



1. Executive Summary

The results of the Core Values assessment provide a comprehensive overview of the organisational culture, highlighting areas of alignment and dissonance between management practices and the company's stated core values. The scores indicate a medium level of alignment with core values such as Fairness (3.02), Honesty (3.07), Respect (3.02), and Care (3.11), while Courage (2.96) and Trust (2.87) fall below the desired threshold, suggesting room for improvement. Systems and Symbols scored 3.03, indicating a moderate reflection of core values in organisational systems and symbols.

The assessment reveals that employees perceive a gap between the organisation's espoused values and the reality of their experiences, particularly in areas requiring courage and trust. This misalignment is evident in the open-ended responses, where employees express concerns about the lack of transparent communication and inconsistent leadership behaviours. Participants noted that leaders often avoid addressing difficult issues directly and fail to challenge the status quo, which undermines trust and stifles innovation.

Furthermore, the replies data highlight a sentiment that while some leaders demonstrate care and respect, there is inconsistency in how these values are applied across the organisation. Employees appreciate when leaders show genuine concern for their well-being and professional growth, yet they also report instances where feedback is infrequent or lacks specificity, leading to uncertainty about performance expectations.

The perceived dissonance between the organisation's stated values and actual practices has implications for psychological safety. Employees may feel hesitant to voice concerns or take risks if they perceive a lack of support or fear negative consequences. This environment can hinder open communication and collaboration, essential components of a psychologically safe workplace.

In conclusion, while the organisation demonstrates strengths in certain areas, such as fairness and care, there is a need for more consistent application of core values, particularly regarding courage and trust. Addressing these gaps will be crucial for fostering a culture of psychological safety and enhancing organisational effectiveness. The assessment underscores the importance of aligning leadership behaviours, systems, and symbols with core values to build a cohesive and supportive organisational culture.