



Barrett Values Centre

## Power Industry Example

Prepared by:

Barrett Values Centre



## Power Industry Example (115)

### Personal & Current Culture Alignment

#### Values Matches: 3

- 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: 6

- 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: 0

- 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.

### Cultural Entropy: 18%

- 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.



# Power Industry Example (115)

Level	Personal Values (PV)	Current Culture Values (CC)	Desired Culture Values (DC)			
7						
6						
5	● ● ● ●	●	● ● ●			
4	● ● ● ●	● ● ●	● ● ●			
3	● ●	● ● ●	● ● ●			
2	●	●	●			
1		●	●			
	IRS (P)=8-3-0 IRS (L)=0-0-0	IROS (P)=2-2-5-1 IROS (L)=0-0-0-0	IROS (P)=4-3-4-0 IROS (L)=0-0-0-0			
Matches	<u>responsibility</u>	54 4(I)	<u>employee health</u>	54 1(O)	<u>employee health</u>	55 1(O)
	accountability	50 4(R)	<u>cooperation</u>	33 5(R)	<u>competence</u>	45 3(I)
	<u>cooperation</u>	44 5(R)	environmental awareness	33 6(S)	open communication	35 2(R)
	honesty	44 5(I)	<u>responsibility</u>	31 4(I)	<u>responsibility</u>	34 4(I)
	humour/ fun	43 5(I)	customer satisfaction	27 2(O)	<u>teamwork</u>	33 4(R)
	<u>competence</u>	41 3(I)	<u>quality</u>	27 3(O)	<u>cooperation</u>	32 5(R)
	independence	37 4(I)	brand image	26 3(O)	shared values	32 5(O)
	positive attitude	35 5(I)	<u>competence</u>	26 3(I)	<u>quality</u>	30 3(O)
	<u>efficiency</u>	34 3(I)	continuous improvement	26 4(O)	commitment	29 5(I)
	adaptability	33 4(I)	<u>teamwork</u>	26 4(R)	<u>efficiency</u>	29 3(O)
respect	33 2(R)			personal growth	29 4(I)	

Cultural Entropy:  
Current Culture  
18%

PV - CC 3  
CC - DC 6  
PV - DC 4

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

Orange = CC & DC  
Blue = PV & DC

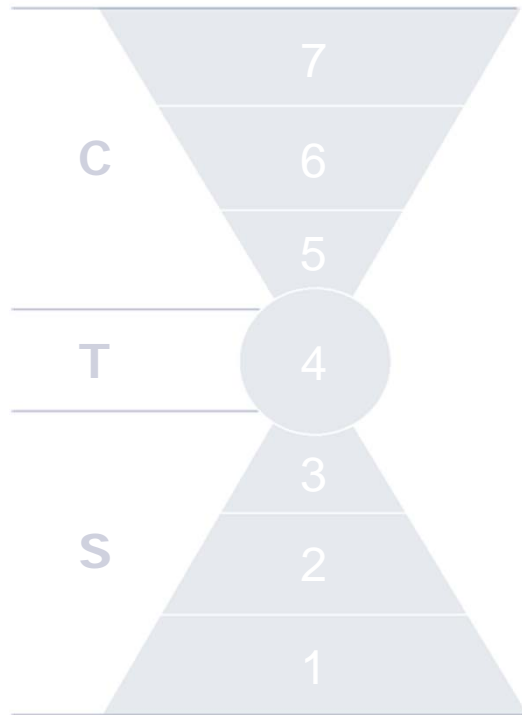
P = Positive  
L = Potentially Limiting (white circle)

I = Individual  
R = Relationship

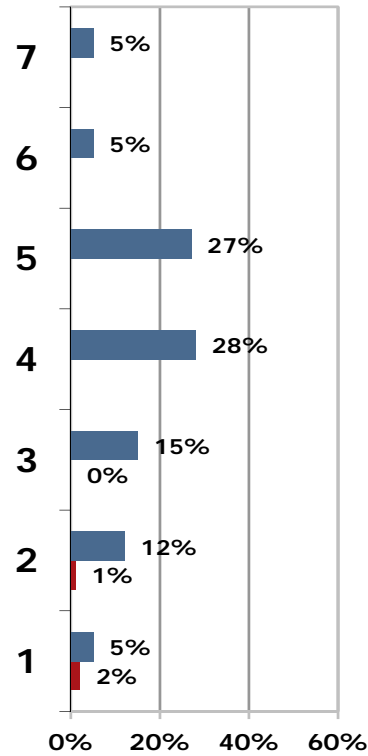
O = Organisational  
S = Societal



# Power Industry Example (115)

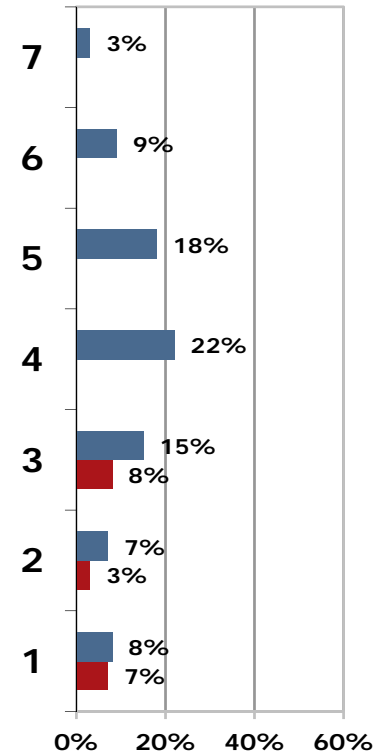


Personal Values



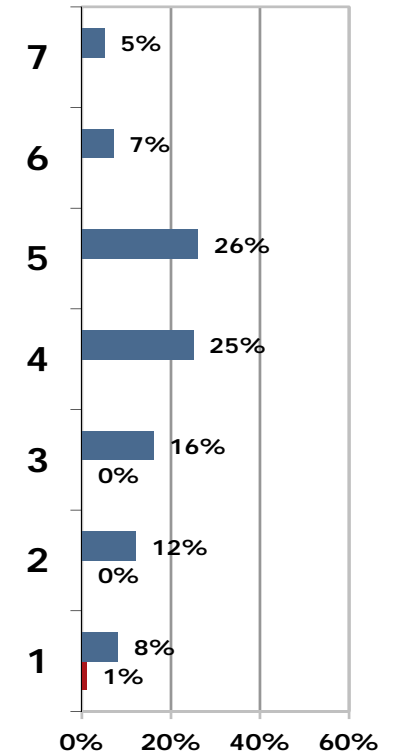
CTS = 37-28-35  
**Cultural Entropy = 3%**

Current Culture Values



CTS = 30-22-48  
**Cultural Entropy = 18%**

Desired Culture Values



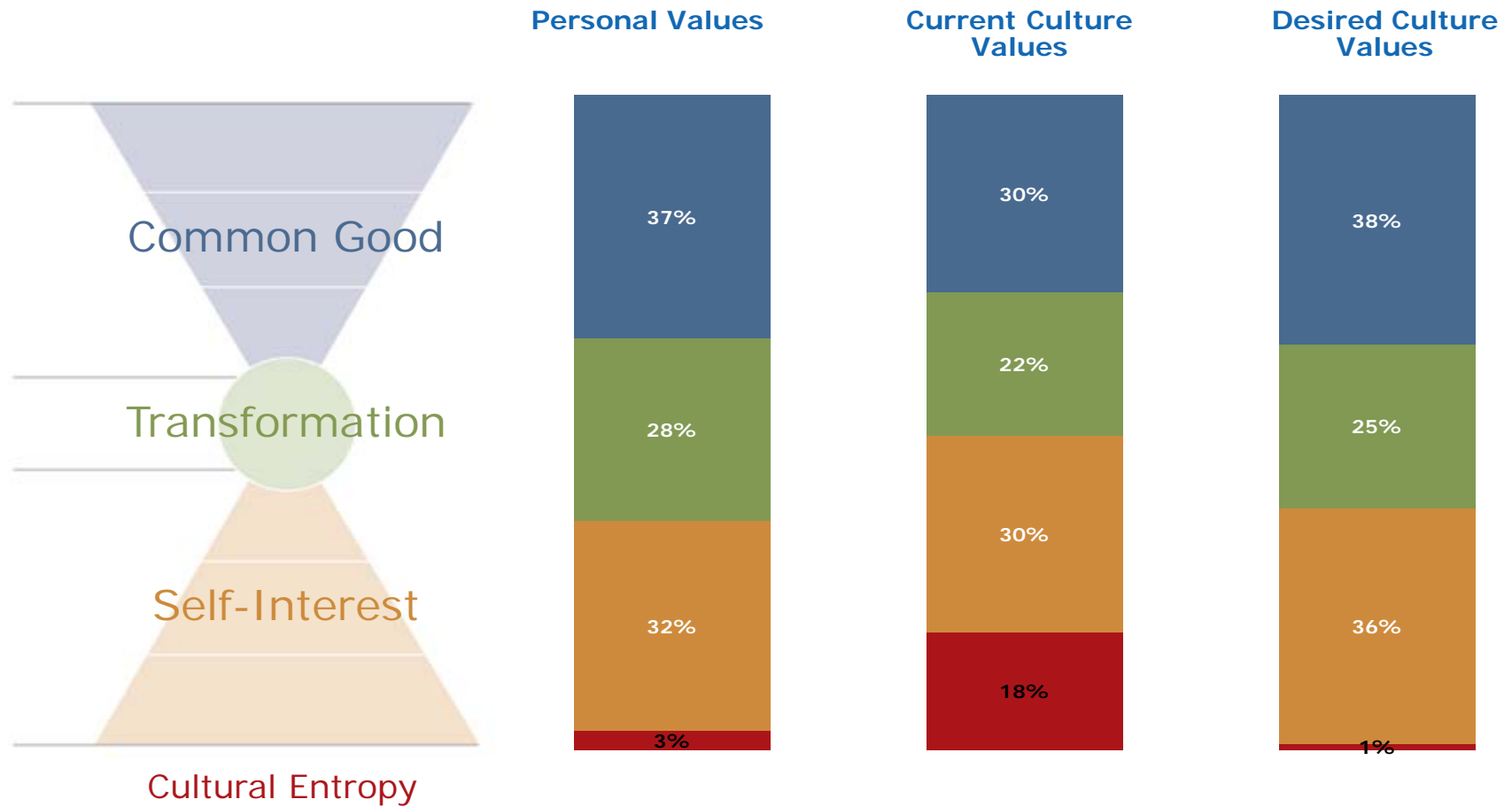
CTS = 38-25-37  
**Cultural Entropy = 1%**

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

■ Positive Values  
 ■ Potentially Limiting Values



## Power Industry Example (115)





## Power Industry Example (115)

### 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	confusion (23) bureaucracy (18) hierarchy (16) information hoarding (11) long hours (7) power (7) silo mentality (2)	8% of total votes
2	blame (12) internal competition (11) manipulation (5) empire building (4)	3% of total votes
1	short-term focus (19) cost reduction (18) control (17) job insecurity (9) caution (8) exploitation (3)	7% of total votes
Total	190 out of 1085	18% 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.**



## Power Industry Example (115)

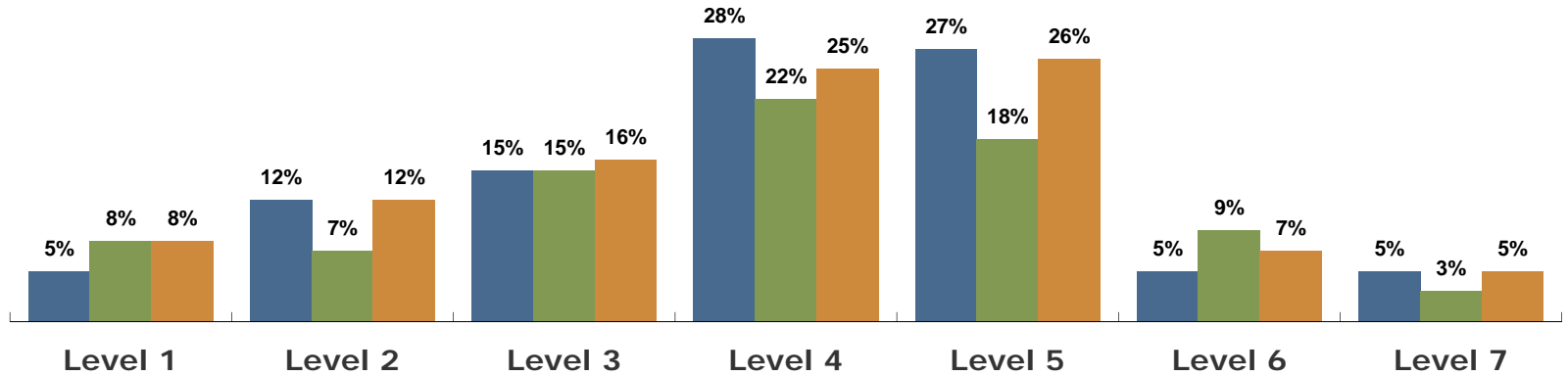
### Values Jumps

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>open communication</b>	<b>12</b>	<b>35</b>	<b>23</b>
<b>personal growth</b>	<b>6</b>	<b>29</b>	<b>23</b>
<b>competence</b>	<b>26</b>	<b>45</b>	<b>19</b>
listening	10	28	18
financial stability	8	25	17
<b>commitment</b>	<b>13</b>	<b>29</b>	<b>16</b>
<b>shared values</b>	<b>18</b>	<b>32</b>	<b>14</b>
<b>efficiency</b>	<b>15</b>	<b>29</b>	<b>14</b>
equality	9	23	14
shared vision	11	24	13
clarity	1	14	13



# Power Industry Example (115)



Desired Culture Values		open communication	competence quality efficiency	responsibility teamwork personal growth	cooperation shared values commitment		
Values Jumps		listening		equality	shared vision clarity		

Personal Values ■

Current Culture Values ■

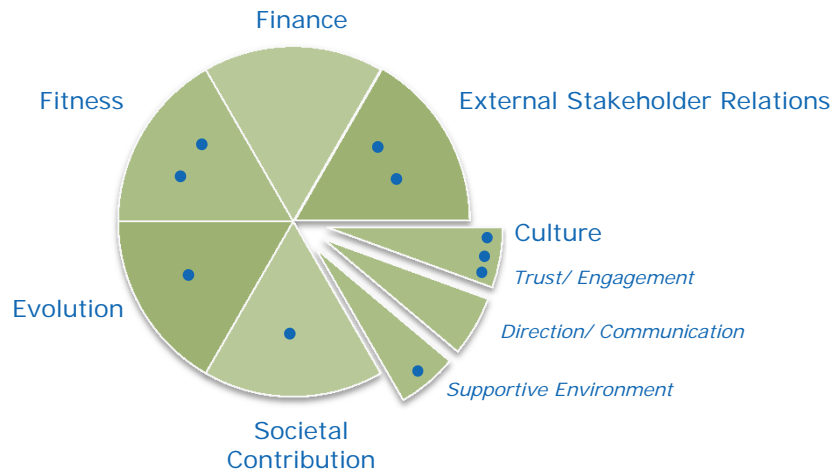
Desired Culture Values ■



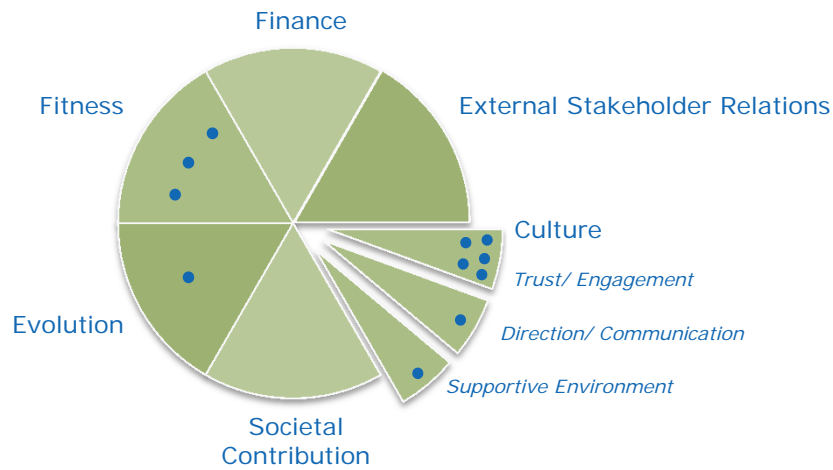


# Power Industry Example (115)

## Current Culture Values



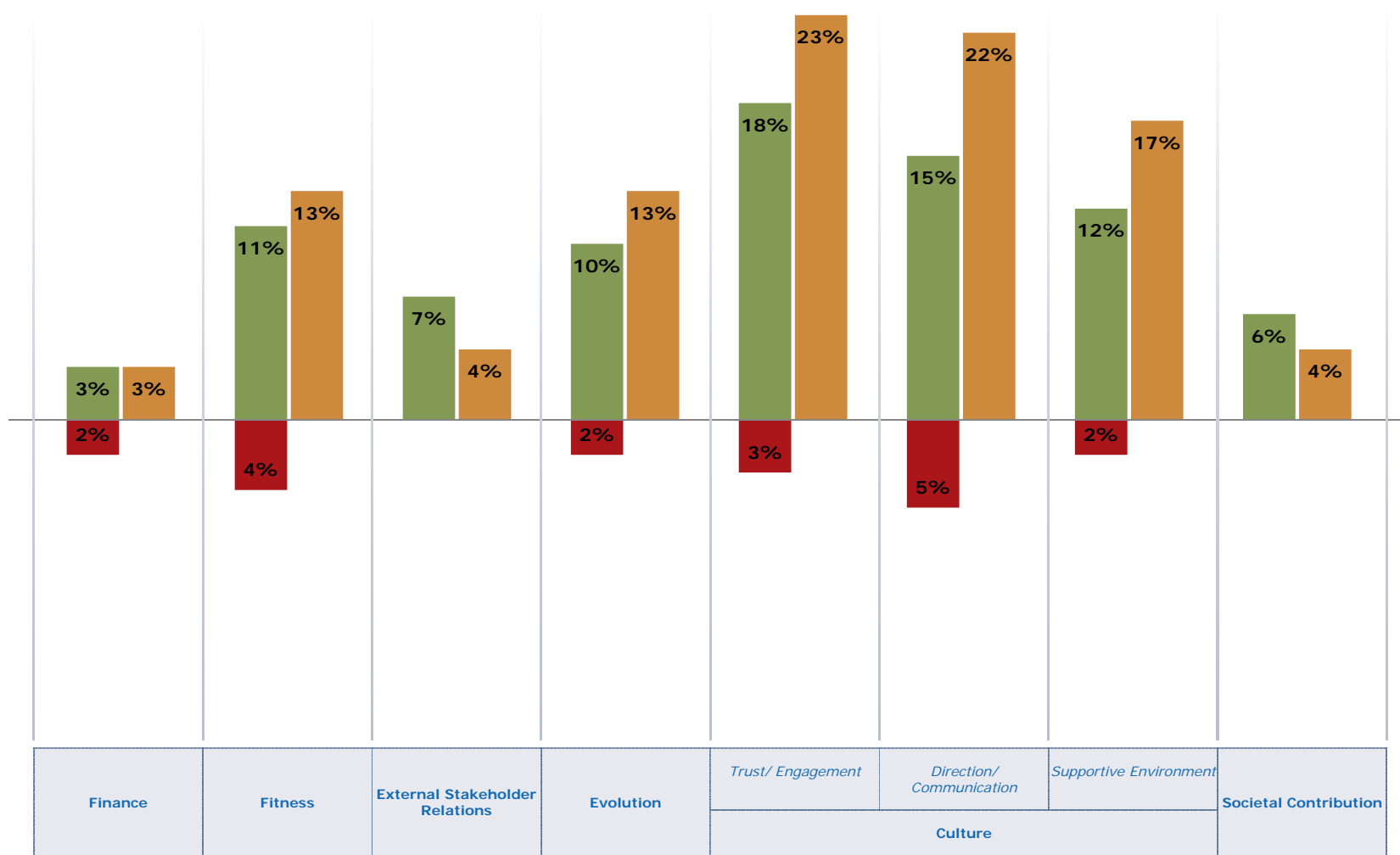
## Desired Culture Values



		Current Culture	Desired Culture
	<b>Finance</b>		
	<b>Fitness</b>	quality competence	competence quality efficiency
	<b>External Stakeholder Relations</b>	customer satisfaction brand image	
	<b>Evolution</b>	continuous improvement	personal growth
<b>Culture</b>	<b>Trust/Engagement</b>	cooperation responsibility teamwork	responsibility teamwork cooperation shared values commitment
	<b>Direction/Communication</b>		open communication
	<b>Supportive Environment</b>	employee health	employee health
	<b>Societal Contribution</b>	environmental awareness	



# Power Industry Example (115)



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