



Barrett Values Centre

## Legal Industry Overview

Prepared by

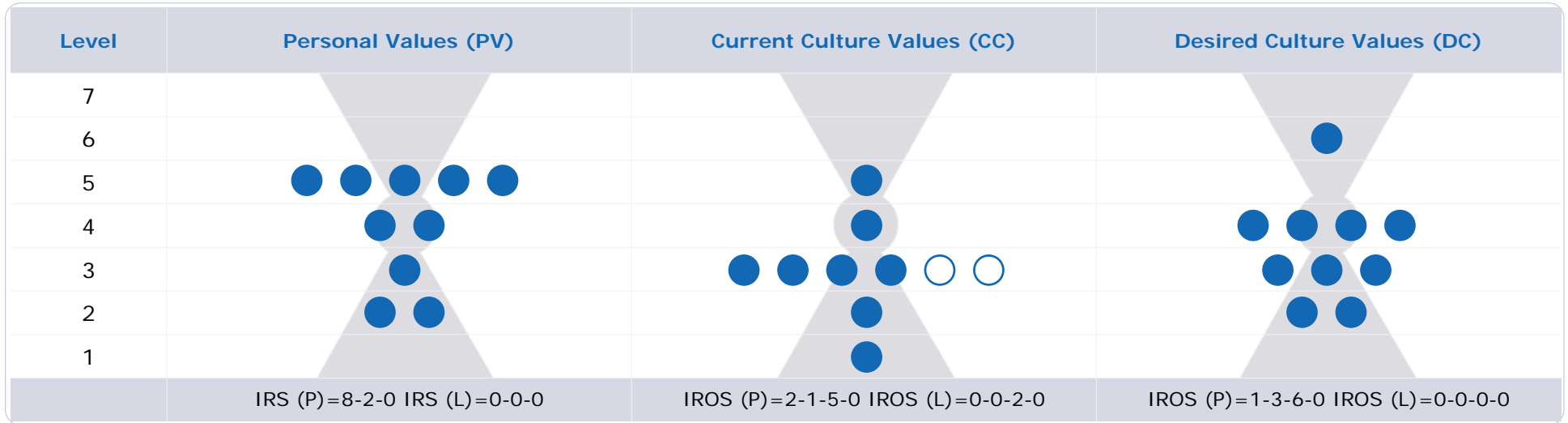
Barrett Values Centre

This industry overview is drawn up from the results of 21 assessments from 12 different countries.

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



# Legal Industry Overview



Matches	PV - CC 1	CC - DC 3	PV - DC 2 new requests	Cultural Entropy: Current Culture 19%
<u>commitment</u>	38% 5(I)	<i>professionalism</i>	28% 3(O)	employee recognition 27% 2(R)
honesty	37% 5(I)	<i>teamwork</i>	26% 4(R)	continuous improvement 27% 4(O)
positive attitude	29% 5(I)	organisational growth	23% 1(O)	<i>teamwork</i> 26% 4(R)
respect	29% 2(R)	hierarchy (L)	22% 3(O)	<b>balance (home/work)</b> 25% 4(O)
humour/ fun	28% 5(I)	<i>quality</i>	21% 3(O)	open communication 23% 2(R)
<u>efficiency</u>	26% 3(I)	<u>commitment</u>	21% 5(I)	<i>professionalism</i> 23% 3(O)
family	26% 2(R)	bureaucracy (L)	20% 3(O)	<i>quality</i> 22% 3(O)
<b>balance (home/work)</b>	24% 4(I)	achievement	19% 3(I)	adaptability 21% 4(I)
integrity	23% 5(I)	customer satisfaction	19% 2(O)	<u>efficiency</u> 21% 3(O)
continuous learning	23% 4(I)	results orientation	19% 3(O)	employee fulfilment 21% 6(O)

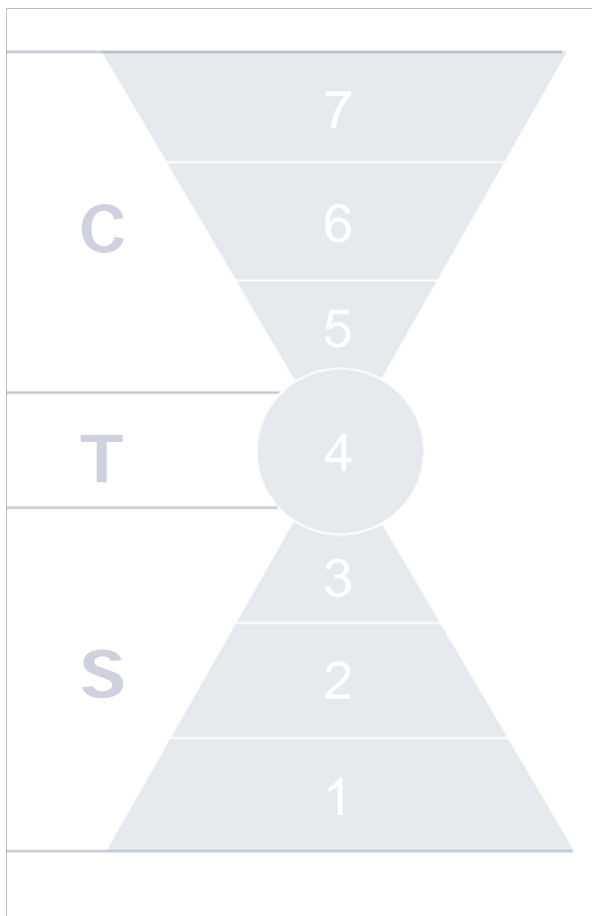
Black Underline = PV & CC  
Orange = PV, CC & DC  
*Orange* = CC & DC  
**Blue** = PV & DC

P = Positive  
 L = Potentially Limiting (white circle)

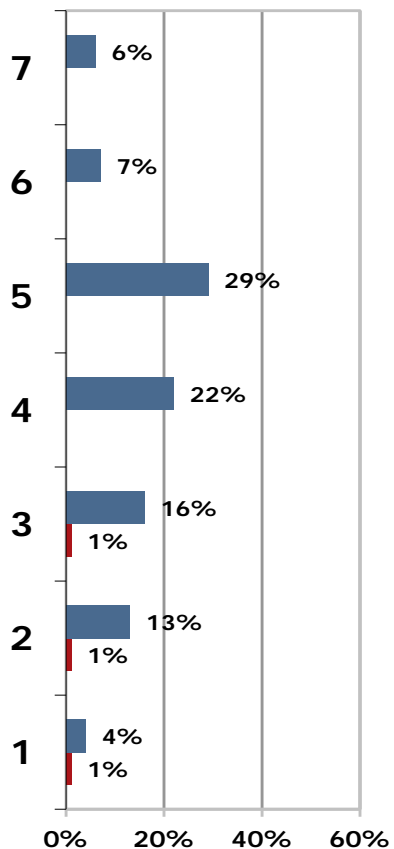
I = Individual  
 R = Relationship  
 O = Organisational  
 S = Societal



# Legal Industry Overview

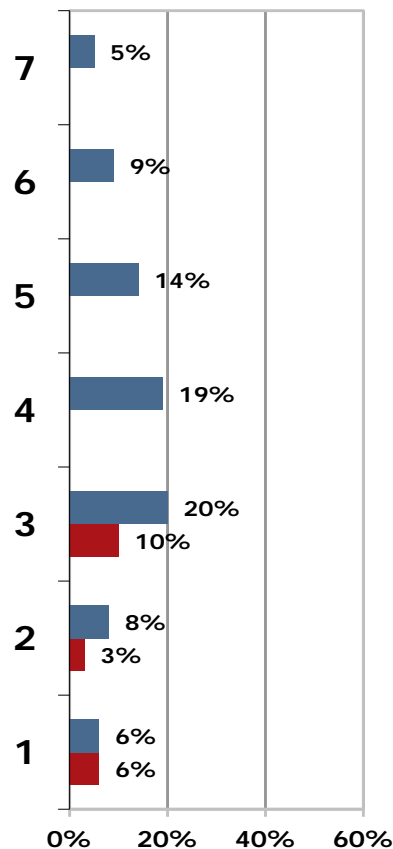


### Personal Values



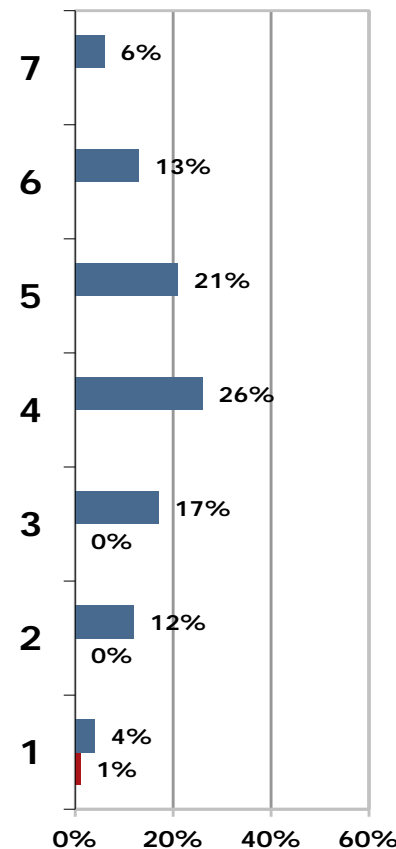
CTS = 42-22-36  
**Cultural Entropy = 3%**

### Current Culture Values



CTS = 28-19-53  
**Cultural Entropy = 19%**

### Desired Culture Values



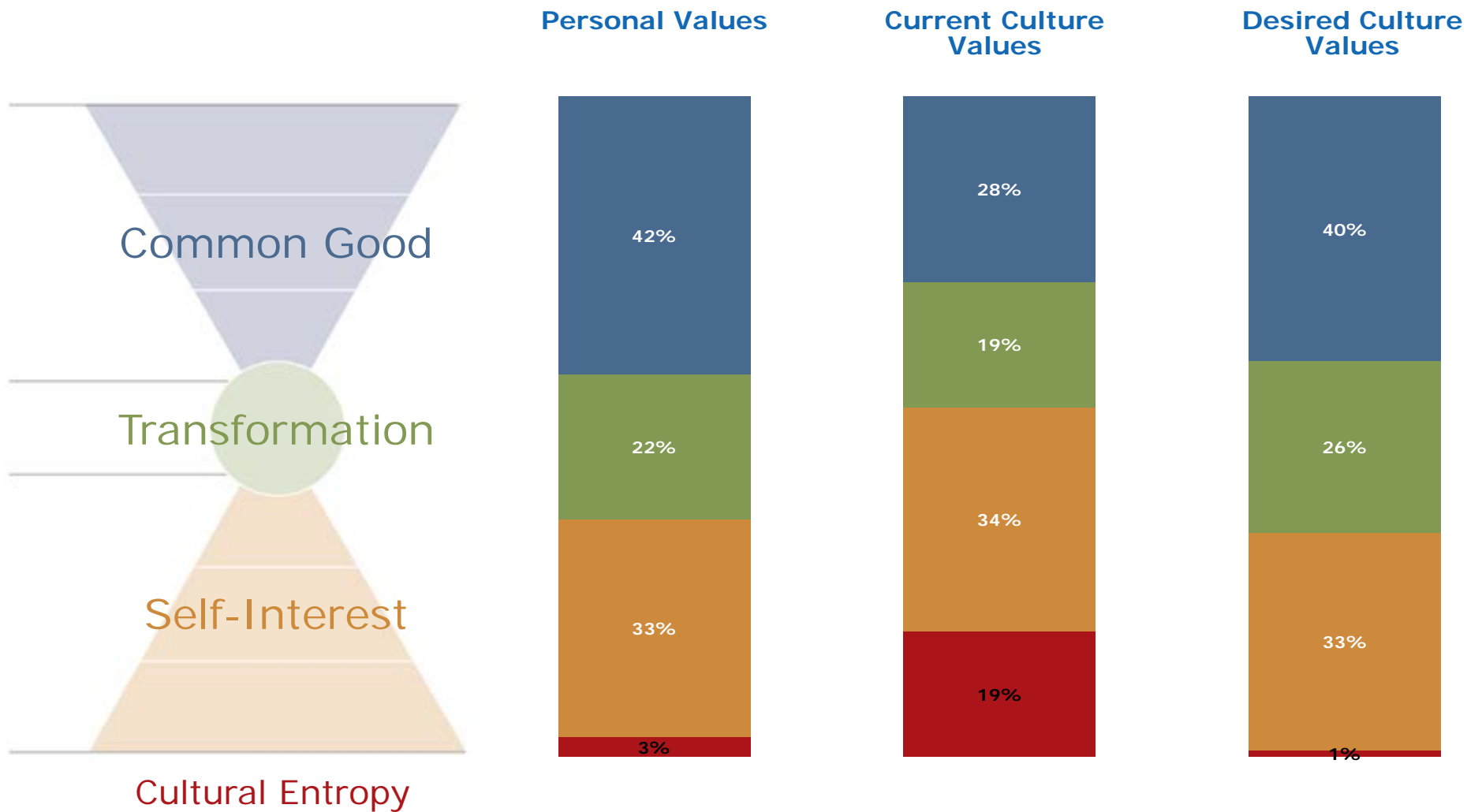
CTS = 40-26-34  
**Cultural Entropy = 1%**

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

■ Positive Values  
 ■ Potentially Limiting Values



# Legal Industry Overview





# Legal Industry Overview

## 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	hierarchy (22%) bureaucracy (20%) long hours (18%) confusion (12%) silo mentality (10%) information hoarding (9%) power (8%)	10% of total votes
2	internal competition (10%) empire building (7%) blame (6%)	3% of total votes
1	cost reduction (16%) control (12%) caution (12%) job insecurity (10%) short-term focus (10%)	6% of total votes
Total		19% 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.**



# Legal Industry Overview

## 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.

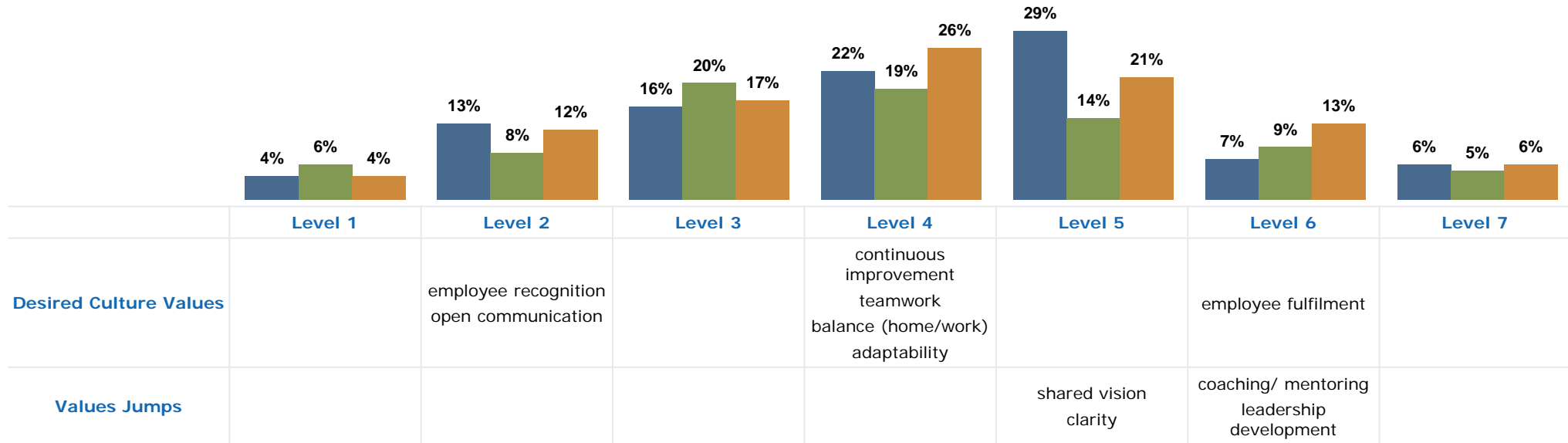
	Current Culture Votes	Desired Culture Votes	Jump
<b>employee recognition</b>	8%	27%	19%
<b>employee fulfilment</b>	3%	21%	18%
<b>open communication</b>	9%	23%	14%
<b>adaptability</b>	9%	21%	12%
<b>efficiency</b>	10%	21%	11%
<b>balance (home/work)</b>	15%	25%	10%
coaching/ mentoring	10%	20%	10%
leadership development	6%	15%	9%
shared vision	4%	13%	9%
clarity	3%	12%	9%



# Legal Industry Overview

## 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 ■

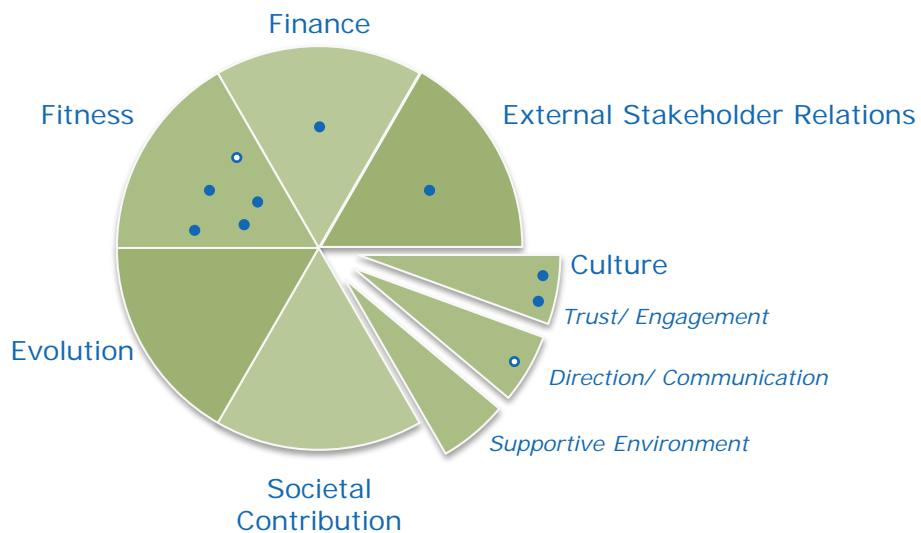
Current Culture Values ■

Desired Culture Values ■

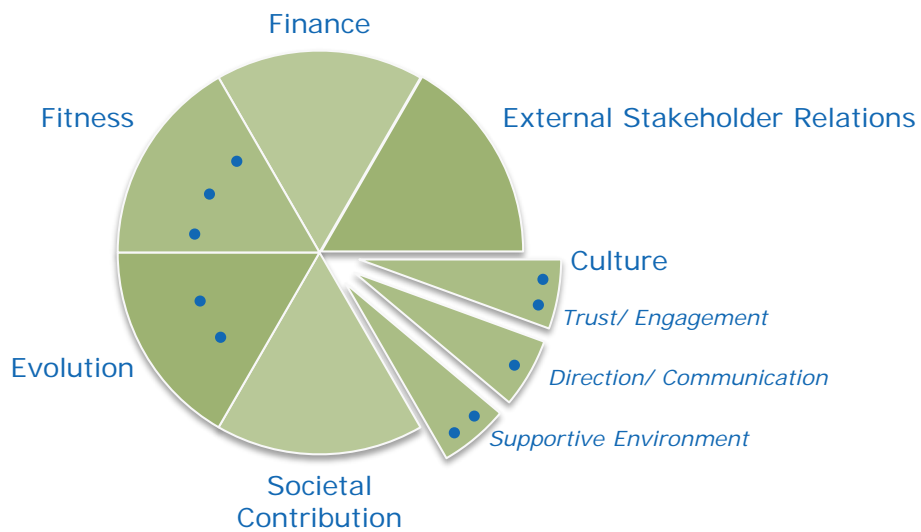


# Legal Industry Overview

## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture
	<b>Finance</b>	organisational growth	
	<b>Fitness</b>	professionalism quality bureaucracy (L) achievement results orientation	professionalism quality efficiency
	<b>External Stakeholder Relations</b>	customer satisfaction	
	<b>Evolution</b>		continuous improvement adaptability
<b>Culture</b>	<b>Trust/ Engagement</b>	teamwork commitment	teamwork employee fulfilment
	<b>Direction/ Communication</b>	hierarchy (L)	open communication
	<b>Supportive Environment</b>		employee recognition balance (home/work)
	<b>Societal Contribution</b>		

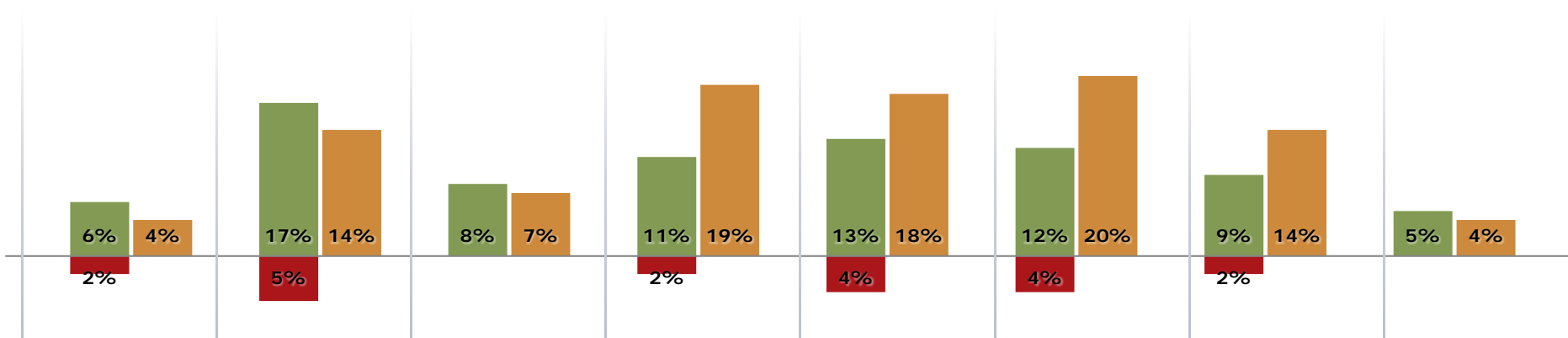




# Legal Industry Overview

## 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
<b>Desired Culture Values</b>				continuous improvement adaptability	teamwork employee fulfilment	open communication	employee recognition balance (home/work)	
<b>Values Jumps</b>				coaching/ mentoring leadership development		shared vision clarity		
<b>Potentially Limiting Values</b>	cost reduction	bureaucracy long hours internal competition empire building		caution short-term focus	control silo mentality power blame	hierarchy confusion information hoarding	job insecurity	

Positive Values - Current Culture ■

Cultural Entropy: Current Culture ■

Positive Values - Desired Culture ■