



Barrett Values Centre

Consultancy Industry Overview

Prepared by

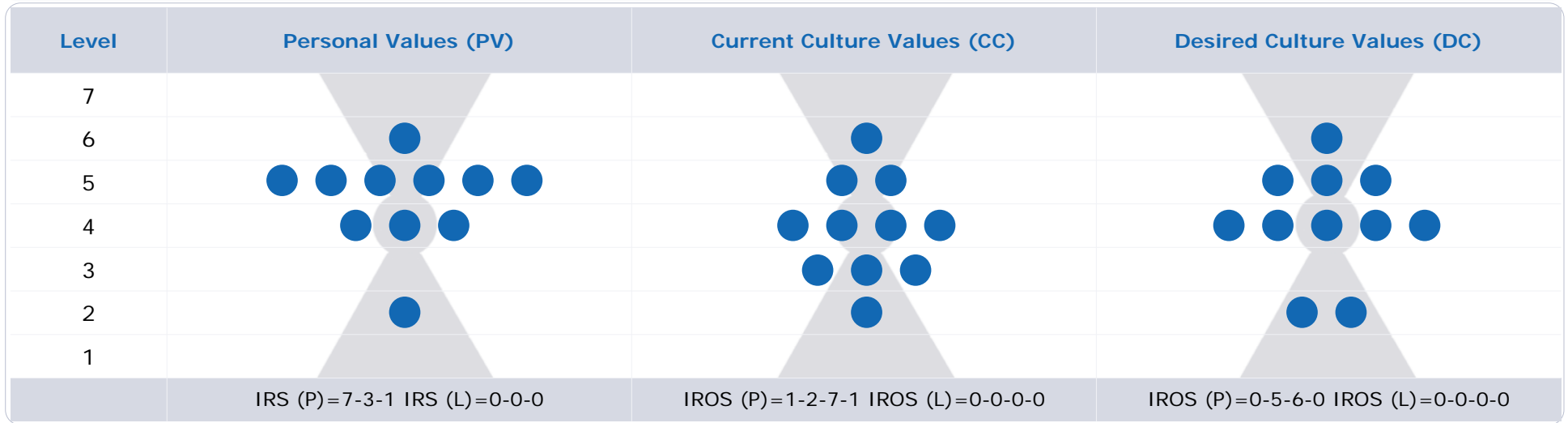
Barrett Values Centre

This industry overview is drawn up from the results of 167 assessments from 25 different countries.

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



Consultancy Industry Overview



Matches PV - CC 5 CC - DC 5 PV - DC 1 new requests	<u>humour/ fun</u>	31% 5(I)	<i>customer satisfaction</i>	28% 2(O)	<i>teamwork</i>	27% 4(R)
	<u>commitment</u>	29% 5(I)	<i>teamwork</i>	25% 4(R)	shared vision	26% 5(O)
	honesty	27% 5(I)	results orientation	24% 3(O)	<i>continuous improvement</i>	24% 4(O)
	positive attitude	26% 5(I)	<u>commitment</u>	23% 5(I)	<i>customer satisfaction</i>	24% 2(O)
	<u>making a difference</u>	25% 6(S)	professionalism	21% 3(O)	innovation	23% 4(O)
	<i>accountability</i>	25% 4(R)	quality	21% 3(O)	shared values	22% 5(O)
	family	24% 2(R)	<u>making a difference</u>	20% 6(S)	<i>accountability</i>	21% 4(R)
	integrity	24% 5(I)	<i>continuous improvement</i>	18% 4(O)	<i>continuous learning</i>	21% 4(O)
	<i>continuous learning</i>	23% 4(I)	<i>accountability</i>	17% 4(R)	<u>trust</u>	21% 5(R)
	balance (home/work)	22% 4(I)	<i>continuous learning</i>	17% 4(O)	coaching/ mentoring	21% 6(R)
<u>trust</u>	22% 5(R)	<u>humour/ fun</u>	17% 5(O)	open communication	21% 2(R)	

Cultural Entropy:
Current Culture
14%

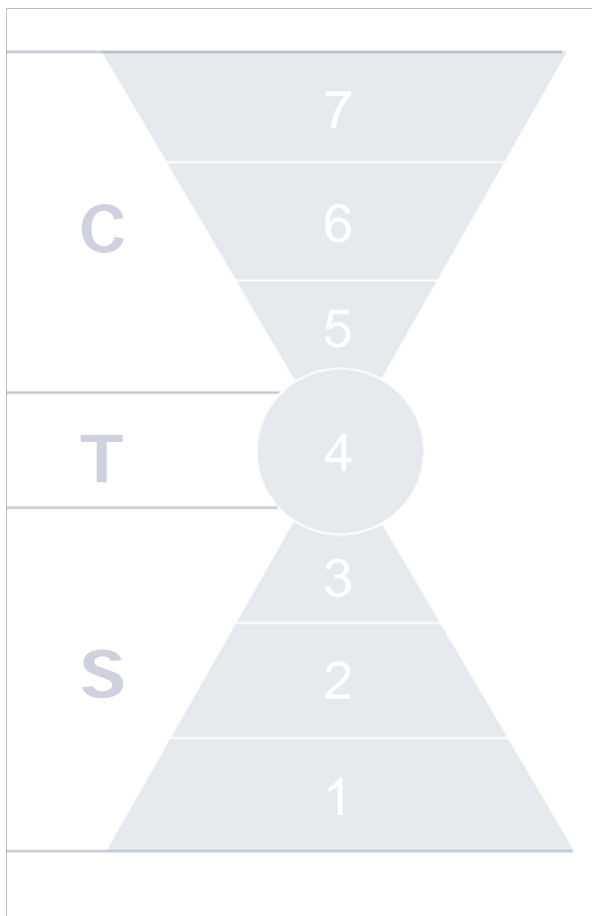
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

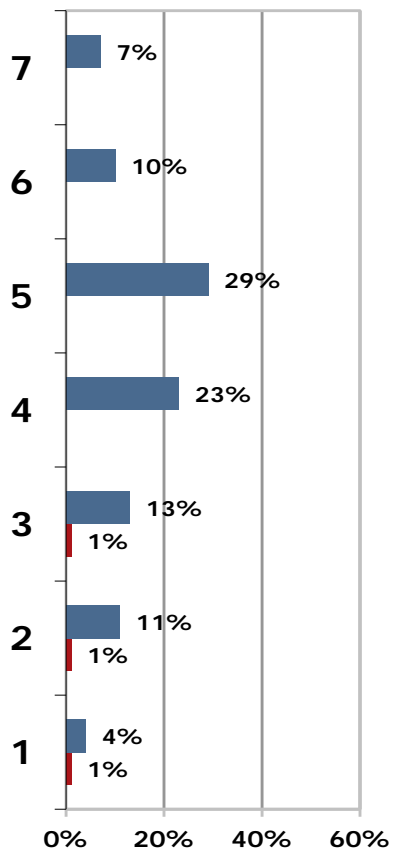
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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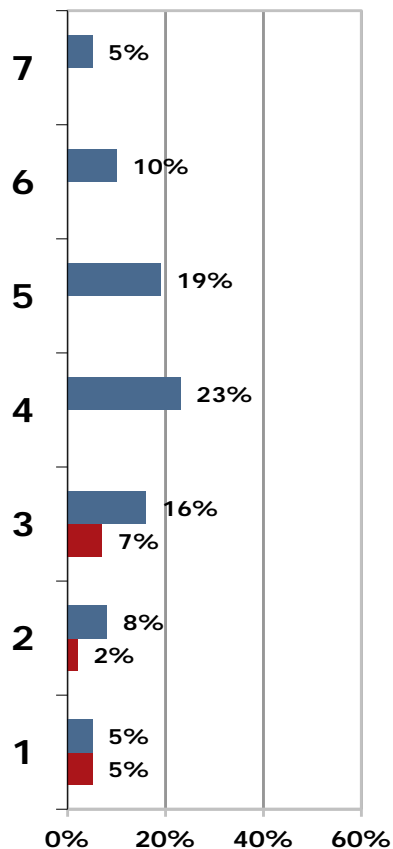


Personal Values



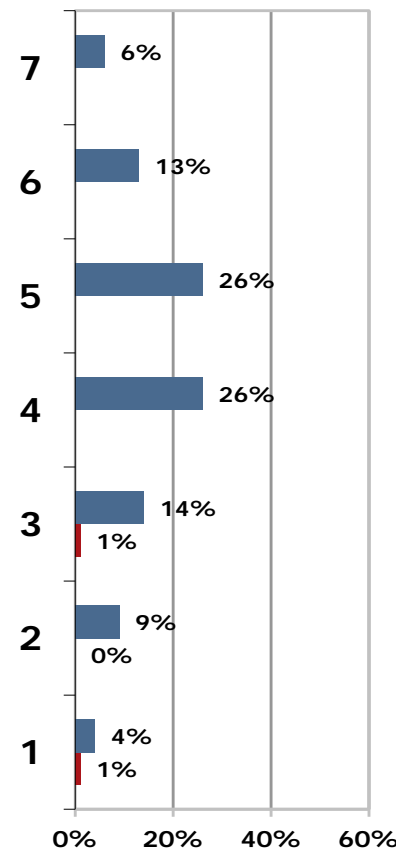
CTS = 46-23-31
Cultural Entropy = 3%

Current Culture Values



CTS = 34-23-43
Cultural Entropy = 14%

Desired Culture Values



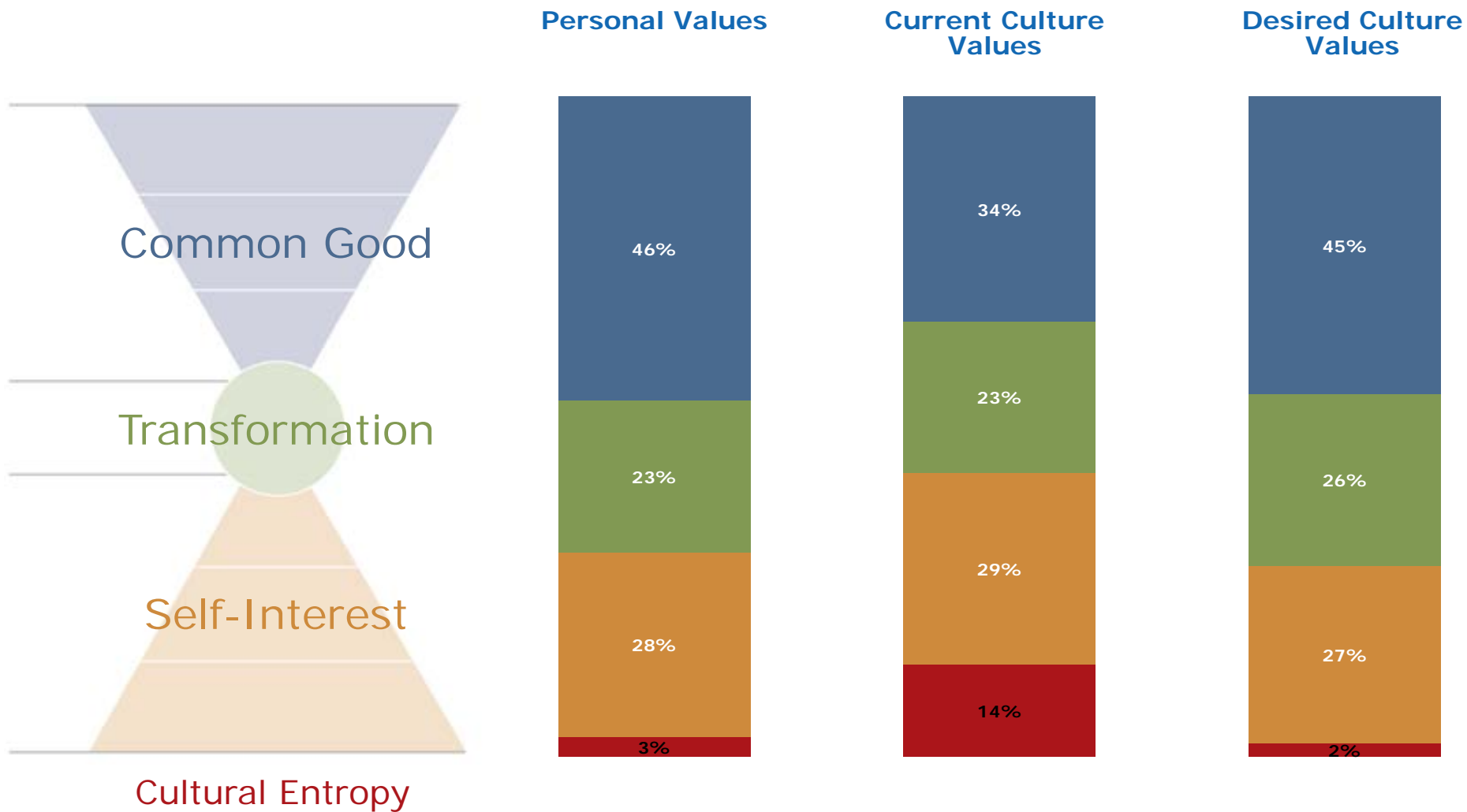
CTS = 45-26-29
Cultural Entropy = 2%

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

■ Positive Values
 ■ Potentially Limiting Values



Consultancy 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	long hours (16%) bureaucracy (12%) confusion (12%) silo mentality (11%) hierarchy (10%) information hoarding (5%)	7% of total votes
2	internal competition (10%)	2% of total votes
1	short-term focus (13%) cost reduction (13%) caution (9%) control (9%) job insecurity (5%)	5% of total votes
Total		14% of total votes

This level of Cultural Entropy score reflects issues requiring cultural or structural adjustment.

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.

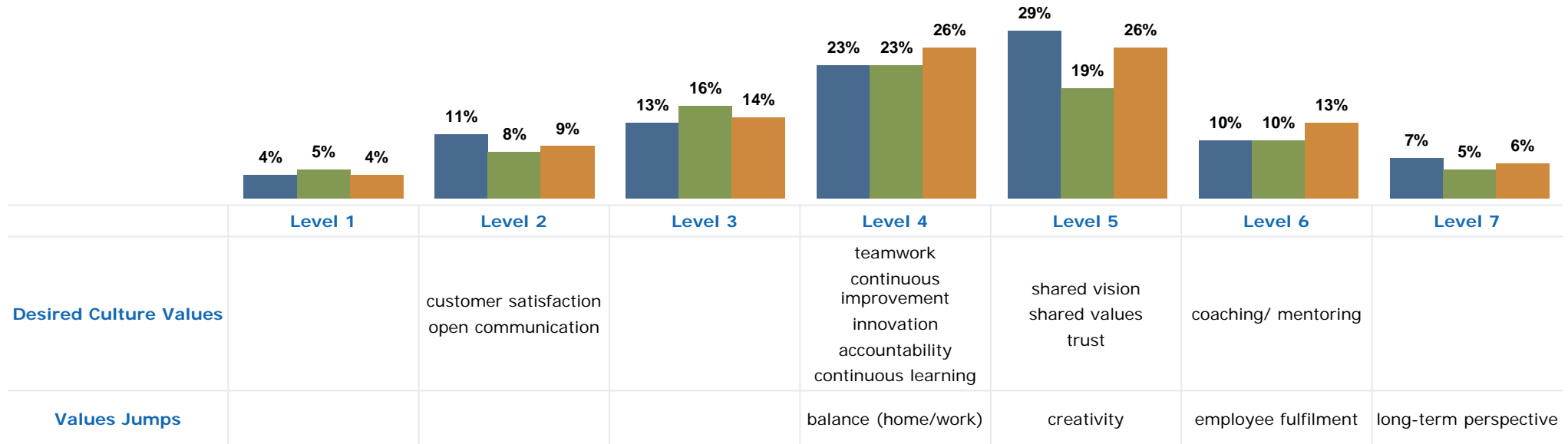
	Current Culture Votes	Desired Culture Votes	Jump
shared vision	8%	26%	18%
innovation	12%	23%	11%
long-term perspective	7%	18%	11%
shared values	12%	22%	10%
open communication	12%	21%	9%
balance (home/work)	11%	20%	9%
employee fulfilment	4%	13%	9%
trust	13%	21%	8%
creativity	9%	16%	7%



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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 ■

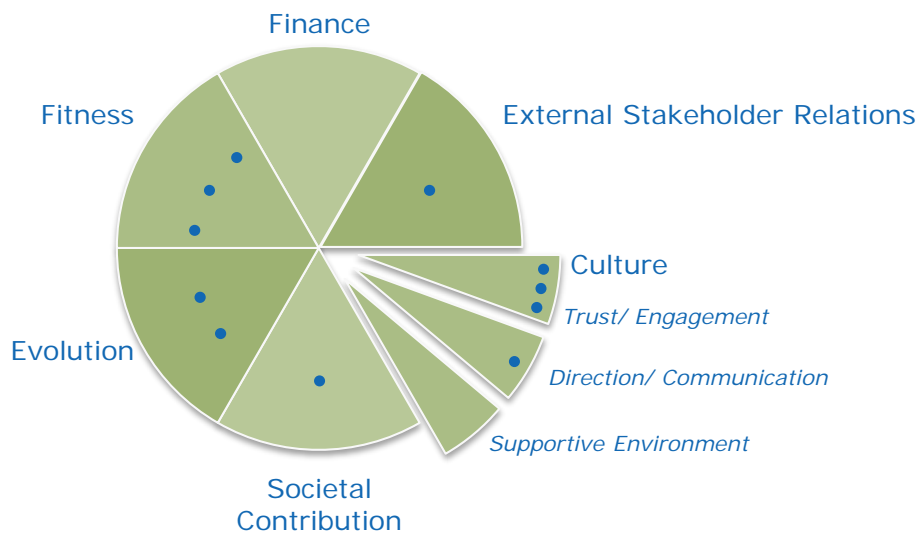
Current Culture Values ■

Desired Culture Values ■

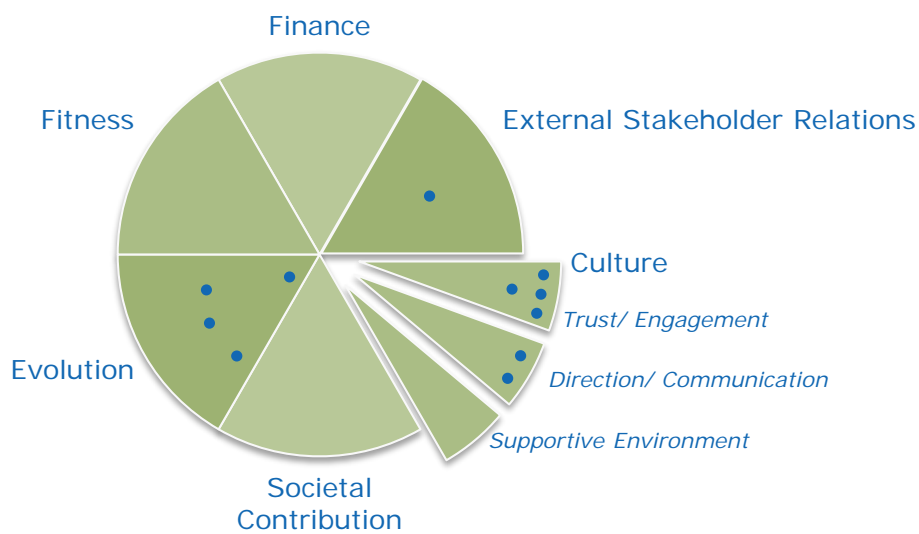


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Current Culture Values



Desired Culture Values



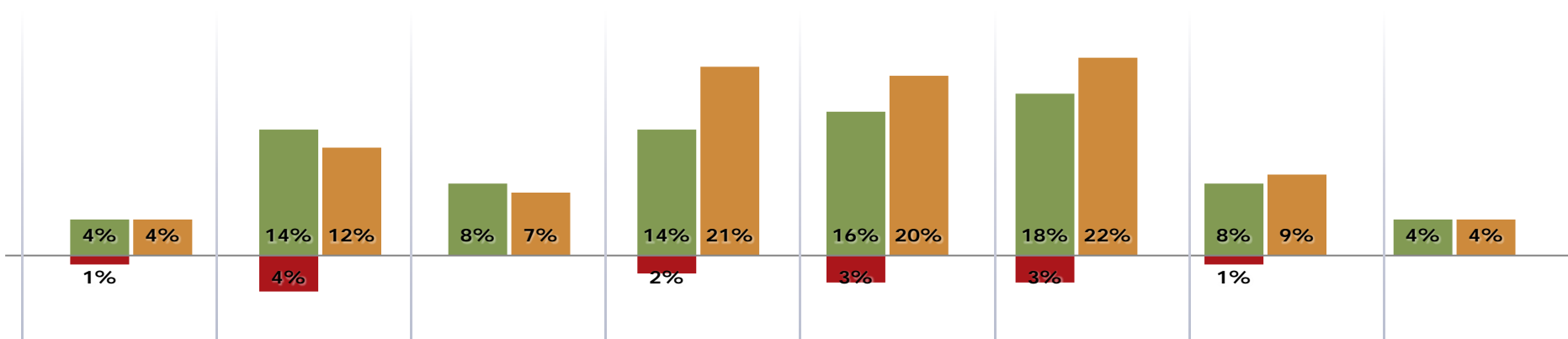
		Current Culture	Desired Culture
Finance			
Fitness		results orientation professionalism quality	
External Stakeholder Relations		customer satisfaction	customer satisfaction
Evolution		continuous improvement continuous learning	continuous improvement innovation continuous learning coaching/ mentoring
Culture	Trust/ Engagement	teamwork commitment accountability	teamwork shared values accountability trust
	Direction/ Communication	humour/ fun	shared vision open communication
	Supportive Environment		
Societal Contribution		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				continuous improvement innovation continuous learning coaching/ mentoring	teamwork shared values accountability trust	shared vision open communication		
Values Jumps				long-term perspective creativity	employee fulfilment		balance (home/work)	
Potentially Limiting Values	cost reduction	long hours bureaucracy internal competition		short-term focus caution	silos mentality control	confusion hierarchy information hoarding	job insecurity	

Positive Values - Current Culture ■

Cultural Entropy: Current Culture ■

Positive Values - Desired Culture ■