



Barrett Values Centre

## LTVA Example

Prepared by

Barrett Values Centre



# LTVA Example (7)

## Leadership & Current Culture Alignment

### Values Matches: 2

- 3 or more. People are able to bring themselves to work.
- 1-2. People are somewhat able to bring themselves to work.
- 0. People are not able to bring themselves to work. Look to blue values in Desired Culture for guidance, if any.

## Current & Desired Culture Alignment

### Values Matches: 3

- 6 or more. Excellent, strong, healthy culture.
- 4-5, good. Group is on the right track.
- 2-3, fair. Group is somewhat on the right track. More work needs to be done.
- 0-1, poor. Group is unhappy or frustrated, wants to see changes or take a new direction.

## Potentially Limiting Values: 3

- 0. This group does not operate from the basis of fear.
- 1-2. May be some element of fear behind how decisions are made or how people are managed.
- 3+. Fear is a factor in how this group operates or is managed.

**short-term focus, cost reduction, internally competitive**

## Cultural Entropy: 30%

- 0-10%. Healthy functioning.
- 11%-20%. Some problems requiring careful monitoring.
- 21%-30%. Significant problems requiring immediate attention.
- 31%-40%. Serious situation requiring immediate leadership intervention and changes.
- 41%+. Critical situation requiring leadership changes to avoid organisational failure.

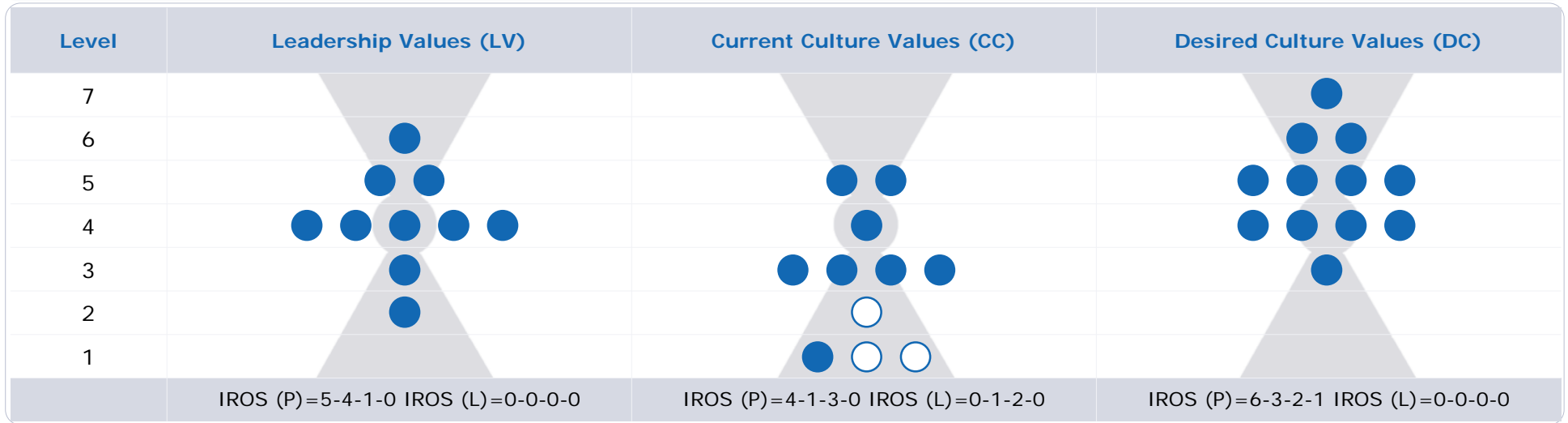
## **NEW VALUES TO FOCUS ON**

Any values shown in blue are values that are important to the individuals who work for the group and are requested in the Desired Culture but are not showing in the top values of the Current Culture. How can you support your staff to bring these values and strengths to work so that they and the group would derive further benefit from them?

Any Desired Culture values shown in black are entirely new requests. They do not show in the Leadership or Current Culture. To what extent are these values positive new requests, or maybe a reaction to something that is not happening or is unhealthy in the Current Culture? What themes do you notice with these new values? Open a dialogue with these people to gain a deeper understanding.



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Matches	<u>integrity</u>	6	5(I)	results orientation	7	3(O)	<u>accountability</u>	7	4(R)
	<u>accountability</u>	5	4(R)	achievement	6	3(I)	<u>collaborative working</u>	6	6(R)
LV - CC 2	strategic thinker	5	4(I)	being the best	6	3(O)	long-term perspective	6	7(O)
CC - DC 3	business/ industry knowledge	4	4(I)	<u>excellence</u>	6	3(I)	shared vision	6	5(O)
LV - DC 4 [unsatisfied]	<u>open to new ideas</u>	4	4(I)	short-term focus (L)	6	1(O)	<u>excellence</u>	5	3(I)
	<u>collaborative working</u>	3	6(R)	cost reduction (L)	5	1(O)	focus on sustainability	5	6(S)
Cultural Entropy: Current Culture 30%	communication skills	3	2(R)	internally competitive (L)	5	2(R)	<u>open to new ideas</u>	4	4(I)
	continuous improvement	3	4(O)	organisational growth	4	1(O)	<u>trust</u>	4	5(R)
	<u>excellence</u>	3	3(I)	<u>accountability</u>	3	4(R)	adaptability	3	4(I)
	<u>trust</u>	3	5(R)	commitment	3	5(I)	courage	3	4(I)
				<u>positive attitude</u>	3	5(I)	<u>integrity</u>	3	5(I)
							<u>positive attitude</u>	3	5(I)

Black Underline = LV & CC  
Orange = LV, CC & DC

Orange = CC & DC  
Blue = LV & DC

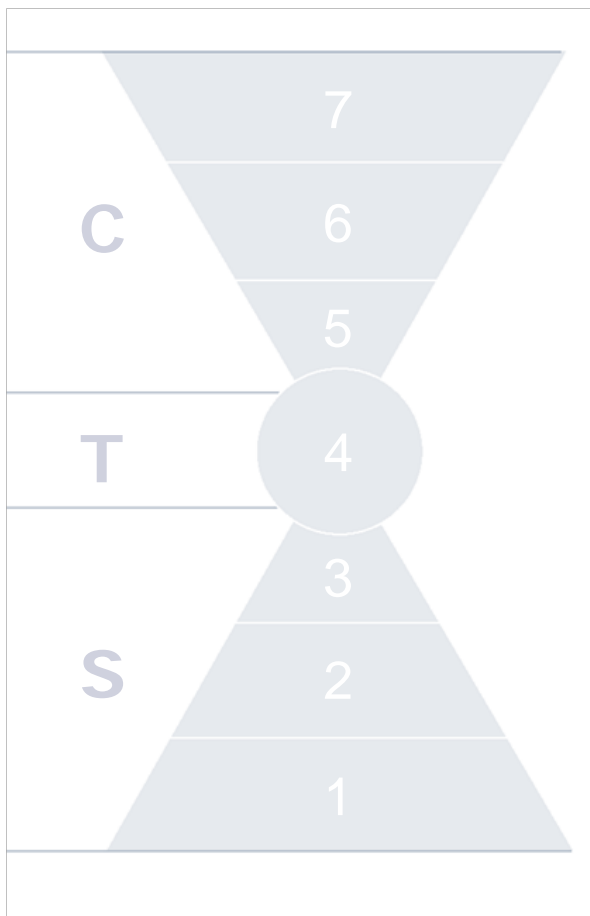
P = Positive  
 L = Potentially Limiting (white circle)

I = Individual  
 R = Relationship

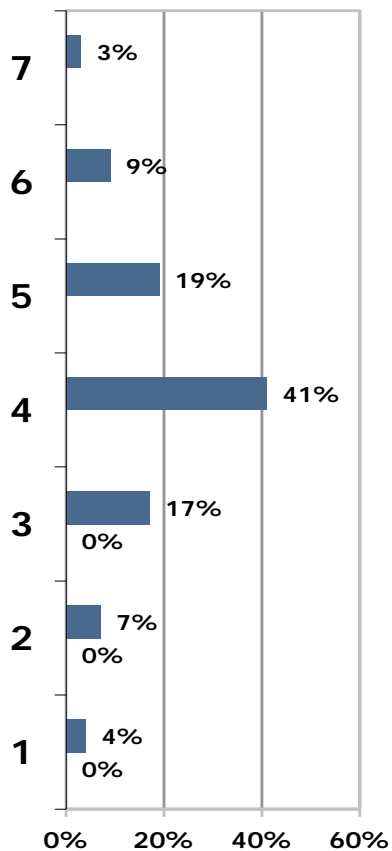
O = Organisational  
 S = Societal



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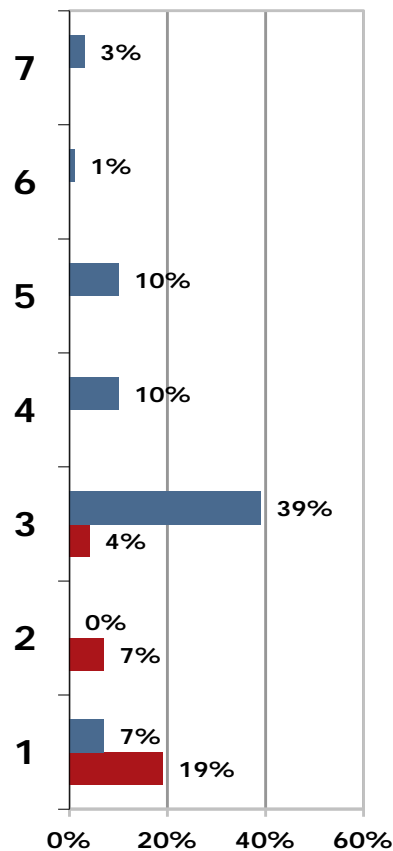
### Leadership Values



CTS = 31-41-28

Leadership Entropy = 0%

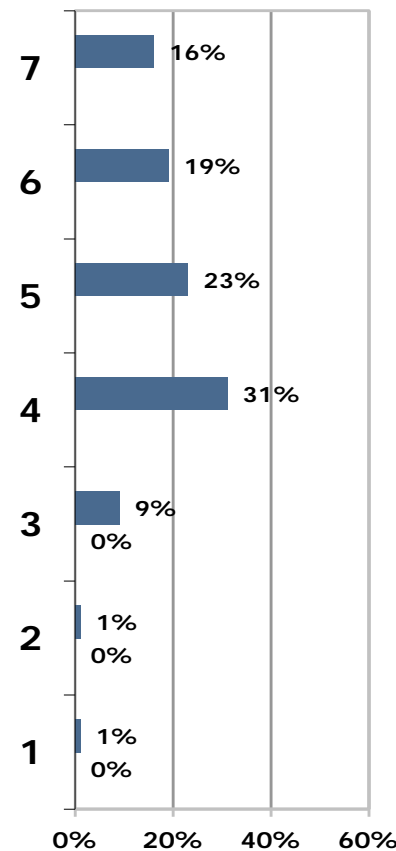
### Current Culture Values



CTS = 14-10-76

Cultural Entropy = 30%

### Desired Culture Values



CTS = 58-31-11

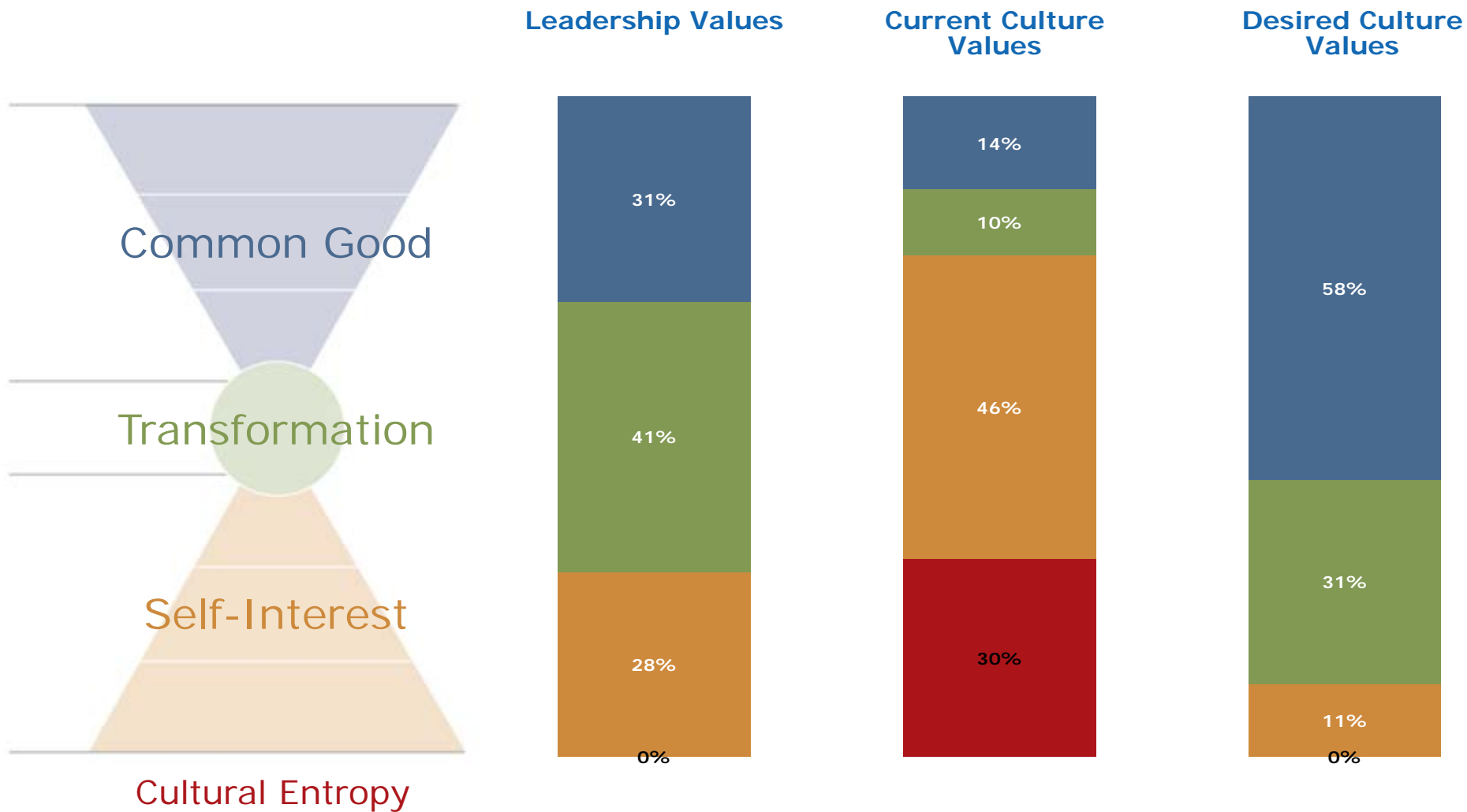
Cultural Entropy = 0%

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

■ Positive Values  
 ■ Potentially Limiting Values



# LTVA Example (7)





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## Cultural Entropy Report

This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3. Please note that among the report diagrams slight variations in total Cultural Entropy percentages may occur as a result of rounding the level/category percentages to the nearest whole number.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	confusion (1) hierarchy (1) long hours (1)	4% of total votes
2	internally competitive (5)	7% of total votes
1	short-term focus (6) cost reduction (5) caution (2)	19% of total votes
Total		30% 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.

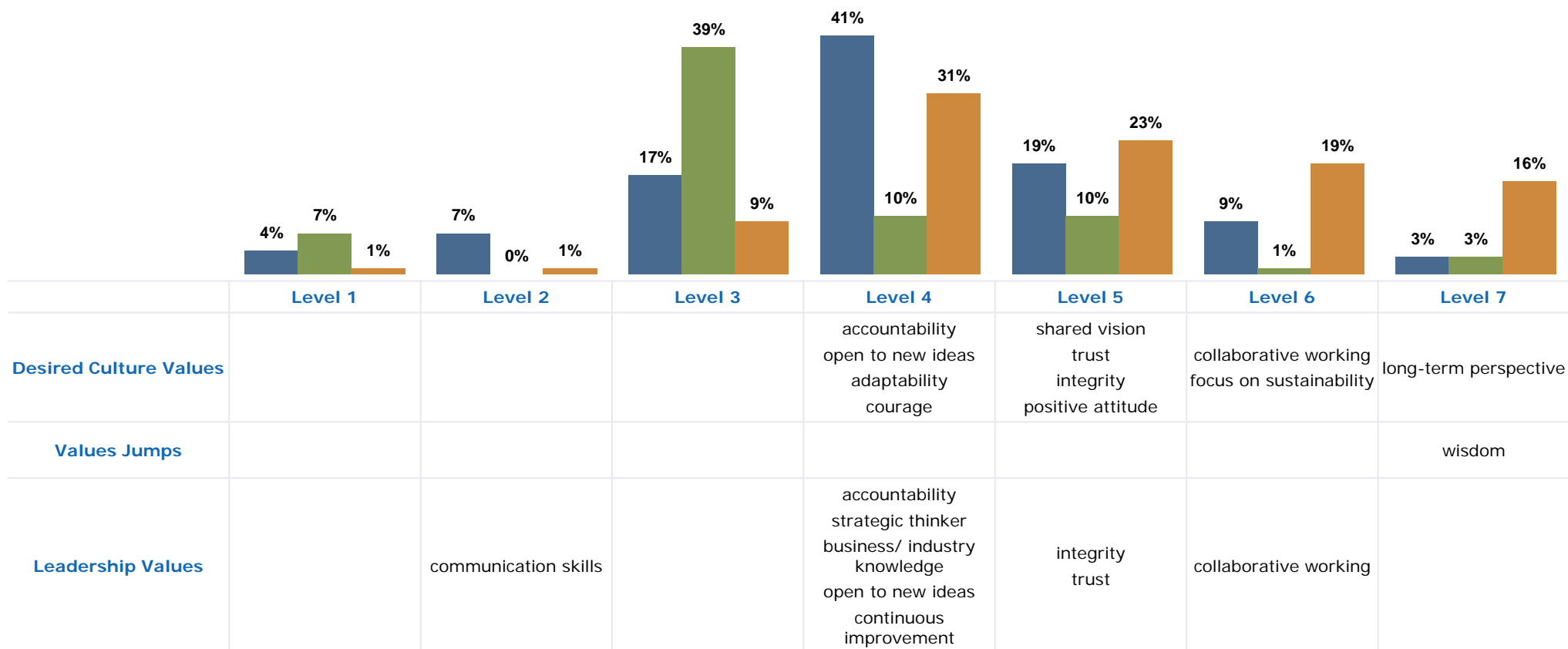
	Current Culture Votes	Desired Culture Votes	Jump
<b>collaborative working</b>	0	6	6
<b>long-term perspective</b>	0	6	6
<b>shared vision</b>	0	6	6
<b>focus on sustainability</b>	0	5	5
<b>accountability</b>	3	7	4
<b>open to new ideas</b>	0	4	4
<b>trust</b>	0	4	4
<b>adaptability</b>	0	3	3
<b>courage</b>	0	3	3
<b>integrity</b>	1	3	2
wisdom	0	2	2



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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, Values Jumps and Leadership values at the levels where more focus is requested.



Leadership Values ■

Current Culture Values ■

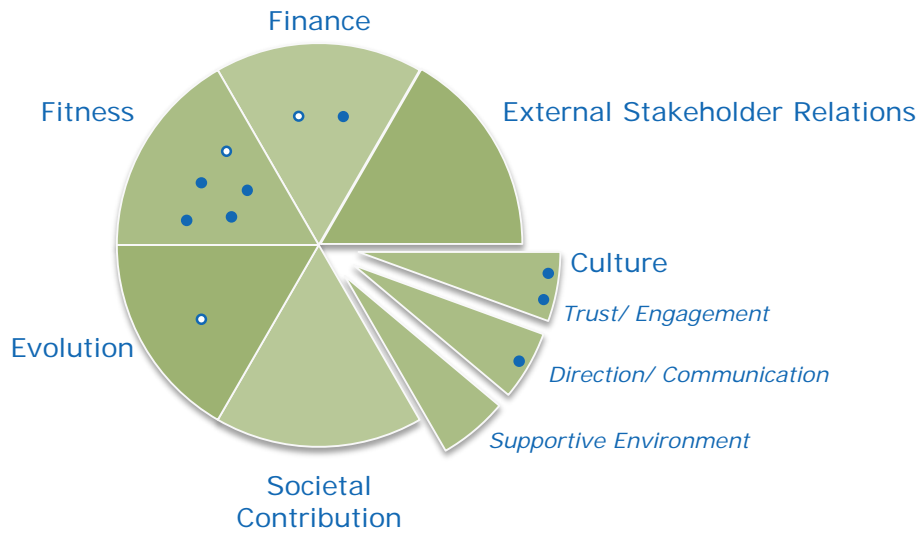
Desired Culture Values ■



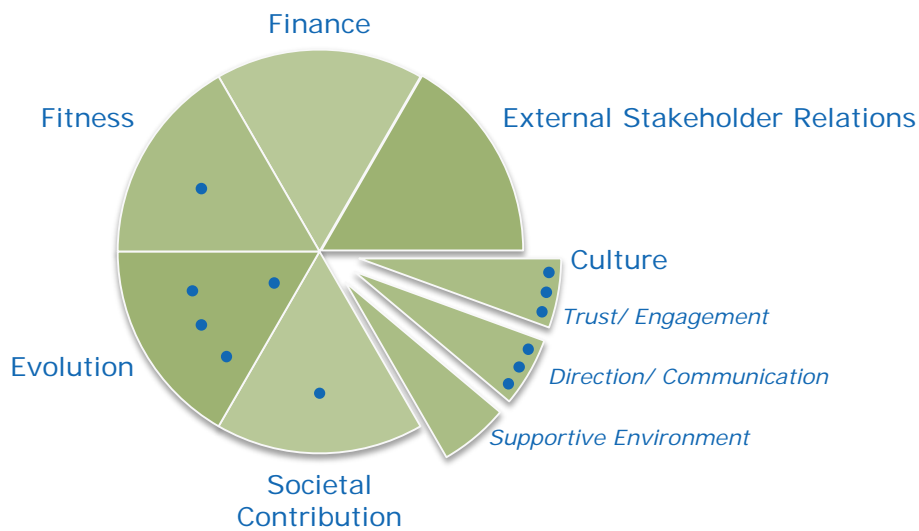


# LTVA Example (7)

## Current Culture Values



## Desired Culture Values



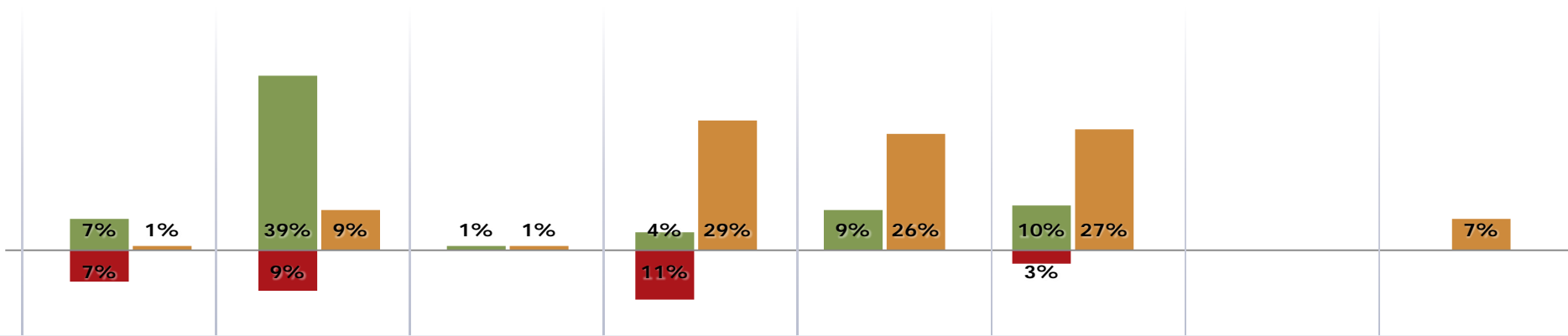
		Current Culture	Desired Culture	
	<b>Finance</b>	cost reduction (L) organisational growth		
	<b>Fitness</b>	results orientation achievement being the best excellence internally competitive (L)	excellence	
	<b>External Stakeholder Relations</b>			
	<b>Evolution</b>	short-term focus (L)	long-term perspective open to new ideas adaptability courage	
	<b>Culture</b>	<b>Trust/ Engagement</b>	accountability commitment	accountability collaborative working trust
		<b>Direction/ Communication</b>	positive attitude	shared vision integrity positive attitude
<b>Supportive Environment</b>				
<b>Societal Contribution</b>			focus on sustainability	



# LTVA Example (7)

## 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>				long-term perspective open to new ideas adaptability courage	accountability collaborative working trust	shared vision integrity positive attitude		focus on sustainability
<b>Values Jumps</b>						wisdom		
<b>Potentially Limiting Values</b>	cost reduction	internally competitive long hours		short-term focus caution		confusion hierarchy		

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