



Barrett Values Centre

Telecoms Industry Overview

Prepared by

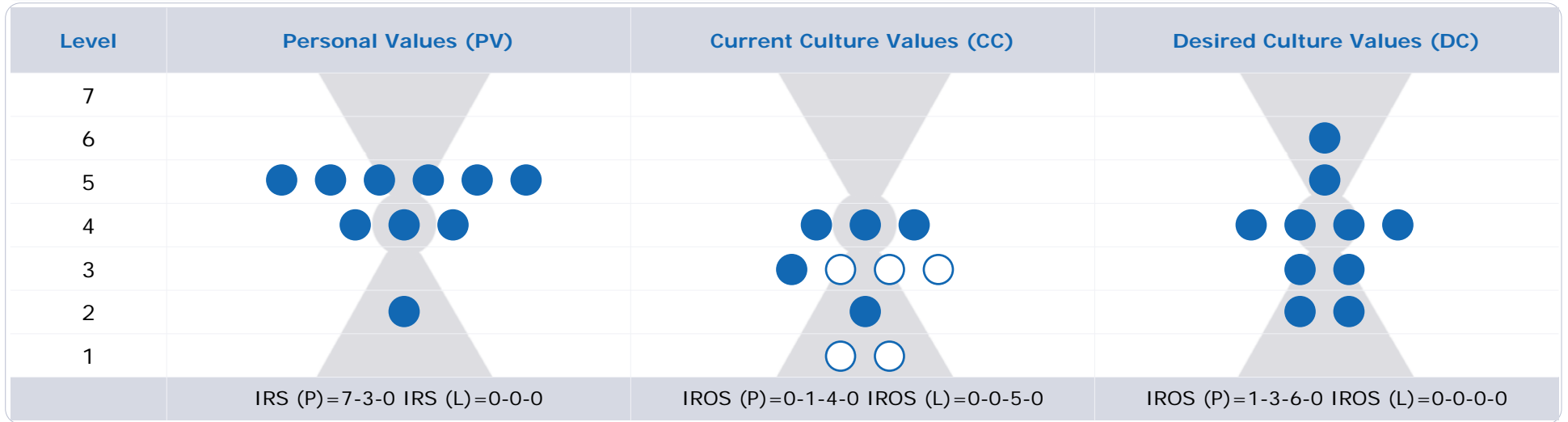
Barrett Values Centre

This industry overview is drawn up from the results of 80 assessments from 20 different countries.

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



Telecoms Industry Overview



Matches	PV - CC 0	CC - DC 3	PV - DC 2	new requests	Cultural Entropy: Current Culture 23%
<u>commitment</u>	39% 5(I)	<i>customer satisfaction</i>	32% 2(O)	<i>teamwork</i>	32% 4(R)
<u>accountability</u>	37% 4(R)	cost reduction (L)	31% 1(O)	<i>customer satisfaction</i>	32% 2(O)
honesty	36% 5(I)	bureaucracy (L)	27% 3(O)	<i>continuous improvement</i>	31% 4(O)
positive attitude	31% 5(I)	<i>teamwork</i>	26% 4(R)	<u>accountability</u>	31% 4(R)
integrity	30% 5(I)	results orientation	22% 3(O)	innovation	26% 4(O)
respect	24% 2(R)	goals orientation	20% 4(O)	<u>commitment</u>	24% 5(I)
adaptability	24% 4(I)	silos mentality (L)	19% 3(O)	efficiency	22% 3(O)
humour/ fun	23% 5(I)	<i>continuous improvement</i>	19% 4(O)	quality	20% 3(O)
responsibility	22% 4(I)	confusion (L)	18% 3(O)	leadership development	20% 6(O)
trust	22% 5(R)	short-term focus (L)	18% 1(O)	open communication	19% 2(R)

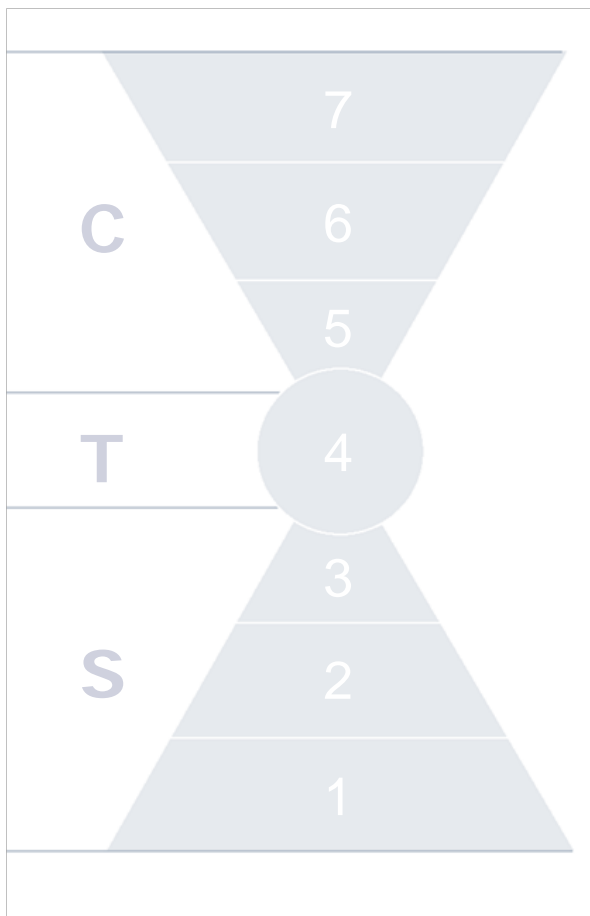
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

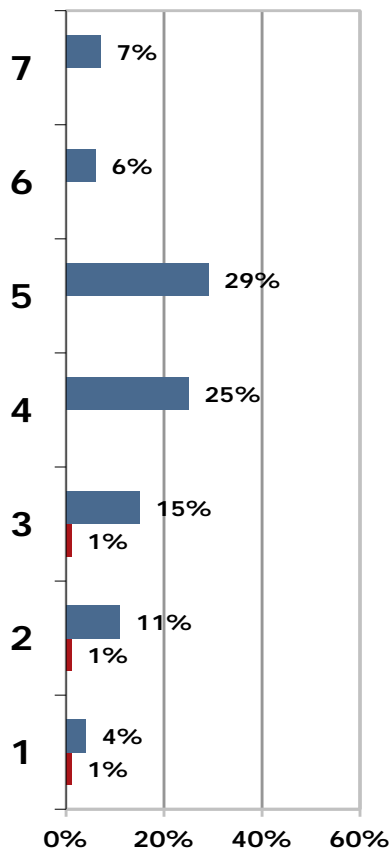
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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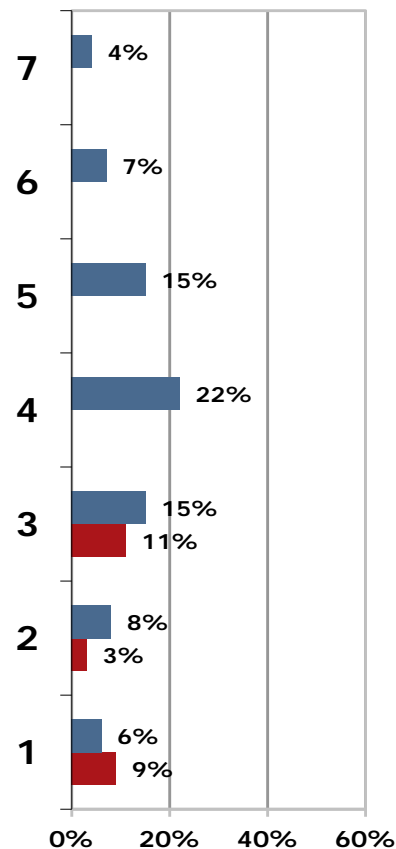
Personal Values



CTS = 42-25-33

Cultural Entropy = 3%

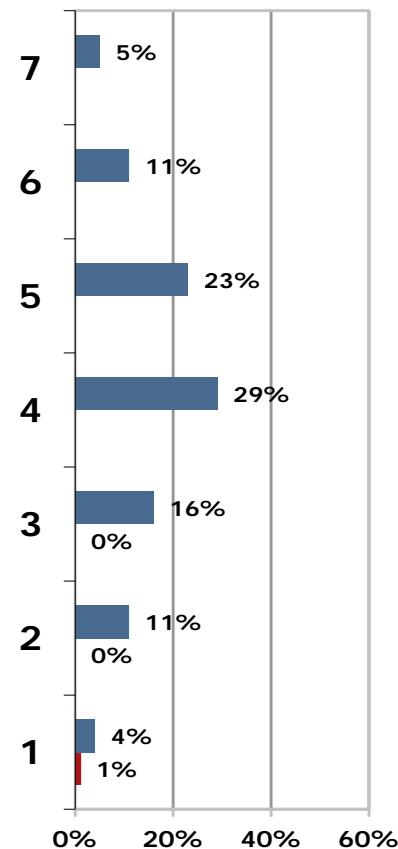
Current Culture Values



CTS = 26-22-52

Cultural Entropy = 23%

Desired Culture Values



CTS = 39-29-32

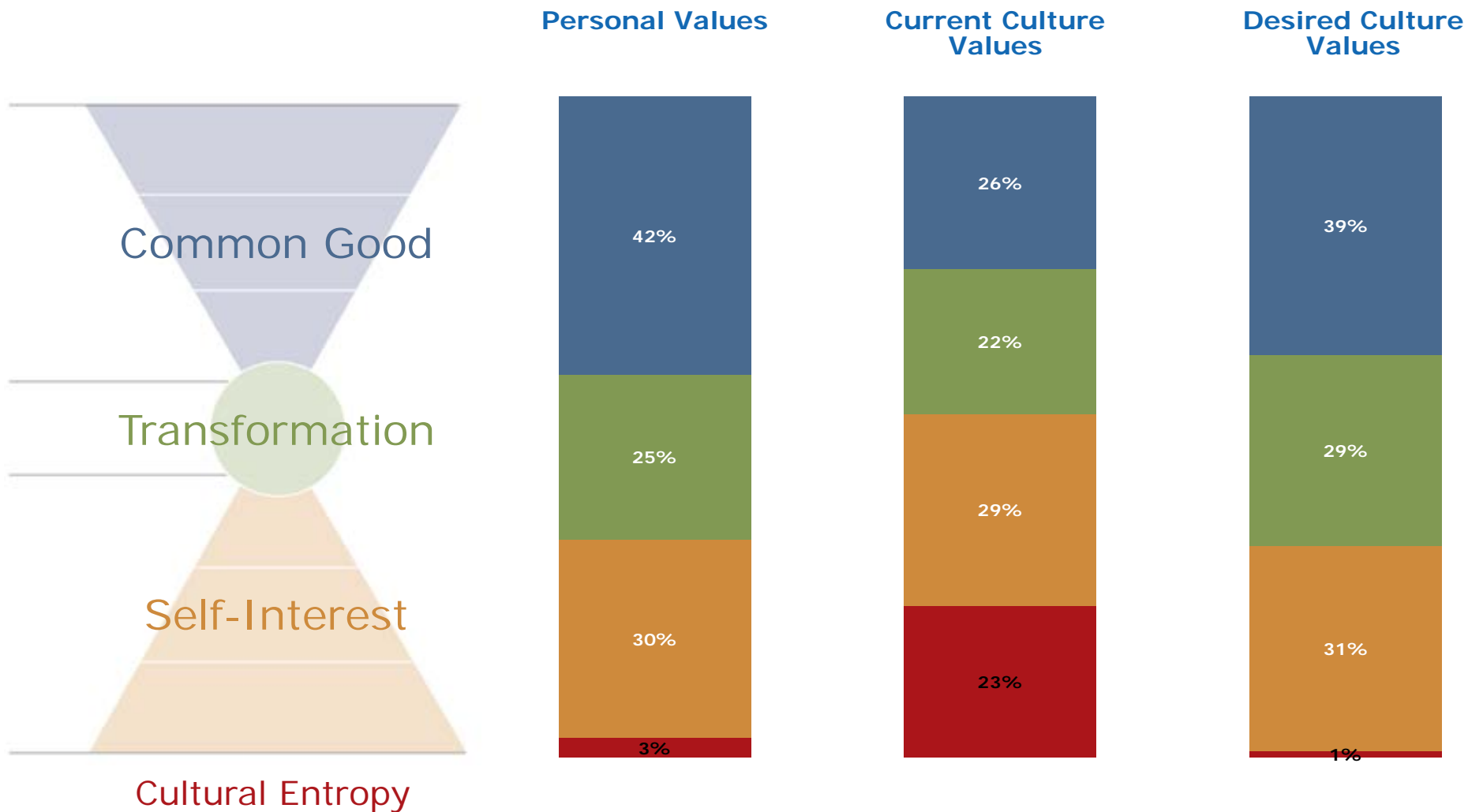
Cultural Entropy = 1%

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 (27%) silo mentality (19%) confusion (18%) hierarchy (15%) long hours (14%) information hoarding (6%) power (5%)	11% of total votes
2	internal competition (12%) blame (9%) empire building (7%)	3% of total votes
1	cost reduction (31%) short-term focus (18%) control (15%) caution (11%) job insecurity (9%)	9% of total votes
Total		23% 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.

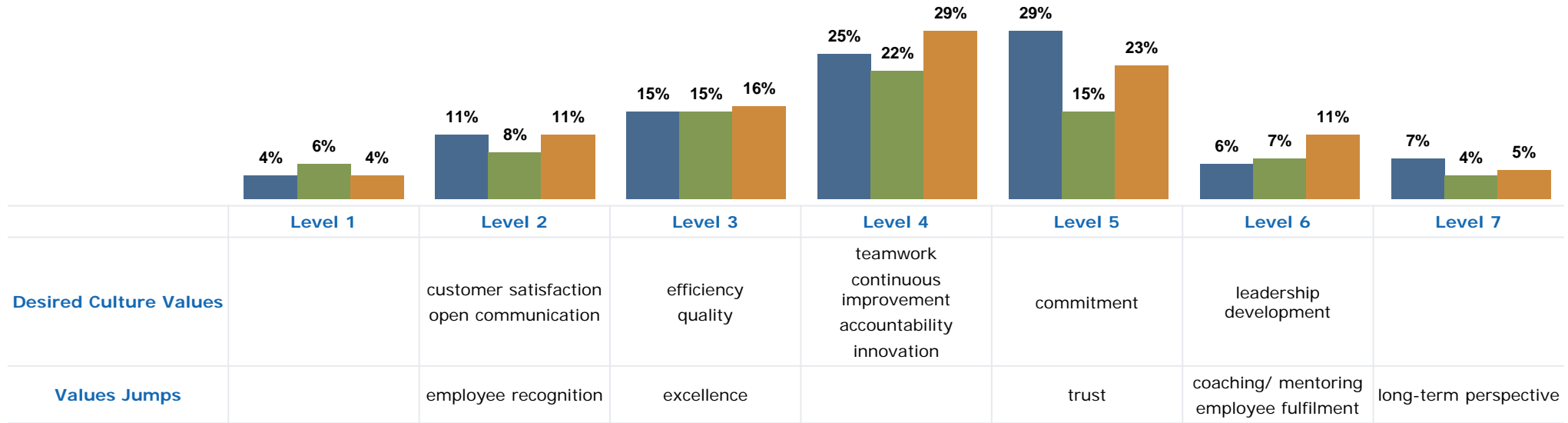
	Current Culture Votes	Desired Culture Votes	Jump
accountability	16%	31%	15%
continuous improvement	19%	31%	12%
employee recognition	6%	17%	11%
trust	8%	18%	10%
innovation	16%	26%	10%
coaching/ mentoring	6%	16%	10%
excellence	8%	17%	9%
long-term perspective	7%	16%	9%
employee fulfilment	3%	12%	9%
efficiency	13%	22%	9%



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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 ■

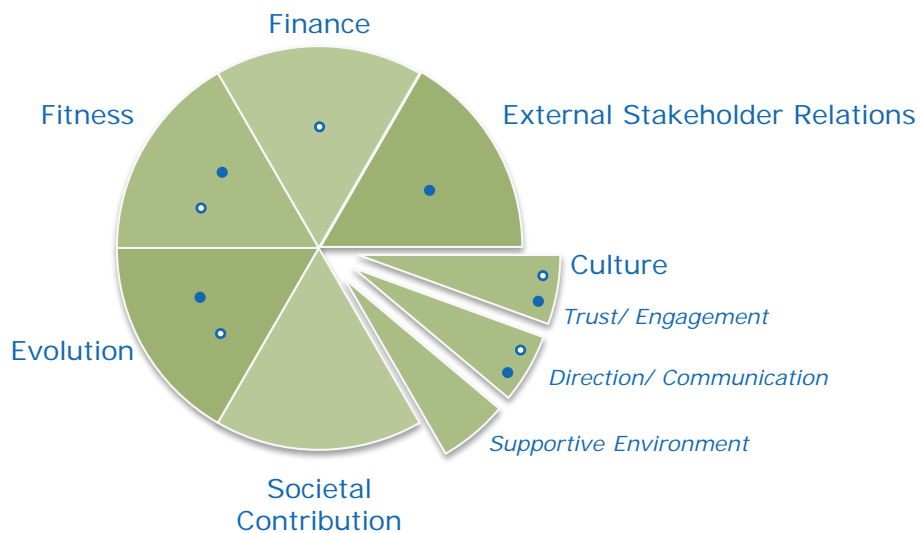
Current Culture Values ■

Desired Culture Values ■

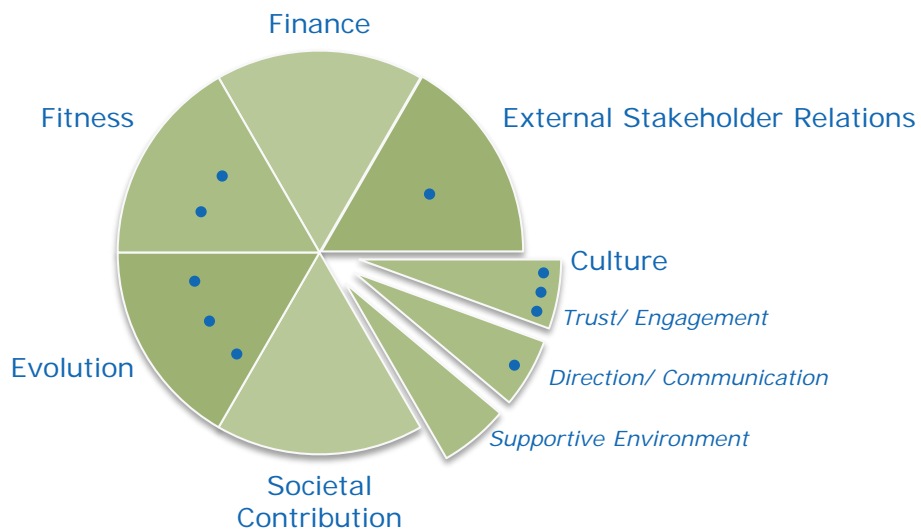


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Current Culture Values



Desired Culture Values



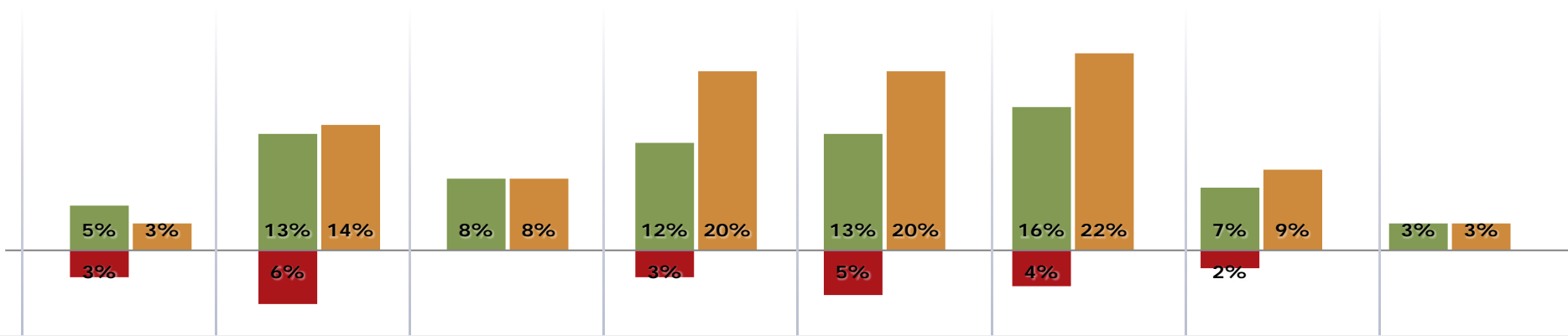
		Current Culture	Desired Culture
Finance		cost reduction (L)	
Fitness		bureaucracy (L) results orientation	efficiency quality
External Stakeholder Relations		customer satisfaction	customer satisfaction
Evolution		continuous improvement short-term focus (L)	continuous improvement innovation leadership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

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