

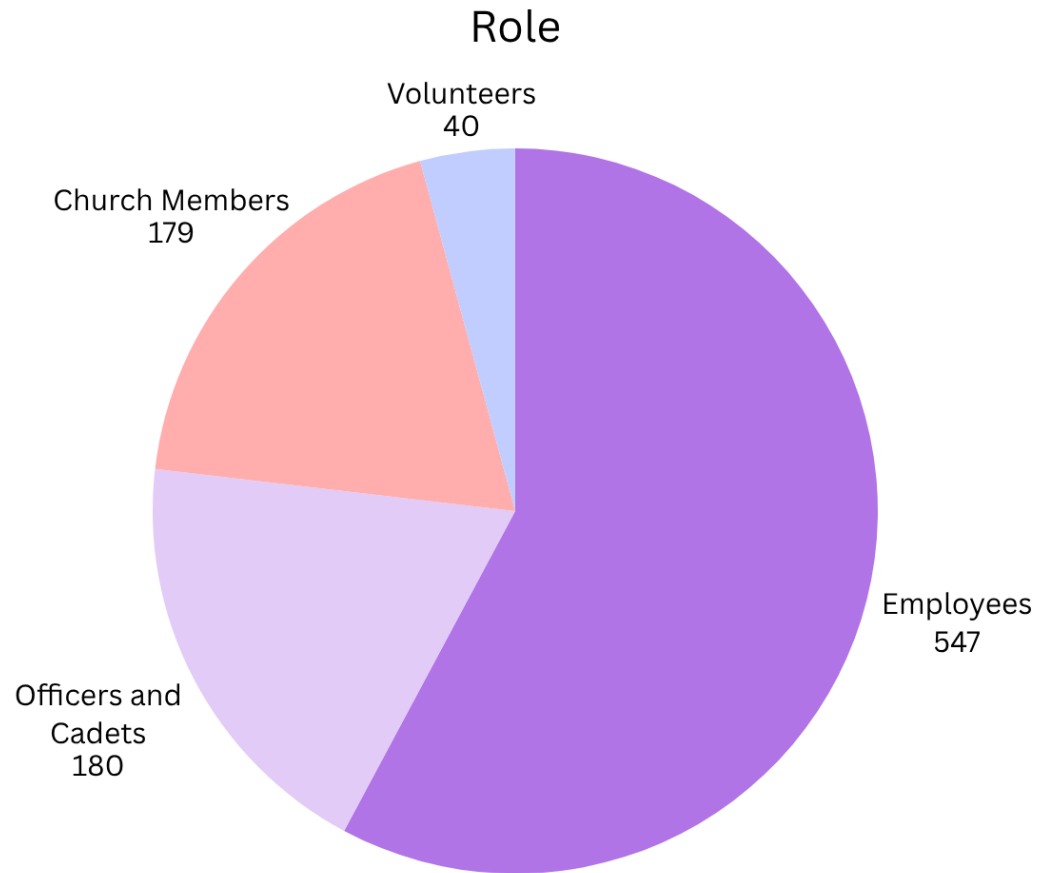
The Salvation Army Canada and Bermuda Territory

Territorial Values Survey

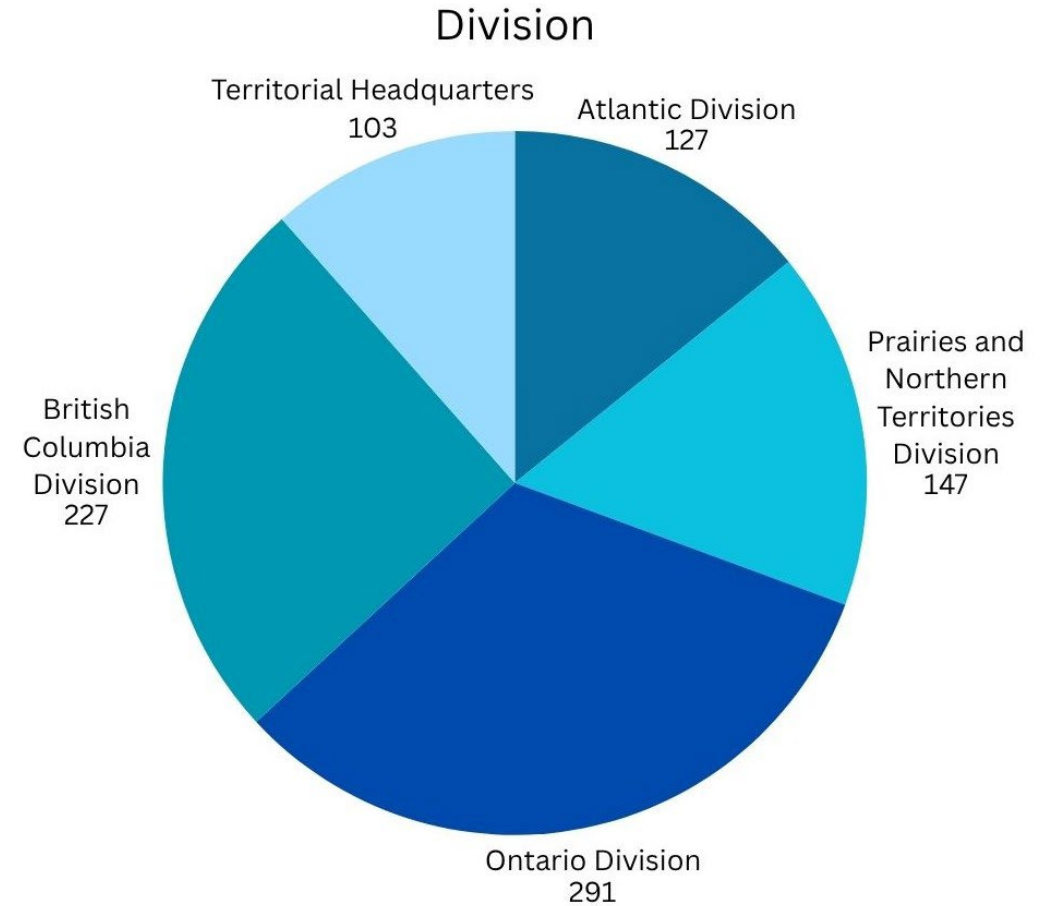
2026



Response Demographics



946 Responses



Top 10 Results

Top Personal Values	# of votes	Top Current Culture Values	# of votes	Top Desired Culture Values	# of votes
The values that best reflect who you are right now. Think about the qualities that truly represent you — the ones you bring to The Salvation Army each day.		The values that, based on your experience, best reflect how The Salvation Army currently operates in your local context.		The values that you believe are most important for The Salvation Army to reach its full potential in your context.	
Accountability	397	Christ-centred	329	Christ-centred	414
Christ-centred	368	Community Involvement	283	Accountability	389
Caring	344	Caring	254	Clear & open communication	318
Faith	298	Service	220	Empowering people	291
Respect	276	Faith	213	Community involvement	246
Empathy	274	Teamwork	191	Spiritual health	222
Integrity	238	Accountability	186	Faith	200
Commitment	224	Bureaucracy	180	Equipping people	194
Encouragement	223	Mission Focus	179	Continuous improvement	184
Family	222	Hierarchy	177	Intimacy with God	184
				Teamwork	184

Evolution of Alignment

When a particular value appears on more than one of the top ten lists, this indicates alignment. The more matches, the stronger the culture.

2018
1415 participants

2020
1418 participants

2022
726 participants

2024
706 participants

2026
946 participants

Personal & Current Culture Matches:		2018	2020	2022	2024	2026
4+	Very Good	<div style="text-align: center;"> 4 Accountability Caring Compassion Faith </div>	<div style="text-align: center;"> 4 Accountability Caring Compassion Faith </div>	<div style="text-align: center;"> 3 Accountability Caring Faith </div>	<div style="text-align: center;"> 2 Caring Faith </div>	<div style="text-align: center;"> 4 Accountability Caring Christ-centred Faith </div>
3	Good					
2	Fair					
1	Poor					
0	Very Poor					
Current & Desired Culture Matches:		2018	2020	2022	2024	2026
7+	Very Good	<div style="text-align: center;"> 5 Accountability Caring Community Involvement Compassion Teamwork </div>	<div style="text-align: center;"> 5 Accountability Community Involvement Compassion Faith Teamwork </div>	<div style="text-align: center;"> 3 Accountability Community Involvement Faith </div>	<div style="text-align: center;"> 3 Community Involvement Faith Mission Focus </div>	<div style="text-align: center;"> 5 Accountability Christ-centred Community Involvement Faith Teamwork </div>
5-6	Good					
3-4	Fair					
1-2	Poor					
0	Very Poor					

Top 20 – Expansive View

Current Culture Values		Desired Culture Values		Personal Values	
Christ-centred	329	Christ-centred	414	Accountability	397
Community involvement	283	Accountability	389	Christ-centred	368
Caring	254	Clear & open communication	318	Caring	344
Service	220	Empowering people	291	Faith	298
Faith	213	Community involvement	246	Respect	276
Teamwork	191	Spiritual health	222	Empathy	274
Accountability	186	Faith	200	Integrity	238
Bureaucracy	180	Equipping people	194	Commitment	224
Mission focus	179	Continuous improvement	184	Encouragement	223
Hierarchy	177	Intimacy with God	184	Family	222
Dignity	176	Teamwork	184	Making a difference	412
Hope	175	Adaptability	173	Leadership	207
Making a difference	171	Mission focus	172	Positive attitude	197
Diversity	170	Leading by example	169	Clear & open communication	179
Brand image	166	Transparency	166	Dignity	178
Control	146	Leadership development	165	Intimacy with God	172
Empowering people	143	Future generations	159	Spiritual health	168
Confusion	141	Caring	154	Service	167
Belonging	136	Information sharing	143	Hope	161
Encouragement	132			Balance (home/work)	156

Organizational Perspectives

Process

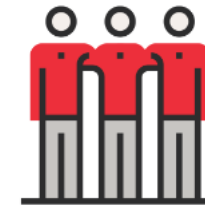
People

Purpose

	FINANCE & EFFECTIVENESS	AGILITY & INNOVATION	EMPLOYEE WELL-BEING	TRUST & ENGAGEMENT	DIRECTION & COMMUNICATION	SUSTAINABILITY & SOCIETY
Top 10 Desired Culture		Equipping People Continuous Improvement	Spiritual Health Faith	Accountability Clear & Open Communication Empowering People Intimacy With God Teamwork		Christ-centred Community Involvement
Top 10 Current Culture	Bureaucracy		Caring Faith	Teamwork Accountability	Mission Focus Hierarchy	Christ-centred Community Involvement Service

Territorial Values

Of the four territorial core values, only service appeared among the top values experienced in the day-to-day culture. However, service also saw a 12% decrease in votes from the current to the desired culture. This suggests this value is already deeply ingrained in the culture. Similarly, dignity and hope saw a 5% decrease in votes. In contrast, stewardship saw a 2% increase in votes. This suggests a growing desire to focus attention on this territorial core value.



Dignity



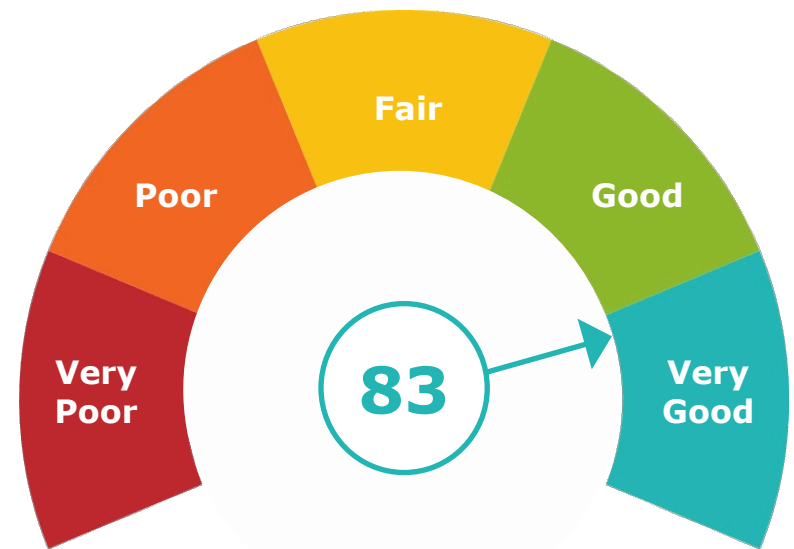
Hope



Service



Stewardship



Culture Score

The Culture Score is a benchmark metric reflecting the health and strength of a culture. The Salvation Army's score is 83. This points to strong alignment of mission partners' personal values, the culture as it is experienced in the day-to-day, and the desired future. All are pulling in the same direction.

Summary of Results

Overall, survey results show strong alignment between personal values, the current culture, and the desired future.

At the heart of the culture are values like being Christ-centred, caring for others, accountability, faith, and close relationships. These aren't just words. These values are visible in how mission partners serve, support one another, and live out the territorial mission. This creates a stable foundation and a shared sense of identity and purpose.

At the same time, some challenges are holding people back. Bureaucracy, hierarchy, and limited autonomy can slow decision-making and make communication feel constrained. These barriers can lead to hesitation, reduced confidence in taking initiative, and siloed efforts.

Service stands out as a strong part of the current culture, even though it appears less frequently in the desired culture—likely because it is already well established. Dignity and hope show a similar pattern. Stewardship, however, has slightly increased in importance in the desired culture, suggesting a growing desire to focus attention on this core value.

Looking ahead, mission partners are asking for greater trust, transparency, and empowerment. Clear and open communication, shared ownership, and investing in people's growth stand out as priorities. Mission partners want to experience a culture where people feel trusted, supported, and equipped to contribute fully.



Next Steps

As an individual:

What commitments can you make personally to help strengthen organizational culture?

As a team:

How will you help strengthen organizational culture? Remember to celebrate strengths, as well as consider what can be improved.

Identify practical steps you can take to strengthen the culture in your ministry context. What steps can you take in the next month? 6 months? A year?

For facilitated discussion of the survey results, support around the territorial values, or values-based workshops, please contact:

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