



Barrett Values Centre

Government Department Example

Prepared by:

Barrett Values Centre



Government Department Example (64)

Personal & Current Culture Alignment

Values Matches: 0

- 3 or more. People are able to bring themselves to work.
- 1-2. People are somewhat able to bring themselves to work.
- 0. People are not able to bring themselves to work. Look to blue values in Desired Culture for guidance, if any.

Current & Desired Culture Alignment

Values Matches: 3

- 6 or more. Excellent, strong, healthy culture.
- 4-5, good. Group is on the right track.
- 2-3, fair. Group is somewhat on the right track. More work needs to be done.
- 0-1, poor. Group is unhappy or frustrated, wants to see changes or take a new direction.

Limiting Values: 5

- 0. This group does not operate from the basis of fear.
- 1-2. May be some element of fear behind how decisions are made or how people are managed.
- 3+. Fear is a factor in how this group operates or is managed.

bureaucracy, lack of resources, job insecurity, caution, confusion

Cultural Entropy: 32%

- 0-10%. Healthy functioning.
- 11%-20%. Some problems requiring careful monitoring.
- 21%-30%. Significant problems requiring immediate attention.
- 31%-40%. Serious situation requiring immediate leadership intervention and changes.
- 41%+. Critical situation requiring leadership changes to avoid organisational failure.

NEW VALUES TO FOCUS ON

Any values shown in blue are values that are important to the individuals who work for the group and are requested in the Desired Culture but are not showing in the top values of the Current Culture. How can you support your staff to bring these values and strengths to work so that they and the group would derive further benefit from them?

Any Desired Culture values shown in black are entirely new requests. They do not show in the Personal or Current Culture. To what extent are these values positive new requests, or maybe a reaction to something that is not happening or is unhealthy in the Current Culture? What themes do you notice with these new values? Open a dialogue with these people to gain a deeper understanding.



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Level	Personal Values (PV)	Current Culture Values (CC)	Desired Culture Values (DC)	
7				
6			● ●	
5	● ● ● ● ● ●			
4	● ●	●	● ● ● ●	
3	●	● ● ● ○ ○	● ● ●	
2	●			
1		● ○ ○ ○	●	
	IRS (P)=7-3-0 IRS (L)=0-0-0	IROS (P)=0-1-4-0 IROS (L)=1-0-4-0	IROS (P)=2-2-6-0 IROS (L)=0-0-0-0	
Matches	balance (home/work)	30 4(I)	bureaucracy (L) 31 3(O)	professionalism 29 3(O)
	honesty	23 5(I)	lack of resources (L) 31 1(O)	accountability 26 4(R)
	integrity	23 5(I)	job insecurity (L) 28 1(O)	excellence 25 3(I)
	adaptability	20 4(I)	organisational growth 24 1(O)	leadership 24 6(O)
	commitment	18 5(I)	caution (L) 21 1(I)	balance (home/work) 23 4(O)
	respect	18 2(R)	quality 20 3(O)	continuous improvement 22 4(O)
	humour/ fun	17 5(I)	accountability 19 4(R)	teamwork 20 4(R)
	achievement	16 3(I)	confusion (L) 18 3(O)	organisational growth 19 1(O)
	fairness	16 5(R)	professionalism 18 3(O)	achievement 18 3(I)
	trust	16 5(R)	results orientation 18 3(O)	employee fulfilment 18 6(O)

Cultural Entropy:
Current Culture
32%

PV - CC 0
CC - DC 3
PV - DC 2

Black Underline = PV & CC
Orange = PV, CC & DC

Orange = CC & DC
Blue = PV & DC

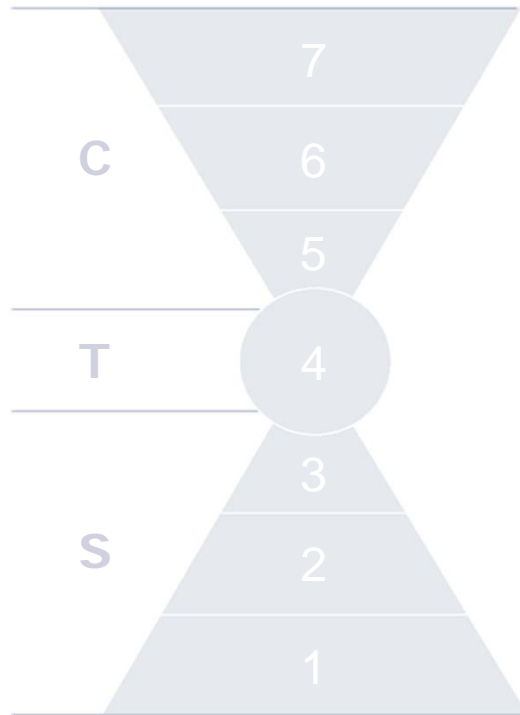
P = Positive
L = Potentially Limiting (white circle)

I = Individual
R = Relationship

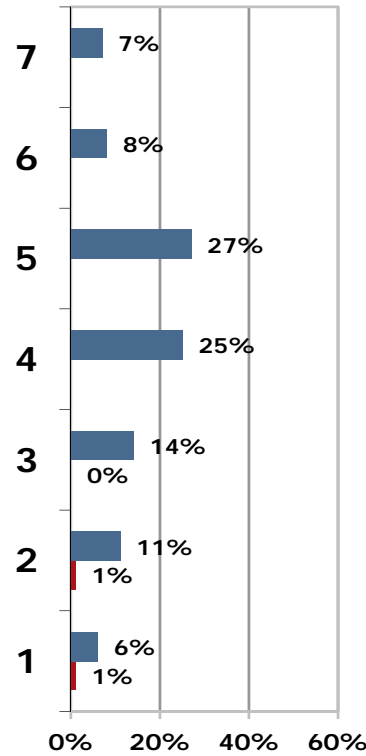
O = Organisational
S = Societal



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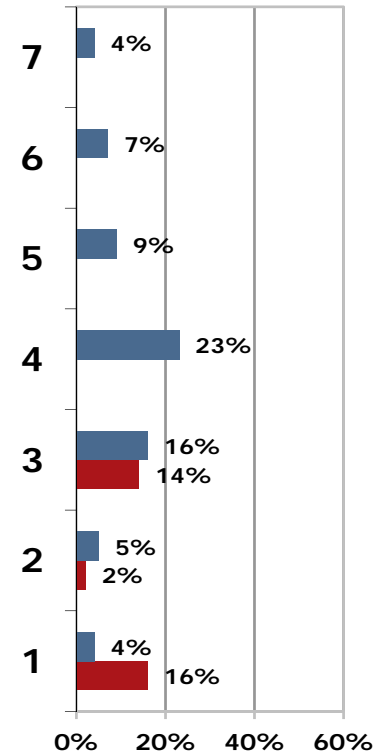


Personal Values



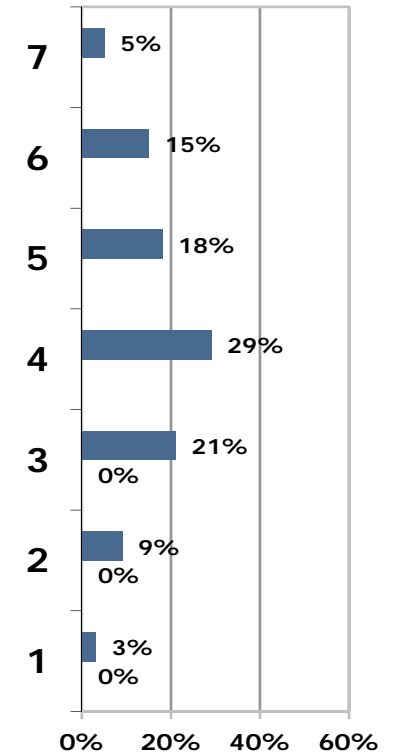
CTS = 42-25-33
Cultural Entropy = 2%

Current Culture Values



CTS = 20-23-57
Cultural Entropy = 32%

Desired Culture Values



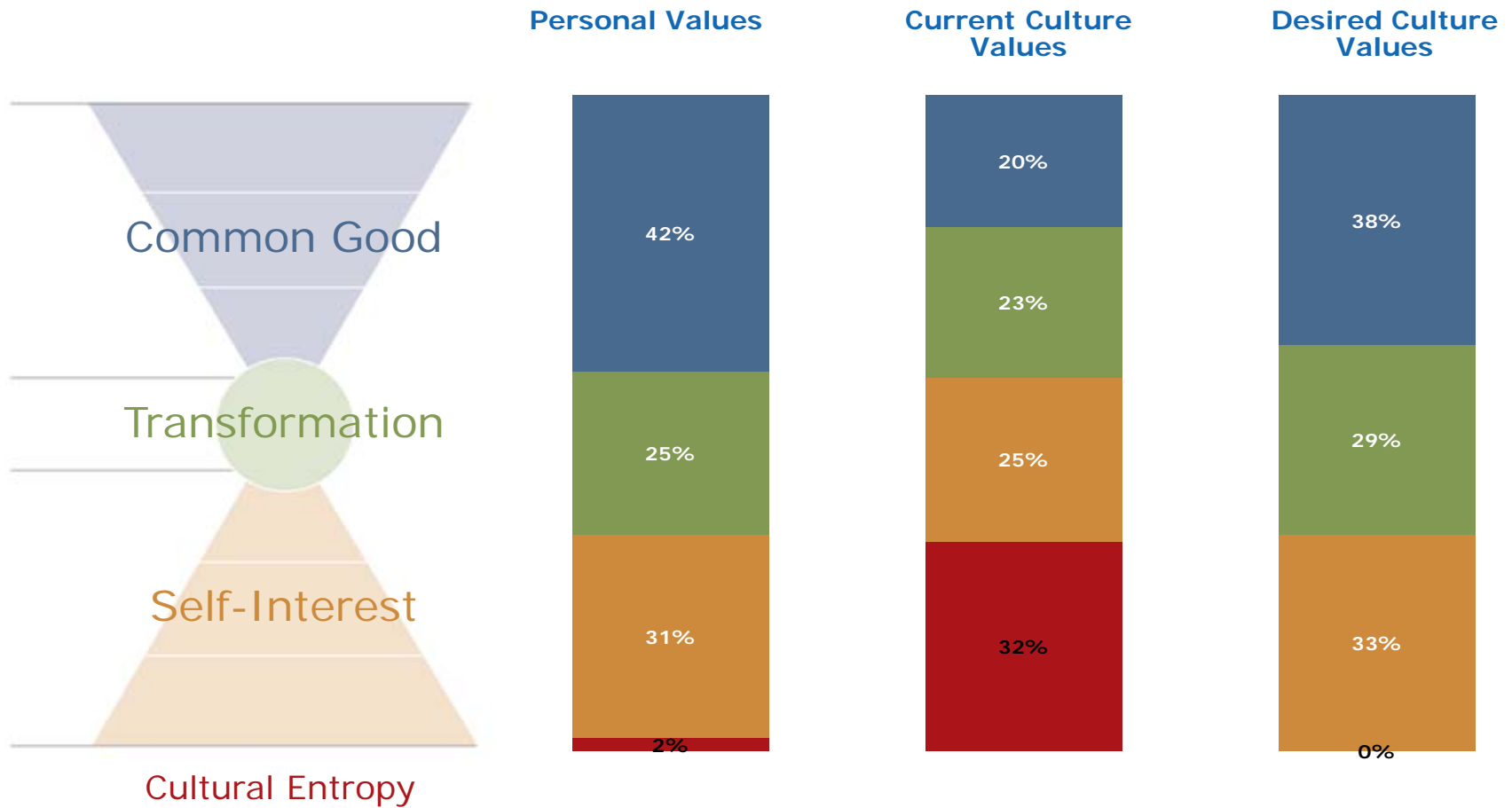
CTS = 38-29-33
Cultural Entropy = 0%

C = Common Good
 T = Transformation
 S = Self-Interest

■ Positive Values
 ■ Potentially Limiting Values



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Cultural Entropy Report

This depicts the number of potentially limiting values per level in the Current Culture that were chosen by the survey participants. These represent all the potentially limiting values that were chosen and so may not be included in the top ten values on the Values Plot. Potentially limiting values are found only at levels 1, 2 and 3. This is a reflection of the degree of disorder within a system.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	bureaucracy (31) confusion (18) hierarchy (14) silo mentality (14) long hours (8) information hoarding (3) power (3)	14% of total votes
2	blame (3) empire building (3) manipulation (3) internal competition (1)	2% of total votes
1	lack of resources (31) job insecurity (28) caution (21) control (9) short-term focus (9) cost reduction (2) exploitation (1)	16% of total votes
Total	202 out of 640	32% of total votes

This level of cultural entropy reflects serious problems requiring cultural and structural transformation, leadership development and coaching.

It is important to reduce the level of cultural entropy to improve performance.



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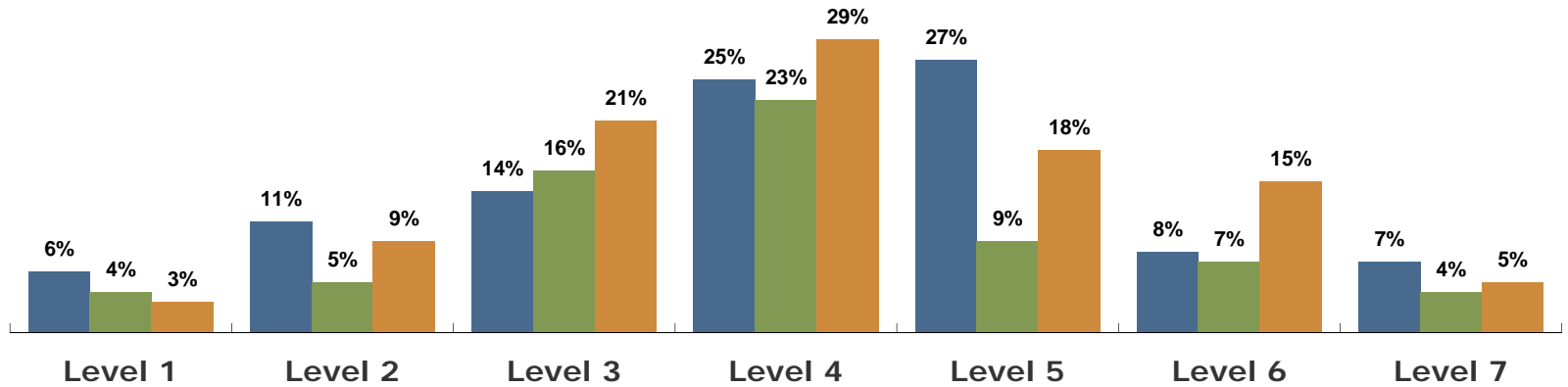
Values Jumps

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in **bold** are represented in the Desired Culture.

Value	Current Culture Votes	Desired Culture Votes	Jump
excellence	7	25	18
employee fulfilment	0	18	18
leadership	9	24	15
people matter	2	15	13
professionalism	18	29	11
empowerment	1	12	11
teamwork	10	20	10
efficiency	4	14	10
balance (home/work)	14	23	9
coaching/ mentoring	0	9	9
trust	0	9	9



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Desired Culture Values			professionalism excellence achievement	accountability balance (home/work) continuous improvement teamwork		leadership employee fulfilment	
Values Jumps			efficiency	people matter empowerment	trust	coaching/ mentoring	

Personal Values ■

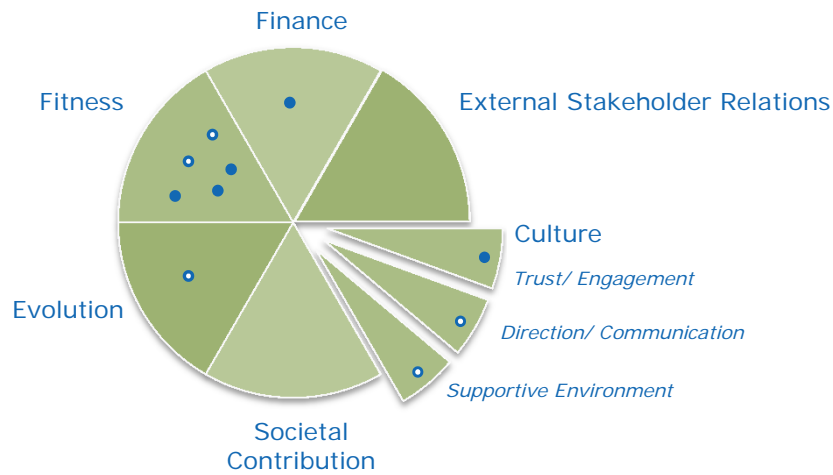
Current Culture Values ■

Desired Culture Values ■

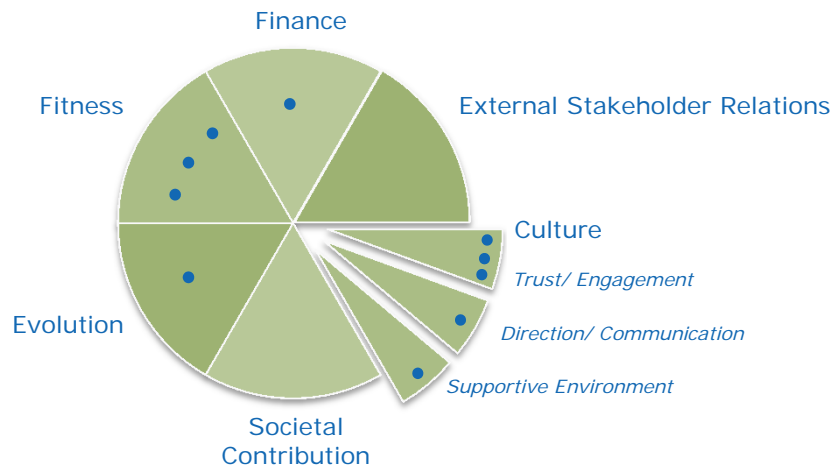


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Current Culture Values



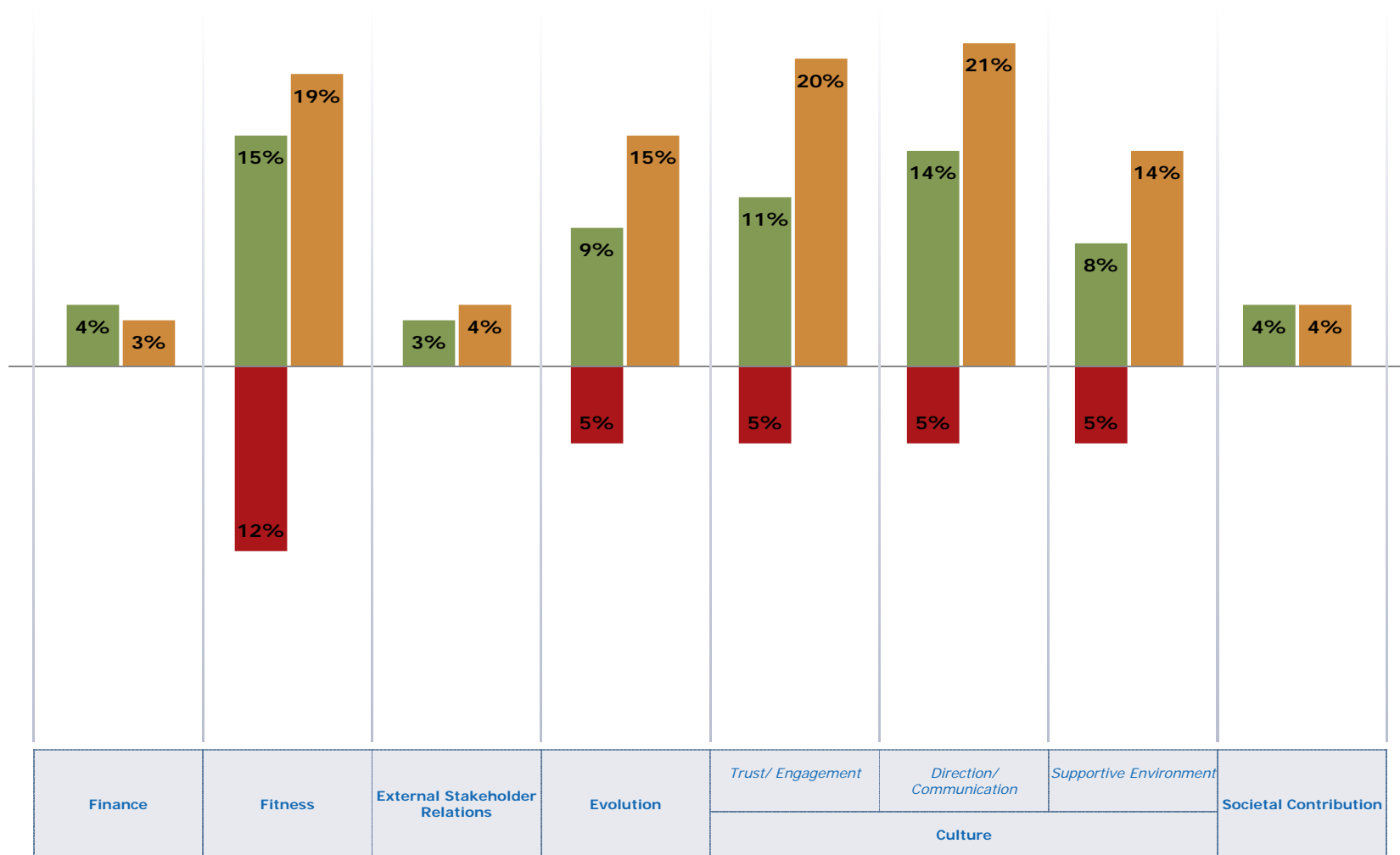
Desired Culture Values



		Current Culture	Desired Culture
	Finance	organisational growth	organisational growth
	Fitness	bureaucracy (L) lack of resources (L) quality professionalism results orientation	professionalism excellence achievement
	External Stakeholder Relations		
	Evolution	caution (L)	continuous improvement
Culture	Trust/Engagement	accountability	accountability teamwork employee fulfilment
	Direction/Communication	confusion (L)	leadership
	Supportive Environment	job insecurity (L)	balance (home/work)
	Societal Contribution		



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Positive Values - Current Culture ■

Cultural Entropy: Current Culture ■

Positive Values - Desired Culture ■