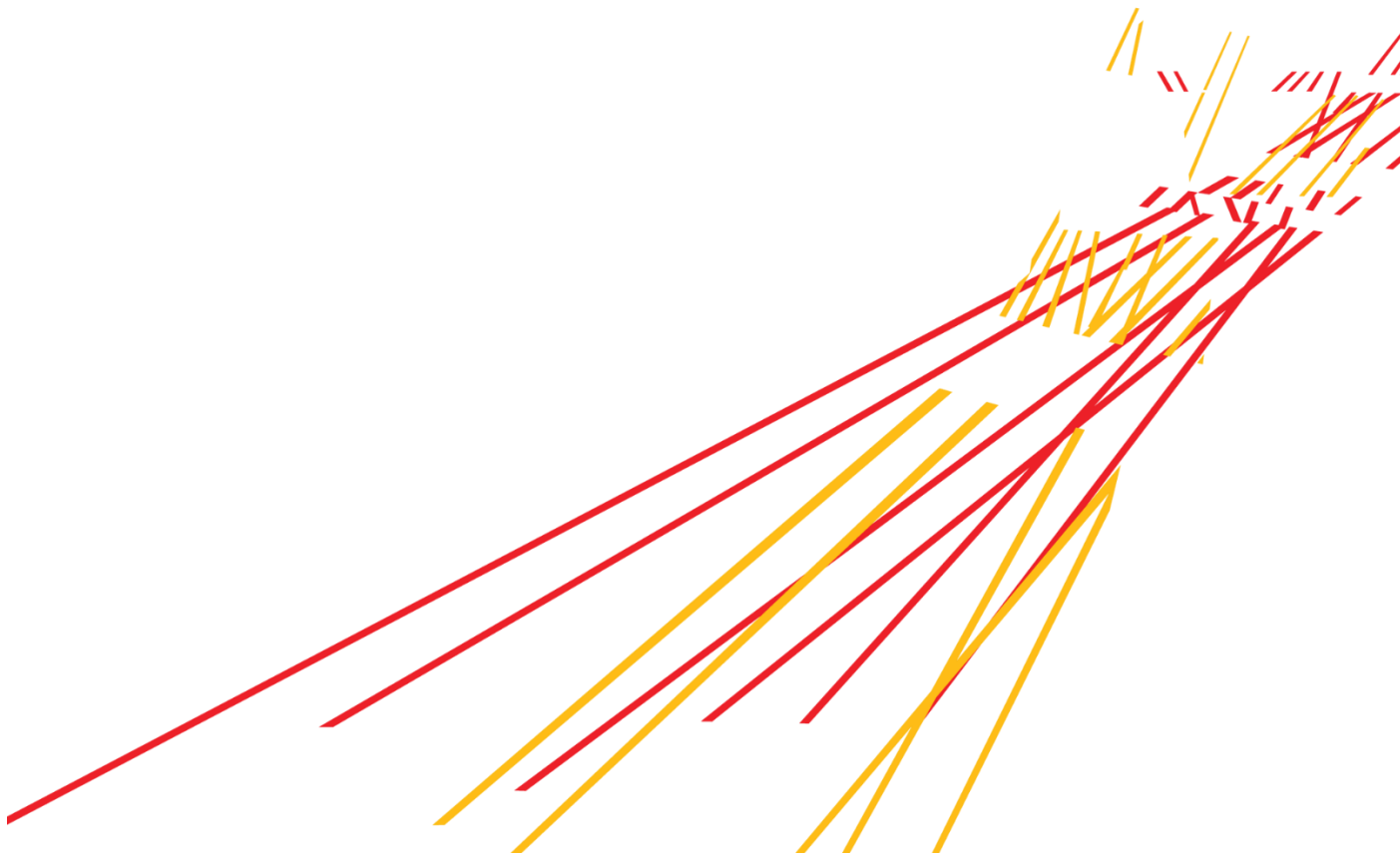# ROADMAP/ 2033/

The process to define our Values

May 2023

Values

Values represent our deepest held beliefs. In a sector as diverse as community broadcasting, we wanted to identify the values sector participants could hold in common 'as broadcasters'.

Values are the anchor to most human behaviour. In this document, they describe *how* the vision will be pursued; how we will behave toward each other and to other stakeholders as we take up the possibilities.

Our values work is based on the seminal work of Prof Shalom Schwartz whose work is considered best practice in values mapping. The sector values were built up through a rigorous three-stage process, including a values survey, a values workshop, and a session at Congress to develop a matrix of behaviours matched to the values.

Values are important to human behaviour because they serve as a guide for how individuals behave and make decisions. Shared values help to create a sense of community among individuals and so they are important for organisations too. When organisation-wide values are shared, it is more likely that everyone feels connected and works together towards a common goal. *Roadmap 2033* has articulated a set of desired values which can be shared across the entire community broadcasting sector to guide decision-making, shape sector culture and build trust with stakeholders.

Stage 1: Values Survey

In the sector-wide values survey, participants were invited to complete a 15-minute survey. They were asked about the current values held by the sector, and values that would be important for the sector in future.

Methodology: An online survey was administered through CBAA's Alchemer (https://www.alchemer.com) survey platform. The 9-question survey was open from 23 February until the 13 March, and distributed to station managers, trainers, assessors, sector organisations' mailing lists, subscribers of the Roadmap microsite, CBAA/CBF newsletters, and all participants of the Roadmap process (1:1 interviews, focus groups, leadership forums and those invited to sector congress).

Two hundred and fifty-two people fully completed the survey with a sample of metro and regional, and distribution of communities of interest. All surveys were anonymous. Approximately 30 more people completed the three values questions, however didn't fully complete the survey.

The purpose of the survey was to understand respondents' perspectives on current and future values for the sector. Using Schwartz's work on human cultural values people were asked to select from a list of 58 values and their definitions:

      a.   three values people currently associated with the sector,
      b.   three values important for the sector to demonstrate in the future and the give examples of what they would look like in practice, and
      c.   three values that wouldn't support the sector in the future.

Each of the three questions had over 810 pieces of data. The data was transferred to Schwartz's values spatial diagram which maps the relationship between values in accordance or conflict with one another and identifies 10 groupings of values each with a common goal or motivator. Once mapped the data was analysed for clusters of correlating data.

POWER
SOCIAL STATUS AND PRESTIGE, CONTROL OR DOMINANCE OVER PEOPLE AND RESOURCES.

ACHIEVEMENT
PERSONAL SUCCESS THROUGH DEMONSTRATING COMPETENCE ACCORDING TO SOCIAL STANDARDS.

HEDONISM
PLEASURE AND SENSUOUS GRATIFICATION FOR ONESELF.

STIMULATION
EXCITEMENT, NOVELTY AND CHALLENGE IN LIFE.

SELF-DIRECTION
INDEPENDENT THOUGHT AND ACTION - CHOOSING, CREATING, EXPLORING.

UNIVERSALISM
UNDERSTANDING, APPRECIATION, TOLERANCE AND PROTECTION FOR THE WELFARE OF ALL PEOPLE AND FOR NATURE.

BENEVOLENCE
PRESERVATION AND ENHANCEMENT OF THE WELFARE OF PEOPLE WITH WHOM ONE IS IN FREQUENT PERSONAL CONTACT.

TRADITION
RESPECT, COMMITMENT AND ACCEPTANCE OF THE CUSTOMS AND IDEAS THAT TRADITIONAL CULTURE OR RELIGION PROVIDE THE SELF.

CONFORMITY
RESTRAINT OF ACTIONS, INCLINATIONS AND IMPULSES LIKELY TO UPSET OR HARM OTHERS AND VIOLATE SOCIAL EXPECTATIONS OR NORMS.

SECURITY
SAFETY, HARMONY, AND STABILITY OF SOCIETY, OF RELATIONSHIPS, AND OF SELF.

The responses were analysed for clusters of correlating data.

Future values clustered in four segments. 85% of the responses were clustered in Universalism and Benevolence segments (concern for issues beyond oneself), Self-direction (openness to change) and Achievement (success through demonstrating competency in accordance with social standards, but it is reasonable to read Achievement as being influential for the purpose of social justice and equality, rather than influential for influence's sake).

Stage 2: Values Workshop

A 4-hour workshop was delivered on the 30th March 2023 at the State Library of Victoria with the Leadership Forum, involving 32 participants. The purpose of the workshop was to develop draft values and behaviours to inform a Sector Behavioural Matrix. The data from the values survey was the workshop input.

The group was divided into small groups of approximately 6 people, and allocated a clustering of values They were also given the values and definitions. Each group was asked to consider the cluster of values they had been assigned and to come up with a recommended value or two. They could decide on a value already represented or determine a word which encapsulated the set. Each small group then presented back to the full group what value/s they came up with and why. Four values were identified.
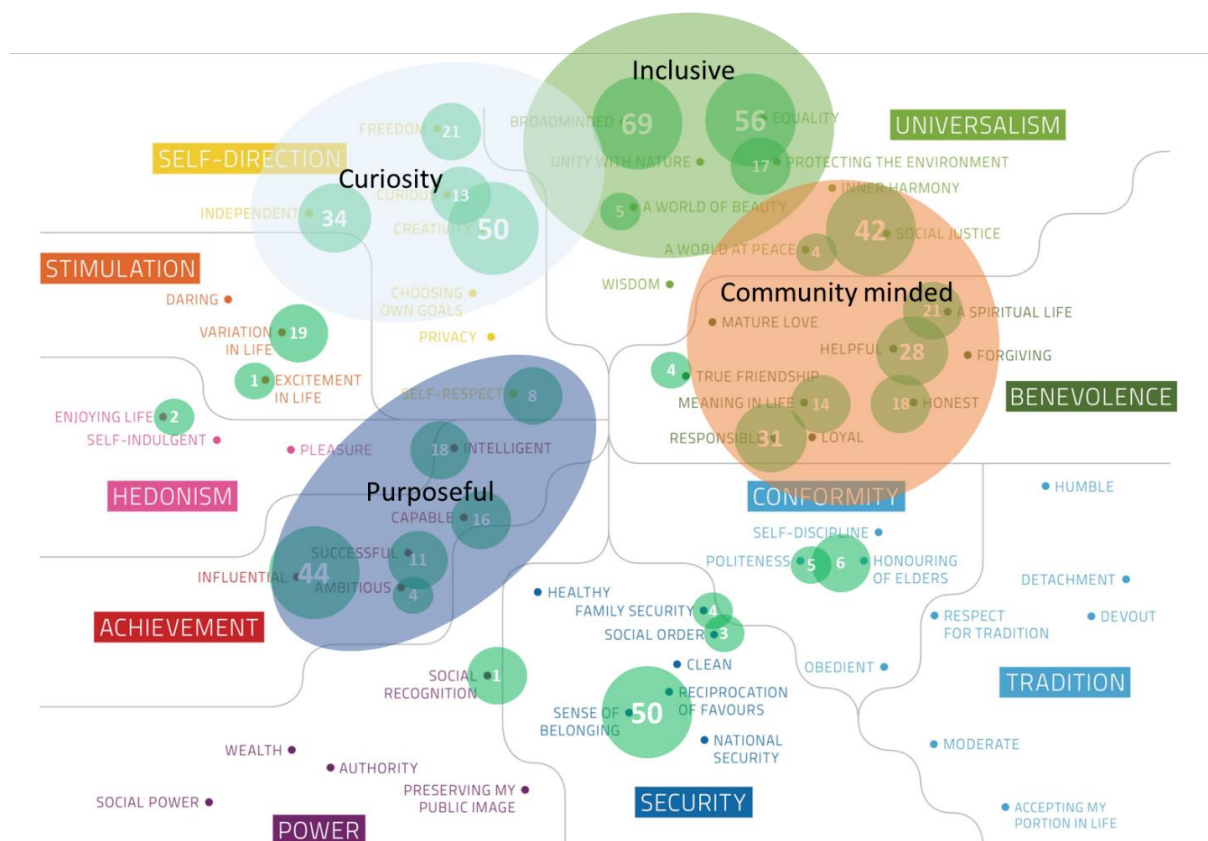
In the second part of the workshop, small groups with a different composition were formed. Each group was allocated one of the 4 values, asked to consider it against each of the 4 goals – Storytelling, Collaboration, Innovation and Impact. The groups then developed a behaviour which would demonstrate the value in the context of the theme. For example, developing fruitful partnerships with community and other stations would be a behaviour demonstrating inclusivity (value) and collaboration (theme) in practice. The groups rotated to another value building on the previous groups work; thus each group contributed to drafting 2 values and corresponding behaviours. From this output a Sectoral Behaviour Matrix was drafted.

The purpose of the values workshop was to develop draft values to inform the behavioural matrix. The group worked with the survey data from Stage 1

Community is the golden thread which runs through the Roadmap, and not surprisingly is explicitly named in one of the values.

Working with the survey data the group gave the clusters the following names: Curiosity, inclusive, community minded and purposeful.

Community minded

Working for the wellbeing of the community

'Community minded' is connected to the broader values of *benevolence* and *universalism*. Benevolence has a motivational goal driven by preserving and *enhancing the welfare of friends, family, and community, while universalism extends that to all people and nature*. This includes values of *social justice, responsible, helpful, a spiritual life, honest, meaning in life and a world at peace.*

Inclusive

Enabling diversity of ideas, perspectives, and participation

'Inclusive' is also connected to *universalism*. It encompasses the values of *broadminded, equality, protecting the environment and a world of beauty.* They are motivated by *an understanding, appreciation, tolerance, and protection for the welfare of all people and of nature.*

Curious

Open and interested in exploring, experiences and creativity

Curious is associated with *self-direction*, which has an underlying motivational goal of *independent thought and action, and an openness to change*. Being curious is a conduit to *independent thinking, creativity,* and *freedom* values.

Purposeful

Having a considered and positive impact for people

Purposeful is associated with *achievement* which has a motivational goal of *success through demonstrating competence according to social standards*. However, it is *achievement in the service of* achieving the purpose of the sector. It includes values of *influential, ambitious, successful, capable, intelligent* and *self-respect*.

Stage 3: Sector Congress values work

The purpose of the session at the Sector Congress was to develop a behavioural matrix. Participants were asked to describe how each value would show up in the behaviour of individual sector participants and stations relative to the four goals of Impact, Collaboration, Innovation and Telling Our Story. The matrix is included on the page over. It is hope that it will be widely shared across the sector.

Values in action – Behavioural matrix

	COMMUNITY MINDED	INCLUSIVE	CURIOUS	PURPOSEFUL
IMPACT	We create impact for the good of the whole community across the sector.	We give people useful skills, honour and include emerging voices and create new pathways for all.	We meet people where they are and pursue possibilities together.	We design with community, in community, and amplify cultural voices.
COLLABORATION	We create welcoming spaces to increase understanding of people's life experience.	We invite diverse ideas, perspectives, and participation from across the community.	We build flexible, genuine partnerships for a common purpose with ourselves and others.	We form dynamic alliances for powerful impact.
INNOVATION	We work together to meet emerging community needs and regularly assess how we're going.	We generously share our skills and resources to increase the capacity of the whole.	We're curious about our potential, interested in new ideas, take considered risks, and are prepared to sometimes fail.	We actively seek new ways of doing things with an open mind.
TELLING OUR STORY	We are community first and reflect its diversity through the stories we tell.	We explore common goals and build creative content with our stations and communities.	We listen with an open mind and engage respectfully in conversations.	We reflect and communicate stories of strength and impact.