



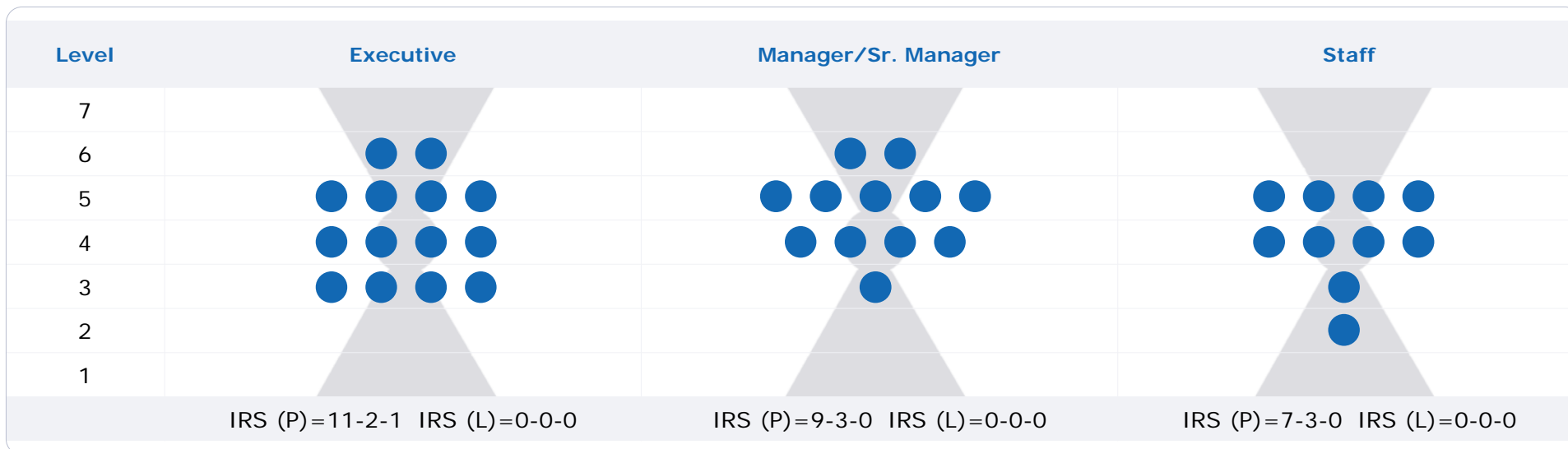
Barrett Values Centre

Comparison Report: XYZ Company- Executive, Manager/ Sr. Manager, Staff

Prepared by Barrett Values Centre



Comparison of Personal Values



Matches:6	leadership	8	6(I)	accountability	8	4(R)	honesty	265	5(I)
	continuous learning	6	4(I)	honesty	61	5(I)	balance (home/work)	206	4(I)
	accountability	5	4(R)	commitment	55	5(I)	continuous learning	201	4(I)
	commitment	5	5(I)	positive attitude	50	5(I)	accountability	197	4(R)
	adaptability	4	4(I)	cooperation	49	5(R)	family	194	2(R)
	excellence	4	3(I)	efficiency	49	3(I)	adaptability	182	4(I)
	creativity	3	5(I)	balance (home/work)	48	4(I)	commitment	170	5(I)
	decisiveness	3	3(I)	integrity	44	5(I)	positive attitude	166	5(I)
	efficiency	3	3(I)	continuous learning	42	4(I)	cooperation	162	5(R)
	fairness	3	5(R)	adaptability	38	4(I)	efficiency	158	3(I)
	innovation	3	4(I)	coaching/ mentoring	38	6(R)			
	logic	3	3(I)	leadership	38	6(I)			
	making a difference	3	6(S)						
	positive attitude	3	5(I)						

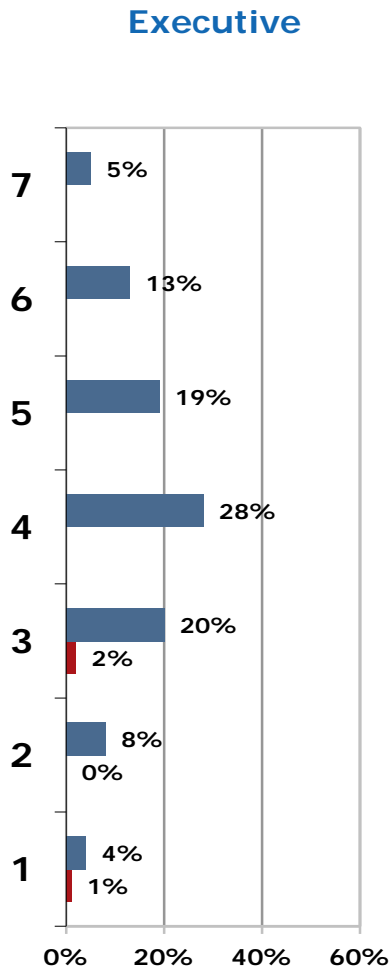
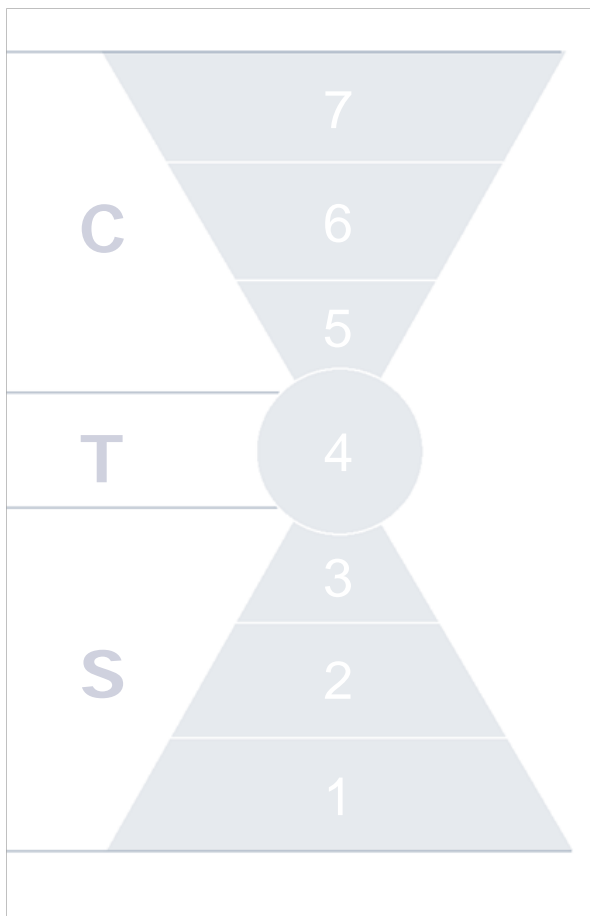
Orange = Full Values Match
Blue = 2+ Matches

P = Positive
 L = Potentially Limiting (white circle)

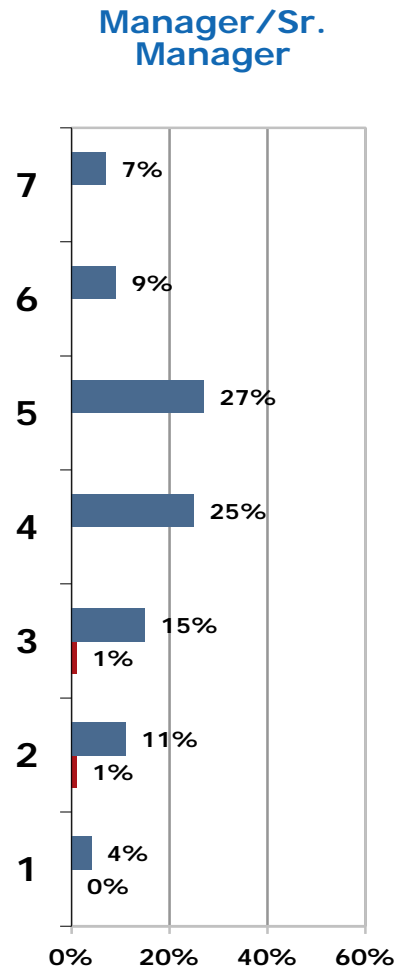
I = Individual
 R = Relationship
 S = Societal



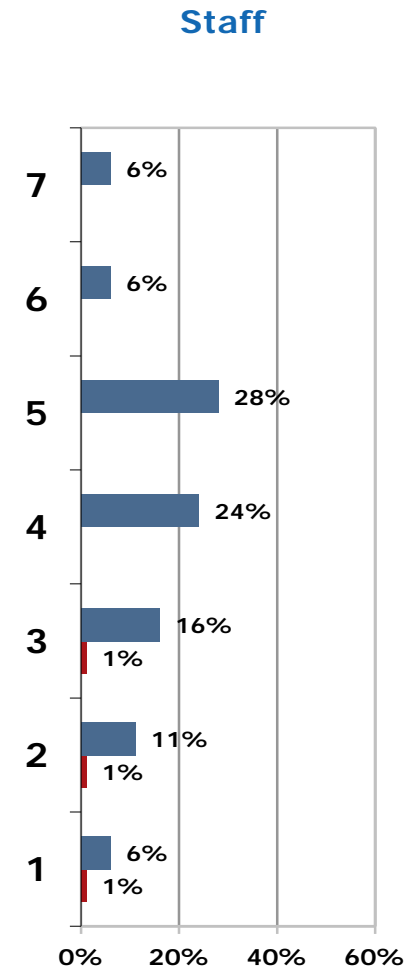
Comparison of Personal Values



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



CTS = 43-25-32
Cultural Entropy = 2%



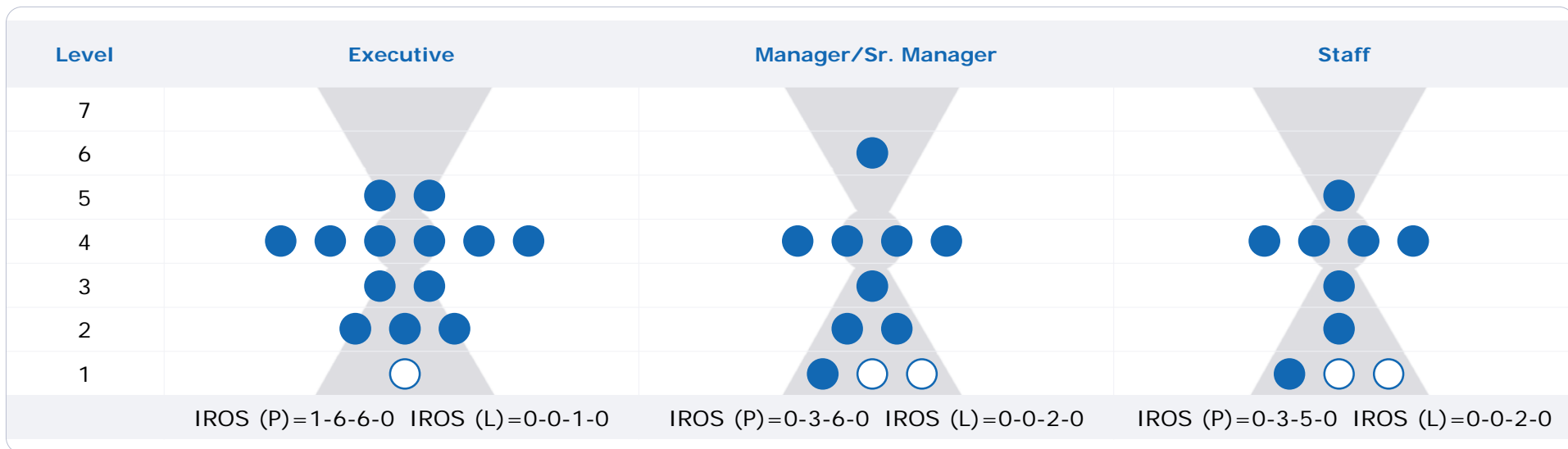
CTS = 40-24-36
Cultural Entropy = 3%

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

■ Positive Values
 ■ Potentially Limiting Values



Comparison of Current Culture Values



Matches:7	Executive	Manager/Sr. Manager	Staff
	<i>customer satisfaction</i> 6 2(O)	<i>customer satisfaction</i> 87 2(O)	<i>customer satisfaction</i> 280 2(O)
	<i>teamwork</i> 6 4(R)	<i>cost reduction (L)</i> 69 1(O)	<i>teamwork</i> 223 4(R)
	<i>continuous improvement</i> 5 4(O)	<i>teamwork</i> 61 4(R)	<i>cost reduction (L)</i> 221 1(O)
	<i>cooperation</i> 4 5(R)	<i>results orientation</i> 59 3(O)	<i>results orientation</i> 182 3(O)
	employee recognition 4 2(R)	<i>continuous improvement</i> 48 4(O)	<i>goals orientation</i> 180 4(O)
	encouragement 4 4(R)	<i>goals orientation</i> 48 4(O)	<i>short-term focus (L)</i> 152 1(O)
	innovation 4 4(O)	<i>accountability</i> 47 4(R)	<i>profit</i> 148 1(O)
	<i>open communication</i> 4 2(R)	cross group collaboration 38 6(O)	<i>accountability</i> 130 4(R)
	<i>accountability</i> 3 4(R)	<i>open communication</i> 37 2(R)	<i>continuous improvement</i> 129 4(O)
	commitment 3 5(I)	<i>profit</i> 37 1(O)	<i>cooperation</i> 128 5(R)
	<i>goals orientation</i> 3 4(O)	<i>short-term focus (L)</i> 37 1(O)	
	productivity 3 3(O)		
	<i>results orientation</i> 3 3(O)		
	<i>short-term focus (L)</i> 3 1(O)		

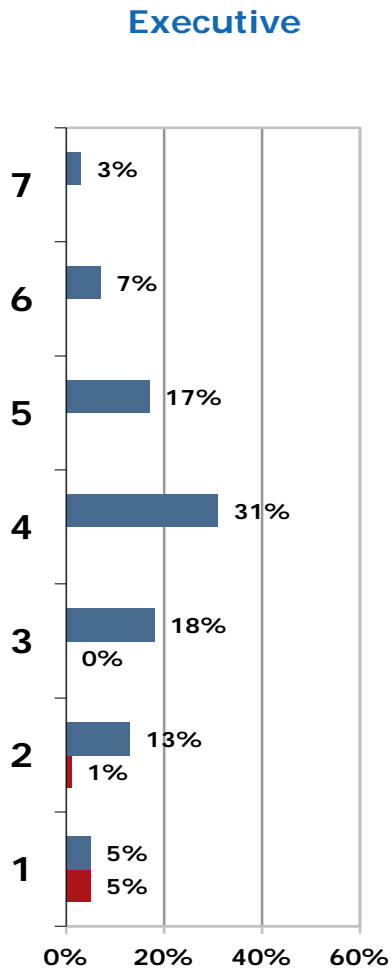
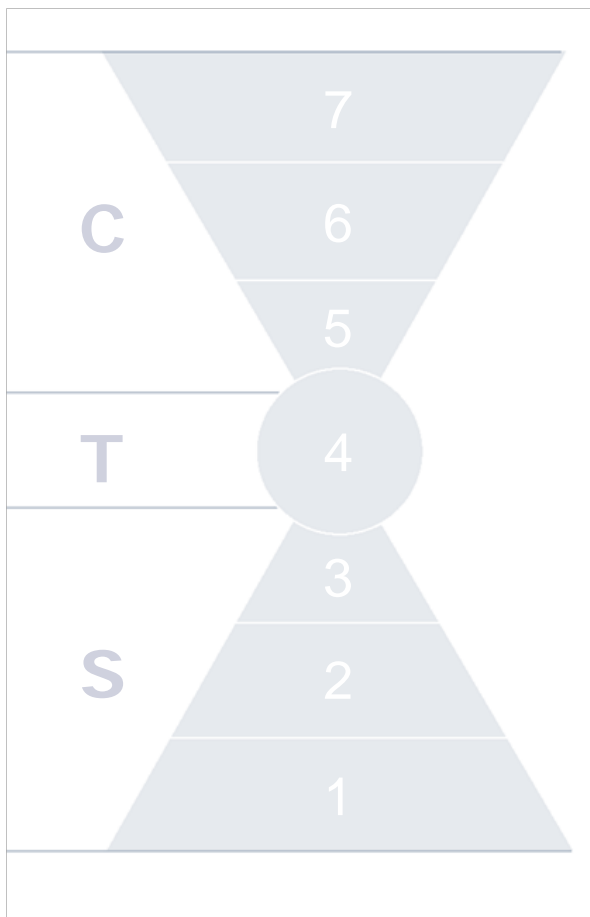
Orange = Full Values Match
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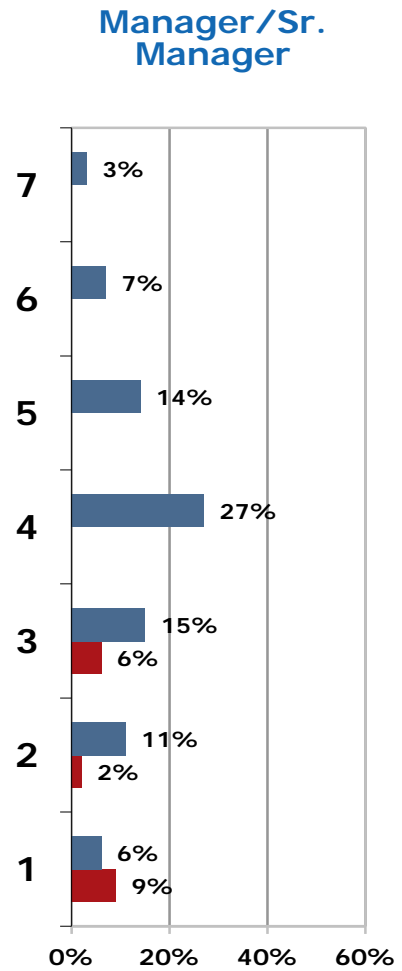
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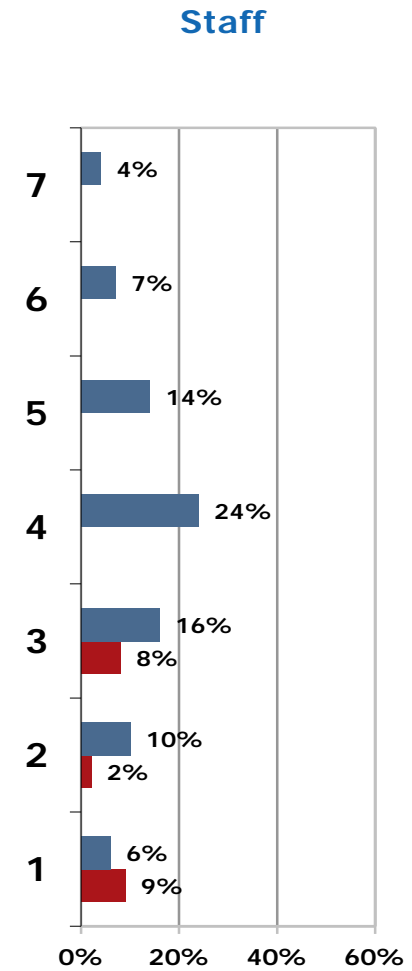
Comparison of Current Culture Values



CTS = 27-31-42
Cultural Entropy = 6%



CTS = 24-27-49
Cultural Entropy = 17%



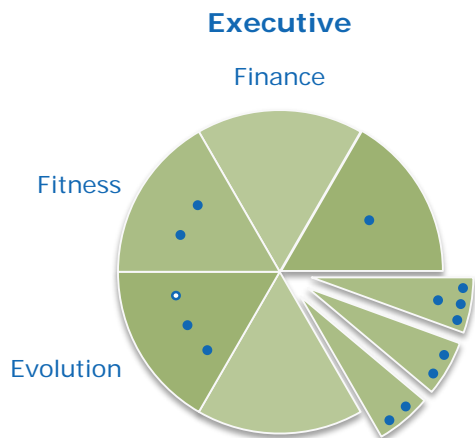
CTS = 25-24-51
Cultural Entropy = 19%

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

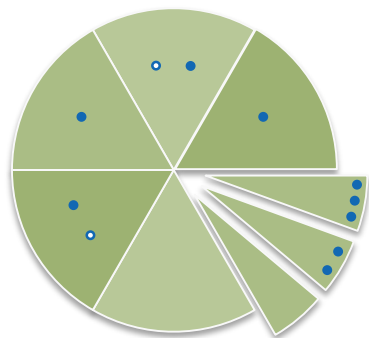
■ Positive Values
 ■ Potentially Limiting Values



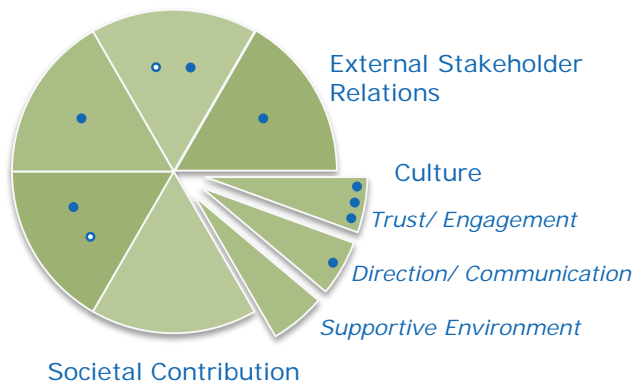
Comparison of Current Culture Values



Manager/Sr. Manager



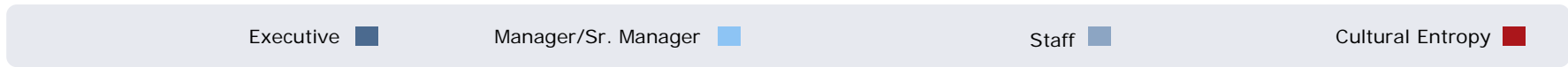
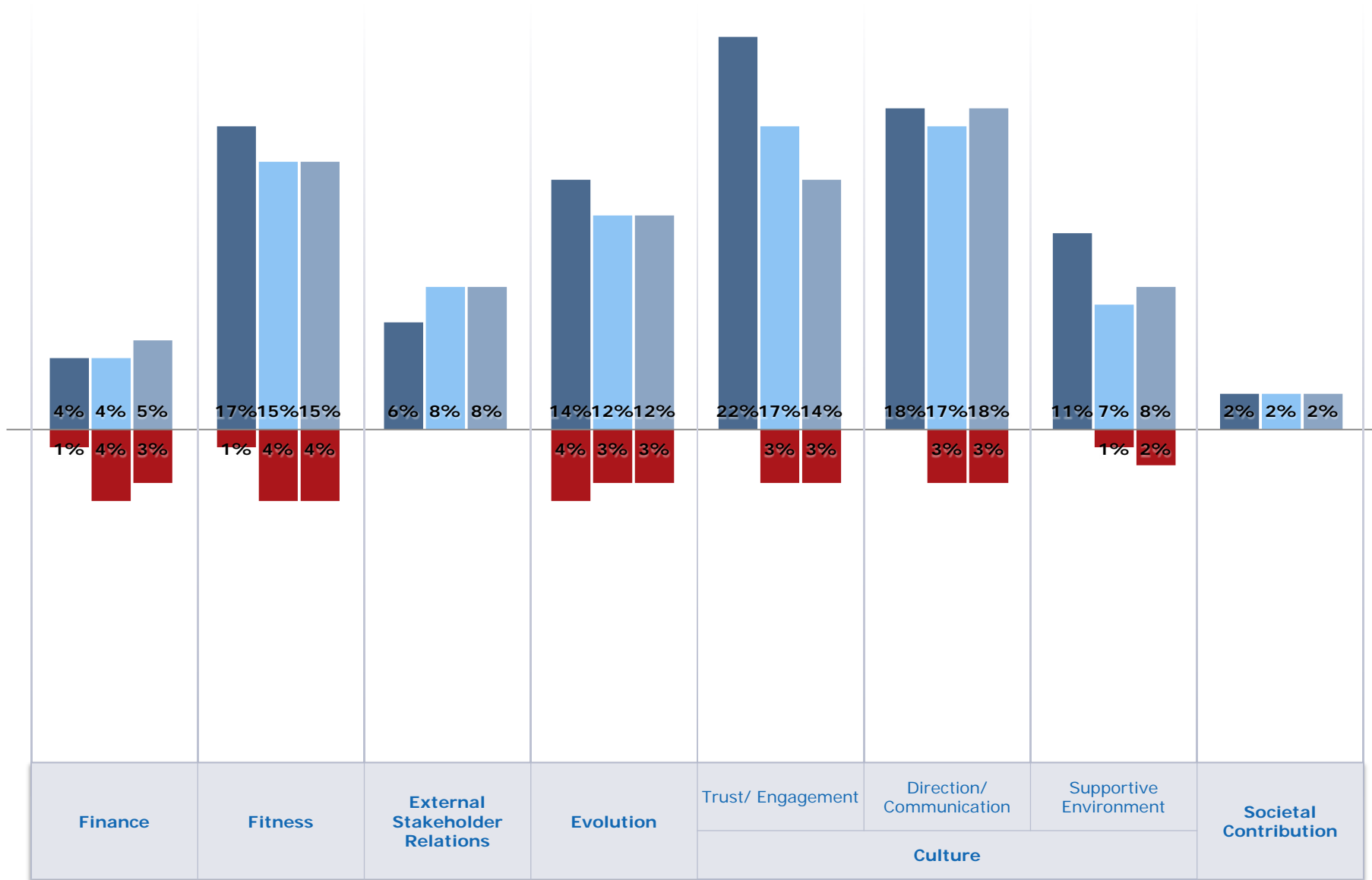
Staff



	Executive	Manager/Sr. Manager	Staff
Finance		cost reduction (L) profit	cost reduction (L) profit
Fitness	productivity results orientation	results orientation	results orientation
External Stakeholder Relations	customer satisfaction	customer satisfaction	customer satisfaction
Evolution	continuous improvement innovation short-term focus (L)	continuous improvement short-term focus (L)	short-term focus (L) continuous improvement
Culture	Trust/ Engagement	teamwork cooperation accountability commitment	teamwork accountability cooperation
	Direction/ Communication	open communication goals orientation	goals orientation open communication
	Supportive Environment	employee recognition encouragement	
Societal Contribution			

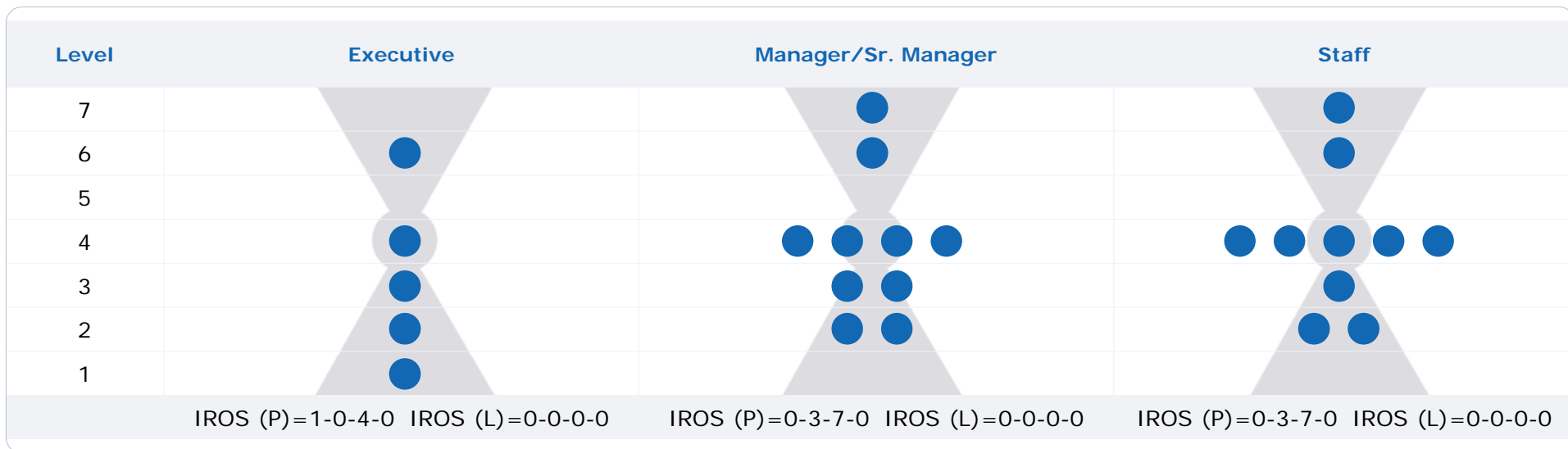


Comparison of Current Culture Values





Comparison of Desired Culture Values



Matches:3	Executive	Manager/Sr. Manager	Staff
<i>cross group collaboration</i>	6 6(O)	<i>continuous improvement</i> 57 4(O)	<i>customer satisfaction</i> 238 2(O)
<i>customer satisfaction</i>	6 2(O)	<i>customer satisfaction</i> 56 2(O)	<i>teamwork</i> 219 4(R)
<i>innovation</i>	5 4(O)	<i>teamwork</i> 53 4(R)	<i>continuous improvement</i> 205 4(O)
excellence	4 3(I)	<i>accountability</i> 51 4(R)	<i>innovation</i> 186 4(O)
financial stability	4 1(O)	<i>open communication</i> 51 2(R)	<i>long-term perspective</i> 170 7(O)
		<i>innovation</i> 50 4(O)	<i>accountability</i> 166 4(R)
		<i>cross group collaboration</i> 48 6(O)	information sharing 164 4(O)
		efficiency 41 3(O)	<i>open communication</i> 156 2(R)
		<i>long-term perspective</i> 40 7(O)	<i>quality</i> 149 3(O)
		<i>quality</i> 40 3(O)	<i>cross group collaboration</i> 146 6(O)

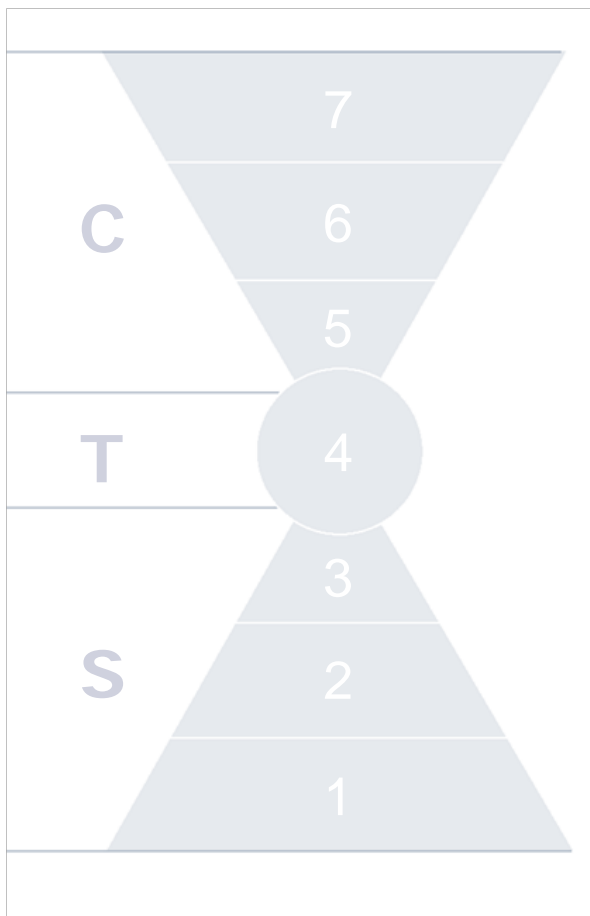
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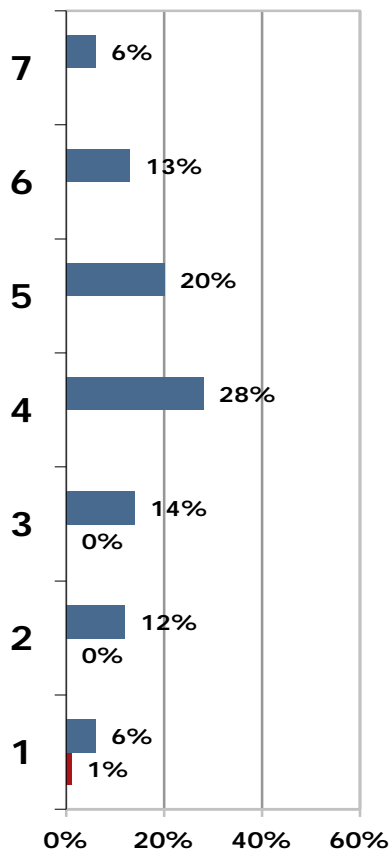
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Comparison of Desired Culture Values



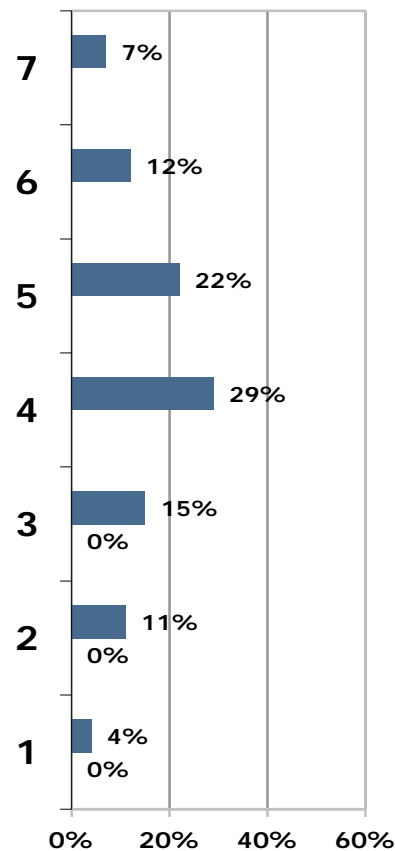
Executive



CTS = 39-28-33

Cultural Entropy = 1%

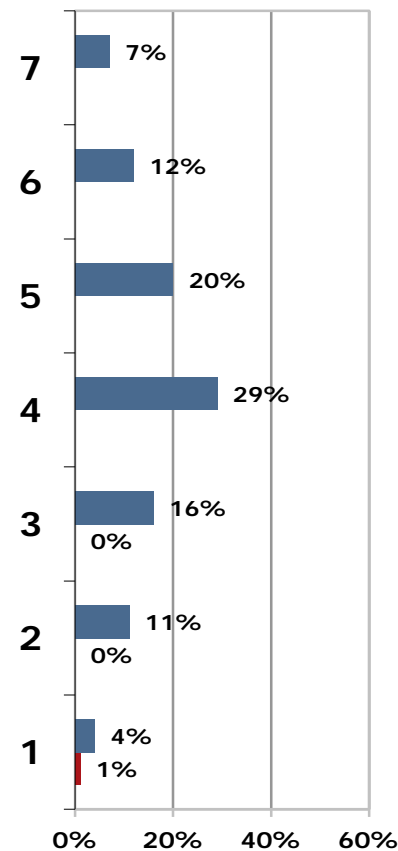
Manager/Sr. Manager



CTS = 41-29-30

Cultural Entropy = 0%

Staff



CTS = 39-29-32

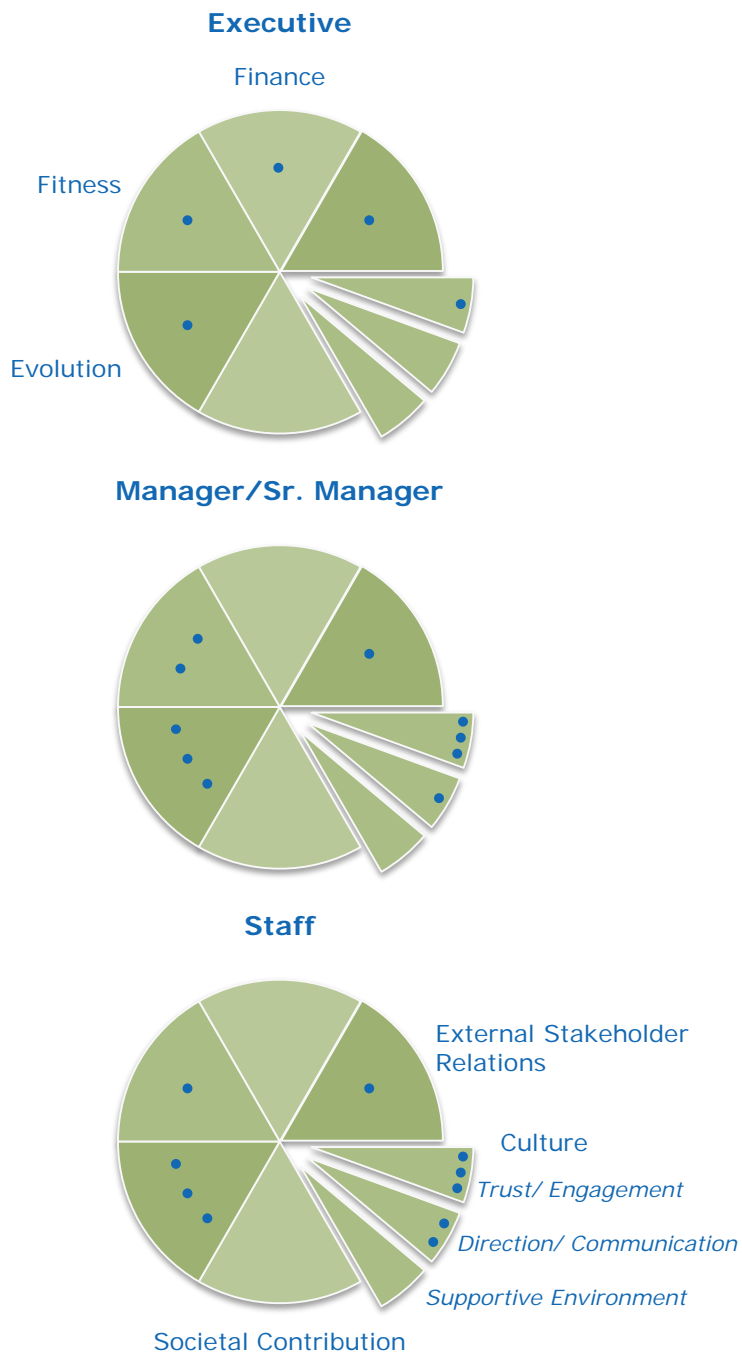
Cultural Entropy = 1%

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

■ Positive Values
 ■ Potentially Limiting Values



Comparison of Desired Culture Values



		Executive	Manager/Sr. Manager	Staff
Finance		financial stability		
Fitness		excellence	efficiency quality	quality
External Stakeholder Relations		customer satisfaction	customer satisfaction	customer satisfaction
Evolution		innovation	continuous improvement innovation long-term perspective	continuous improvement innovation long-term perspective
Culture	Trust/ Engagement	cross group collaboration	teamwork accountability cross group collaboration	teamwork accountability cross group collaboration
	Direction/ Communication		open communication	information sharing open communication
	Supportive Environment			
Societal Contribution				



Comparison of Desired Culture Values

