



Barrett Values Centre

## Utilities Industry Report

Prepared by Barrett Values Centre

February 2015



# Utilities Industry Report 2007-2014

**Total number of organizations: 51**

**Time Period: 2007-2014**

**Countries represented: 14**

## **Average Entropy:**

<b>Year</b>	<b>Average Entropy</b>
2007-2014 Combined	27%
2014	24%
2013	23%
2012	26%
2011	31%
2010	30%
2009	31%
2008	25%
2007	29%

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

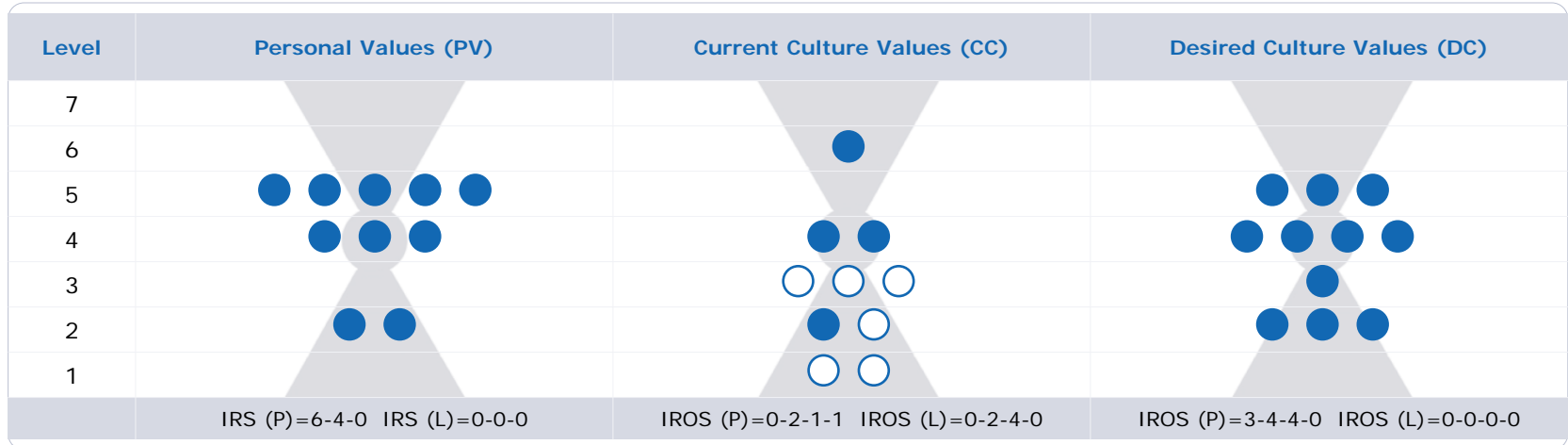
<b>Entropy Band</b>	<b>Number of Organisations</b>
0-10%	2
11-20%	10
21-30%	24
31-40%	11
41% or more	4

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.



# Utilities Industry Report 2007-2014



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

<b>honesty</b>	86% 5(I)	bureaucracy (L)	73% 3(O)	<b>teamwork</b>	86% 4(R)
<u>accountability</u>	80% 4(R)	<b>customer satisfaction</b>	61% 2(O)	continuous improvement	75% 4(O)
respect	71% 2(R)	cost reduction (L)	59% 1(O)	<u>accountability</u>	65% 4(R)
family	55% 2(R)	<b>teamwork</b>	53% 4(R)	<b>customer satisfaction</b>	57% 2(O)
responsibility	53% 4(I)	confusion (L)	45% 3(O)	open communication	53% 2(R)
humour/ fun	49% 5(I)	<u>accountability</u>	33% 4(R)	efficiency	37% 3(O)
<b>commitment</b>	47% 5(I)	control (L)	31% 1(R)	employee recognition	37% 2(R)
<b>integrity</b>	43% 5(I)	hierarchy (L)	31% 3(O)	<b>commitment</b>	35% 5(I)
balance (home/work)	39% 4(I)	environmental awareness	29% 6(S)	information sharing	35% 4(O)
cooperation	39% 5(R)	blame (L)	25% 2(R)	<b>honesty</b>	33% 5(I)
				<b>integrity</b>	33% 5(I)

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

Orange = CC & DC  
 Blue = PV & DC

P = Positive  
 L = Potentially Limiting (white circle)

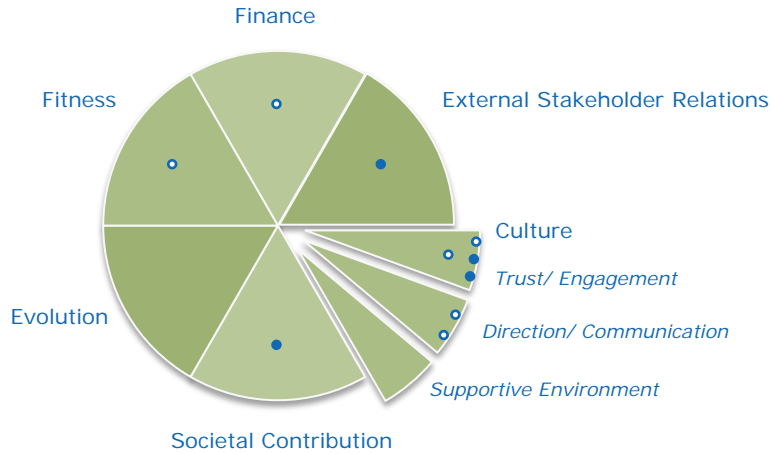
I = Individual  
 R = Relationship

O = Organisational  
 S = Societal

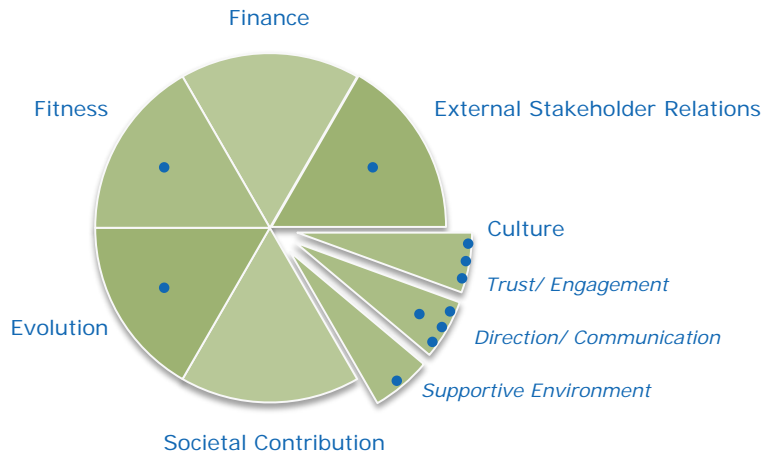


# Utilities Industry Report 2007-2014

## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture
<b>Finance</b>		cost reduction (L)	
<b>Fitness</b>		bureaucracy (L)	efficiency
<b>External Stakeholder Relations</b>		customer satisfaction	customer satisfaction
<b>Evolution</b>			continuous improvement
<b>Culture</b>	<b>Trust/Engagement</b>	accountability blame (L) control (L) teamwork	accountability commitment teamwork
	<b>Direction/Communication</b>	confusion (L) hierarchy (L)	honesty information sharing integrity open communication
	<b>Supportive Environment</b>		employee recognition
<b>Societal Contribution</b>		environmental awareness	



# Consolidated Cultural Data – Utilities 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	63%
<b>accountability</b>	59%
<b>open communication</b>	59%
<b>honesty</b>	51%
trust	47%
<b>employee recognition</b>	45%
<b>continuous improvement</b>	43%
<b>information sharing</b>	41%
<b>efficiency</b>	39%
coaching/mentoring	37%