



Barrett Values Centre

Municipal Agency Example

Prepared by:

Barrett Values Centre



Municipal Agency Example (414)

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: 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: 2

- 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, silo mentality

Cultural Entropy: 20%

- 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.

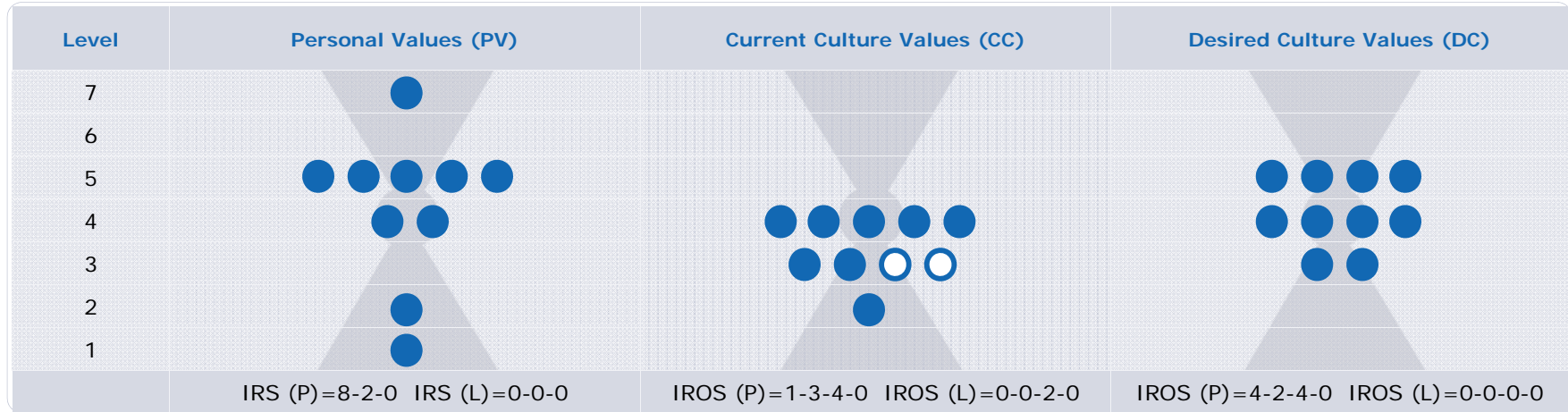
NEW VALUES TO FOCUS ON

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 3 PV - DC 4 Cultural Entropy: Current Culture 20%	<u>responsibility</u>	298	4(I)	bureaucracy (L)	154	3(O)	<u>responsibility</u>	200	4(I)
	honesty	247	5(I)	teamwork	135	4(R)	honesty	170	5(I)
	cooperation	187	5(R)	<u>responsibility</u>	129	4(I)	teamwork	166	4(R)
	self-discipline	176	1(I)	<u>goals orientation</u>	107	4(O)	professionalism	159	3(O)
	family	126	2(R)	loyalty	104	2(R)	<u>goals orientation</u>	129	4(O)
	ethics	111	7(I)	results orientation	98	3(O)	efficiency	128	3(O)
	<u>integrity</u>	110	5(I)	information sharing	97	4(O)	<u>integrity</u>	120	5(I)
	<u>commitment</u>	103	5(I)	silo mentality (L)	94	3(O)	fairness	110	5(R)
	humour/ fun	101	5(I)	accountability	88	4(R)	<u>commitment</u>	108	5(I)
	adaptability	99	4(I)	brand image	88	3(O)	innovation	107	4(O)

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

Orange = CC & DC
Blue = PV & DC

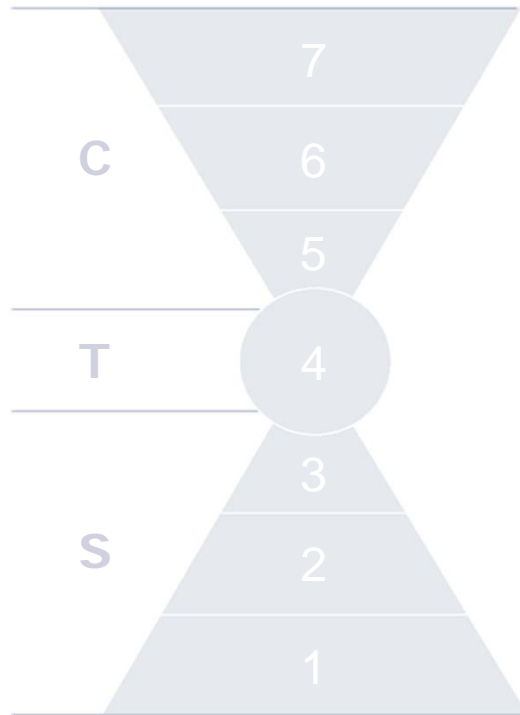
P = Positive
 L = Potentially Limiting (white circle)

I = Individual
 R = Relationship

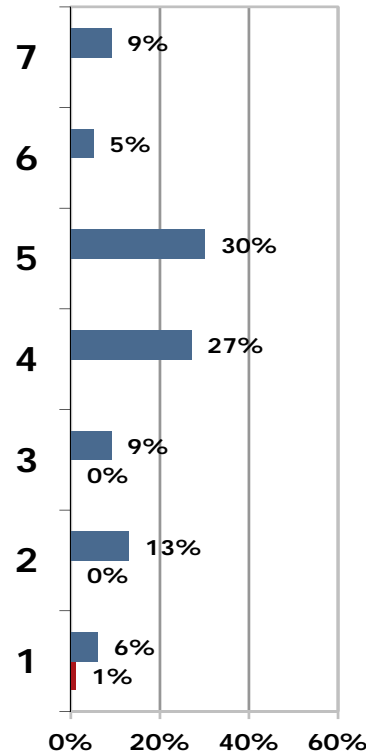
O = Organisational
 S = Societal



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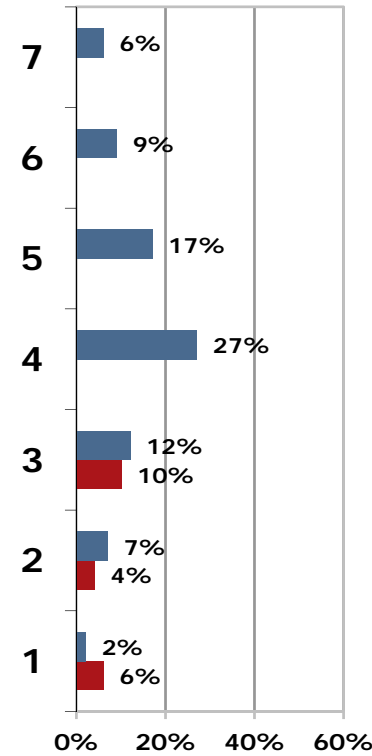


Personal Values



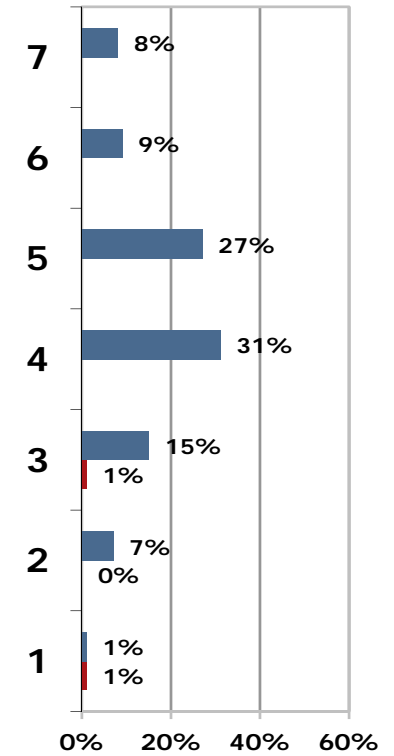
CTS = 44-27-29
Cultural Entropy = 1%

Current Culture Values



CTS = 32-27-41
Cultural Entropy = 20%

Desired Culture Values



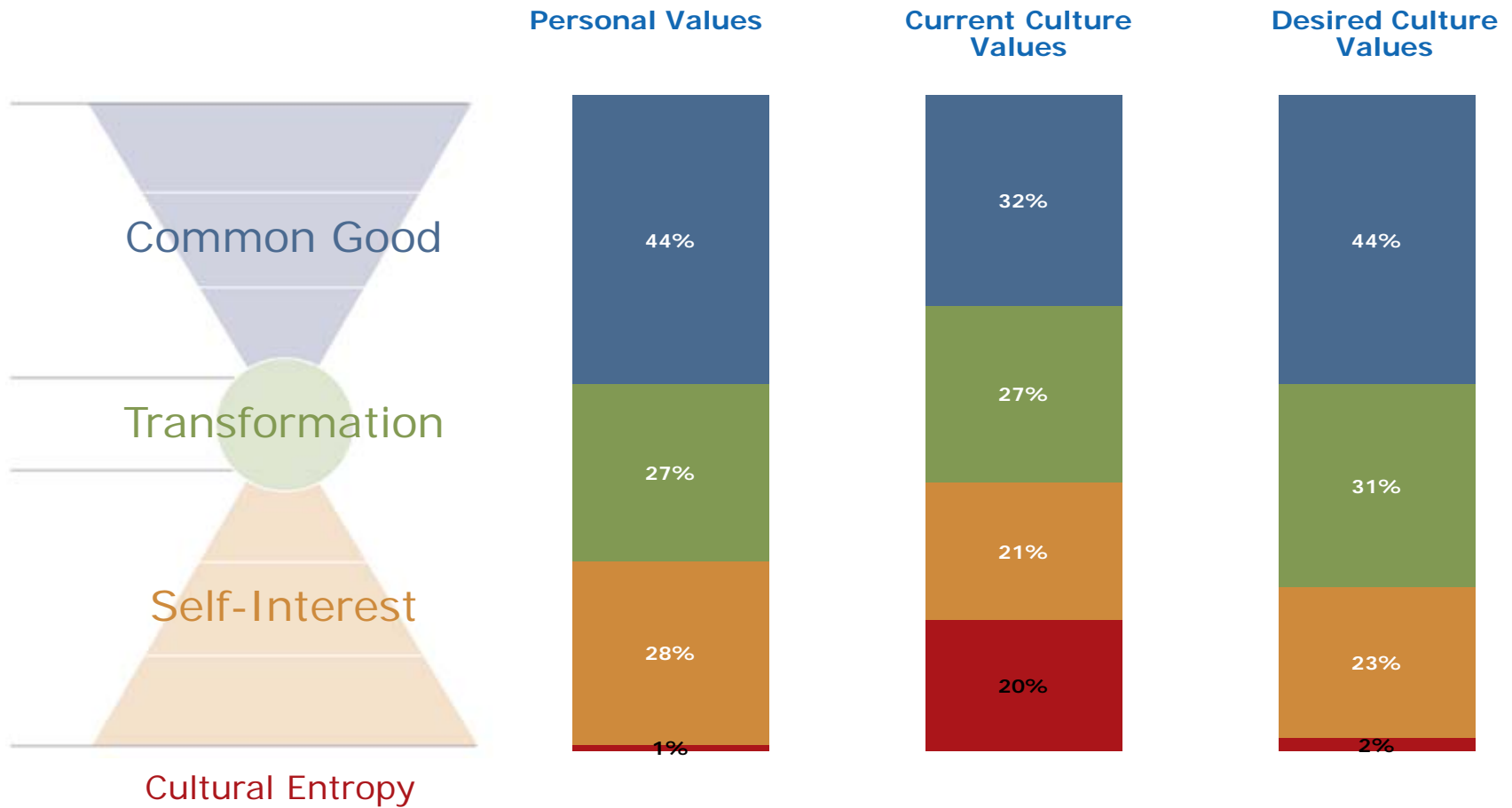
CTS = 44-31-25
Cultural Entropy = 2%

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 (154) silo mentality (94) power (61) confusion (53) information hoarding (30) long hours (30) hierarchy (7)	10% of total votes
2	internal competition (58) manipulation (42) blame (40) empire building (13)	4% of total votes
1	short-term focus (68) control (49) job insecurity (37) exploitation (35) caution (21) cost reduction (18)	6% of total votes
Total	810 out of 4140	20% 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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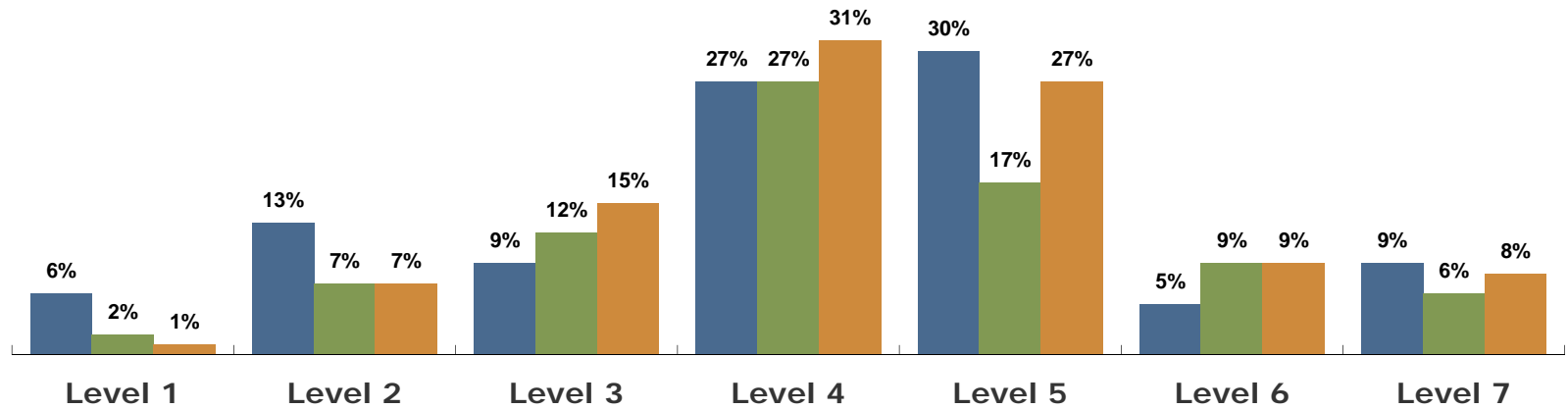
Values Jumps

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
honesty	78	170	92
professionalism	71	159	88
fairness	32	110	78
efficiency	53	128	75
responsibility	129	200	71
integrity	54	120	66
transparency	42	97	55
innovation	57	107	50
commitment	68	108	40
employee fulfilment	29	67	38
openness	29	67	38



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Desired Culture Values			professionalism efficiency	responsibility teamwork goals orientation innovation	honesty integrity fairness commitment		
Values Jumps					transparency openness		

Personal Values ■

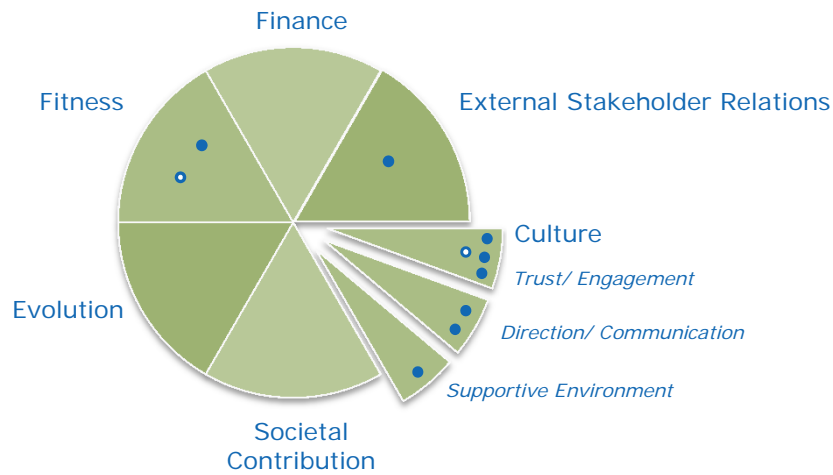
Current Culture Values ■

Desired Culture Values ■

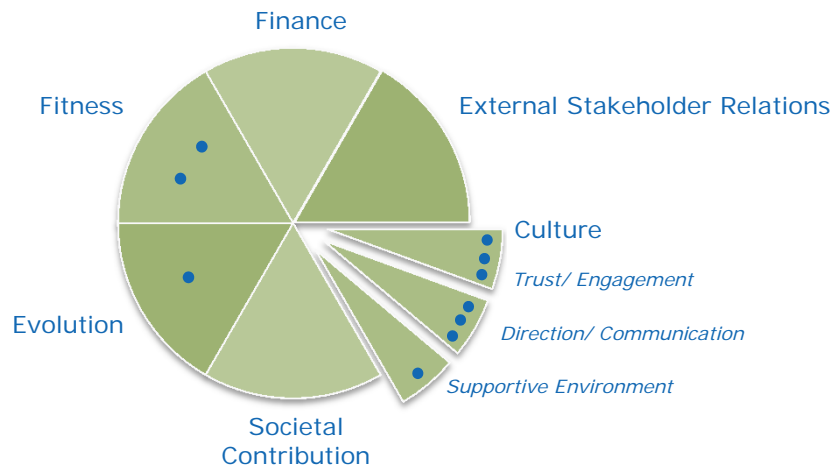


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Current Culture Values



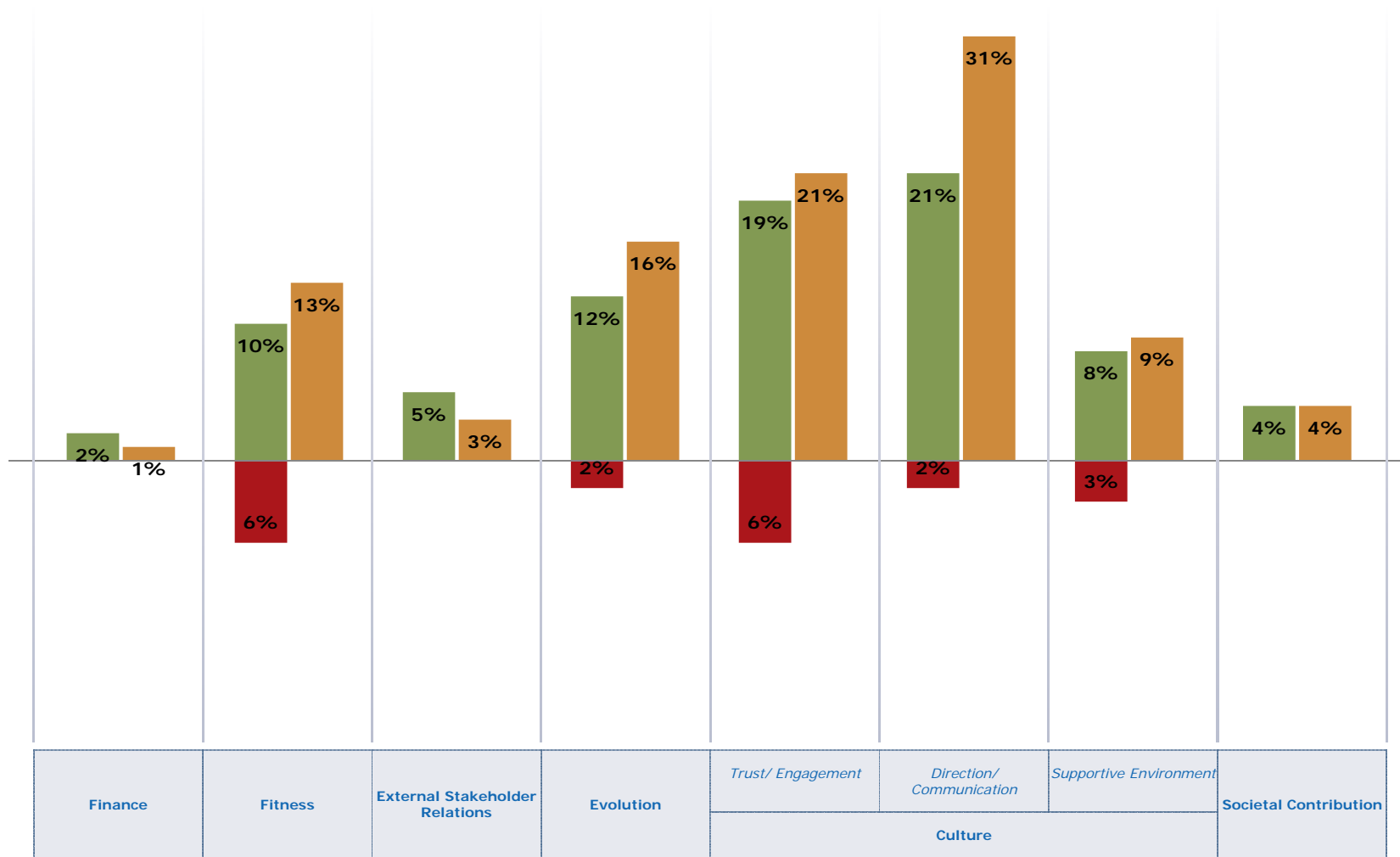
Desired Culture Values



		Current Culture	Desired Culture
	Finance		
	Fitness	bureaucracy (L) results orientation	professionalism efficiency
	External Stakeholder Relations	brand image	
	Evolution		innovation
Culture	Trust/Engagement	teamwork responsibility silo mentality (L) accountability	responsibility teamwork commitment
	Direction/Communication	goals orientation information sharing	honesty goals orientation integrity
	Supportive Environment	loyalty	fairness
	Societal Contribution		



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