



Barrett Values Centre

Consultancy & Management Industry Report

Prepared by Barrett Values Centre

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Consultancy & Management Industry Report 2007-2014

Total number of organizations: 90

Time Period: 2007-2014

Countries represented: 16

Average Entropy:

| Year | Average Entropy |
|--------------------|------------------------|
| 2007-2014 Combined | 17% |
| 2014 | 13% |
| 2013 | 20% |
| 2012 | 16% |
| 2011 | 17% |
| 2010 | 13% |
| 2009 | 16% |
| 2008 | 19% |
| 2007 | 19% |

Total Number of Organisations by Current Organisational Entropy:

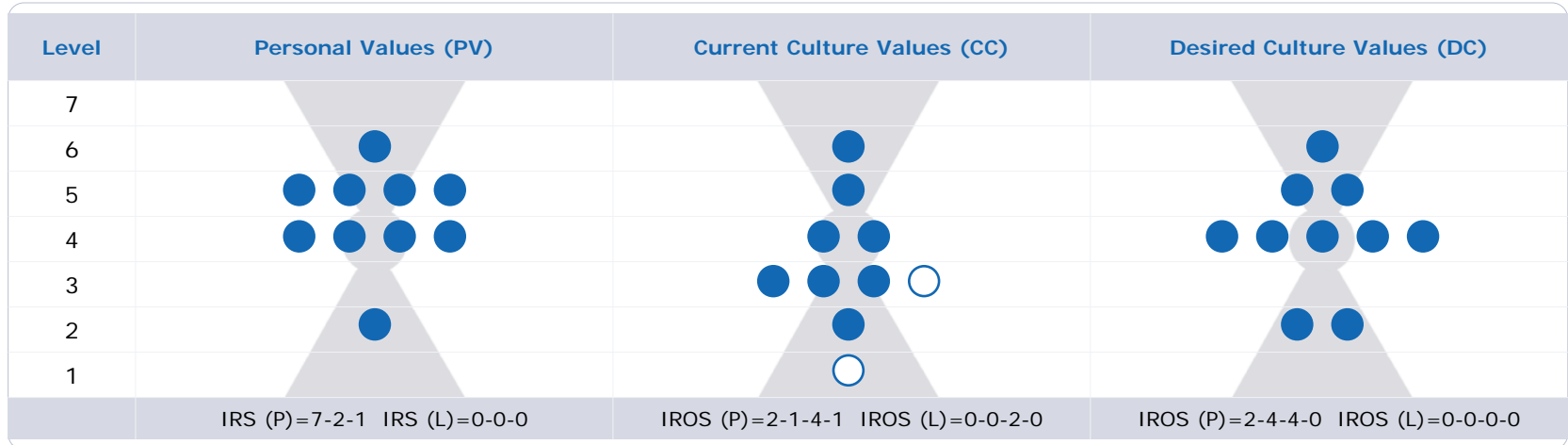
| Entropy Band | Number of Organisations |
|---------------------|--------------------------------|
| 0-10% | 25 |
| 11-20% | 38 |
| 21-30% | 19 |
| 31-40% | 5 |
| 41% or more | 3 |

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.



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Matches

PV - CC 2
CC - DC 4
PV - DC 4

| | | | | | |
|----------------------------|----------|-------------------------------|----------|-------------------------------|----------|
| <u>commitment</u> | 72% 5(I) | <i>customer satisfaction</i> | 60% 2(O) | <i>customer satisfaction</i> | 52% 2(O) |
| humour/ fun | 66% 5(I) | <i>teamwork</i> | 48% 4(R) | <i>teamwork</i> | 49% 4(R) |
| honesty | 60% 5(I) | results orientation | 39% 3(O) | <i>continuous improvement</i> | 46% 4(O) |
| <u>integrity</u> | 58% 5(I) | professionalism | 33% 3(O) | <u>balance (home/work)</u> | 44% 4(O) |
| <u>making a difference</u> | 47% 6(S) | achievement | 31% 3(I) | <u>accountability</u> | 43% 4(R) |
| <u>accountability</u> | 46% 4(R) | <i>commitment</i> | 30% 5(I) | coaching/ mentoring | 34% 6(R) |
| continuous learning | 44% 4(I) | long hours (L) | 30% 3(O) | innovation | 34% 4(O) |
| family | 41% 2(R) | <u>making a difference</u> | 28% 6(S) | <i>commitment</i> | 32% 5(I) |
| responsibility | 40% 4(I) | cost reduction (L) | 26% 1(O) | open communication | 30% 2(R) |
| <u>balance (home/work)</u> | 39% 4(I) | <i>continuous improvement</i> | 23% 4(O) | <u>integrity</u> | 29% 5(I) |

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

Orange = CC & DC
Blue = PV & DC

P = Positive
L = Potentially Limiting (white circle)

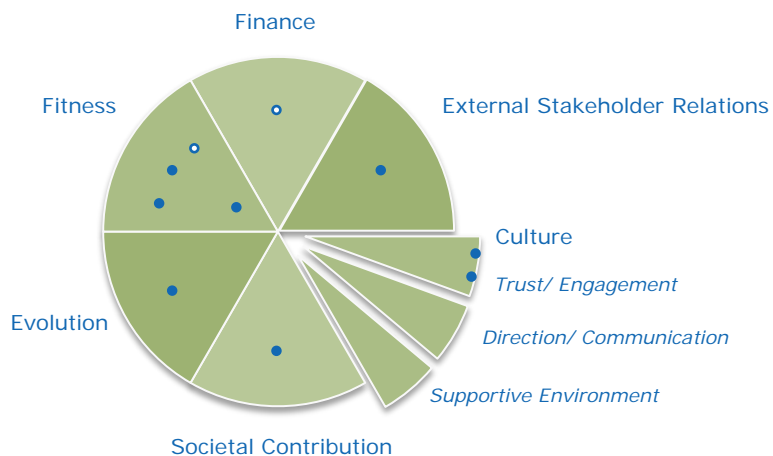
I = Individual
R = Relationship

O = Organisational
S = Societal

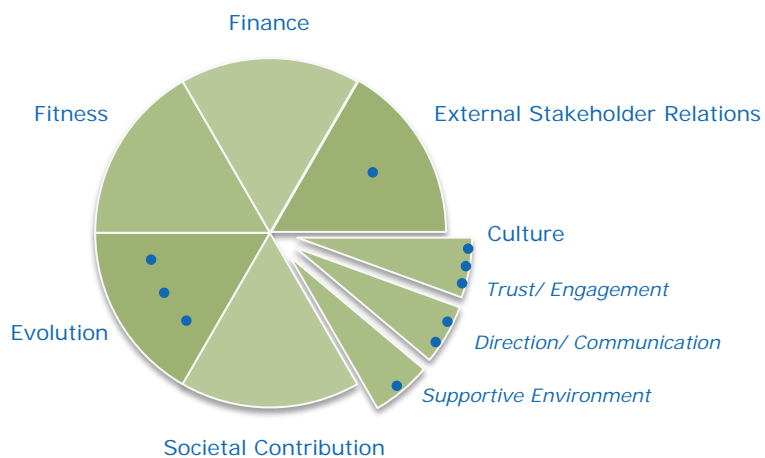


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Current Culture Values



Desired Culture Values



| | | Current Culture | Desired Culture |
|-----------------------|--------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------|
| | Finance | cost reduction (L) | |
| | Fitness | achievement long hours (L) professionalism results orientation | |
| | External Stakeholder Relations | customer satisfaction | customer satisfaction |
| Culture | Evolution | continuous improvement | coaching/ mentoring continuous improvement innovation |
| | Trust/ Engagement | commitment teamwork | accountability commitment teamwork |
| | Direction/ Communication | | integrity open communication |
| | Supportive Environment | | balance (home/work) |
| Societal Contribution | | making a difference | |



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 |
|----------------------------|---------------------------|
| innovation | 47% |
| balance (home/work) | 43% |
| open communication | 41% |
| accountability | 38% |
| long-term perspective | 36% |
| creativity | 34% |
| shared vision | 33% |
| coaching/mentoring | 31% |
| trust | 31% |
| employee fulfilment | 29% |