



Barrett Values Centre

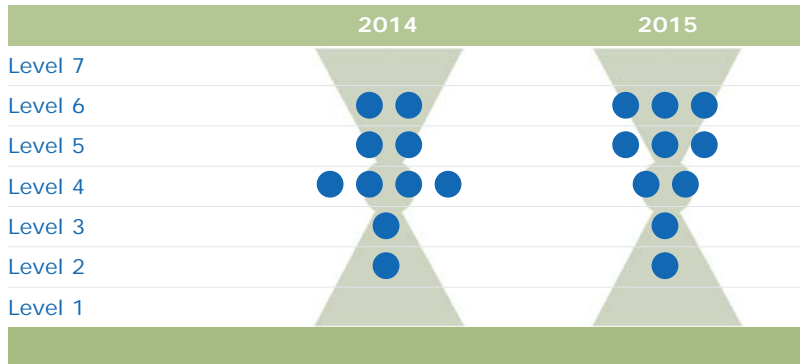
Barrett Values Centre 2014 / 2015 Cultural Evolution Report

Prepared by
Barrett Values Centre
July 2015



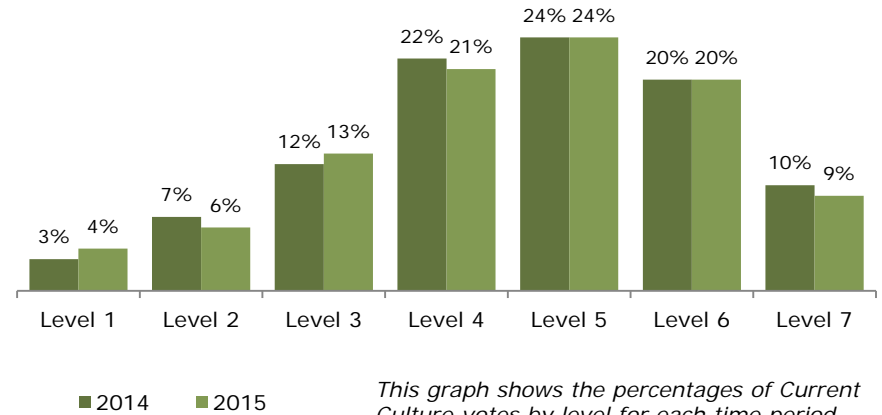
Summary: Barrett Values Centre 2014 / 2015

CURRENT CULTURE VALUES



The distribution of top Current Culture values from each time period shows the primary areas of focus which shape the organisational culture.

POSITIVE VALUES DISTRIBUTION



This graph shows the percentages of Current Culture votes by level for each time period.

CULTURAL ENTROPY



Cultural Entropy Percentage

This is the percentage of limiting values in the Current Culture.

- Healthy
- Needs monitoring
- Requiring attention
- Crisis situation

VALUES MATCHES



Personal/Current Culture Matches

The degree of personal connection people feel with the organisation

- Strong feeling of connection
- Some feeling of connection
- Little to no feeling of connection

Current/Desired Culture Matches

The level of confidence participants have in the organisational direction

- Strong healthy culture
- On the right track
- Changes in direction requested
- Significant changes requested



Overview of Similarities and Shifts

This diagram shows the similarities and shifts that have occurred in the top values across the two time periods, highlighting the values that have remained the same, those which have newly emerged, and those which have lessened in significance.

PERSONAL VALUES

CURRENT CULTURE VALUES

DESIRED CULTURE VALUES

CONSISTENT VALUES FOR BOTH TIME PERIODS

making a difference coaching/ mentoring integrity well-being (physical/ emotional/ mental/ spiritual) continuous learning humour/ fun creativity vision	making a difference information sharing continuous improvement customer collaboration professionalism commitment shared values customer satisfaction	customer collaboration continuous improvement information sharing making a difference strategic alliances innovation coaching/ mentoring partnerships shared vision
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NO LONGER AMONG TOP VALUES

trust wisdom	continuous learning accountability	continuous learning
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NEW VALUES

personal growth family	shared vision leadership development	shared values
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VALUES TYPES COMPARISON

IRS: Personal Values are classified as Individual, Relationship or Societal. **IROS:** Cultural Values include Organisational type. **P=Positive L=Potentially Limiting**

IRS	2014	2015	IROS	2014	2015	IROS	2014	2015
(P)	7-2-1	7-2-1	(P)	1-1-7-1	1-0-8-1	(P)	0-1-8-1	0-1-8-1
(L)	0-0-0	0-0-0	(L)	0-0-0-0	0-0-0-0	(L)	0-0-0-0	0-0-0-0



Current Culture Values Matches

Level	2014 Current Culture	2015 Current Culture		
7				
6				
5				
4				
3				
2				
1				
	IROS (P)= 1-1-7-1 IROS (L)=0-0-0-0	IROS (P)= 1-0-8-1 IROS (L)=0-0-0-0		
Matches 8	<i>making a difference</i>	6(S)	<i>making a difference</i>	6(S)
	<i>information sharing</i>	4(O)	<i>continuous improvement</i>	4(O)
	<i>continuous improvement</i>	4(O)	<i>information sharing</i>	4(O)
	<i>customer collaboration</i>	6(O)	<i>customer collaboration</i>	6(O)
	<i>professionalism</i>	3(O)	<i>shared values</i>	5(O)
	<i>commitment</i>	5(I)	<i>commitment</i>	5(I)
	continuous learning	4(O)	shared vision	5(O)
	<i>shared values</i>	5(O)	<i>professionalism</i>	3(O)
	<i>customer satisfaction</i>	2(O)	leadership development	6(O)
	accountability	4(R)	<i>customer satisfaction</i>	2(O)

Orange=Values Match

P=Positive
L=Potentially Limiting (white circle)

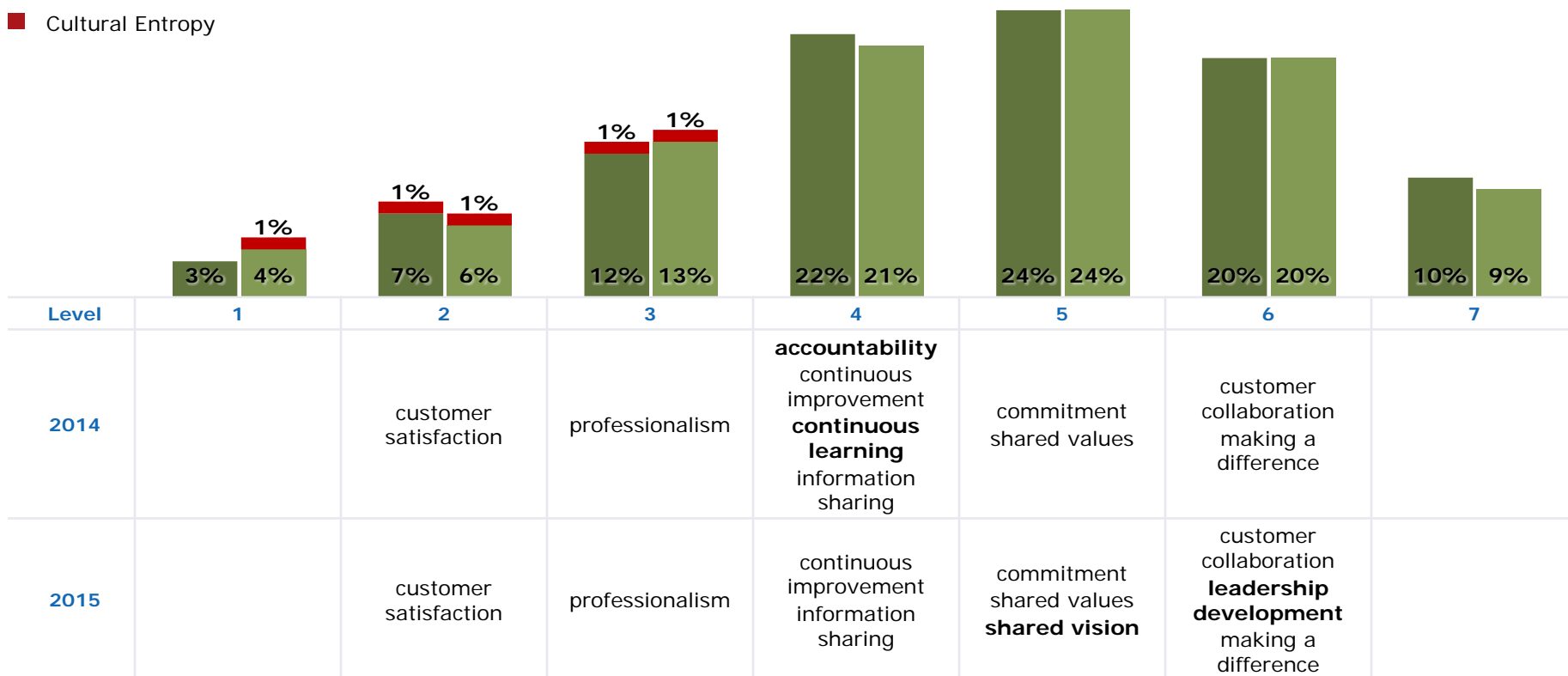
I=Individual
R=Relationship
O=Organisational
S=Societal



Current Culture Evolution

This graph shows the percentages of Current Culture votes by level for each time period.
Note shifts and similarities between the two time periods.

- 2014 Current Culture
- 2015 Current Culture
- Cultural Entropy



Values listed above appear in the top Current Culture values for each time period.
Values in **bold** indicate differences from time period to the next.



Cultural Evolution Report

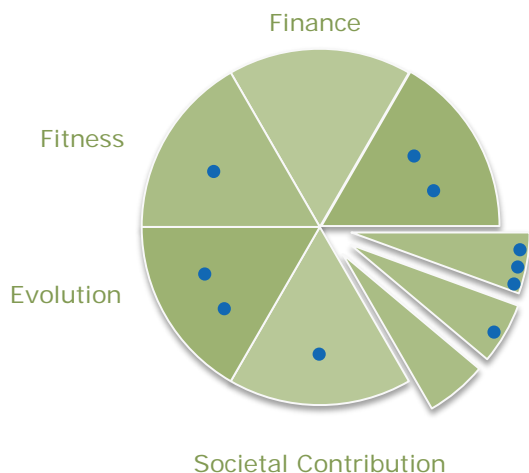
PERCENTAGE OF POTENTIALLY LIMITING VALUES BY LEVEL	■ CC 2014 PLV % of participants voting for each PLV	■ CC 2015 PLV % of participants voting for each PLV
<p>3</p>	<p>confusion 3% information hoarding 2% power 2% long hours 1% bureaucracy 1% hierarchy 1% silo mentality 1%</p>	<p>confusion 3% bureaucracy 3% information hoarding 2% hierarchy 2% silo mentality 1% power 1% long hours 0%</p>
<p>2</p>	<p>consensus 3% empire building 2% lack of transparency 2% internal competition 1% manipulation 1%</p>	<p>lack of transparency 3% empire building 3% consensus 1% internal competition 1% manipulation 1% blame 0%</p>
<p>1</p>	<p>control 1% caution 1% short-term focus 1%</p>	<p>caution 4% control 4% cost reduction 1% short-term focus 1%</p>
<p>% of Total Votes for PLV</p>	<p>35 out of 1650: 2%</p>	<p>113 out of 3860: 3%</p>

Black bold indicates at least a 2% percent drop in votes from the previous time period. **Red bold** indicates where votes increased by 2% or more. Note, among the diagrams slight variations in Cultural Entropy percentages may occur due to rounding to the nearest whole number.

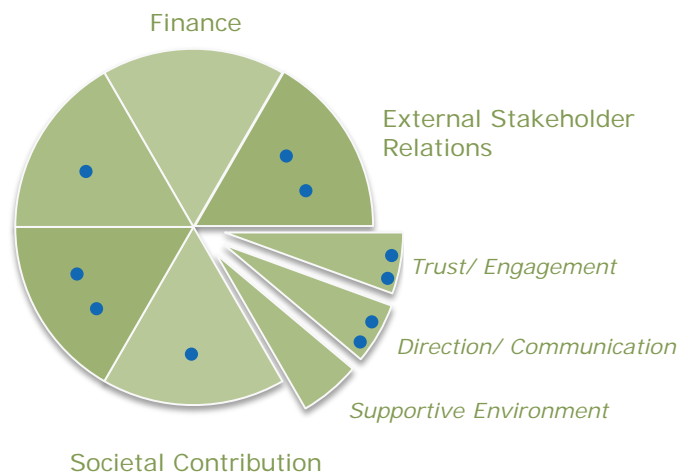


Business Needs Scorecard (BNS)

2014 Current Culture



2015 Current Culture



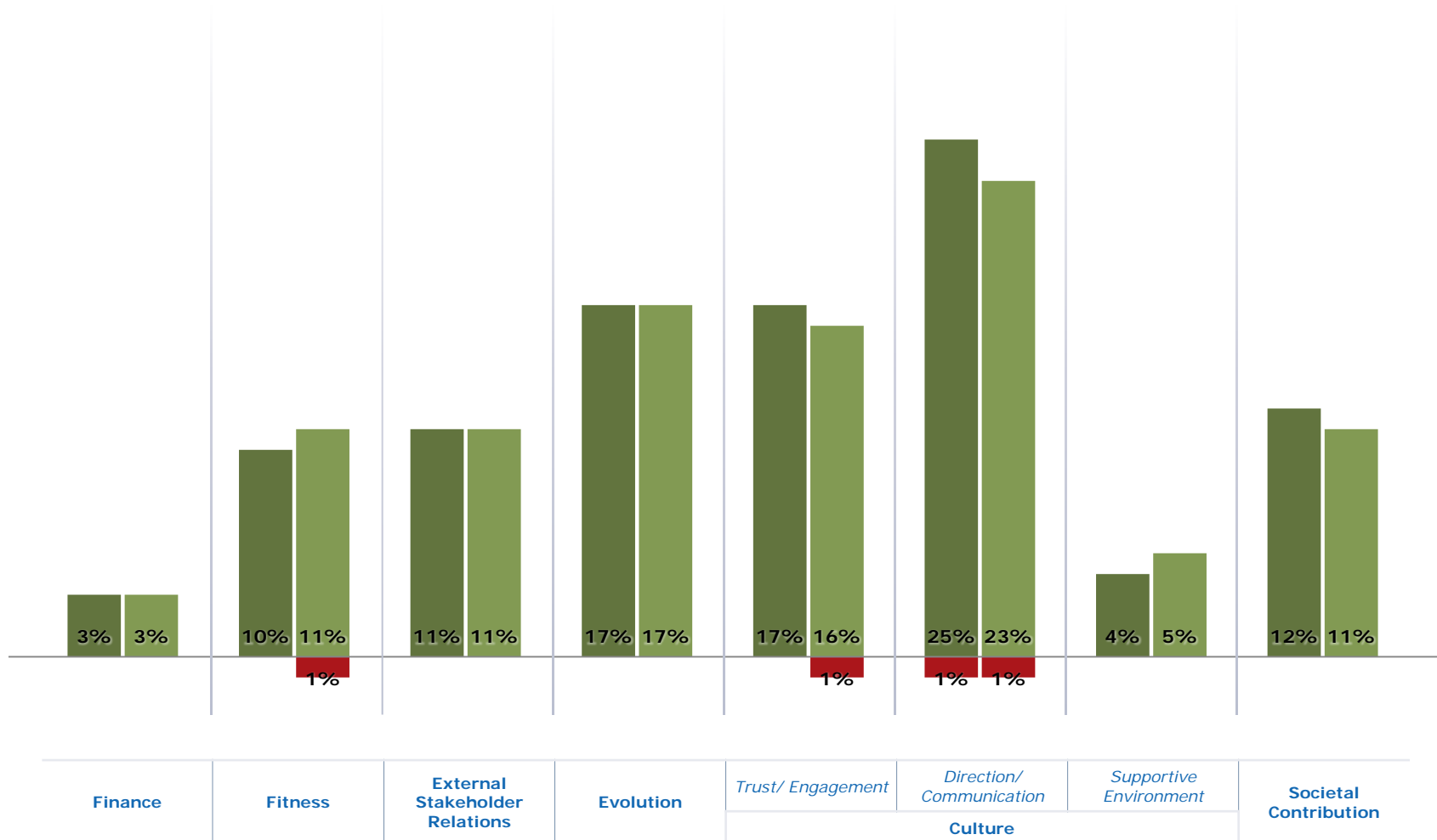
	Finance	Fitness	External Stakeholder Relations	Evolution	Culture			Societal Contribution
					Trust/ Engagement	Direction/ Communication	Supportive Environment	
2014		professionalism	customer collaboration customer satisfaction	continuous improvement continuous learning	accountability commitment shared values	information sharing		making a difference
2015		professionalism	customer collaboration customer satisfaction	continuous improvement leadership development	commitment shared values	information sharing shared vision		making a difference

Values in **bold** are differences from one period to the next.



Business Needs Scorecard (BNS)

This diagram shows the business focus of your organisation in the two time periods.



2014 Current Culture Values ■ 2015 Current Culture Values ■ Cultural Entropy ■



Evolution of Values Jumps

2014 VALUES JUMPS FROM CURRENT TO DESIRED CULTURE	% INCREASE	2015 VALUES JUMPS FROM CURRENT TO DESIRED CULTURE	% INCREASE
innovation	20%	strategic alliances	22%
strategic alliances	19%	innovation	18%
customer collaboration	18%	customer collaboration	12%
creativity	16%	coaching/ mentoring	10%
continuous improvement	9%	continuous learning	10%
adaptability	9%	excellence	8%
coaching/ mentoring	8%	adaptability	7%
shared vision	7%	creativity	7%
partnerships	6%	partnerships	6%
wisdom	6%	long-term perspective	5%

*Top Desired Culture values appear in **bold**.
Inconsistencies between the two time periods are highlighted in green.*



Desired Culture Values Matches

Level	2014 Desired Culture	2015 Desired Culture		
7				
6				
5				
4				
3				
2				
1				
	IROS (P)= 0-1-8-1 IROS (L)=0-0-0-0	IROS (P)= 0-1-8-1 IROS (L)=0-0-0-0		
Matches 9	<i>customer collaboration</i>	6(O)	<i>customer collaboration</i>	6(O)
	<i>continuous improvement</i>	4(O)	<i>continuous improvement</i>	4(O)
	<i>information sharing</i>	4(O)	<i>information sharing</i>	4(O)
	<i>making a difference</i>	6(S)	<i>strategic alliances</i>	6(O)
	<i>strategic alliances</i>	6(O)	<i>making a difference</i>	6(S)
	<i>innovation</i>	4(O)	<i>innovation</i>	4(O)
	<i>coaching/ mentoring</i>	6(R)	<i>shared vision</i>	5(O)
	continuous learning	4(O)	<i>coaching/ mentoring</i>	6(R)
	<i>partnerships</i>	6(O)	shared values	5(O)
	<i>shared vision</i>	5(O)	<i>partnerships</i>	6(O)

Orange=Values Match

P=Positive
L=Potentially Limiting (white circle)

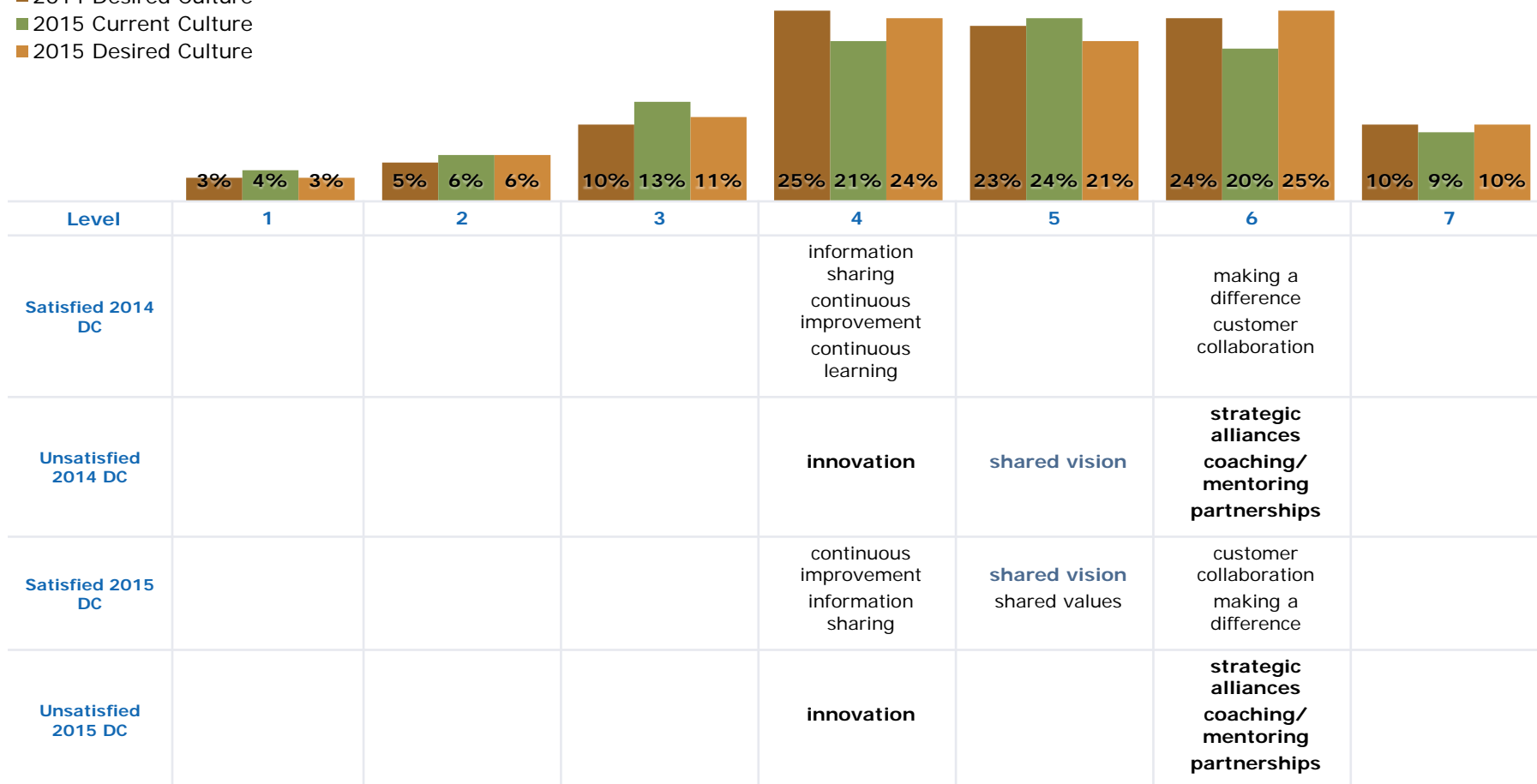
I=Individual
R=Relationship
O=Organisational
S=Societal



Desired Culture Evolution

The graph highlights by level where people would like to see more focus. This table compares the previous time period's values requests with the most recent Current and Desired Culture values.

- 2014 Desired Culture
- 2015 Current Culture
- 2015 Desired Culture

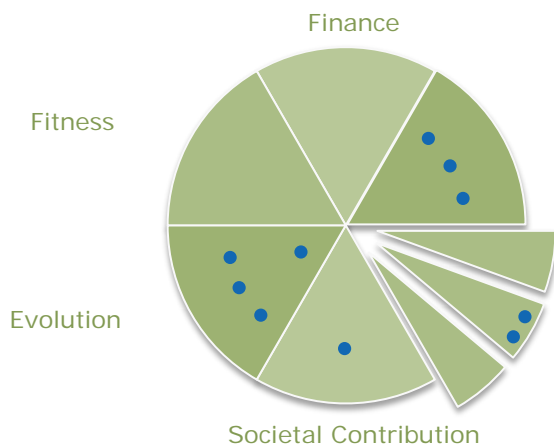


Values in **black bold** are repeating requests that remain unsatisfied in the current results.
 Values in **blue bold** have successfully become key values in the Current Culture.

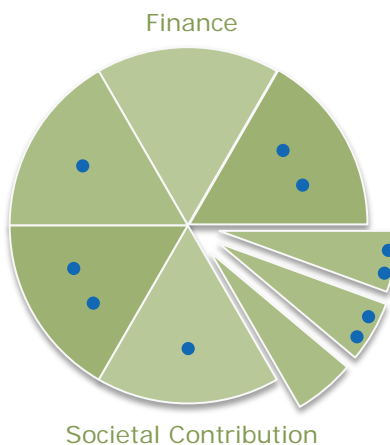


Desired Culture Business Needs Scorecard

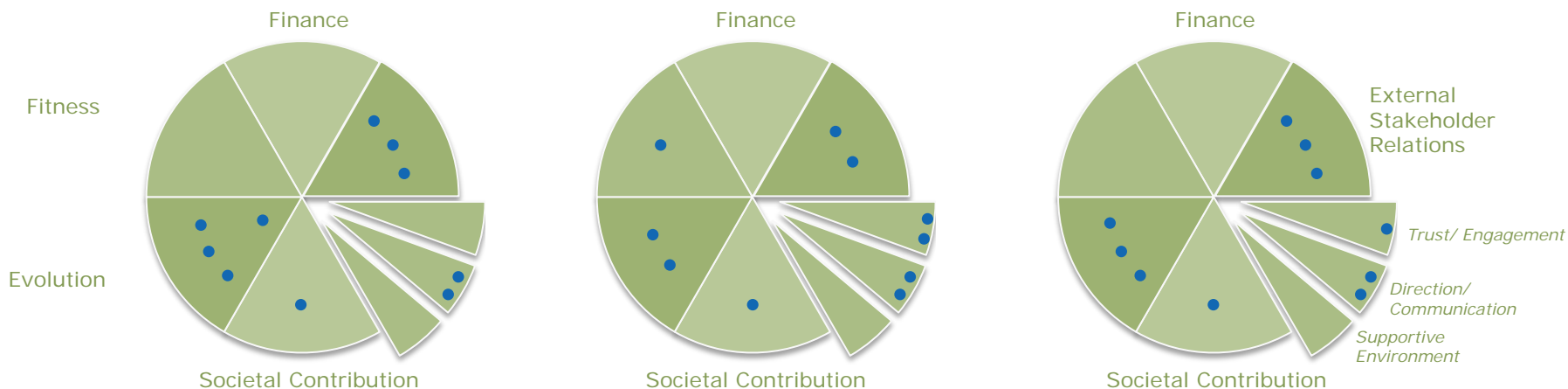
2014 Desired Culture



2015 Current Culture



2015 Desired Culture

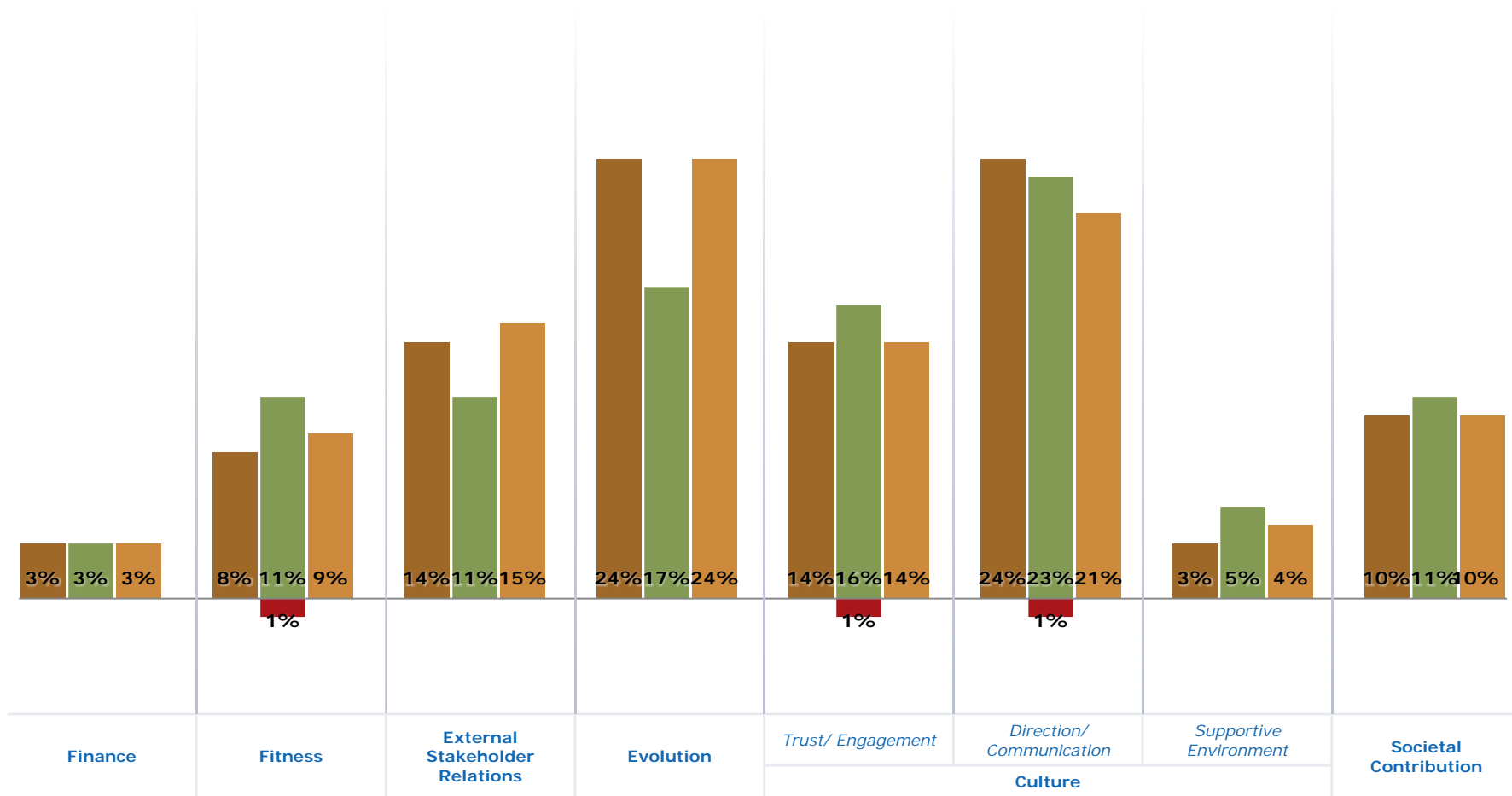


	Finance	Fitness	External Stakeholder Relations	Evolution	Culture			Societal Contribution
					Trust/ Engagement	Direction/ Communication	Supportive Environment	
2014 DC			customer collaboration partnerships strategic alliances	coaching/ mentoring continuous improvement continuous learning innovation		information sharing shared vision		making a difference
2015 CC		professionalism	customer collaboration customer satisfaction	continuous improvement leadership development	commitment shared values	information sharing shared vision		making a difference
2015 DC			customer collaboration partnerships strategic alliances	coaching/ mentoring continuous improvement innovation	shared values	information sharing shared vision		making a difference



Desired Culture Business Needs Scorecard

This diagram shows the current business focus of your group and where participants want more energy to be directed.



2014 Desired Culture Values

2015 Current Culture Values

2015 Current Cultural Entropy

2015 Desired Culture Values



Personal Values Unsatisfied and Satisfied Matches

Level	2014 Personal Values	2015 Personal Values
7		
6		
5		
4		
3		
2		
1		
	IRS (P)= 7-2-1 IRS (L)=0-0-0	IRS (P)= 7-2-1 IRS (L)=0-0-0
	<p><u><i>making a difference</i></u> coaching/ mentoring integrity well-being (physical/ emotional/ mental/ spiritual)</p> <p><u><i>continuous learning</i></u> humour/ fun creativity trust wisdom vision</p>	<p><u><i>making a difference</i></u> continuous learning coaching/ mentoring integrity well-being (physical/ emotional/ mental/ spiritual) humour/ fun personal growth creativity vision family</p>
	MATCHES WITH 2014 CURRENT CULTURE (2)	MATCHES WITH 2015 CURRENT CULTURE (1)
	<p><u><i>making a difference</i></u> <u><i>continuous learning</i></u></p>	<p><u><i>making a difference</i></u></p>
	MATCHES WITH 2014 DESIRED CULTURE (3)	MATCHES WITH 2015 DESIRED CULTURE (2)
	<p><u><i>making a difference</i></u> coaching/ mentoring <u><i>continuous learning</i></u></p>	<p><u><i>making a difference</i></u> coaching/ mentoring</p>

Satisfied in Current Culture

Satisfied in Current & Desired Culture

Across the Board Matches

Unsatisfied Request