



Barrett Values Centre

Service Industry Report

Prepared by Barrett Values Centre

February 2015



Service Industry Report 2007-2014

Total number of organizations: 66

Time Period: 2007-2014

Countries represented: 18

Average Entropy:

| Year | Average Entropy |
|--------------------|------------------------|
| 2007-2014 Combined | 20% |
| 2014 | 21% |
| 2013 | 16% |
| 2012 | 22% |
| 2011 | 17% |
| 2010 | 24% |
| 2009 | 18% |
| 2008 | 22% |
| 2007 | 24% |

Total Number of Organisations by Current Organisational Entropy:

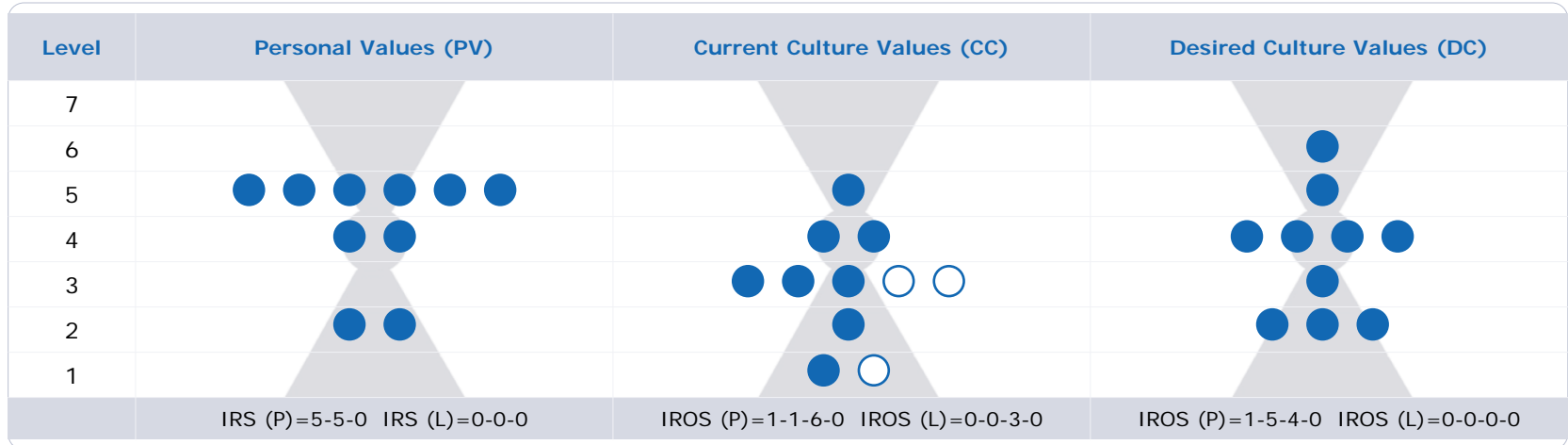
| Entropy Band | Number of Organisations |
|---------------------|--------------------------------|
| 0-10% | 14 |
| 11-20% | 19 |
| 21-30% | 22 |
| 31-40% | 10 |
| 41% or more | 1 |

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.



Service Industry Report 2007-2014



Matches
 PV - CC 1
 CC - DC 4
 PV - DC 2

| | | | | | |
|-----------------------|----------|-------------------------------|----------|-------------------------------|----------|
| honesty | 95% 5(I) | <i>customer satisfaction</i> | 56% 2(O) | <i>continuous improvement</i> | 62% 4(O) |
| <u>commitment</u> | 68% 5(I) | results orientation | 50% 3(O) | <i>teamwork</i> | 62% 4(R) |
| humour/ fun | 67% 5(I) | <i>teamwork</i> | 50% 4(R) | <i>customer satisfaction</i> | 59% 2(O) |
| positive attitude | 55% 5(I) | cost reduction (L) | 42% 1(O) | employee recognition | 59% 2(R) |
| responsibility | 52% 4(I) | bureaucracy (L) | 36% 3(O) | open communication | 55% 2(R) |
| family | 48% 2(R) | <u>commitment</u> | 35% 5(I) | <u>commitment</u> | 33% 5(I) |
| respect | 45% 2(R) | brand image | 29% 3(O) | accountability | 30% 4(R) |
| accountability | 44% 4(R) | <i>continuous improvement</i> | 29% 4(O) | quality | 30% 3(O) |
| cooperation | 33% 5(R) | professionalism | 27% 3(O) | information sharing | 29% 4(O) |
| trust | 33% 5(R) | hierarchy (L) | 26% 3(O) | coaching/ mentoring | 26% 6(R) |
| | | profit | 26% 1(O) | | |

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

Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

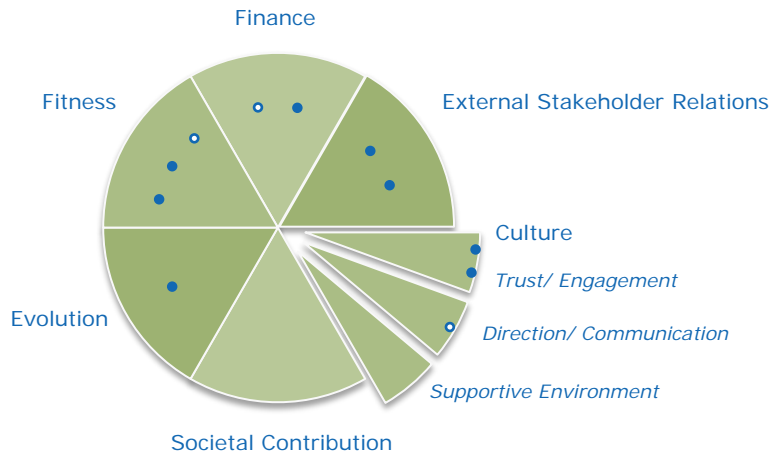
I = Individual
 R = Relationship

O = Organisational
 S = Societal

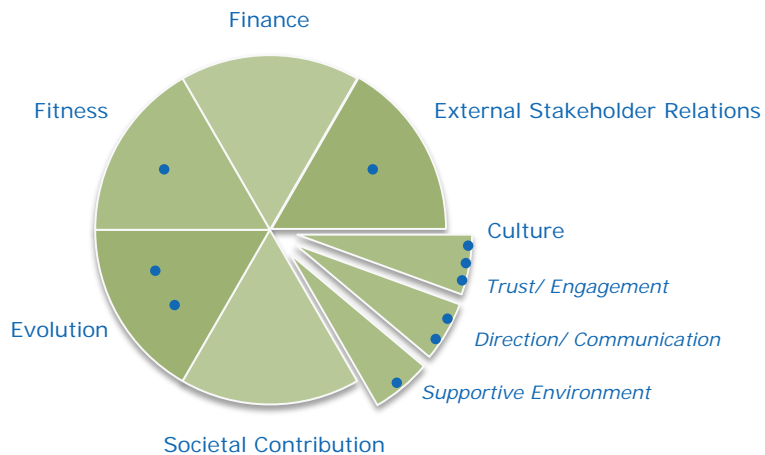


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Current Culture Values



Desired Culture Values



| | | Current Culture | Desired Culture | |
|-------------------------------|---------------------------------------|---|---|---|
| | Finance | cost reduction (L) profit | | |
| | Fitness | bureaucracy (L) professionalism results orientation | quality | |
| | External Stakeholder Relations | brand image customer satisfaction | customer satisfaction | |
| | Evolution | continuous improvement | coaching/ mentoring continuous improvement | |
| | Culture | Trust/ Engagement | commitment teamwork | accountability commitment teamwork |
| | | Direction/ Communication | hierarchy (L) | information sharing open communication |
| Supportive Environment | | | employee recognition | |
| Societal Contribution | | | | |



Consolidated Cultural Data – Service 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 |
|-----------------------------|---------------------------|
| open communication | 62% |
| employee recognition | 61% |
| employee fulfilment | 58% |
| coaching/mentoring | 36% |
| trust | 36% |
| information sharing | 35% |
| leadership development | 35% |
| honesty | 32% |
| adaptability | 29% |
| balance (home/work) | 29% |
| long-term perspective | 29% |