



Barrett Values Centre

Financial Services Industry Report

Prepared by Barrett Values Centre

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Financial Services Industry Report 2007-2014

Total number of organizations: 107

Time Period: 2007-2014

Countries represented: 20

Average Entropy:

Year	Average Entropy
2007-2014 Combined	20%
2014	18%
2013	18%
2012	19%
2011	20%
2010	19%
2009	25%
2008	22%
2007	21%

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

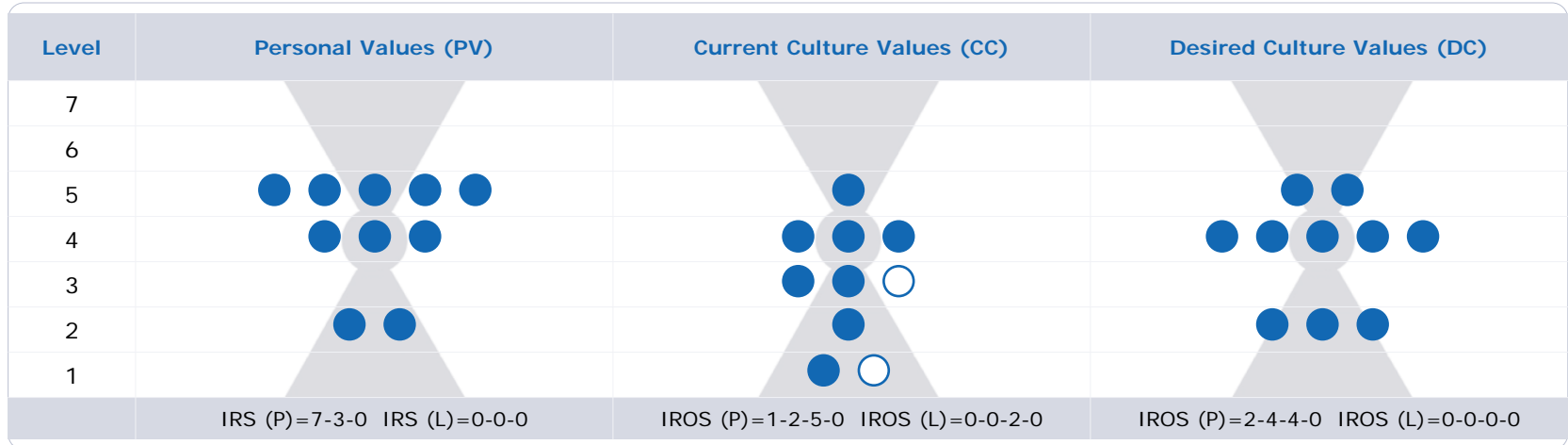
The values data represents the most commonly occurring top values. Percentages associated with values denote the percentage of assessments in a given industry where that value appeared among the top values.

Total Number of Organisations by Current Organisational Entropy:

Entropy Band	Number of Organisations
0-10%	20
11-20%	39
21-30%	36
31-40%	10
41% or more	2



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Matches
PV - CC 2
CC - DC 5
PV - DC 4

<u>commitment</u>	86% 5(I)	cost reduction (L)	56% 1(O)	<i>teamwork</i>	80% 4(R)
honesty	82% 5(I)	results orientation	51% 3(O)	<i>continuous improvement</i>	64% 4(O)
<u>integrity</u>	64% 5(I)	<i>customer satisfaction</i>	50% 2(O)	<u>accountability</u>	62% 4(R)
<u>accountability</u>	62% 4(R)	<i>teamwork</i>	49% 4(R)	<i>customer satisfaction</i>	61% 2(O)
responsibility	56% 4(I)	<u>accountability</u>	41% 4(R)	open communication	41% 2(R)
positive attitude	55% 5(I)	bureaucracy (L)	41% 3(O)	employee recognition	40% 2(R)
humour/ fun	52% 5(I)	profit	36% 1(O)	innovation	38% 4(O)
family	50% 2(R)	brand image	35% 3(O)	<u>commitment</u>	34% 5(I)
respect	42% 2(R)	<i>continuous improvement</i>	34% 4(O)	<u>integrity</u>	32% 5(I)
<u>balance (home/work)</u>	36% 4(I)	<u>commitment</u>	33% 5(I)	<u>balance (home/work)</u>	29% 4(O)

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

Orange = CC & DC
Blue = PV & DC

P = Positive
L = Potentially Limiting (white circle)

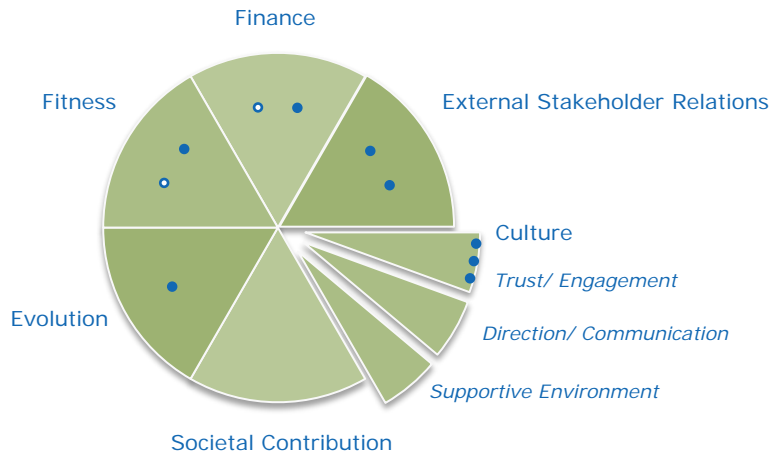
I = Individual
R = Relationship

O = Organisational
S = Societal

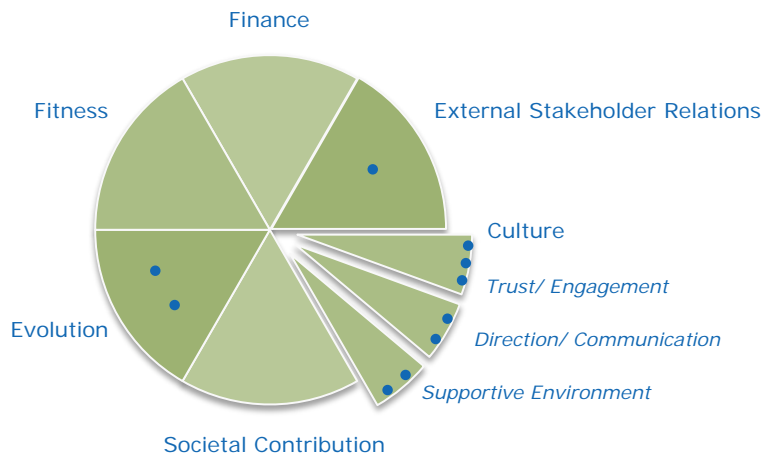


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Current Culture Values



Desired Culture Values



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



Consolidated Cultural Data – Financial Services 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 most common values jumps for industry organisations. The values in **bold** are also the most common Desired Culture top values.

VALUE	Percentage of Assessments
employee recognition	57%
accountability	50%
employee fulfilment	48%
innovation	47%
open communication	46%
efficiency	42%
leadership development	38%
adaptability	36%
continuous improvement	34%
balance (home/work)	33%