



Barrett Values Centre

Telecoms Example

Prepared by:

Barrett Values Centre



Telecoms Example (607)

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: 0

- 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: 3

- 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.

short-term focus, cost reduction, long hours

Cultural Entropy: 28%

- 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.

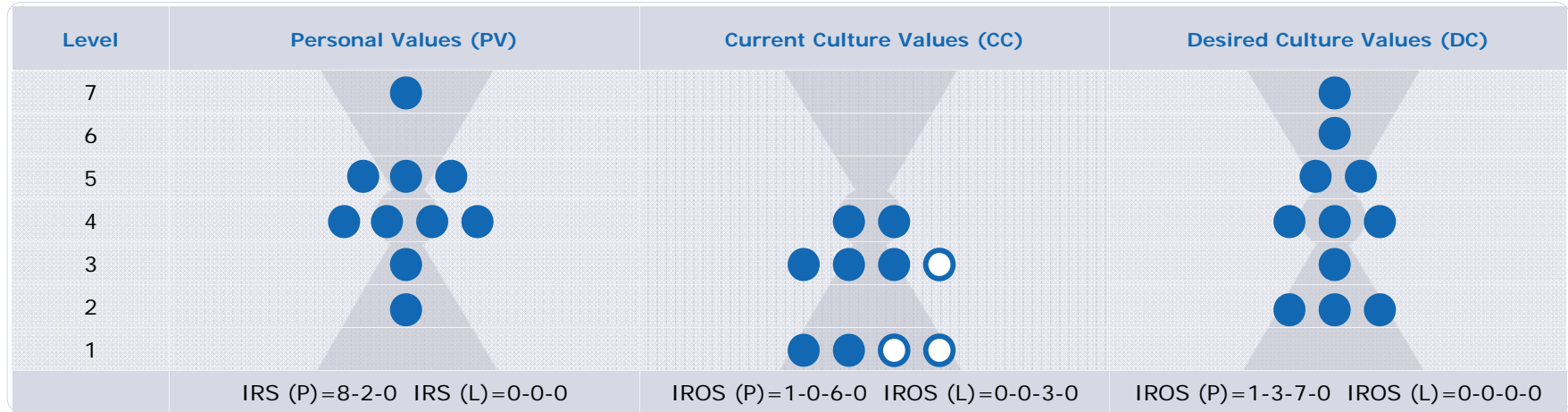
NEW VALUES TO FOCUS ON

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 0 PV - DC 2	commitment	408	5(I)	results orientation	306	3(O)	leadership development	254	6(O)
	ethics	322	7(I)	short-term focus (L)	274	1(O)	customer satisfaction	247	2(O)
	responsibility	299	4(I)	cost reduction (L)	270	1(O)	staff engagement	225	5(O)
	honesty	259	5(I)	organisational growth	248	1(O)	quality	219	3(O)
	family	215	2(R)	<u>achievement</u>	207	3(I)	continuous improvement	188	4(O)
	<u>achievement</u>	189	3(I)	profit	203	1(O)	ethics	171	7(O)
	positive attitude	183	5(I)	productivity	181	3(O)	mission focus	170	4(O)
	accountability	181	4(R)	long hours (L)	171	3(O)	commitment	168	5(I)
	continuous learning	175	4(I)	innovation	163	4(O)	employee recognition	162	2(R)
	adaptability	169	4(I)	risk-taking	160	4(O)	open communication	161	2(R)
						teamwork	161	4(R)	

Cultural Entropy:
Current Culture
28%

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

Orange = CC & DC
Blue = PV & DC

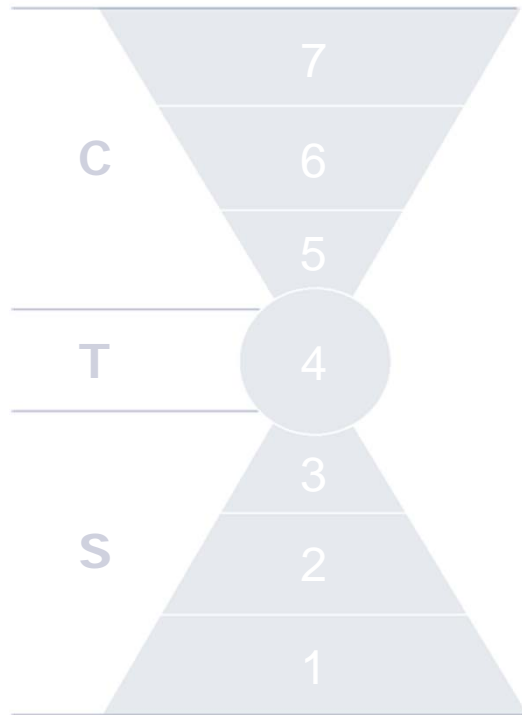
P = Positive
L = Potentially Limiting (white circle)

I = Individual
R = Relationship

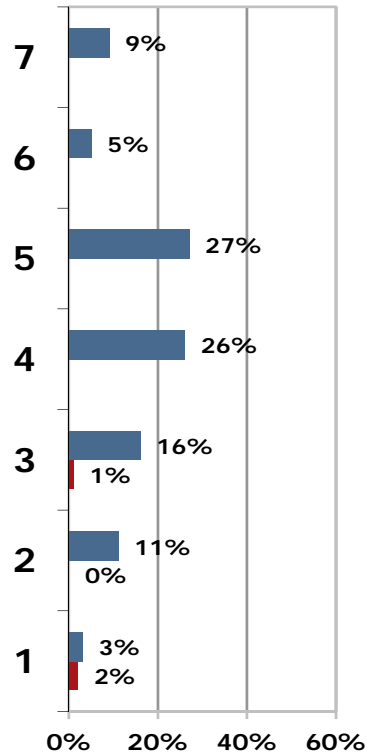
O = Organisational
S = Societal



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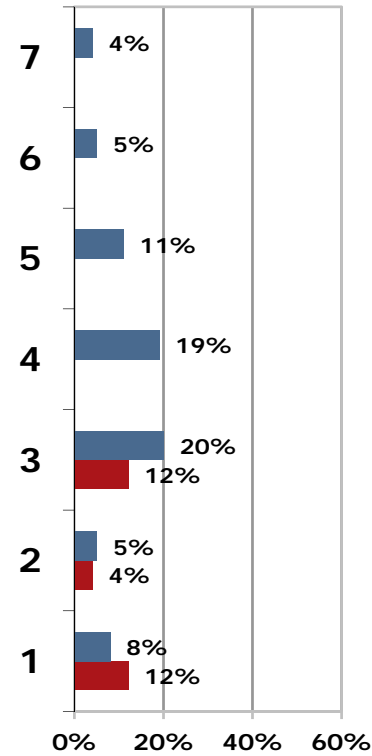


Personal Values



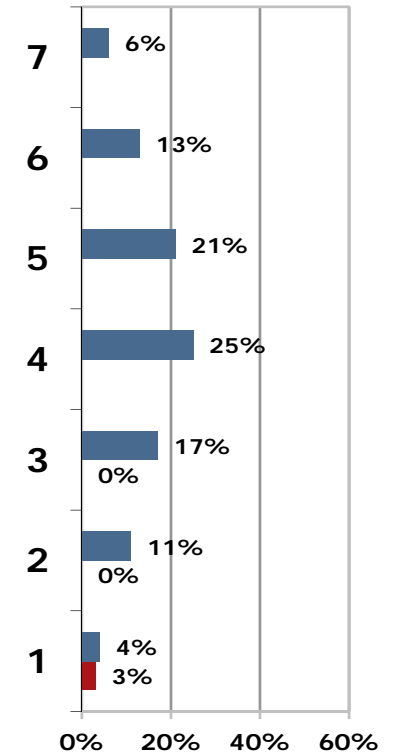
CTS = 41-26-33
Cultural Entropy = 3%

Current Culture Values



CTS = 20-19-61
Cultural Entropy = 28%

Desired Culture Values



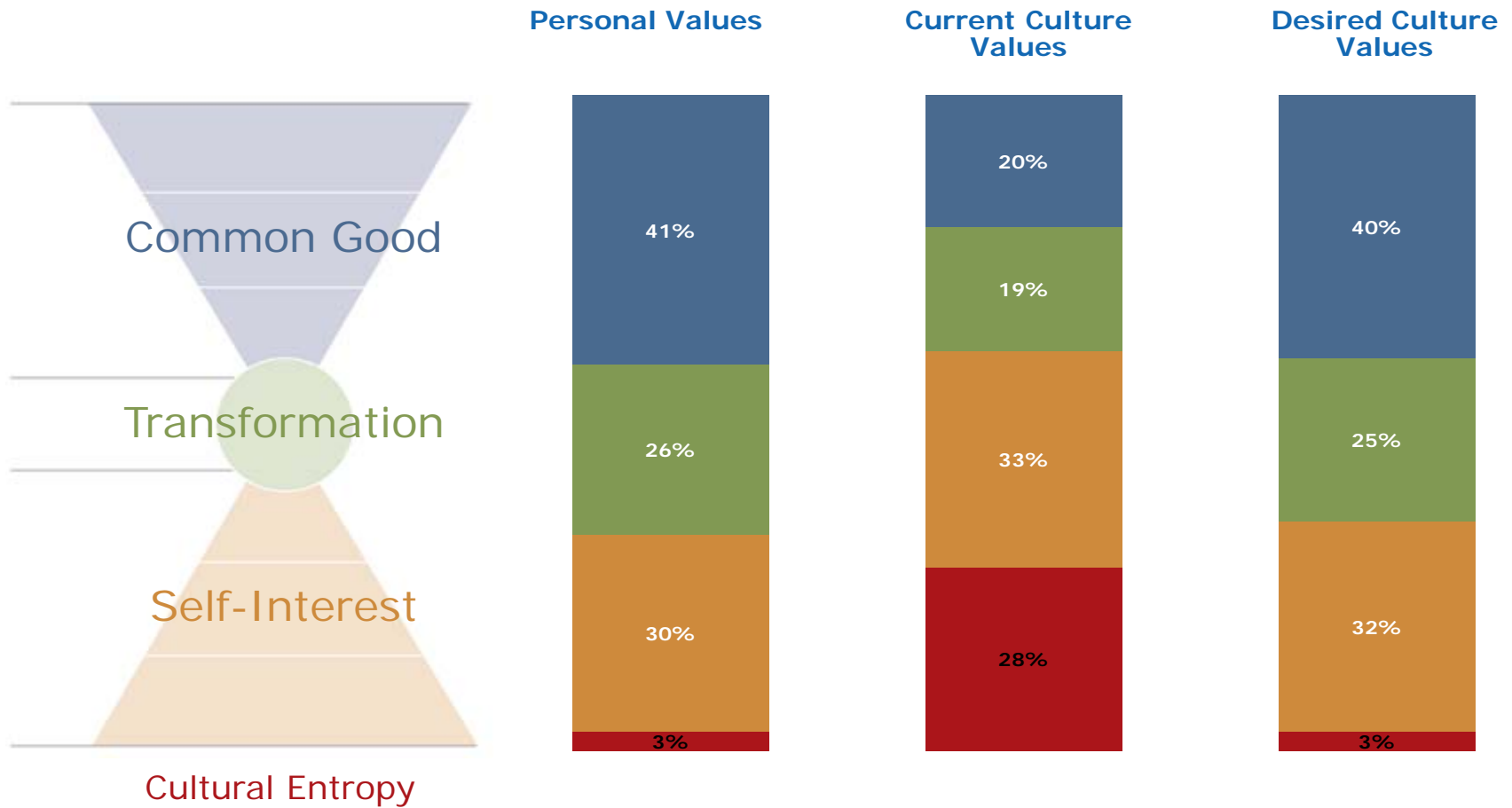
CTS = 40-25-35
Cultural Entropy = 3%

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	long hours (171) bureaucracy (158) confusion (115) hierarchy (93) silo mentality (84) information hoarding (50) power (28)	12% of total votes
2	internal competition (117) blame (62) empire building (57) manipulation (16)	4% of total votes
1	short-term focus (274) cost reduction (270) control (99) job insecurity (42) caution (23) exploitation (23)	12% of total votes
Total	1682 out of 6070	28% 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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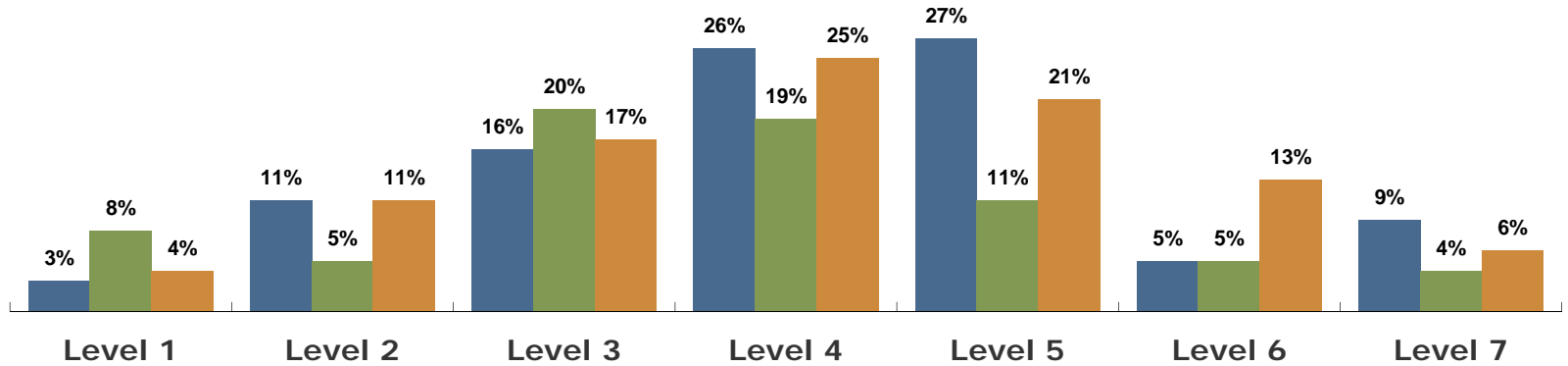
Values Jumps

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
leadership development	95	254	159
staff engagement	79	225	146
employee recognition	33	162	129
open communication	52	161	109
quality	111	219	108
long-term perspective	24	132	108
well-being (physical/ emotional/ mental/ spiritual)	13	107	94
customer satisfaction	156	247	91
balance (home/work)	11	95	84
information sharing	29	112	83



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Desired Culture Values		customer satisfaction employee recognition open communication		continuous improvement mission focus teamwork	staff engagement commitment	leadership development	ethics
Values Jumps				balance (home/work) information sharing		well-being (physical/ emotional/ mental/ spiritual)	long-term perspective

Personal Values ■

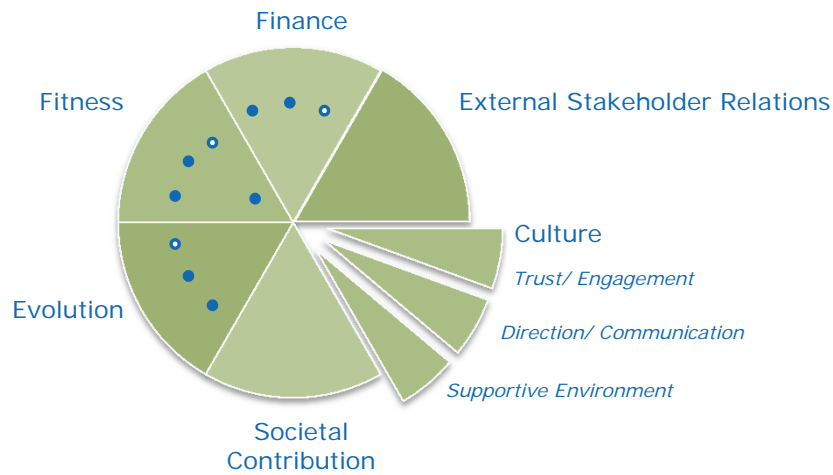
Current Culture Values ■

Desired Culture Values ■

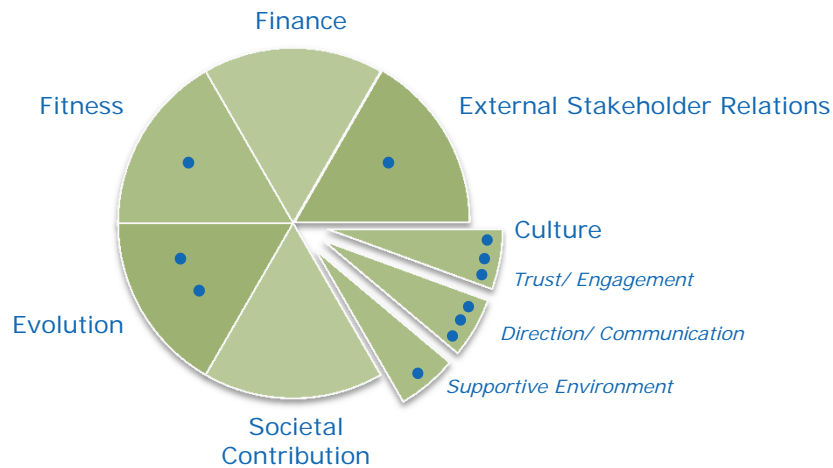


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Current Culture Values



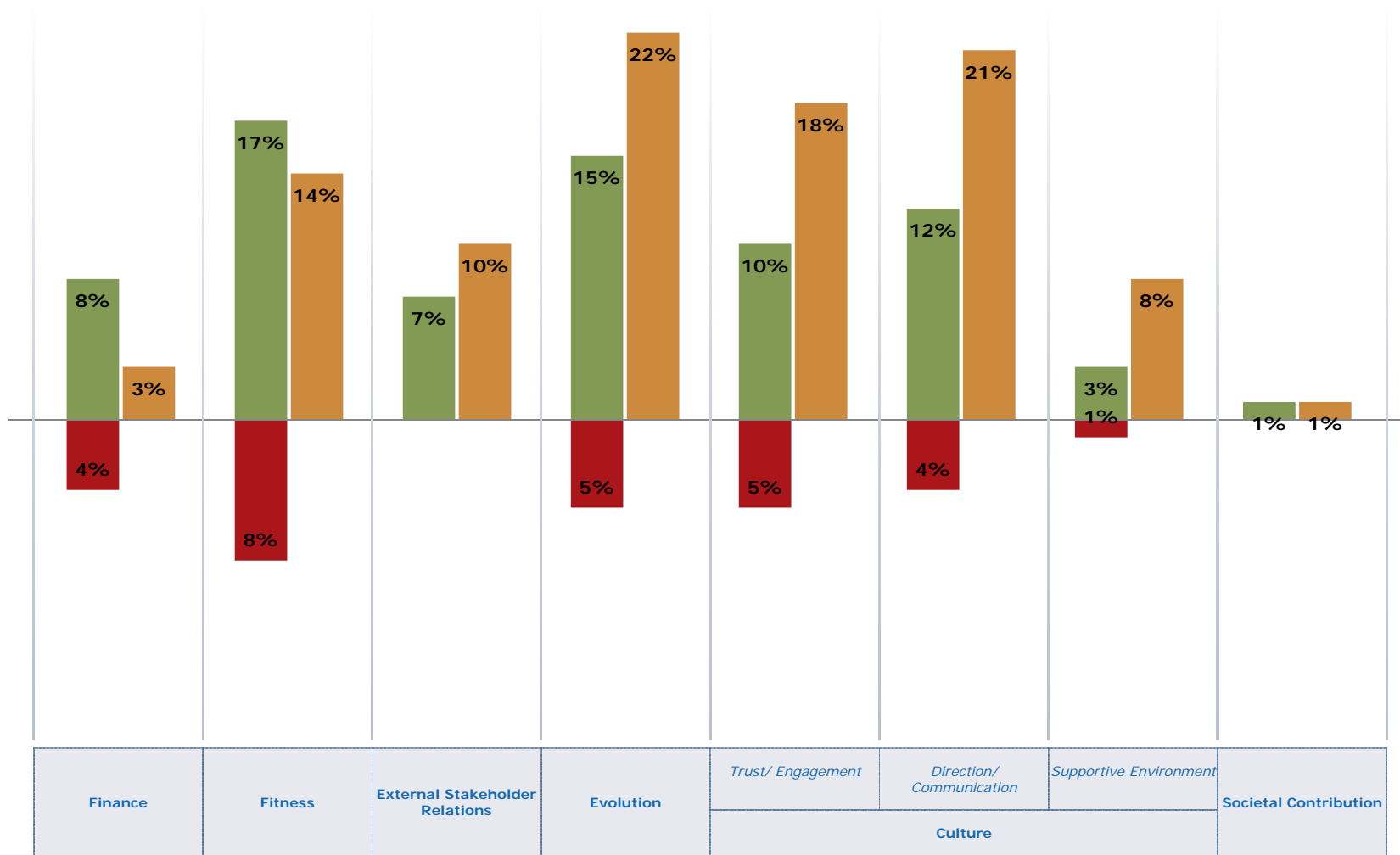
Desired Culture Values



		Current Culture	Desired Culture
Finance		cost reduction (L) organisational growth profit	
Fitness		results orientation achievement productivity long hours (L)	quality
External Stakeholder Relations			customer satisfaction
Evolution		short-term focus (L) innovation risk-taking	leadership development continuous improvement
Culture	Trust/ Engagement		staff engagement commitment teamwork
	Direction/ Communication		ethics mission focus open communication
	Supportive Environment		employee recognition
Societal Contribution			



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