



Barrett Values Centre

Insurance Industry Report

Prepared by Barrett Values Centre

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Insurance Industry Report 2007-2014

Total number of organizations: 50

Time Period: 2007-2014

Countries represented: 13

Average Entropy:

Year	Average Entropy
2007-2014 Combined	21%
2014	19%
2013	25%
2012	27%
2011	13%
2010	19%
2009	19%
2008	16%
2007	18%

Total Number of Organisations by Current Organisational Entropy:

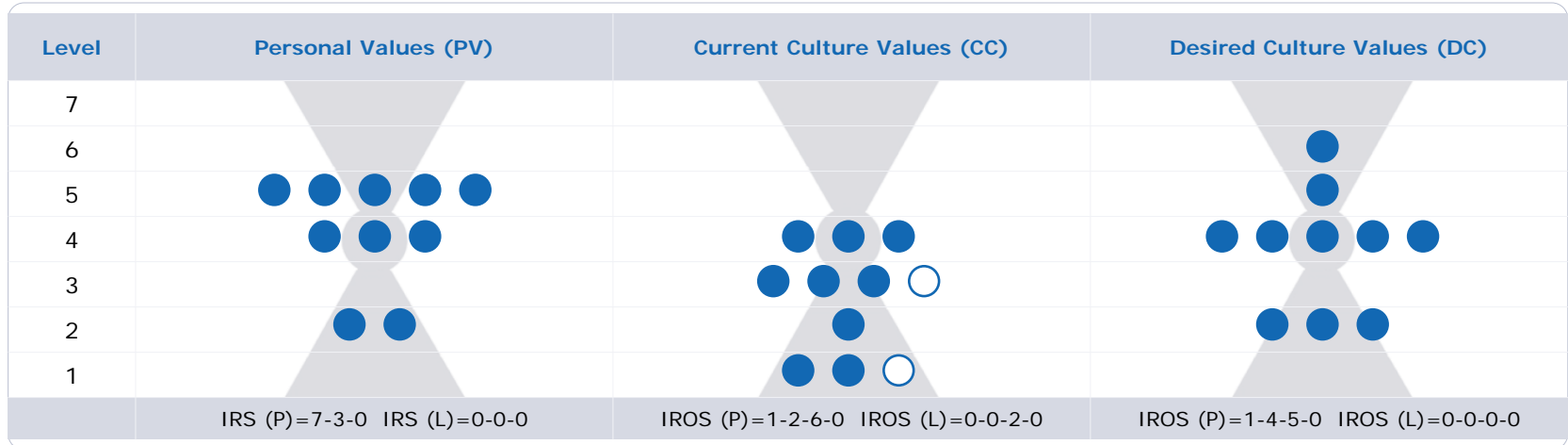
Entropy Band	Number of Organisations
0-10%	7
11-20%	21
21-30%	11
31-40%	9
41% or more	2

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.



Insurance Industry Report 2007-2014



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

commitment	94% 5(I)	customer satisfaction	80% 2(O)	customer satisfaction	84% 2(O)
honesty	74% 5(I)	cost reduction (L)	50% 1(O)	continuous improvement	78% 4(O)
family	72% 2(R)	teamwork	44% 4(R)	teamwork	70% 4(R)
accountability	62% 4(R)	continuous improvement	42% 4(O)	accountability	68% 4(R)
integrity	58% 5(I)	brand image	40% 3(O)	employee recognition	52% 2(R)
positive attitude	58% 5(I)	profit	40% 1(O)	commitment	42% 5(I)
humour/ fun	48% 5(I)	results orientation	40% 3(O)	innovation	36% 4(O)
respect	48% 2(R)	accountability	38% 4(R)	open communication	36% 2(R)
balance (home/work)	44% 4(I)	organisational growth	38% 1(O)	balance (home/work)	30% 4(O)
responsibility	38% 4(I)	achievement	34% 3(I)	employee fulfilment	30% 6(O)
		bureaucracy (L)	34% 3(O)		

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

Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

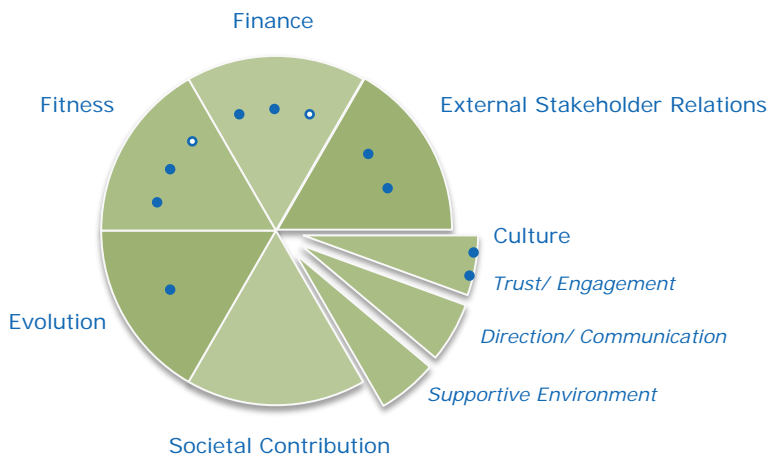
I = Individual
 R = Relationship

O = Organisational
 S = Societal

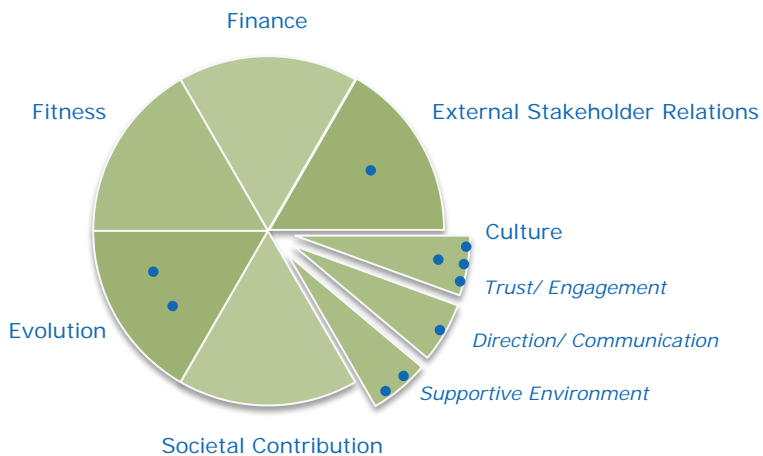


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Current Culture Values



Desired Culture Values



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



Consolidated Cultural Data – Insurance 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
employee fulfilment	70%
open communication	54%
employee recognition	52%
accountability	48%
innovation	46%
trust	44%
continuous improvement	40%
balance (home/work)	34%
coaching/mentoring	34%
honesty	32%