



Barrett Values Centre

Central Government Industry Overview

Prepared by

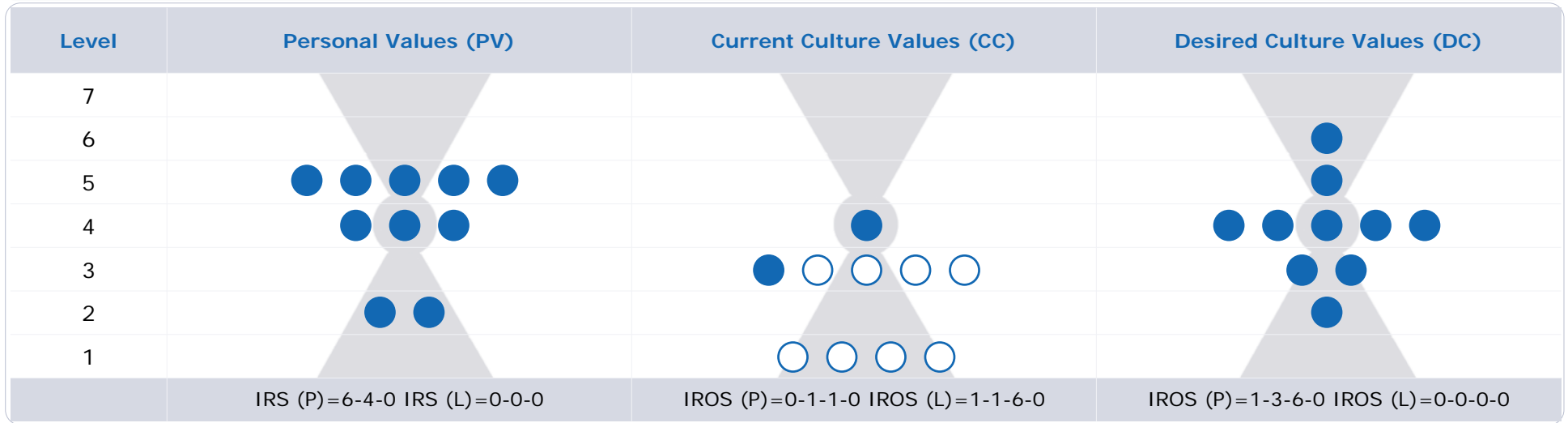
Barrett Values Centre

This industry overview is drawn up from the results of 79 assessments from 20 different countries.

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



Central Government Industry Overview



Matches	PV - CC 0	CC - DC 1	PV - DC 3 new requests	Cultural Entropy: Current Culture 32%
honesty	41% 5(I)	bureaucracy (L)	40% 3(O)	accountability 35% 4(R)
integrity	33% 5(I)	hierarchy (L)	29% 3(O)	continuous improvement 30% 4(O)
accountability	31% 4(R)	confusion (L)	28% 3(O)	teamwork 28% 4(R)
commitment	30% 5(I)	silos mentality (L)	26% 3(O)	open communication 27% 2(R)
respect	28% 2(R)	cost reduction (L)	23% 1(O)	information sharing 26% 4(O)
positive attitude	28% 5(I)	results orientation	23% 3(O)	professionalism 23% 3(O)
balance (home/work)	27% 4(I)	control (L)	22% 1(R)	integrity 22% 5(I)
family	26% 2(R)	teamwork	21% 4(R)	balance (home/work) 20% 4(O)
responsibility	26% 4(I)	short-term focus (L)	21% 1(O)	efficiency 20% 3(O)
cooperation	26% 5(R)	caution (L)	20% 1(I)	leadership development 20% 6(O)

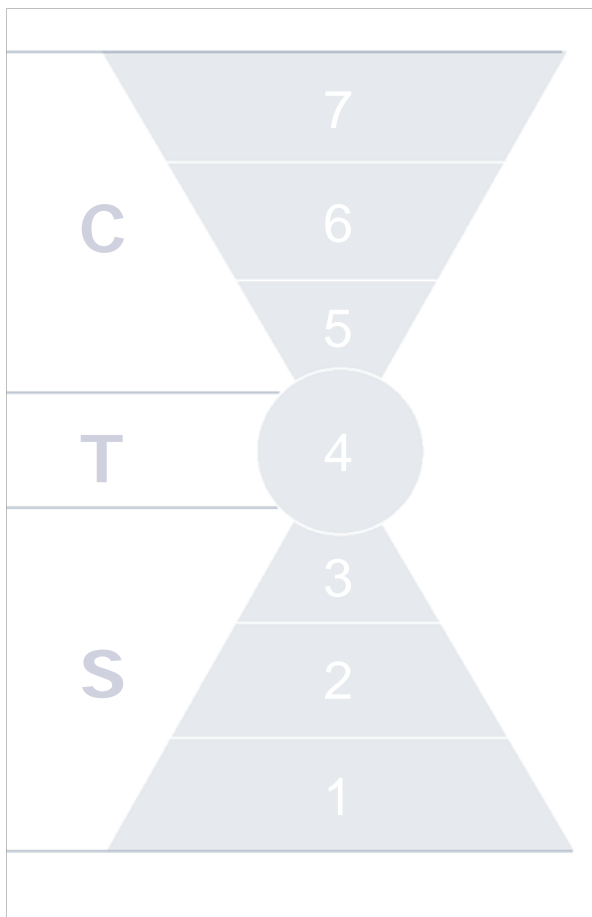
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

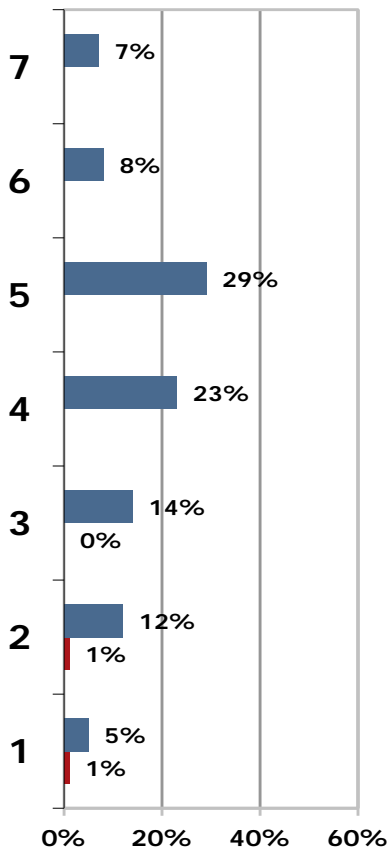
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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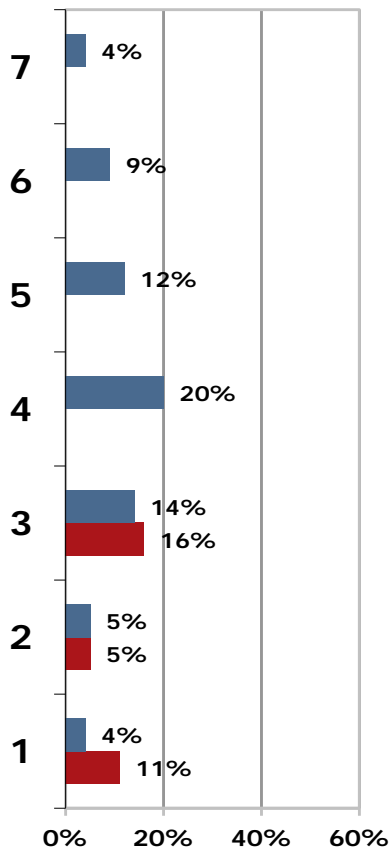


Personal Values



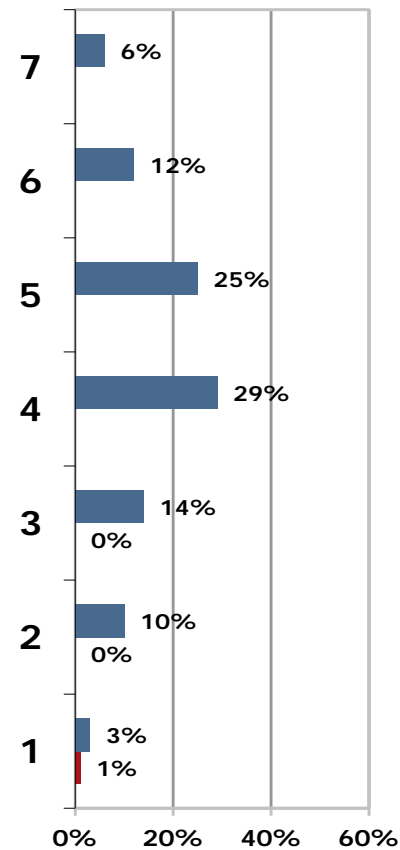
CTS = 44-23-33
Cultural Entropy = 2%

Current Culture Values



CTS = 25-20-55
Cultural Entropy = 32%

Desired Culture Values



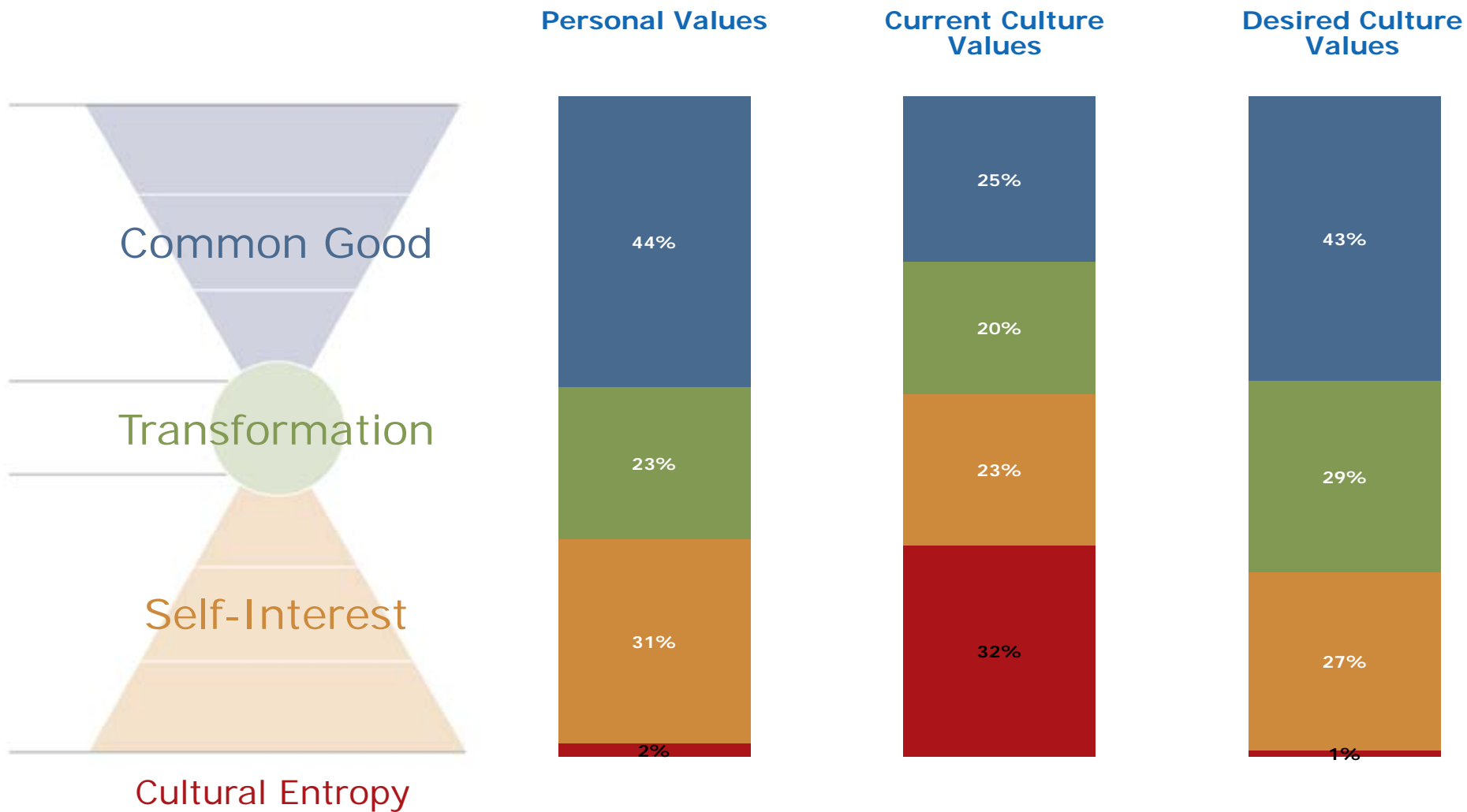
CTS = 43-29-28
Cultural Entropy = 1%

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 (40%) hierarchy (29%) confusion (28%) silo mentality (26%) long hours (16%) information hoarding (16%) power (12%)	16% of total votes
2	internal competition (17%) blame (17%) empire building (11%) manipulation (10%)	5% of total votes
1	cost reduction (23%) control (22%) short-term focus (21%) caution (20%) job insecurity (14%) lack of resources (6%) exploitation (5%)	11% of total votes
Total		32% of total votes

This level of Cultural Entropy score reflects serious problems requiring cultural and structural transformation, leadership development and coaching.

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.

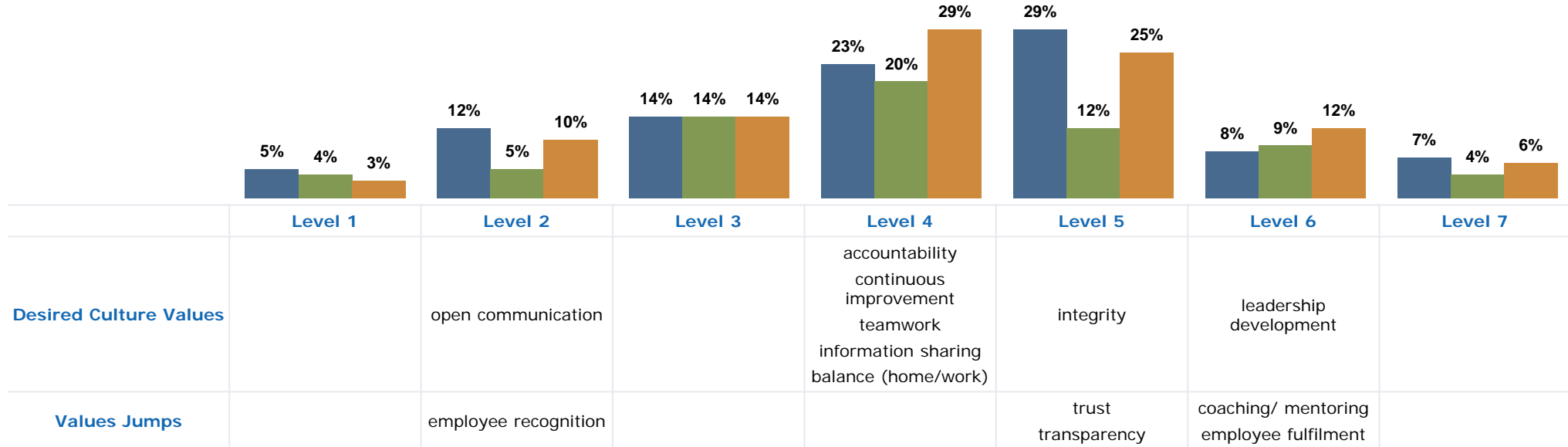
	Current Culture Votes	Desired Culture Votes	Jump
open communication	9%	27%	18%
accountability	20%	35%	15%
information sharing	11%	26%	15%
employee recognition	6%	20%	14%
coaching/ mentoring	5%	19%	14%
employee fulfilment	2%	16%	14%
trust	5%	19%	14%
continuous improvement	17%	30%	13%
transparency	6%	18%	12%
leadership development	8%	20%	12%



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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

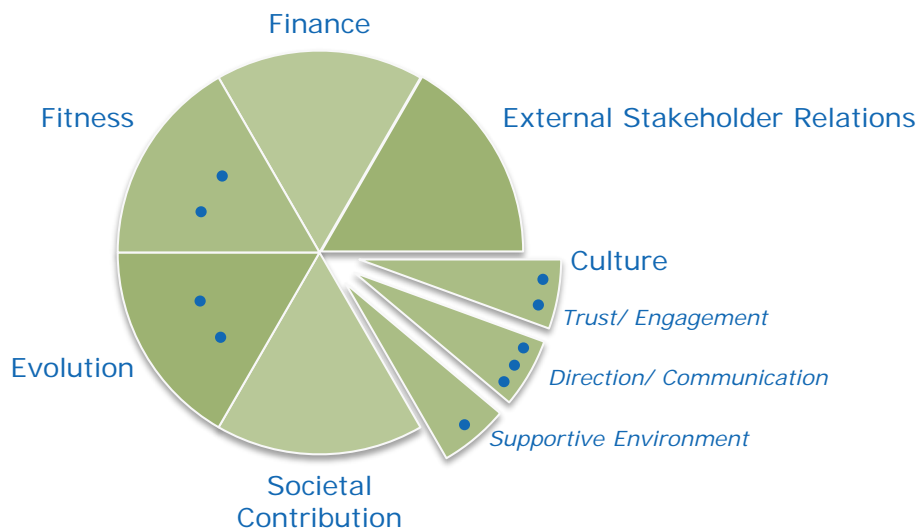


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Current Culture Values



Desired Culture Values



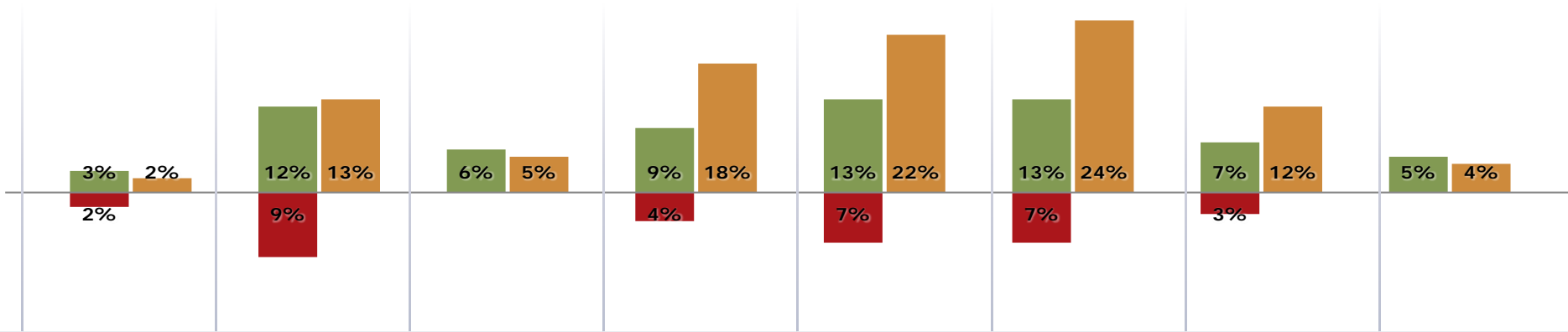
		Current Culture	Desired Culture
Finance		cost reduction (L)	
Fitness		bureaucracy (L) results orientation	professionalism efficiency
External Stakeholder Relations			
Evolution		short-term focus (L) caution (L)	continuous improvement leadership development
Culture	Trust/Engagement	silo mentality (L) control (L) teamwork	accountability teamwork
	Direction/Communication	hierarchy (L) confusion (L)	open communication information sharing integrity
	Supportive Environment		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		professionalism efficiency		continuous improvement leadership development	accountability teamwork	open communication information sharing integrity	balance (home/work)	
Values Jumps				coaching/ mentoring	employee fulfilment trust	transparency	employee recognition	
Potentially Limiting Values	cost reduction	bureaucracy internal competition long hours empire building lack of resources		short-term focus caution	silo mentality control blame power	hierarchy confusion information hoarding	job insecurity manipulation exploitation	

Positive Values - Current Culture ■ Cultural Entropy: Current Culture ■ Positive Values - Desired Culture ■