to 101 due to rounding error