



Barrett Values Centre

## Banking Industry Report

Prepared by Barrett Values Centre

February 2015



# Banking Industry Report 2007-2014

**Total number of organizations: 67**

**Time Period: 2007-2014**

**Countries represented: 26**

## **Average Entropy:**

<b>Year</b>	<b>Average Entropy</b>
2007-2014 Combined	19%
2014	23%
2013	16%
2012	21%
2011	20%
2010	18%
2009	16%
2008	16%
2007	17%

## **Total Number of Organisations by Current Organisational Entropy:**

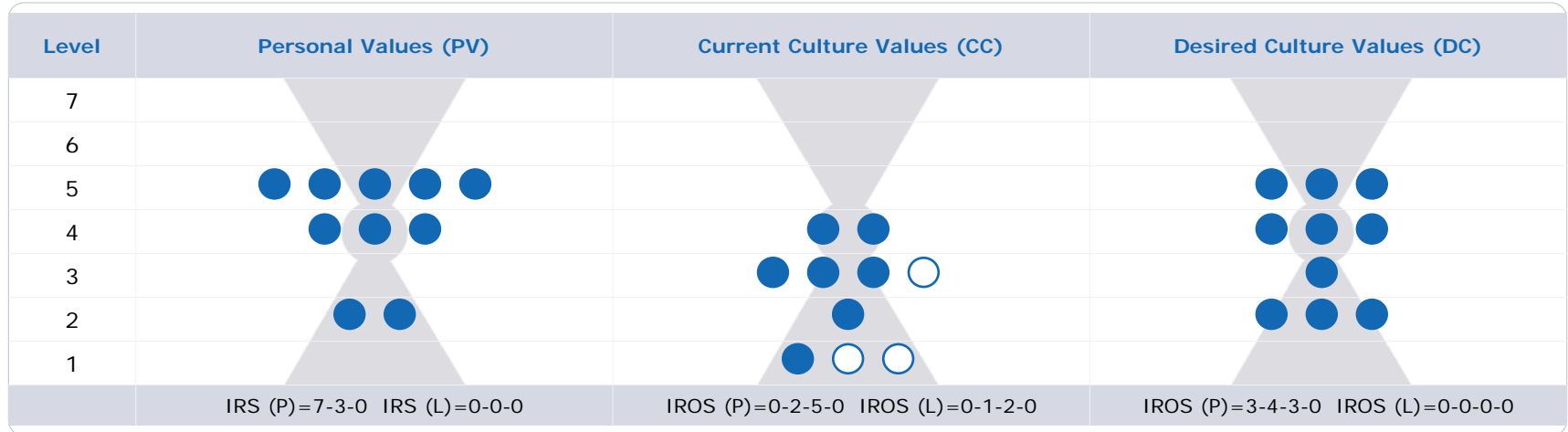
<b>Entropy Band</b>	<b>Number of Organisations</b>
0-10%	11
11-20%	29
21-30%	21
31-40%	4
41% or more	2

Industry Reports are a composite view of a specific industry using results collected from Cultural Values Assessments over time.

The values data represents the most commonly occurring top values. Percentages associated with values denote the percentage of assessments in a given industry where that value appeared among the top values.



# Consolidated Cultural Data – Banking 2007-2014



Matches  
 PV - CC 1  
 CC - DC 3  
 PV - DC 4

<b>honesty</b>	76%	5(I)	cost reduction (L)	55%	1(O)	<b>customer satisfaction</b>	67%	2(O)
<b>commitment</b>	75%	5(I)	<b>customer satisfaction</b>	51%	2(O)	<b>teamwork</b>	61%	4(R)
<u>accountability</u>	64%	4(R)	<u>accountability</u>	45%	4(R)	<u>accountability</u>	55%	4(R)
<b>integrity</b>	61%	5(I)	results orientation	42%	3(O)	employee recognition	51%	2(R)
responsibility	61%	4(I)	<b>teamwork</b>	42%	4(R)	<b>integrity</b>	40%	5(I)
family	58%	2(R)	brand image	39%	3(O)	continuous improvement	39%	4(O)
positive attitude	54%	5(I)	bureaucracy (L)	37%	3(O)	open communication	39%	2(R)
respect	43%	2(R)	being the best	31%	3(O)	<b>honesty</b>	34%	5(I)
balance (home/work)	39%	4(I)	control (L)	31%	1(R)	professionalism	34%	3(O)
humour/ fun	39%	5(I)	profit	31%	1(O)	<b>commitment</b>	33%	5(I)

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

Orange = CC & DC  
 Blue = PV & DC

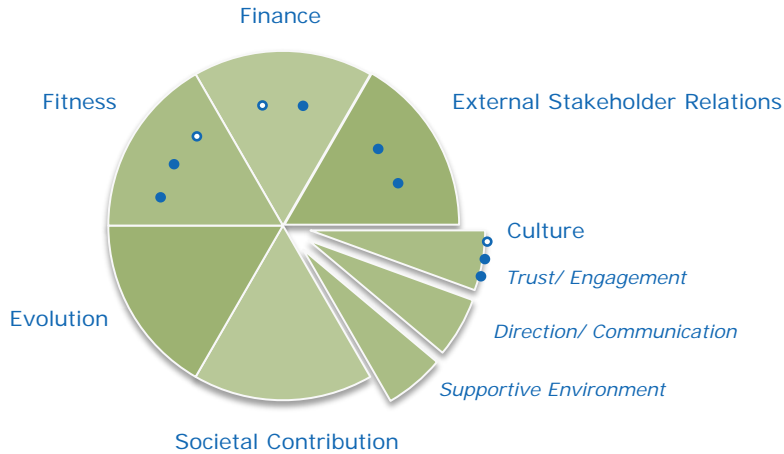
P = Positive  
 L = Potentially Limiting (white circle)

I = Individual  
 R = Relationship

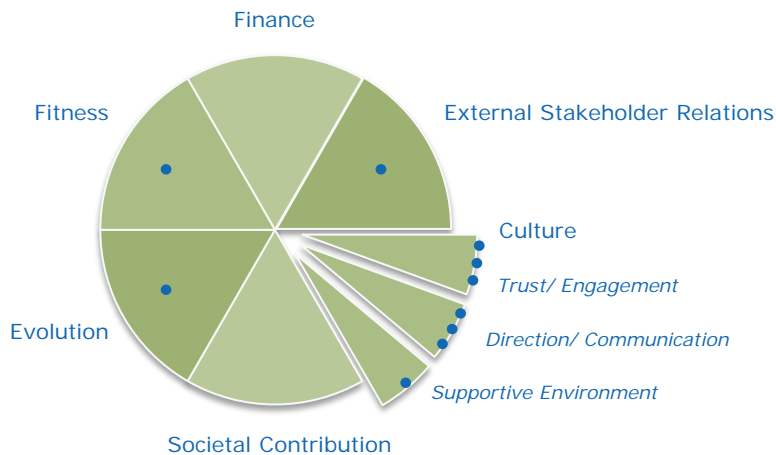
O = Organisational  
 S = Societal

# Consolidated Cultural Data – Banking 2007-2014

## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture
Finance		cost reduction (L)	
		profit	
Fitness		being the best	professionalism
		bureaucracy (L)	
External Stakeholder Relations		results orientation	
		brand image	customer satisfaction
Evolution		customer satisfaction	
			continuous improvement
Culture	Trust/ Engagement	accountability	accountability
		control (L)	commitment
		teamwork	teamwork
Direction/ Communication			honesty
			integrity
			open communication
Supportive Environment			employee recognition
Societal Contribution			



# Consolidated Cultural Data – Banking 2007-2014

## 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	Percentage of Assessments
<b>employee recognition</b>	57%
<b>open communication</b>	51%
<b>accountability</b>	46%
trust	42%
<b>honesty</b>	40%
balance (home/work)	36%
employee fulfilment	34%
leadership development	34%
long-term perspective	31%
coaching/mentoring	28%