



Barrett Values Centre

## Transportation Industry Review

Prepared by

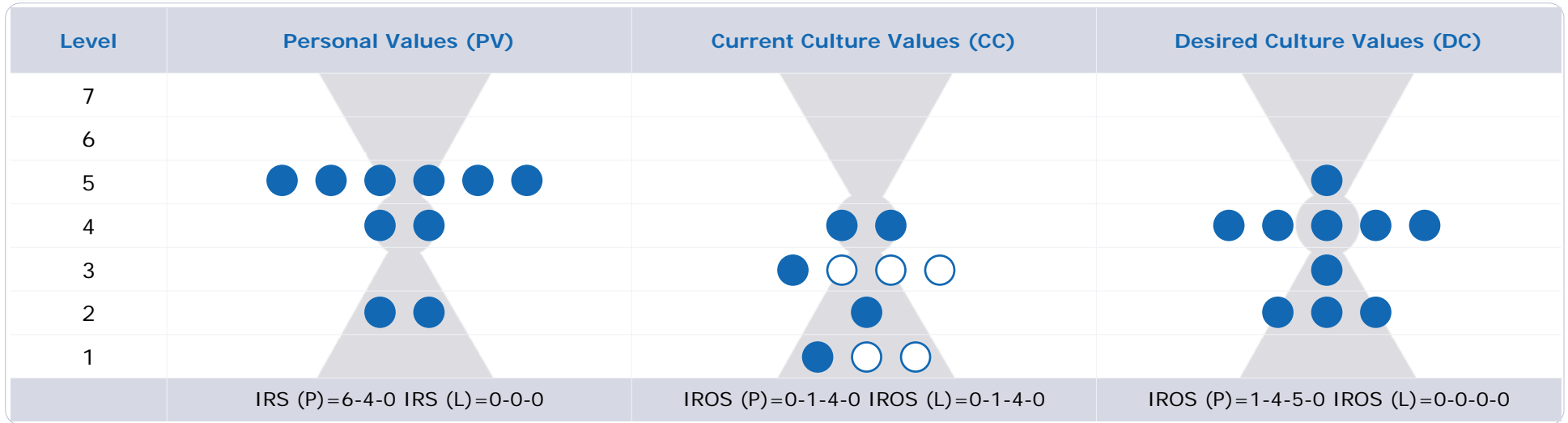
Barrett Values Centre

This industry overview is drawn up from the results of 41 assessments from 11 different countries.

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



# Transportation Industry Overview



Matches	PV - CC 0	CC - DC 3	PV - DC 3 new requests	Cultural Entropy: Current Culture 26%
honesty	40% 5(I)	bureaucracy (L) 25% 3(O)	<i>continuous improvement</i> 31% 4(O)	
<u>accountability</u>	32% 4(R)	<i>teamwork</i> 22% 4(R)	<u>accountability</u> 29% 4(R)	
<u>commitment</u>	31% 5(I)	<i>customer satisfaction</i> 21% 2(O)	<i>teamwork</i> 29% 4(R)	
positive attitude	30% 5(I)	cost reduction (L) 20% 1(O)	employee recognition 24% 2(R)	
humour/ fun	26% 5(I)	confusion (L) 20% 3(O)	<i>customer satisfaction</i> 24% 2(O)	
respect	26% 2(R)	hierarchy (L) 19% 3(O)	open communication 23% 2(R)	
family	26% 2(R)	profit 18% 1(O)	efficiency 21% 3(O)	
<u>balance (home/work)</u>	24% 4(I)	control (L) 18% 1(R)	information sharing 20% 4(O)	
cooperation	23% 5(R)	results orientation 17% 3(O)	<u>balance (home/work)</u> 20% 4(O)	
integrity	23% 5(I)	<i>continuous improvement</i> 16% 4(O)	<u>commitment</u> 18% 5(I)	

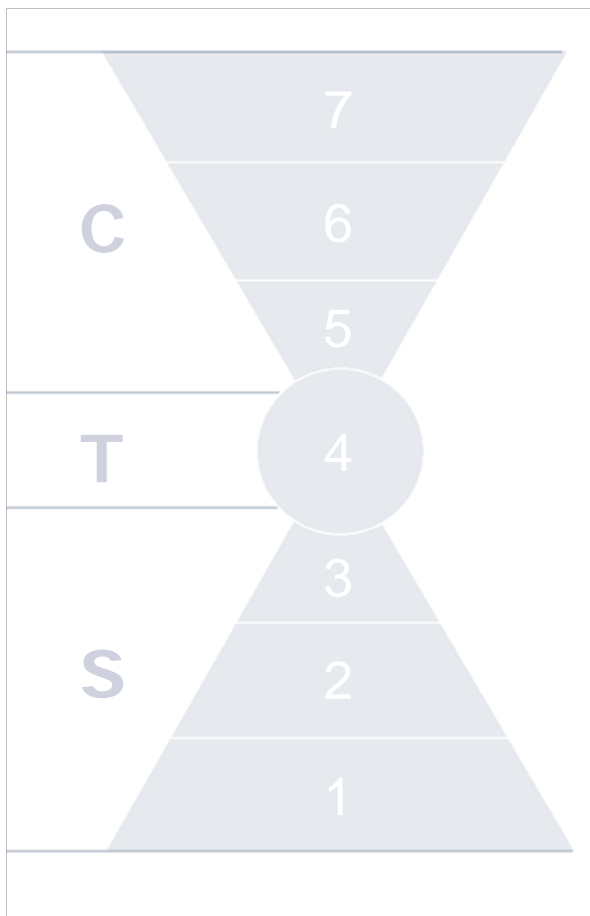
Black Underline = PV & CC  
Orange = PV, CC & DC  
Orange = CC & DC  
Blue = PV & DC

P = Positive  
 L = Potentially Limiting (white circle)

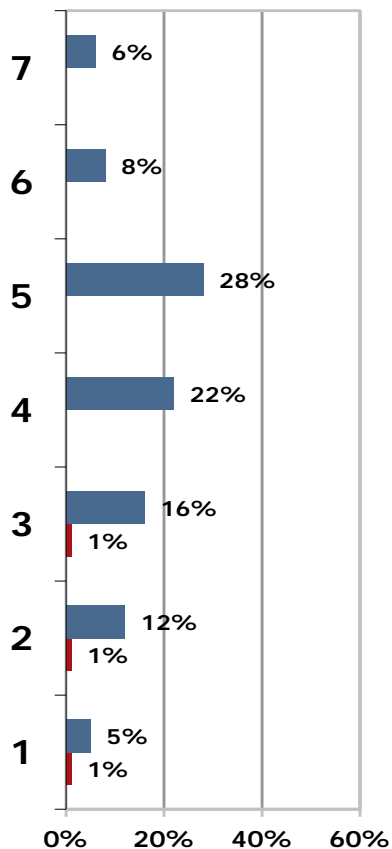
I = Individual  
 R = Relationship  
 O = Organisational  
 S = Societal



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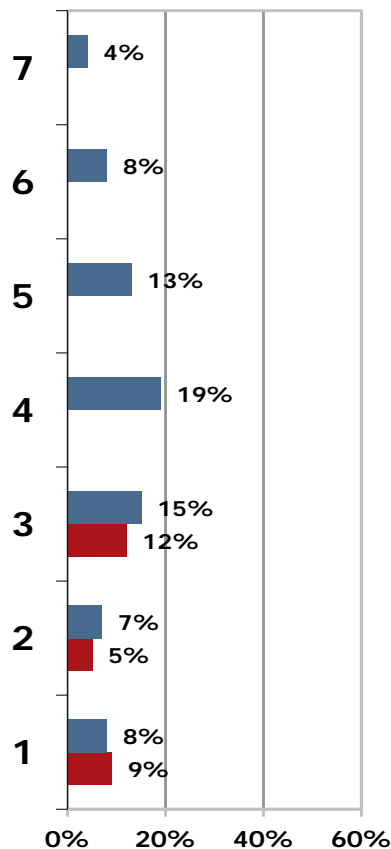


### Personal Values



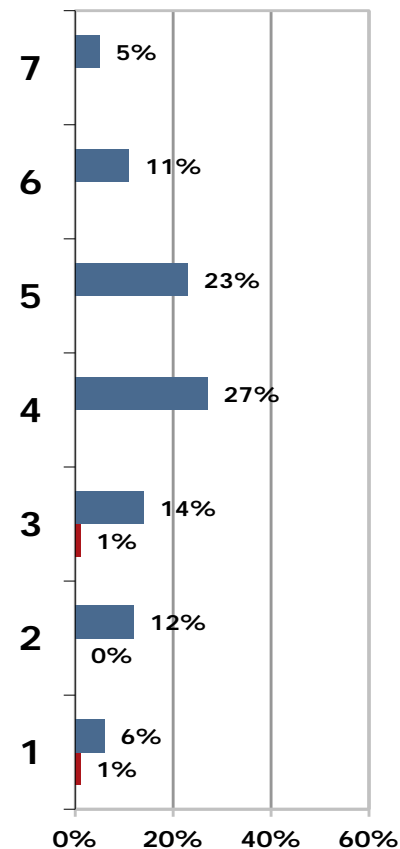
CTS = 42-22-36  
**Cultural Entropy = 3%**

### Current Culture Values



CTS = 25-19-56  
**Cultural Entropy = 26%**

### Desired Culture Values



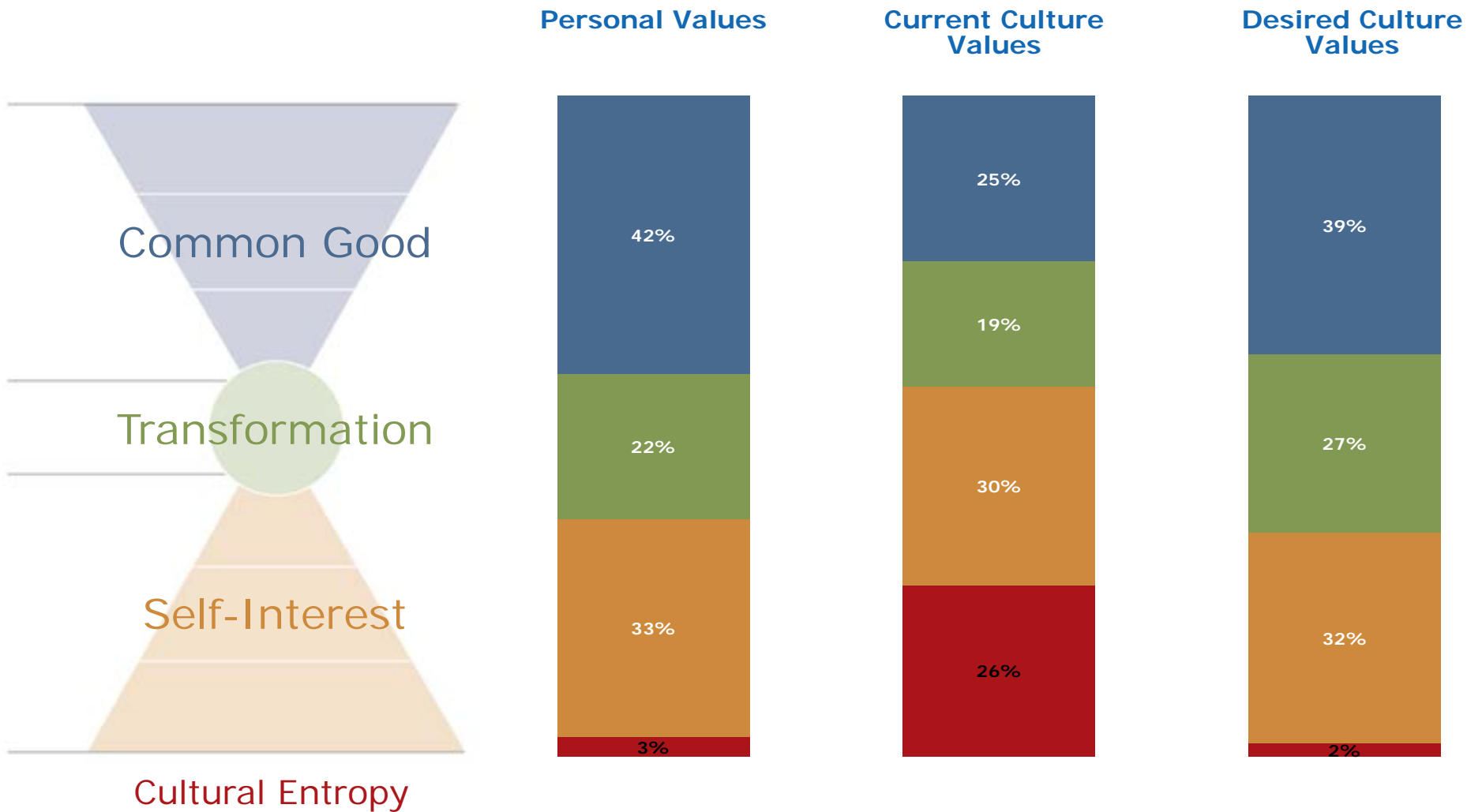
CTS = 39-27-34  
**Cultural Entropy = 2%**

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

■ Positive Values  
 ■ Potentially Limiting Values



# Transportation 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 (25%) confusion (20%) hierarchy (19%) silo mentality (15%) information hoarding (13%) long hours (12%) power (8%)	12% of total votes
2	blame (13%) internal competition (12%) empire building (9%) manipulation (7%)	5% of total votes
1	cost reduction (20%) control (18%) short-term focus (14%) caution (12%) job insecurity (10%)	9% of total votes
Total		26% 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.**



# Transportation Industry Overview

## 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.

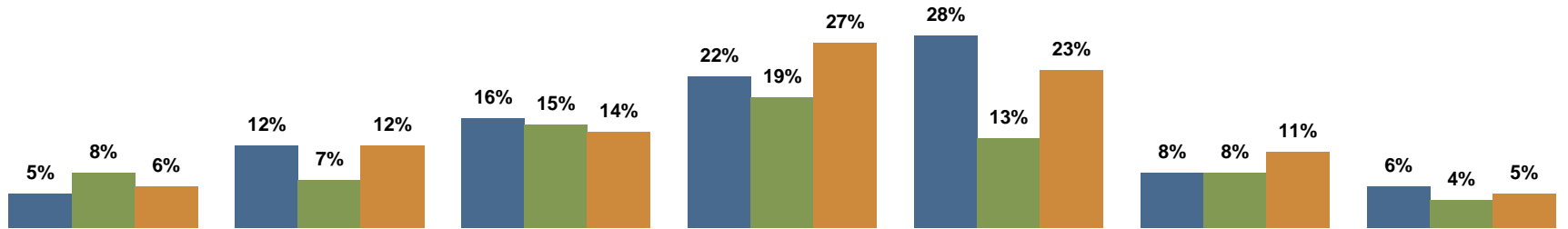
	Current Culture Votes	Desired Culture Votes	Jump
<b>employee recognition</b>	8%	24%	16%
<b>continuous improvement</b>	16%	31%	15%
<b>open communication</b>	8%	23%	15%
<b>accountability</b>	16%	29%	13%
employee fulfilment	3%	16%	13%
<b>efficiency</b>	9%	21%	12%
leadership development	6%	17%	11%
coaching/ mentoring	6%	17%	11%
<b>information sharing</b>	9%	20%	11%
trust	6%	17%	11%



# Transportation 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.



	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
<b>Desired Culture Values</b>		employee recognition customer satisfaction open communication		continuous improvement accountability teamwork information sharing balance (home/work)	commitment		
<b>Values Jumps</b>					trust	employee fulfilment leadership development coaching/ mentoring	

Personal Values ■

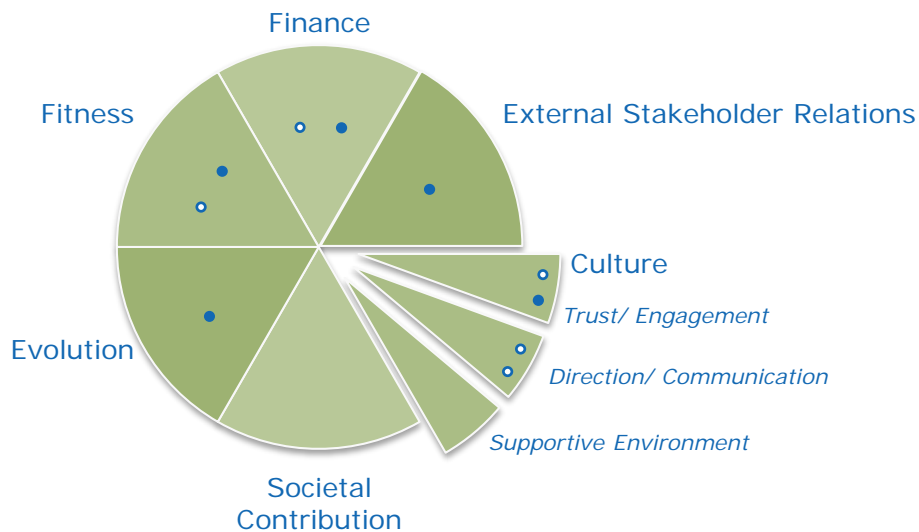
Current Culture Values ■

Desired Culture Values ■

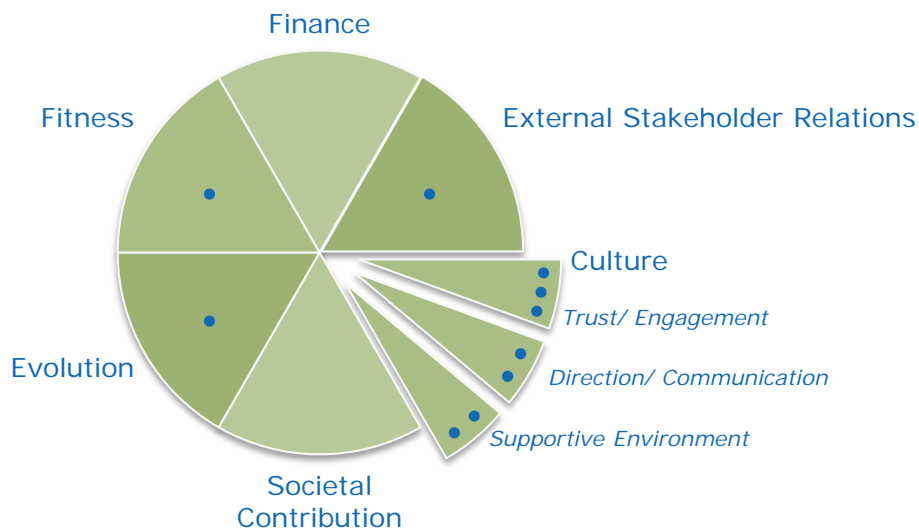


# Transportation Industry Overview

## Current Culture Values



## Desired Culture Values



		Current Culture	Desired Culture
Finance		cost reduction (L) profit	
Fitness		bureaucracy (L) results orientation	efficiency
External Stakeholder Relations		customer satisfaction	customer satisfaction
Evolution		continuous improvement	continuous improvement
Culture	Trust/Engagement	teamwork control (L)	accountability teamwork commitment
	Direction/Communication	confusion (L) hierarchy (L)	open communication information sharing
	Supportive Environment		employee recognition balance (home/work)
Societal Contribution			

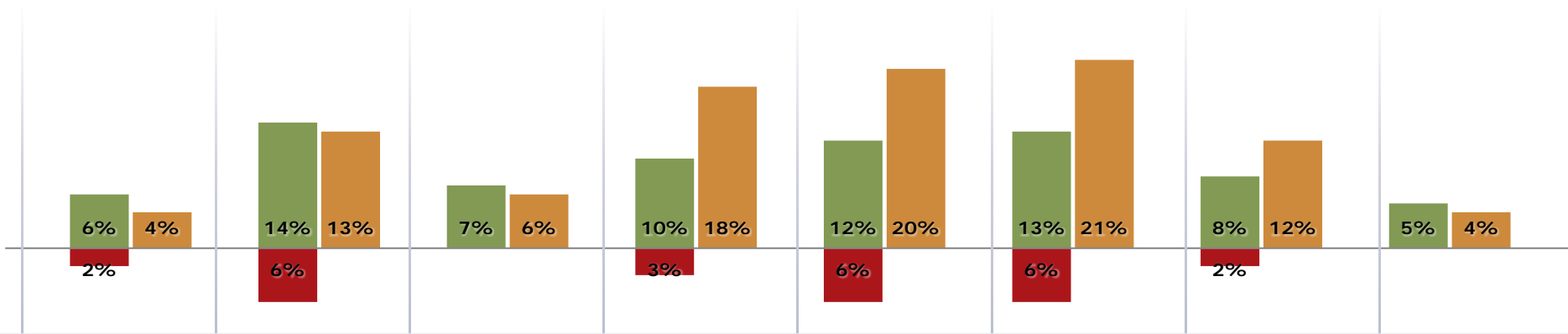




# Transportation Industry Overview

## 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	accountability teamwork commitment	open communication information sharing	employee recognition balance (home/work)	
<b>Values Jumps</b>				leadership development coaching/ mentoring	employee fulfilment trust			
<b>Potentially Limiting Values</b>	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	

