



Barrett Values Centre

## Engineering Industry Report

Prepared by Barrett Values Centre

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# Engineering Industry Report 2007-2014

**Total number of organizations: 55**

**Time Period: 2007-2014**

**Countries represented: 18**

**Average Entropy:**

| <b>Year</b>        | <b>Average Entropy</b> |
|--------------------|------------------------|
| 2007-2014 Combined | 23%                    |
| 2014               | 26%                    |
| 2013               | 24%                    |
| 2012               | 16%                    |
| 2011               | 24%                    |
| 2010               | 23%                    |
| 2009               | 20%                    |
| 2008               | 20%                    |
| 2007               | 19%                    |

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

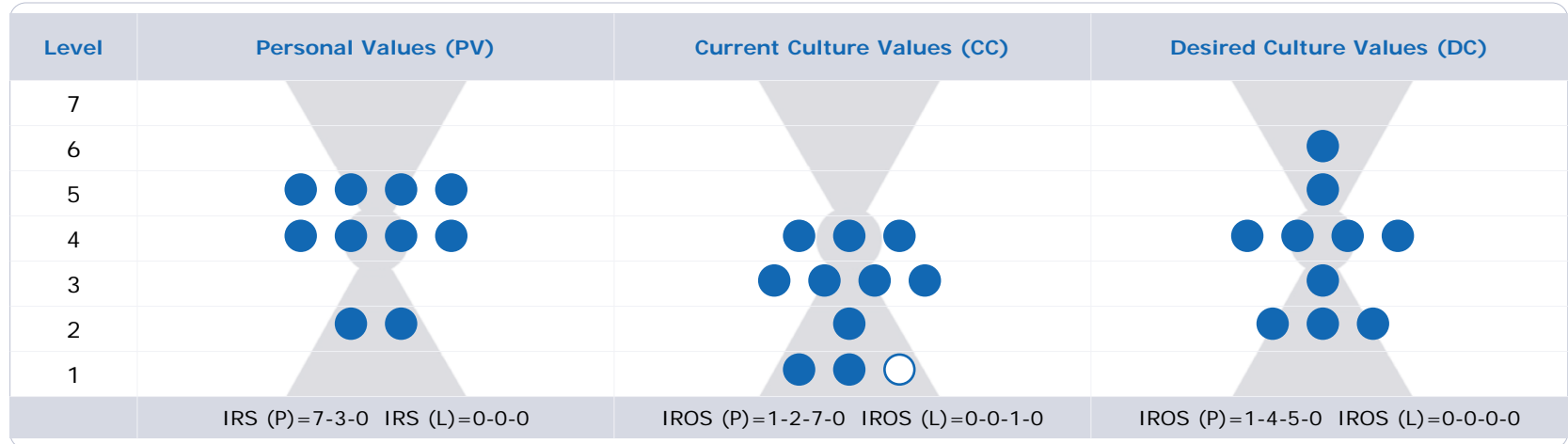
The values data represents the most commonly occurring top values. Percentages associated with values denote the percentage of assessments in a given industry where that value appeared among the top values.

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

| <b>Entropy Band</b> | <b>Number of Organisations</b> |
|---------------------|--------------------------------|
| 0-10%               | 4                              |
| 11-20%              | 22                             |
| 21-30%              | 19                             |
| 31-40%              | 6                              |
| 41% or more         | 4                              |



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Matches  
PV - CC 1  
CC - DC 5  
PV - DC 2

|                       |          |                               |          |                               |          |
|-----------------------|----------|-------------------------------|----------|-------------------------------|----------|
| honesty               | 93% 5(I) | <i>customer satisfaction</i>  | 67% 2(O) | <i>teamwork</i>               | 82% 4(R) |
| <b>commitment</b>     | 87% 5(I) | cost reduction (L)            | 62% 1(O) | <i>continuous improvement</i> | 80% 4(O) |
| <u>accountability</u> | 67% 4(R) | profit                        | 56% 1(O) | <i>customer satisfaction</i>  | 64% 2(O) |
| responsibility        | 64% 4(I) | <i>continuous improvement</i> | 55% 4(O) | <u>accountability</u>         | 60% 4(R) |
| family                | 58% 2(R) | <i>teamwork</i>               | 51% 4(R) | employee recognition          | 56% 2(R) |
| respect               | 58% 2(R) | productivity                  | 40% 3(O) | <b>commitment</b>             | 42% 5(I) |
| integrity             | 51% 5(I) | results orientation           | 36% 3(O) | <i>quality</i>                | 40% 3(O) |
| positive attitude     | 45% 5(I) | achievement                   | 33% 3(I) | open communication            | 36% 2(R) |
| continuous learning   | 40% 4(I) | <u>accountability</u>         | 31% 4(R) | innovation                    | 31% 4(O) |
| balance (home/work)   | 33% 4(I) | organisational growth         | 31% 1(O) | leadership development        | 31% 6(O) |
|                       |          | <i>quality</i>                | 31% 3(O) |                               |          |

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

*Orange* = CC & DC  
**Blue** = PV & DC

P = Positive  
L = Potentially Limiting (white circle)

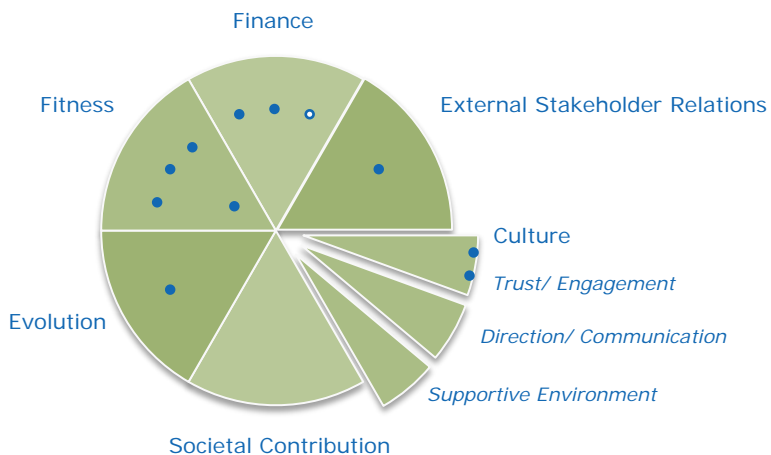
I = Individual  
R = Relationship

O = Organisational  
S = Societal

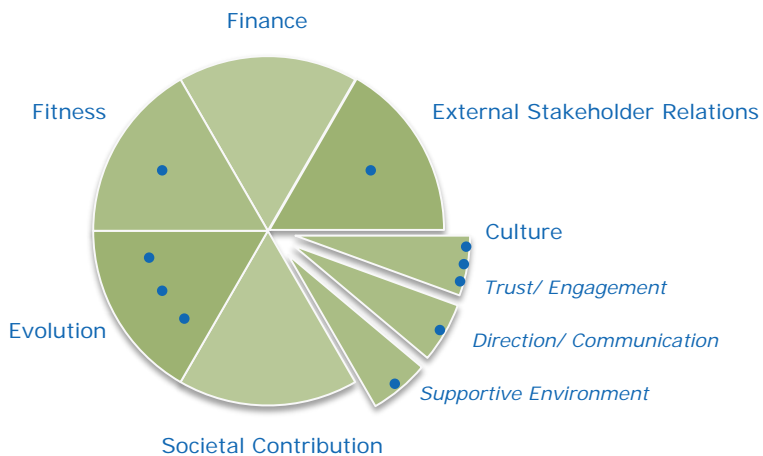


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## Current Culture Values



## Desired Culture Values



|                                |                  | Current Culture        | Desired Culture        |
|--------------------------------|------------------|------------------------|------------------------|
| Finance                        |                  | cost reduction (L)     |                        |
|                                |                  | organisational growth  |                        |
| Fitness                        |                  | profit                 |                        |
|                                |                  | achievement            | quality                |
|                                |                  | productivity           |                        |
| External Stakeholder Relations |                  | quality                |                        |
|                                |                  | results orientation    |                        |
|                                |                  | customer satisfaction  | customer satisfaction  |
| Evolution                      |                  | continuous improvement | continuous improvement |
|                                |                  | continuous improvement | innovation             |
|                                |                  |                        | leadership development |
| Culture                        | Trust/Engagement | accountability         | accountability         |
|                                |                  | teamwork               | commitment             |
|                                |                  |                        | teamwork               |
| Direction/Communication        |                  |                        | open communication     |
|                                |                  |                        |                        |
| Supportive Environment         |                  | employee recognition   |                        |
| Societal Contribution          |                  |                        |                        |



# Consolidated Cultural Data – Engineering 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>   | 69%                       |
| <b>accountability</b>         | 53%                       |
| employee fulfilment           | 49%                       |
| <b>continuous improvement</b> | 45%                       |
| <b>innovation</b>             | 45%                       |
| <b>leadership development</b> | 44%                       |
| <b>open communication</b>     | 42%                       |
| coaching/mentoring            | 38%                       |
| trust                         | 35%                       |
| efficiency                    | 33%                       |