



Barrett Values Centre

IT Industry Overview

Prepared by

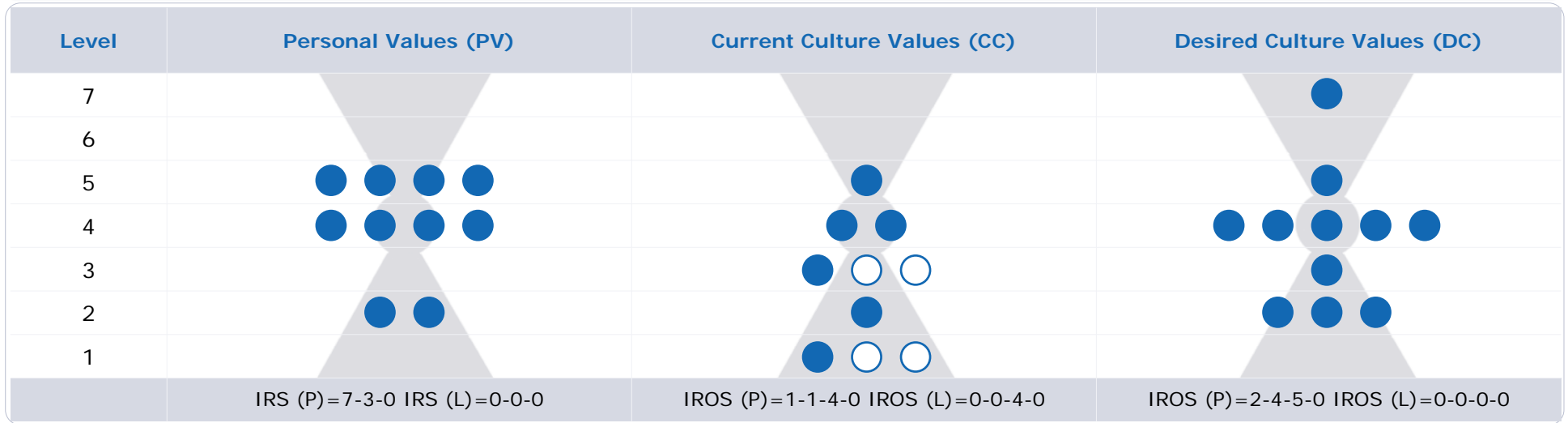
Barrett Values Centre

This industry overview is drawn up from the results of 139 assessments from 27 different countries.

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



IT Industry Overview



Matches PV - CC 1 CC - DC 4 PV - DC 2 new requests	honesty	36% 5(I)	<i>customer satisfaction</i>	30% 2(O)	<i>continuous improvement</i>	32% 4(O)
	<u>commitment</u>	34% 5(I)	<i>teamwork</i>	26% 4(R)	<i>customer satisfaction</i>	31% 2(O)
	humour/ fun	32% 5(I)	results orientation	23% 3(O)	<i>teamwork</i>	29% 4(R)
	<u>accountability</u>	29% 4(R)	<u>commitment</u>	21% 5(I)	quality	24% 3(O)
	continuous learning	27% 4(I)	cost reduction (L)	21% 1(O)	<u>accountability</u>	23% 4(R)
	<u>adaptability</u>	25% 4(I)	confusion (L)	20% 3(O)	open communication	23% 2(R)
	positive attitude	25% 5(I)	<i>continuous improvement</i>	20% 4(O)	innovation	22% 4(O)
	balance (home/work)	25% 4(I)	organisational growth	19% 1(O)	<u>adaptability</u>	21% 4(I)
	family	23% 2(R)	bureaucracy (L)	19% 3(O)	<u>commitment</u>	20% 5(I)
	respect	23% 2(R)	short-term focus (L)	19% 1(O)	employee recognition	20% 2(R)
				long-term perspective	20% 7(O)	

Cultural Entropy:
Current Culture
21%

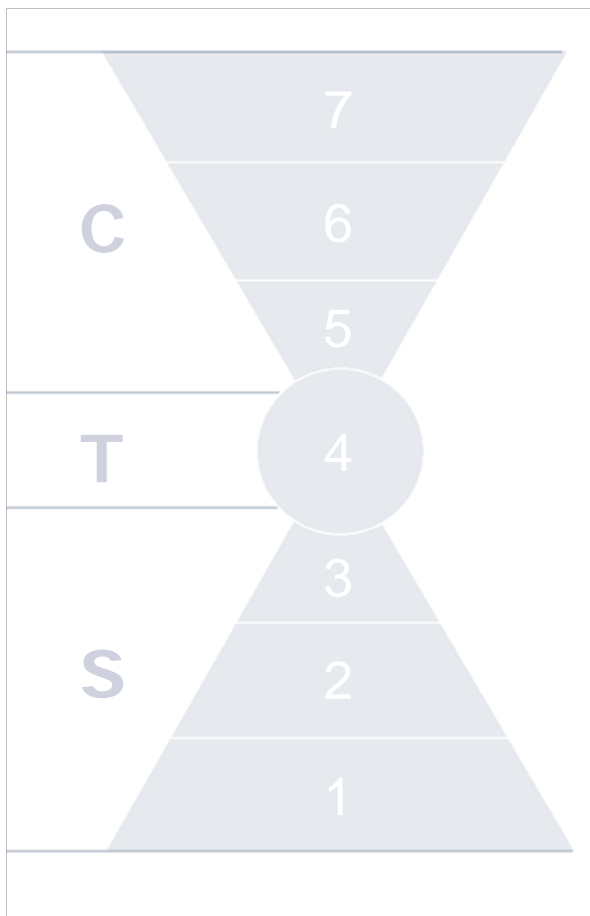
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

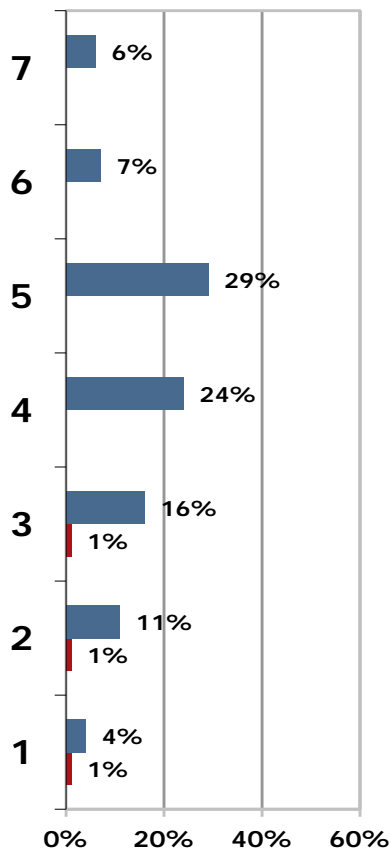
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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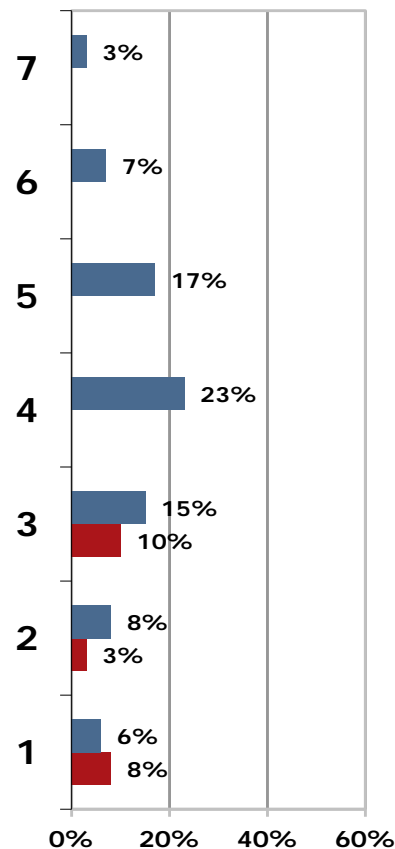


Personal Values



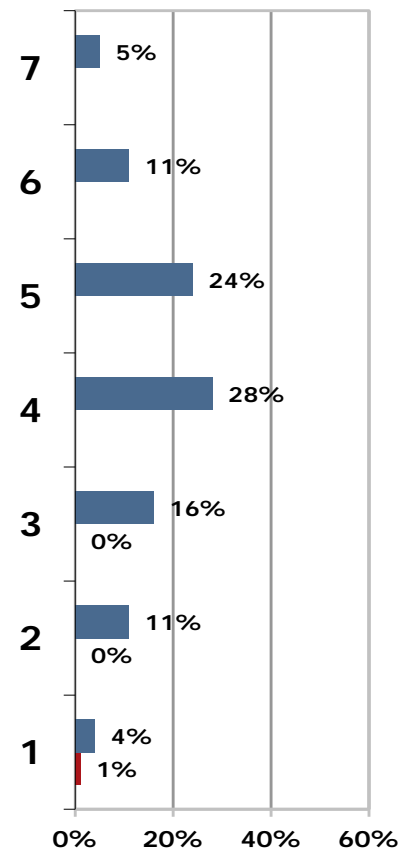
CTS = 42-24-34
Cultural Entropy = 3%

Current Culture Values



CTS = 27-23-50
Cultural Entropy = 21%

Desired Culture Values



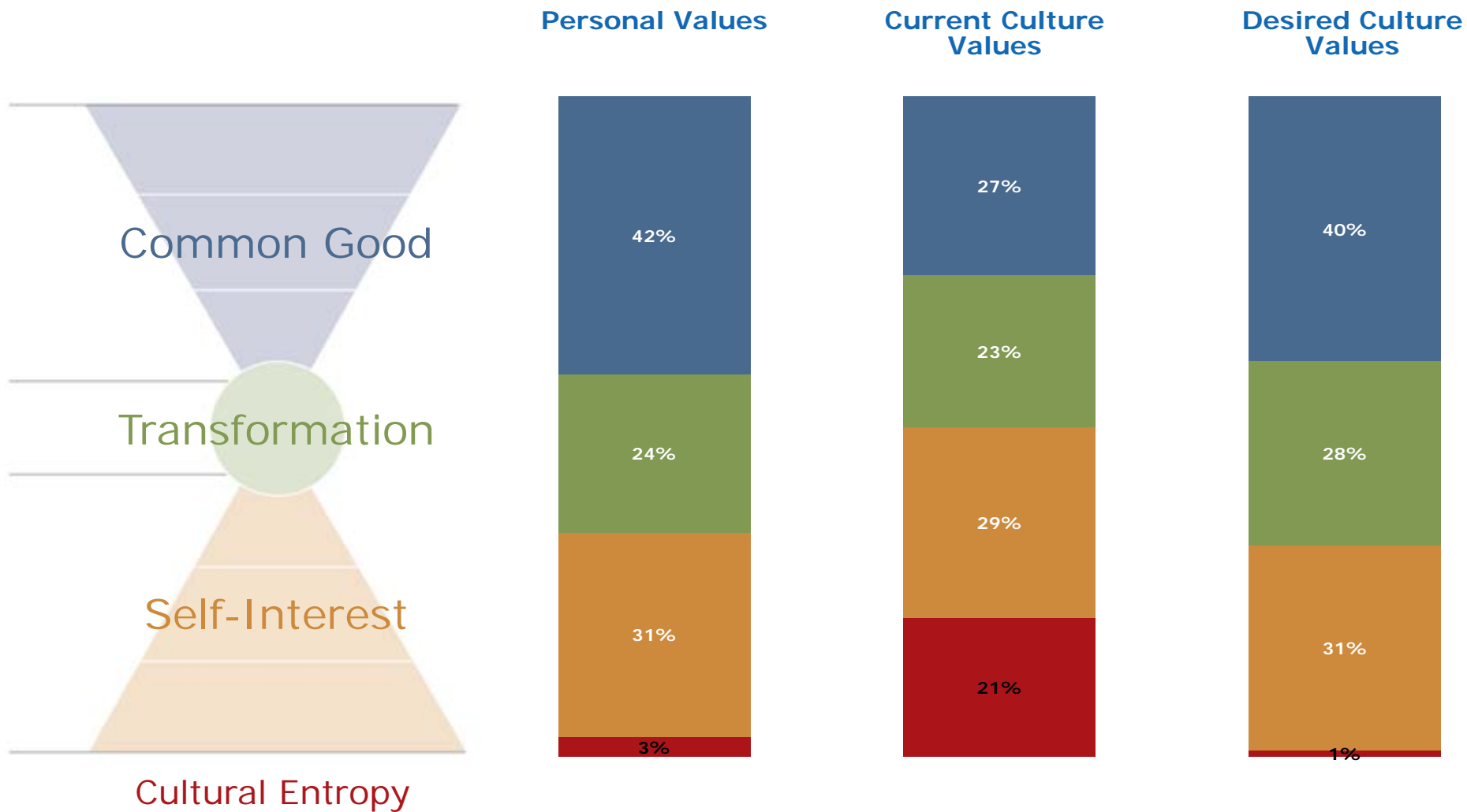
CTS = 40-28-32
Cultural Entropy = 1%

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 (20%) bureaucracy (19%) silo mentality (16%) long hours (14%) hierarchy (12%) information hoarding (9%)	10% of total votes
2	blame (11%) internal competition (8%) empire building (7%)	3% of total votes
1	cost reduction (21%) short-term focus (19%) control (13%) caution (11%) job insecurity (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.



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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.

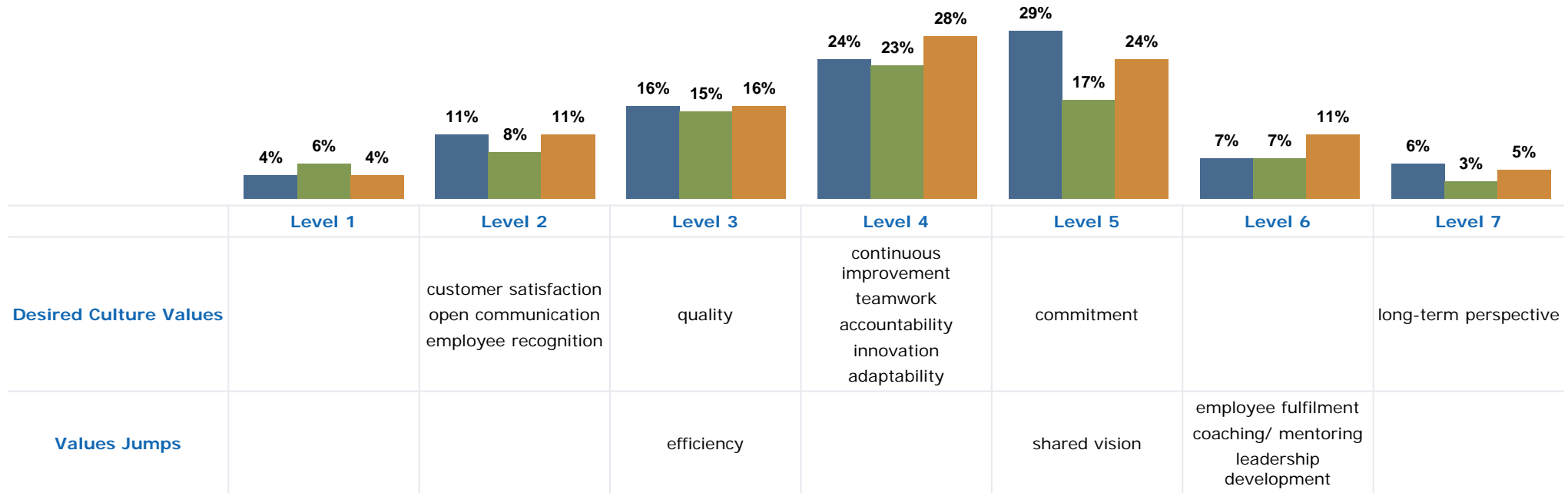
	Current Culture Votes	Desired Culture Votes	Jump
long-term perspective	8%	20%	13%
shared vision	7%	20%	12%
continuous improvement	20%	32%	12%
employee recognition	9%	20%	12%
employee fulfilment	4%	15%	11%
quality	13%	24%	11%
efficiency	9%	20%	11%
open communication	13%	23%	10%
innovation	12%	22%	10%
coaching/ mentoring	6%	17%	10%
leadership development	5%	15%	10%



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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 ■

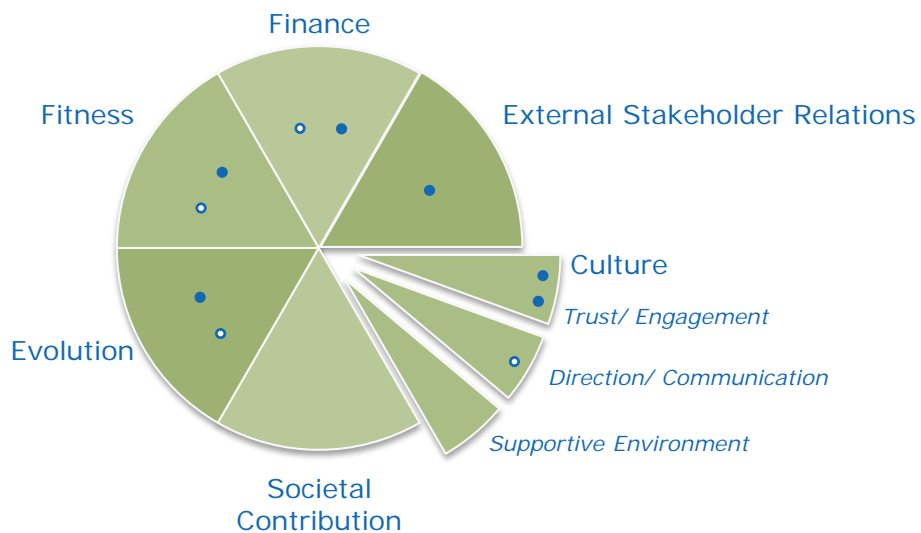
Current Culture Values ■

Desired Culture Values ■

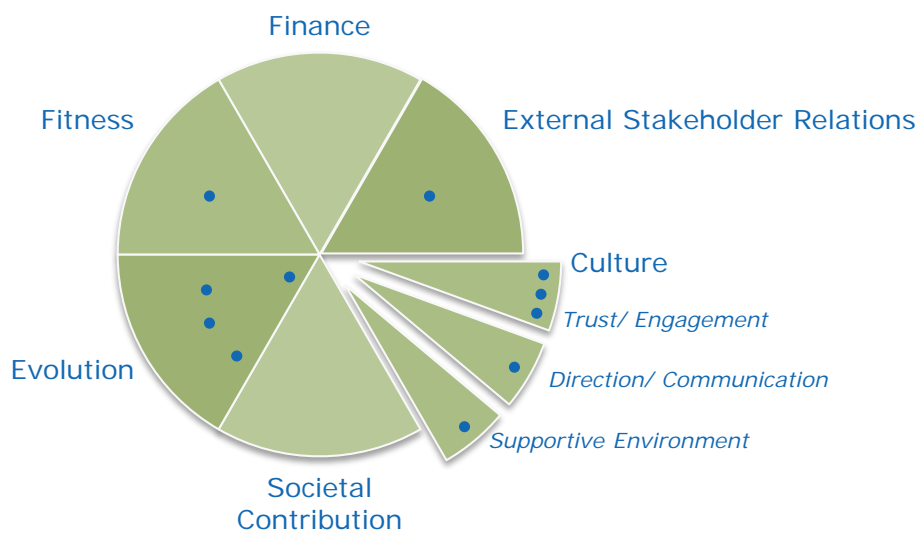


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Current Culture Values



Desired Culture Values



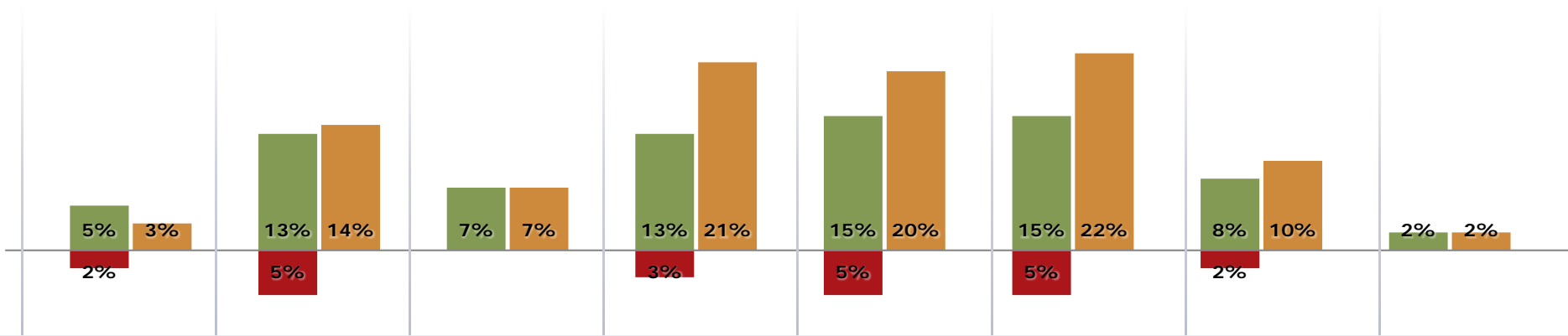
		Current Culture	Desired Culture
Finance		cost reduction (L)	organisational growth
Fitness		results orientation	quality
		bureaucracy (L)	
External Stakeholder Relations		customer satisfaction	customer satisfaction
Evolution		continuous improvement	continuous improvement
		short-term focus (L)	innovation adaptability long-term perspective
Culture	Trust/Engagement	teamwork commitment	teamwork accountability commitment
	Direction/Communication	confusion (L)	open 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		quality		continuous improvement innovation adaptability long-term perspective	teamwork accountability commitment	open communication	employee recognition	
Values Jumps		efficiency		coaching/ mentoring leadership development	employee fulfilment	shared vision		
Potentially Limiting Values	cost reduction	bureaucracy long hours internal competition empire building		short-term focus caution	silo mentality control blame	confusion hierarchy information hoarding	job insecurity	

