



Barrett Values Centre

Construction Industry Overview

Prepared by

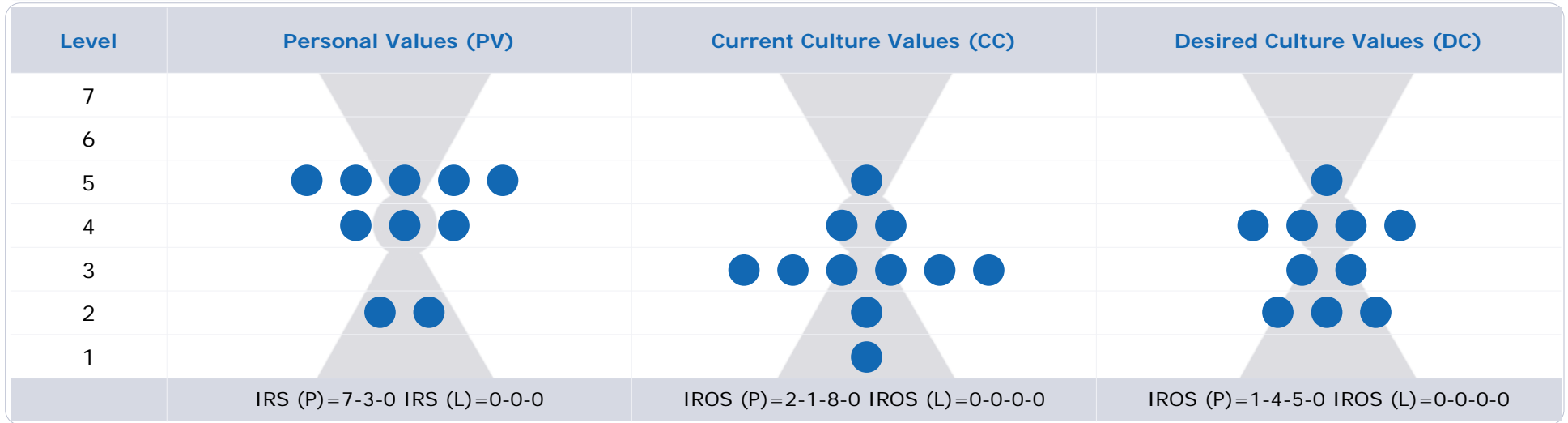
Barrett Values Centre

This industry overview is drawn up from the results of 104 assessments from 23 different countries.

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



Construction Industry Overview



Matches PV - CC 1 CC - DC 5 PV - DC 1 new requests	honesty	43% 5(I)	<i>teamwork</i>	26% 4(R)	<i>teamwork</i>	31% 4(R)
	<u>commitment</u>	37% 5(I)	results orientation	21% 3(O)	<i>continuous improvement</i>	27% 4(O)
	positive attitude	30% 5(I)	<i>customer satisfaction</i>	21% 2(O)	accountability	26% 4(R)
	family	28% 2(R)	<u>commitment</u>	21% 5(I)	open communication	23% 2(R)
	responsibility	27% 4(I)	<i>continuous improvement</i>	21% 4(O)	<i>customer satisfaction</i>	22% 2(O)
	accountability	27% 4(R)	<i>quality</i>	19% 3(O)	innovation	21% 4(O)
	respect	27% 2(R)	professionalism	18% 3(O)	<i>quality</i>	21% 3(O)
	integrity	25% 5(I)	organisational growth	17% 1(O)	<u>commitment</u>	21% 5(I)
	humour/ fun	25% 5(I)	productivity	16% 3(O)	employee recognition	20% 2(R)
	continuous learning	24% 4(I)	achievement	16% 3(I)	efficiency	20% 3(O)
		brand image	16% 3(O)			

Cultural Entropy:
Current Culture
17%

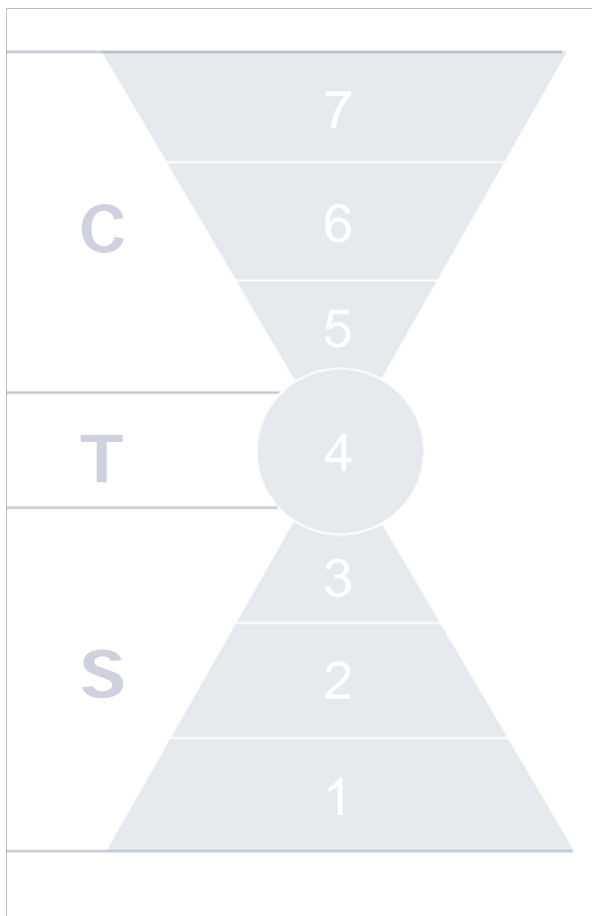
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

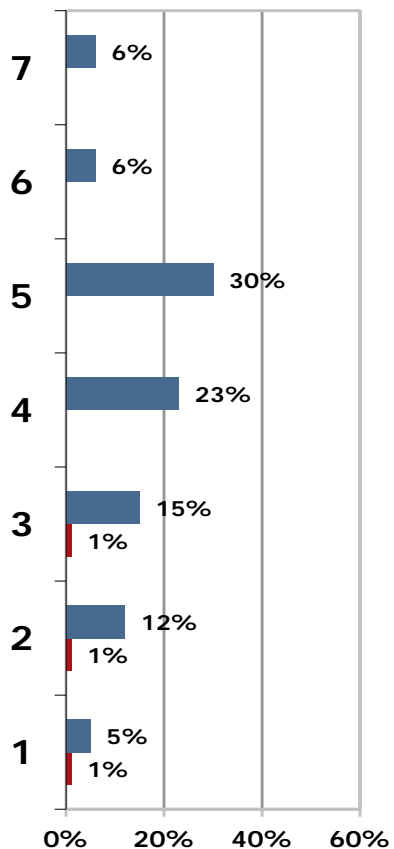
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



Construction Industry Overview

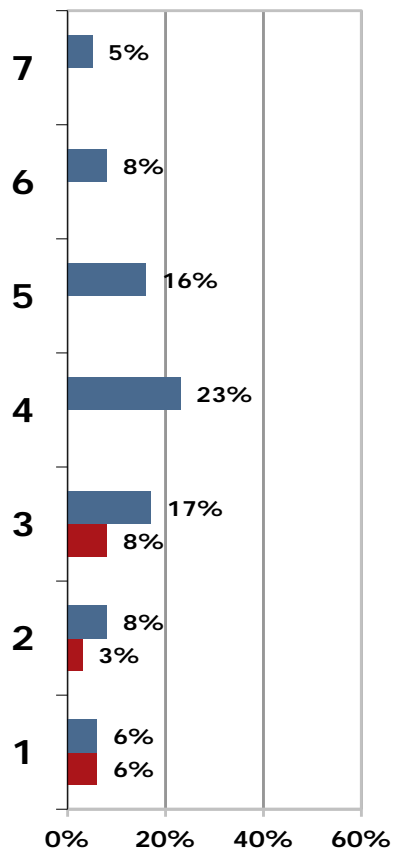


Personal Values



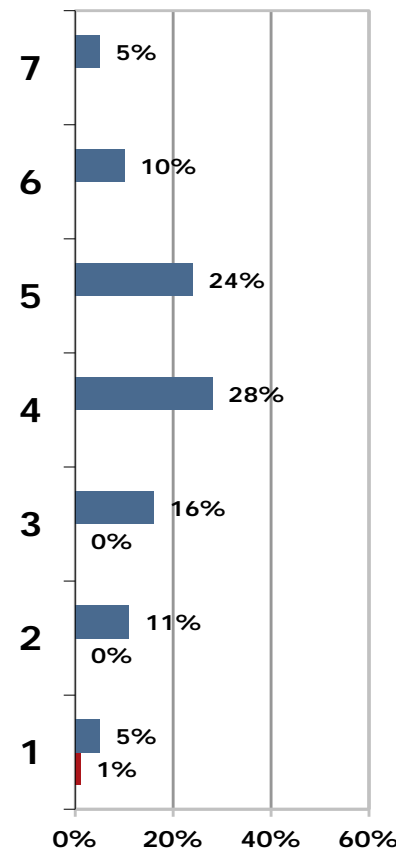
CTS = 42-23-35
Cultural Entropy = 3%

Current Culture Values



CTS = 29-23-48
Cultural Entropy = 17%

Desired Culture Values



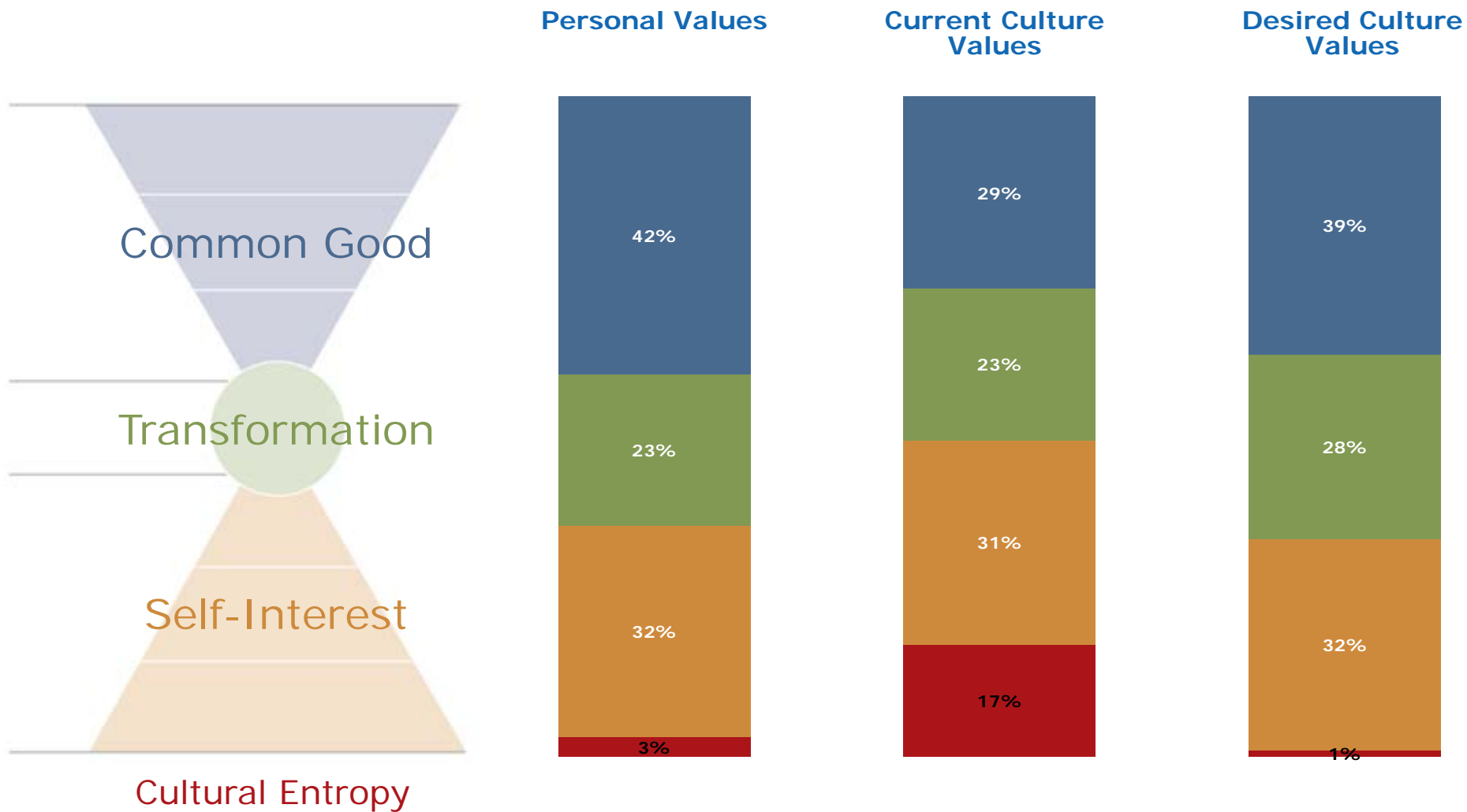
CTS = 39-28-33
Cultural Entropy = 1%

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

■ Positive Values
 ■ Potentially Limiting Values



Construction Industry Overview





Construction Industry Overview

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 (15%) long hours (13%) confusion (12%) hierarchy (11%) silo mentality (10%) information hoarding (7%)	8% of total votes
2	internal competition (9%) blame (7%) empire building (6%)	3% of total votes
1	cost reduction (12%) control (11%) short-term focus (10%) caution (7%) job insecurity (6%)	6% of total votes
Total		17% 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.



Construction Industry Overview

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.

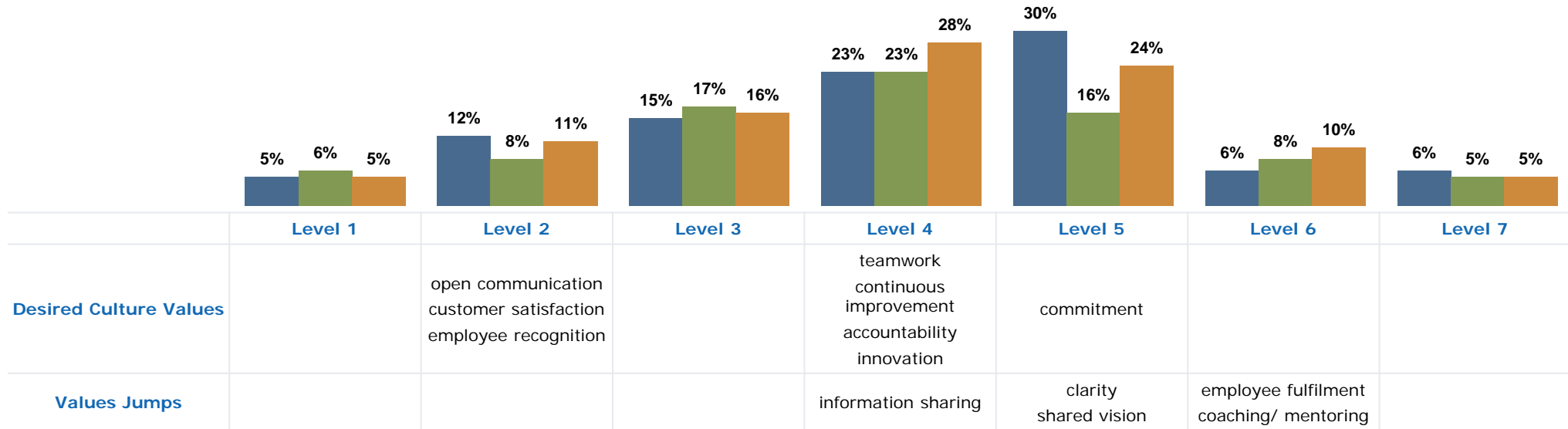
	Current Culture Votes	Desired Culture Votes	Jump
open communication	11%	23%	12%
accountability	15%	26%	11%
employee recognition	9%	20%	11%
efficiency	10%	20%	10%
employee fulfilment	4%	13%	9%
clarity	4%	12%	8%
innovation	13%	21%	8%
coaching/ mentoring	7%	15%	8%
information sharing	10%	18%	8%
shared vision	6%	14%	8%



Construction Industry Overview

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 ■

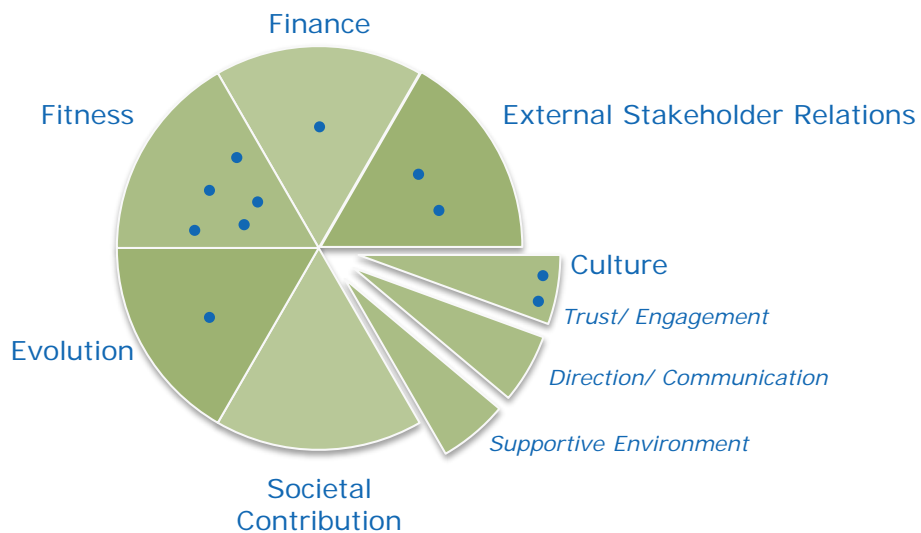
Current Culture Values ■

Desired Culture Values ■

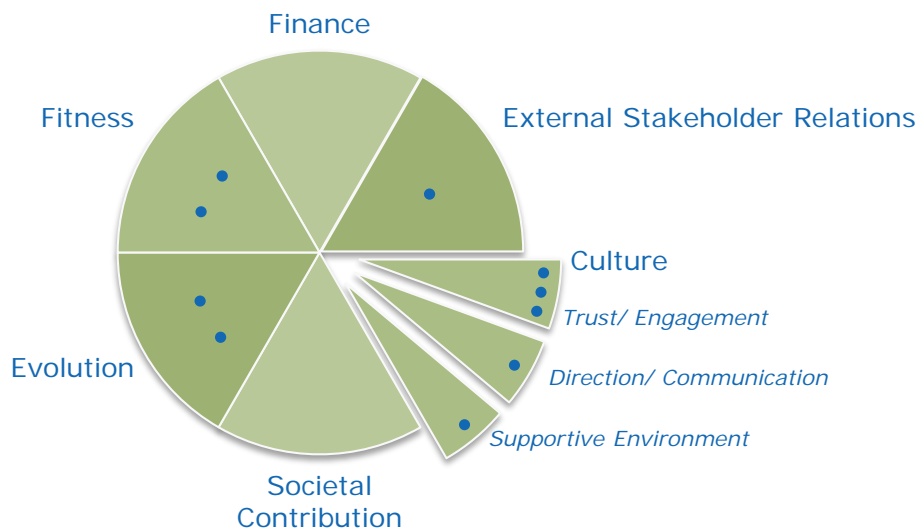


Construction Industry Overview

Current Culture Values



Desired Culture Values



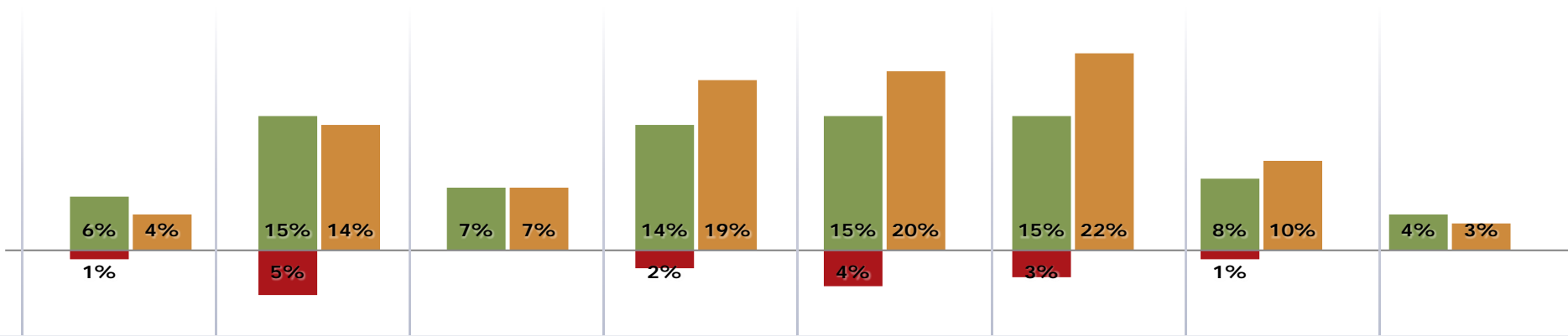
		Current Culture	Desired Culture
	Finance	organisational growth	
	Fitness	results orientation quality professionalism productivity achievement	quality efficiency
	External Stakeholder Relations	customer satisfaction brand image	customer satisfaction
Culture	Evolution	continuous improvement	continuous improvement innovation
	Trust/Engagement	teamwork commitment	teamwork accountability commitment
	Direction/Communication		open communication
	Supportive Environment		employee recognition
Societal Contribution			



Construction Industry Overview

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	teamwork accountability commitment	open communication	employee recognition	
Values Jumps				coaching/ mentoring	employee fulfilment	clarity information sharing shared vision		
Potentially Limiting Values	cost reduction	bureaucracy long hours internal competition empire building		short-term focus caution	control silo mentality blame	confusion hierarchy information hoarding	job insecurity	

