



Barrett Values Centre

Chemical and Pharmaceutical Industry Overview

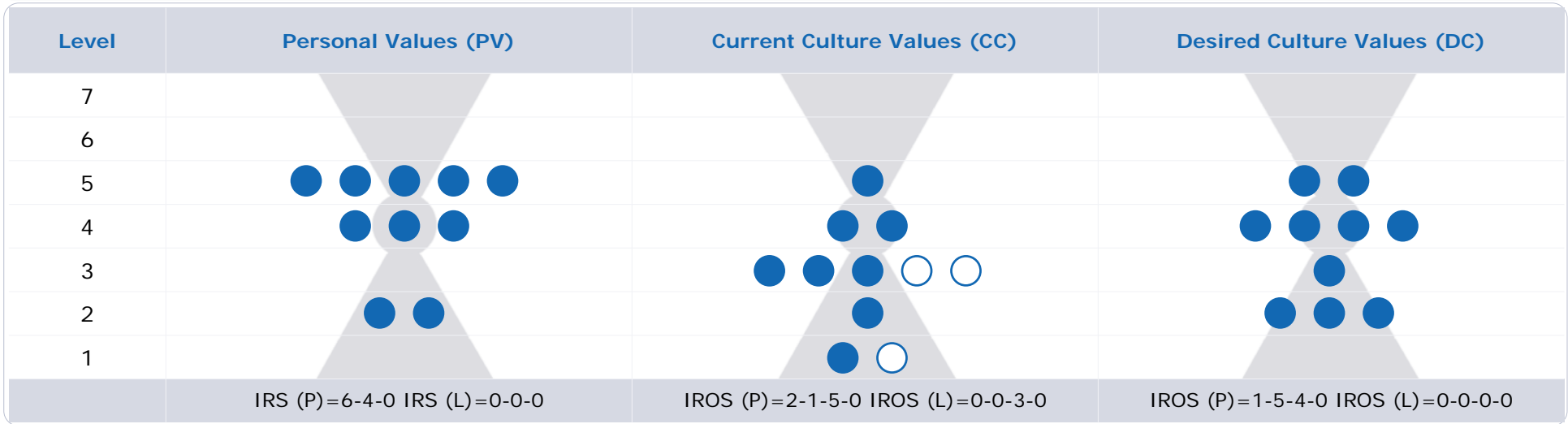
Prepared by

Barrett Values Centre

This industry overview is drawn up from the results of 88 assessments from 24 different countries.

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

Chemical and Pharmaceutical Industry Overview



Matches	<u>commitment</u>	38% 5(I)	results orientation	29% 3(O)	<u>teamwork</u>	31% 4(R)	
	PV - CC 1	honesty	36% 5(I)	bureaucracy (L)	25% 3(O)	<u>continuous improvement</u>	29% 4(O)
	CC - DC 4	positive attitude	33% 5(I)	<u>teamwork</u>	24% 4(R)	innovation	25% 4(O)
	PV - DC 1	family	27% 2(R)	cost reduction (L)	23% 1(O)	<u>commitment</u>	22% 5(I)
	new requests	integrity	27% 5(I)	<u>continuous improvement</u>	22% 4(O)	trust	22% 5(R)
		<u>accountability</u>	26% 4(R)	<u>commitment</u>	21% 5(I)	open communication	21% 2(R)
		continuous learning	26% 4(I)	productivity	18% 3(O)	<u>accountability</u>	20% 4(R)
	Cultural Entropy: Current Culture 22%	adaptability	25% 4(I)	<u>customer satisfaction</u>	17% 2(O)	employee recognition	20% 2(R)
		cooperation	25% 5(R)	organisational growth	17% 1(O)	<u>customer satisfaction</u>	20% 2(O)
		respect	25% 2(R)	achievement	17% 3(I)	efficiency	20% 3(O)
			long hours (L)	17% 3(O)			

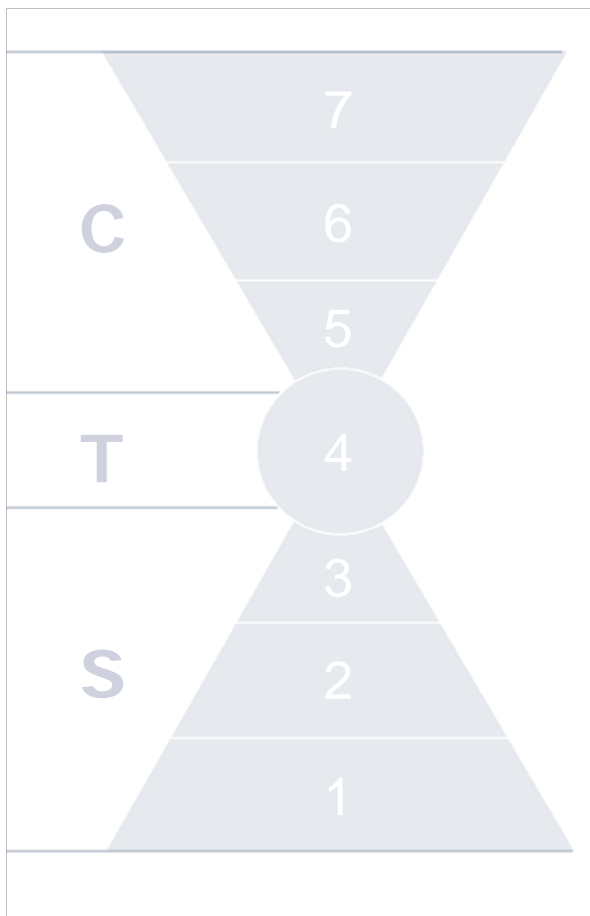
Black Underline = PV & CC
 Orange = PV, CC & DC
 Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

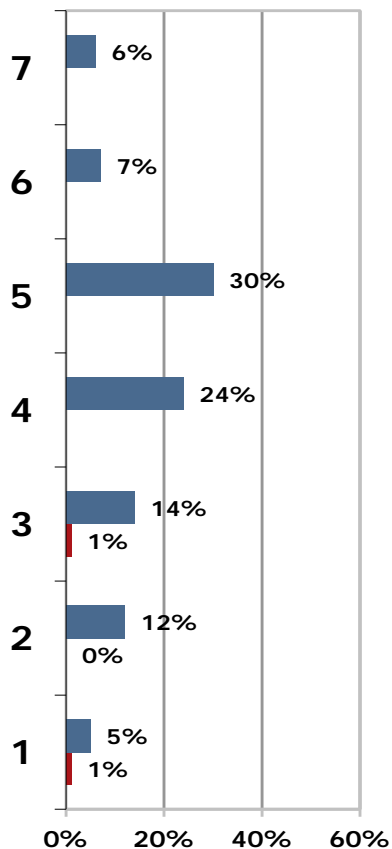
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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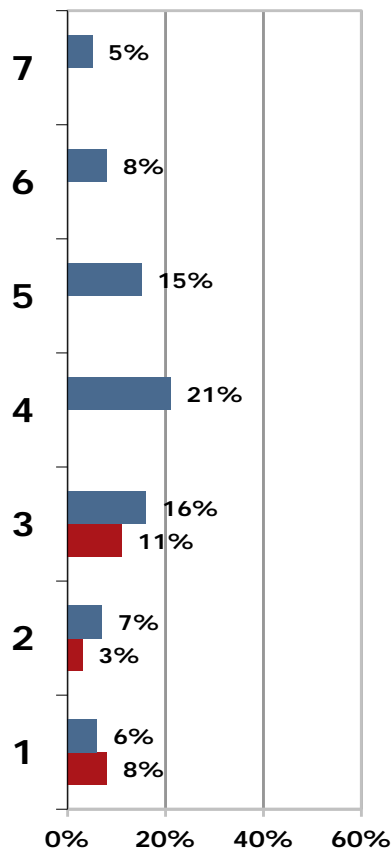


Personal Values



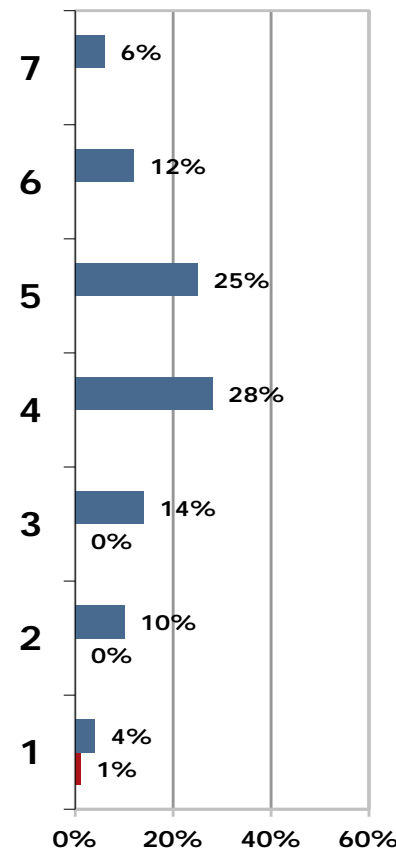
CTS = 43-24-33
Cultural Entropy = 2%

Current Culture Values



CTS = 28-21-51
Cultural Entropy = 22%

Desired Culture Values



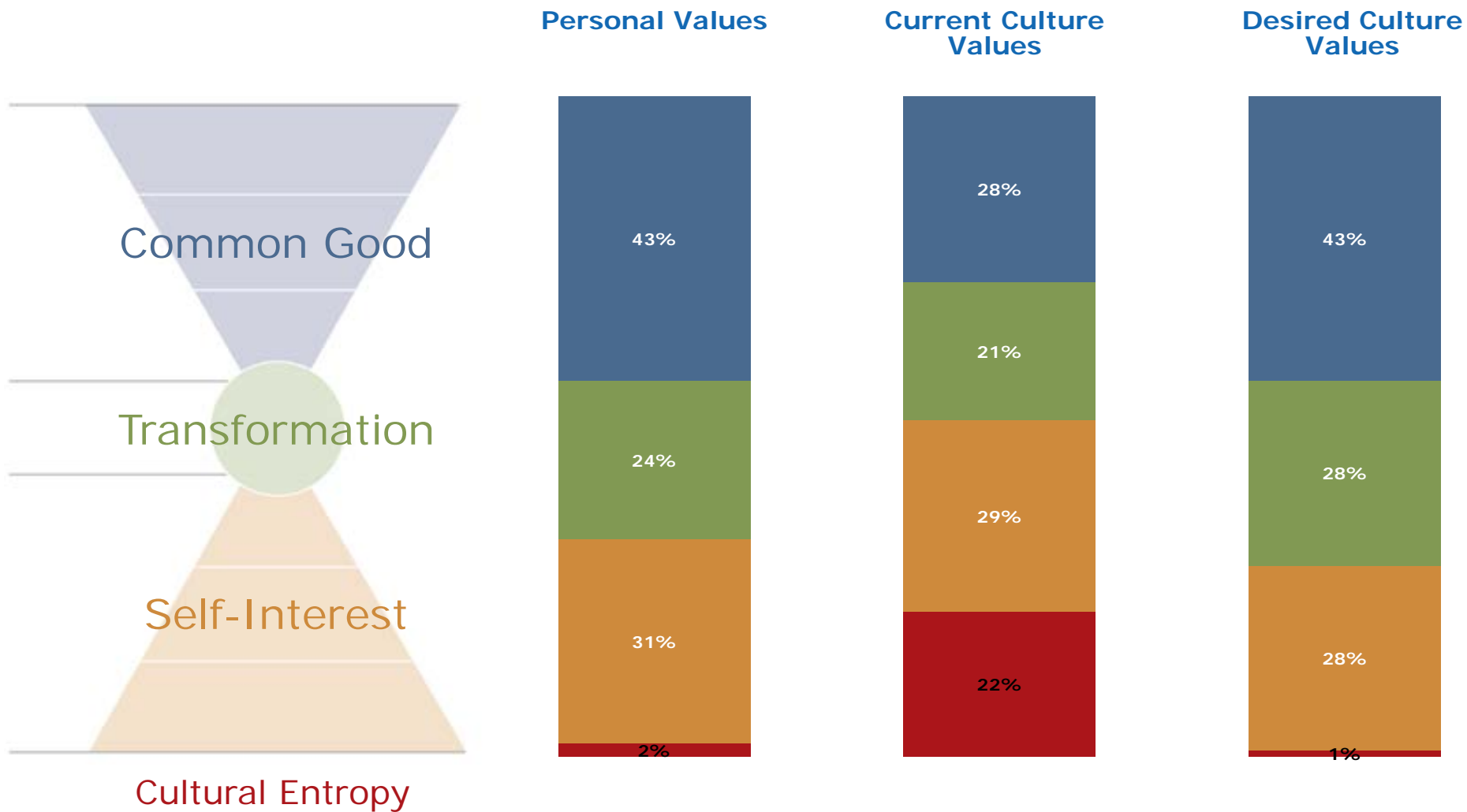
CTS = 43-28-29
Cultural Entropy = 1%

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 (25%) long hours (17%) confusion (17%) silo mentality (16%) hierarchy (13%) information hoarding (9%) power (5%)	11% of total votes
2	internal competition (11%) blame (9%) empire building (6%)	3% of total votes
1	cost reduction (23%) short-term focus (16%) control (15%) caution (12%) job insecurity (9%)	8% of total votes
Total		22% 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.

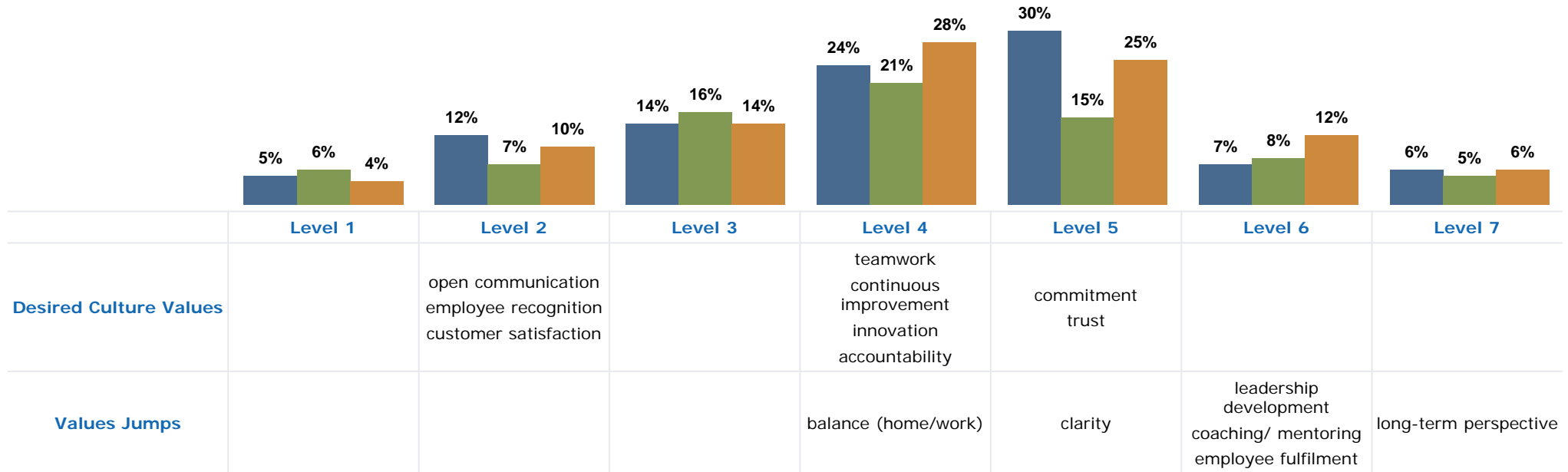
	Current Culture Votes	Desired Culture Votes	Jump
trust	8%	22%	14%
employee recognition	8%	20%	12%
innovation	13%	25%	12%
open communication	10%	21%	11%
leadership development	8%	19%	11%
efficiency	10%	20%	10%
coaching/ mentoring	6%	16%	10%
long-term perspective	9%	19%	10%
balance (home/work)	8%	18%	10%
employee fulfilment	5%	15%	10%
clarity	3%	13%	10%



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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

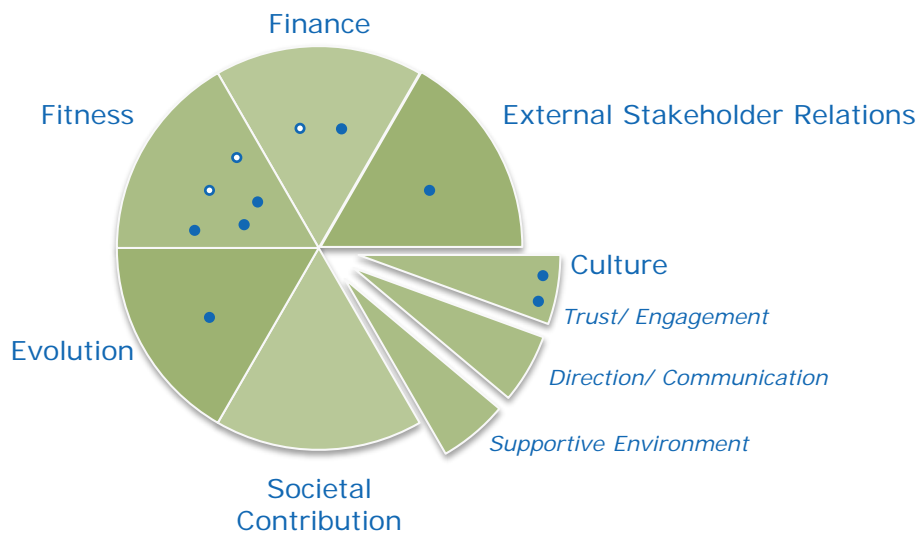
Current Culture Values

Desired Culture Values

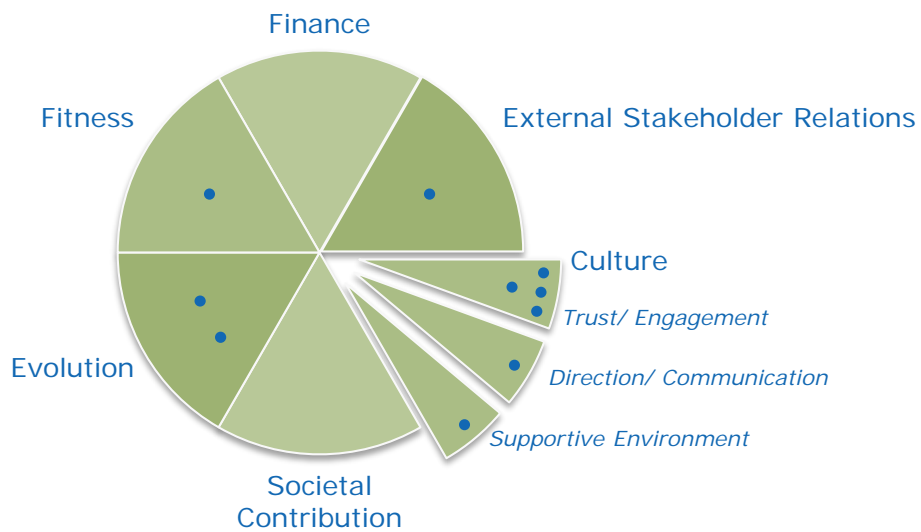


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Current Culture Values



Desired Culture Values



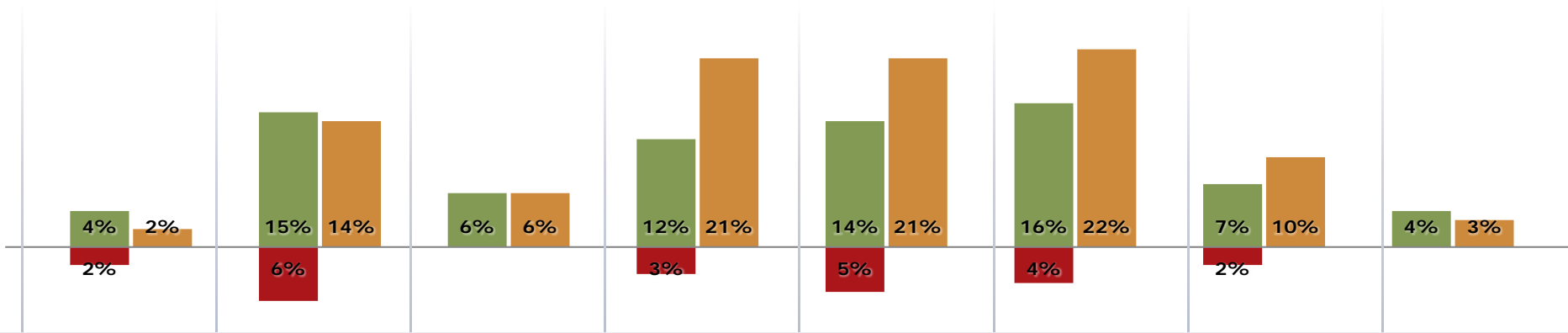
		Current Culture	Desired Culture
	Finance	cost reduction (L) organisational growth	
	Fitness	results orientation bureaucracy (L) productivity achievement long hours (L)	efficiency
	External Stakeholder Relations	customer satisfaction	customer satisfaction
	Evolution	continuous improvement	continuous improvement innovation
Culture	Trust/Engagement	teamwork commitment	teamwork commitment trust accountability
	Direction/Communication		open communication
	Supportive Environment		employee recognition
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				continuous improvement innovation	teamwork commitment trust accountability	open communication	employee recognition	
Values Jumps				leadership development coaching/ mentoring long-term perspective	employee fulfilment	clarity	balance (home/work)	
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 ■