



Barrett Values Centre

Barrett Values Centre: Overall Group

Prepared by:

Barrett Values Centre

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Barrett Values Centre: Overall Group (386)

Personal & Current Culture Alignment

Values Matches: 1

- 3 or more. People are able to bring themselves to work.
- 1-2. People are somewhat able to bring themselves to work.
- 0. People are not able to bring themselves to work. Look to blue values in Desired Culture for guidance, if any.

Current & Desired Culture Alignment

Values Matches: 6

- 6 or more. Excellent, strong, healthy culture.
- 4-5, good. Group is on the right track.
- 2-3, fair. Group is somewhat on the right track. More work needs to be done.
- 0-1, poor. Group is unhappy or frustrated, wants to see changes or take a new direction.

Limiting Values: 0

- 0. This group does not operate from the basis of fear.
- 1-2. May be some element of fear behind how decisions are made or how people are managed.
- 3+. Fear is a factor in how this group operates or is managed.

Cultural Entropy: 3%

- 0-10%. Healthy functioning.
- 11%-20%. Some problems requiring careful monitoring.
- 21%-30%. Significant problems requiring immediate attention.
- 31%-40%. Serious situation requiring immediate leadership intervention and changes.
- 41%+. Critical situation requiring leadership changes to avoid organisational failure.

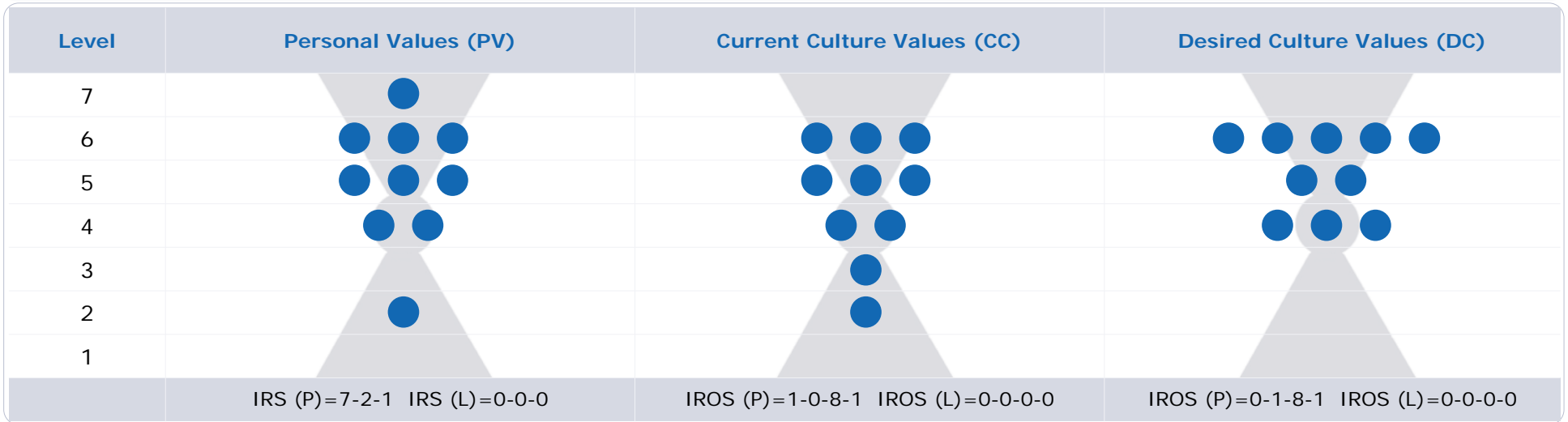
NEW VALUES TO FOCUS ON

Any values shown in blue are values that are important to the individuals who work for the group and are requested in the Desired Culture but are not showing in the top values of the Current Culture. How can you support your staff to bring these values and strengths to work so that they and the group would derive further benefit from them?

Any Desired Culture values shown in black are entirely new requests. They do not show in the Personal or Current Culture. To what extent are these values positive new requests, or maybe a reaction to something that is not happening or is unhealthy in the Current Culture? What themes do you notice with these new values? Open a dialogue with these people to gain a deeper understanding.



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Matches	PV - CC 1	CC - DC 6	PV - DC 2		
<u>making a difference</u>	201 6(S)	<u>making a difference</u>	171 6(S)	<u>customer collaboration</u>	183 6(O)
continuous learning	167 4(I)	<u>continuous improvement</u>	164 4(O)	<u>continuous improvement</u>	162 4(O)
<u>coaching/ mentoring</u>	155 6(R)	<u>information sharing</u>	144 4(O)	<u>information sharing</u>	137 4(O)
integrity	138 5(I)	<u>customer collaboration</u>	135 6(O)	strategic alliances	134 6(O)
well-being (physical/ emotional/ mental/ spiritual)	136 6(I)	<u>shared values</u>	132 5(O)	<u>making a difference</u>	131 6(S)
humour/ fun	117 5(I)	commitment	113 5(I)	innovation	126 4(O)
personal growth	105 4(I)	<u>shared vision</u>	110 5(O)	<u>shared vision</u>	123 5(O)
creativity	96 5(I)	professionalism	109 3(O)	<u>coaching/ mentoring</u>	115 6(R)
vision	96 7(I)	leadership development	97 6(O)	<u>shared values</u>	110 5(O)
family	95 2(R)	customer satisfaction	89 2(O)	partnerships	103 6(O)

Cultural Entropy:
Current Culture
3%

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

Orange = CC & DC
Blue = PV & DC

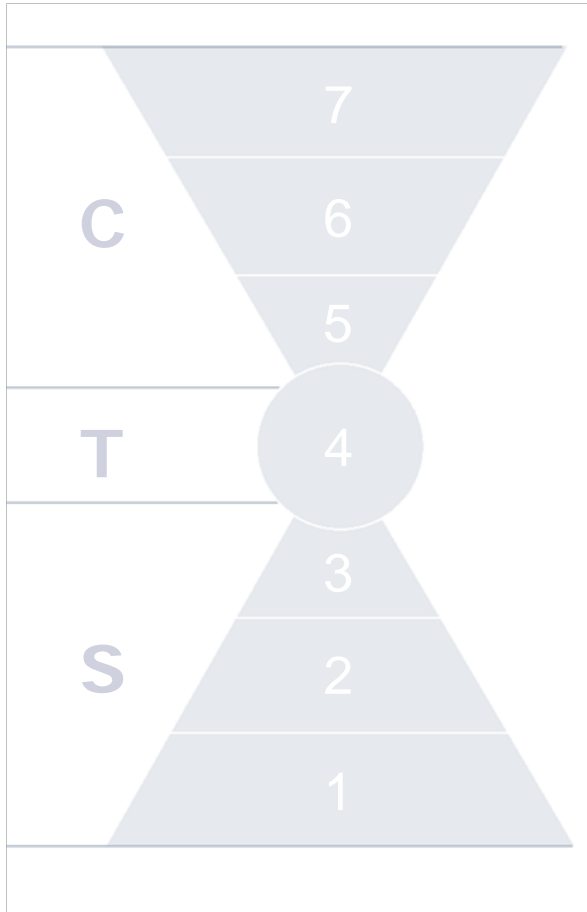
P = Positive
L = Potentially Limiting (white circle)

I = Individual
R = Relationship

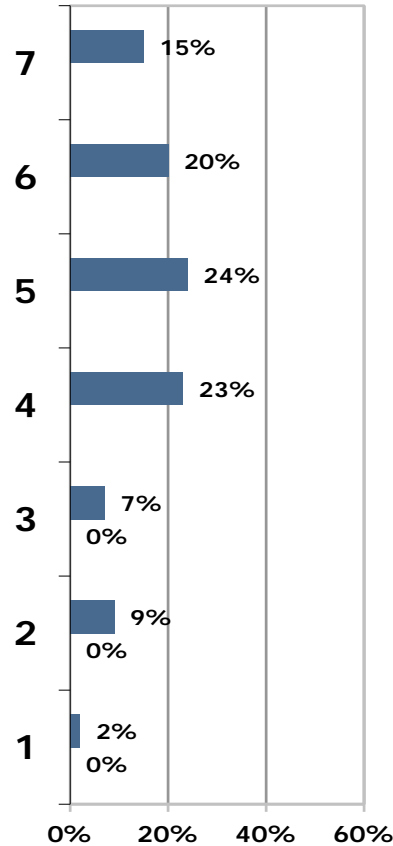
O = Organisational
S = Societal



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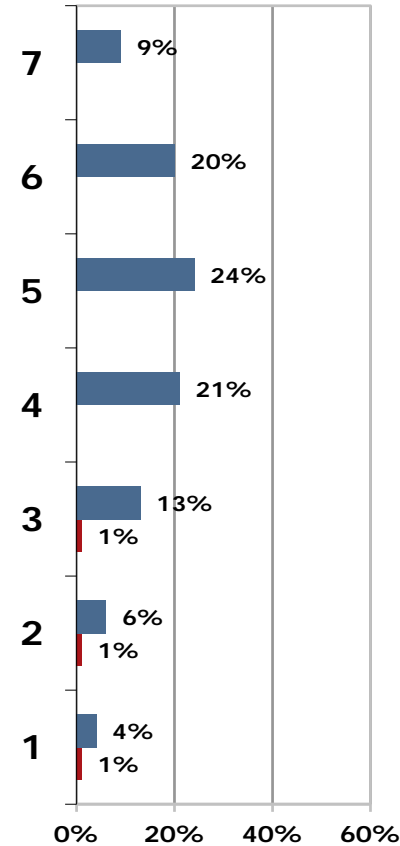
Personal Values



CTS = 59-23-18

Cultural Entropy = 0%

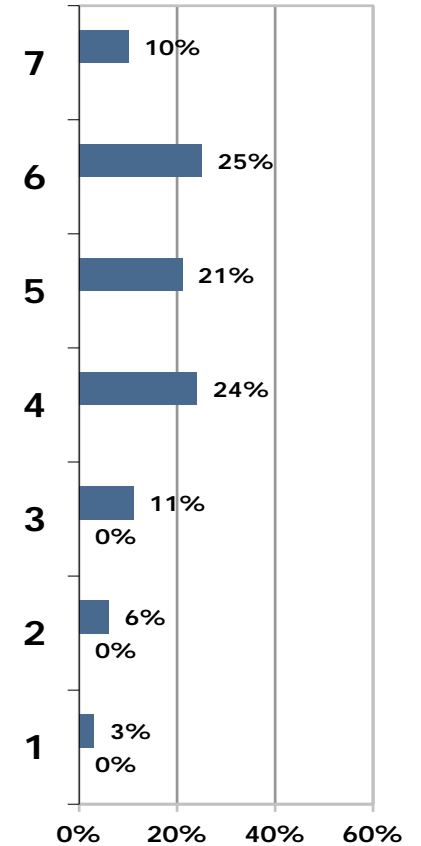
Current Culture Values



CTS = 53-21-26

Cultural Entropy = 3%

Desired Culture Values



CTS = 56-24-20

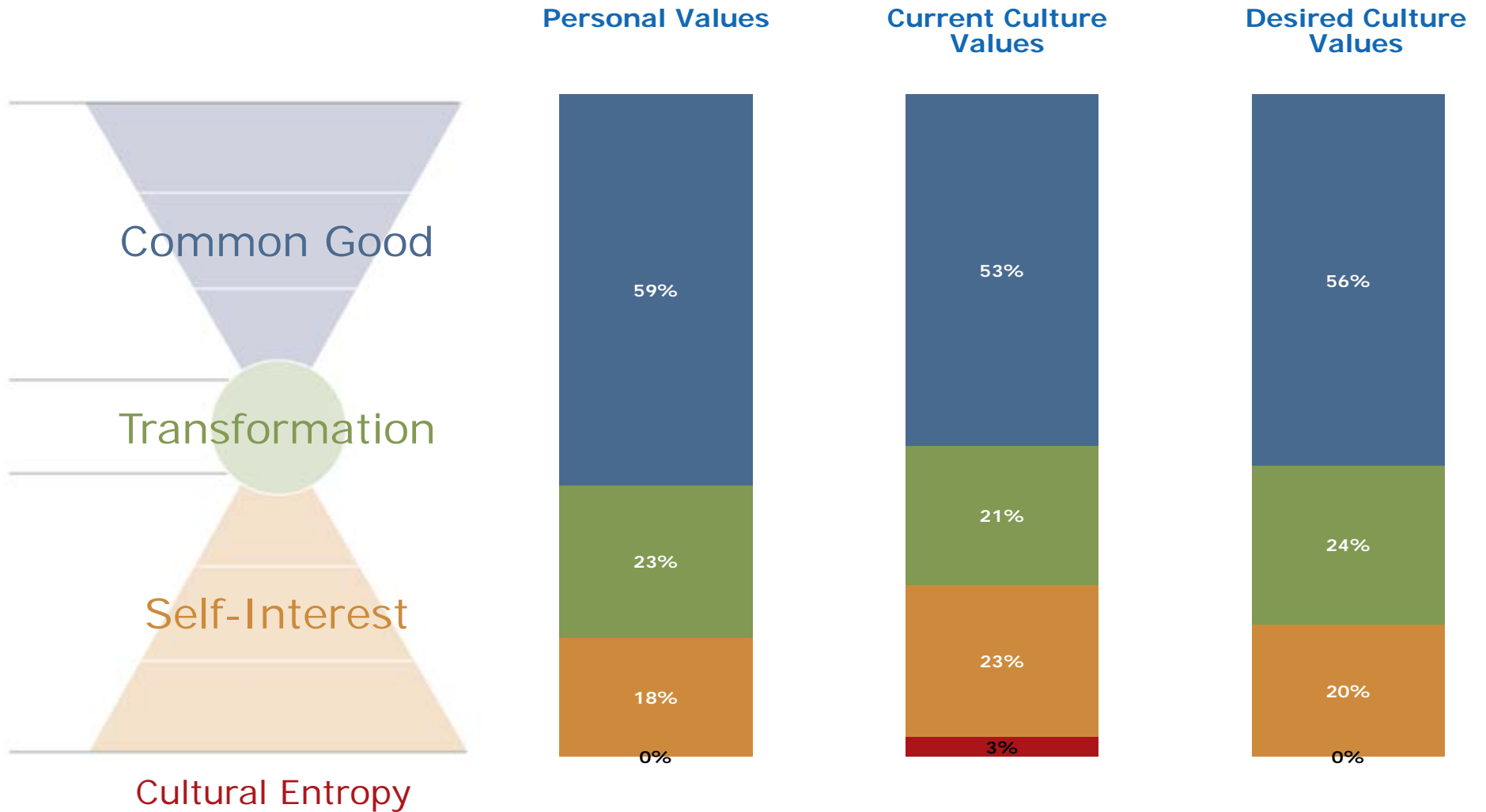
Cultural Entropy = 0%

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

■ Positive Values
 ■ Potentially Limiting Values



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Cultural Entropy Report

This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3. Please note that among the report diagrams slight variations in total Cultural Entropy percentages may occur as a result of rounding the level/category percentages to the nearest whole number.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	confusion (11) bureaucracy (10) information hoarding (7) hierarchy (6) silo mentality (5) power (4) long hours (1)	1% of total votes
2	lack of transparency (11) empire building (10) consensus (5) internal competition (2) manipulation (2) blame (1)	1% of total votes
1	caution (15) control (15) cost reduction (4) short-term focus (4)	1% of total votes
Total	113 out of 3860	3% of total votes

This is a low and healthy level of cultural entropy.



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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.

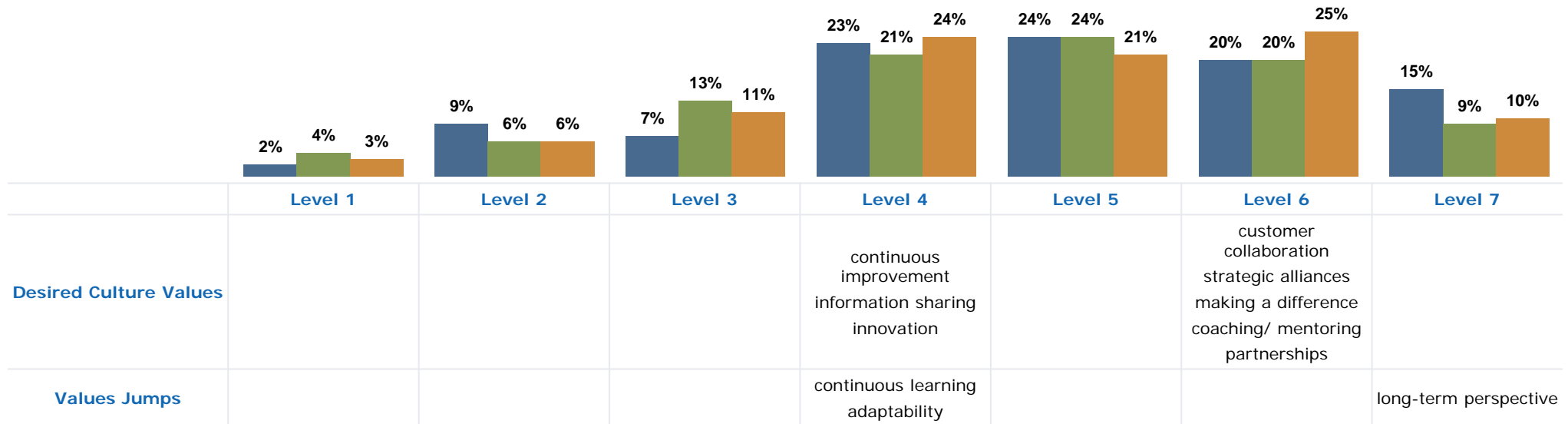
	Current Culture Votes	Desired Culture Votes	Jump
strategic alliances	51	134	83
innovation	57	126	69
customer collaboration	135	183	48
coaching/ mentoring	75	115	40
continuous learning	56	95	39
excellence	60	89	29
adaptability	50	78	28
creativity	17	43	26
partnerships	81	103	22
long-term perspective	66	87	21



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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 ■

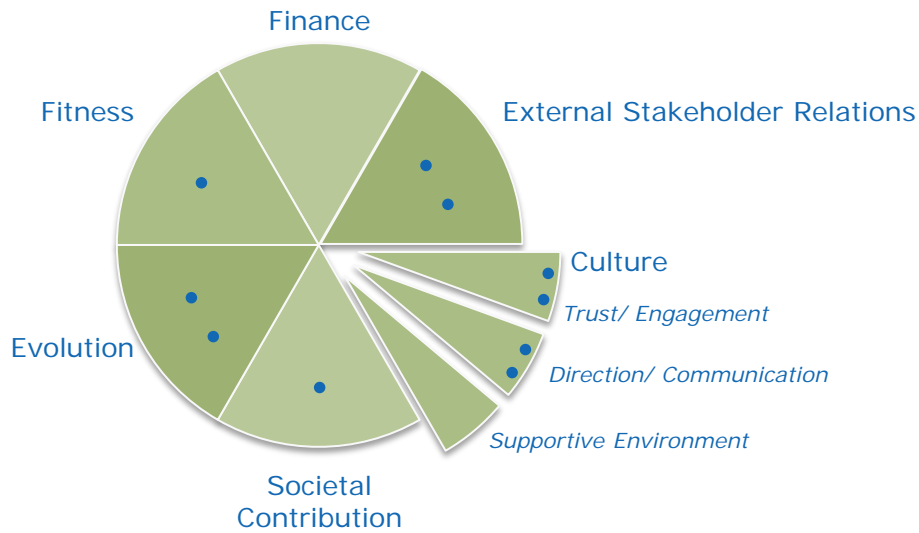
Current Culture Values ■

Desired Culture Values ■

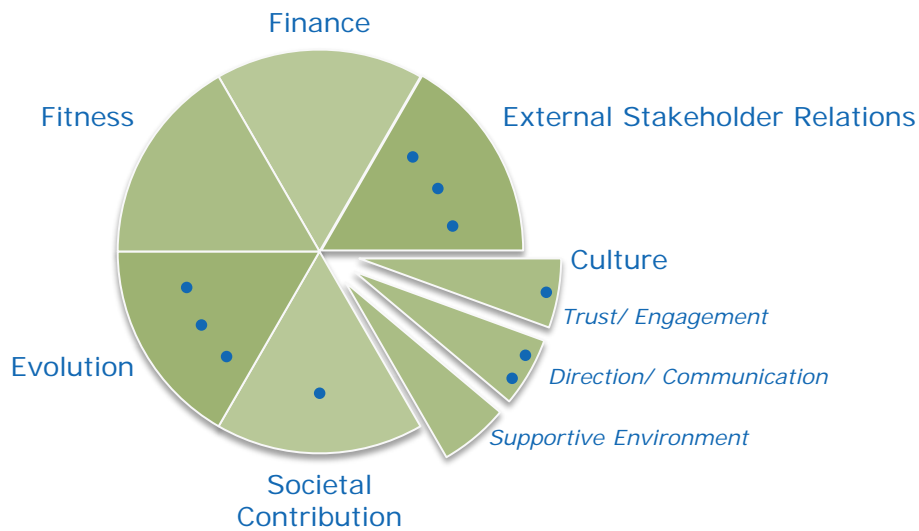


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Current Culture Values



Desired Culture Values



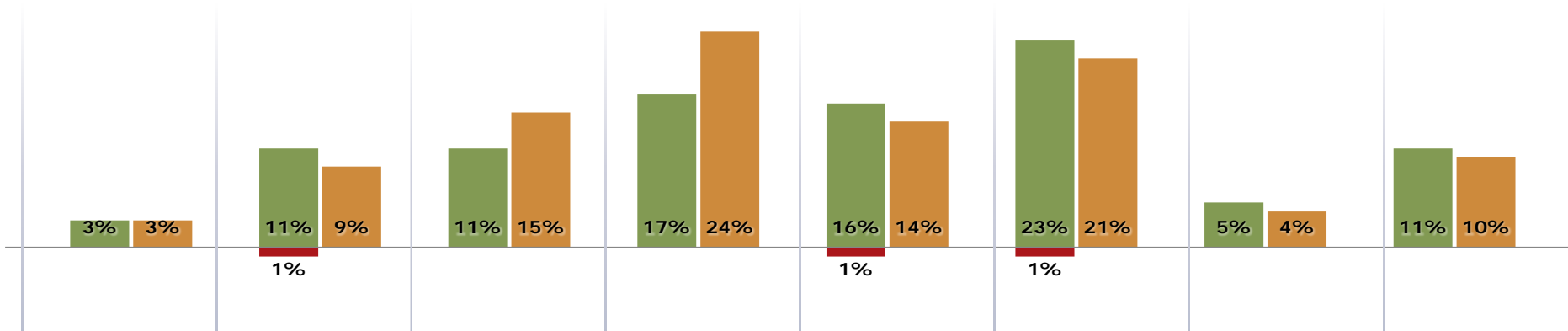
		Current Culture	Desired Culture
	Finance		
	Fitness	professionalism	
	External Stakeholder Relations	customer collaboration customer satisfaction	customer collaboration strategic alliances partnerships
	Evolution	continuous improvement leadership development	continuous improvement innovation coaching/ mentoring
Culture	Trust/ Engagement	shared values commitment	shared values
	Direction/ Communication	information sharing shared vision	information sharing shared vision
	Supportive Environment		
	Societal Contribution	making a difference	making a difference



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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			customer collaboration strategic alliances partnerships	continuous improvement innovation coaching/ mentoring				
Values Jumps				continuous learning adaptability creativity long-term perspective				
Potentially Limiting Values	cost reduction	bureaucracy empire building internal competition long hours		caution short-term focus	control silo mentality power blame	confusion information hoarding hierarchy	manipulation	

Positive Values - Current Culture ■

Cultural Entropy: Current Culture ■

Positive Values - Desired Culture ■