



Barrett Values Centre

## Insurance Example

Prepared by:

Barrett Values Centre



# Insurance Example (1113)

## Personal & Current Culture Alignment

### Values Matches: 2

- 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: 1

- 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.

## **cost reduction**

## Cultural Entropy: 14%

- 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 organizational failure.

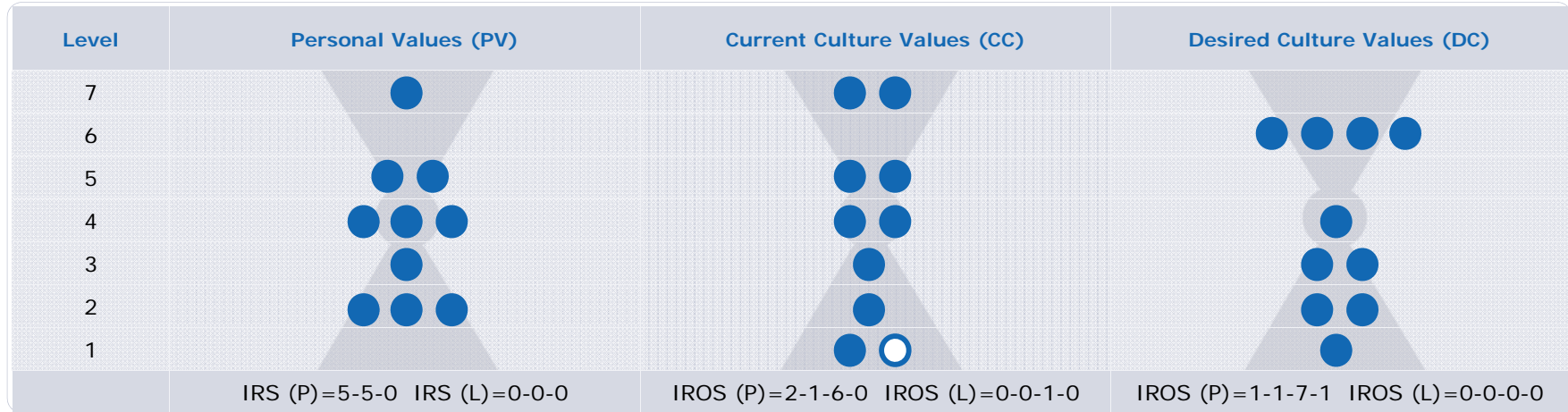
## **NEW VALUES TO FOCUS ON**

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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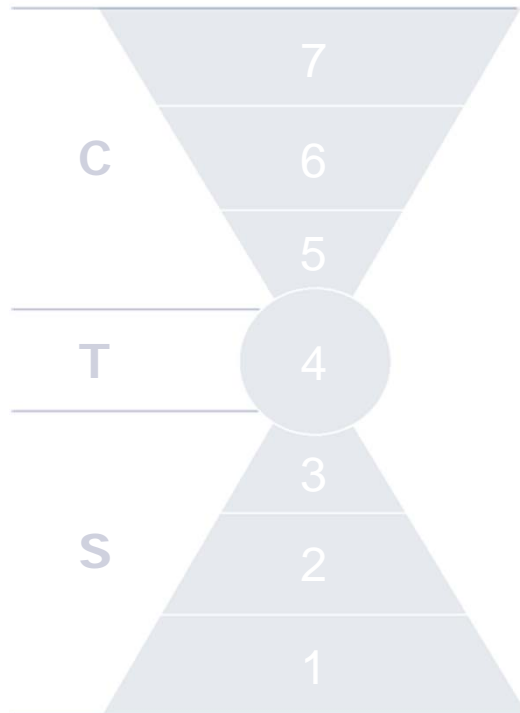
Matches	PV - CC 2	CC - DC 3	PV - DC 1	Value	Count	Category	Value	Count	Category		
	<u>commitment</u>			796	5(I)	<i>organizational growth</i>	513	1(O)	<u>professional growth</u>	535	3(O)
	team spirit			559	4(R)	mission focus	484	4(O)	employee recognition	472	2(R)
	accountability			540	4(R)	<u>ethics</u>	412	7(O)	<i>organizational growth</i>	394	1(O)
	honesty			466	5(I)	vision	344	7(O)	<i>continuous improvement</i>	370	4(O)
	<u>professional growth</u>			459	3(I)	transparency	318	5(R)	well-being (physical/ emotional/ mental/ spiritual)	325	6(I)
	<u>ethics</u>			431	7(I)	<i>customer satisfaction</i>	310	2(O)	employee fulfillment	281	6(O)
	family			428	2(R)	cost reduction (L)	308	1(O)	brand image	277	3(O)
	knowledge seeking			423	4(I)	achievement	306	3(I)	<i>customer satisfaction</i>	272	2(O)
	respect			323	2(R)	<i>continuous improvement</i>	276	4(O)	<u>customer satisfaction</u>	270	6(S)
	friendship			319	2(R)	<u>commitment</u>	256	5(I)	leadership development	268	6(O)

Cultural Entropy:  
Current Culture  
14%

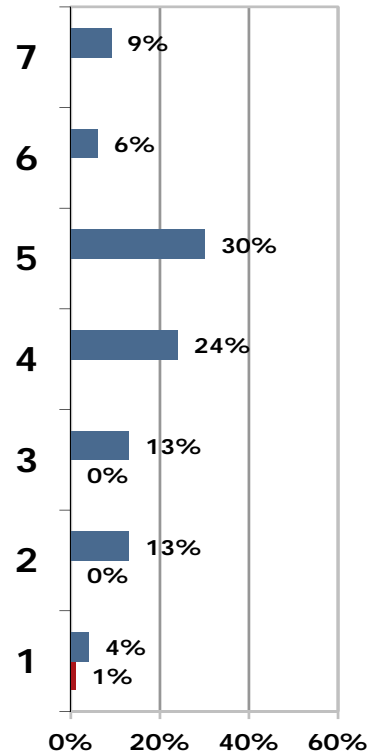
Black Underline = PV & CC      *Orange* = CC & DC      P = Positive      I = Individual      O = Organizational  
*Orange* = PV, CC & DC      *Blue* = PV & DC      L = Potentially Limiting (white circle)      R = Relationship      S = Societal



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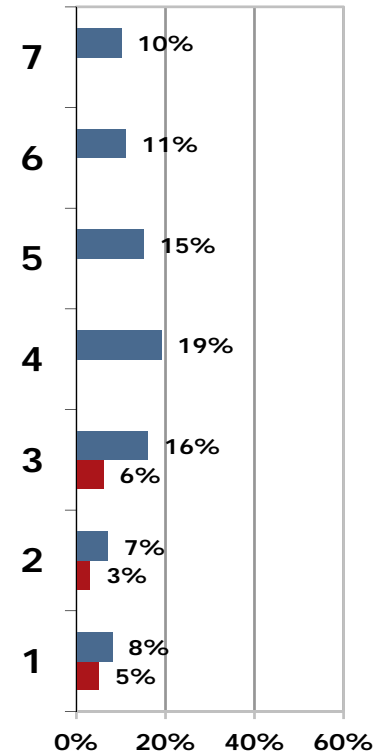


**Personal Values**



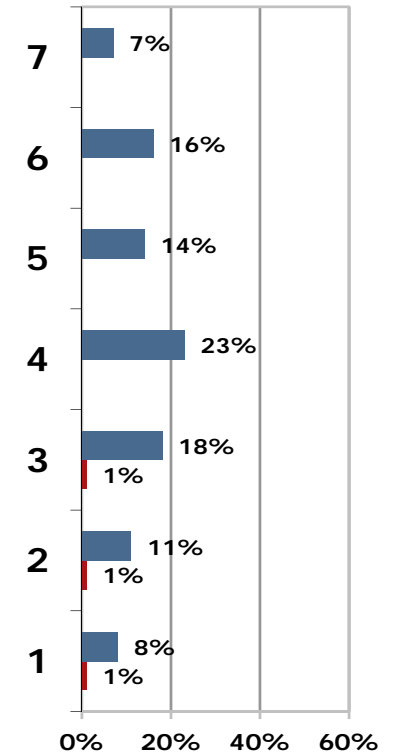
CTS = 45-24-31  
**Cultural Entropy = 1%**

**Current Culture Values**



CTS = 36-19-45  
**Cultural Entropy = 14%**

**Desired Culture Values**



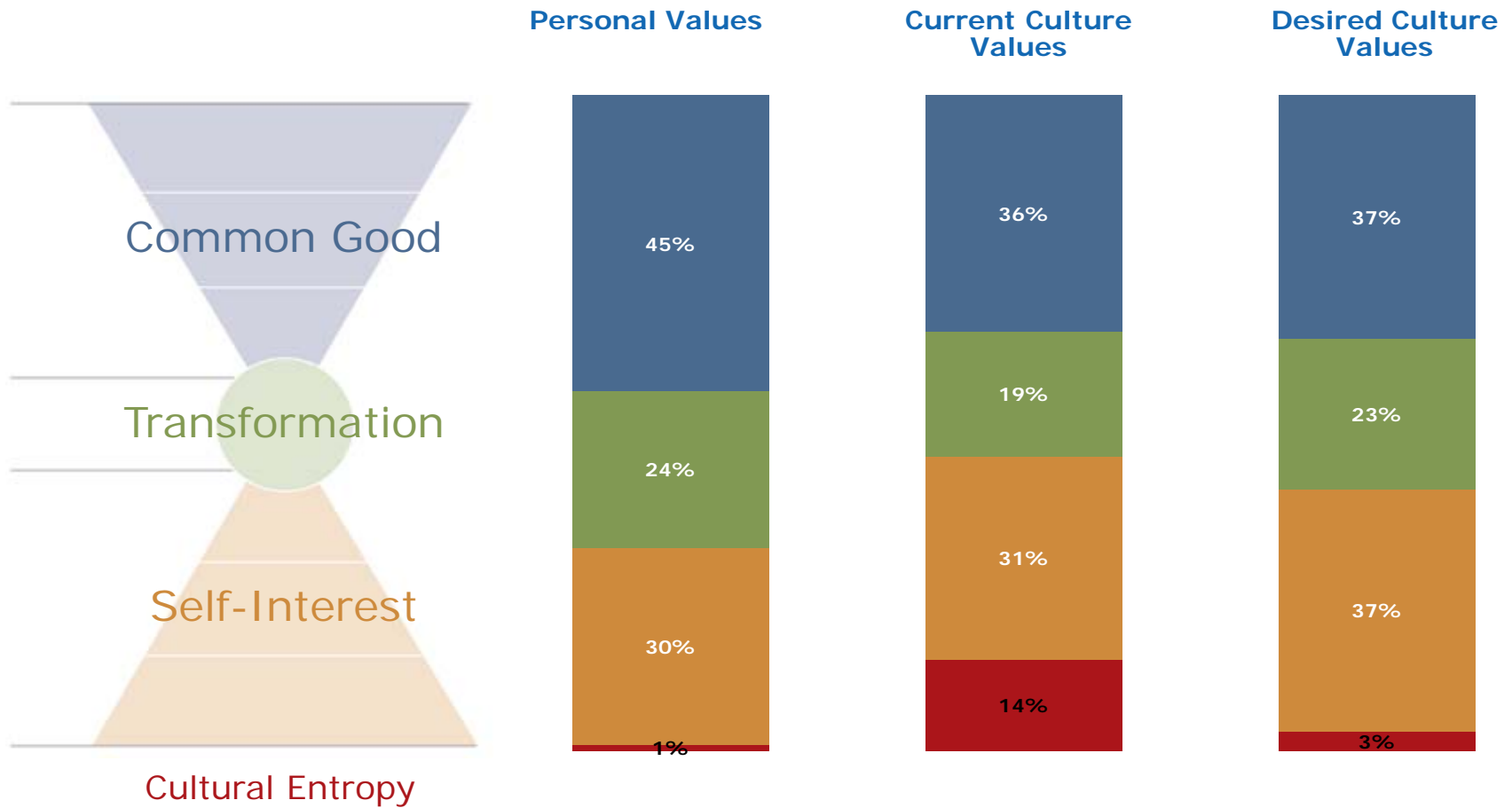
CTS = 37-23-40  
**Cultural Entropy = 3%**

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 (178) hierarchy (115) long hours (97) political (81) confusion (64) power (47) information hoarding (28) silo mentality (28)	6% of total votes
2	demanding (138) internal competition (85) empire building (42) blame (35) manipulation (24)	3% of total votes
1	cost reduction (308) control (106) short-term focus (65) caution (62) job insecurity (38) exploitation (20)	5% of total votes
Total	1561 out of 11130	14% of total votes

**This level of cultural entropy reflects issues requiring cultural or structural adjustment.**

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



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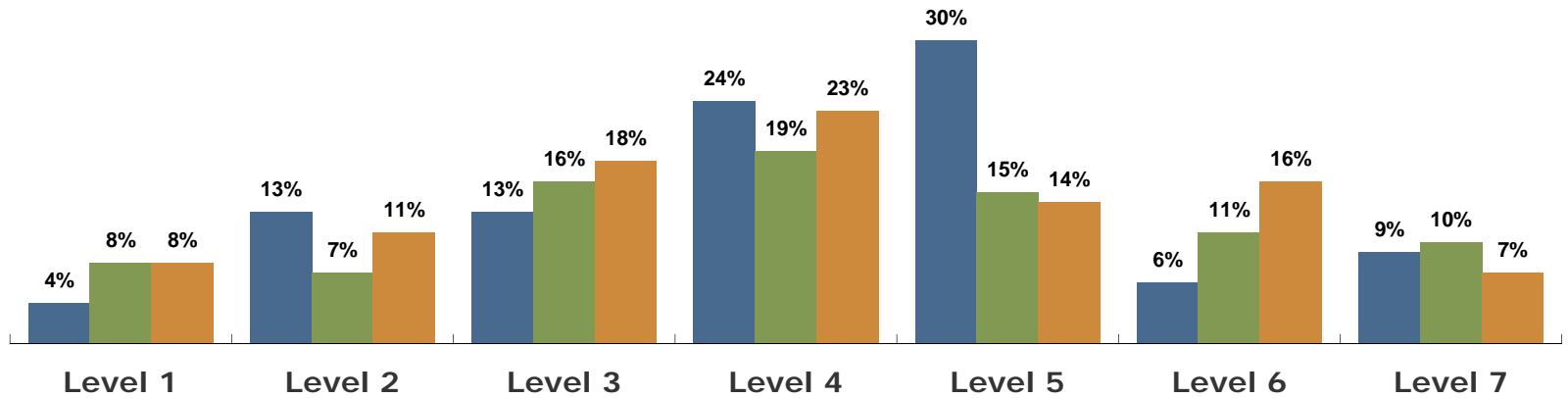
### Values Jumps

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
<b>employee recognition</b>	<b>86</b>	<b>472</b>	<b>386</b>
<b>professional growth</b>	<b>158</b>	<b>535</b>	<b>377</b>
<b>employee fulfillment</b>	<b>28</b>	<b>281</b>	<b>253</b>
personal growth	37	192	155
<b>well-being (physical/ emotional/ mental/ spiritual)</b>	<b>192</b>	<b>325</b>	<b>133</b>
equality	32	160	128
fairness	28	132	104
<b>leadership development</b>	<b>165</b>	<b>268</b>	<b>103</b>
future generations	25	128	103
<b>making a difference</b>	<b>169</b>	<b>270</b>	<b>101</b>



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Desired Culture Values		employee recognition customer satisfaction	professional growth brand image	continuous improvement		well-being (physical/ emotional/ mental/ spiritual) employee fulfillment making a difference leadership development	
Values Jumps				personal growth equality			

Personal Values ■

Current Culture Values ■

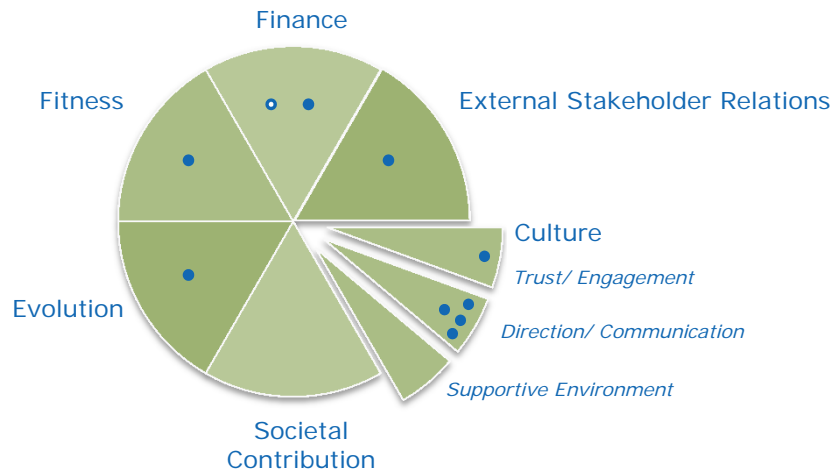
Desired Culture Values ■



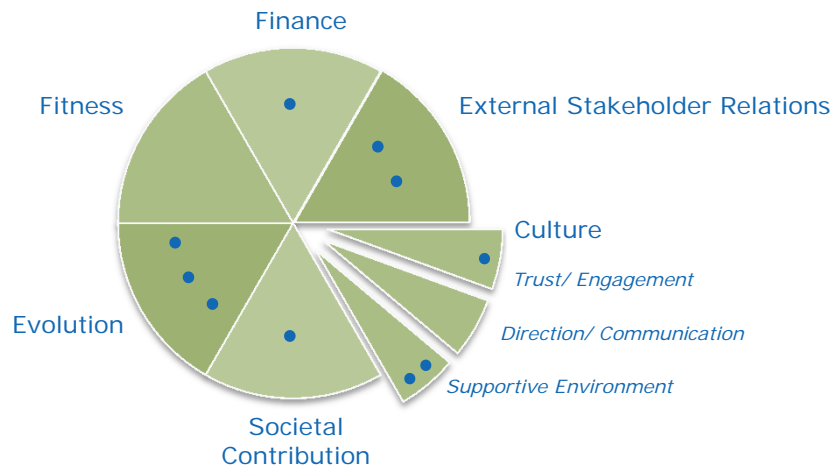


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## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture
	<b>Finance</b>	organizational growth cost reduction (L)	organizational growth
	<b>Fitness</b>	achievement	
	<b>External Stakeholder Relations</b>	customer satisfaction	brand image customer satisfaction
	<b>Evolution</b>	continuous improvement	professional growth continuous improvement leadership development
<b>Culture</b>	<b>Trust/ Engagement</b>	commitment	employee fulfillment
	<b>Direction/ Communication</b>	mission focus ethics vision transparency	
	<b>Supportive Environment</b>		employee recognition well-being (physical/ emotional/ mental/ spiritual)
<b>Societal Contribution</b>			making a difference



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