



Barrett Values Centre

Cultural Evolution Report Example

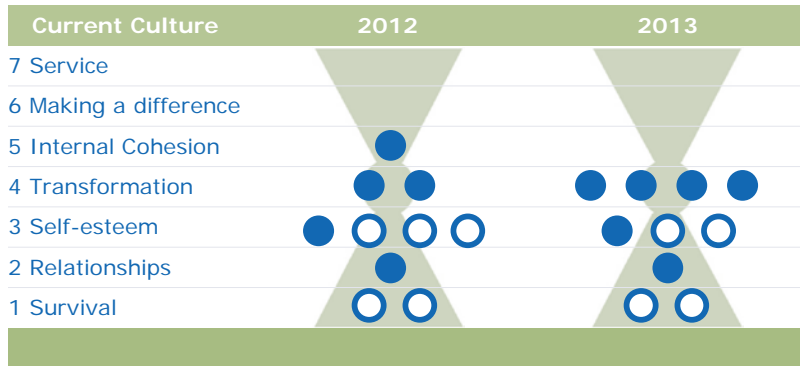


Prepared by
Barrett Values Centre



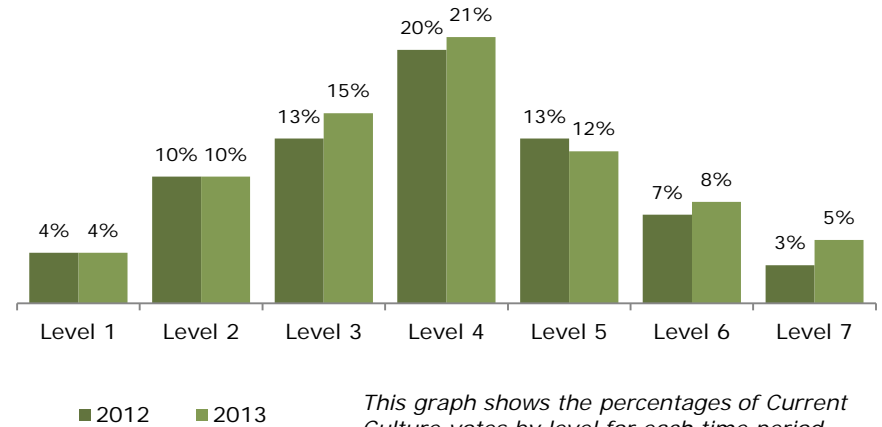
Executive Summary Dashboard: Example 2012 / 2013

CURRENT CULTURE VALUES



The distribution of top Current Culture values shows the primary areas of focus which shape the organisational culture in each time period.

DISTRIBUTION OF POSITIVE VALUES



This graph shows the percentages of Current Culture votes by level for each time period.

CULTURAL ENTROPY

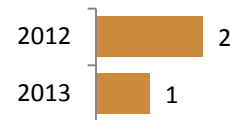


Cultural Entropy Percentage

This is the percentage of limiting values in the Current Culture.

- Healthy
- Needs monitoring
- Requiring attention
- Crisis situation

VALUES MATCHES



Personal / Current Culture Matches

The degree of personal connection people feel with the organisation.

- Strong feeling of connection
- Some feeling of connection
- Little to no feeling of connection



Current / Desired Culture Matches

The level of confidence participants have in the organisational direction.

- Strong healthy culture
- On the right track
- Changes in direction requested
- Significant changes requested



Overview of Similarities and Shifts

This diagram shows the similarities and shifts that have occurred in the top values across the two time periods, highlighting the values that have remained the same, those which have newly emerged, and those which have lessened in significance.

PERSONAL VALUES

CURRENT CULTURE VALUES

DESIRED CULTURE VALUES

CONSISTENT VALUES FOR BOTH TIME PERIODS

honesty accountability commitment respect responsibility trustworthy positive attitude performance caring	cost reduction(L) customer satisfaction productivity accountability teamwork confusion(L) inconsistent(L) job insecurity(L)	accountability honesty customer satisfaction career development teamwork commitment job security continuous improvement leadership effectiveness
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NO LONGER AMONG TOP VALUES

integrity	commitment information withholding(L)	information sharing
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NEW VALUES

family	goals orientation continuous improvement	approachable
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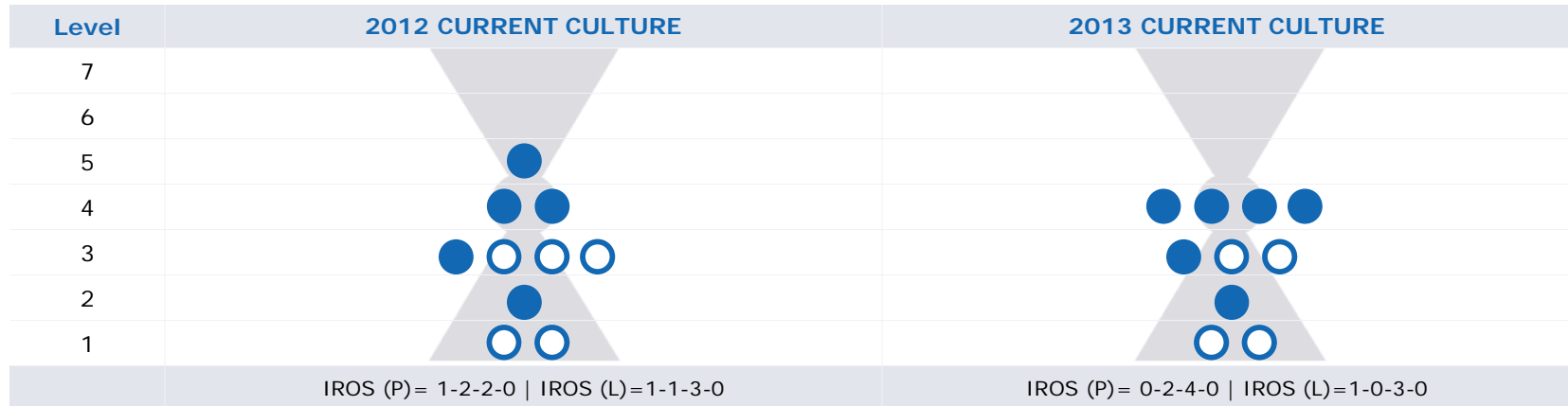
VALUES TYPES COMPARISON

IRS: Personal Values are classified as Individual, Relationship or Societal. **IROS:** Cultural Values include Organisational type. **P=Positive L=Potentially Limiting**

IRS	2012	2013	IROS	2012	2013	IROS	2012	2013
(P)	6-4-0	5-5-0	(P)	1-2-2-0	0-2-4-0	(P)	2-2-6-0	2-3-5-0
(L)	0-0-0	0-0-0	(L)	1-1-3-0	1-0-3-0	(L)	0-0-0-0	0-0-0-0



Current Culture Values Matches



Matches
8

<i>cost reduction (L)</i>	1(O)	<i>customer satisfaction</i>	2(O)
<i>customer satisfaction</i>	2(O)	<i>cost reduction (L)</i>	1(O)
<i>productivity</i>	3(O)	<i>teamwork</i>	4(R)
<i>accountability</i>	4(R)	<i>productivity</i>	3(O)
<i>teamwork</i>	4(R)	<i>confusion (L)</i>	3(O)
<i>confusion (L)</i>	3(O)	<i>accountability</i>	4(R)
<i>inconsistent (L)</i>	3(I)	goals orientation	4(O)
<i>job insecurity (L)</i>	1(O)	<i>inconsistent (L)</i>	3(I)
commitment	5(I)	<i>job insecurity (L)</i>	1(O)
information withholding (L)	3(R)	continuous improvement	4(O)

Orange=Values Match

P=Positive
L=Potentially Limiting (white circle)

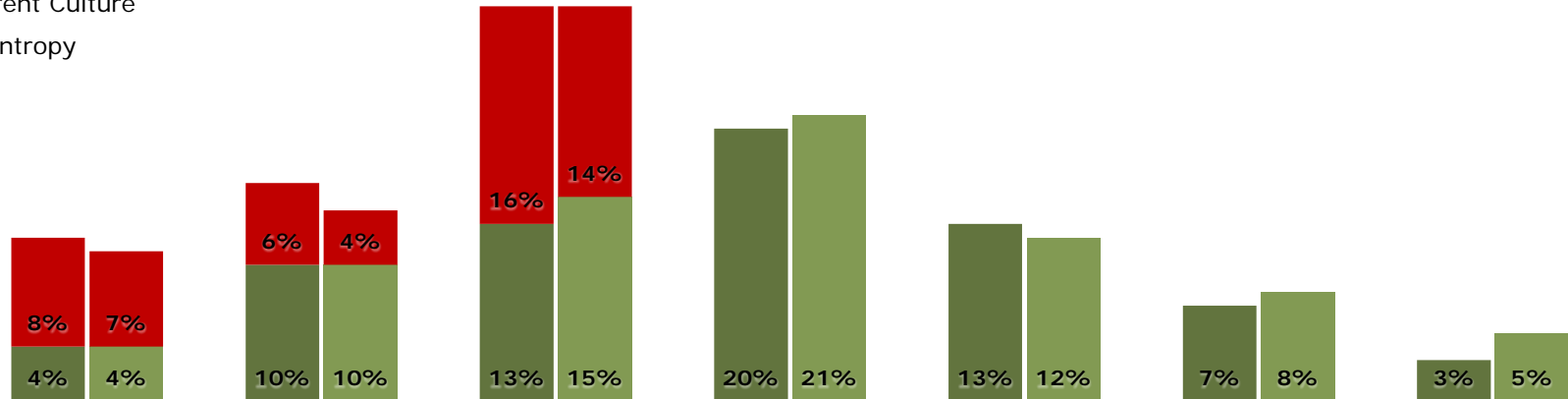
I=Individual
R=Relationship
O=Organizational
S=Societal



Current Culture Evolution 2012/2013

This graph shows the percentages of Current Culture votes by level for each time period.

- 2012 Current Culture
- 2013 Current Culture
- Cultural Entropy



LEVEL	1	2	3	4	5	6	7
2012	cost reduction (L) job insecurity (L)	customer satisfaction	confusion (L) inconsistent (L) information withholding (L) productivity	accountability teamwork	commitment		
2013	cost reduction (L) job insecurity (L)	customer satisfaction	confusion (L) inconsistent (L) productivity	accountability continuous improvement goals orientation teamwork			

Values listed in the table above are top Current Culture values for each time period.
Bold values show differences from one time period to the next.



Cultural Entropy Report 2012/2013

PERCENTAGE OF PLVs BY LEVEL	■ CC 2012 PLVs % of participants voting for each PLV	■ CC 2013 PLVs % of participants voting for each PLV
<p>3</p> <p>2012 16%</p> <p>2013 14%</p>	<p>confusion 25%</p> <p>inconsistent 25%</p> <p>information withholding 19%</p> <p>indecisive 17%</p> <p>arrogance 16%</p> <p>bureaucracy 15%</p> <p>silo mentality 12%</p> <p>change resistance 11%</p> <p>long hours 9%</p> <p>status/ authority 6%</p>	<p>confusion 26%</p> <p>inconsistent 23%</p> <p>information withholding 18%</p> <p>indecisive 15%</p> <p>arrogance 13%</p> <p>bureaucracy 13%</p> <p>silo mentality 12%</p> <p>change resistance 8%</p> <p>long hours 7%</p> <p>status/ authority 5%</p> <p>entitlement 2%</p>
<p>2</p> <p>2012 6%</p> <p>2013 4%</p>	<p>blame 16%</p> <p>abusive 12%</p> <p>empire building 9%</p> <p>internal competition 8%</p> <p>racial discrimination 8%</p> <p>entitlement 2%</p>	<p>blame 13%</p> <p>empire building 9%</p> <p>internal competition 8%</p> <p>abusive 8%</p> <p>racial discrimination 6%</p>
<p>1</p> <p>2012 8%</p> <p>2013 7%</p>	<p>cost reduction 32%</p> <p>job insecurity 23%</p> <p>over-control 16%</p> <p>short-term focus 11%</p>	<p>cost reduction 28%</p> <p>job insecurity 21%</p> <p>over-control 14%</p> <p>short-term focus 9%</p>
<p>% of Total Votes for PLVs</p>	<p>29348 out of 100060: 30%</p>	<p>30081 out of 116420: 25%</p>

Black bold indicates at least a 2% percent drop in votes from the previous time period.

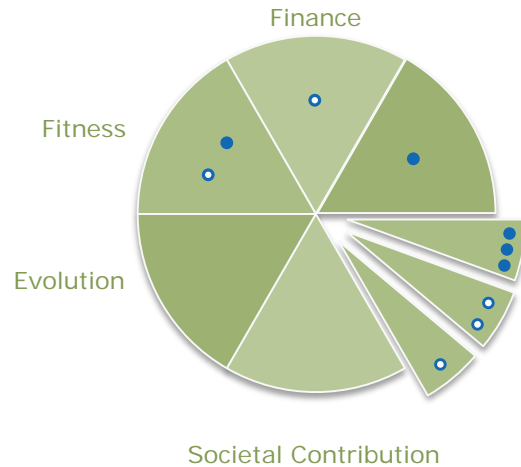
Red bold indicates where votes increased by 2% or more.

Note, among the diagrams slight variations in Cultural Entropy percentages may occur due to rounding to the nearest whole number.

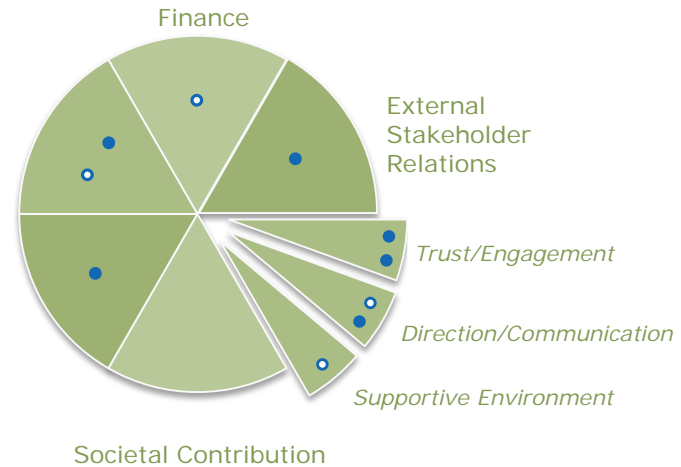


Business Needs Scorecard (BNS) 2012/2013

2012 CURRENT CULTURE



2013 CURRENT CULTURE



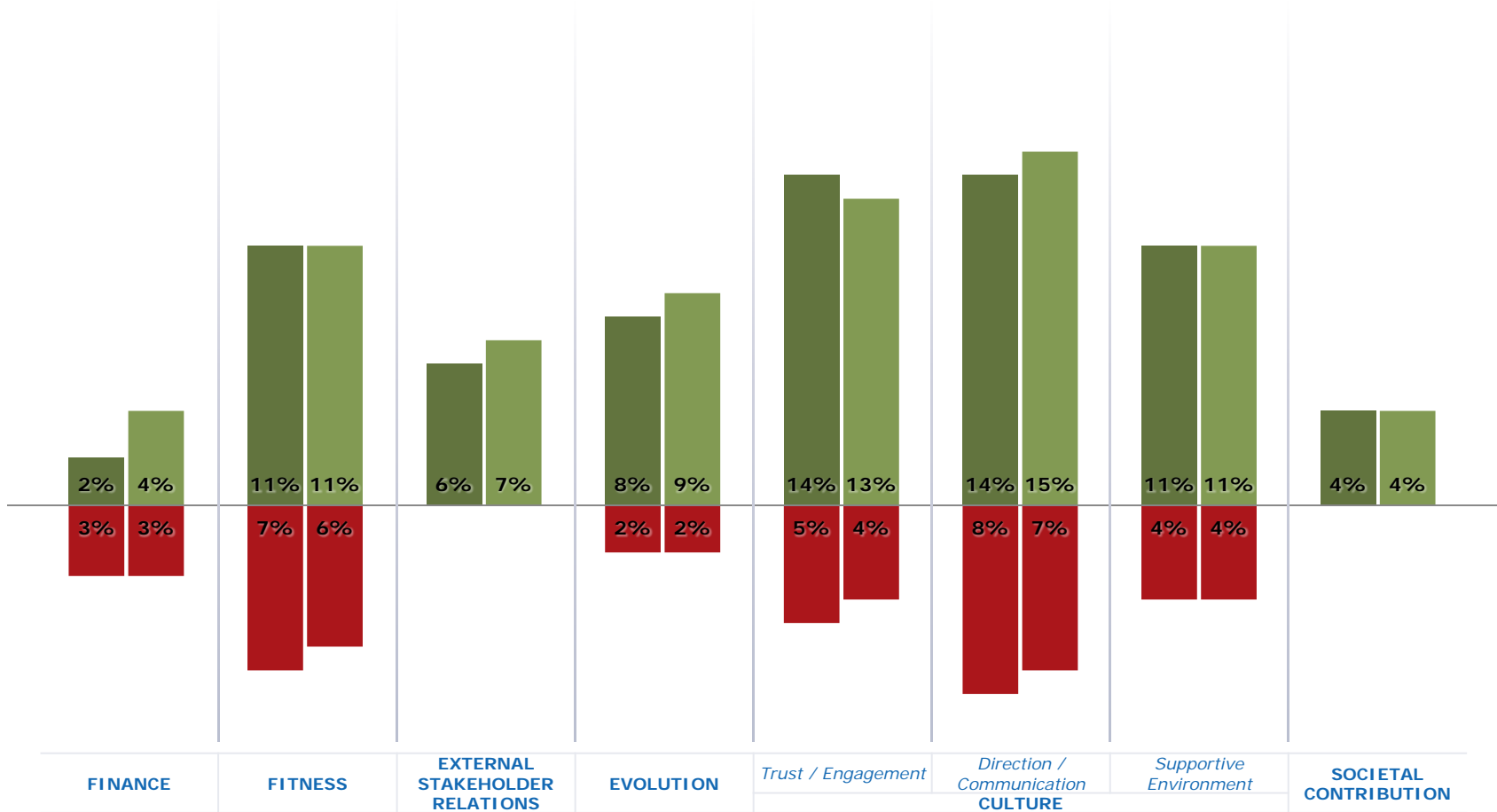
	FINANCE	FITNESS	CLIENT RELATIONS	EVOLUTION	CULTURE			SOCIETAL CONTRIBUTION
					Trust/Engagement	Direction/Communication	Supportive Environment	
2012	cost reduction (L)	inconsistent (L) productivity	customer satisfaction		accountability commitment teamwork	confusion (L) information withholding (L)	job insecurity (L)	
2013	cost reduction (L)	inconsistent (L) productivity	customer satisfaction	continuous improvement	accountability teamwork	confusion (L) goals orientation	job insecurity (L)	

Values in **bold** are differences from one time period to the next.



Business Needs Scorecard (BNS) 2012/2013

This diagram shows the percentage of all Current Culture values by BNS area for both time periods.



2012 Current Culture Values ■

2013 Current Culture Values ■

Cultural Entropy ■



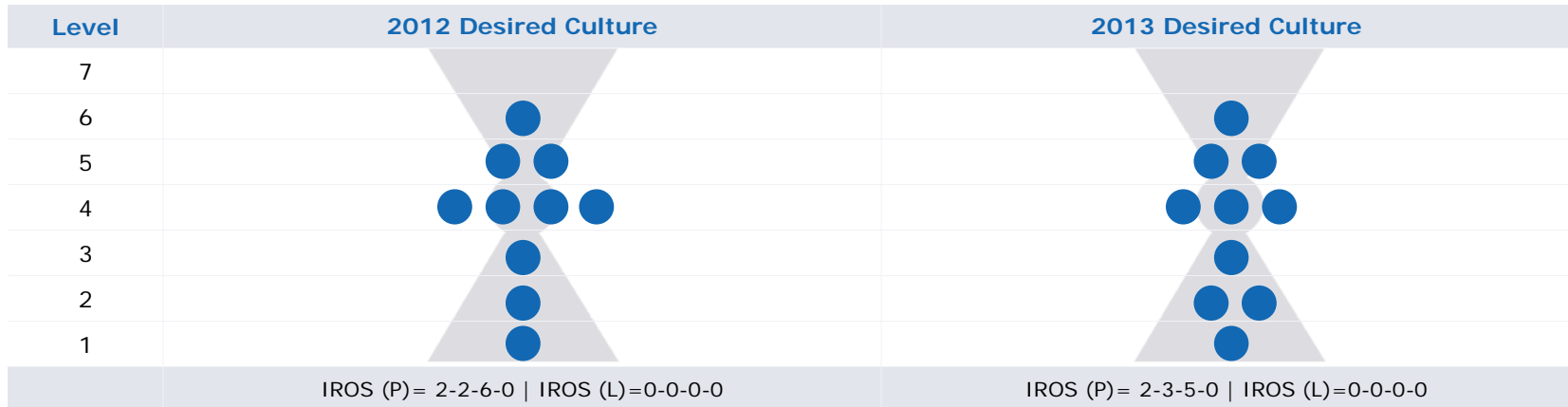
Evolution of Values Jumps

2012 VALUES JUMPS FROM CURRENT TO DESIRED CULTURE	% INCREASE	2013 VALUES JUMPS FROM CURRENT TO DESIRED CULTURE	% INCREASE
honesty	26%	accountability	25%
accountability	24%	career development	18%
career development	21%	honesty	18%
job security	19%	job security	17%
leadership effectiveness	16%	leadership effectiveness	16%
employee recognition	13%	employee recognition	12%
employee satisfaction	12%	employee satisfaction	12%
open communication	11%	open communication	10%
coaching/ mentoring	10%	coaching/ mentoring	10%
continuous learning and development	10%	continuous learning and development	9%

*Top Desired Culture values appear in **bold**.
Inconsistencies between the two time periods are highlighted in **green**.*



Desired Culture Values Matches



Matches
9

<i>accountability</i>	4(R)	<i>accountability</i>	4(R)
<i>honesty</i>	5(I)	<i>customer satisfaction</i>	2(O)
<i>customer satisfaction</i>	2(O)	<i>honesty</i>	5(I)
<i>career development</i>	3(O)	<i>teamwork</i>	4(R)
<i>teamwork</i>	4(R)	<i>career development</i>	3(O)
<i>commitment</i>	5(I)	<i>continuous improvement</i>	4(O)
<i>job security</i>	1(O)	<i>commitment</i>	5(I)
<i>continuous improvement</i>	4(O)	<i>job security</i>	1(O)
<i>leadership effectiveness</i>	6(O)	<i>leadership effectiveness</i>	6(O)
information sharing	4(O)	approachable	2(R)

Orange=Values Match

P=Positive
L=Potentially Limiting (white circle)

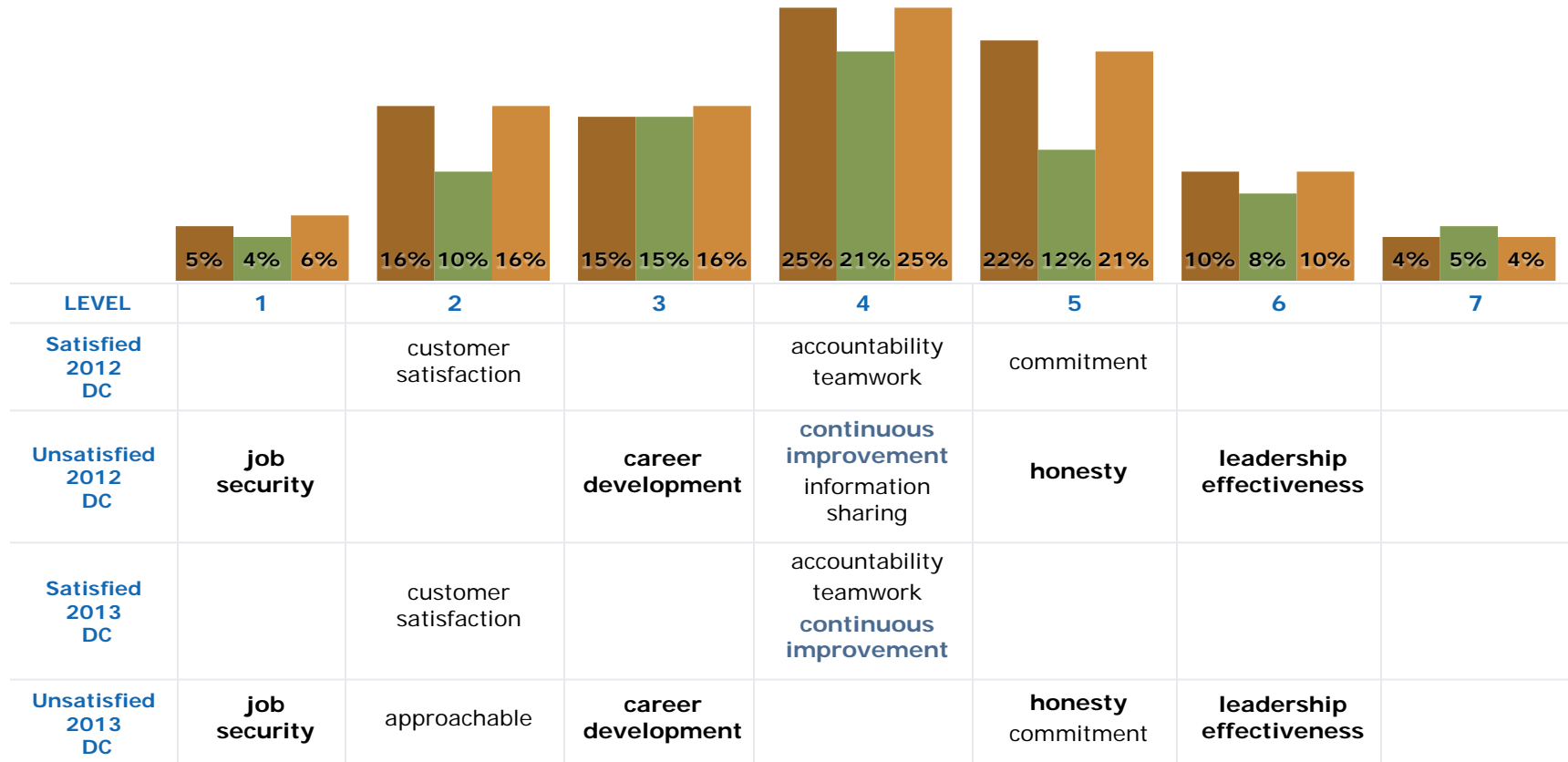
I=Individual
R=Relationship
O=Organizational
S=Societal



Desired Culture Evolution 2012/2013

This graph shows, by level, how overall desired culture focus has shifted over time and where focus is currently placed. The table compares past values requests with present Current and Desired Culture values. Only positive focus is represented.

- 2012 Desired Culture
- 2013 Current Culture
- 2013 Desired Culture

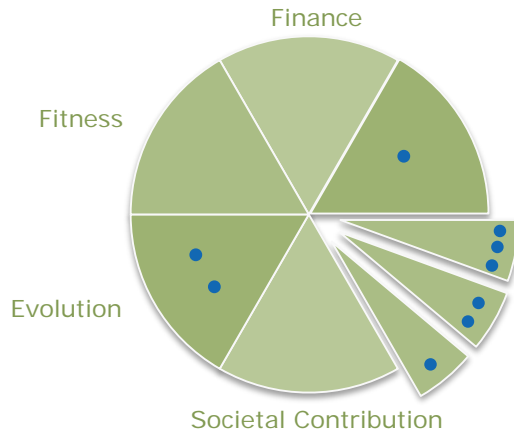


Black bold values are repeating requests that remain unsatisfied in the current results.
Blue bold values have successfully become key values in the Current Culture.

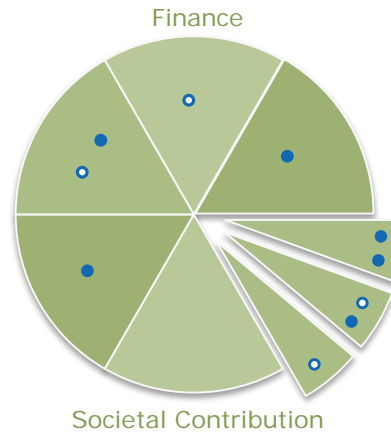


Desired Business Needs Scorecard (BNS) 2012/2013

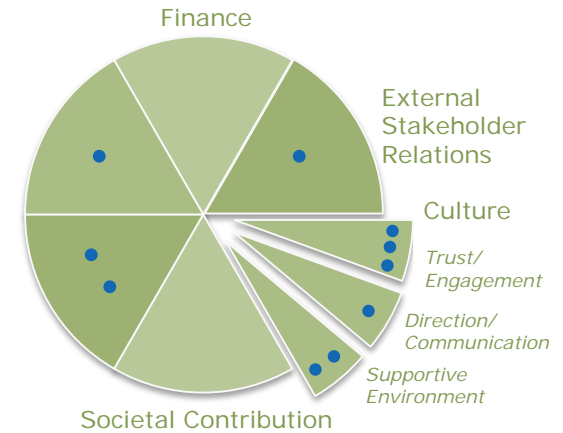
2012 DESIRED CULTURE



2013 CURRENT CULTURE



2013 DESIRED CULTURE

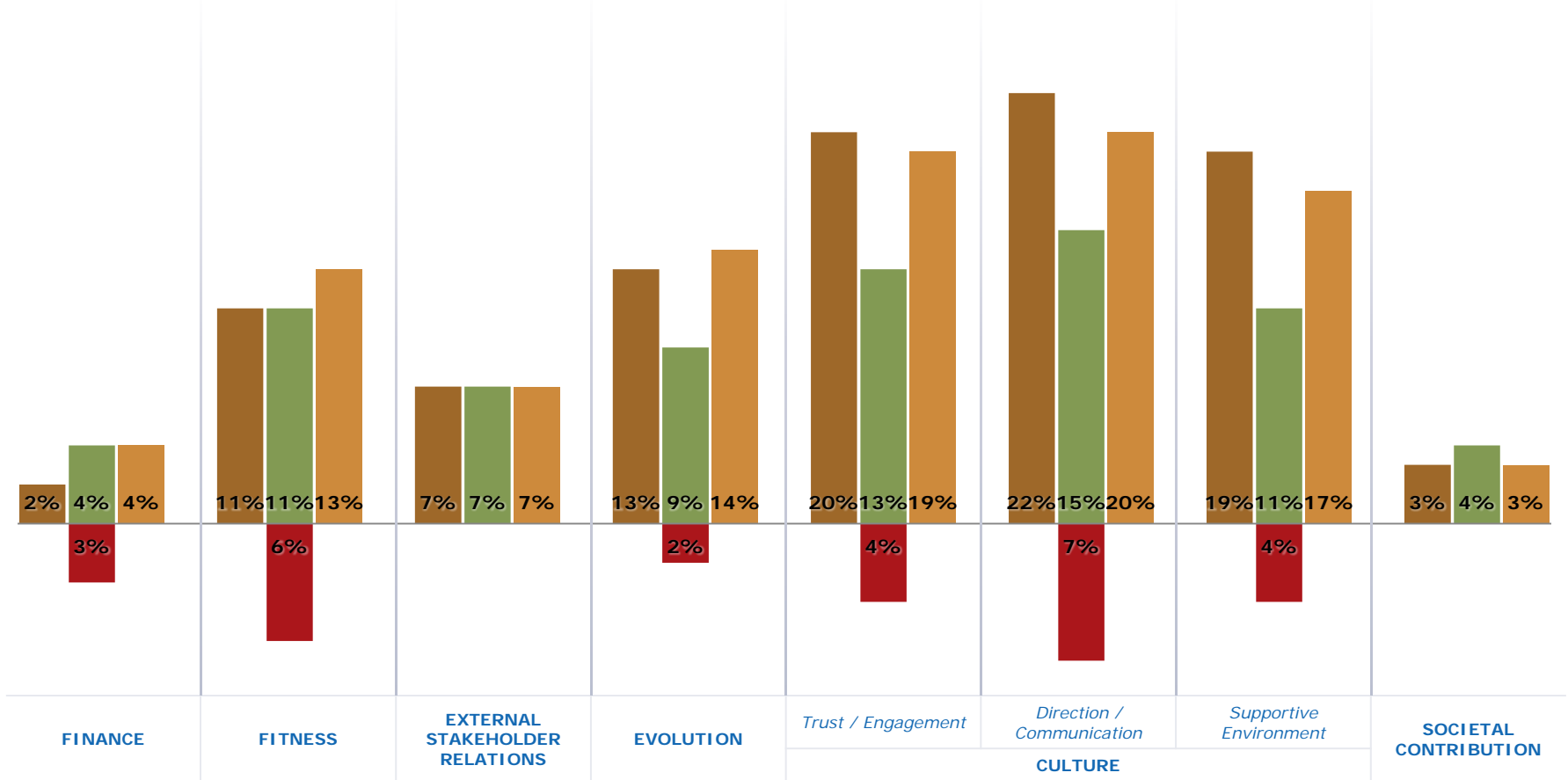


	FINANCE	FITNESS	CLIENT RELATIONS	EVOLUTION	CULTURE			SOCIETAL CONTRIBUTION
					<i>Trust/Engagement</i>	<i>Direction/Communication</i>	<i>Supportive Environment</i>	
2012 DC			customer satisfaction	career development continuous improvement	accountability commitment teamwork	honesty information sharing	job security	
2013 CC	cost reduction (L)	inconsistent (L) productivity	customer satisfaction	continuous improvement	accountability teamwork	confusion (L) goals orientation	job insecurity (L)	
2013 DC		leadership effectiveness	customer satisfaction	career development continuous improvement	accountability commitment teamwork	honesty	approachable job security	



Desired Business Needs Scorecard (BNS) 2012/2013

This graph shows, by BNS area, how overall desired focus has shifted and where focus is currently placed. Note the extent to which requests have been met and what gaps must be bridged. Only positive Desired Culture values are included.



2012 Desired Culture Values



2013 Current Culture Values



2013 Current Cultural Entropy



2013 Desired Culture Values





Personal Values Unsatisfied and Satisfied Matches

Level	2012 PERSONAL VALUES	2013 PERSONAL VALUES
7		
6		
5	● ● ● ● ●	● ● ● ● ●
4	● ●	● ●
3	●	●
2	● ●	● ● ●
1		
	IRS (P)= 6-4-0 IRS (L)=0-0-0	IRS (P)= 5-5-0 IRS (L)=0-0-0
	honesty <u>accountability</u> <u>commitment</u> respect responsibility trustworthy positive attitude performance caring integrity	honesty <u>accountability</u> respect commitment responsibility trustworthy positive attitude caring performance family
	MATCHES WITH 2012 CURRENT CULTURE (2)	MATCHES WITH 2013 CURRENT CULTURE (1)
	<u>accountability</u> <u>commitment</u>	<u>accountability</u>
	MATCHES WITH 2012 DESIRED CULTURE (3)	MATCHES WITH 2013 DESIRED CULTURE (3)
	honesty <u>accountability</u> <u>commitment</u>	honesty <u>accountability</u> commitment

Satisfied in Current Culture

Satisfied in Current & Desired Culture

Across the Board Matches

Unsatisfied Request