



Barrett Values Centre

IT Sector Example

Prepared by:

Barrett Values Centre



IT Sector Example (120)

Personal & Current Culture Alignment

Values Matches: 1

- 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: 4

- 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: 4

- 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, cost reduction, short-term focus, hierarchy

Cultural Entropy: 26%

- 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.

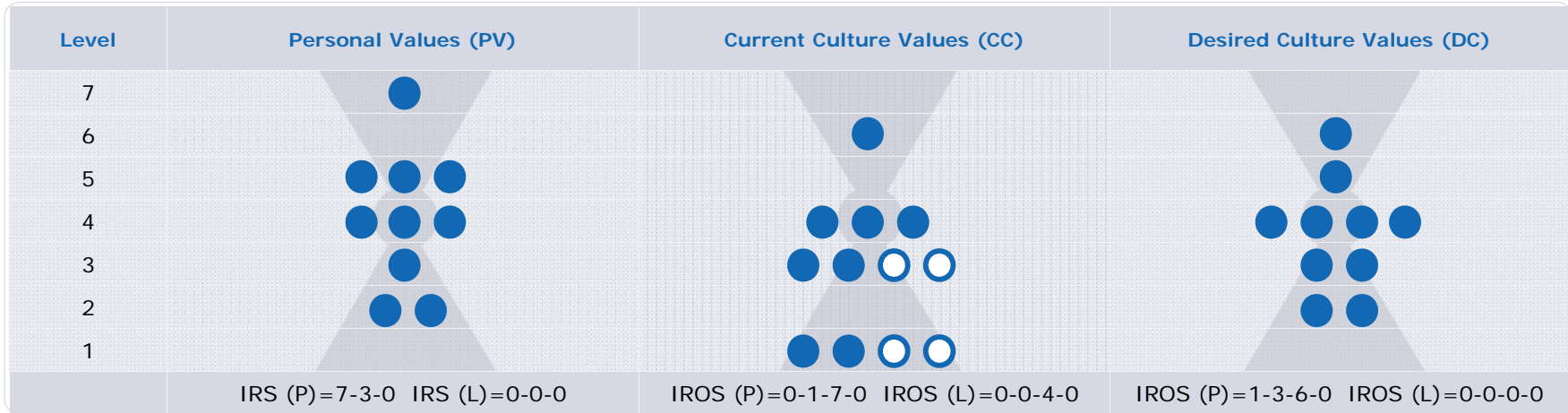
NEW VALUES TO FOCUS ON

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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Matches									
PV - CC 1 CC - DC 4 PV - DC 2	commitment	64	5(I)	<i>teamwork</i>	47	4(R)	<i>continuous improvement</i>	53	4(O)
	responsibility	57	4(I)	bureaucracy (L)	44	3(O)	<i>continuous learning</i>	45	4(O)
	honesty	53	5(I)	profit	42	1(O)	quality	44	3(O)
	<i>continuous learning</i>	50	4(I)	organisational growth	40	1(O)	<i>leadership development</i>	38	6(O)
	<i>adaptability</i>	42	4(I)	cost reduction (L)	38	1(O)	open communication	38	2(R)
	ethics	38	7(I)	short-term focus (L)	37	1(O)	professional growth	38	3(O)
	friendship	37	2(R)	results orientation	33	3(O)	employee recognition	37	2(R)
	cooperation	36	5(R)	<i>continuous improvement</i>	27	4(O)	<i>adaptability</i>	35	4(I)
	family	36	2(R)	<i>continuous learning</i>	26	4(O)	staff engagement	35	5(O)
Cultural Entropy: Current Culture 26%	logic	36	3(I)	hierarchy (L)	25	3(O)	<i>teamwork</i>	33	4(R)
				<i>leadership development</i>	25	6(O)			
				productivity	25	3(O)			

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

Orange = CC & DC
Blue = PV & DC

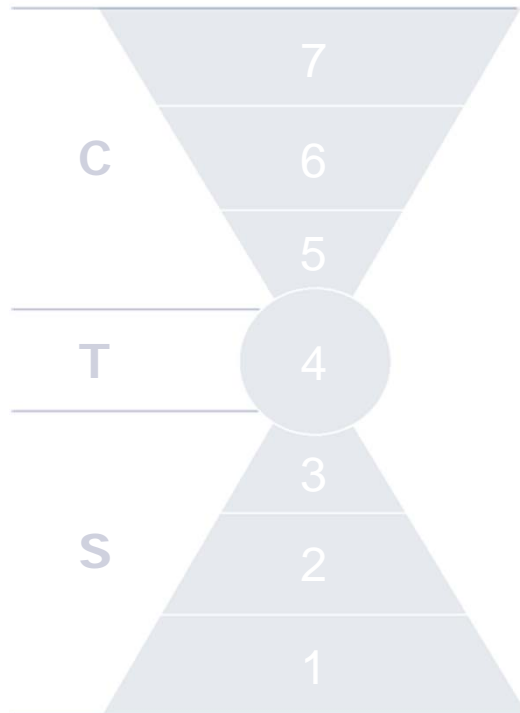
P = Positive
 L = Potentially Limiting (white circle)

I = Individual
 R = Relationship

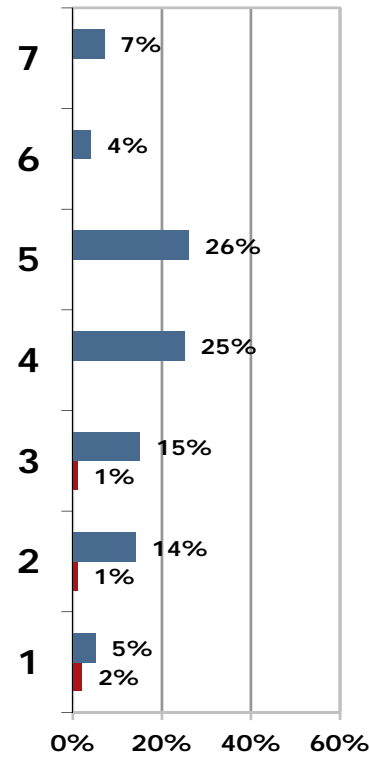
O = Organisational
 S = Societal



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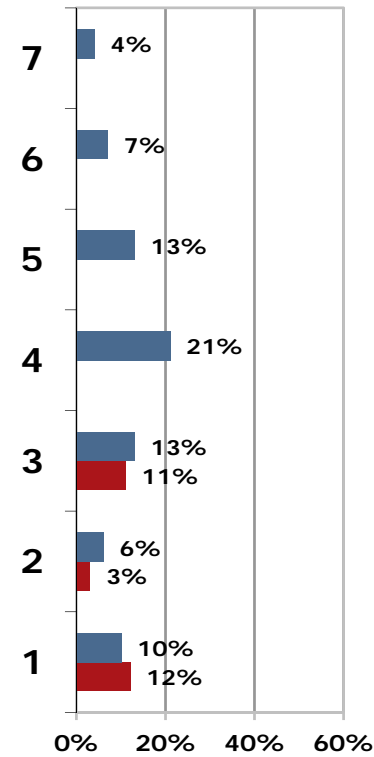


Personal Values



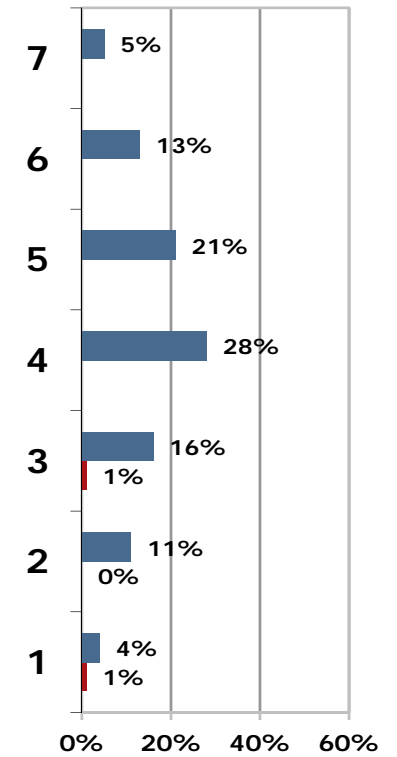
CTS = 37-25-38
Cultural Entropy = 4%

Current Culture Values



CTS = 24-21-55
Cultural Entropy = 26%

Desired Culture Values



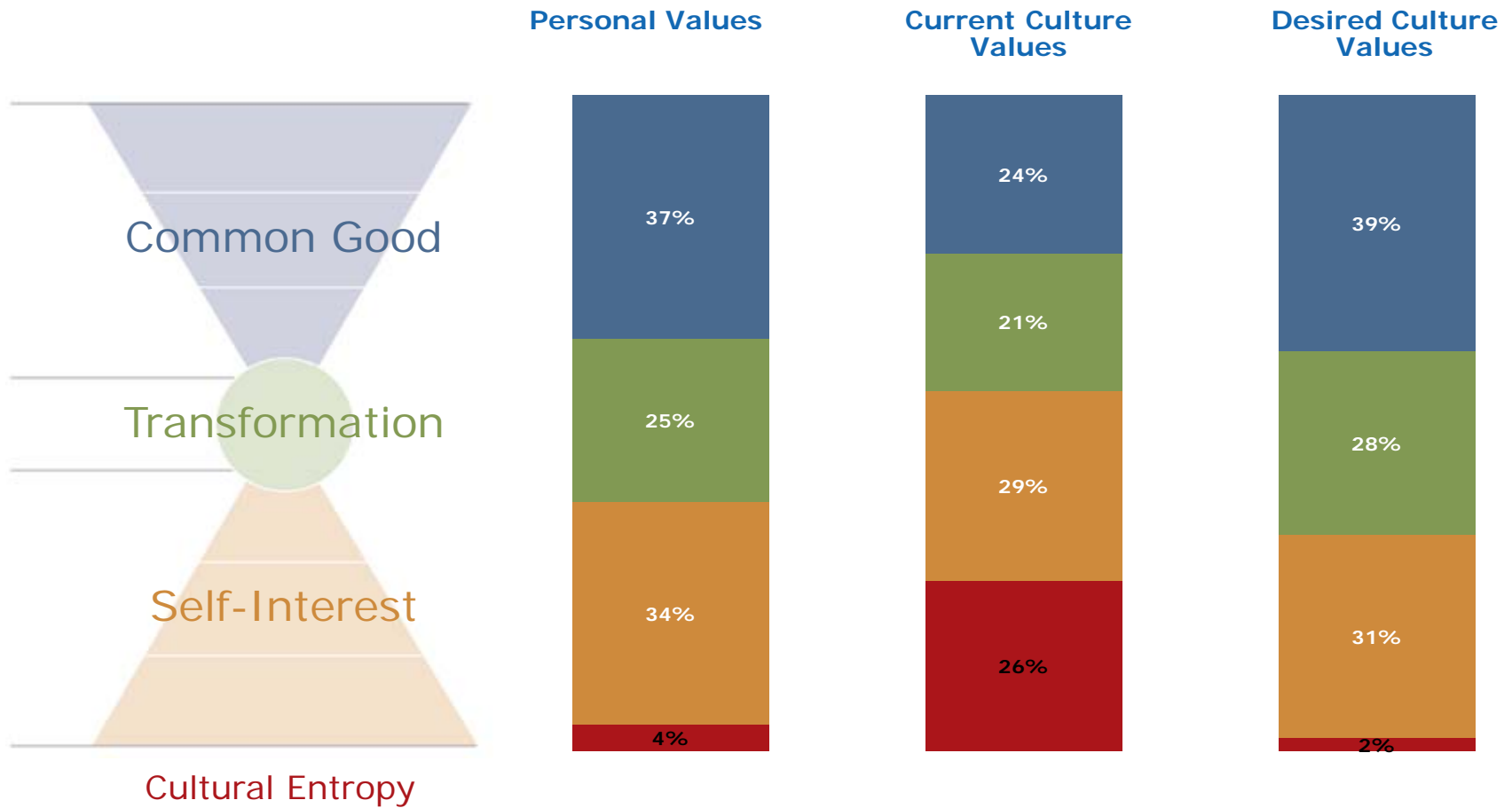
CTS = 39-28-33
Cultural Entropy = 2%

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 (44) hierarchy (25) confusion (22) silo mentality (18) information hoarding (11) long hours (5) power (5)	11% of total votes
2	internal competition (21) blame (8) manipulation (8) empire building (4)	3% of total votes
1	cost reduction (38) short-term focus (37) job insecurity (22) control (18) caution (17) exploitation (6)	12% of total votes
Total	309 out of 1200	26% of total votes

This level of cultural entropy reflects significant issues requiring cultural and structural transformation and leadership coaching.

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



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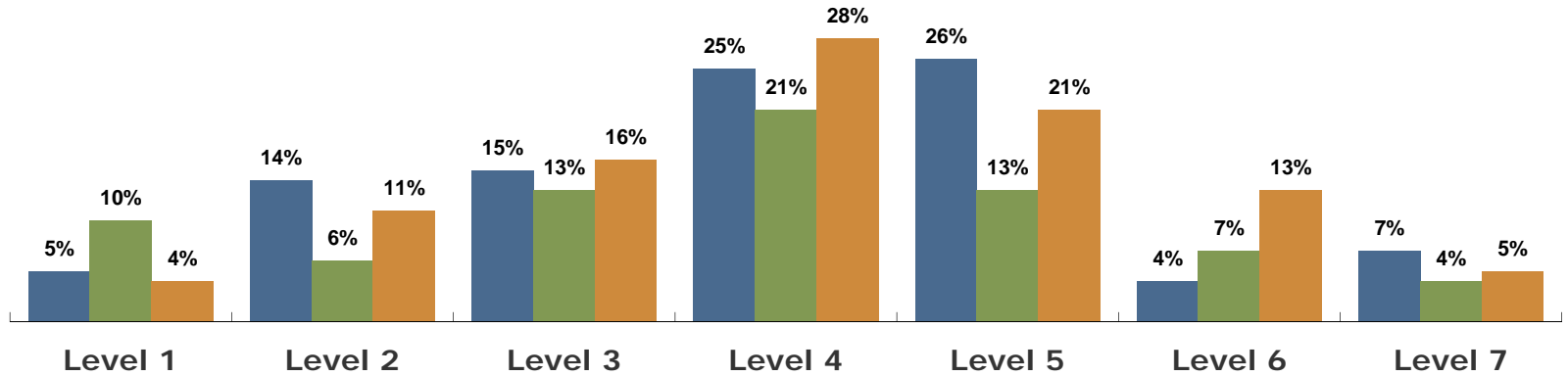
Values Jumps

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
employee recognition	5	37	32
professional growth	11	38	27
continuous improvement	27	53	26
innovation	3	29	26
transparency	6	31	25
staff engagement	12	35	23
quality	22	44	22
coaching/ mentoring	5	25	20
continuous learning	26	45	19
open communication	20	38	18
employee fulfilment	0	18	18



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Desired Culture Values		open communication employee recognition	quality professional growth	continuous improvement continuous learning adaptability teamwork	staff engagement	leadership development	
Values Jumps				innovation	transparency	coaching/ mentoring employee fulfilment	

Personal Values ■

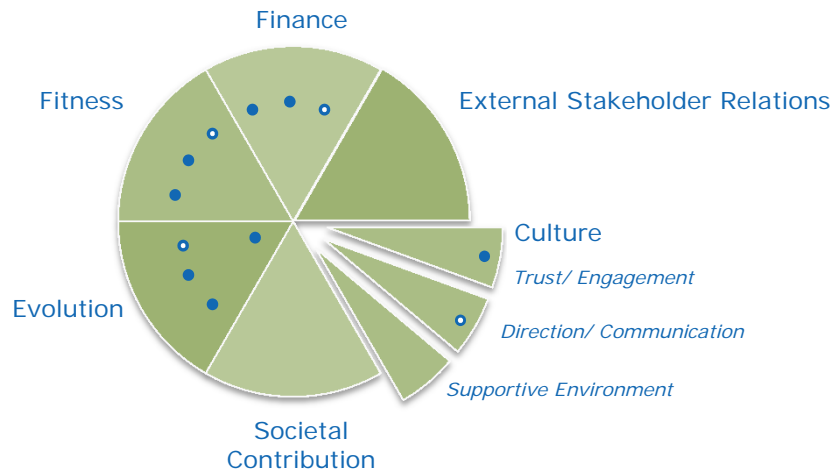
Current Culture Values ■

Desired Culture Values ■

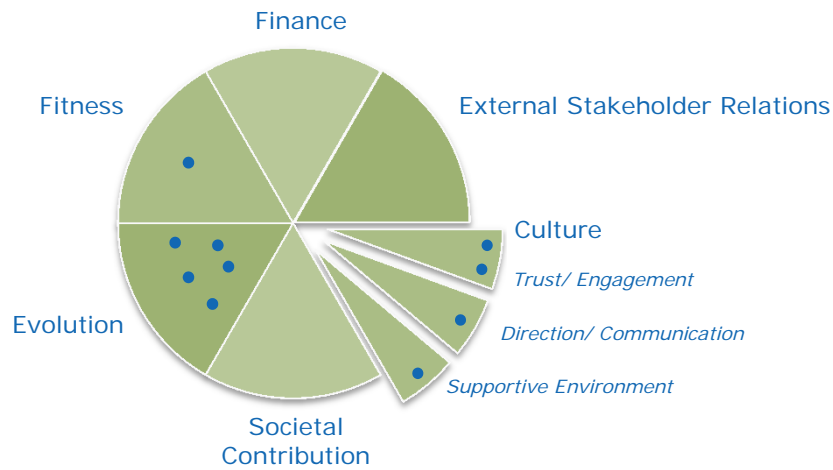


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Current Culture Values



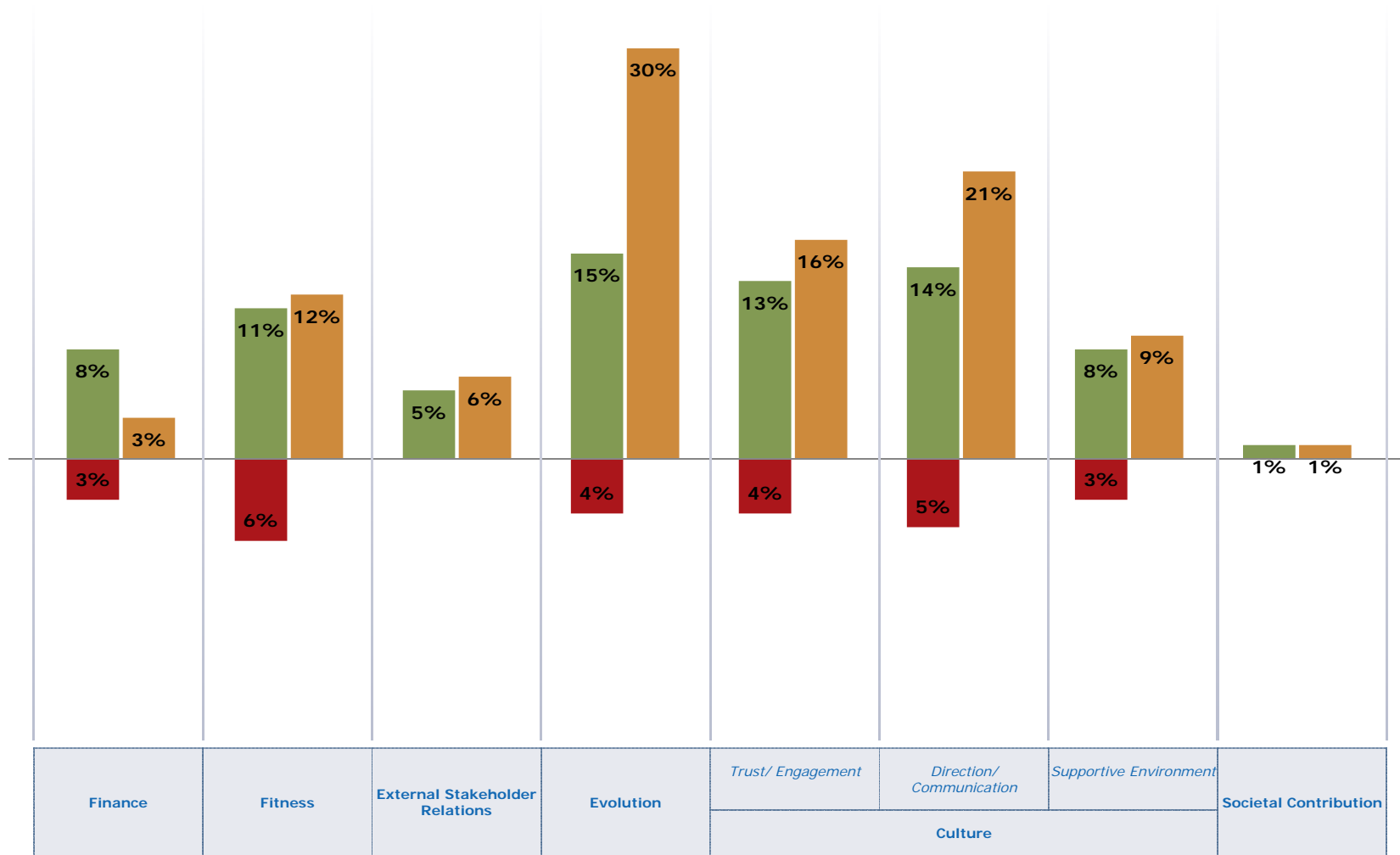
Desired Culture Values



		Current Culture	Desired Culture
Finance		profit	
		organisational growth cost reduction (L)	
Fitness		bureaucracy (L)	quality
		results orientation productivity	
External Stakeholder Relations			
Evolution		short-term focus (L)	continuous improvement
		continuous improvement	continuous learning
		continuous learning	leadership development
		leadership development	professional growth adaptability
Culture	Trust/ Engagement	teamwork	staff engagement teamwork
	Direction/ Communication	hierarchy (L)	open communication
	Supportive Environment		employee recognition
Societal Contribution			



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Positive Values - Current Culture ■
 Cultural Entropy: Current Culture ■
 Positive Values - Desired Culture ■