



Barrett Values Centre

Customer Example

Prepared by

Barrett Values Centre



Customer Example (479)

Personal & Current Culture Alignment

Values Matches: 3

- 3 or more. People are able to bring themselves to work.
- 1-2. People are somewhat able to bring themselves to work.
- 0. People are not able to bring themselves to work. Look to blue values in Desired Culture for guidance, if any.

Current & Desired Culture Alignment

Values Matches: 8

- 6 or more. Excellent, strong, healthy culture.
- 4-5, good. Group is on the right track.
- 2-3, fair. Group is somewhat on the right track. More work needs to be done.
- 0-1, poor. Group is unhappy or frustrated, wants to see changes or take a new direction.

Potentially Limiting Values: 1

- 0. This group does not operate from the basis of fear.
- 1-2. May be some element of fear behind how decisions are made or how people are managed.
- 3+. Fear is a factor in how this group operates or is managed.

bureaucracy

Cultural Entropy: 21%

- 0-10%. Healthy functioning.
- 11%-20%. Some problems requiring careful monitoring.
- 21%-30%. Significant problems requiring immediate attention.
- 31%-40%. Serious situation requiring immediate leadership intervention and changes.
- 41%+. Critical situation requiring leadership changes to avoid organisational failure.

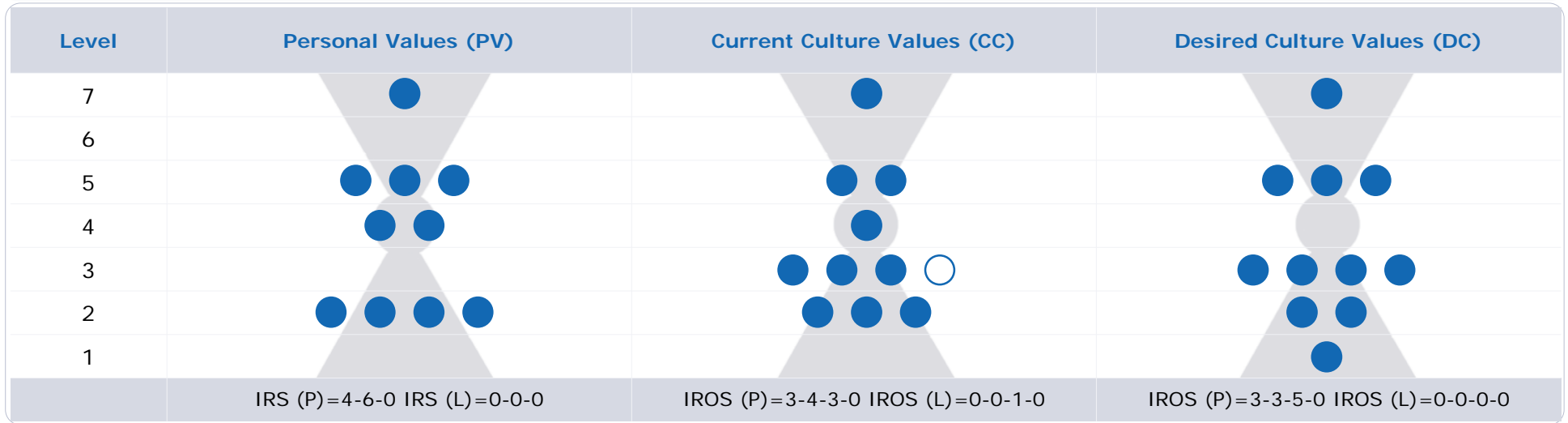
NEW VALUES TO FOCUS ON

Any values shown in blue are values that are important to the individuals who work for the group and are requested in the Desired Culture but are not showing in the top values of the Current Culture. How can you support your staff to bring these values and strengths to work so that they and the group would derive further benefit from them?

Any Desired Culture values shown in black are entirely new requests. They do not show in the Personal or Current Culture. To what extent are these values positive new requests, or maybe a reaction to something that is not happening or is unhealthy in the Current Culture? What themes do you notice with these new values? Open a dialogue with these people to gain a deeper understanding.



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Matches	family	226 2(R)	<i>competence</i>	288 3(I)	<i>competence</i>	274 3(I)
	<u>humour/ fun</u>	189 5(I)	<i>compassion</i>	195 7(R)	<i>quality</i>	184 3(O)
PV - CC 3	honesty	188 5(I)	<i>professionalism</i>	188 3(O)	<i>professionalism</i>	172 3(O)
CC - DC 8	helpfulness	164 2(R)	<i>positive attitude</i>	185 5(I)	<i>commitment</i>	166 5(I)
PV - DC 1 new requests	accountability	154 4(R)	<i>commitment</i>	144 5(I)	safety	161 1(O)
	caring	153 2(R)	<i>respect</i>	141 2(R)	<i>compassion</i>	156 7(R)
Cultural Entropy: Current Culture 21%	adaptability	139 4(I)	teamwork	125 4(R)	<i>listening</i>	154 2(R)
	<i>positive attitude</i>	139 5(I)	bureaucracy (L)	124 3(O)	efficiency	139 3(O)
	<i>compassion</i>	136 7(R)	<i>quality</i>	114 3(O)	<i>positive attitude</i>	137 5(I)
	<i>respect</i>	136 2(R)	<i>listening</i>	111 2(R)	<u>humour/ fun</u>	132 5(O)
			customer satisfaction	111 2(O)	<i>respect</i>	132 2(R)

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

Orange = CC & DC
Blue = PV & DC

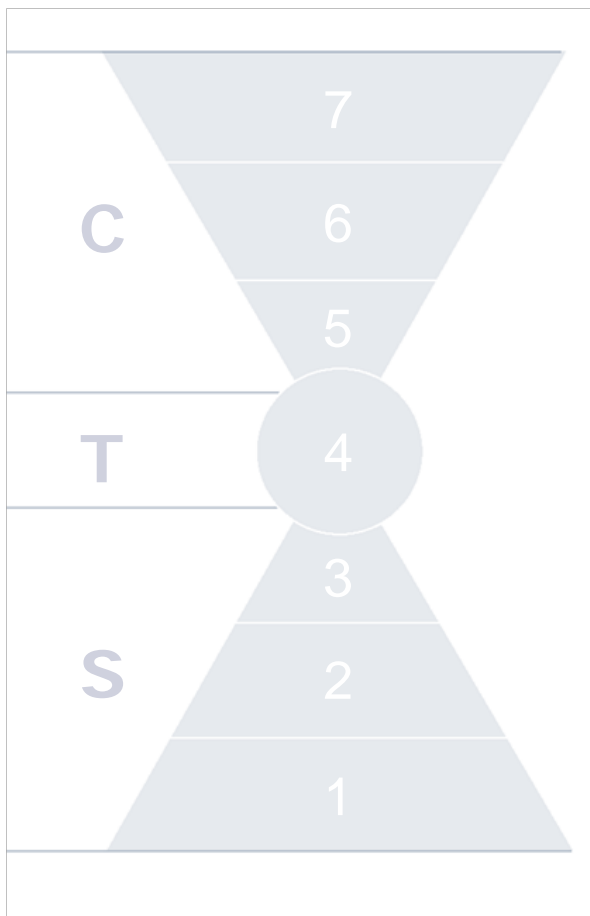
P = Positive
 L = Potentially Limiting (white circle)

I = Individual
 R = Relationship

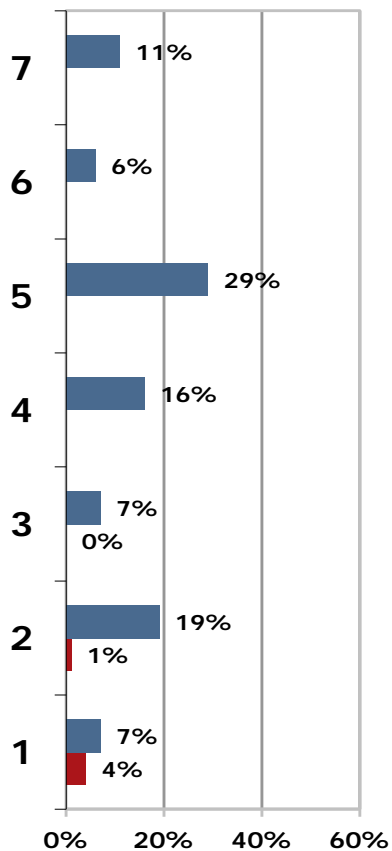
O = Organisational
 S = Societal



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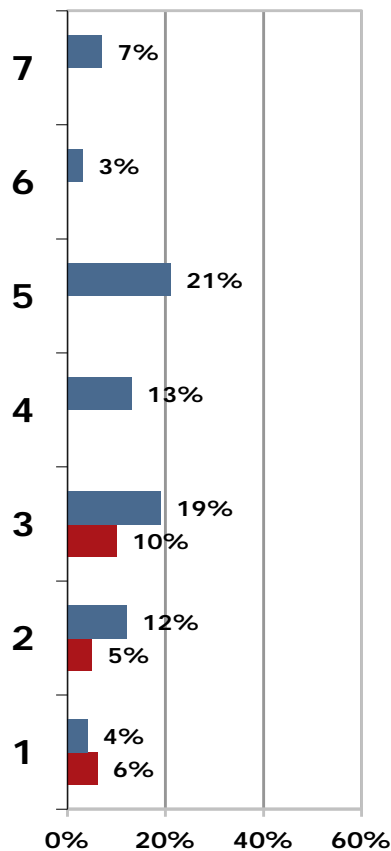
Personal Values



CTS = 46-16-38

Cultural Entropy = 5%

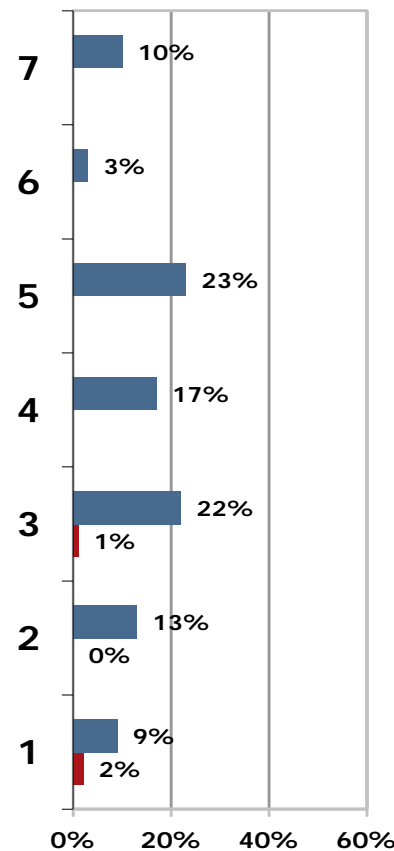
Current Culture Values



CTS = 31-13-56

Cultural Entropy = 21%

Desired Culture Values



CTS = 36-17-47

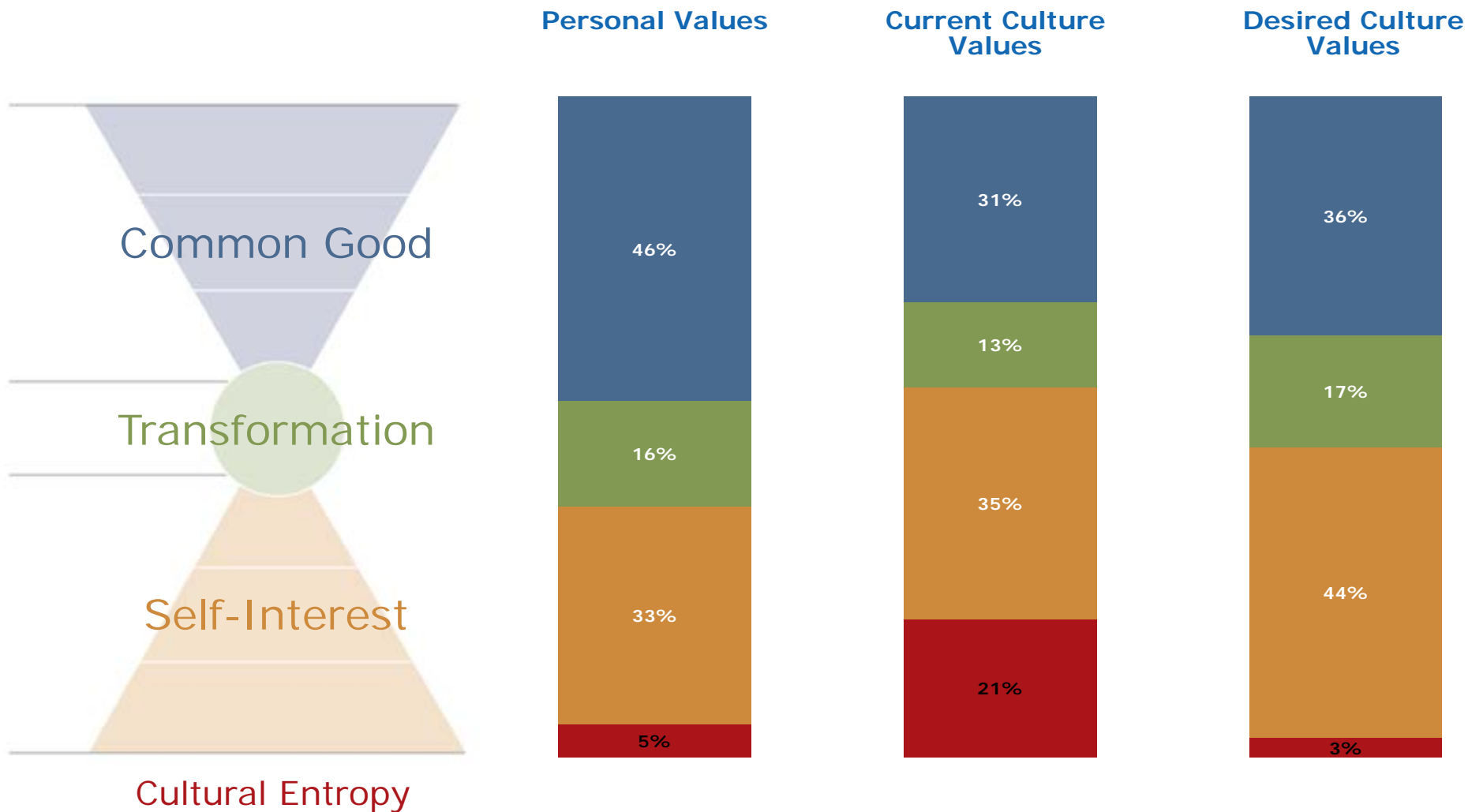
Cultural Entropy = 3%

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

■ Positive Values
 ■ Potentially Limiting Values



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Cultural Entropy Report

This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3. Please note that among the report diagrams slight variations in total Cultural Entropy percentages may occur as a result of rounding the level/category percentages to the nearest whole number.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	bureaucracy (124) confusion (88) hierarchy (71) information hoarding (70) long hours (63) silo mentality (50) complacency (29)	10% of total votes
2	lack of customer focus (84) insensitivity (66) blame (39) internal competition (29) empire building (11)	5% of total votes
1	short-term focus (83) control (74) caution (59) job insecurity (26) exploitation (15) unethical (15)	6% of total votes
Total	996 out of 4790	21% of total votes



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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.

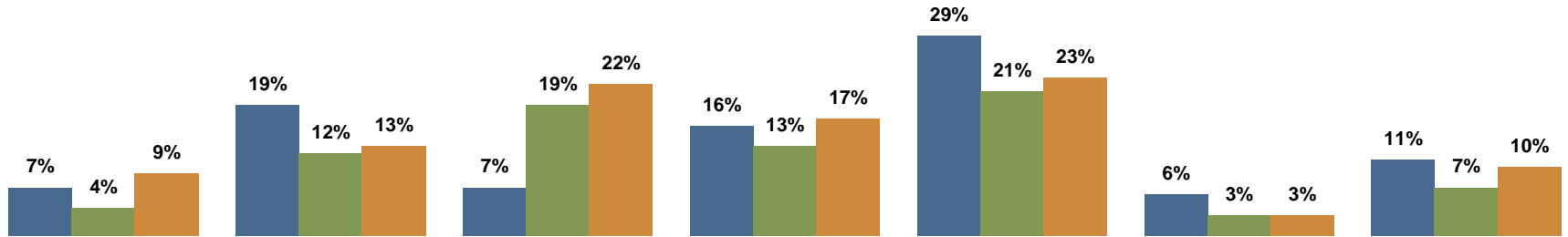
	Current Culture Votes	Desired Culture Votes	Jump
safety	66	161	95
employee health	16	94	78
quality	114	184	70
customer influence	48	117	69
wisdom	40	102	62
financial stability	7	68	61
continuous improvement	14	70	56
ethics	31	82	51
humour/ fun	82	132	50
listening	111	154	43
employee satisfaction	78	121	43



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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.



	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Desired Culture Values	safety	listening respect	competence quality professionalism efficiency		commitment positive attitude humour/ fun		compassion
Values Jumps	employee health financial stability	employee satisfaction		customer influence continuous improvement			wisdom ethics

Personal Values ■

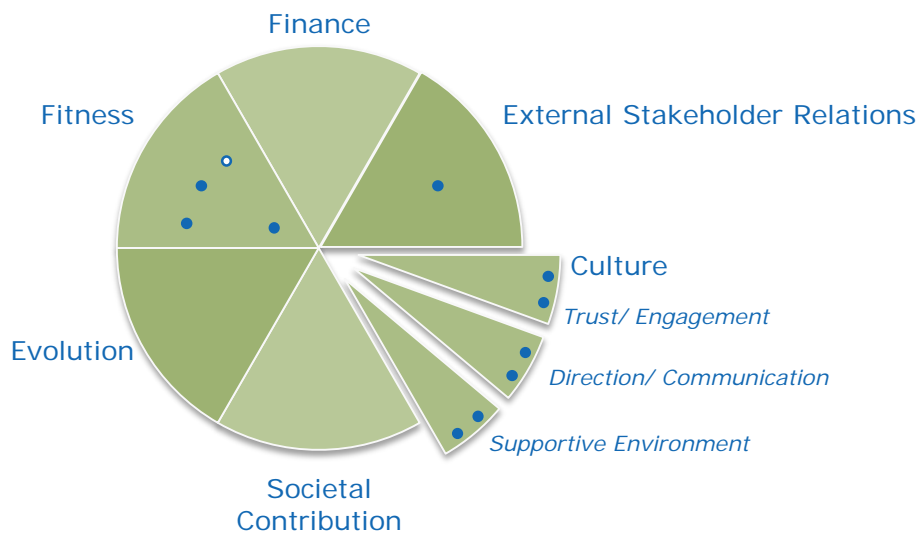
Current Culture Values ■

Desired Culture Values ■

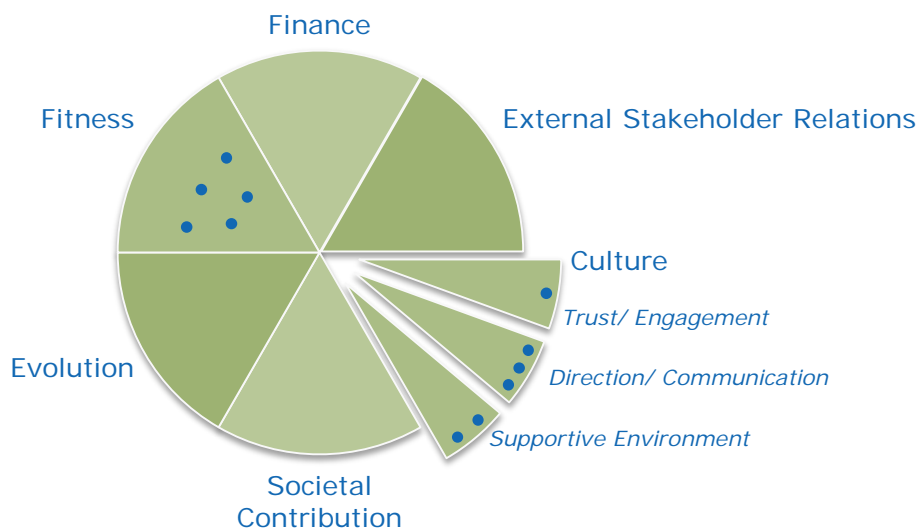


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Current Culture Values



Desired Culture Values



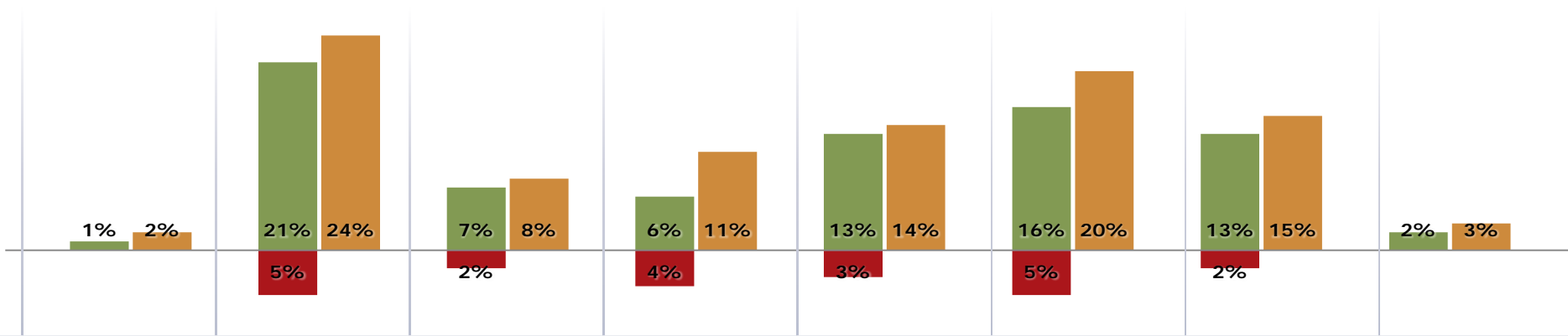
		Current Culture	Desired Culture
	Finance		
	Fitness	competence professionalism bureaucracy (L) quality	competence quality professionalism safety efficiency
	External Stakeholder Relations	customer satisfaction	
	Evolution		
Culture	Trust/ Engagement	commitment teamwork	commitment
	Direction/ Communication	positive attitude listening	listening positive attitude humour/ fun
	Supportive Environment	compassion respect	compassion respect
	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		competence quality professionalism safety efficiency			commitment	listening positive attitude humour/ fun	compassion respect	
Values Jumps	financial stability		customer influence	continuous improvement		wisdom ethics	employee health employee satisfaction	
Potentially Limiting Values		bureaucracy long hours internal competition empire building	lack of customer focus	short-term focus caution complacency	control silo mentality blame	confusion hierarchy information hoarding unethical	insensitivity job insecurity exploitation	

