



Barrett Values Centre

Hospitality Industry Overview

Prepared by

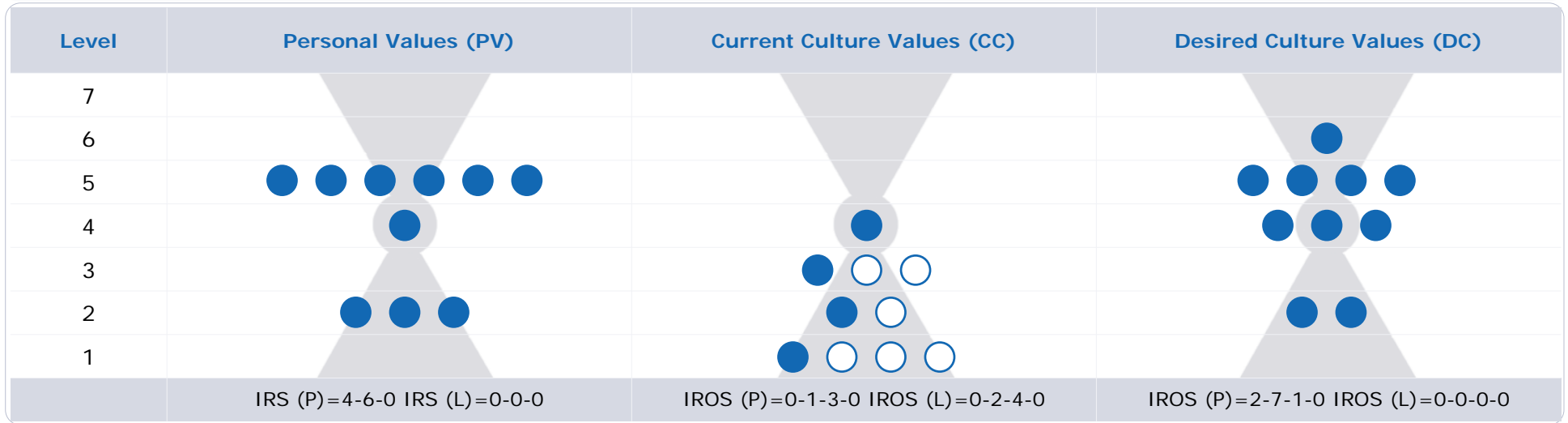
Barrett Values Centre

This industry overview is drawn up from the results of 9 assessments from 6 different countries.

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



Hospitality Industry Overview



Matches	PV - CC 0	CC - DC 1	PV - DC 5 new requests	Cultural Entropy: Current Culture 35%	
<u>respect</u>	22% 2(R)	blame (L)	18% 2(R)	<i>teamwork</i>	18% 4(R)
honesty	21% 5(I)	<i>teamwork</i>	14% 4(R)	<u>respect</u>	16% 2(R)
family	19% 2(R)	confusion (L)	13% 3(O)	<u>trust</u>	14% 5(R)
<u>accountability</u>	17% 4(R)	cost reduction (L)	13% 1(O)	<u>accountability</u>	13% 4(R)
humour/ fun	16% 5(I)	profit	13% 1(O)	<u>commitment</u>	12% 5(I)
<u>trust</u>	16% 5(R)	long hours (L)	12% 3(O)	fairness	12% 5(R)
<u>commitment</u>	15% 5(I)	customer satisfaction	10% 2(O)	open communication	12% 2(R)
<u>positive attitude</u>	15% 5(I)	short-term focus (L)	10% 1(O)	<u>positive attitude</u>	12% 5(I)
cooperation	13% 5(R)	brand image	9% 3(O)	coaching/ mentoring	11% 6(R)
caring	13% 2(R)	control (L)	9% 1(R)	information sharing	11% 4(O)

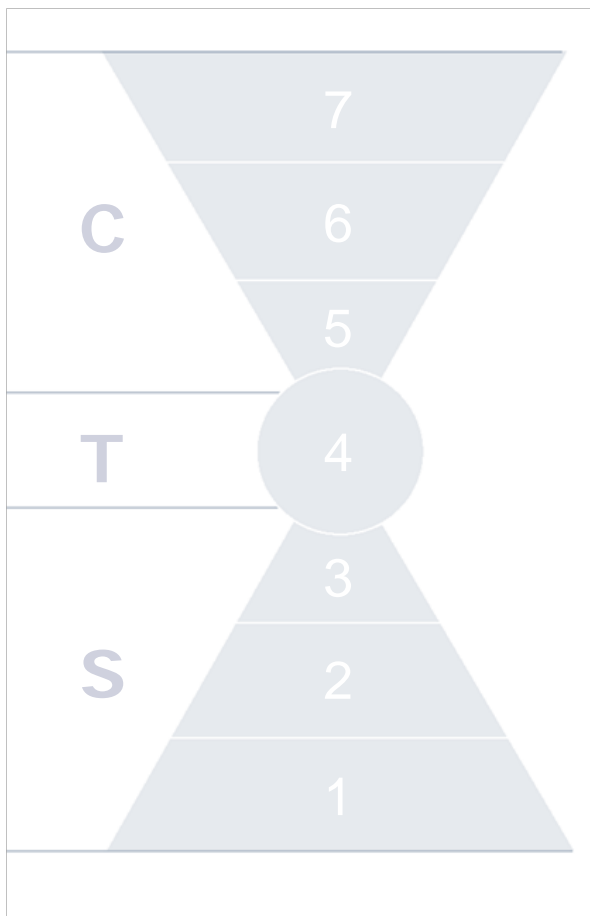
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

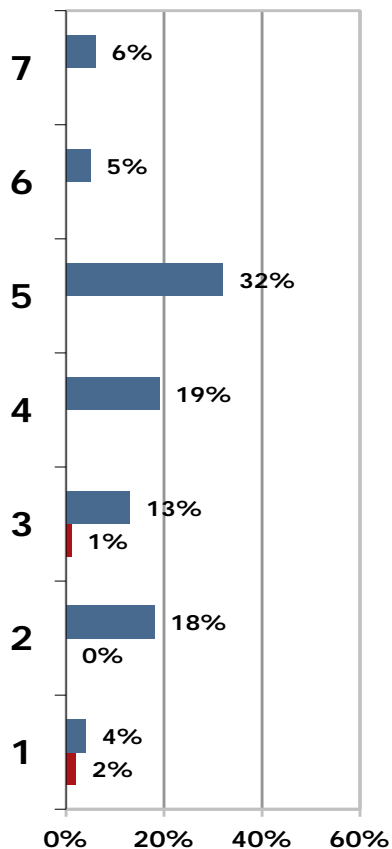
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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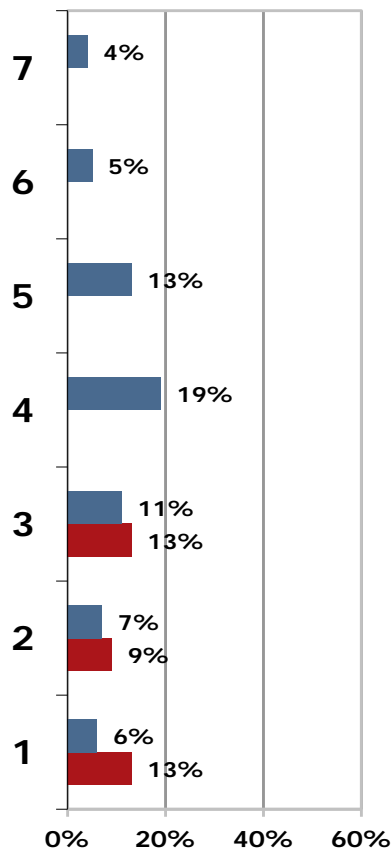


Personal Values



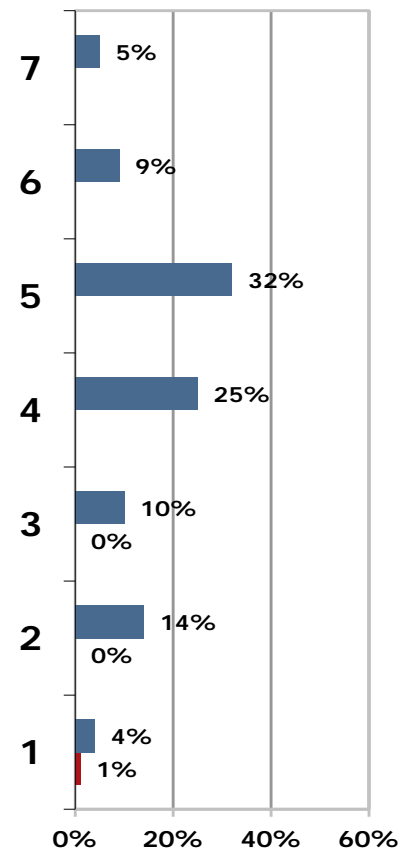
CTS = 43-19-38
Cultural Entropy = 3%

Current Culture Values



CTS = 22-19-59
Cultural Entropy = 35%

Desired Culture Values



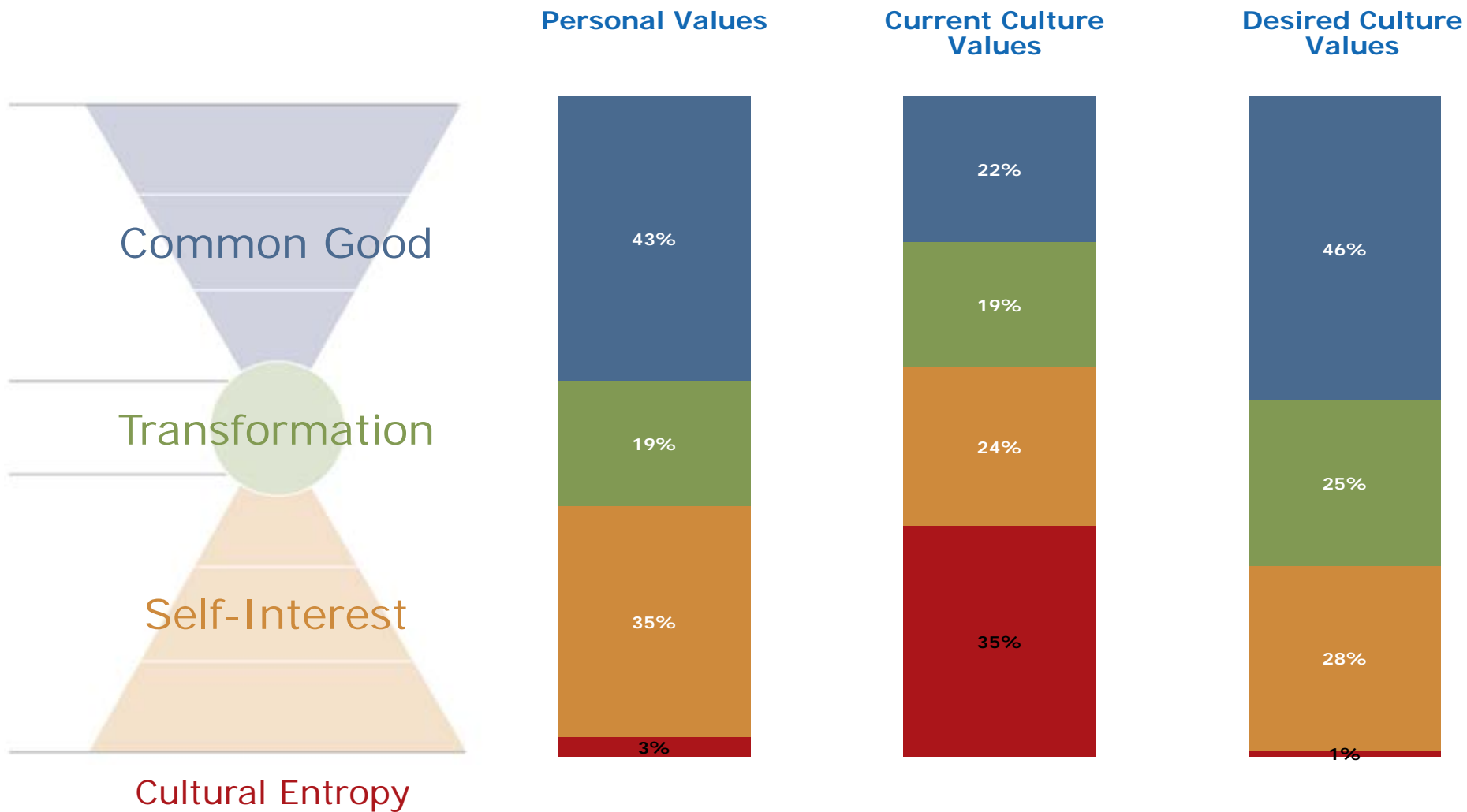
CTS = 46-25-29
Cultural Entropy = 1%

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	confusion (13%) long hours (12%) information hoarding (8%) bureaucracy (6%) power (6%) silo mentality (6%)	13% of total votes
2	blame (18%) internal competition (5%) manipulation (5%)	9% of total votes
1	cost reduction (13%) short-term focus (10%) control (9%) caution (7%) job insecurity (6%)	13% of total votes
Total		35% 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.

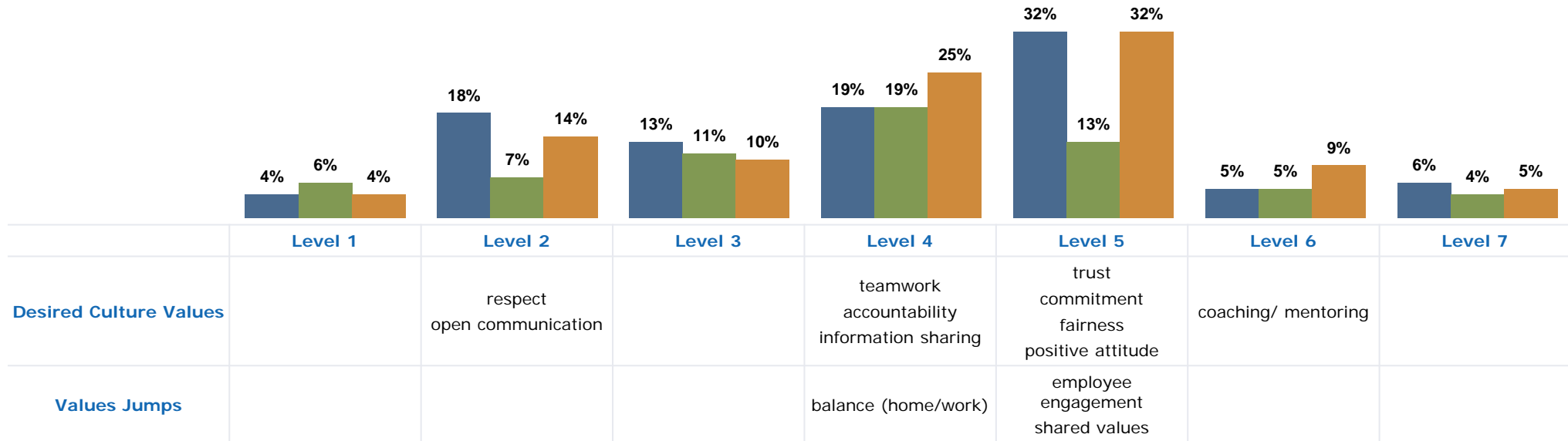
	Current Culture Votes	Desired Culture Votes	Jump
respect	4%	16%	12%
trust	3%	14%	11%
open communication	4%	12%	8%
coaching/ mentoring	4%	11%	7%
employee engagement	3%	10%	7%
balance (home/work)	2%	9%	7%
shared values	0%	7%	7%
accountability	6%	13%	7%
commitment	5%	12%	7%
fairness	5%	12%	7%



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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

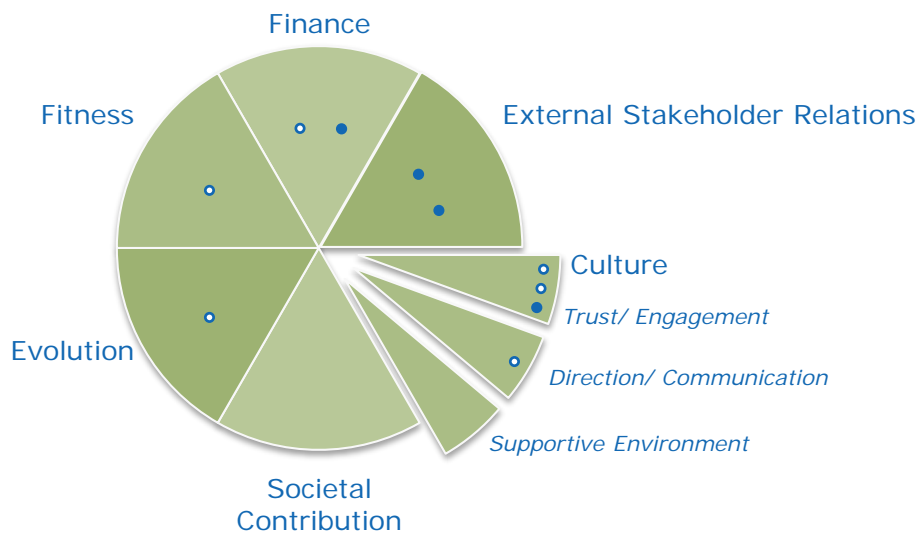
Current Culture Values

Desired Culture Values

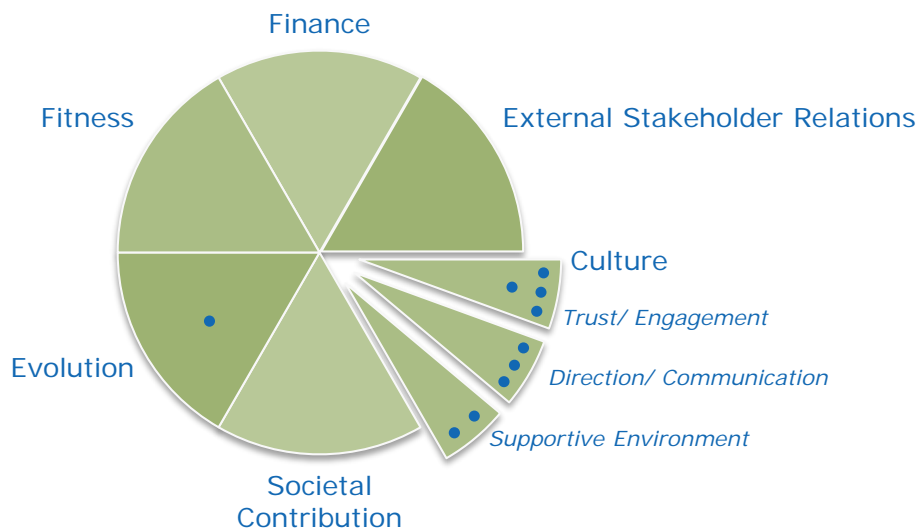


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Current Culture Values



Desired Culture Values



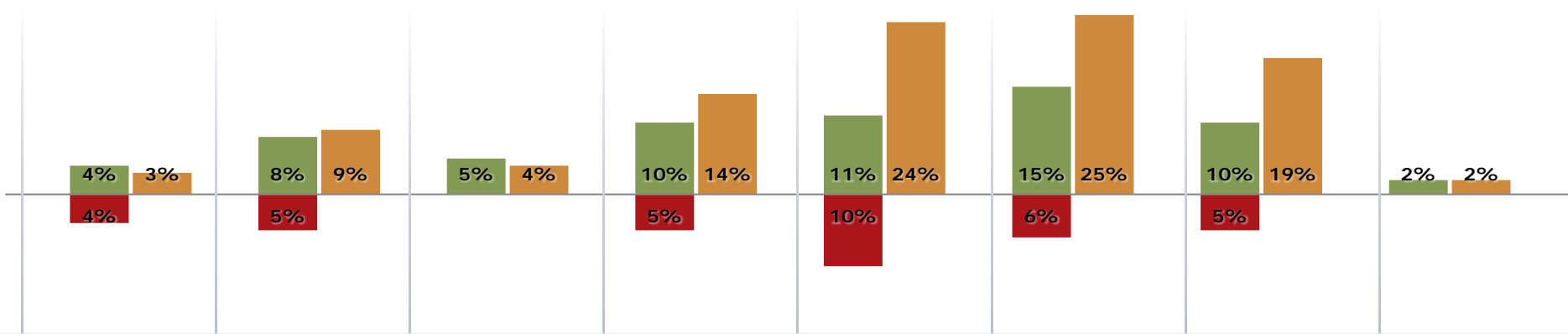
		Current Culture	Desired Culture
Finance		cost reduction (L) profit	
Fitness		long hours (L)	
External Stakeholder Relations		customer satisfaction brand image	
Evolution		short-term focus (L)	coaching/ mentoring
Culture	Trust/ Engagement	blame (L) teamwork control (L)	teamwork trust accountability commitment
	Direction/ Communication	confusion (L)	open communication positive attitude information sharing
	Supportive Environment		respect fairness
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				coaching/ mentoring	teamwork trust accountability commitment	open communication positive attitude information sharing	respect fairness	
Values Jumps					employee engagement shared values		balance (home/work)	
Potentially Limiting Values	cost reduction	long hours bureaucracy internal competition		short-term focus caution	blame control power silos mentality	confusion information hoarding	job insecurity manipulation	

