



Barrett Values Centre

Manufacturing Industry Overview

Prepared by

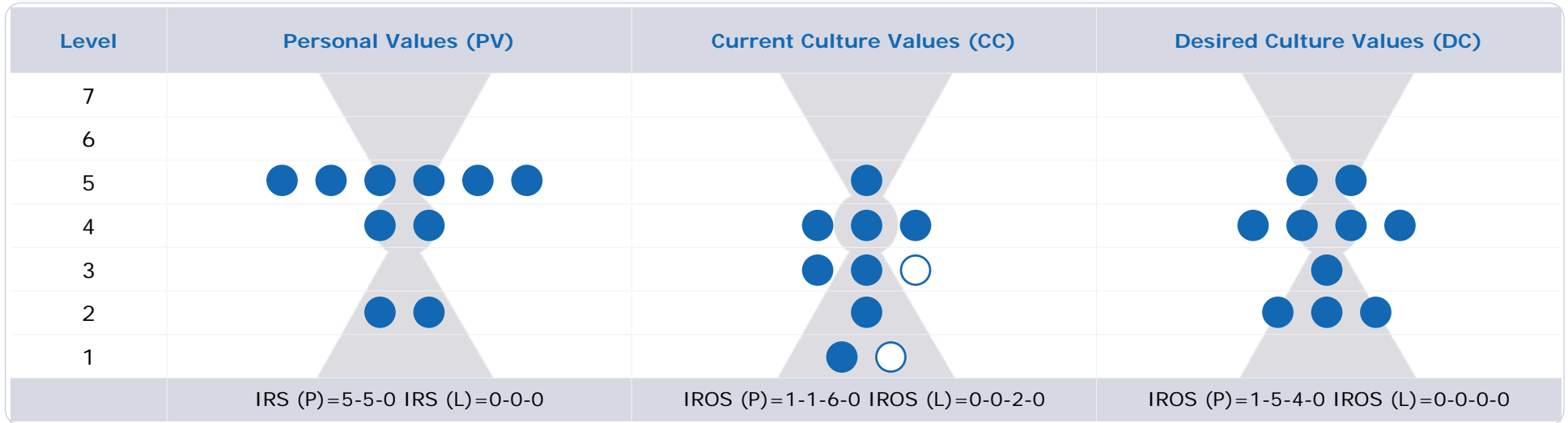
Barrett Values Centre

This industry overview is drawn up from the results of 191 assessments from 33 different countries.

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



Manufacturing Industry Overview



Matches PV - CC 1 CC - DC 5 PV - DC 2 new requests Cultural Entropy: Current Culture 22%	honesty	42% 5(I)	results orientation	26% 3(O)	teamwork	33% 4(R)
	<u>commitment</u>	37% 5(I)	continuous improvement	25% 4(O)	continuous improvement	31% 4(O)
	respect	31% 2(R)	teamwork	24% 4(R)	customer satisfaction	25% 2(O)
	family	29% 2(R)	customer satisfaction	24% 2(O)	open communication	23% 2(R)
	continuous learning	26% 4(I)	cost reduction (L)	21% 1(O)	accountability	22% 4(R)
	accountability	25% 4(R)	quality	21% 3(O)	quality	22% 3(O)
	positive attitude	25% 5(I)	bureaucracy (L)	19% 3(O)	innovation	21% 4(O)
	humour/ fun	24% 5(I)	commitment	19% 5(I)	employee recognition	20% 2(R)
	trust	23% 5(R)	goals orientation	18% 4(O)	commitment	20% 5(I)
	cooperation	22% 5(R)	profit	18% 1(O)	trust	19% 5(R)

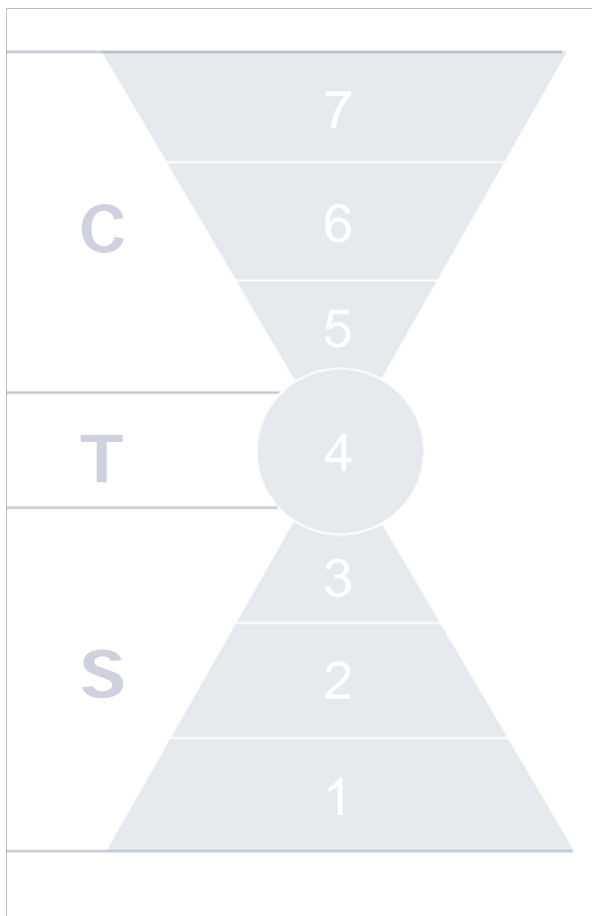
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

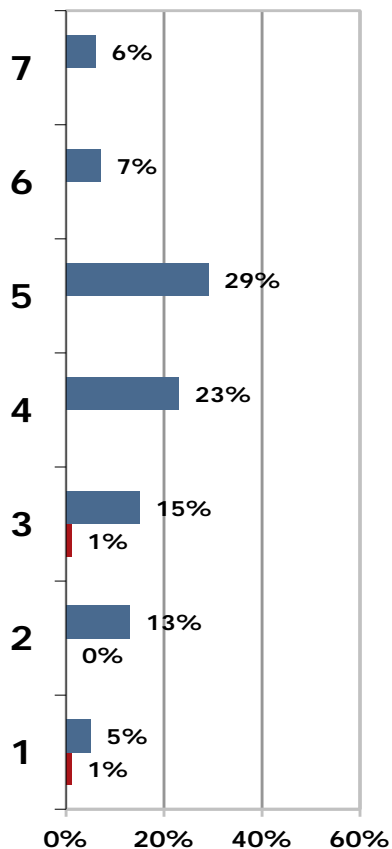
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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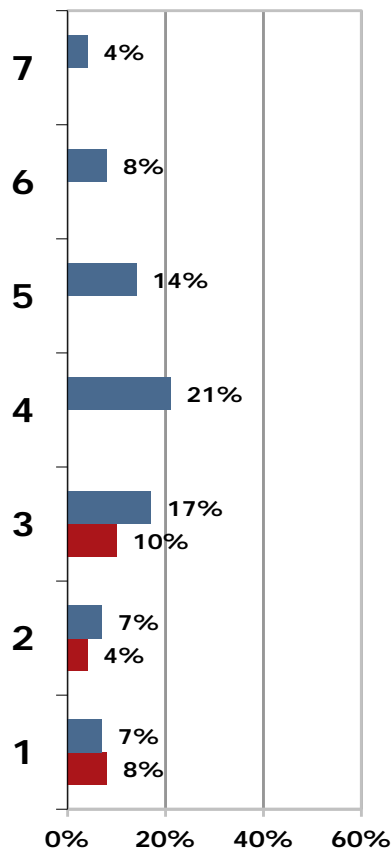


Personal Values



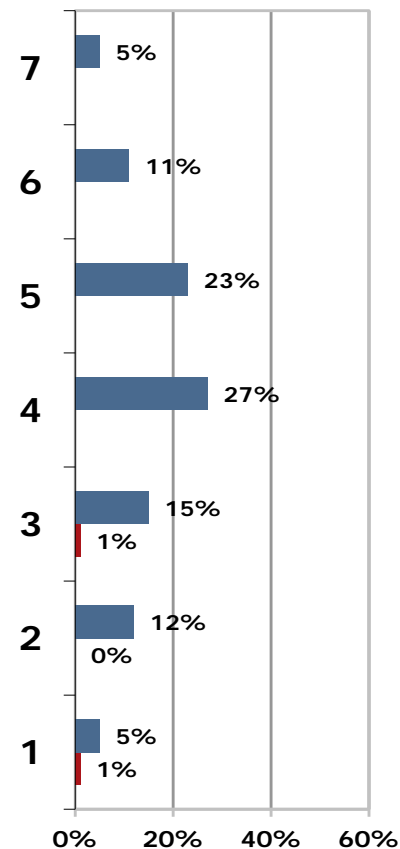
CTS = 42-23-35
Cultural Entropy = 2%

Current Culture Values



CTS = 26-21-53
Cultural Entropy = 22%

Desired Culture Values



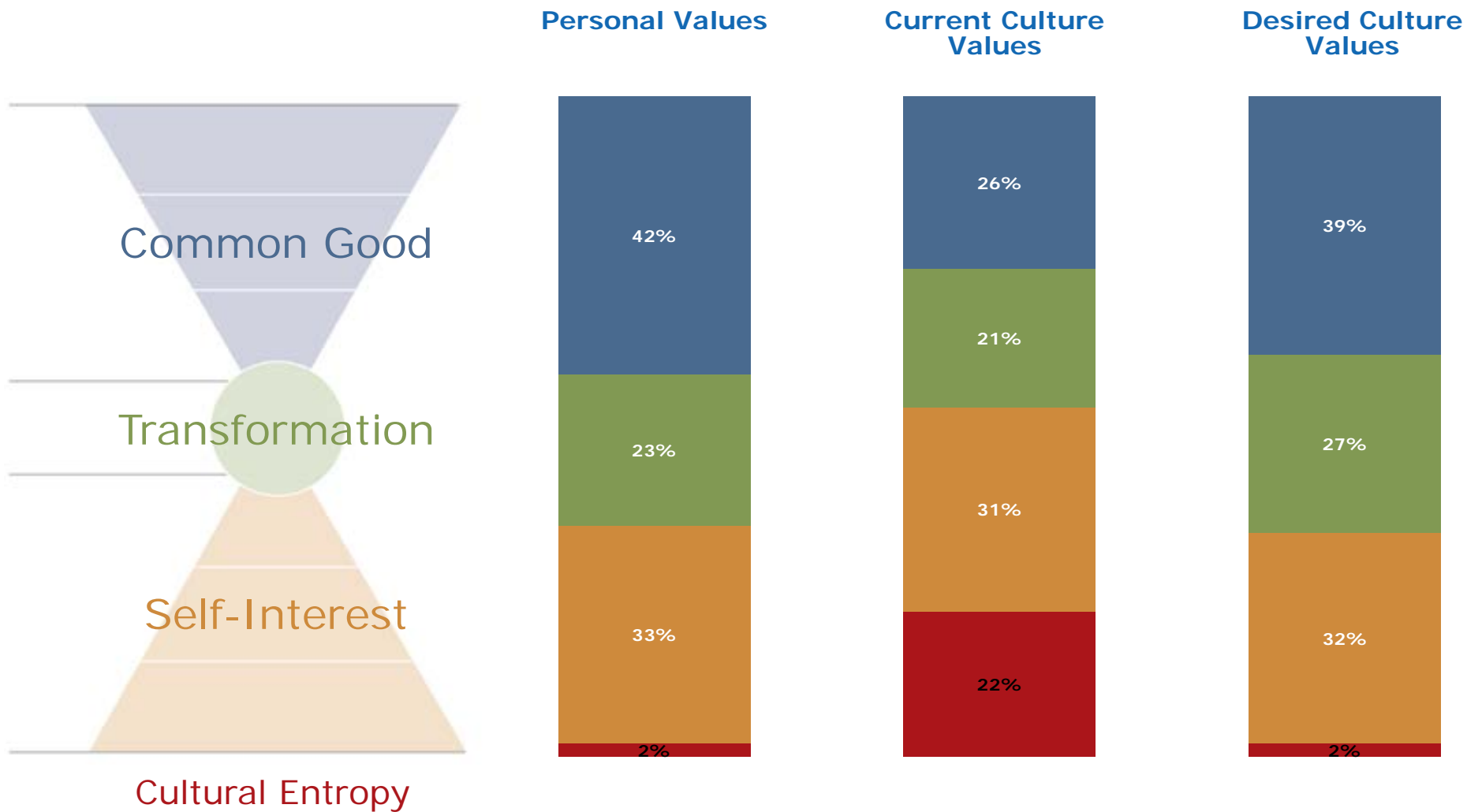
CTS = 39-27-34
Cultural Entropy = 2%

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 (19%) confusion (17%) long hours (14%) hierarchy (13%) silo mentality (13%) information hoarding (9%) power (7%)	10% of total votes
2	blame (12%) internal competition (11%) empire building (6%) manipulation (5%)	4% of total votes
1	cost reduction (21%) control (15%) short-term focus (14%) caution (9%) job insecurity (7%)	8% of total votes
Total		22% 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.

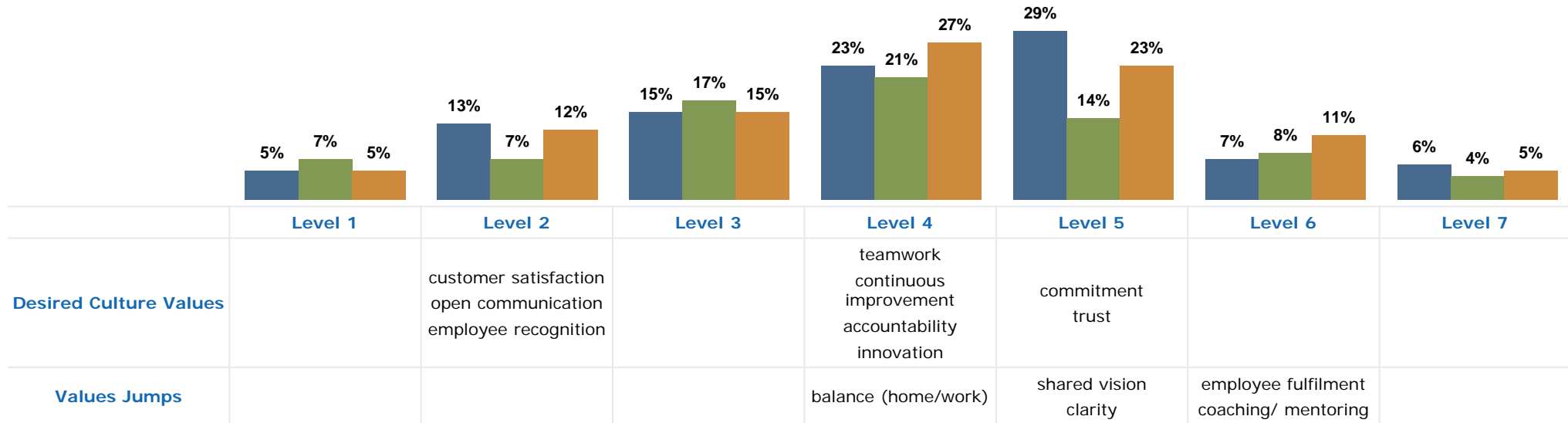
	Current Culture Votes	Desired Culture Votes	Jump
employee recognition	8%	20%	12%
open communication	11%	23%	12%
employee fulfilment	3%	13%	10%
trust	9%	19%	10%
coaching/ mentoring	6%	16%	10%
teamwork	24%	33%	9%
innovation	13%	21%	8%
shared vision	7%	15%	8%
clarity	3%	11%	8%
accountability	14%	22%	8%
balance (home/work)	8%	16%	8%



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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 ■

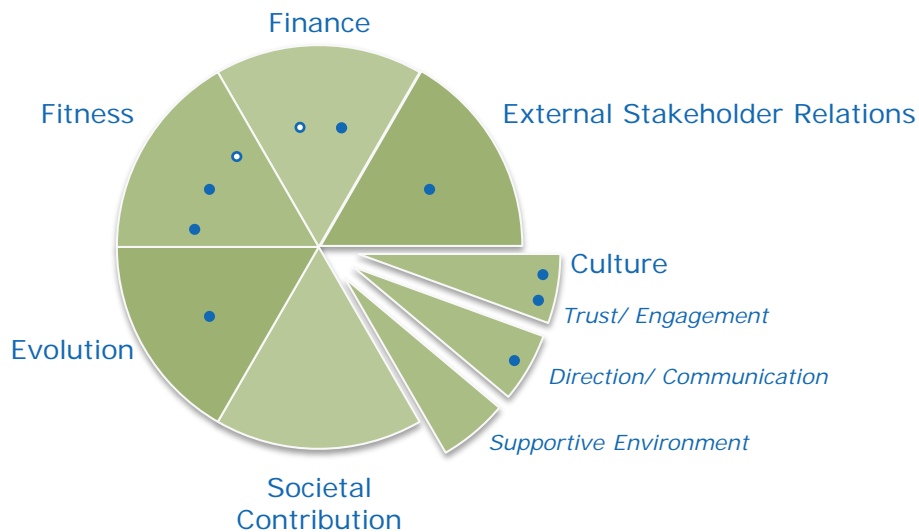
Current Culture Values ■

Desired Culture Values ■

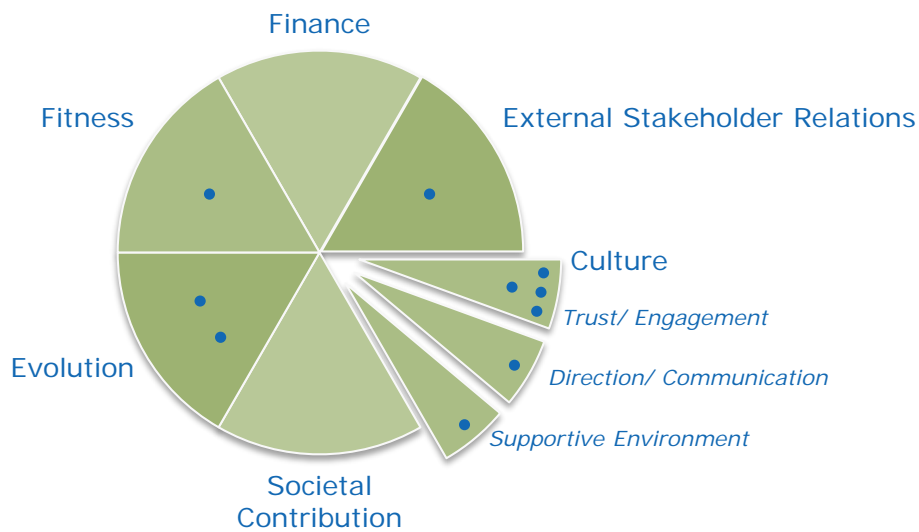


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Current Culture Values



Desired Culture Values



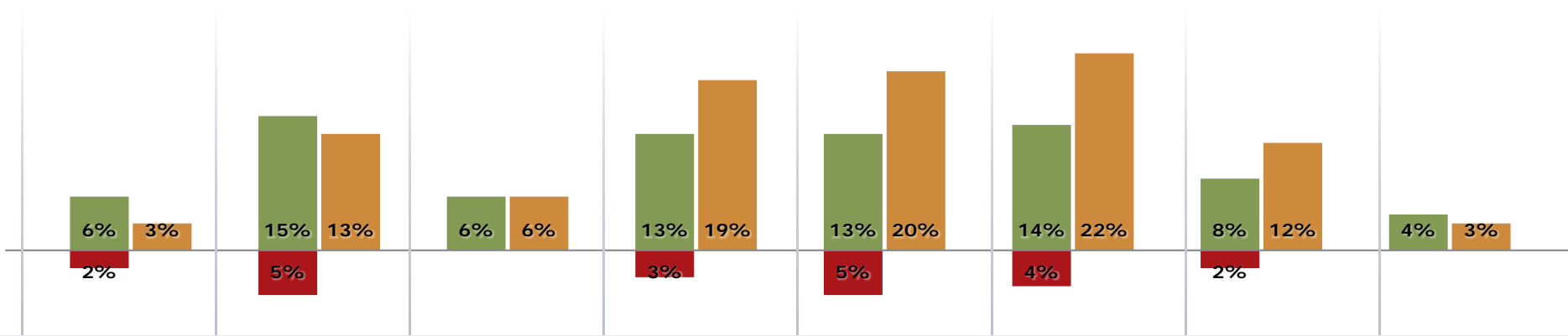
		Current Culture	Desired Culture
Finance		cost reduction (L) profit	
Fitness		results orientation quality bureaucracy (L)	quality
External Stakeholder Relations		customer satisfaction	customer satisfaction
Evolution		continuous improvement	continuous improvement innovation
Culture	Trust/ Engagement	teamwork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

