



Barrett Values Centre

# Telecommunication Industry Report

Prepared by Barrett Values Centre

February 2015



# Telecommunication Industry Report 2007-2014

**Total number of organizations: 45**

**Time Period: 2007-2014**

**Countries represented: 21**

**Average Entropy:**

<b>Year</b>	<b>Average Entropy</b>
2007-2014 Combined	22%
2014	13%
2013	27%
2012	22%
2011	26%
2010	18%
2009	25%
2008	15%
2007	24%

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

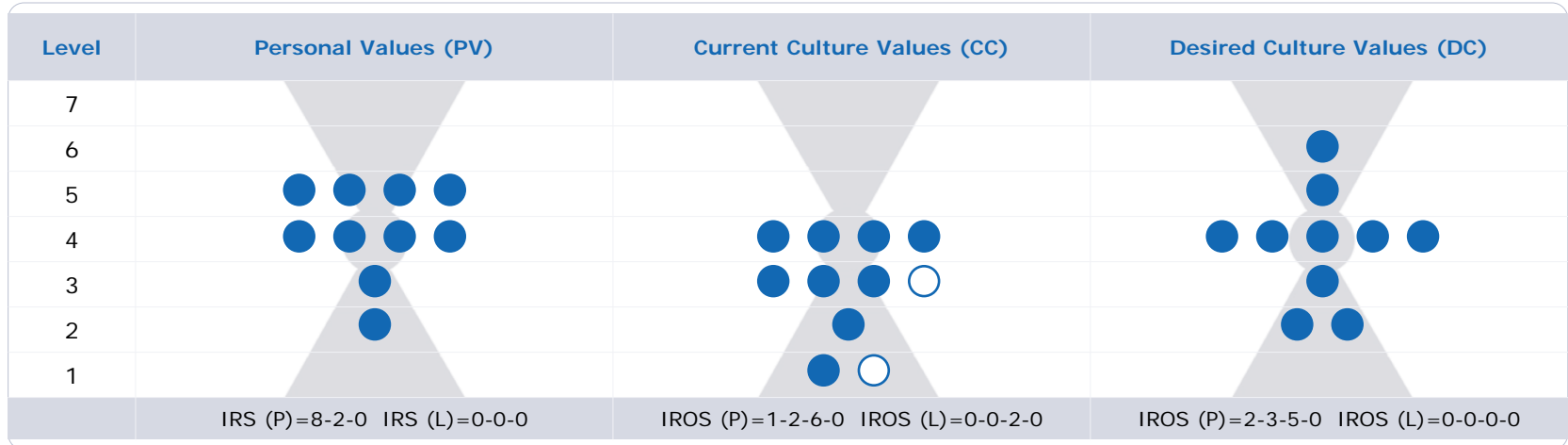
<b>Entropy Band</b>	<b>Number of Organisations</b>
0-10%	5
11-20%	17
21-30%	16
31-40%	5
41% or more	2

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.



# Telecommunication Industry Report 2007-2014



**Matches**

PV - CC 2  
CC - DC 4  
PV - DC 3

honesty	87% 5(I)	results orientation	62% 3(O)	<i>customer satisfaction</i>	76% 2(O)
<b>commitment</b>	80% 5(I)	cost reduction (L)	60% 1(O)	<i>teamwork</i>	73% 4(R)
responsibility	58% 4(I)	<i>customer satisfaction</i>	60% 2(O)	continuous improvement	67% 4(O)
<u>accountability</u>	56% 4(R)	<i>teamwork</i>	49% 4(R)	<u>accountability</u>	58% 4(R)
positive attitude	51% 5(I)	bureaucracy (L)	44% 3(O)	<i>innovation</i>	56% 4(O)
<b>adaptability</b>	42% 4(I)	profit	36% 1(O)	open communication	42% 2(R)
<u>achievement</u>	40% 3(I)	<u>accountability</u>	33% 4(R)	<b>commitment</b>	40% 5(I)
continuous learning	40% 4(I)	<u>achievement</u>	31% 3(I)	<b>adaptability</b>	29% 4(I)
integrity	40% 5(I)	goals orientation	31% 4(O)	leadership development	29% 6(O)
family	38% 2(R)	brand image	29% 3(O)	quality	29% 3(O)
		<i>innovation</i>	29% 4(O)		

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

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

P = Positive  
L = Potentially Limiting (white circle)

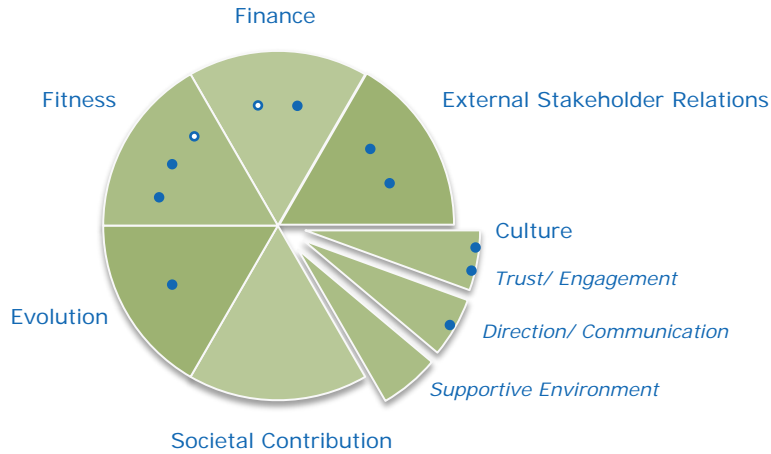
I = Individual  
R = Relationship

O = Organisational  
S = Societal

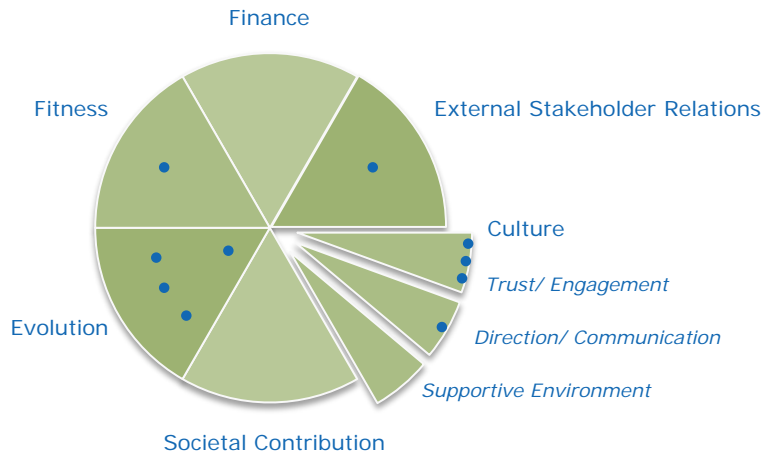


# Telecommunication Industry Report 2007-2014

## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture	
	<b>Finance</b>	cost reduction (L) profit		
	<b>Fitness</b>	achievement bureaucracy (L) results orientation	quality	
	<b>External Stakeholder Relations</b>	brand image customer satisfaction	customer satisfaction	
	<b>Evolution</b>	innovation	adaptability continuous improvement innovation leadership development	
	<b>Culture</b>	<b>Trust/Engagement</b>	accountability teamwork	accountability commitment teamwork
		<b>Direction/Communication</b>	goals orientation	open communication
<b>Supportive Environment</b>				
<b>Societal Contribution</b>				



# Consolidated Cultural Data – Telecommunication 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	47%
<b>accountability</b>	44%
<b>leadership development</b>	44%
employee recognition	42%
<b>innovation</b>	40%
<b>open communication</b>	40%
<b>continuous improvement</b>	38%
shared vision	38%
coaching/mentoring	29%
balance (home/work)	27%
trust	27%