



Barrett Values Centre

## Retail Sector Example

Prepared by:

Barrett Values Centre



## Retail Sector Example (228)

### 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: 2

- 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: 6

- 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, blame, cost reduction, internal competition, confusion**

### Cultural Entropy: 31%

- 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.

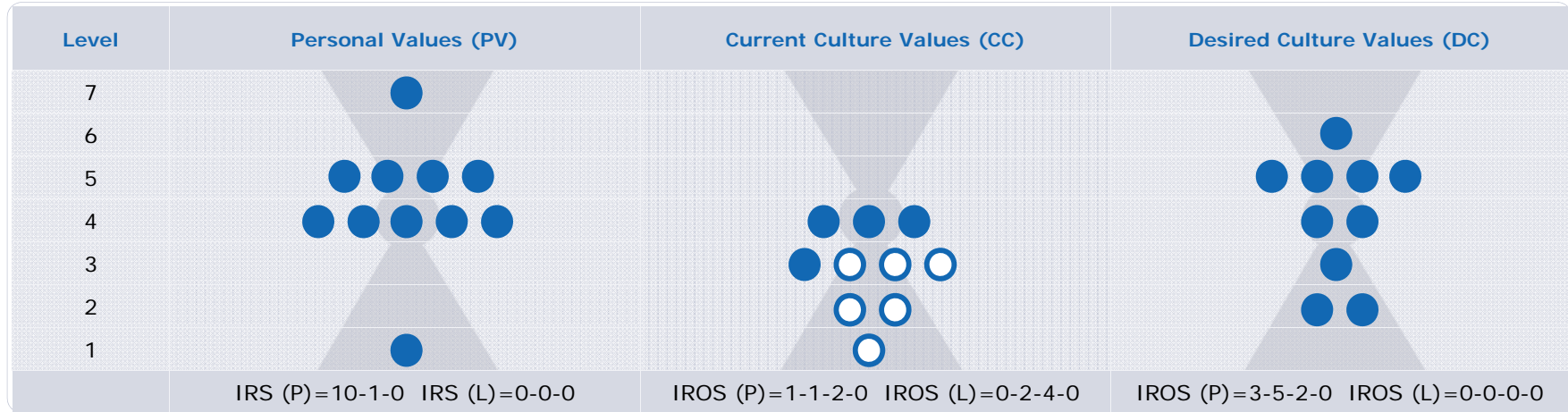
### NEW VALUES TO FOCUS ON

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.



# Retail Sector Example (228)



Matches									
PV - CC 1 CC - DC 2 PV - DC 3  Cultural Entropy: Current Culture 31%	<u>responsibility</u>	168	4(I)	bureaucracy (L)	103	3(O)	professionalism	81	3(O)
	honesty	125	5(I)	silo mentality (L)	77	3(O)	employee fulfilment	75	6(O)
	cooperation	114	5(R)	efficiency	67	3(O)	<u>teamwork</u>	75	4(R)
	self-discipline	97	1(I)	blame (L)	66	2(R)	<u>responsibility</u>	74	4(I)
	<u>integrity</u>	72	5(I)	<u>teamwork</u>	65	4(R)	fairness	71	5(R)
	adaptability	67	4(I)	cost reduction (L)	64	1(O)	<u>honesty</u>	69	5(I)
	ethics	59	7(I)	internal competition (L)	57	2(R)	open communication	69	2(R)
	commitment	58	5(I)	<u>responsibility</u>	53	4(I)	employee recognition	62	2(R)
	risk-taking	58	4(I)	confusion (L)	52	3(O)	transparency	62	5(R)
	initiative	55	4(I)	goals orientation	48	4(O)	<u>integrity</u>	61	5(I)
personal growth	55	4(I)							

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

Orange = CC & DC  
Blue = PV & DC

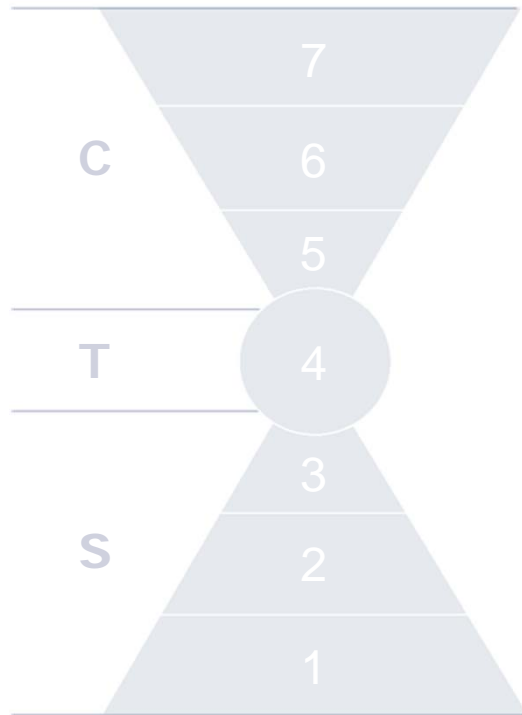
P = Positive  
 L = Potentially Limiting (white circle)

I = Individual  
 R = Relationship

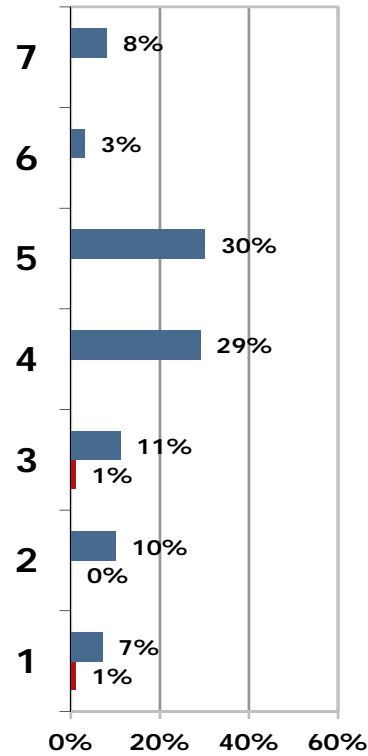
O = Organisational  
 S = Societal



# Retail Sector Example (228)

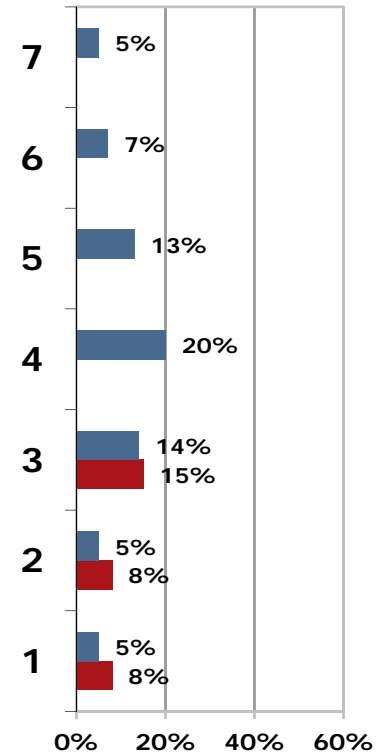


**Personal Values**



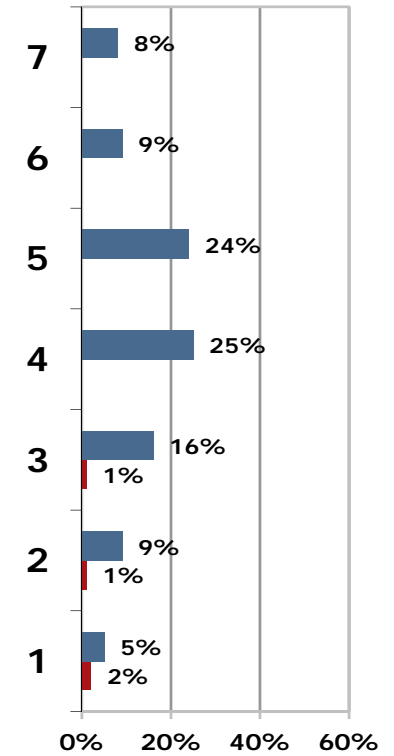
CTS = 41-29-30  
**Cultural Entropy = 2%**

**Current Culture Values**



CTS = 25-20-55  
**Cultural Entropy = 31%**

**Desired Culture Values**



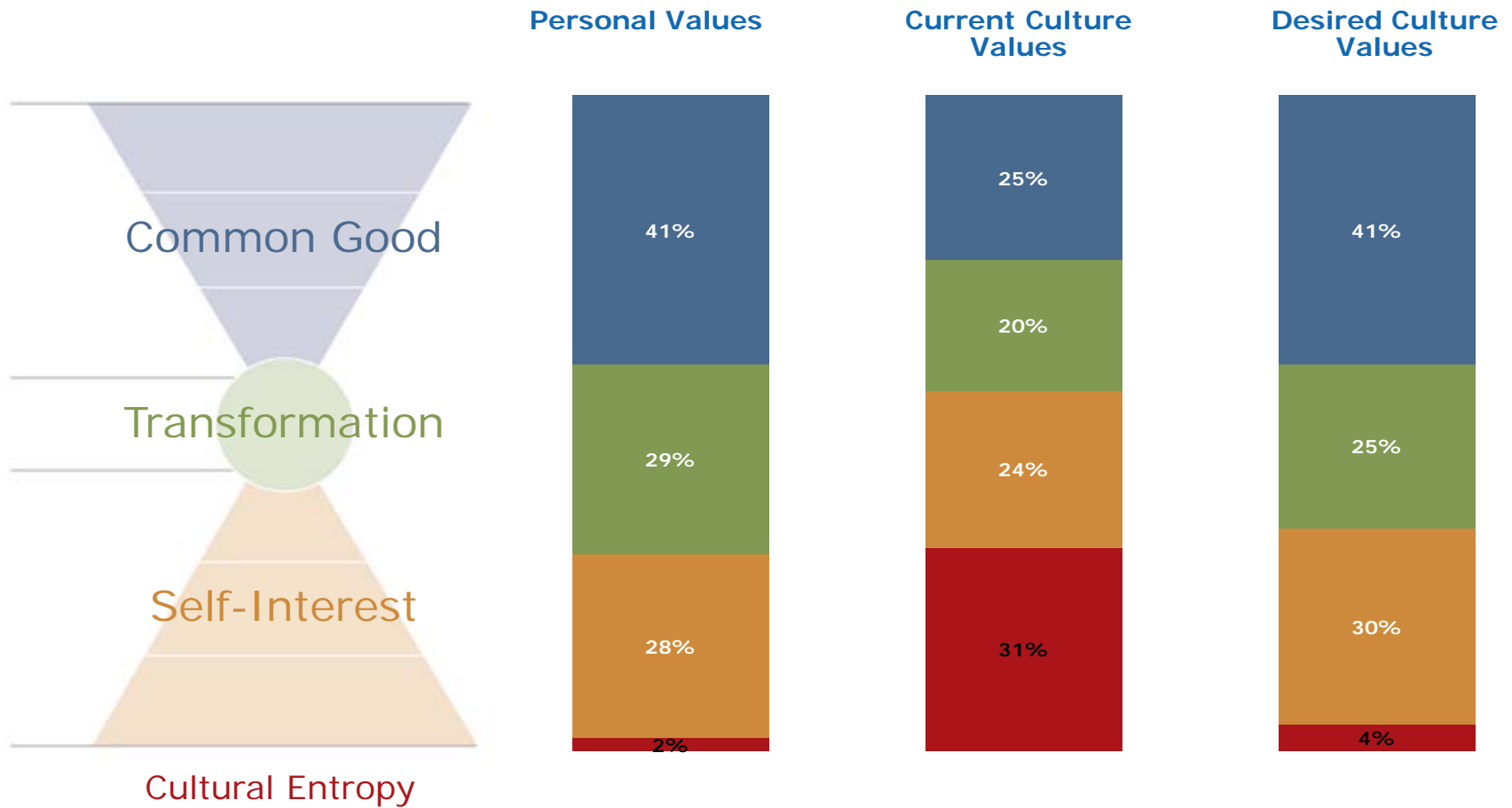
CTS = 41-25-34  
**Cultural Entropy = 4%**

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

■ Positive Values  
 ■ Potentially Limiting Values



## Retail Sector Example (228)





## Retail Sector Example (228)

### 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 (103) silo mentality (77) confusion (52) information hoarding (36) long hours (35) power (32) hierarchy (10)	15% of total votes
2	blame (66) internal competition (57) empire building (29) manipulation (25)	8% of total votes
1	cost reduction (64) exploitation (37) short-term focus (31) control (24) job insecurity (24) caution (7)	8% of total votes
Total	709 out of 2280	31% 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.**



## Retail Sector Example (228)

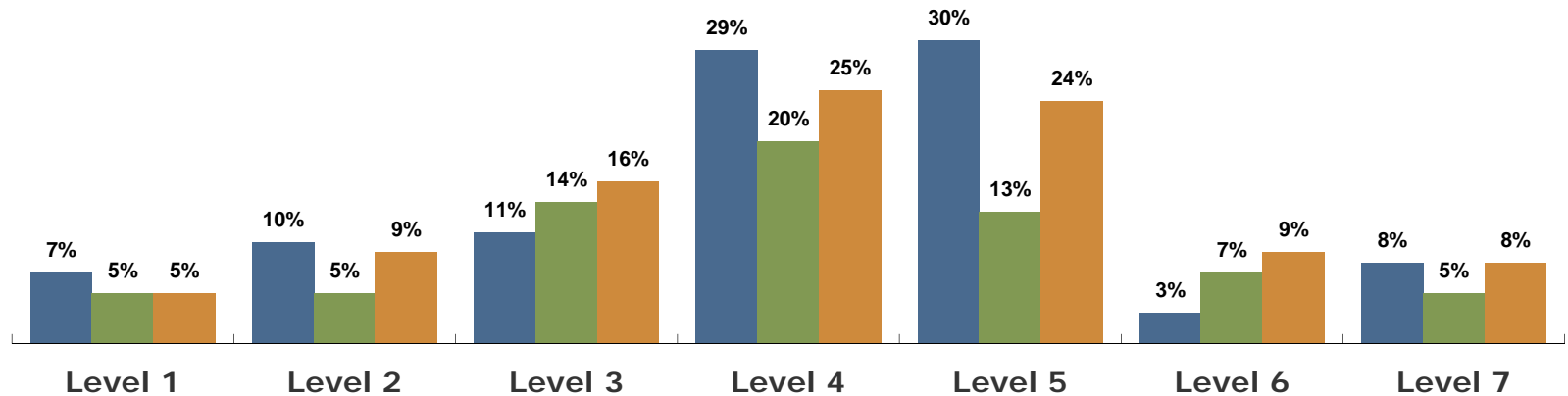
### Values Jumps

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 fulfilment</b>	<b>8</b>	<b>75</b>	<b>67</b>
<b>fairness</b>	<b>19</b>	<b>71</b>	<b>52</b>
<b>transparency</b>	<b>13</b>	<b>62</b>	<b>49</b>
<b>professionalism</b>	<b>33</b>	<b>81</b>	<b>48</b>
<b>employee recognition</b>	<b>16</b>	<b>62</b>	<b>46</b>
clarity	12	56	44
<b>open communication</b>	<b>30</b>	<b>69</b>	<b>39</b>
<b>honesty</b>	<b>35</b>	<b>69</b>	<b>34</b>
employee health	21	53	32
wisdom	18	47	29



## Retail Sector Example (228)



Desired Culture Values		open communication employee recognition	professionalism	teamwork responsibility	fairness honesty transparency integrity	employee fulfilment	
Values Jumps					clarity		wisdom

Personal Values ■

Current Culture Values ■

Desired Culture Values ■



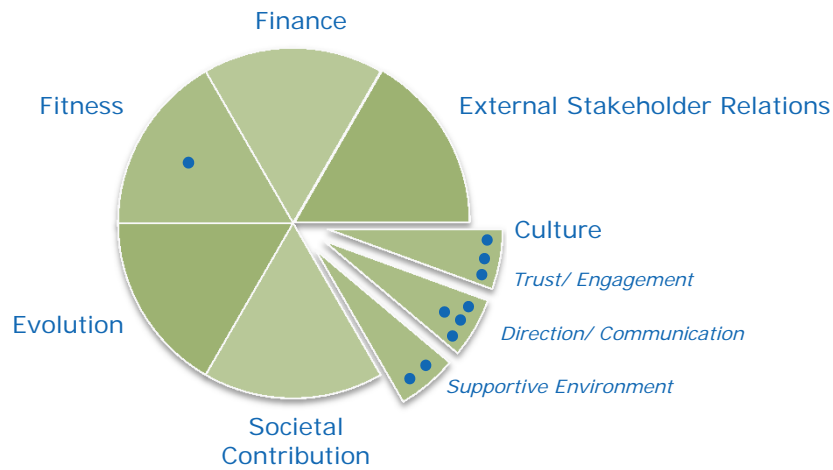


# Retail Sector Example (228)

## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture
<b>Finance</b>		cost reduction (L)	
<b>Fitness</b>		bureaucracy (L) efficiency internal competition (L)	professionalism
<b>External Stakeholder Relations</b>			
<b>Evolution</b>			
<b>Culture</b>	<b>Trust/Engagement</b>	silo mentality (L) blame (L) teamwork responsibility	employee fulfilment teamwork responsibility
	<b>Direction/Communication</b>	confusion (L) goals orientation	honesty open communication transparency integrity
	<b>Supportive Environment</b>		fairness employee recognition
<b>Societal Contribution</b>			



# Retail Sector Example (228)



Positive Values - Current Culture ■

Cultural Entropy: Current Culture ■

Positive Values - Desired Culture ■