



Barrett Values Centre

Fast Moving Consumer Goods Industry Overview

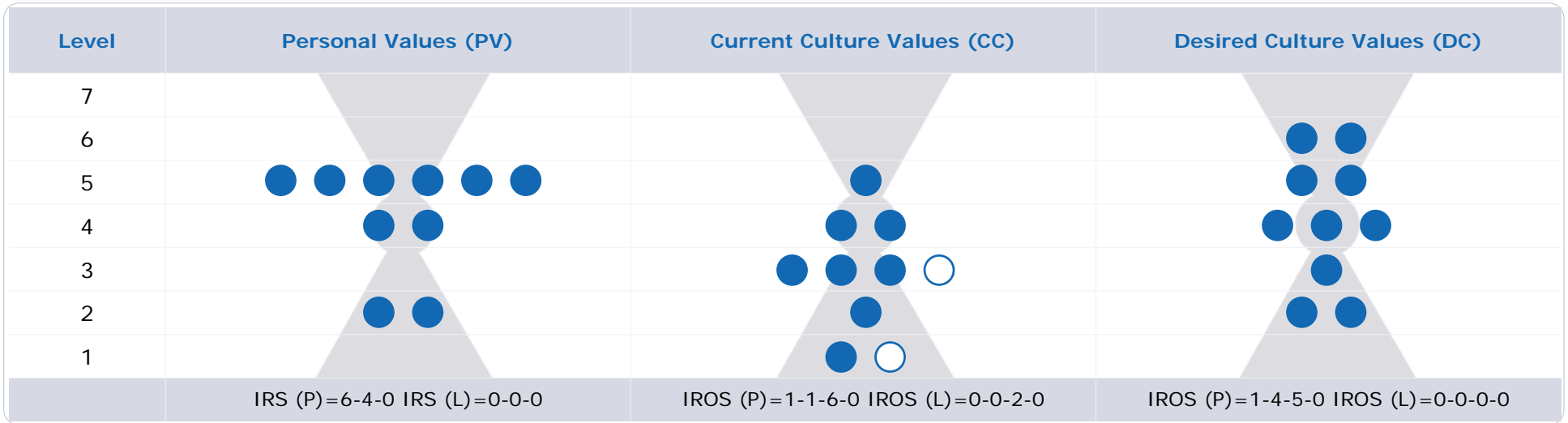
Prepared by

Barrett Values Centre

This industry overview is drawn up from the results of 22 assessments from 13 different countries.

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

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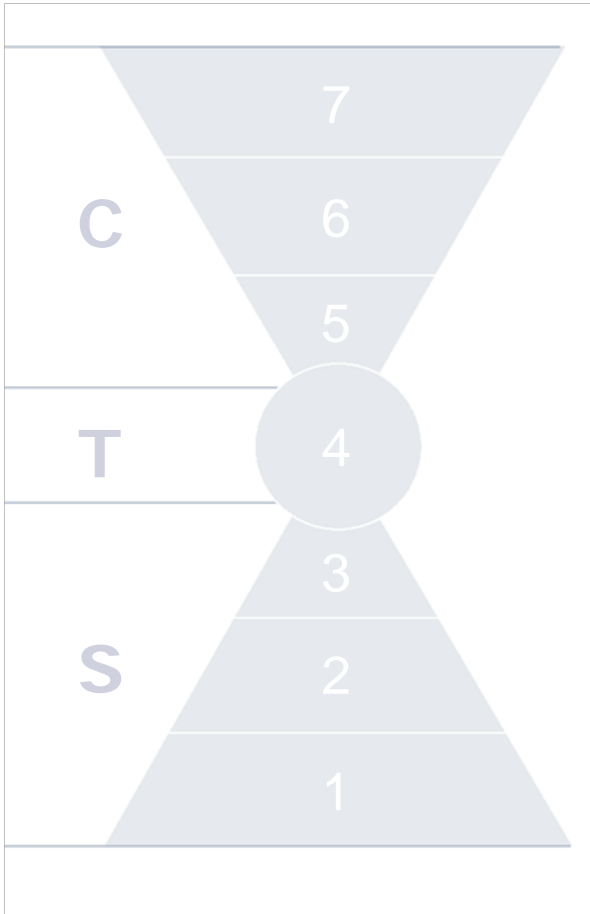
Matches	PV - CC 1	CC - DC 5	PV - DC 1 new requests	Cultural Entropy: Current Culture 20%	
<u>commitment</u>	40% 5(I)	cost reduction (L)	27% 1(O)	<u>teamwork</u>	28% 4(R)
honesty	40% 5(I)	bureaucracy (L)	24% 3(O)	<u>continuous improvement</u>	25% 4(O)
positive attitude	32% 5(I)	<u>customer satisfaction</u>	24% 2(O)	<u>customer satisfaction</u>	22% 2(O)
<u>accountability</u>	31% 4(R)	<u>quality</u>	24% 3(O)	<u>accountability</u>	22% 4(R)
respect	30% 2(R)	<u>continuous improvement</u>	23% 4(O)	coaching/ mentoring	21% 6(R)
family	28% 2(R)	<u>teamwork</u>	22% 4(R)	<u>commitment</u>	21% 5(I)
humour/ fun	27% 5(I)	results orientation	21% 3(O)	employee engagement	19% 5(O)
continuous learning	24% 4(I)	<u>commitment</u>	21% 5(I)	<u>quality</u>	19% 3(O)
trust	23% 5(R)	productivity	19% 3(O)	employee recognition	19% 2(R)
integrity	23% 5(I)	profit	19% 1(O)	leadership development	19% 6(O)

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

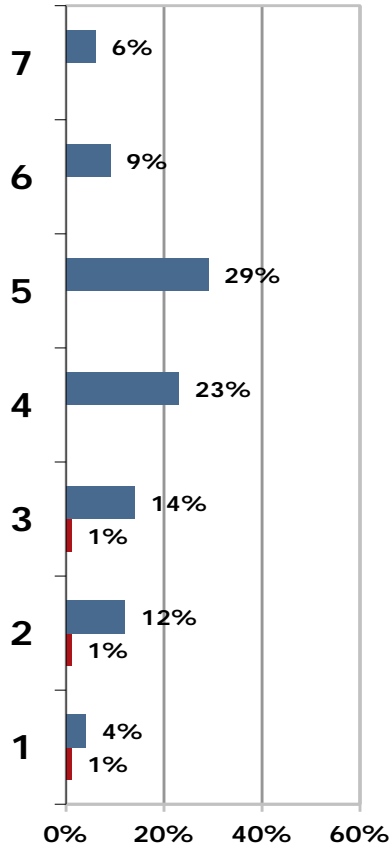
P = Positive
 L = Potentially Limiting (white circle)

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

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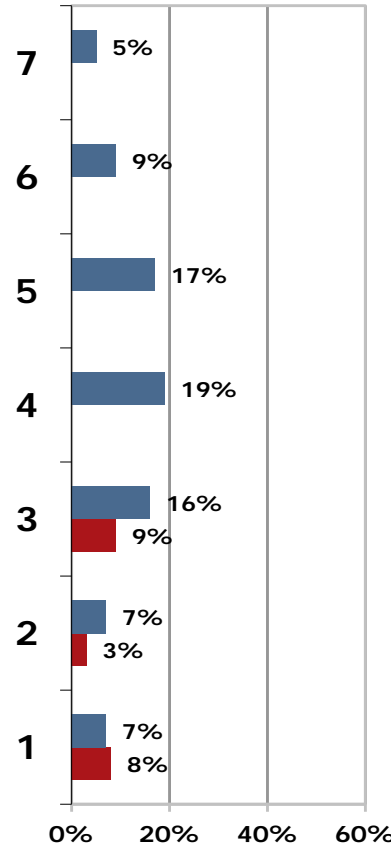


Personal Values



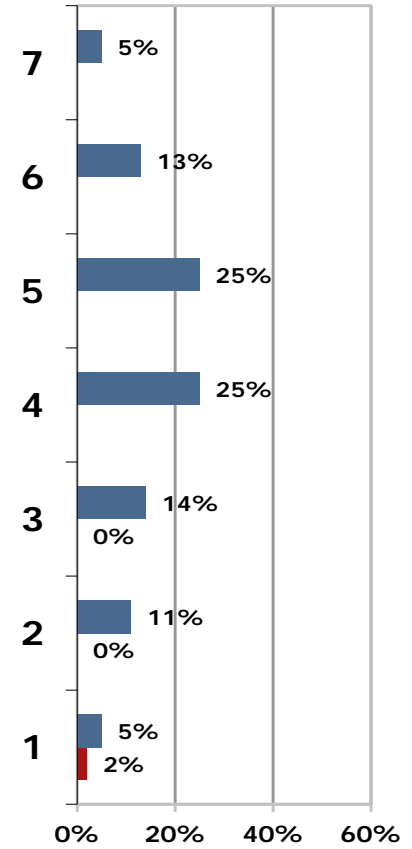
CTS = 44-23-33
Cultural Entropy = 3%

Current Culture Values



CTS = 31-19-50
Cultural Entropy = 20%

Desired Culture Values

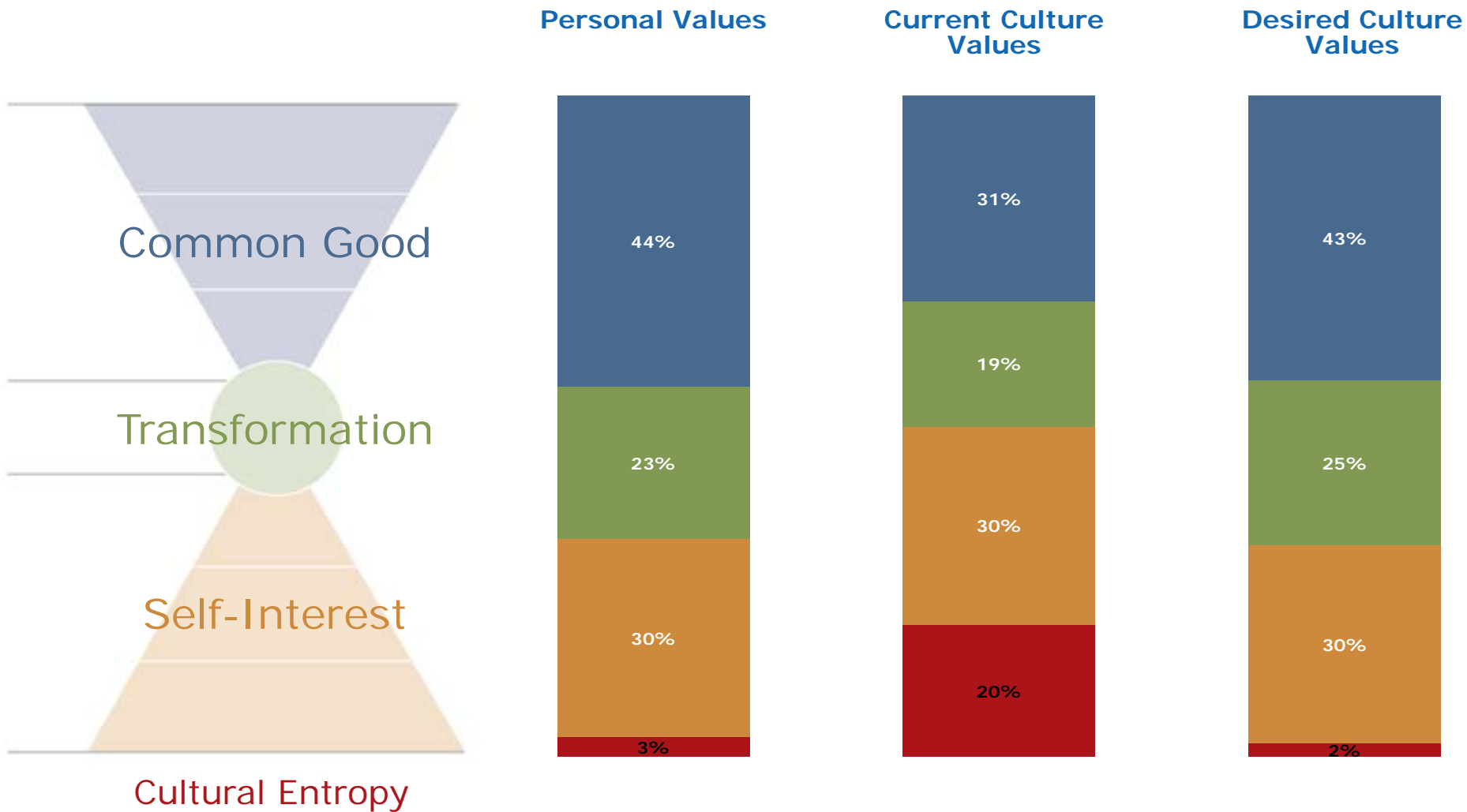


CTS = 43-25-32
Cultural Entropy = 2%

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 (24%) confusion (17%) hierarchy (14%) long hours (13%) silo mentality (12%) information hoarding (9%) power (6%)	9% of total votes
2	blame (12%) internal competition (11%)	3% of total votes
1	cost reduction (27%) short-term focus (15%) control (14%) caution (12%) job insecurity (7%)	8% of total votes
Total		20% 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.



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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.

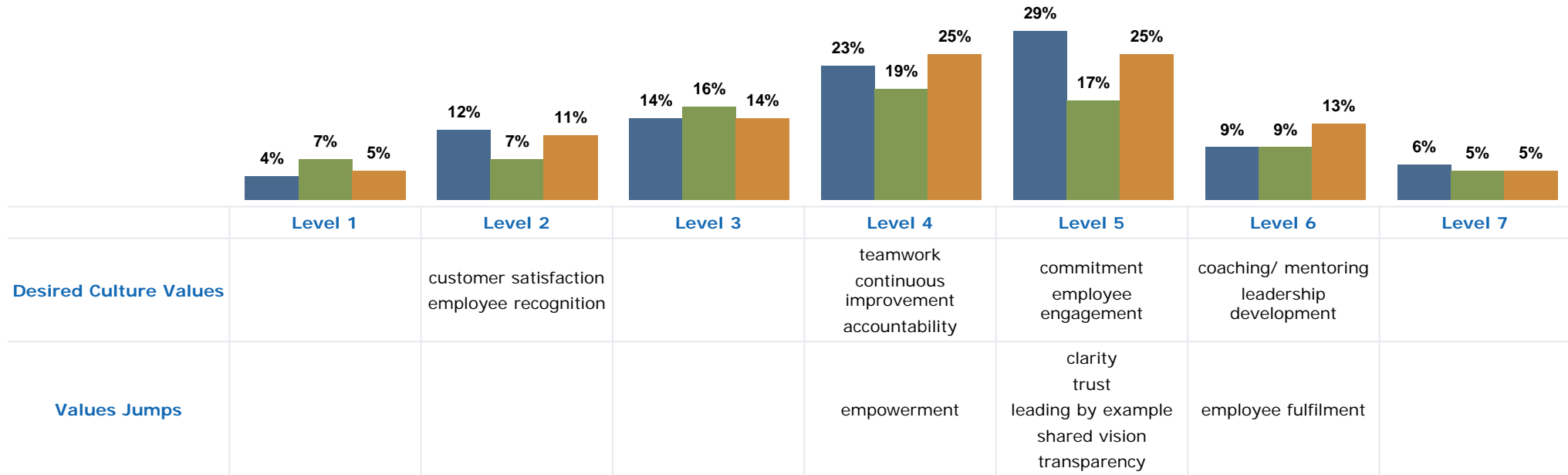
	Current Culture Votes	Desired Culture Votes	Jump
employee fulfilment	2%	14%	12%
coaching/ mentoring	10%	21%	11%
employee recognition	8%	19%	11%
clarity	5%	15%	10%
leadership development	11%	19%	8%
trust	10%	18%	8%
empowerment	6%	13%	7%
leading by example	6%	13%	7%
shared vision	9%	15%	6%
transparency	4%	10%	6%

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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 ■

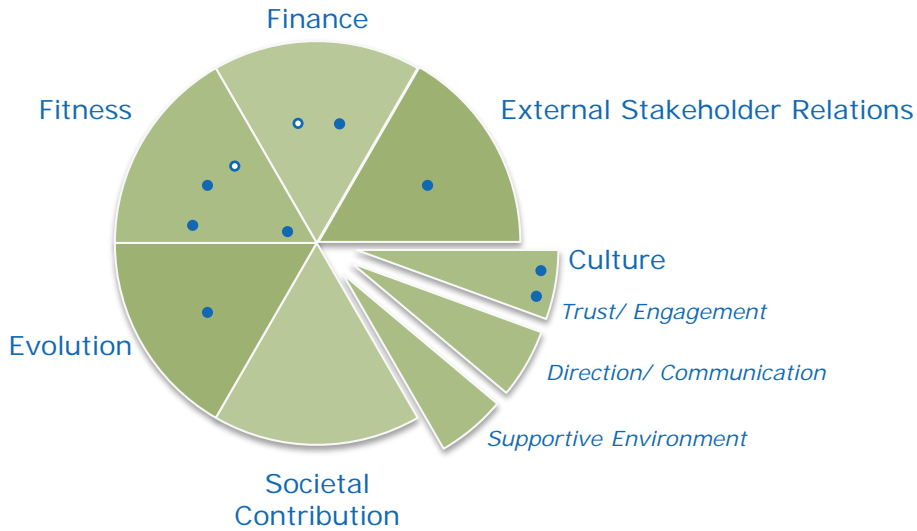
Current Culture Values ■

Desired Culture Values ■

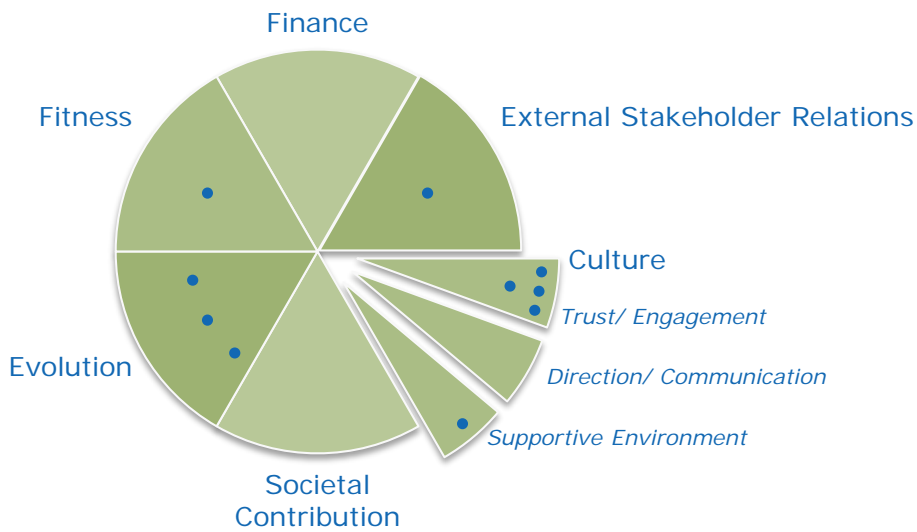
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Current Culture Values



Desired Culture Values



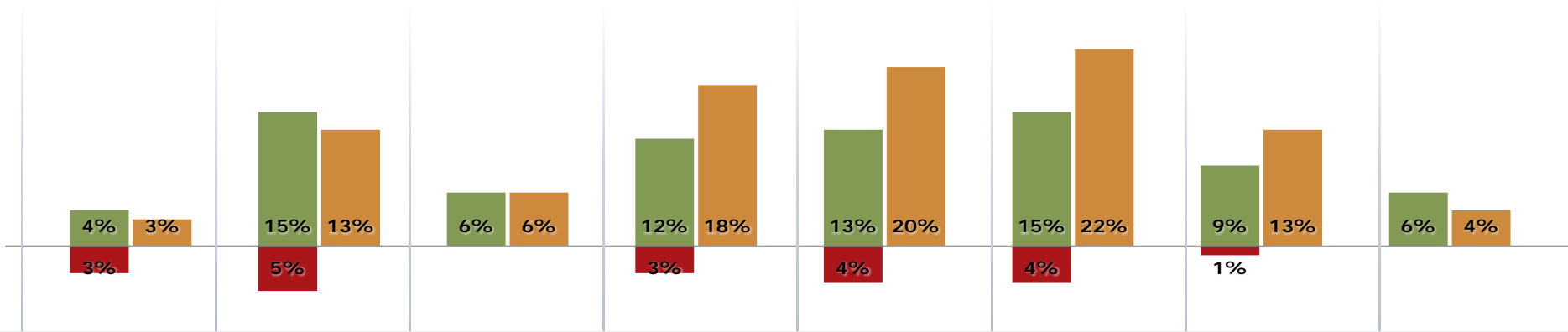
		Current Culture	Desired Culture
Finance		cost reduction (L) profit	
Fitness		bureaucracy (L) quality results orientation productivity	quality
External Stakeholder Relations		customer satisfaction	customer satisfaction
Evolution		continuous improvement	continuous improvement coaching/ mentoring leadership development
Culture	Trust/ Engagement	teamwork commitment	teamwork accountability commitment employee engagement
	Direction/ Communication		
	Supportive Environment		employee recognition
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				continuous improvement coaching/ mentoring leadership development	teamwork accountability commitment employee engagement	Culture		employee recognition
Values Jumps					employee fulfilment trust empowerment	clarity leading by example shared vision transparency		
Potentially Limiting Values	cost reduction	bureaucracy long hours internal competition		short-term focus caution	control silo mentality blame power	confusion hierarchy information hoarding	job insecurity	

Positive Values - Current Culture ■

Cultural Entropy: Current Culture ■

Positive Values - Desired Culture ■