



Barrett Values Centre

## Non Profit Industry Overview

Prepared by

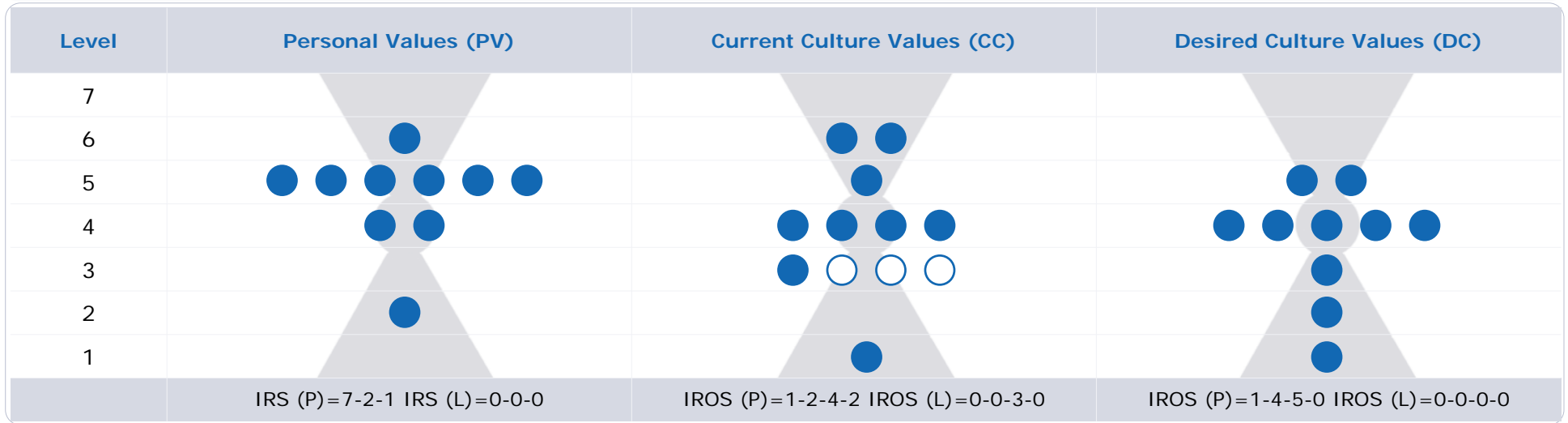
Barrett Values Centre

This industry overview is drawn up from the results of 98 assessments from 22 different countries.

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



# Non Profit Industry Overview



<b>Matches</b> <b>PV - CC 3</b> <b>CC - DC 4</b> <b>PV - DC 0</b> <b>new requests</b>  <b>Cultural Entropy:</b> <b>Current Culture</b> <b>20%</b>	honesty	35% 5(I)	<u>making a difference</u>	28% 6(S)	<u>accountability</u>	34% 4(R)
	<u>commitment</u>	32% 5(I)	<u>commitment</u>	23% 5(I)	<u>teamwork</u>	29% 4(R)
	humour/ fun	30% 5(I)	<u>teamwork</u>	23% 4(R)	<u>continuous improvement</u>	27% 4(O)
	integrity	28% 5(I)	bureaucracy (L)	19% 3(O)	open communication	24% 2(R)
	<u>making a difference</u>	27% 6(S)	community involvement	19% 6(S)	adaptability	22% 4(I)
	respect	27% 2(R)	confusion (L)	19% 3(O)	<u>professionalism</u>	21% 3(O)
	positive attitude	26% 5(I)	<u>continuous improvement</u>	19% 4(O)	information sharing	20% 4(O)
	<u>accountability</u>	26% 4(R)	hierarchy (L)	17% 3(O)	shared vision	20% 5(O)
	continuous learning	25% 4(I)	organisational growth	16% 1(O)	financial stability	19% 1(O)
	creativity	24% 5(I)	<u>accountability</u>	15% 4(R)	trust	19% 5(R)
			mission focus	15% 4(O)		
			<u>professionalism</u>	15% 3(O)		

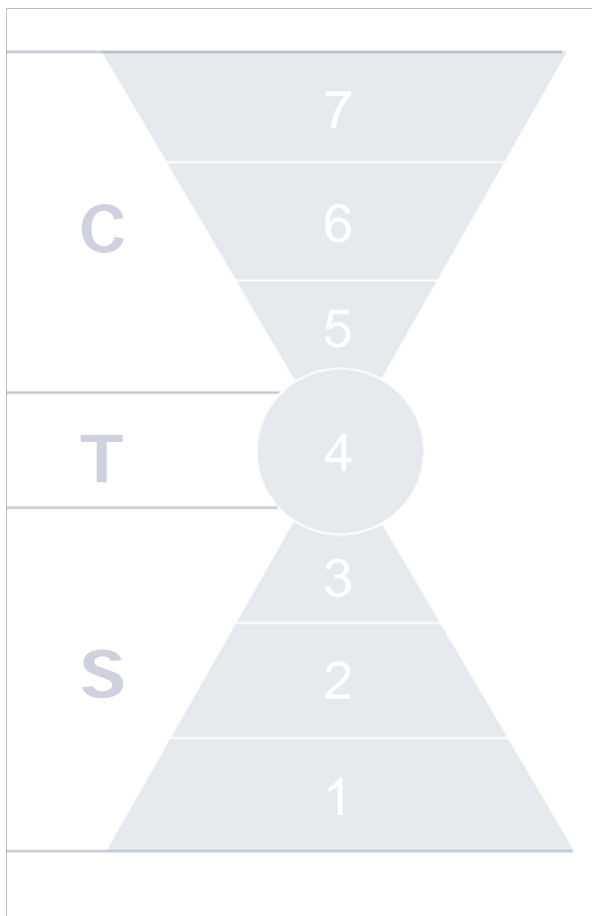
Black Underline = PV & CC  
Orange = PV, CC & DC  
Orange = CC & DC  
Blue = PV & DC

P = Positive  
 L = Potentially Limiting (white circle)

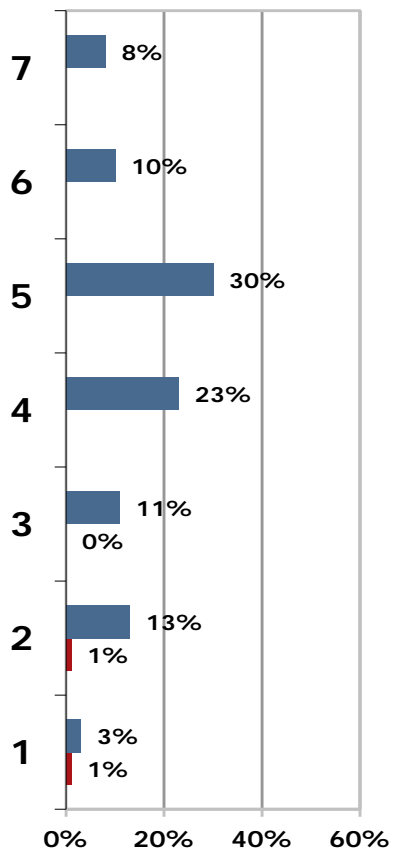
I = Individual  
 R = Relationship  
 O = Organisational  
 S = Societal



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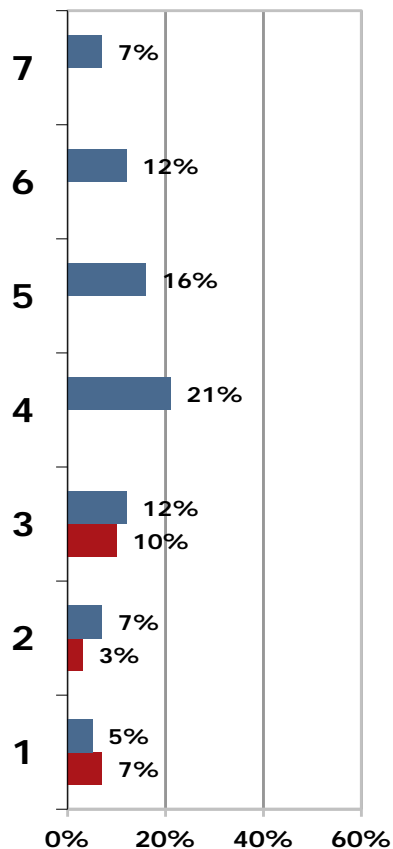


### Personal Values



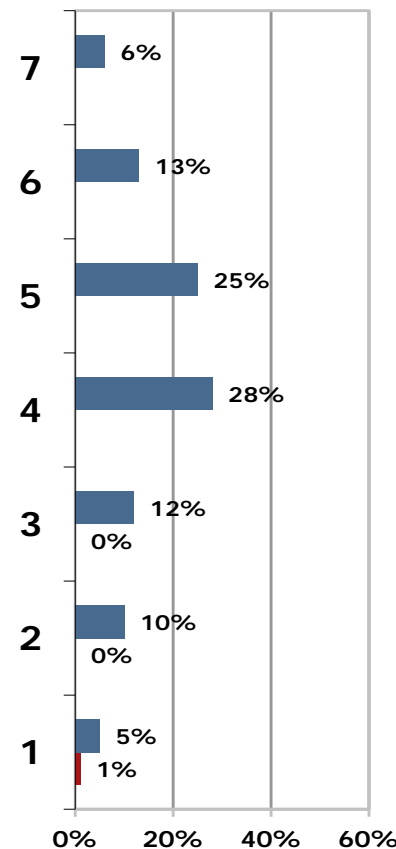
CTS = 48-23-29  
**Cultural Entropy = 2%**

### Current Culture Values



CTS = 35-21-44  
**Cultural Entropy = 20%**

### Desired Culture Values



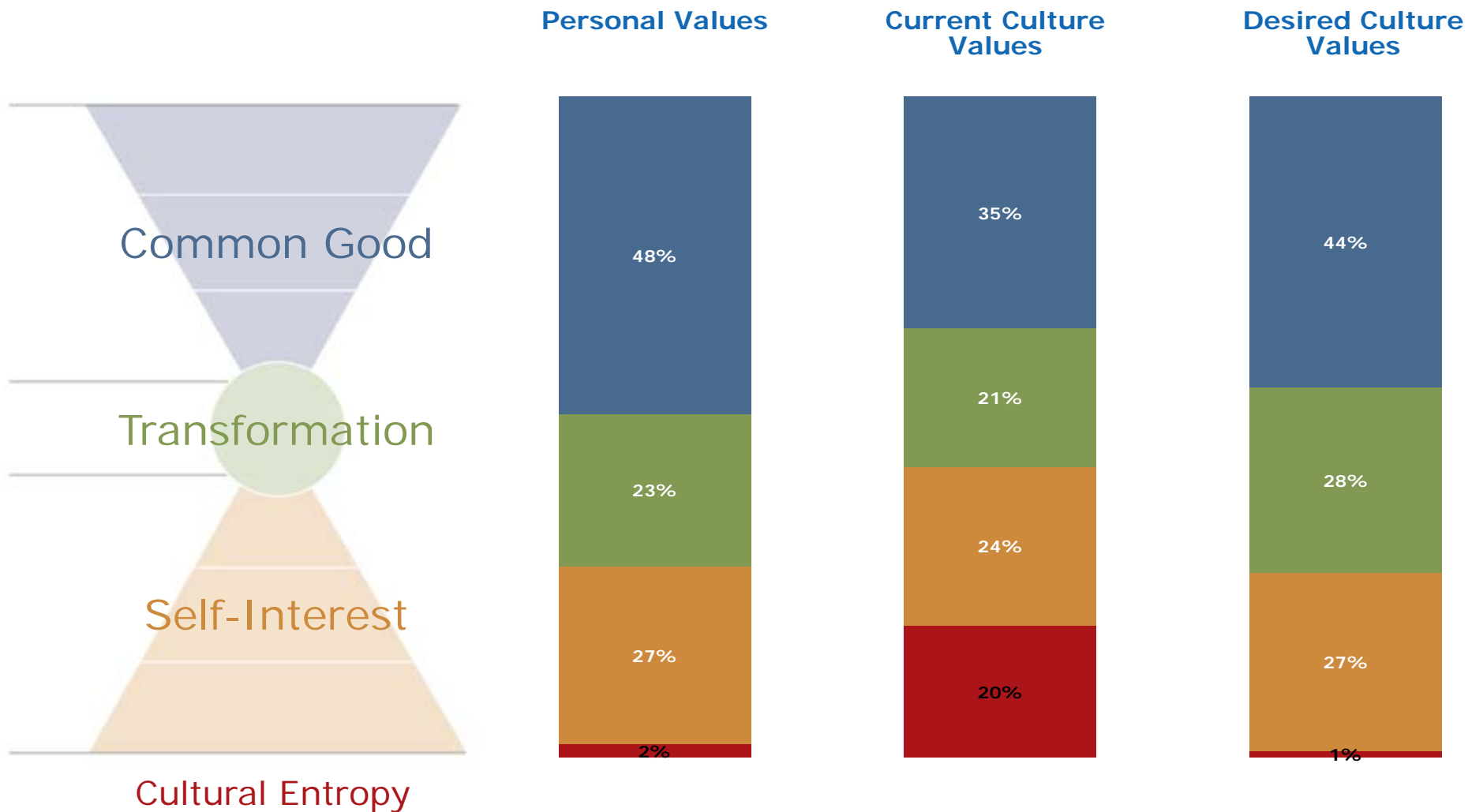
CTS = 44-28-28  
**Cultural Entropy = 1%**

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

■ Positive Values  
 ■ Potentially Limiting Values



# Non Profit Industry Overview





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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 (19%) hierarchy (17%) silo mentality (15%) long hours (12%) information hoarding (11%) power (5%)	10% of total votes
2	blame (9%) internal competition (8%) empire building (5%)	3% of total votes
1	cost reduction (14%) control (13%) short-term focus (12%) caution (11%) job insecurity (9%) lack of resources (6%)	7% of total votes
Total		20% 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.**



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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.

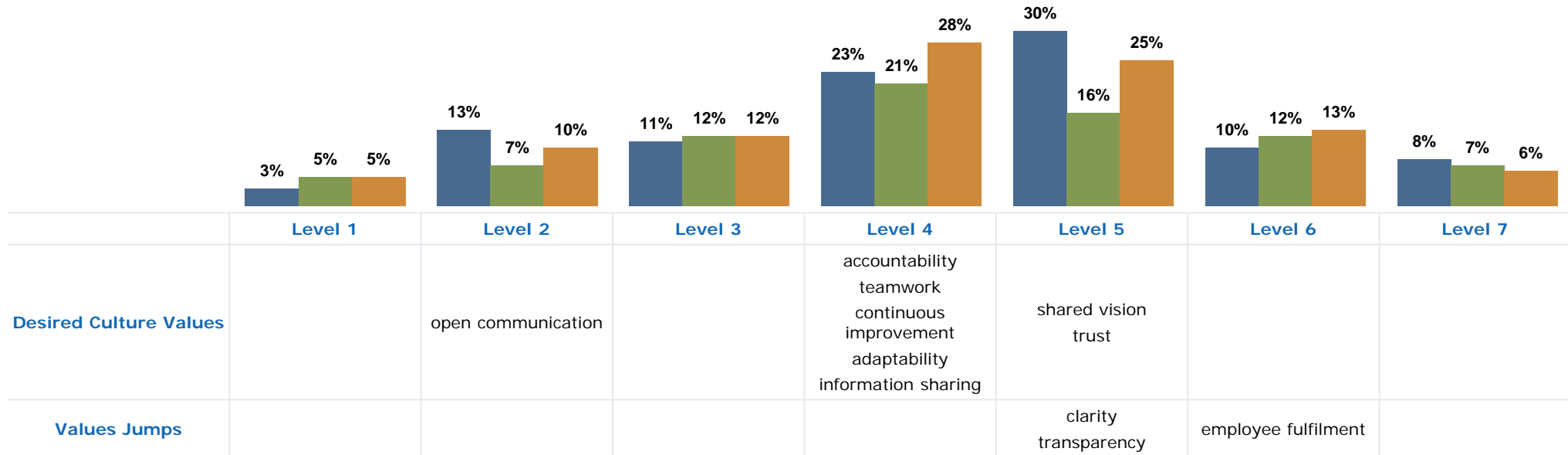
	Current Culture Votes	Desired Culture Votes	Jump
<b>accountability</b>	<b>15%</b>	<b>34%</b>	<b>19%</b>
<b>open communication</b>	<b>7%</b>	<b>24%</b>	<b>17%</b>
<b>trust</b>	<b>6%</b>	<b>19%</b>	<b>13%</b>
clarity	2%	14%	12%
<b>adaptability</b>	<b>10%</b>	<b>22%</b>	<b>12%</b>
transparency	5%	16%	11%
employee fulfilment	3%	14%	11%
<b>shared vision</b>	<b>9%</b>	<b>20%</b>	<b>11%</b>
efficiency	5%	15%	10%
long-term perspective	7%	16%	9%



# Non Profit 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 ■

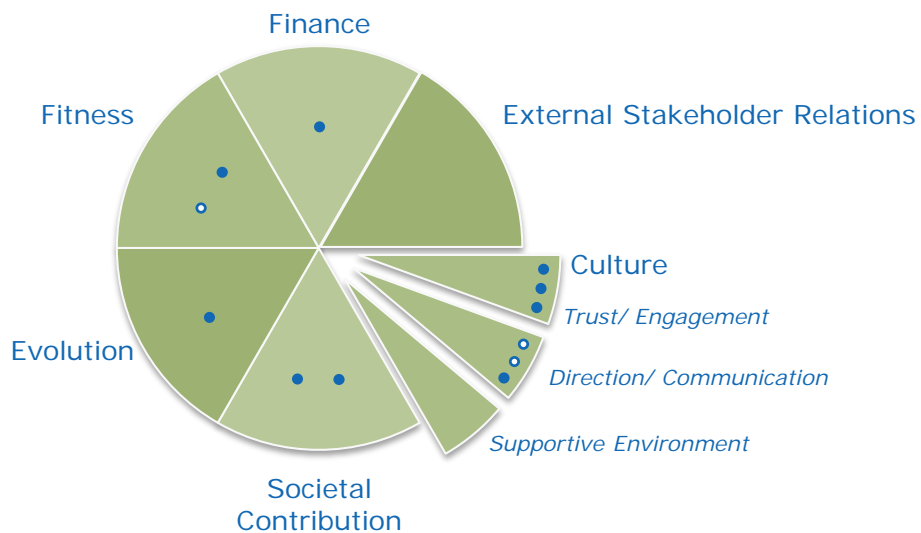
Current Culture Values ■

Desired Culture Values ■

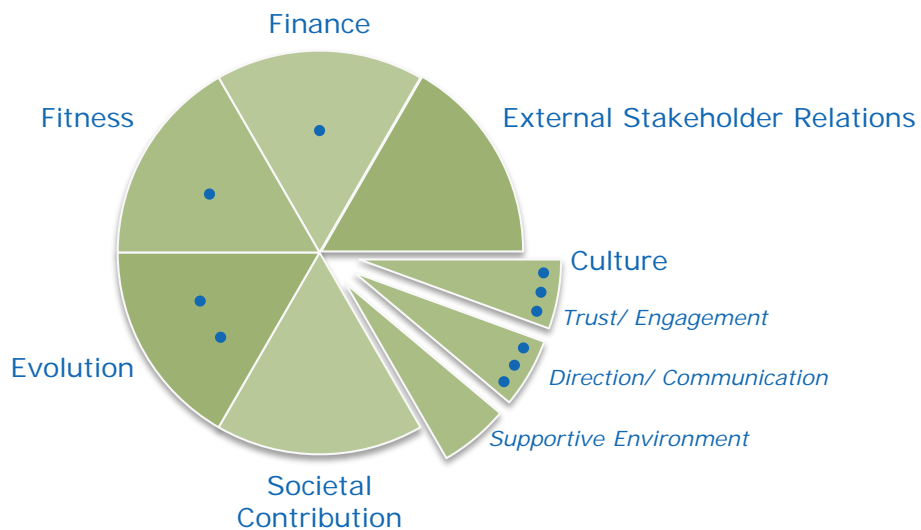


# Non Profit Industry Overview

## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture
Finance		organisational growth	financial stability
Fitness		bureaucracy (L) professionalism	professionalism
External Stakeholder Relations			
Evolution		continuous improvement	continuous improvement adaptability
Culture	Trust/Engagement	commitment teamwork accountability	accountability teamwork trust
	Direction/Communication	confusion (L) hierarchy (L) mission focus	open communication information sharing shared vision
	Supportive Environment		
Societal Contribution		making a difference community involvement	

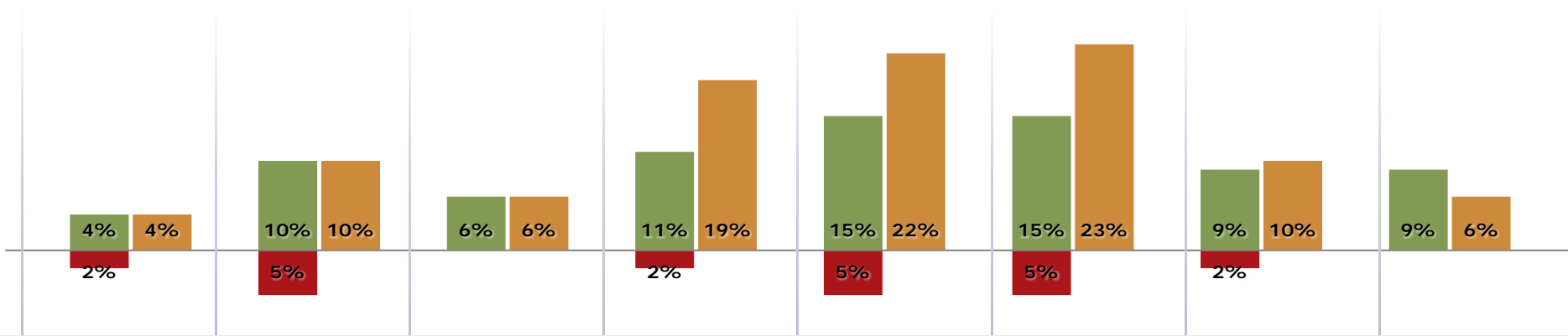




# Non Profit Industry Overview

## 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	accountability teamwork trust	open communication information sharing shared vision		
<b>Values Jumps</b>				long-term perspective	employee fulfilment	clarity transparency		
<b>Potentially Limiting Values</b>	cost reduction	bureaucracy long hours internal competition lack of resources empire building		short-term focus caution	silo mentality control blame power	confusion hierarchy information hoarding	job insecurity	

