



Barrett Values Centre

## Cultural Values Assessment

Prepared by

Barrett Values Centre



# Cultural Values Assessment (57)

## Personal & Current Culture Alignment

### Values Matches: 4

- 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: 1

- 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.

## Potentially Limiting Values: 2

- 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.

**bureaucracy, short-term focus**

## Cultural Entropy: 20%

- 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.

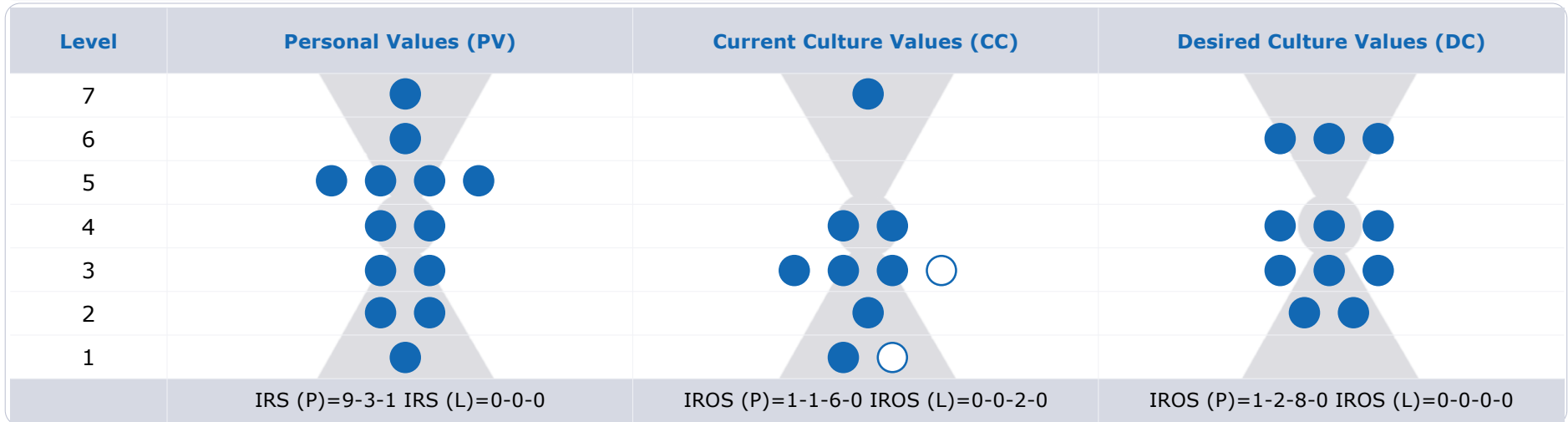
## NEW VALUES TO FOCUS ON

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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<b>Matches</b> <b>PV - CC 4</b> <b>CC - DC 1</b> <b>PV - DC 0</b> <b>new requests</b>  <b>Cultural Entropy:</b> <b>Current Culture</b> <b>20%</b>	commitment	40 5(I)	<u>achievement</u>	31 3(I)	<b>brand image</b>	24 3(O)
	<u>achievement</u>	36 3(I)	<u>continuous learning</u>	19 4(O)	client focus	22 2(O)
	honesty	24 5(I)	cost reduction	19 1(O)	autonomy with responsibility	21 4(I)
	<u>ethics</u>	23 7(I)	bureaucracy (L)	17 3(O)	coaching/ mentoring	21 6(R)
	family	22 2(R)	goals orientation	17 4(O)	innovation	21 4(O)
	professional growth	22 3(I)	<u>ethics</u>	16 7(O)	clear and direct communication	20 2(R)
	<u>continuous learning</u>	20 4(I)	short-term focus (L)	16 1(O)	strategic alliances	19 6(O)
	adaptability	19 4(I)	productivity	15 3(O)	risk-taking	17 4(O)
	making a difference	17 6(S)	<u>respect</u>	15 2(R)	celebrating results	15 3(O)
	passion	16 5(I)	<b>brand image</b>	15 3(O)	leadership development	15 6(O)
	<u>respect</u>	16 2(R)			professionalism	15 3(O)
	self-discipline	16 1(I)				
	trust	16 5(R)				

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

Orange = CC & DC  
 Blue = PV & DC

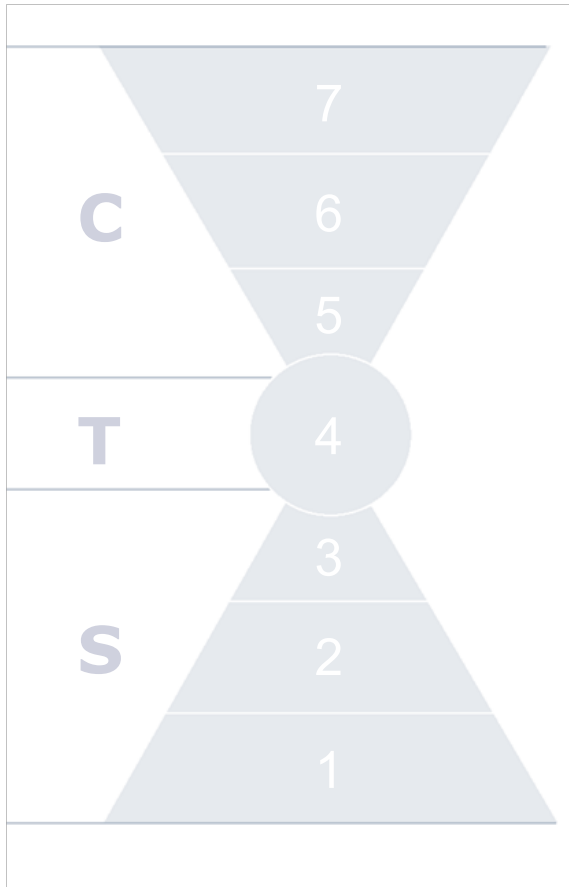
P = Positive  
 L = Potentially Limiting (white circle)

I = Individual  
 R = Relationship

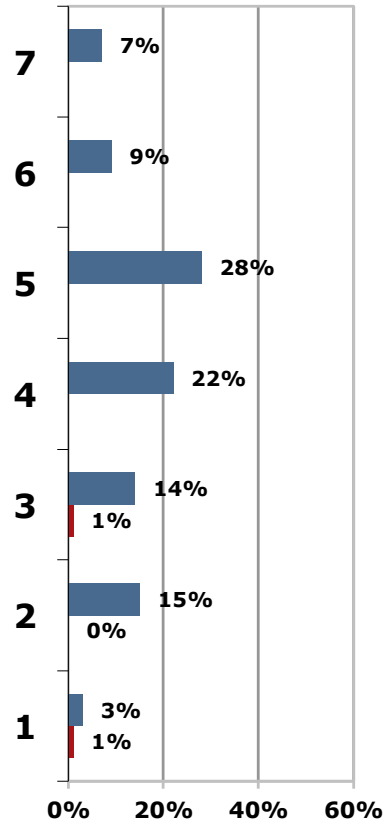
O = Organisational  
 S = Societal



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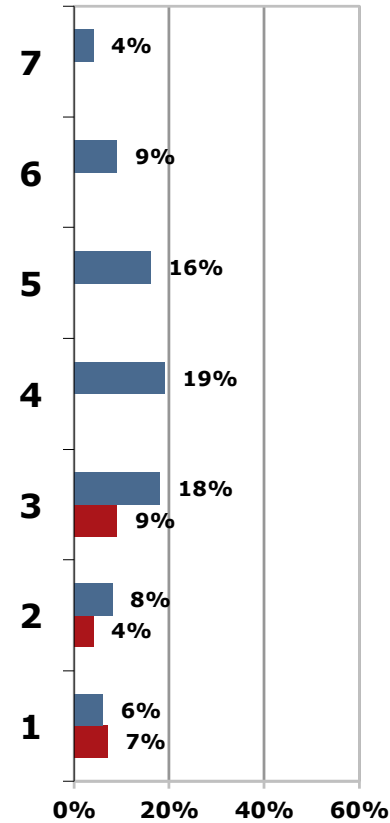
**Personal Values**



**CTS = 44-22-34**

**Cultural Entropy = 2%**

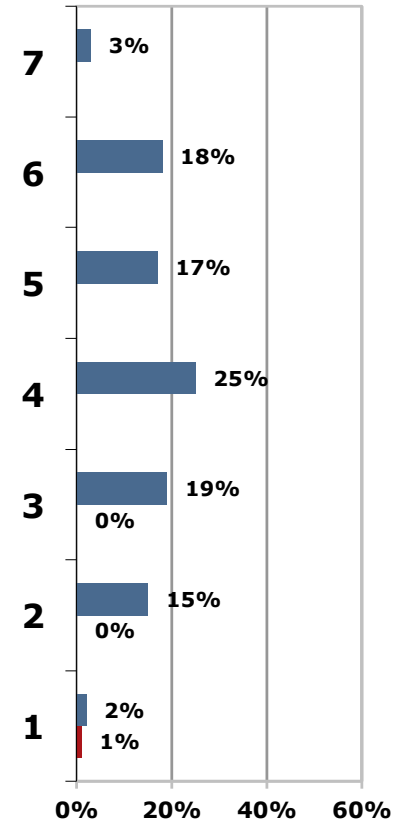
**Current Culture Values**



**CTS = 29-19-52**

**Cultural Entropy = 20%**

**Desired Culture Values**



**CTS = 38-25-37**

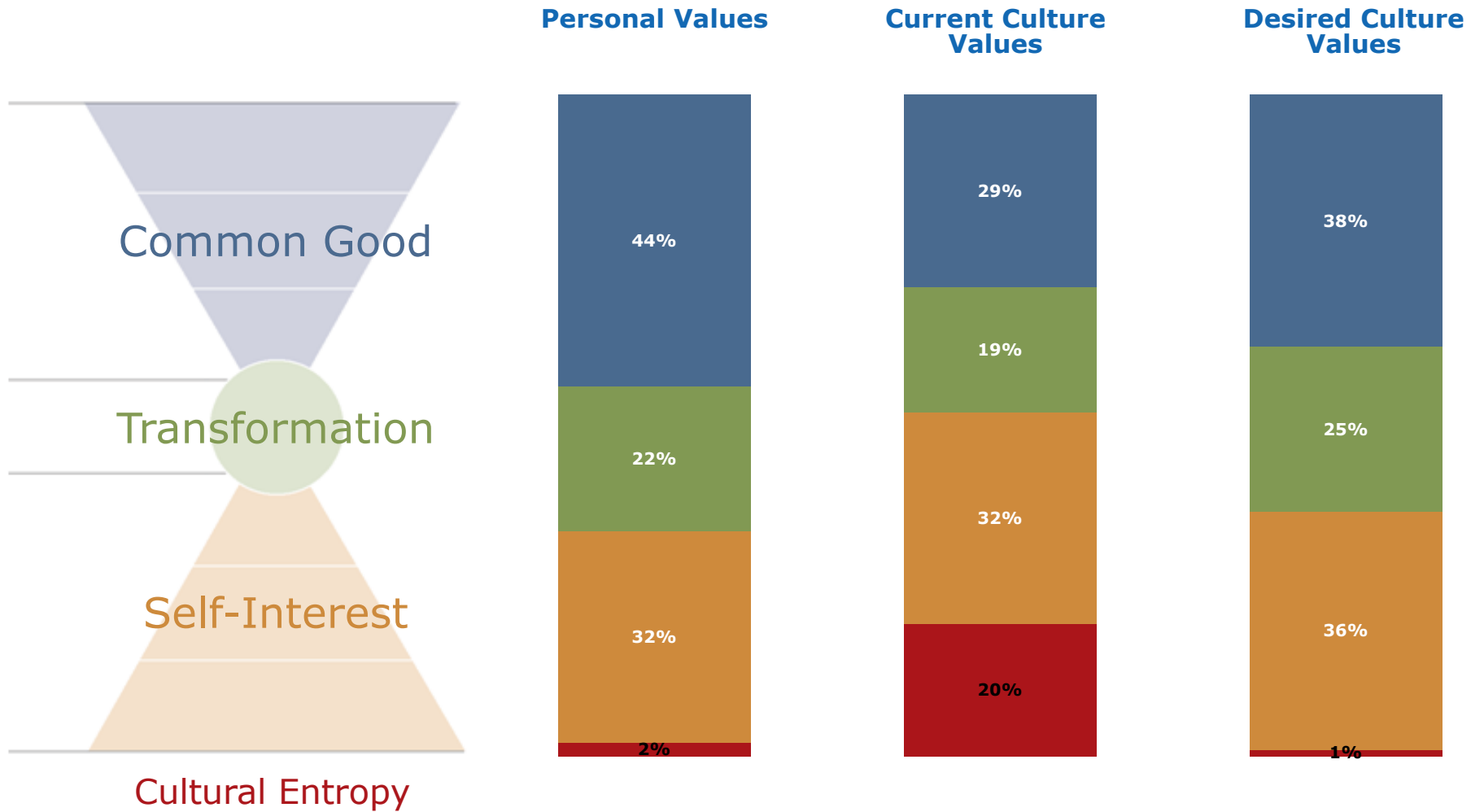
**Cultural Entropy = 1%**

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

■ Positive Values  
■ Potentially Limiting Values



# Cultural Values Assessment (57)





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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	bureaucracy (17) hierarchy (10) confusion (6) silo mentality (6) long hours (5) power (3) information hoarding (2)	9% of total votes
2	empire building (14) blame (7) manipulation (4)	4% of total votes
1	short-term focus (16) control (10) caution (7) job insecurity (6)	7% of total votes
Total	113 out of 570	20% of total votes



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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.

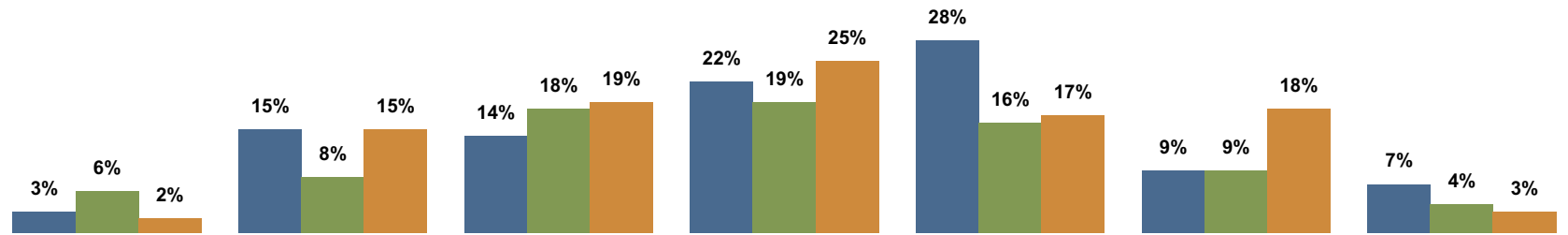
	Current Culture Votes	Desired Culture Votes	Jump
<b>clear and direct communication</b>	<b>3</b>	<b>20</b>	<b>17</b>
<b>strategic alliances</b>	<b>3</b>	<b>19</b>	<b>16</b>
<b>coaching/ mentoring</b>	<b>6</b>	<b>21</b>	<b>15</b>
<b>innovation</b>	<b>7</b>	<b>21</b>	<b>14</b>
<b>risk-taking</b>	<b>4</b>	<b>17</b>	<b>13</b>
excellence	0	13	13
<b>autonomy with responsibility</b>	<b>9</b>	<b>21</b>	<b>12</b>
<b>client focus</b>	<b>12</b>	<b>22</b>	<b>10</b>
<b>brand image</b>	<b>15</b>	<b>24</b>	<b>9</b>
adaptability	5	14	9



# Cultural Values Assessment (57)

## 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>		client focus clear and direct communication	brand image celebrating results professionalism	autonomy with responsibility innovation risk-taking		coaching/ mentoring strategic alliances leadership development	
<b>Values Jumps</b>			excellence	adaptability			

Personal Values ■

Current Culture Values ■

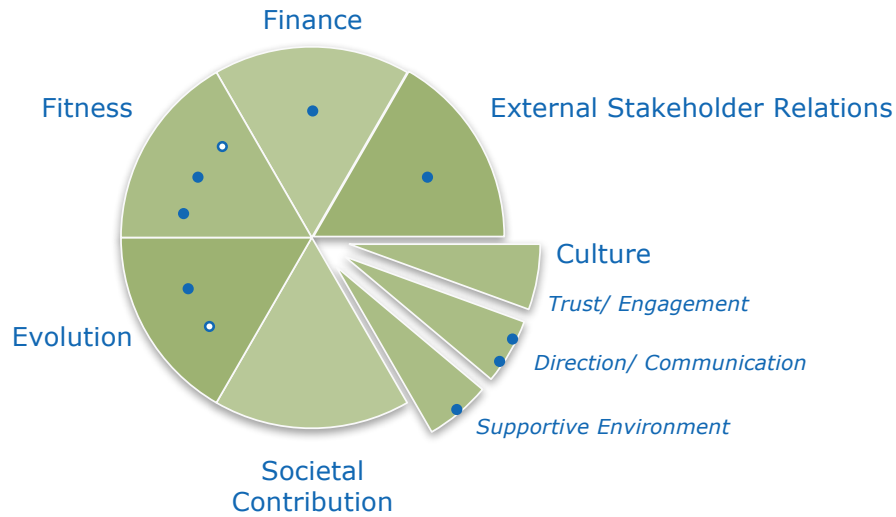
Desired Culture Values ■



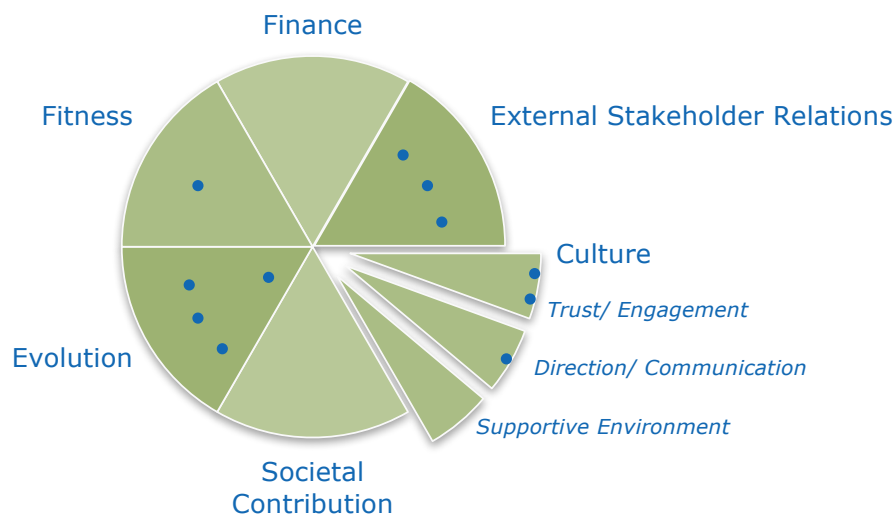


# Cultural Values Assessment (57)

## Current Culture Values



## Desired Culture Values



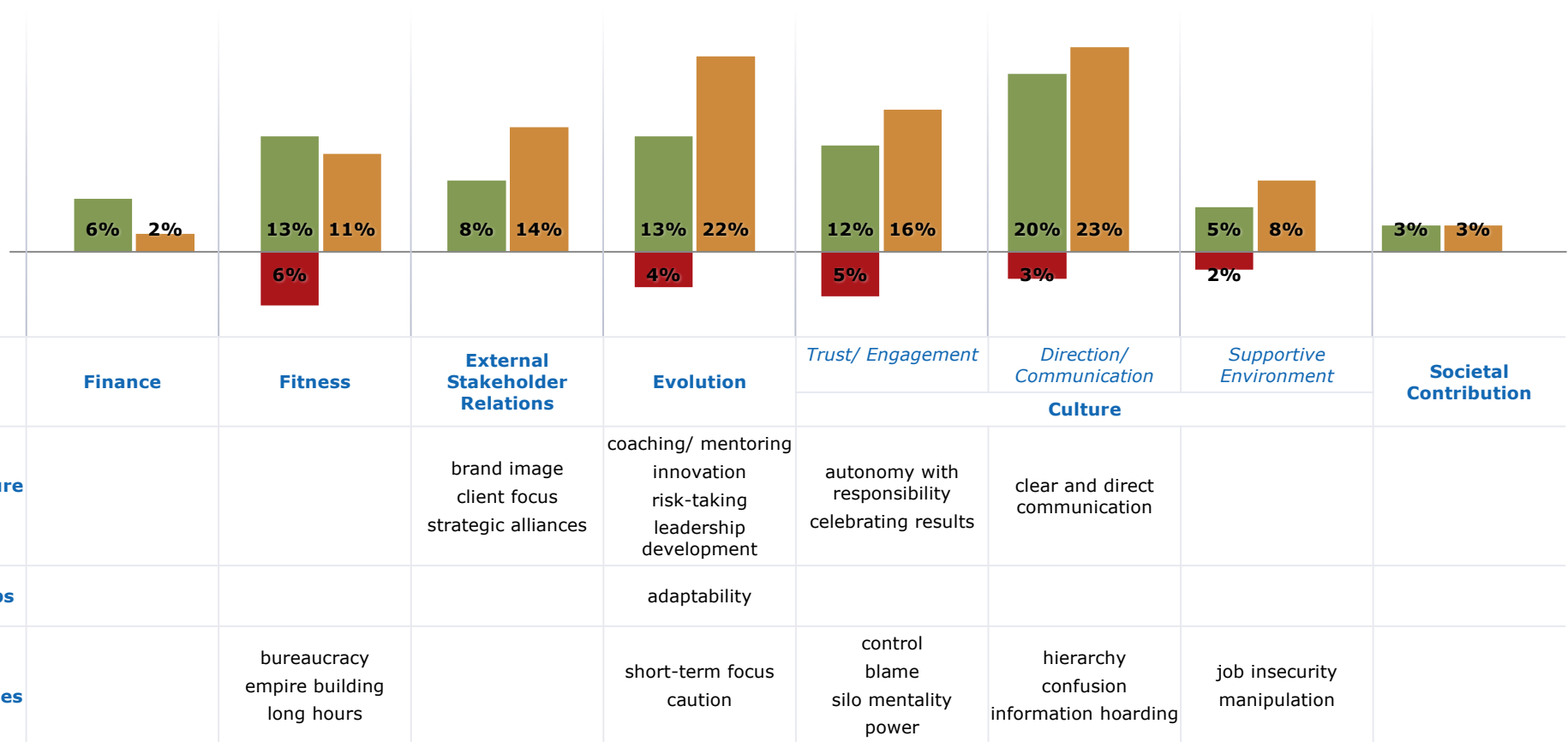
		Current Culture	Desired Culture
	<b>Finance</b>	cost reduction	
	<b>Fitness</b>	achievement bureaucracy (L) productivity	professionalism
	<b>External Stakeholder Relations</b>	brand image	brand image client focus strategic alliances
	<b>Evolution</b>	continuous learning short-term focus (L)	coaching/ mentoring innovation risk-taking leadership development
<b>Culture</b>	<b>Trust/ Engagement</b>		autonomy with responsibility celebrating results
	<b>Direction/ Communication</b>	goals orientation ethics	clear and direct communication
	<b>Supportive Environment</b>	respect	
	<b>Societal Contribution</b>		



# Cultural Values Assessment (57)

## 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>			brand image client focus strategic alliances	coaching/ mentoring innovation risk-taking leadership development	autonomy with responsibility celebrating results	clear and direct communication		
<b>Values Jumps</b>				adaptability				
<b>Potentially Limiting Values</b>		bureaucracy empire building long hours		short-term focus caution	control blame silo mentality power	hierarchy confusion information hoarding	job insecurity manipulation	

Positive Values - Current Culture ■

Cultural Entropy: Current Culture ■

Positive Values - Desired Culture ■