



Barrett Values Centre

## Retail Industry Overview

Prepared by

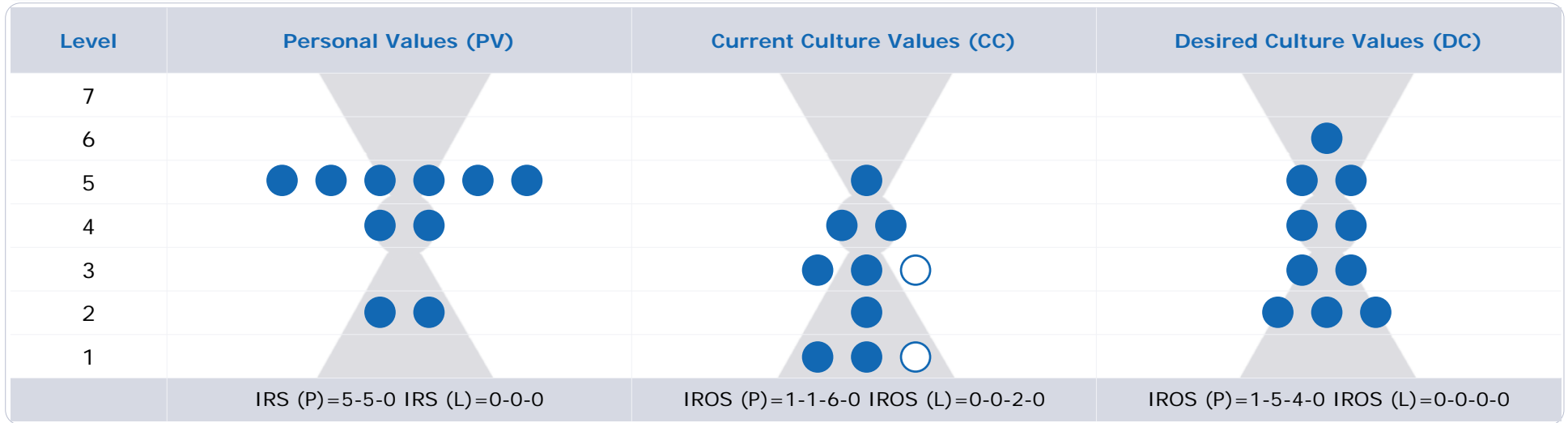
Barrett Values Centre

This industry overview is drawn up from the results of 83 assessments from 24 different countries.

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



# Retail Industry Overview



<b>Matches</b>	honesty	42% 5(I)	<i>customer satisfaction</i>	31% 2(O)	<i>teamwork</i>	31% 4(R)
	<u>commitment</u>	36% 5(I)	<i>teamwork</i>	26% 4(R)	<i>customer satisfaction</i>	31% 2(O)
<b>PV - CC 1</b>	positive attitude	31% 5(I)	<i>continuous improvement</i>	22% 4(O)	<i>continuous improvement</i>	27% 4(O)
<b>CC - DC 4</b>	family	31% 2(R)	results orientation	22% 3(O)	open communication	23% 2(R)
<b>PV - DC 1 new requests</b>	humour/ fun	29% 5(I)	brand image	20% 3(O)	employee recognition	22% 2(R)
	respect	28% 2(R)	organisational growth	19% 1(O)	quality	20% 3(O)
<b>Cultural Entropy: Current Culture 19%</b>	<u>trust</u>	25% 5(R)	bureaucracy (L)	19% 3(O)	<u>commitment</u>	20% 5(I)
	continuous learning	24% 4(I)	<u>commitment</u>	18% 5(I)	efficiency	20% 3(O)
	cooperation	24% 5(R)	cost reduction (L)	18% 1(O)	<u>trust</u>	20% 5(R)
	accountability	23% 4(R)	profit	18% 1(O)	coaching/ mentoring	20% 6(R)

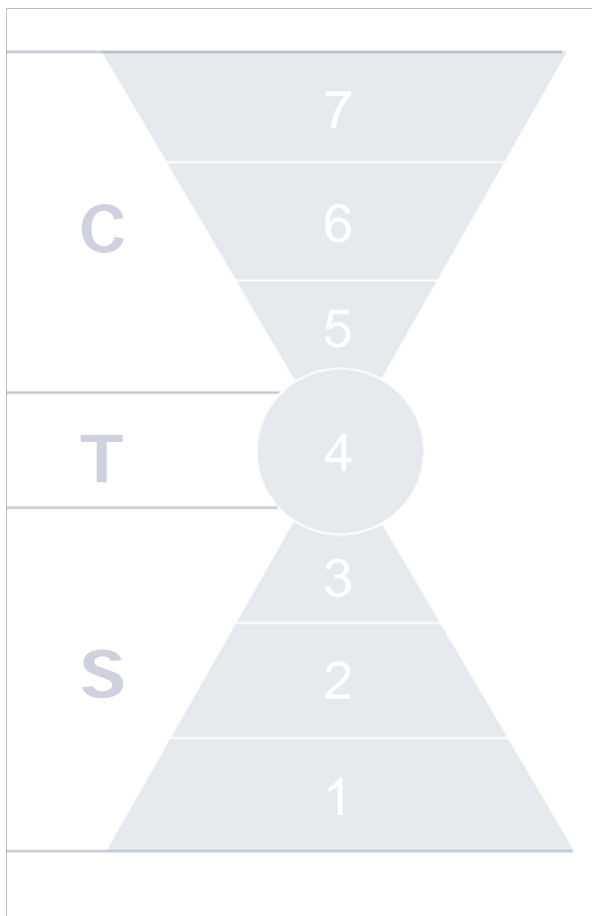
Black Underline = PV & CC  
Orange = PV, CC & DC  
Orange = CC & DC  
Blue = PV & DC

P = Positive  
 L = Potentially Limiting (white circle)

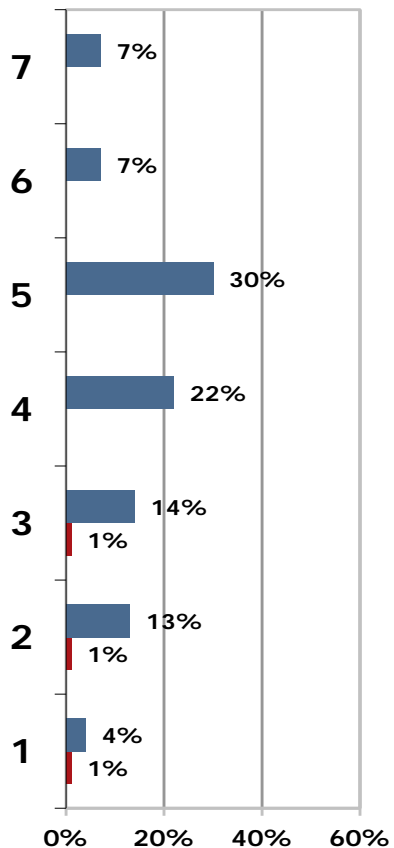
I = Individual  
 R = Relationship  
 O = Organisational  
 S = Societal



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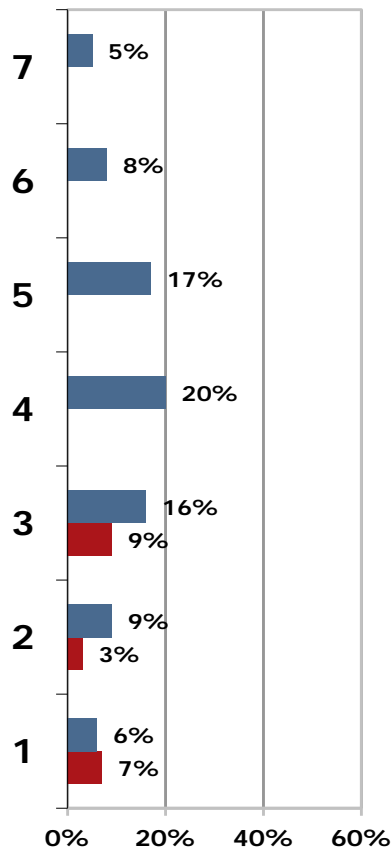


### Personal Values



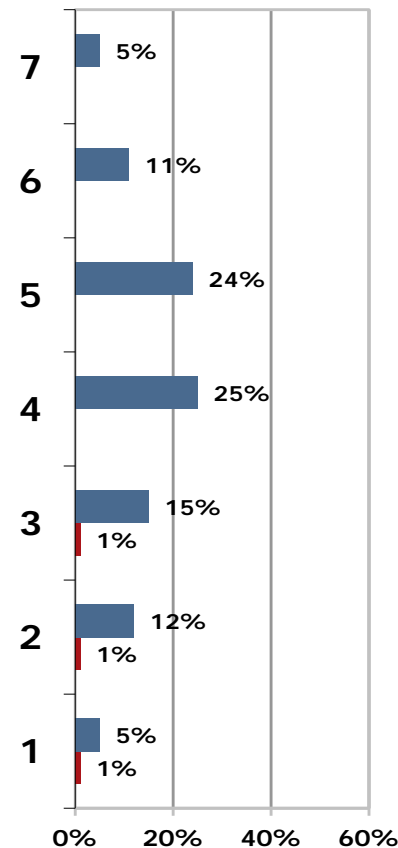
CTS = 44-22-34  
Cultural Entropy = 3%

### Current Culture Values



CTS = 30-20-50  
Cultural Entropy = 19%

### Desired Culture Values



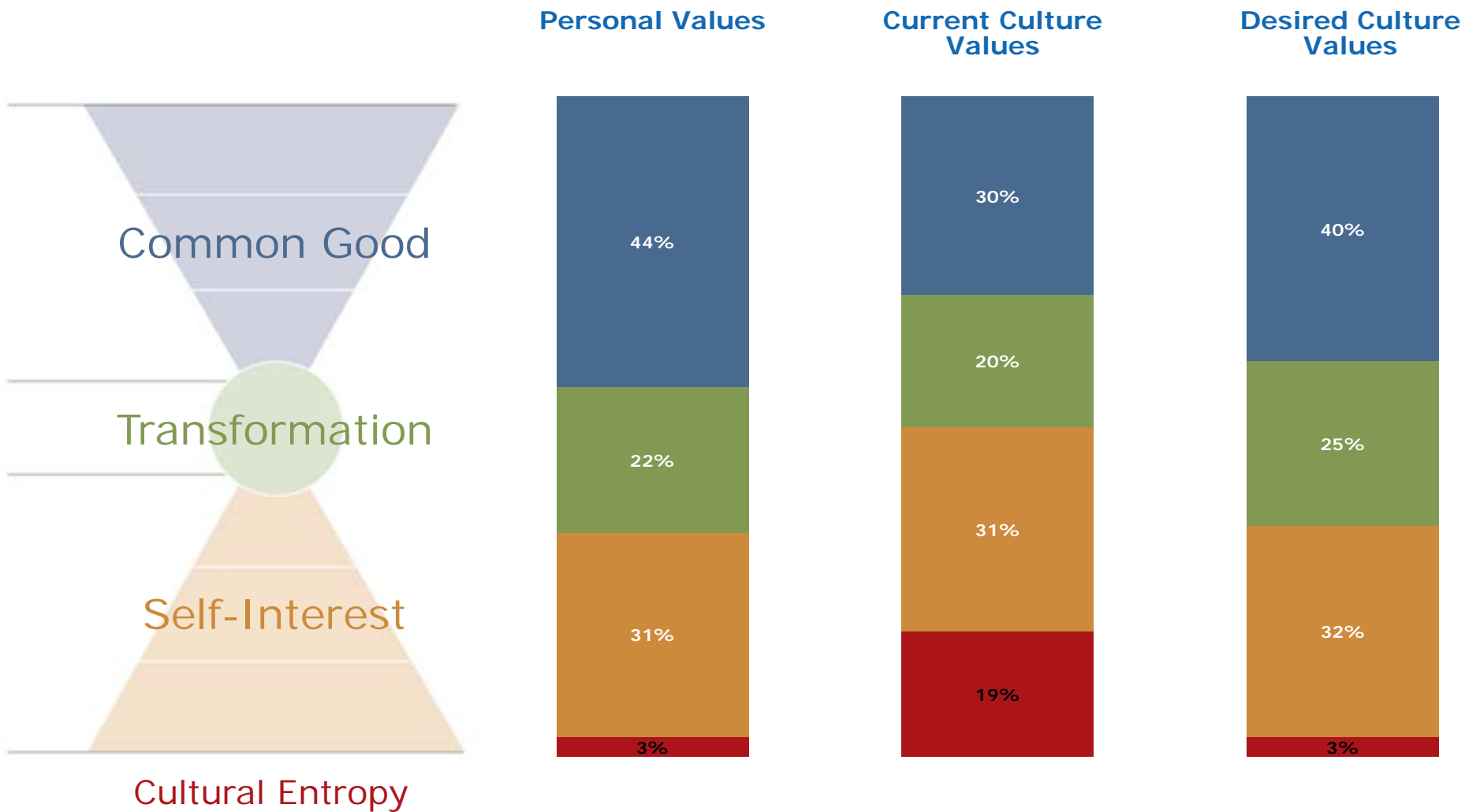
CTS = 40-25-35  
Cultural Entropy = 3%

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

■ Positive Values  
■ Potentially Limiting Values



# Retail 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 (18%) long hours (15%) hierarchy (12%) information hoarding (9%) silo mentality (9%) power (5%)	9% of total votes
2	internal competition (11%) blame (10%) empire building (7%) manipulation (5%)	3% of total votes
1	cost reduction (18%) control (13%) short-term focus (13%) job insecurity (8%) caution (8%)	7% 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.**



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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.

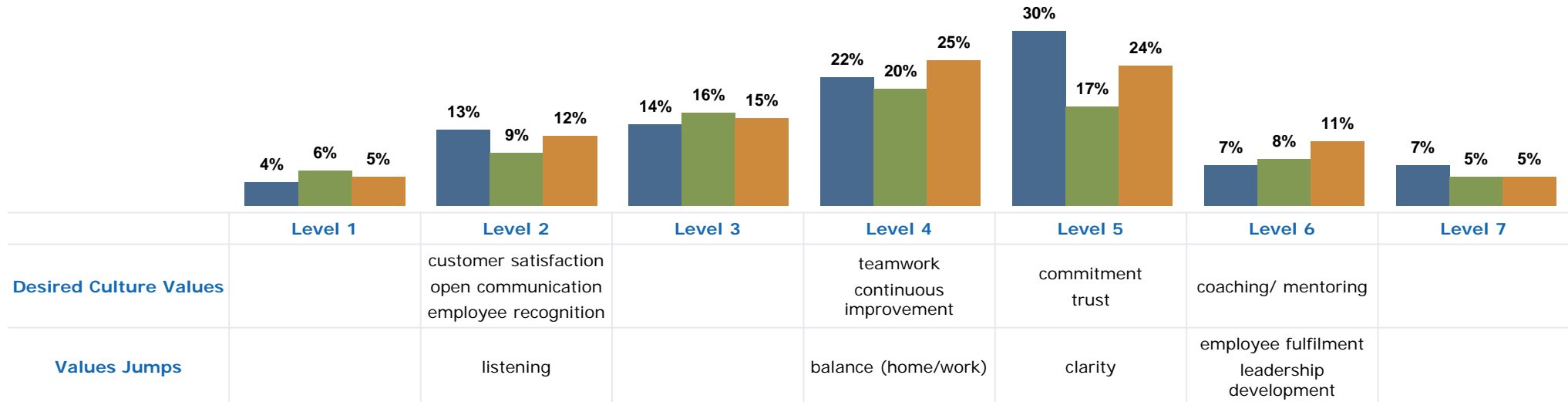
	Current Culture Votes	Desired Culture Votes	Jump
<b>open communication</b>	<b>11%</b>	<b>23%</b>	<b>12%</b>
<b>employee recognition</b>	<b>10%</b>	<b>22%</b>	<b>12%</b>
<b>coaching/ mentoring</b>	<b>8%</b>	<b>20%</b>	<b>12%</b>
clarity	4%	14%	10%
employee fulfilment	3%	13%	10%
leadership development	9%	18%	9%
<b>efficiency</b>	<b>11%</b>	<b>20%</b>	<b>9%</b>
balance (home/work)	8%	17%	9%
<b>trust</b>	<b>12%</b>	<b>20%</b>	<b>8%</b>
listening	5%	12%	7%



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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 ■

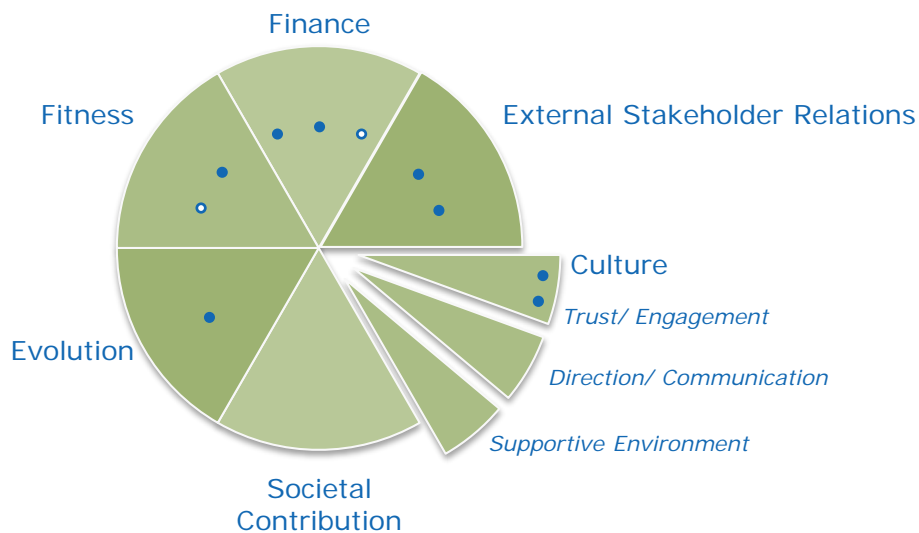
Current Culture Values ■

Desired Culture Values ■

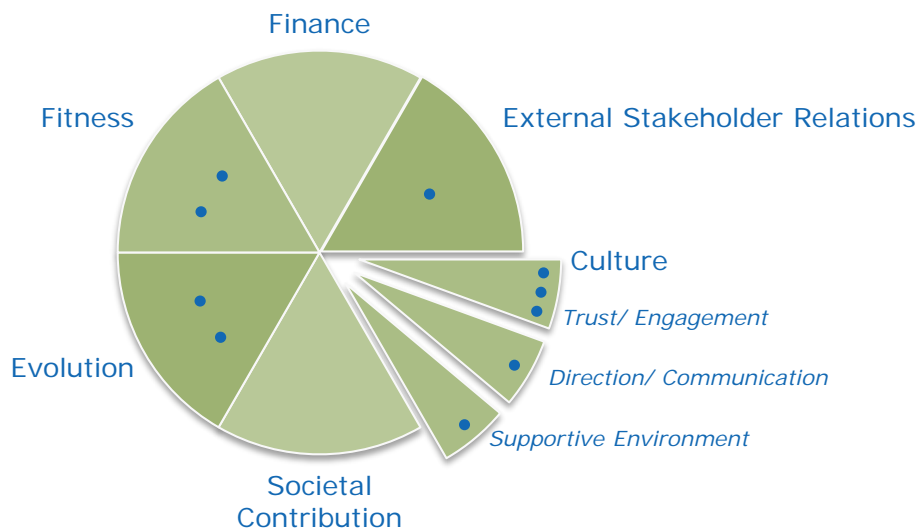


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## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture
Finance		organisational growth cost reduction (L) profit	
	Fitness	results orientation bureaucracy (L)	quality efficiency
External Stakeholder Relations		customer satisfaction brand image	customer satisfaction
Evolution		continuous improvement	continuous improvement coaching/ mentoring
Culture	Trust/ Engagement	teamwork commitment	teamwork commitment trust
	Direction/ Communication		open communication
	Supportive Environment		employee recognition
Societal Contribution			

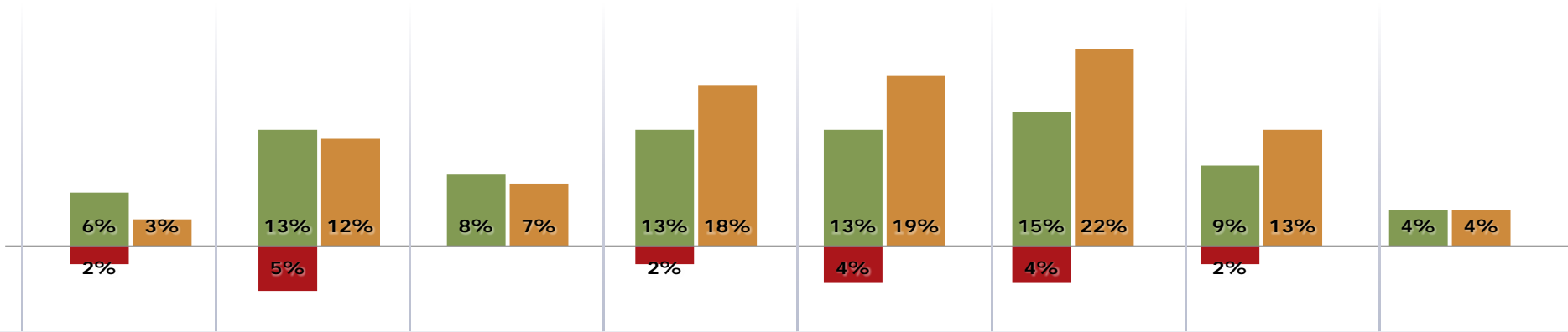




# Retail Industry Overview

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

