



Barrett Values Centre

Banking Example

Prepared by:

Barrett Values Centre



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Personal & Current Culture Alignment

Values Matches: 2

- 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: 4

- 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: 4

- 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.

control, cost reduction, caution, bureaucracy

Cultural Entropy: 28%

- 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.

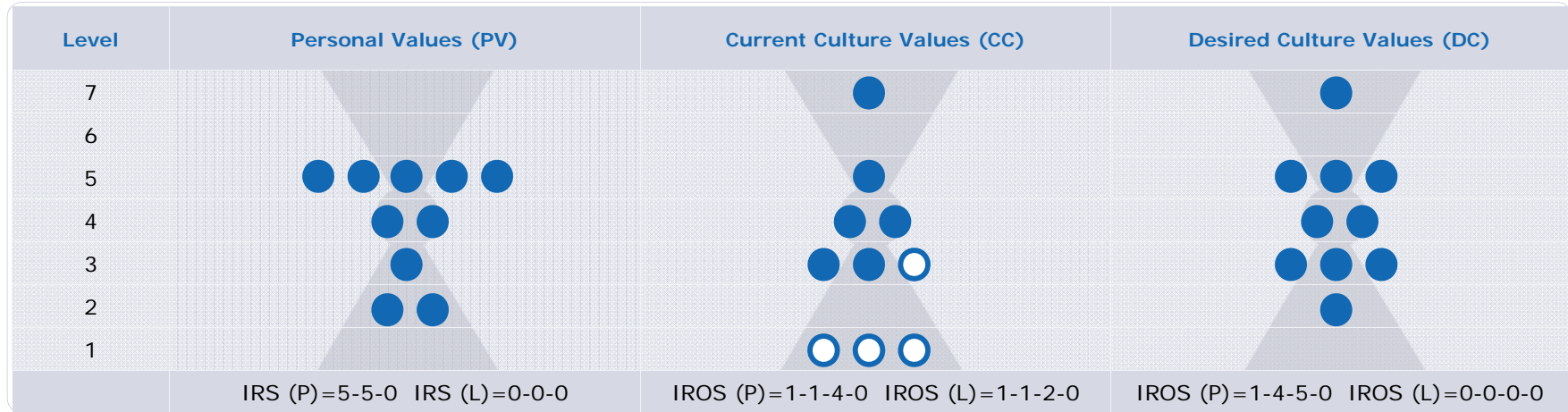
NEW VALUES TO FOCUS ON

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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IRS (P)=5-5-0 IRS (L)=0-0-0

IROS (P)=1-1-4-0 IROS (L)=1-1-2-0

IROS (P)=1-4-5-0 IROS (L)=0-0-0-0

Matches	PV - CC 2	CC - DC 4	PV - DC 4	Value	Count	Level	Value	Count	Level	Value	Count	Level
				<u>responsibility</u>	659	4(I)	control (L)	575	1(R)	<u>responsibility</u>	561	4(I)
				honesty	479	5(I)	<u>responsibility</u>	496	4(I)	<u>quality</u>	422	3(O)
				family	427	2(R)	cost reduction (L)	465	1(O)	long-term perspective	415	7(O)
				positive attitude	396	5(I)	results orientation	356	3(O)	efficiency	391	3(O)
				humour/ fun	366	5(I)	caution (L)	339	1(I)	<u>teamwork</u>	356	4(R)
				<u>quality</u>	336	3(I)	<u>quality</u>	339	3(O)	professionalism	354	3(O)
				<u>cooperation</u>	327	5(R)	bureaucracy (L)	325	3(O)	<u>openness</u>	348	5(R)
				accountability	326	4(R)	ethics	298	7(O)	<u>shared values</u>	333	5(O)
				<u>openness</u>	322	5(R)	<u>shared values</u>	278	5(O)	<u>cooperation</u>	317	5(R)
				respect	313	2(R)	<u>teamwork</u>	270	4(R)	open communication	299	2(R)

Cultural Entropy:
Current Culture
28%

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

Orange = CC & DC
Blue = PV & DC

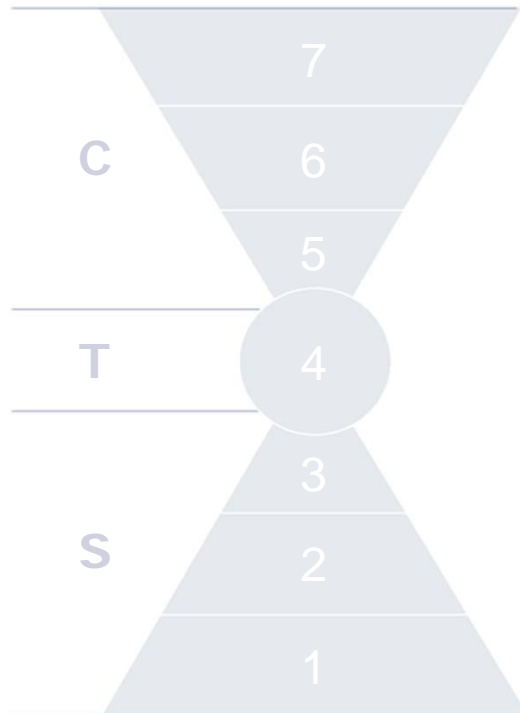
P = Positive
L = Potentially Limiting (white circle)

I = Individual
R = Relationship

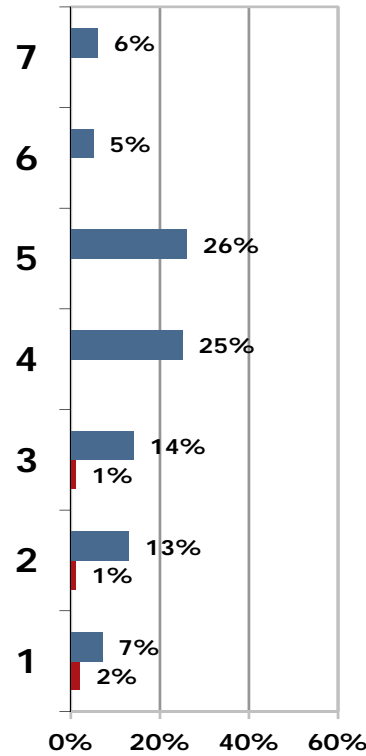
O = Organisational
S = Societal



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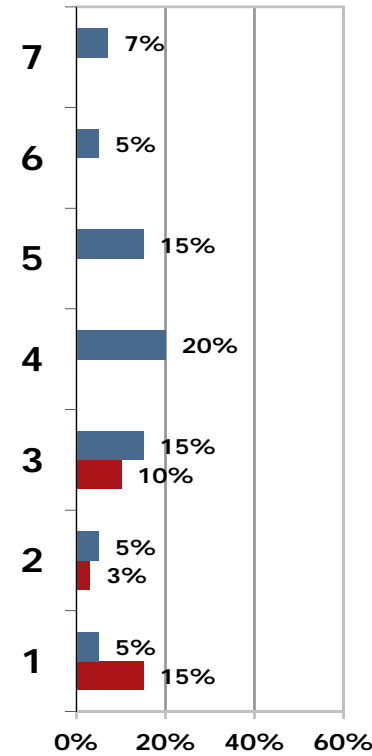


Personal Values



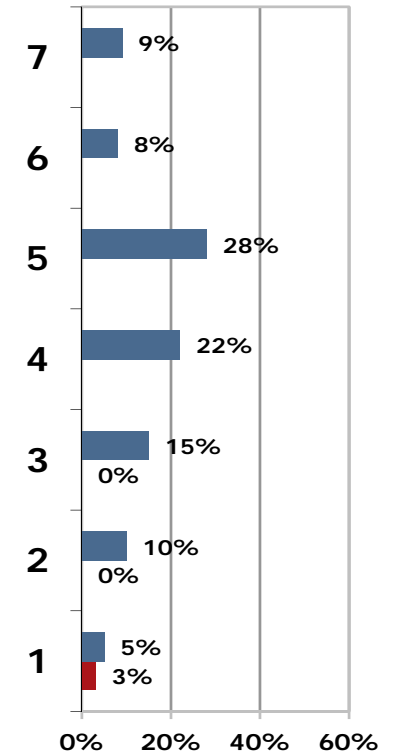
CTS = 37-25-38
Cultural Entropy = 4%

Current Culture Values



CTS = 27-20-53
Cultural Entropy = 28%

Desired Culture Values



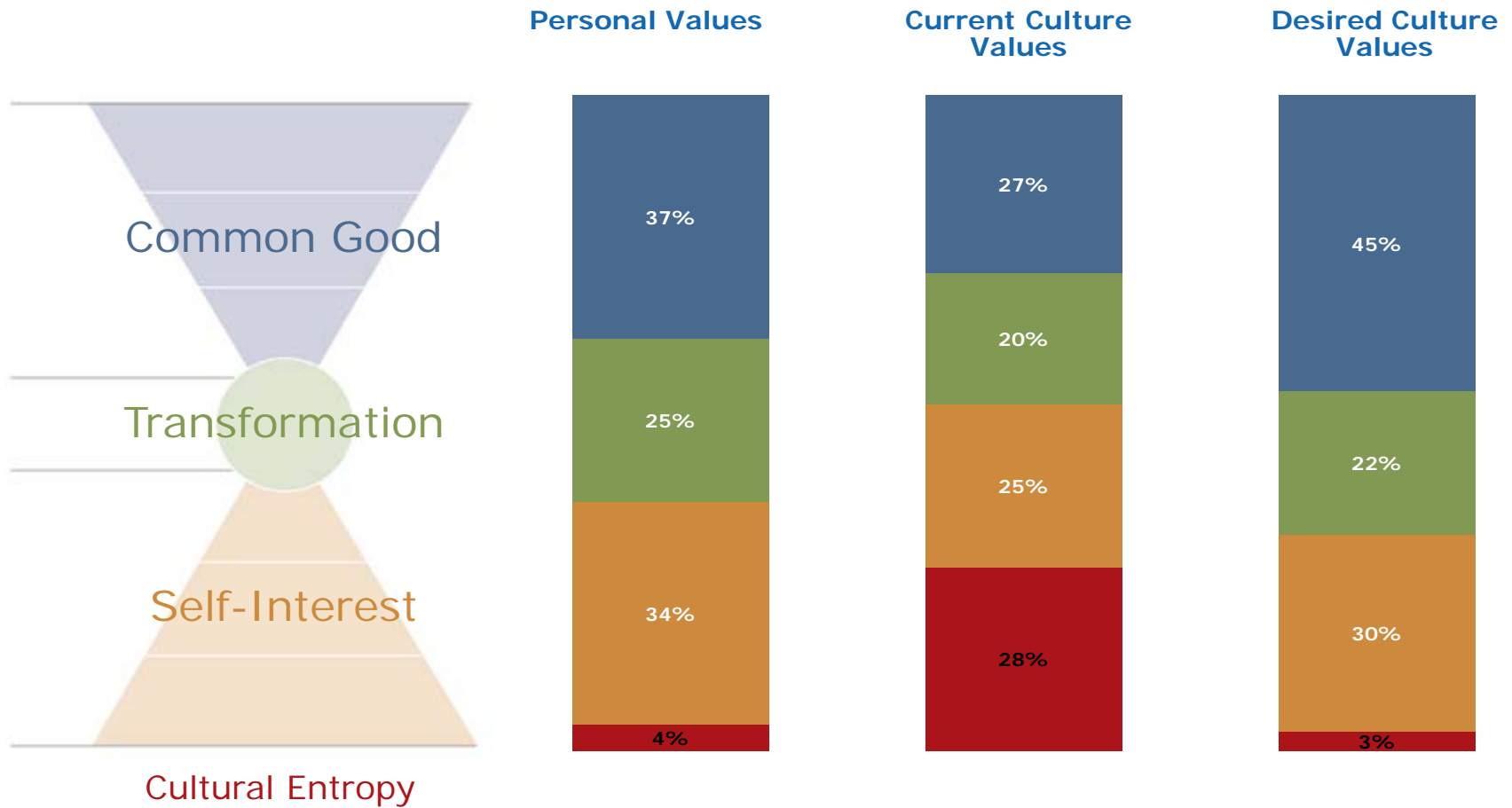
CTS = 45-22-33
Cultural Entropy = 3%

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

■ Positive Values
 ■ Potentially Limiting Values



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Cultural Entropy Report

This depicts the number of potentially limiting values per level in the Current Culture that were chosen by the survey participants. These represent all the potentially limiting values that were chosen and so may not be included in the top ten values on the Values Plot. Potentially limiting values are found only at levels 1, 2 and 3. This is a reflection of the degree of disorder within a system.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	bureaucracy (325) hierarchy (220) confusion (190) information hoarding (152) silo mentality (105) power (99) long hours (74)	10% of total votes
2	internal competition (134) blame (108) empire building (50) manipulation (45)	3% of total votes
1	control (575) cost reduction (465) caution (339) short-term focus (192) job insecurity (92) exploitation (36)	15% of total votes
Total	3201 out of 11580	28% of total votes

This level of cultural entropy reflects significant issues requiring cultural and structural transformation and leadership coaching.

It is important to reduce the level of cultural entropy to improve performance.



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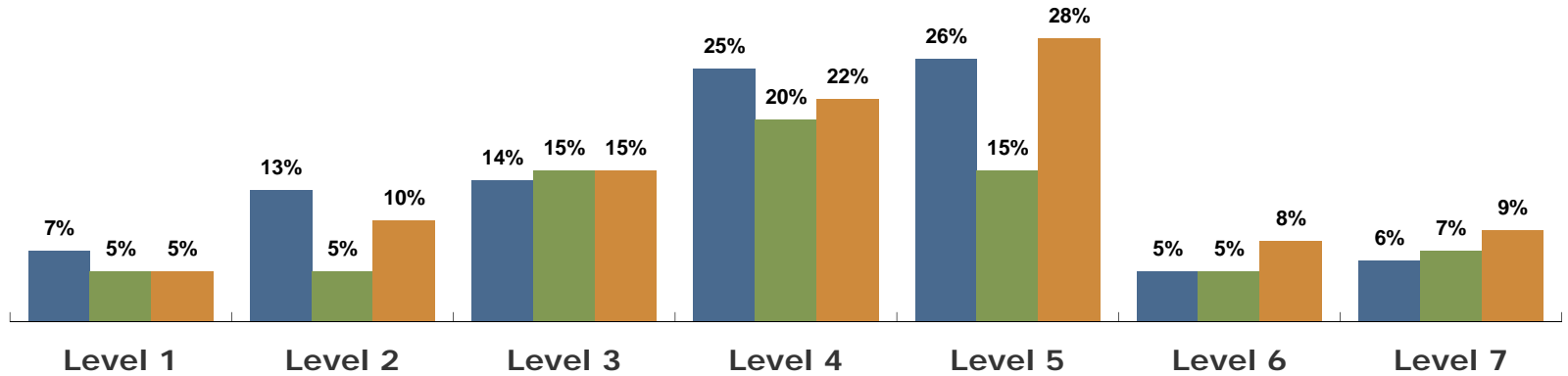
Values Jumps

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.

Value	Current Culture Votes	Desired Culture Votes	Jump
openness	138	348	210
efficiency	188	391	203
employee fulfilment	28	225	197
open communication	113	299	186
long-term perspective	233	415	182
employee recognition	22	189	167
transparency	159	295	136
respect	68	195	127
trust	83	205	122
honesty	110	225	115



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Desired Culture Values		open communication		responsibility teamwork	openness shared values cooperation		long-term perspective
Values Jumps		employee recognition respect			transparency trust honesty	employee fulfilment	

Personal Values ■

Current Culture Values ■

Desired Culture Values ■

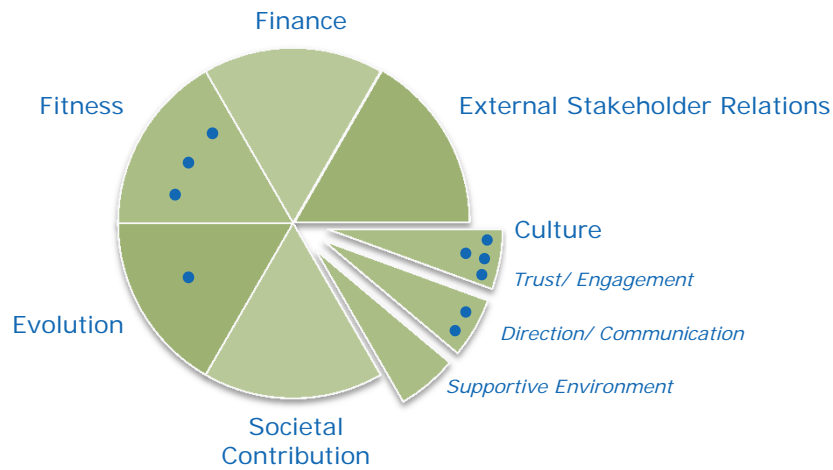


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Current Culture Values



Desired Culture Values



		Current Culture	Desired Culture	
	Finance	cost reduction (L)		
	Fitness	results orientation quality bureaucracy (L)	quality efficiency professionalism	
	External Stakeholder Relations			
	Evolution	caution (L)	long-term perspective	
	Culture	Trust/Engagement	control (L) responsibility shared values teamwork	responsibility teamwork shared values cooperation
		Direction/Communication	ethics	openness open communication
Supportive Environment				
Societal Contribution				



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