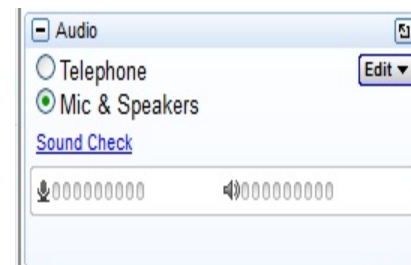


Welcome to the webinar... We will begin shortly

- There are two methods for listening to this webinar.
- Select *Audio* from the tool box on the right side of your screen, and select either *Telephone* to call in and listen using your telephone, or *Mic & Speakers* to use your computer's speakers.
- For telephone access, please use the phone number provided in your webinar confirmation e-mail or the number provided in the tool box. When you dial In, you will be prompted to enter your *Access Code* and *Audio PIN*.
- If no phone number is listed, you must use the *Mic & Speakers* option.
- All participants are muted during the webinar.

For Demonstration Purposes





Business Analysts Driving Corporate Culture: The 9 Levels of Value Systems

Hosted by: Deb Oliver, IIBA

Presented by Peter Gerstbach, CBAP



IIBA[®] Membership

Gain a Competitive Edge in Your Career



- ✓ Leading-edge tools
- ✓ Events
- ✓ Networking
- ✓ Study Groups
- ✓ Volunteering
- ✓ Certification and Recognition

Our Driver

“Unite a community
of professionals to
create better
business outcomes.”

IIBA Core Purpose

BUSINESS ANALYSTS DRIVING CORPORATE CULTURE

The 9 Levels of Value Systems
Peter Gerstbach, CBAP

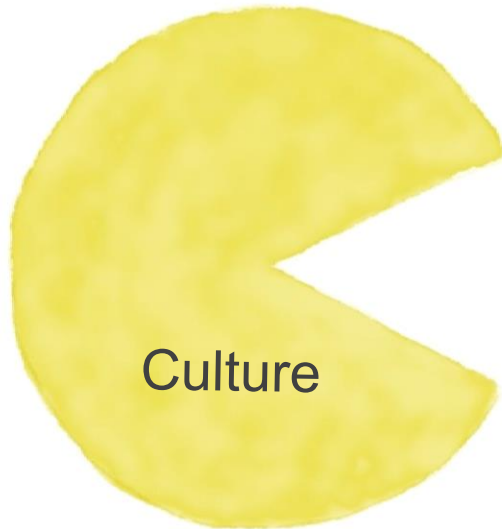


@PeterGerstbach



What this presentation is about

“Culture eats strategy for breakfast.”



Takeaways

- » How values drive corporate culture
- » How to measure and analyze values
- » Findings from our research study



I am a Business Analysis Evangelist

Worked more than 12 years
in the field of business
analysis, still counting...

CBAP® No 3 in Austria.



Organizer
BA Camp
ba-camp.org
May 11-12, 2017



Co-Founder of IIBA
Austria Chapter –
4 Years Chapter
President



First EEP® in Austria.



Host of the
first German
BA Podcast
businessanalysispodcast.com



Business
Analysis
Book
Author



Business Analysis Camp



Opening the 3rd
BA Camp in 2016,
an unconference for
business analysts
taking place every
year in Vienna.



BA Experts *at the BA Camp*

Adrian Reed



Peter & Ingrid
Gerstbach



Lyn
Girvan



Promoting the
value of Business
Analysis

Y
„Yan
Mohamed

Rainer Krun

Improve the
business, not
just the IT!

Advance Your
BA Toolkit!

Change needs
to consider
company culture!



Research Study

Gerstbach in collaboration with IIBA:

GERSTBACH
BUSINESS
ANALYSE

 **IIBA**[®] International Institute
of Business Analysis[™]

IIBA Corporate Membership:

The Corporate Membership program benefits three levels of any organization - the business analysts, managers and leaders - giving them access to the tools required to develop and advance business analysis best practices.



Agenda

- » How values drive corporate culture
- » How to measure and analyze values
- » Findings from our research study



CEO Studies

Complexity is increasing!

Change Management is important!

We need to adopt a positive attitude towards change!

Corporate culture is a key factor for success!



What is corporate culture?



“Our number one priority is company culture. Our whole belief is that if you get the culture right, most of the other stuff will just happen naturally on its own.”

Tony Hsieh, CEO, Zappos



Corporate Culture...

... is based on values:

What is
important to
us?

What has
proven
successful?



Corporate Culture & Performance

Strong corporate cultures that facilitate adaptation to a changing world are associated with strong financial results.

	Adaptive Cultures	Nonadaptive Cultures
Revenue Growth	682%	166%
Employment Growth	282%	36%
Stock Price Growth	901%	74%
Net Income Growth	756%	1%

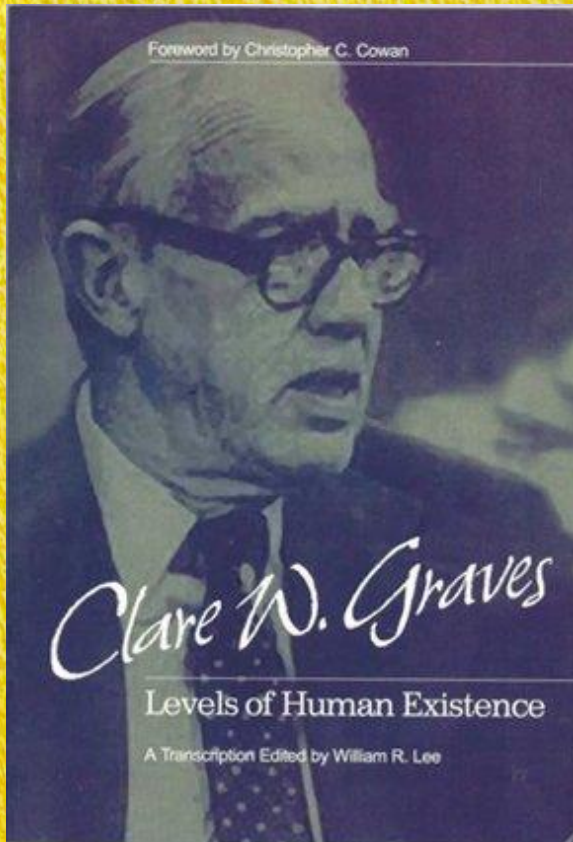


Agenda

- » How values drive corporate culture
- » How to measure and analyze values
- » Findings from our research study



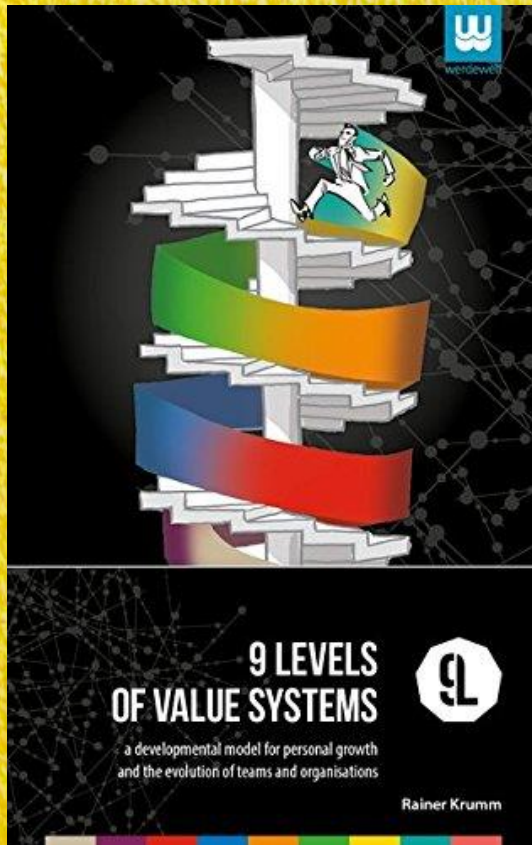
Clare W. Graves



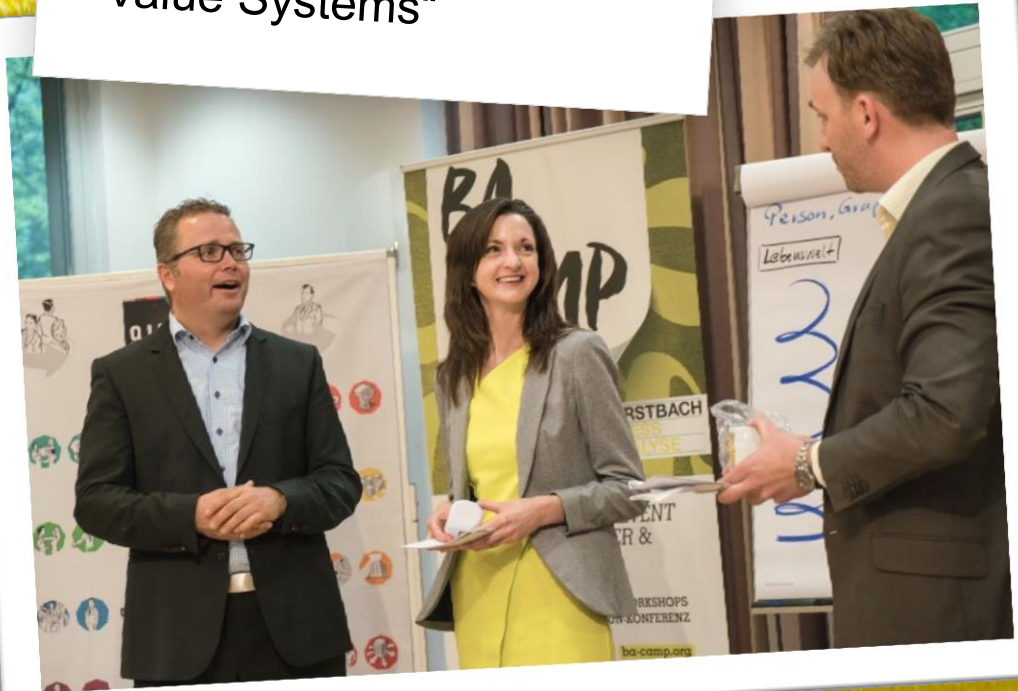
„An emergent, cyclical
double-helix model of
adult biopsychosocial
systems development“



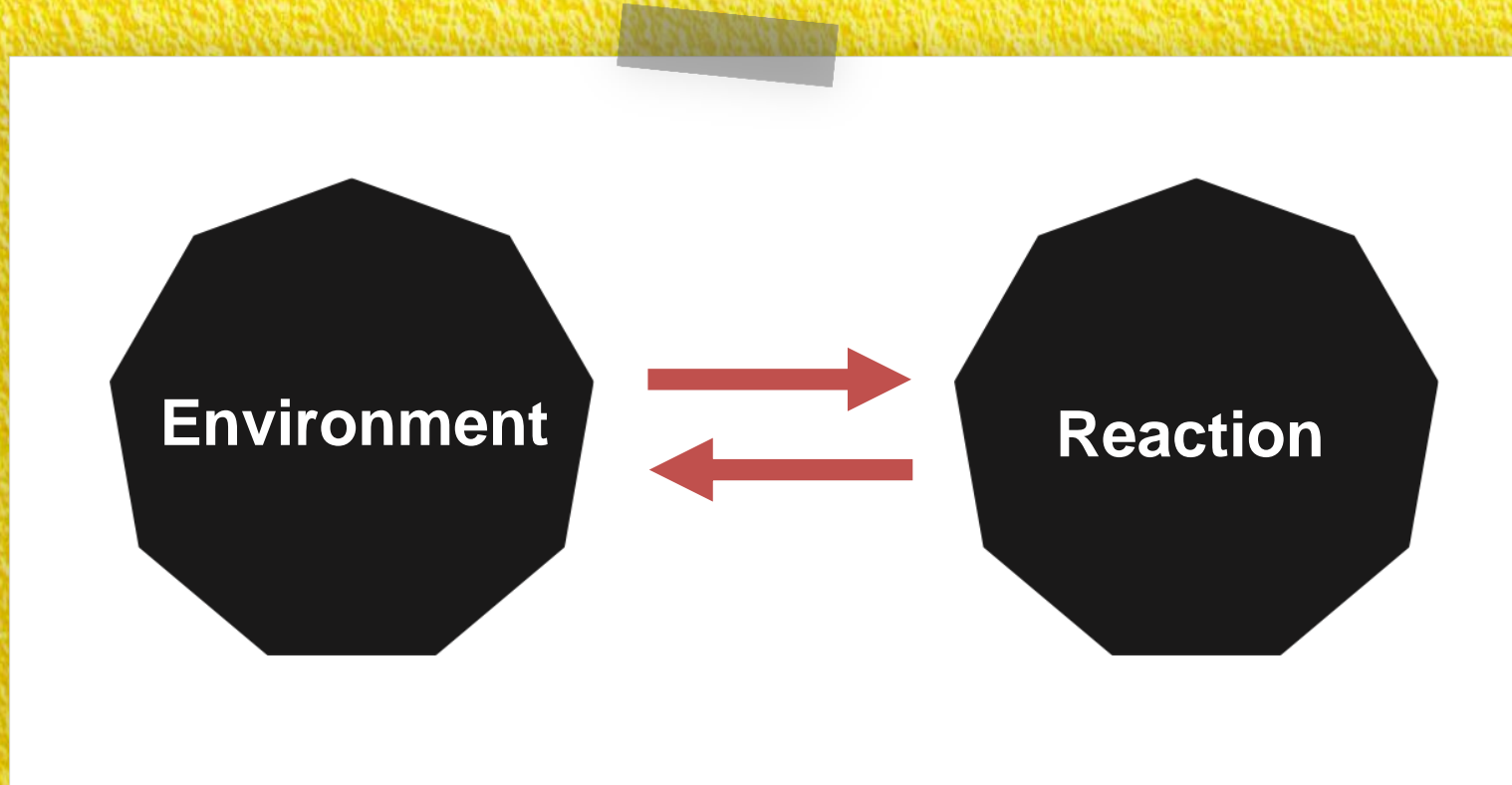
9 Levels of Value Systems



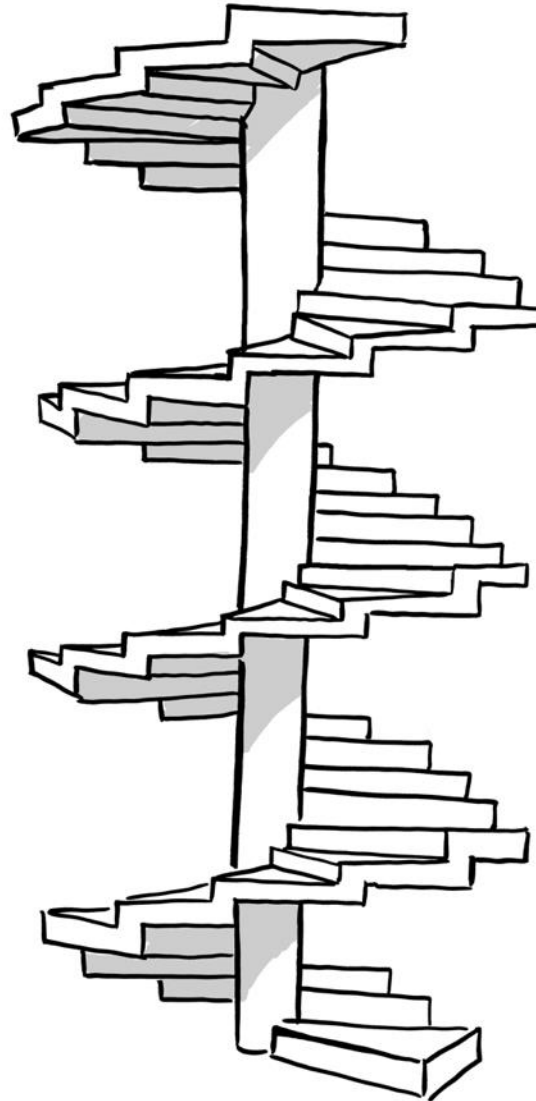
Rainer Krumm, founder of the „9 Levels Institute for Value Systems“



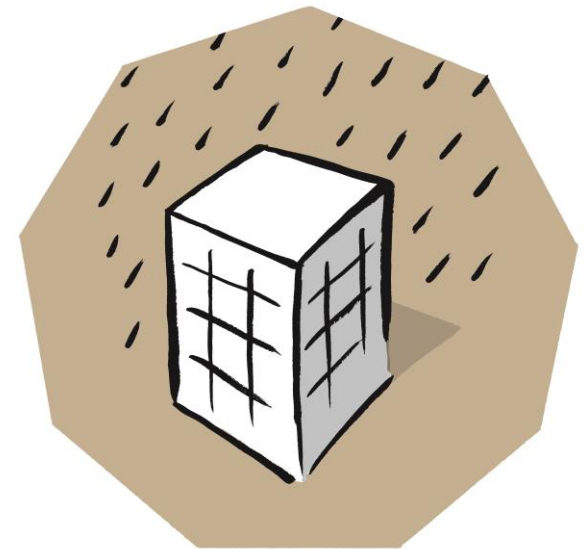
Coping Mechanism



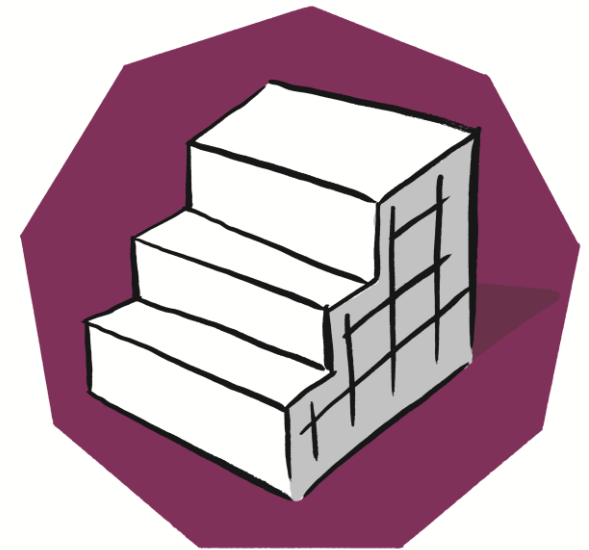
9 Levels of Value Systems



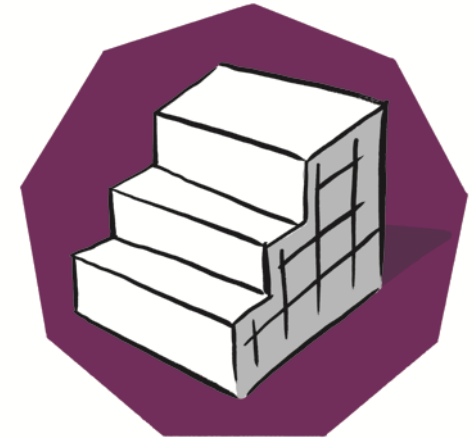
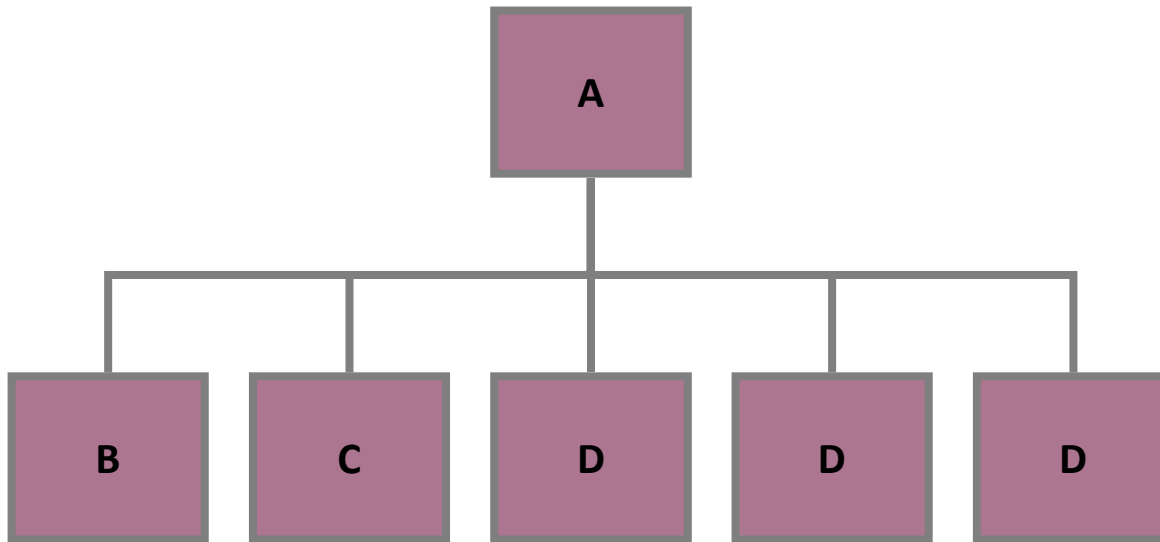
1. Level: Beige



2. Level: Purple



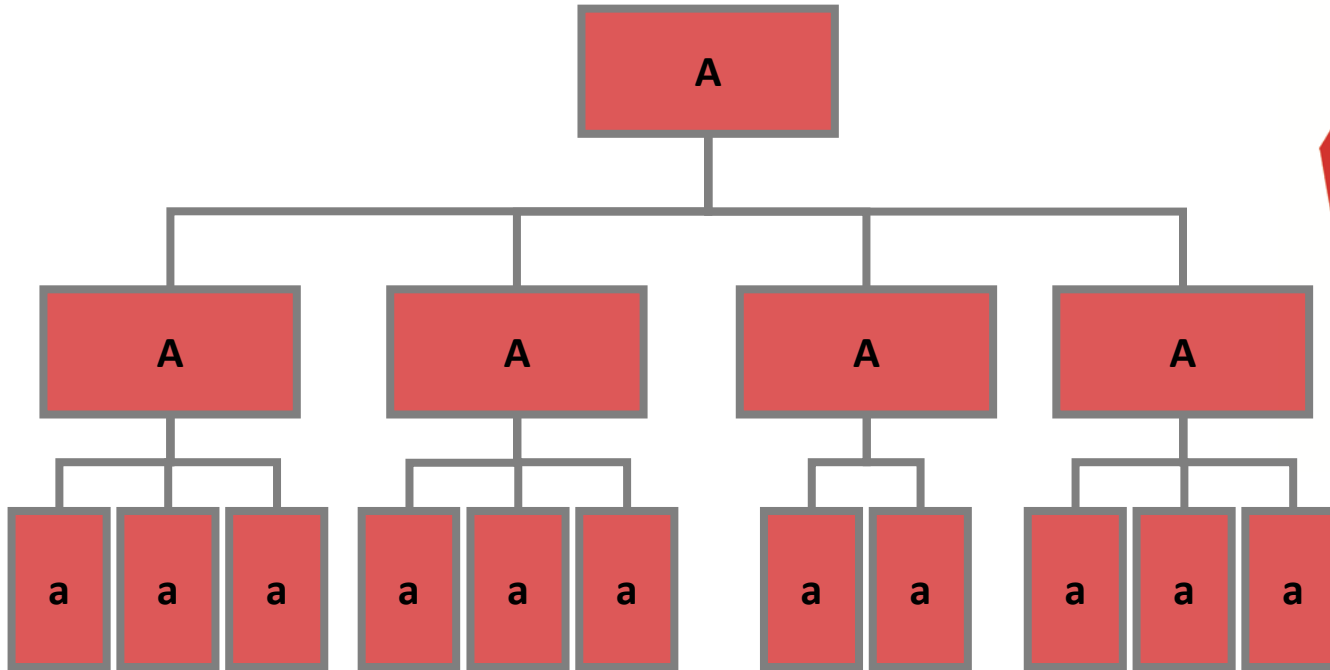
2. Level: Purple Organizational Structure



3. Level: Red



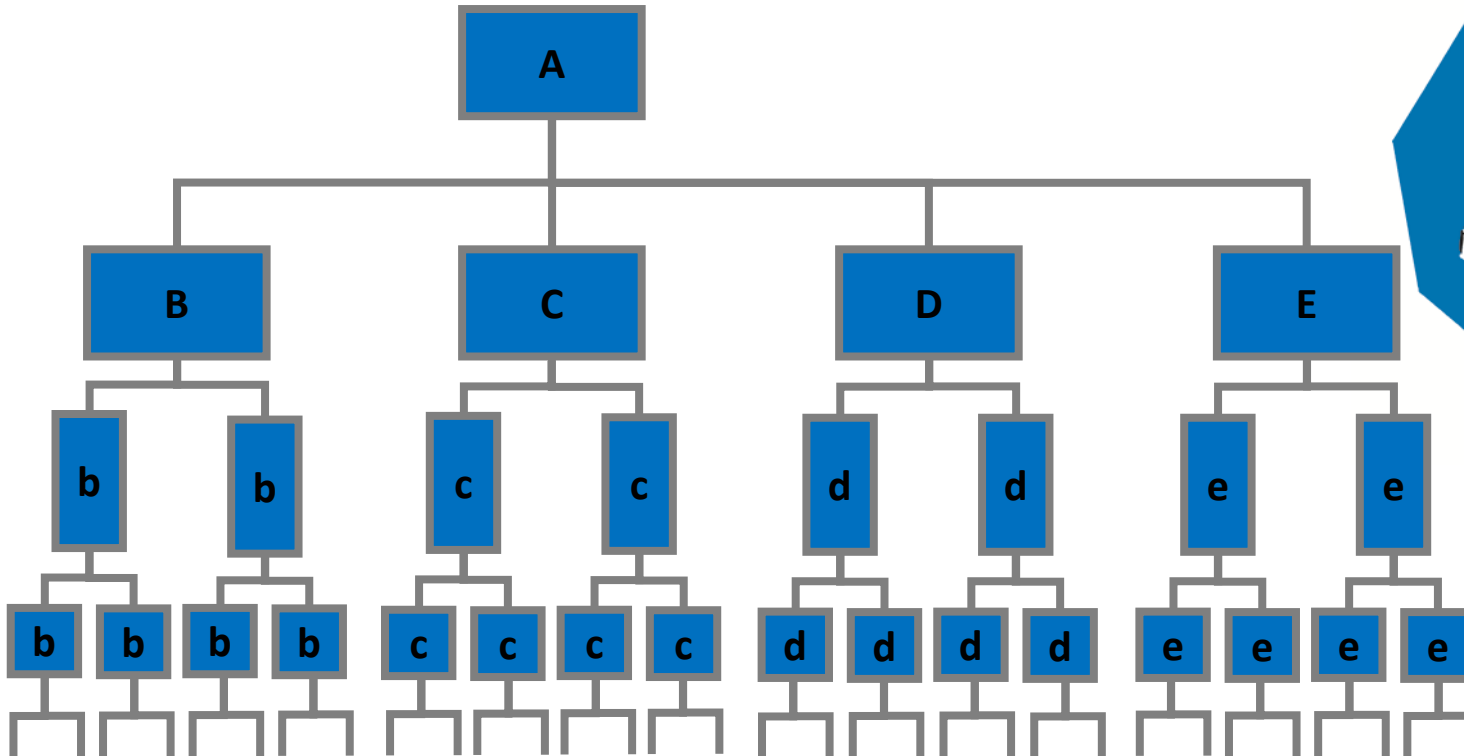
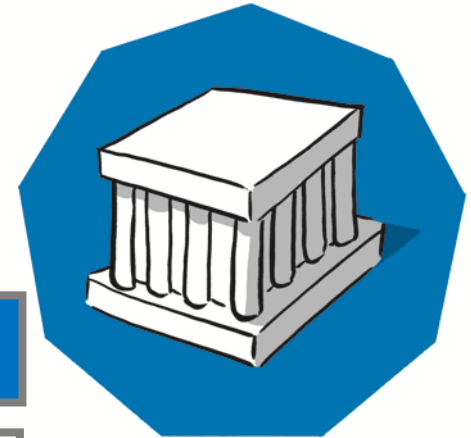
3. Level: Red Organizational Structure



4. Level: Blue



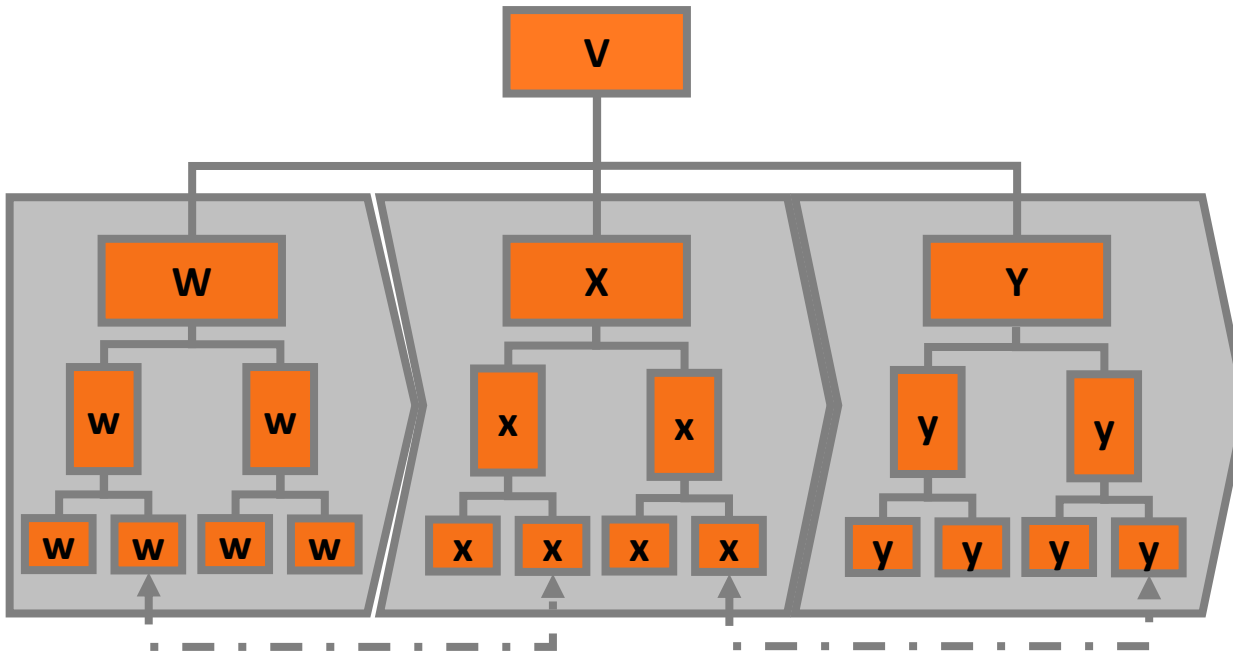
4. Level: Blue Organizational Structure



5. Level: Orange



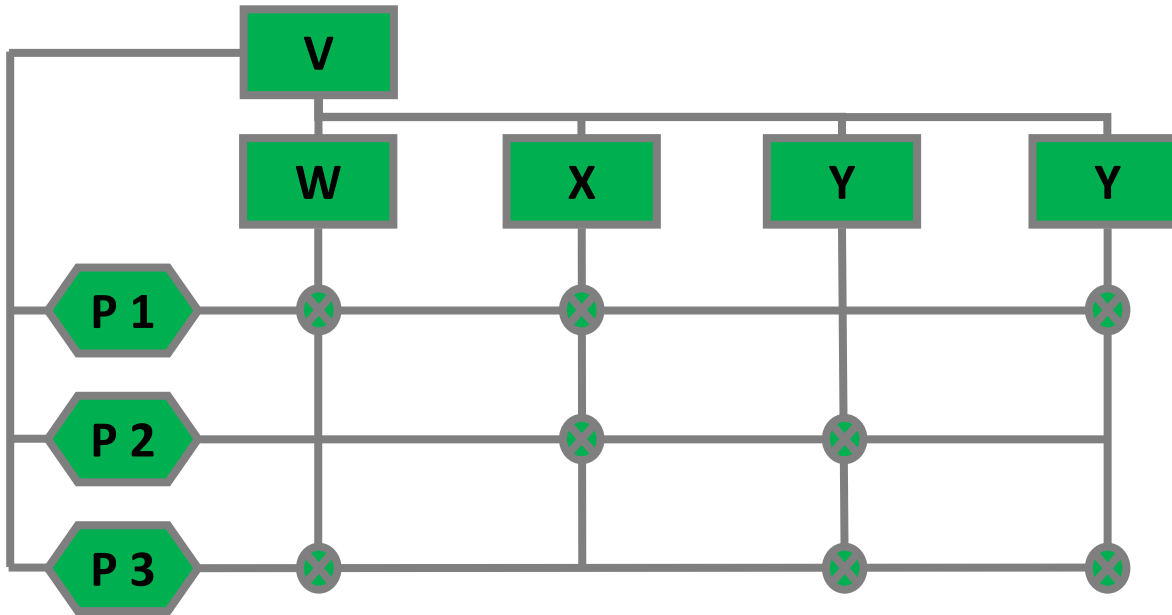
5. Level: Orange Organizational Structure



6. Level: Green



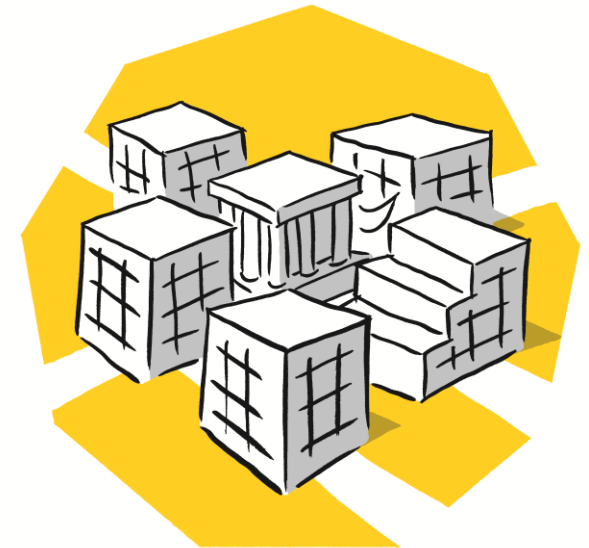
6. Level: Green Organizational Structure



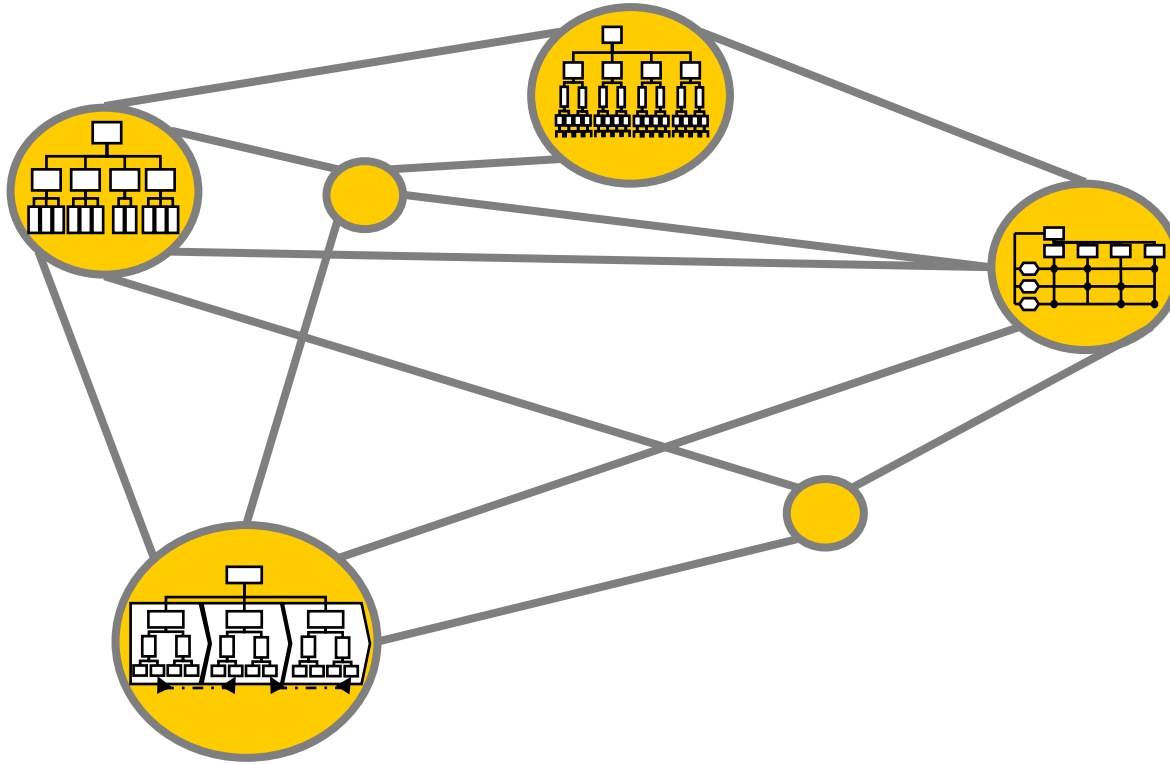
Legende:  Temporärer Mitarbeiter in Projekten



7. Level: Yellow



7. Level: Yellow Organizational Structure



8. Level: Turquoise



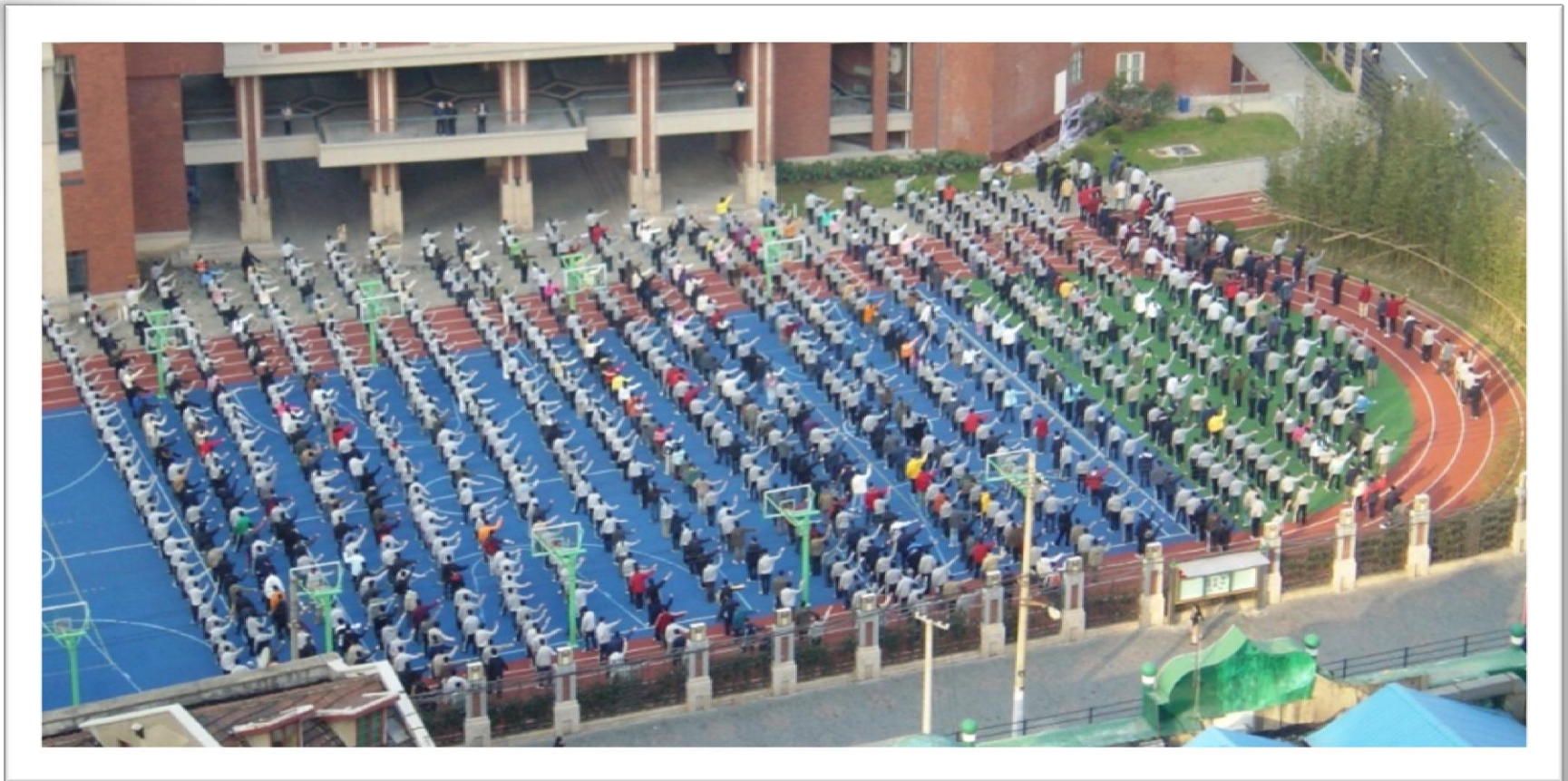
9. *Level: Coral*



Las Vegas?



Morning Sports?



Pilots?



go

Golf?

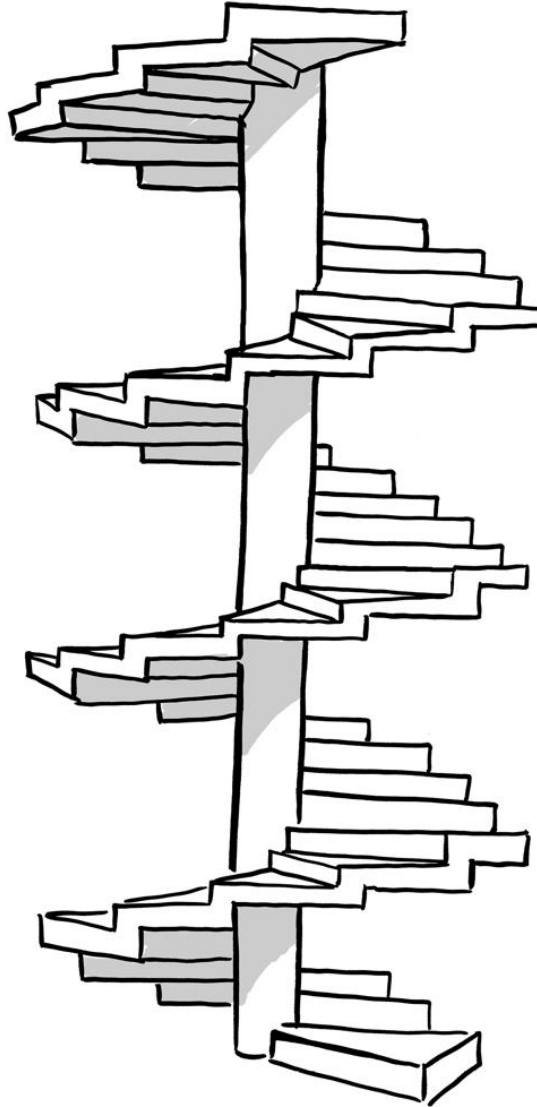


no.

we-related



WWW.9LEVELS.DE



me-related



9 Levels: The Tools

9 LEVELS[®] PERSONAL
value systems



9 LEVELS[®] GROUP
value systems

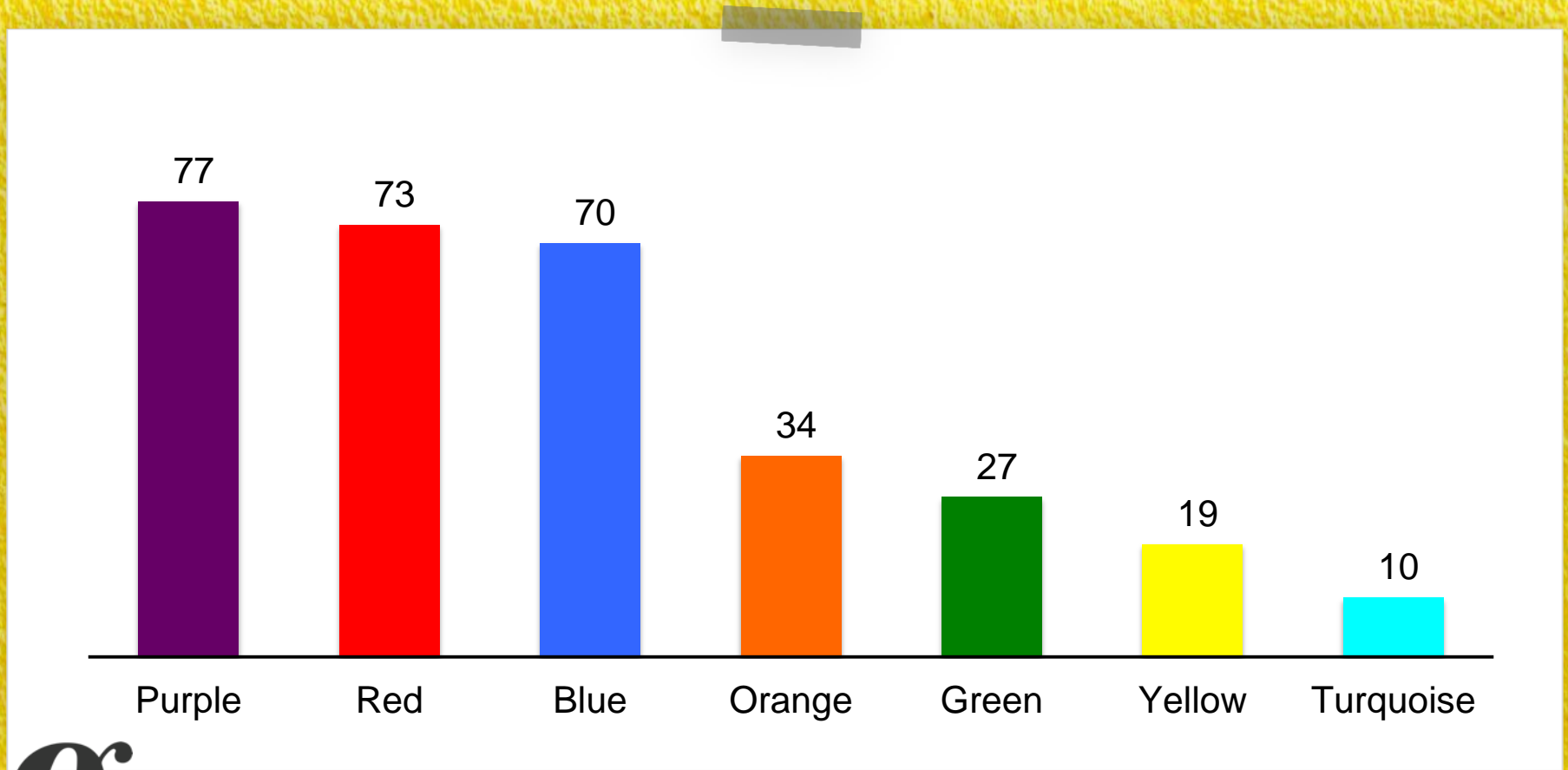


9 LEVELS[®] ORGANISATION
value systems



Example

Traditional mechanical engineering company



Agenda

- » How values drive corporate culture
- » How to measure and analyze values
- » Findings from our research study



Research Study

Key Facts:

Survey conducted
from March 2016
to May 2016.

Gerstbach in collaboration with IIBA:

GERSTBACH
BUSINESS
ANALYSE

IIBA® International Institute
of Business Analysis™

9 LEVELS®
institute for value systems

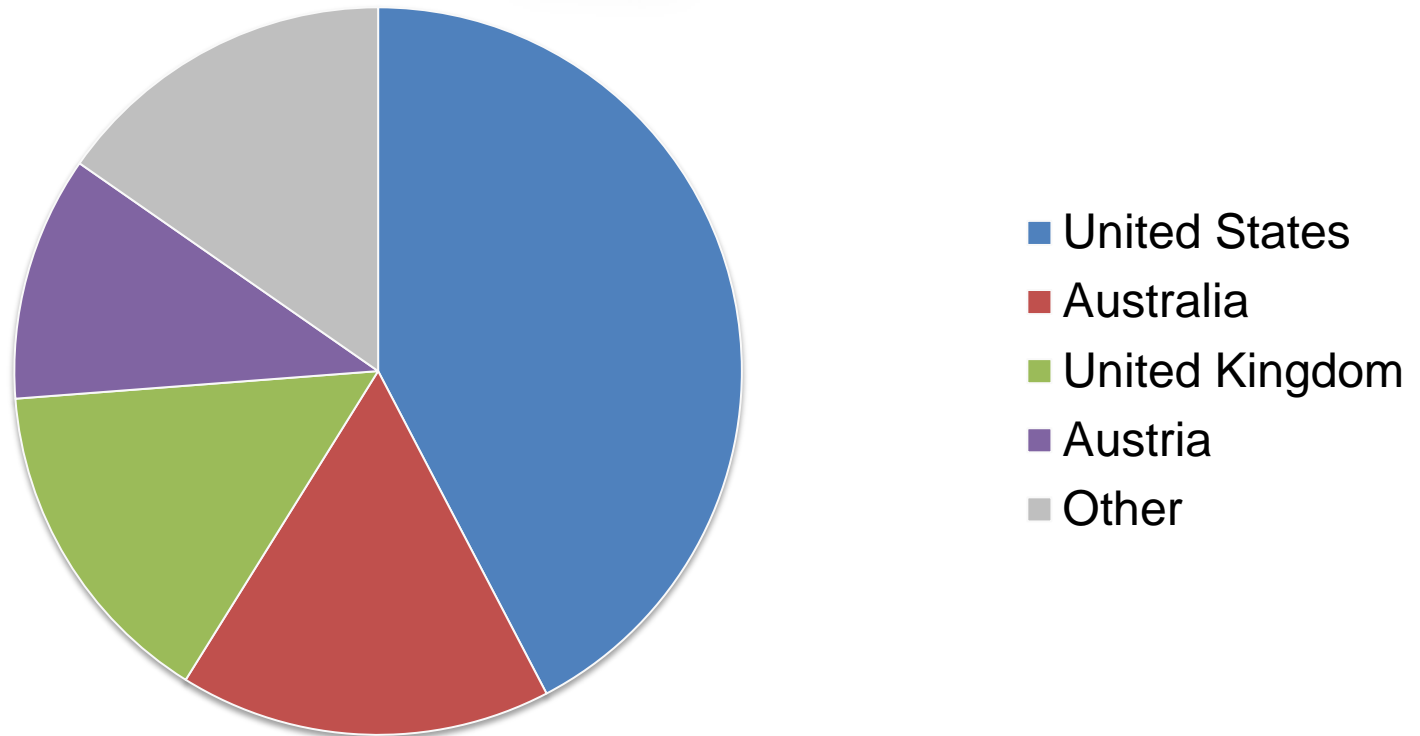
23
Corporate
members
participated

21 countries
from **10**
industries

248
Business
Analysts
participated

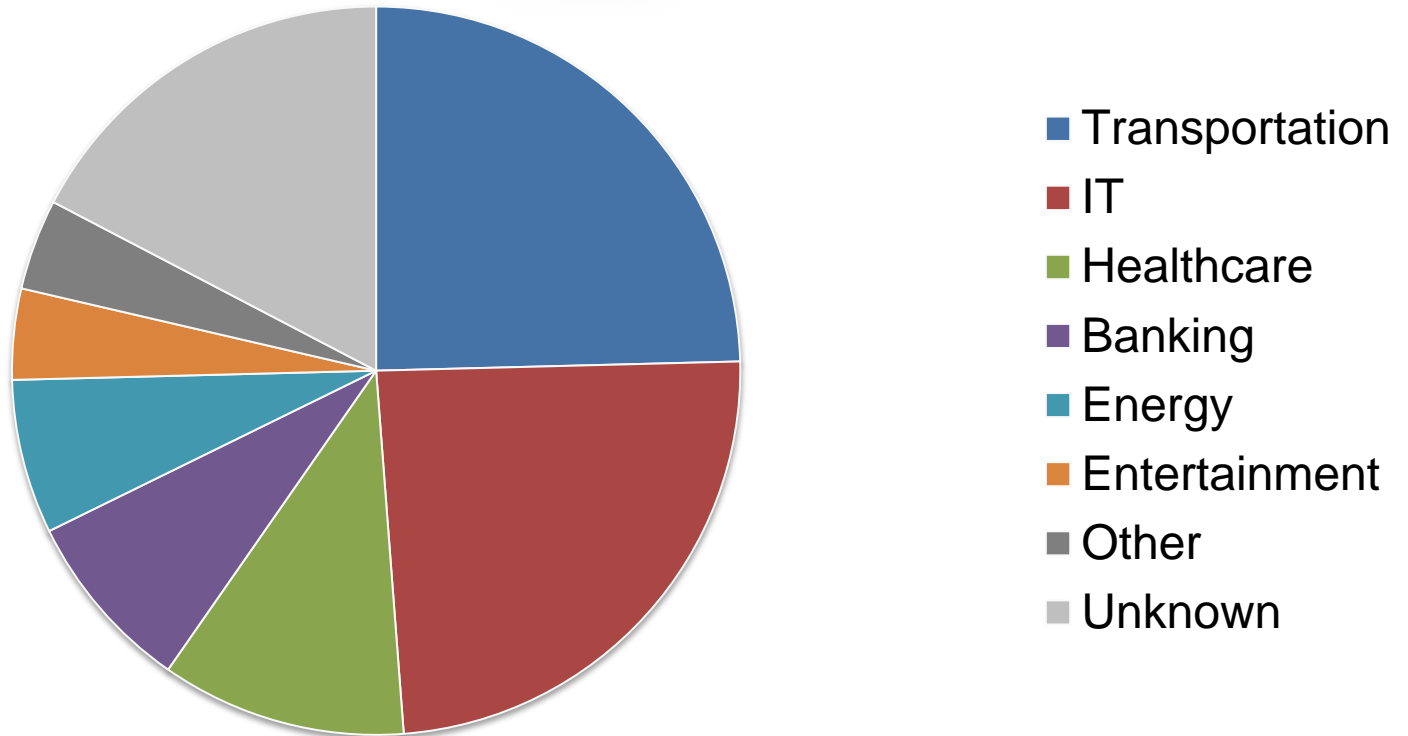
Countries

Most participants are from English-speaking countries.



Industries

Nearly half of all participants are from Transportation & IT.



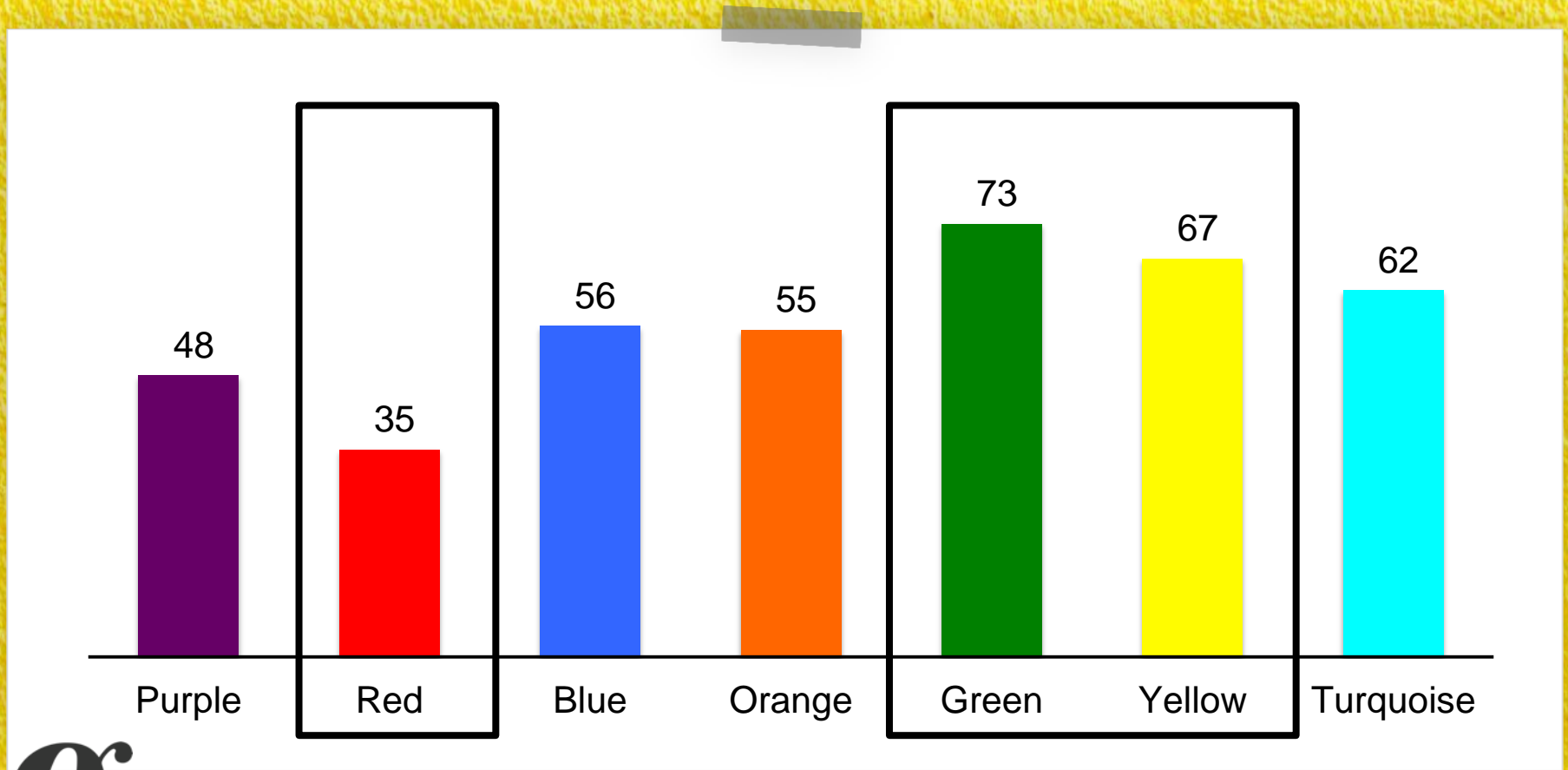
Age

More than half of all participants are between 30 and 50 years old.



9 Levels of 248 Business Analysts

Highest level is Green, followed by Yellow.



What's about YOU?

Which level is appealing to you?

Green

- community
- cooperation
- long-term securing of success
- flexibility
- fairness
- empathy
- personal and human growth
- consensus

Red

- honour
- power
- strength
- impulsiveness
- dominance
- personal success
- winning
- bravery
- assertiveness

Yellow

- innovation
- growth
- integration
- flexibility
- open-mindedness
- self-responsibility
- knowledge
- competence



Learning & Motivation

Green

- Motivation arises especially from affiliation to others and relationships.
- Learning takes place primarily through observation and modelling.

Yellow

- Motivation factors include searching for particular implications and solutions for a given problem
- learning unfolds mainly as a self-motivated and self-responsible activity



Management & Leadership

Green

- Employees want to be accepted as individuals.
- The green manager becomes an equal group member.

Yellow

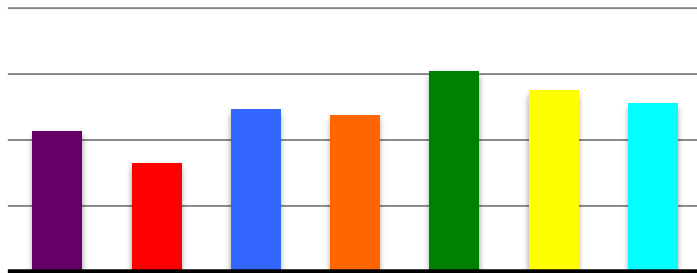
- Harder to manage because they will only engage in projects they find particularly appealing
- They are highly independent and only accept situational guidance



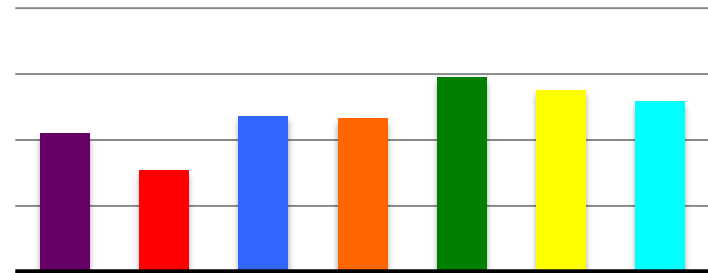
Results by Experience Level

Experience level does not have a large impact on the Value System.

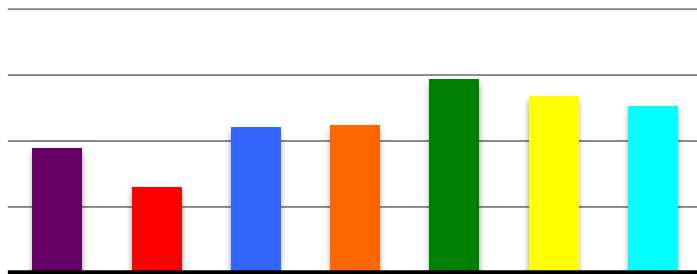
Entry Level BA



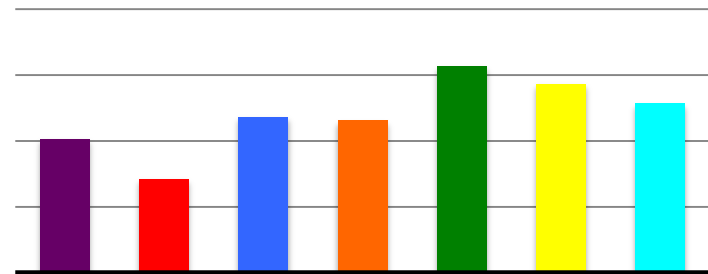
2-3 Years / CCBA®



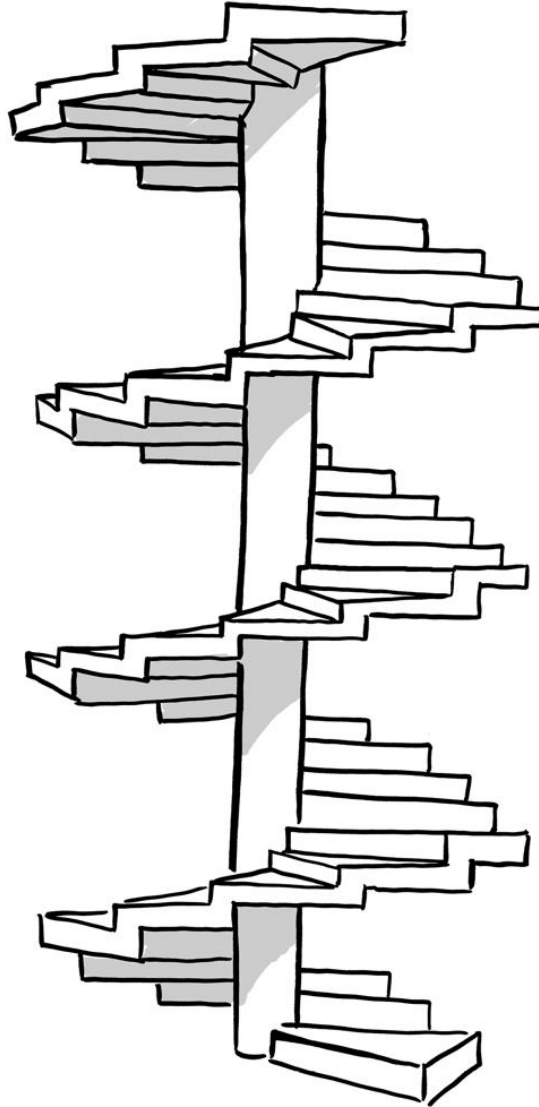
5+ Years / CBAP®



10+ Years / Expert Level



we-related

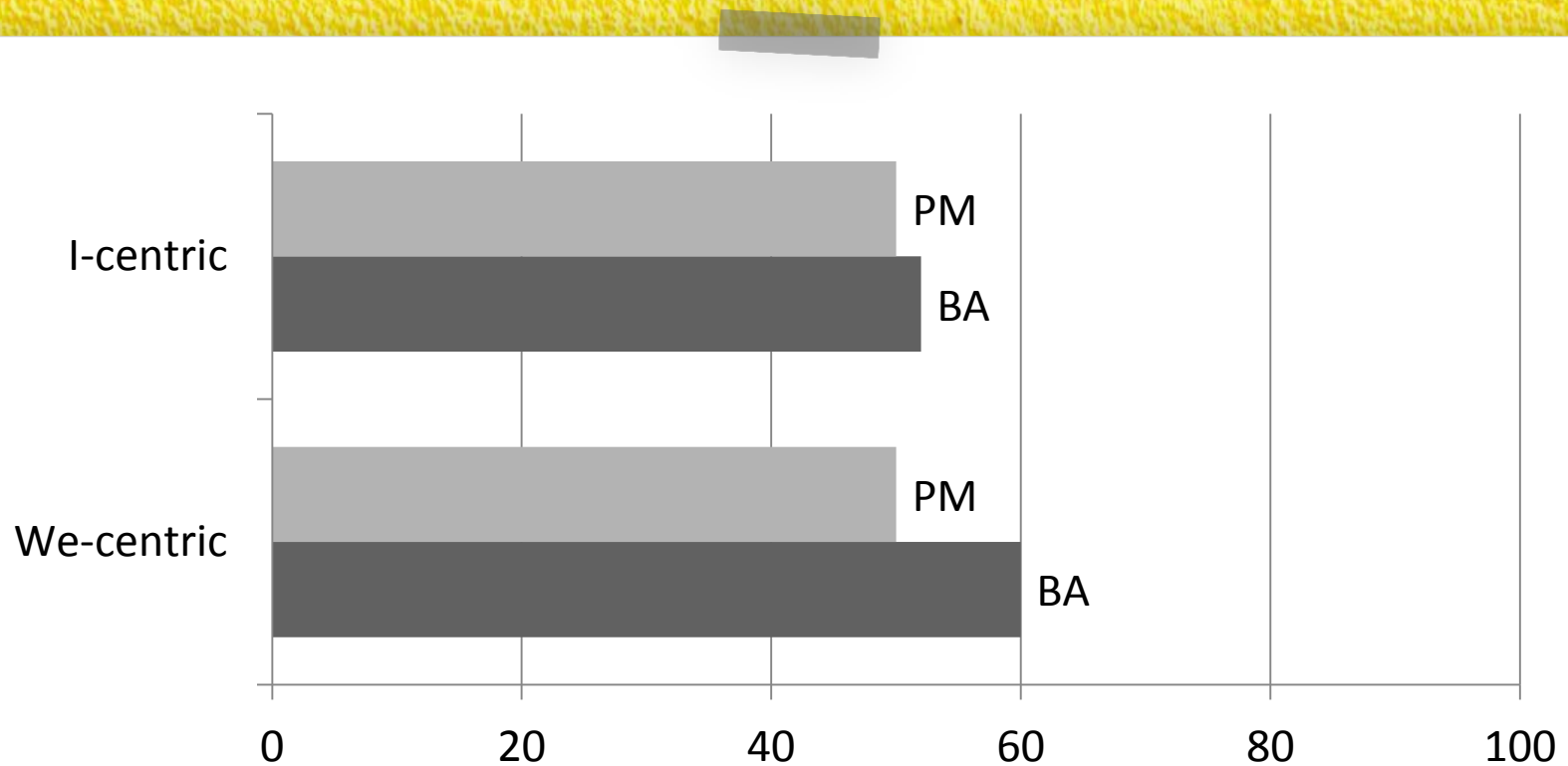


me-related



Me-centric vs. We-centric

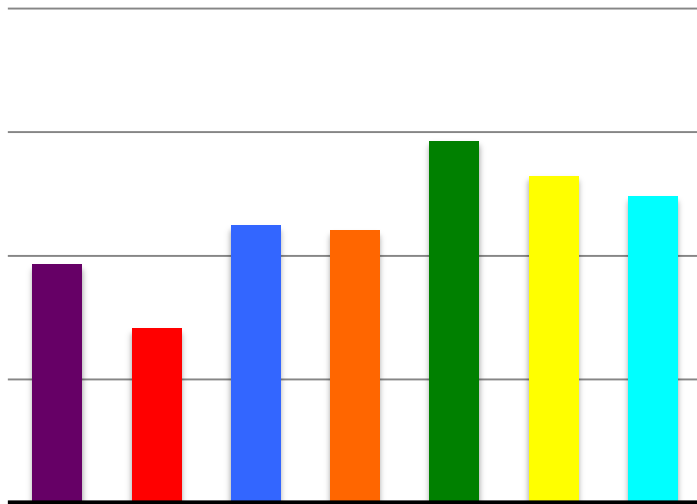
Business Analysts are we-centric (also in comparison to project managers).



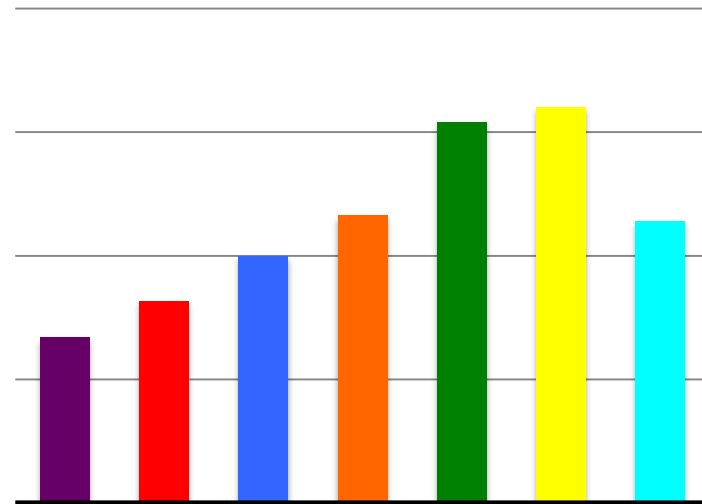
Internal vs. External BAs

External BAs have slightly higher me-levels.

Internal Business Analyst



External Business Analyst



Thank you!



Download the report:
<https://gerstbach.at/en/9levels>

Stay in contact:
<https://linkedin.com/in/petergerstbach>

