



Barrett Values Centre

Banking & Finance Industry Overview

Prepared by

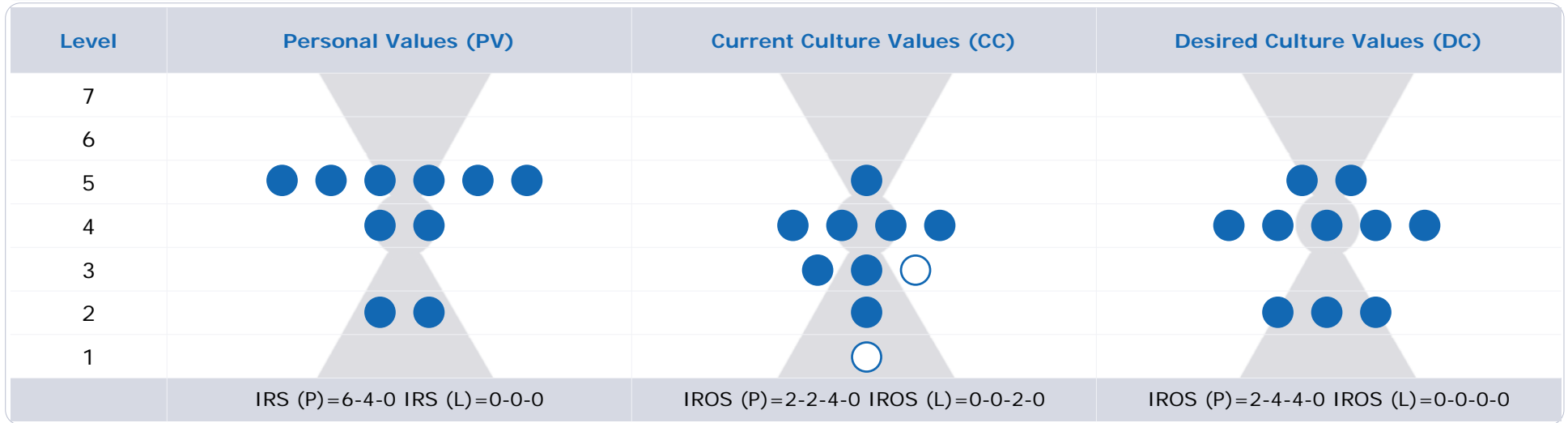
Barrett Values Centre

This industry overview is drawn up from the results of 219 assessments from 35 different countries.

The percentage numbers are calculated using a weighted average, in order to ensure each assessment is proportionately represented.



Banking & Finance Industry Overview



| | | | | | | |
|--|----------------------------|----------|-------------------------------|----------|-------------------------------|----------|
| Matches | <u>accountability</u> | 42% 4(R) | results orientation | 25% 3(O) | <u>accountability</u> | 38% 4(R) |
| | honesty | 40% 5(I) | <u>teamwork</u> | 23% 4(R) | <u>teamwork</u> | 29% 4(R) |
| PV - CC 2 | <u>commitment</u> | 34% 5(I) | <u>accountability</u> | 23% 4(R) | <u>continuous improvement</u> | 26% 4(O) |
| CC - DC 5 | <u>integrity</u> | 31% 5(I) | bureaucracy (L) | 22% 3(O) | <u>customer satisfaction</u> | 24% 2(O) |
| PV - DC 2 new requests | respect | 28% 2(R) | <u>customer satisfaction</u> | 22% 2(O) | employee recognition | 23% 2(R) |
| | family | 27% 2(R) | <u>continuous improvement</u> | 19% 4(O) | <u>integrity</u> | 20% 5(I) |
| Cultural Entropy: Current Culture 20% | positive attitude | 26% 5(I) | cost reduction (L) | 18% 1(O) | innovation | 20% 4(O) |
| | humour/ fun | 25% 5(I) | <u>commitment</u> | 18% 5(I) | open communication | 20% 2(R) |
| | trust | 23% 5(R) | goals orientation | 17% 4(O) | <u>balance (home/work)</u> | 19% 4(O) |
| | <u>balance (home/work)</u> | 23% 4(I) | achievement | 16% 3(I) | <u>commitment</u> | 19% 5(I) |
| | | | | | | |

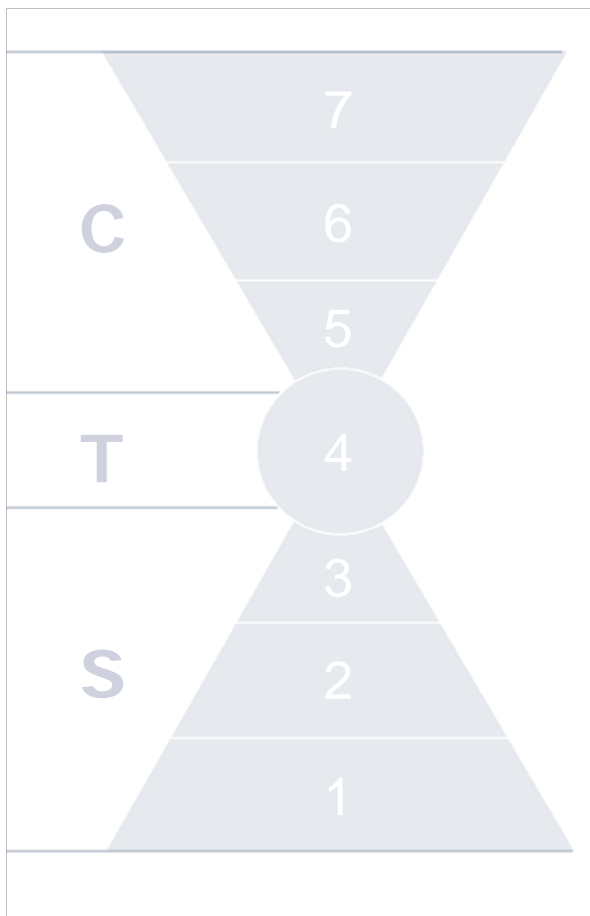
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

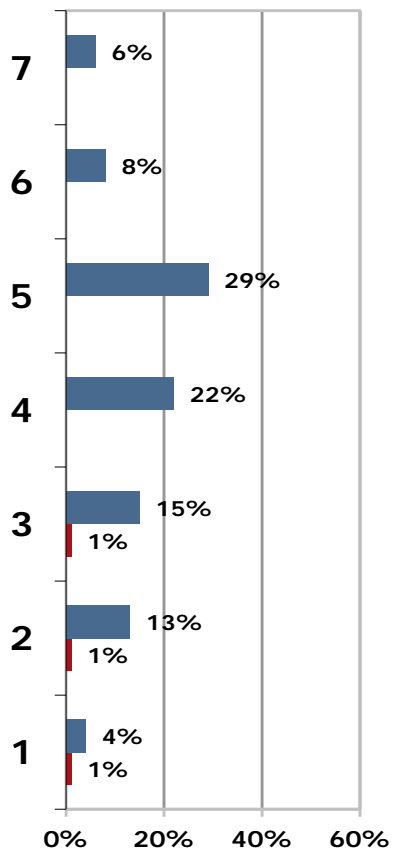
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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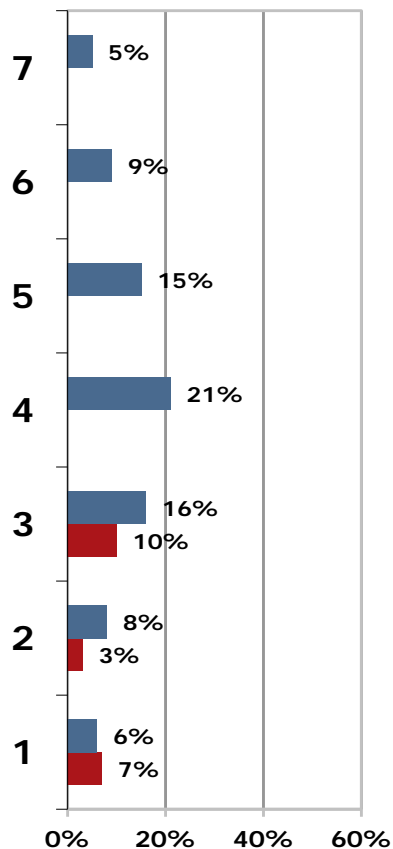
Personal Values



CTS = 43-22-35

Cultural Entropy = 3%

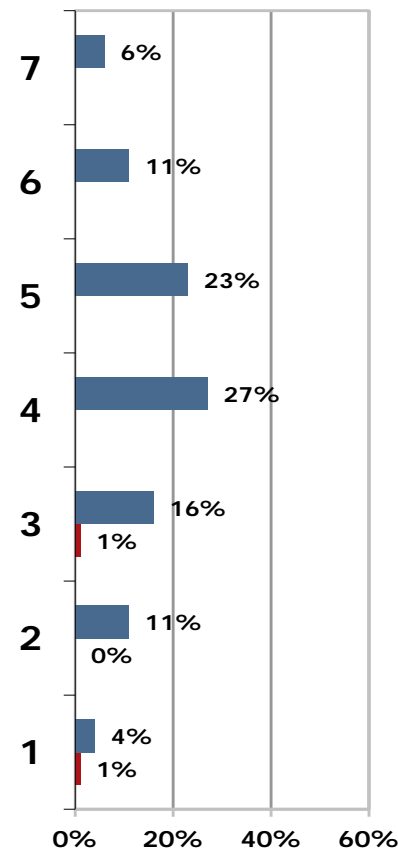
Current Culture Values



CTS = 29-21-50

Cultural Entropy = 20%

Desired Culture Values



CTS = 40-27-33

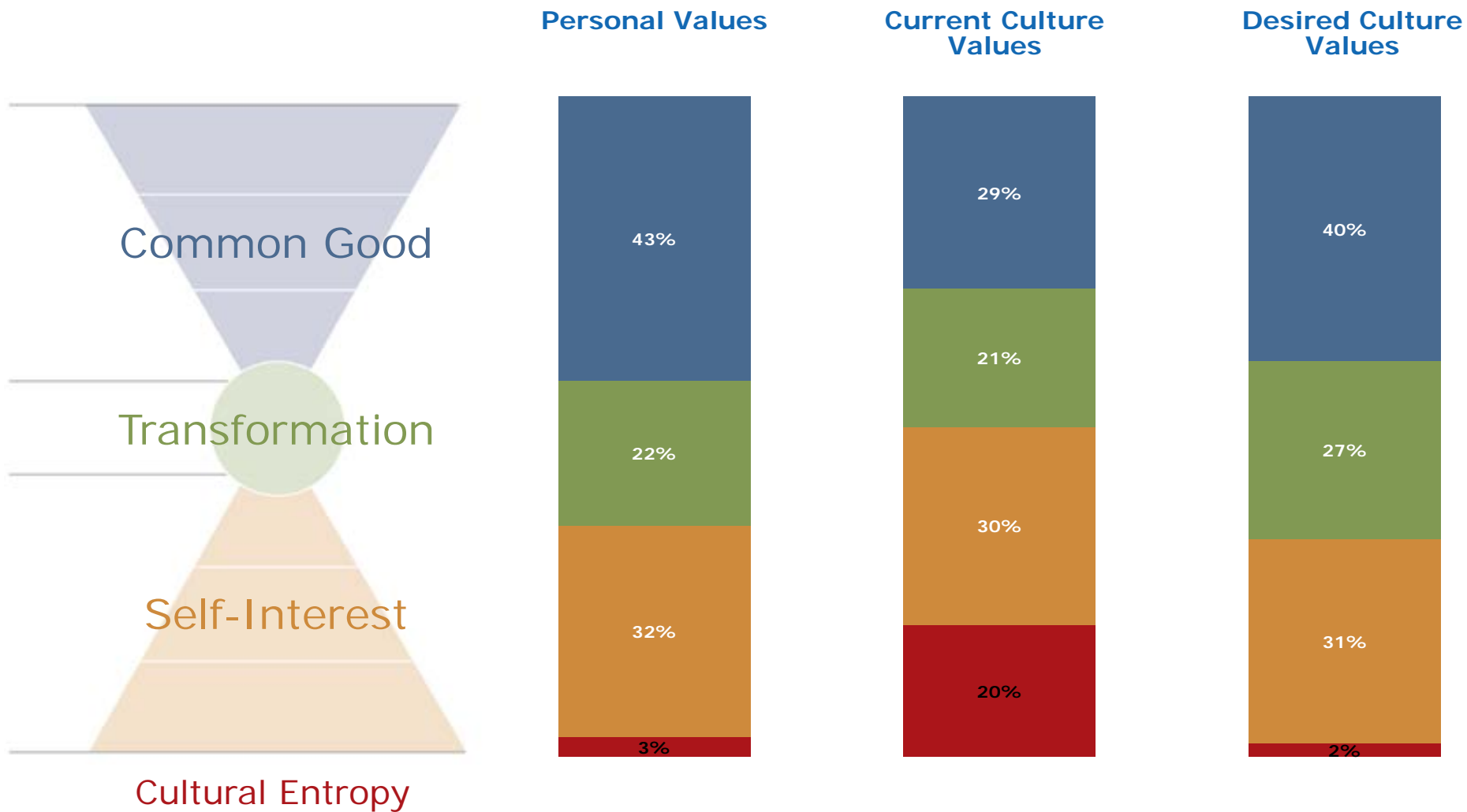
Cultural Entropy = 2%

C = Common Good
T = Transformation
S = Self-Interest

■ Positive Values
■ Potentially Limiting Values



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Cultural Entropy Report

Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3.

This table depicts the weighted average percentage of votes for Current Culture potentially limiting values by level.

The table only shows values that received 5% or more of the overall weighted average votes.

| Level | Potentially Limiting Values (Votes) | Cultural Entropy % |
|-------|--|--------------------|
| 3 | bureaucracy (22%) silo mentality (15%) hierarchy (14%) long hours (14%) confusion (13%) information hoarding (7%) | 10% of total votes |
| 2 | blame (10%) internal competition (10%) empire building (6%) | 3% of total votes |
| 1 | cost reduction (18%) control (13%) short-term focus (12%) caution (11%) job insecurity (9%) | 7% of total votes |
| Total | | 20% of total votes |

This level of Cultural Entropy score reflects issues requiring cultural or structural adjustment.

It is important to reduce the Cultural Entropy score to improve performance.



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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.

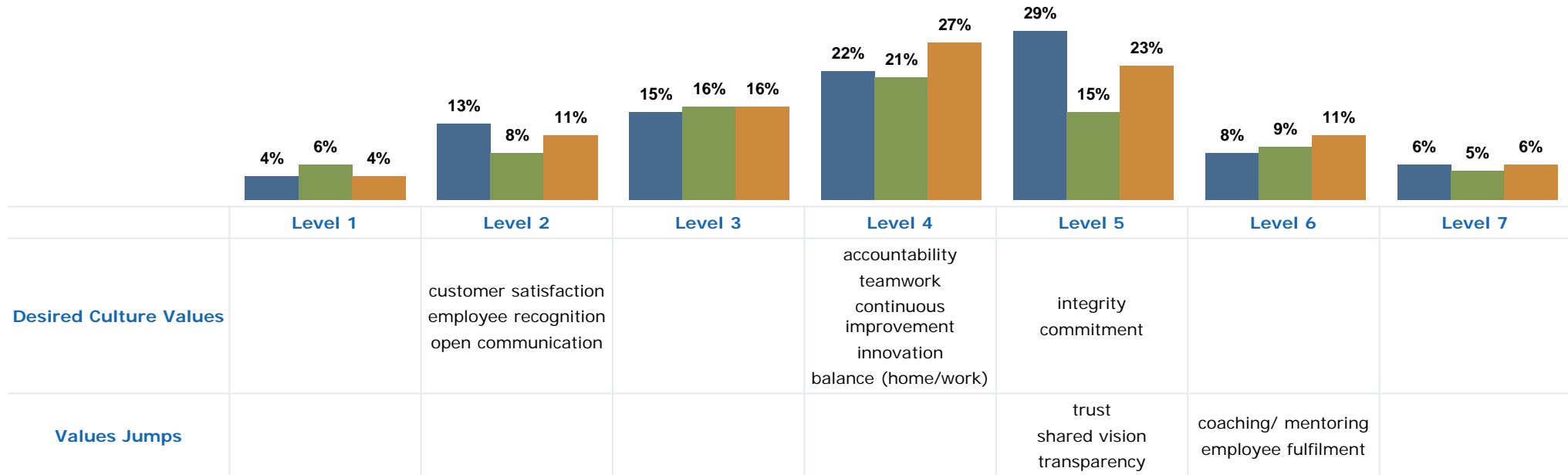
| | Current Culture Votes | Desired Culture Votes | Jump |
|-----------------------------|-----------------------|-----------------------|------------|
| accountability | 23% | 38% | 15% |
| employee recognition | 10% | 23% | 13% |
| open communication | 9% | 20% | 11% |
| coaching/ mentoring | 8% | 18% | 10% |
| employee fulfilment | 3% | 12% | 9% |
| trust | 8% | 17% | 9% |
| innovation | 11% | 20% | 9% |
| shared vision | 7% | 16% | 9% |
| efficiency | 10% | 19% | 9% |
| transparency | 6% | 13% | 8% |



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Positive Values Distribution

This diagram shows the percentage of positive values by level. The table indicates the top Desired Culture values and Values Jumps, at the levels where more focus is requested.



Personal Values

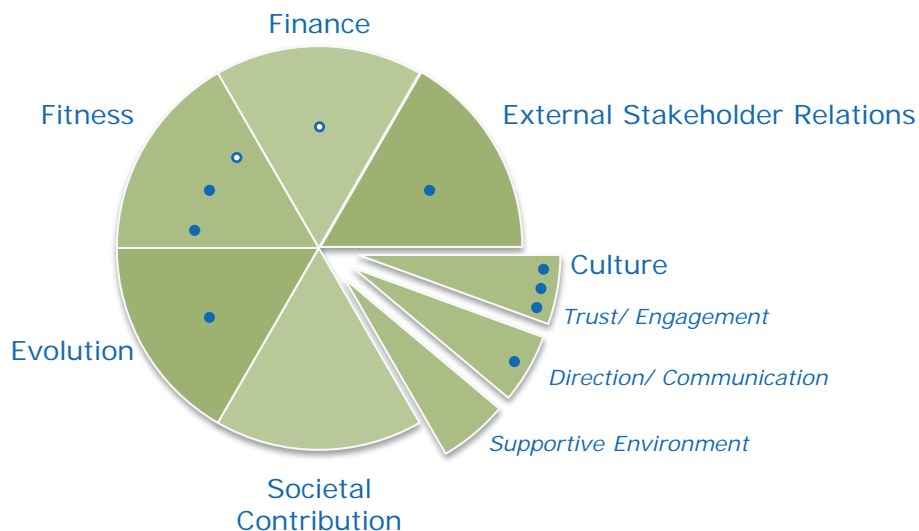
Current Culture Values

Desired Culture Values

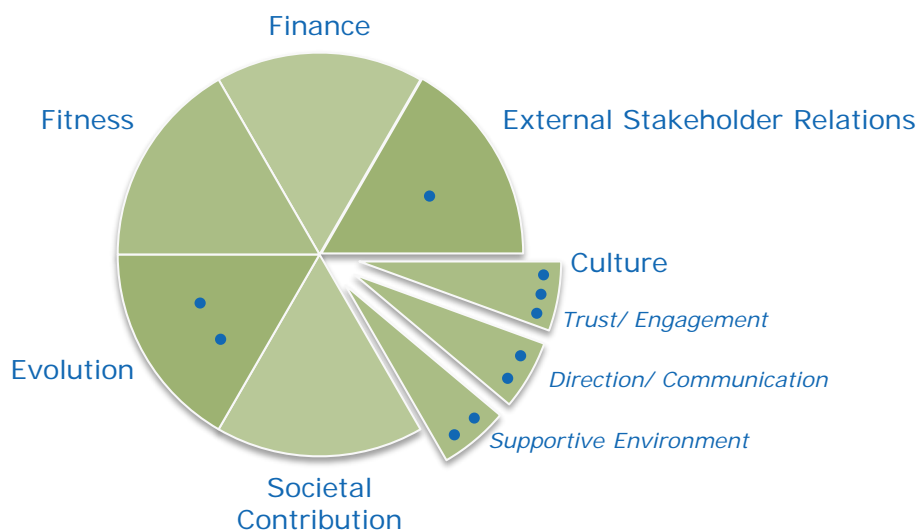


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Current Culture Values



Desired Culture Values



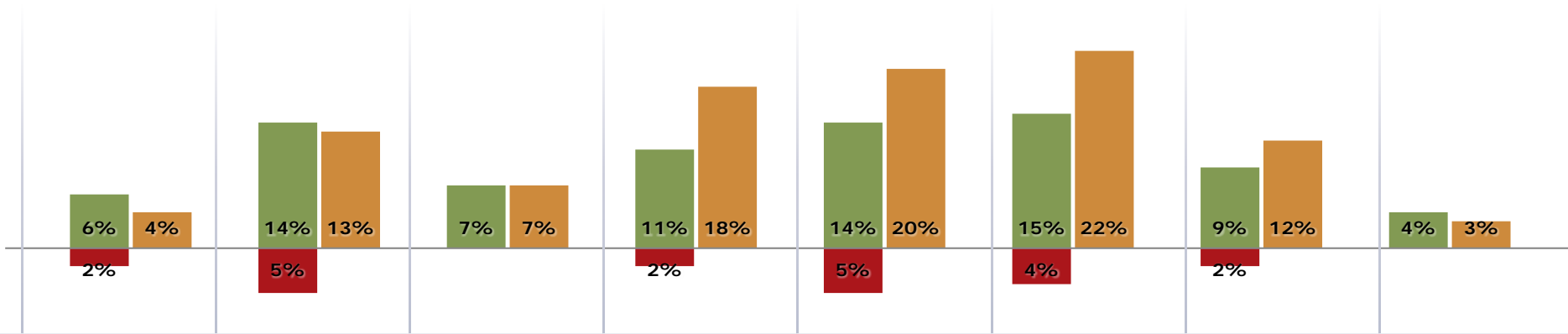
| | | Current Culture | Desired Culture |
|---------|--------------------------------|---|---|
| | Finance | cost reduction (L) | |
| | Fitness | results orientation bureaucracy (L) achievement | |
| | External Stakeholder Relations | customer satisfaction | customer satisfaction |
| | Evolution | continuous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



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BNS- Values Distribution

This diagram shows the percentage of all values across the BNS areas. The table indicates the top Desired Culture values and Values Jumps in the areas where more focus is requested, and all the potentially limiting values.



| | Finance | Fitness | External Stakeholder Relations | Evolution | Trust/ Engagement | Direction/ Communication | Supportive Environment | Societal Contribution |
|------------------------------------|----------------|--|--------------------------------|--------------------------------------|--|--|---|-----------------------|
| Desired Culture Values | | | | continuous improvement innovation | accountability teamwork commitment | integrity open communication | employee recognition balance (home/work) | |
| Values Jumps | | | | coaching/ mentoring | employee fulfilment trust | shared vision transparency | | |
| Potentially Limiting Values | cost reduction | bureaucracy long hours internal competition empire building | | short-term focus caution | silos mentality control blame | hierarchy confusion information hoarding | job insecurity | |

