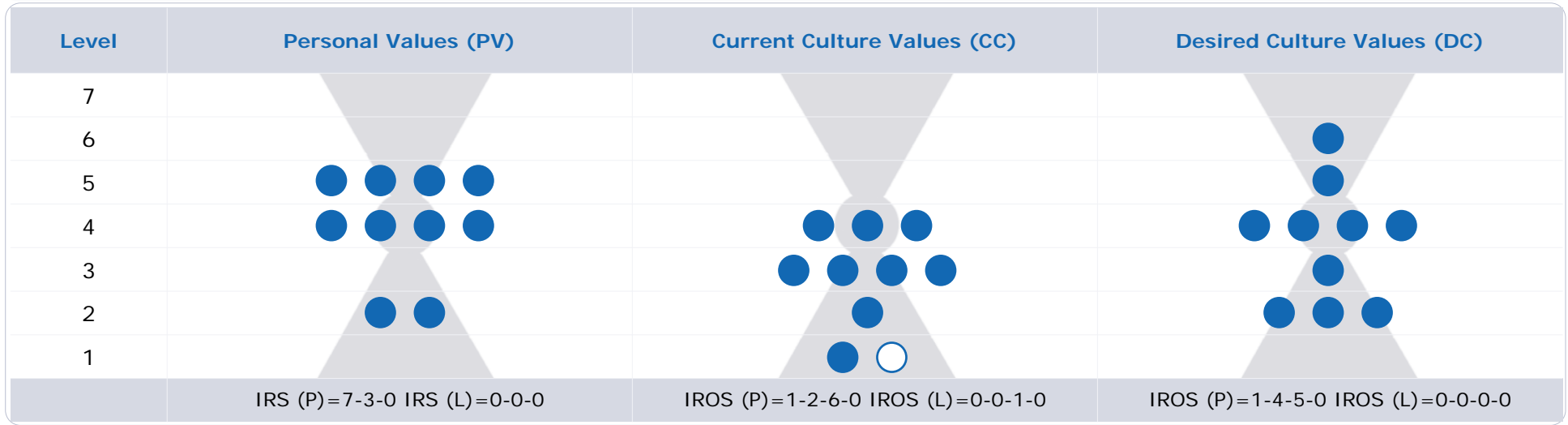# Engineering Industry Overview

Prepared by

Barrett Values Centre

This industry overview is drawn up from the results of 66 assessments from 15 different countries.

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

Engineering Industry Overview

Level	Personal Values (PV)	Current Culture Values (CC)	Desired Culture Values (DC)

IRS (P)=7-3-0 IRS (L)=0-0-0   IROS (P)=1-2-6-0 IROS (L)=0-0-1-0   IROS (P)=1-4-5-0 IROS (L)=0-0-0-0

Personal Values (PV)		Current Culture Values (CC)		Desired Culture Values (DC)	
honesty	43% 5(I)	*customer satisfaction*	29% 2(O)	*teamwork*	35% 4(R)
commitment	38% 5(I)	profit	26% 1(O)	*continuous improvement*	34% 4(O)
accountability	31% 4(R)	*teamwork*	25% 4(R)	*customer satisfaction*	31% 2(O)
family	28% 2(R)	*continuous improvement*	25% 4(O)	*accountability*	29% 4(R)
respect	27% 2(R)	results orientation	23% 3(O)	*quality*	27% 3(O)
positive attitude	24% 5(I)	productivity	23% 3(O)	employee recognition	25% 2(R)
continuous learning	23% 4(I)	*quality*	22% 3(O)	**commitment**	23% 5(I)
integrity	23% 5(I)	cost reduction (L)	19% 1(O)	leadership development	22% 6(O)
balance (home/work)	22% 4(I)	achievement	19% 3(I)	innovation	22% 4(O)
responsibility	22% 4(I)	*accountability*	18% 4(R)	open communication	21% 2(R)

Matches

PV - CC 1

CC - DC 5

PV - DC 1
new requests

Cultural Entropy:
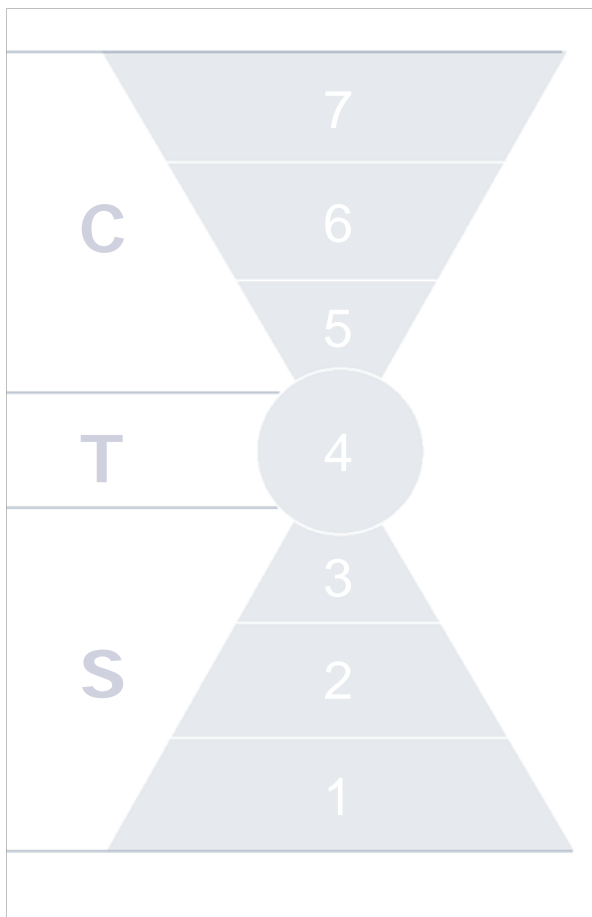Current Culture
21%

Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC
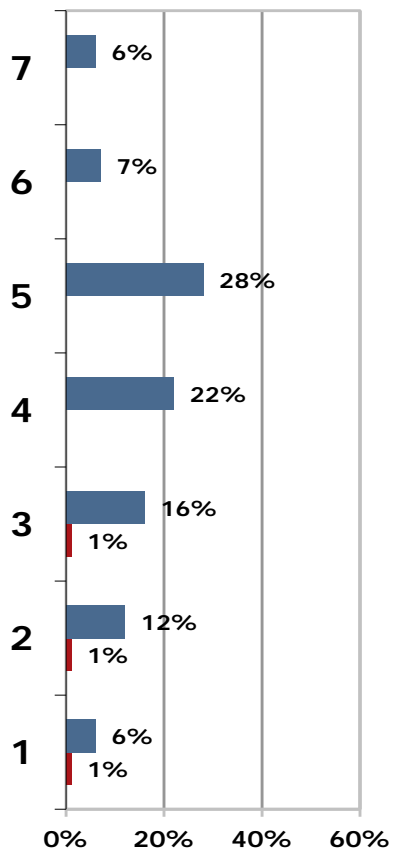
P = Positive
L = Potentially Limiting (white circle)

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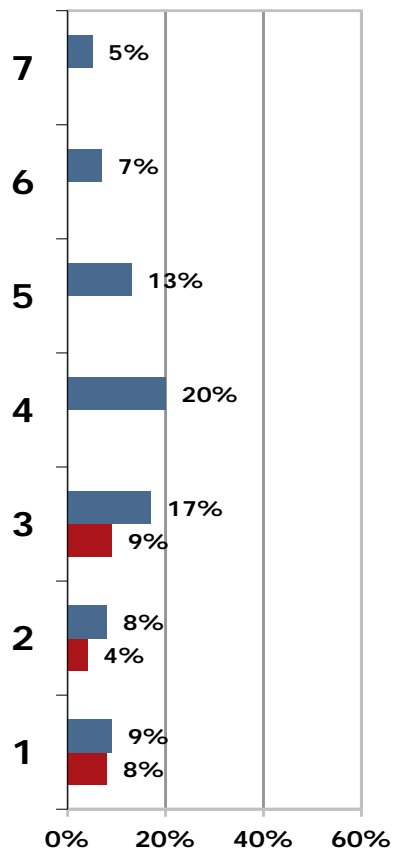O = Organisational
S = Societal

Values Plot

Engineering Industry Overview

Personal Values

Level	Positive	Limiting
7	6%	
6	7%	
5	28%	
4	22%	
3	16%	1%
2	12%	1%
1	6%	1%

CTS = 41-22-37
Cultural Entropy = 3%

Current Culture Values

Level	Positive	Limiting
7	5%	
6	7%	
5	13%	
4	20%	
3	17%	9%
2	8%	4%
1	9%	8%

CTS = 25-20-55
Cultural Entropy = 21%

Desired Culture Values

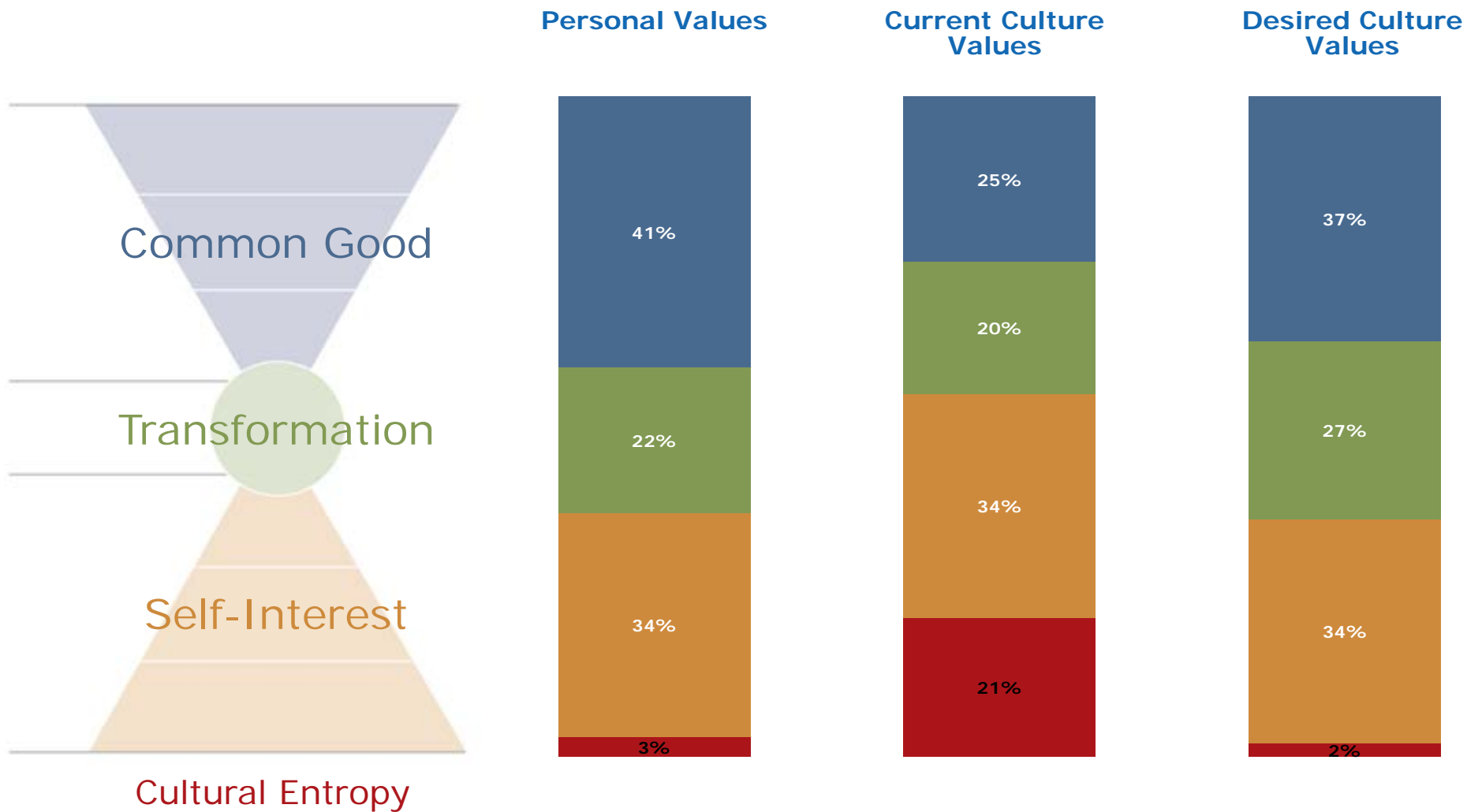| Level	Positive	Limiting
7	5%	
6	11%	
5	21%	
4	27%	
3	16%	0%
2	12%	0%
1	6%	2%
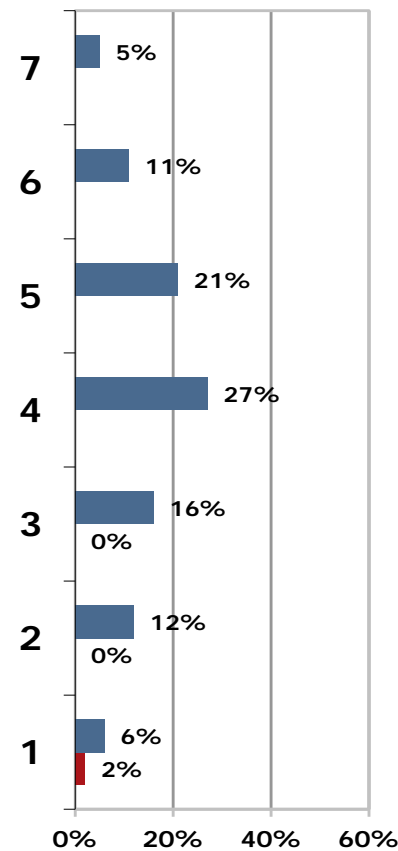
CTS = 37-27-36
Cultural Entropy = 2%

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

■ Positive Values
■ Potentially Limiting Values

Values Distribution

Common Good

Transformation

Self-Interest

Cultural Entropy

Personal Values

41%

22%

34%

3%

Current Culture Values

25%

20%

34%

21%

Desired Culture Values

37%

27%

34%

2%

CTS

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 (18%) confusion (15%) long hours (15%) silo mentality (12%) hierarchy (11%) information hoarding (10%) power (5%)	9% of total votes
2	blame (14%) internal competition (12%) manipulation (7%) empire building (6%)	4% of total votes
1	cost reduction (19%) short-term focus (14%) control (14%) job insecurity (13%) caution (8%)	8% of total votes
Total		21% of total votes

This level of Cultural Entropy score reflects significant issues requiring cultural and structural transformation and leadership coaching.

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

Cultural Entropy Table

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.
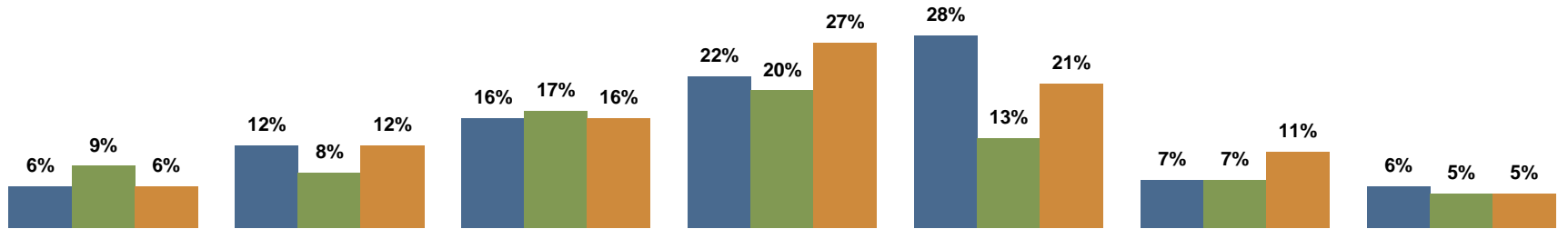
	Current Culture Votes	Desired Culture Votes	Jump
employee recognition	**10%**	**25%**	**15%**
leadership development	**10%**	**22%**	**12%**
employee fulfilment	4%	16%	12%
coaching/ mentoring	9%	20%	11%
accountability	**18%**	**29%**	**11%**
innovation	**11%**	**22%**	**11%**
teamwork	**25%**	**35%**	**10%**
continuous improvement	**25%**	**34%**	**9%**
open communication	**12%**	**21%**	**9%**
trust	9%	18%	9%

Values Jumps Table

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
Personal Values	6%	12%	16%	22%	28%	7%	6%
Current Culture Values	9%	8%	17%	20%	13%	7%	5%
Desired Culture Values	6%	12%	16%	27%	21%	11%	5%

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Desired Culture Values		customer satisfaction employee recognition open communication		teamwork continuous improvement accountability innovation	commitment	leadership development	
Values Jumps					trust	employee fulfilment coaching/ mentoring	

- Personal Values
- Current Culture Values
- Desired Culture Values

Positive Values Distribution
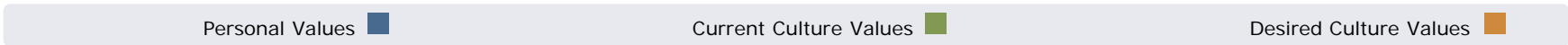
Engineering Industry Overview

Current Culture Values
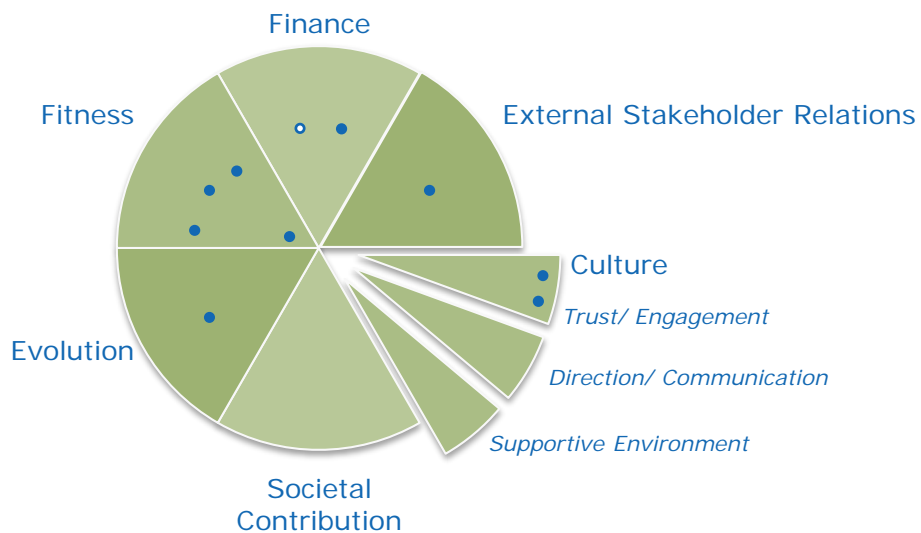
Desired Culture Values
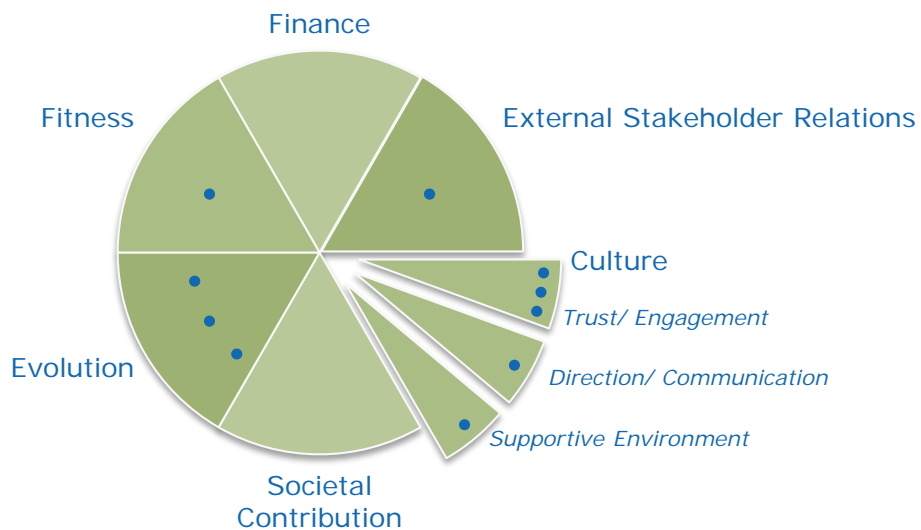
		Current Culture	Desired Culture
Finance		profit cost reduction (L)	
Fitness		results orientation productivity quality achievement	quality
External Stakeholder Relations		customer satisfaction	customer satisfaction
Evolution		continuous improvement	continuous improvement leadership development innovation
Culture	**Trust/ Engagement**	teamwork accountability	teamwork accountability commitment
	Direction/ Communication		open communication
	Supportive Environment		employee recognition
Societal Contribution			

Business Needs Scorecard

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.
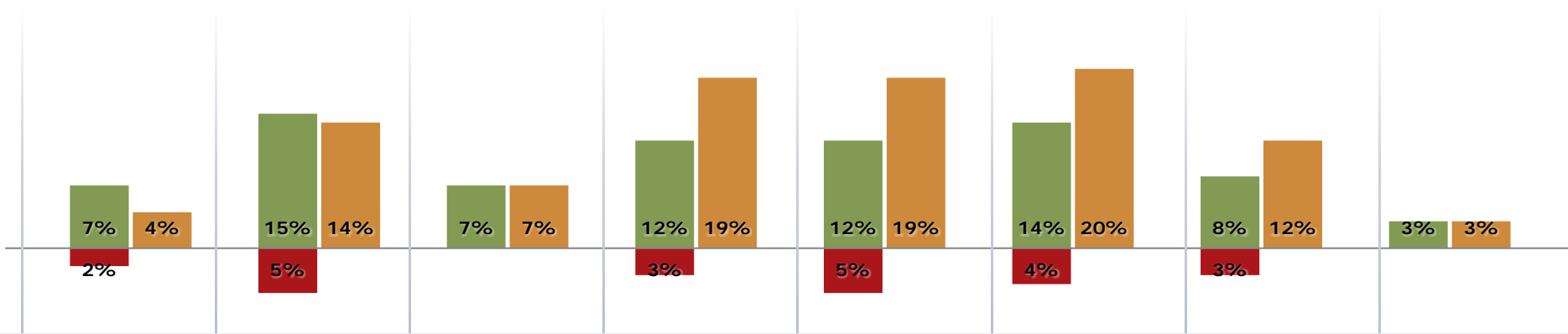
	Finance	Fitness	External Stakeholder Relations	Evolution	Trust/ Engagement	Direction/ Communication	Supportive Environment	Societal Contribution
					Culture			
Desired Culture Values				continuous improvement leadership development innovation	teamwork accountability commitment	open communication	employee recognition	
Values Jumps				coaching/ mentoring	employee fulfilment trust			
Potentially Limiting Values	cost reduction	bureaucracy long hours internal competition empire building		short-term focus caution	control blame silo mentality power	confusion hierarchy information hoarding	job insecurity manipulation	

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

Business Needs Scorecard- Values Distribution