



ValueMaps



## Teams, organisations and places Strengthen identity and values

There are many signs that teams, organizations and communities lost their identity and values. Our social systems are fragmented by traditional management methods and techniques. Key questions are:

Are we visible? What is the identity of our group? What are our shared values? Do we check our choices against our values? How to strengthen our collective identity? How to attract the right people?

In the last 10 years a team of international experts analysed more than hundred teams, organizations and urban places. All insights and experiences have been compressed into the ValueMaps tool.

Strengthen your team, organisation or place. Apply a smart combination of an on-line tool and workshops to discover collective identity and shared values.

# Collective Identities

## Eight unique archetypes

Identity	Description
Founder 	These organizations are primarily bent on self-preservation and independence. The people that work here strongly identify with the company. If the company is doing well, the people are satisfied. If the company is not doing well, the people are unsatisfied.
Searcher 	These organizations bubble with energy and are constantly in motion. People in this organization aim to satisfy their emotional needs. This can be seen in many ways such as the use of language. Everything is aimed towards self-fulfillment, the content and structure of the work are guided by this.
Shaper 	Within these organizations there is a drive to make accomplishments: from their own free will and their own strength. People who work here are decisive and are constantly looking for new challenges. They are proud of the work that they do. There is little room for mistakes, which is the same as failing.
Healer 	These organizations place importance on having a social identity. Typically they look for a service-providing role. People in these organizations aim toward developing long term relationships with partners [internally and externally]. The whole is more important than the sum of its parts, but this depends mainly on individual (partner) drive.
Narrator 	These organizations take on activities that suit their missions. The people in the organization therefore take on personal responsibility. They do what the say. These organizations are distinguished by creativity and inspiration. People who work here would like to make a contribution to the greater whole.
Seer 	These organizations are aware of their role in the world, they have a clear vision. People who work here inspect their projects carefully and consciously direct these. These organizations grow organically, innovatively and work for a 'good cause'.
Servant 	These organizations are aware of their dependence on their immediate surroundings [organizations, people, institutions]. These organizations cannot survive alone. People that work here are driven to develop their knowledge further. There is constant searching for establishing new connections. They communicate in the same varied way.
Master 	These are not organizations in themselves. These are people who strive to identify with a higher purpose. Many organizations have elements of this system. The elements are aimed towards making a difference to humanity. Organizations that strive to become one with a higher goal have difficulty existing independently.

# ValueMaps








## Co-creating profiles

ValueMaps are profiles of teams, organizations and places. In the picture below an example of a ValueMap with its typical colored matrix. The horizontal axis represents genotype and fenotype. The vertical axis shows eight archetypal super patterns. The selected values of participants are plotted inside the matrix forming the collective identity and shared values.

Moreover, a ValueMap is sparking a dialogue about how to further develop the social system. A conversation based on the ValueMap will be a memorable experience. What really makes a difference is to experience it yourself.

### Example of a ValueMap

Case study - all | September 12, 2015 | Participants: 506

		
 Founder		
 Searcher		Vigor Fun
 Shaper	Humor	Achievement
 Healer	Helpfulness Friendliness	Helpfulness Cooperation Friendliness
 Narrator	Honesty Open-mindedness Fairness	
 Seer	Positiveness	Positiveness
 Servant		
 Master		



### Genotype

The internal code, inheritable information carried by the social system. A blueprint or set of values for building or maintaining the social system.



### Fenotype

The outward physical manifestation of the social system. The values - anything that is part of the observable structure, function or behavior of the social system.

# Archetypal identities

## Sparkling social energy

Archetypes are essential elements of the ValueMap. By archetypes we mean universally recognized symbols, primordial patterns of psychological processes that channel energy, experience and emotion both within every individual personality and every social system. We created eight unique archetypes to find identities in social systems. Each archetypal identity has unique characteristics.

ValueMaps has helped us to move forward with our burning issues. We looked into a mirror, realized who we are and being able to take appropriate action. I can recommend ValueMaps to any organization that wants to understand more about its underlying foundations and focus on what it is best at.

Holger Nauheimer  
Director Change Facilitation



## Foundation

### Theory and practice

The ValueMaps have been introduced by ChangeLabs in 2006 as Rik Berbé MSc started to integrate the theory of values, systems theory and archetypes in his work as organizational development consultant and change facilitator. Together with a community of practitioners we designed the ValueMaps and a workshop format. The development is an ongoing process together with practitioners and partners.



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