



Barrett Values Centre

Healthcare Industry Overview

Prepared by

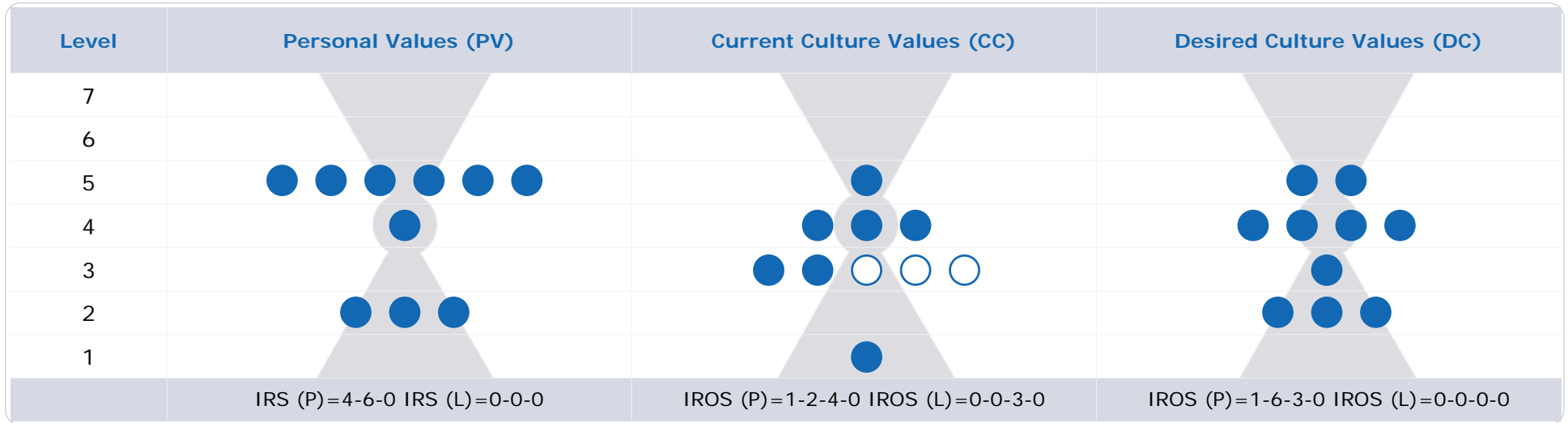
Barrett Values Centre

This industry overview is drawn up from the results of 166 assessments from 21 different countries.

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



Healthcare Industry Overview



Matches	honesty	43% 5(I)	<i>teamwork</i>	26% 4(R)	<i>accountability</i>	33% 4(R)
	<u>accountability</u>	33% 4(R)	bureaucracy (L)	23% 3(O)	<i>teamwork</i>	31% 4(R)
PV - CC 2	caring	32% 2(R)	<u>accountability</u>	20% 4(R)	<i>continuous improvement</i>	29% 4(O)
CC - DC 5	<u>commitment</u>	30% 5(I)	<i>continuous improvement</i>	20% 4(O)	open communication	26% 2(R)
PV - DC 2	<u>respect</u>	30% 2(R)	<u>commitment</u>	19% 5(I)	information sharing	21% 4(O)
new requests	positive attitude	29% 5(I)	confusion (L)	18% 3(O)	<u>commitment</u>	20% 5(I)
Cultural Entropy: Current Culture 22%	humour/ fun	28% 5(I)	<i>professionalism</i>	18% 3(O)	employee recognition	20% 2(R)
	family	27% 2(R)	hierarchy (L)	17% 3(O)	<u>respect</u>	19% 2(R)
	cooperation	24% 5(R)	results orientation	16% 3(O)	<u>trust</u>	19% 5(R)
	<u>trust</u>	23% 5(R)	organisational growth	16% 1(O)	<i>professionalism</i>	18% 3(O)

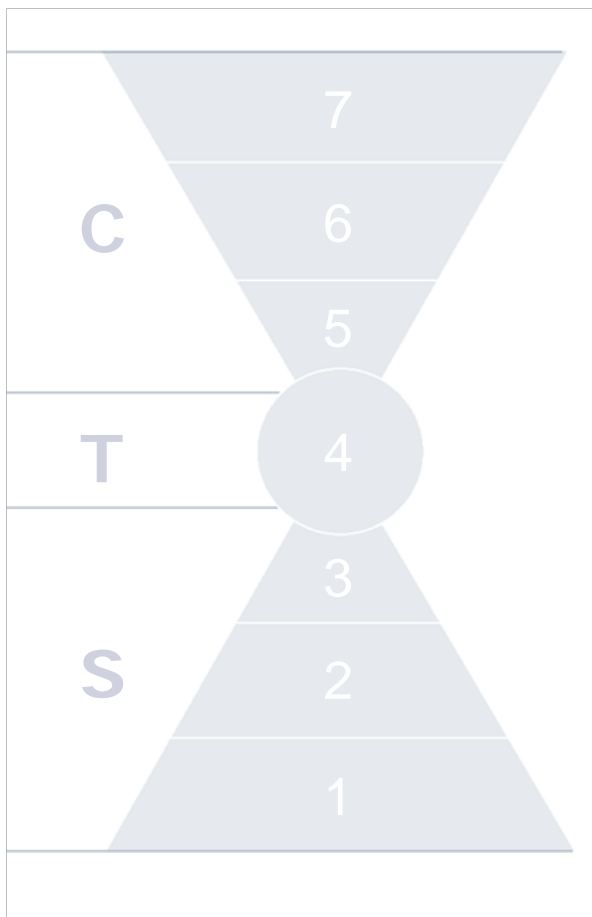
Black Underline = PV & CC
 Orange = PV, CC & DC
 Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

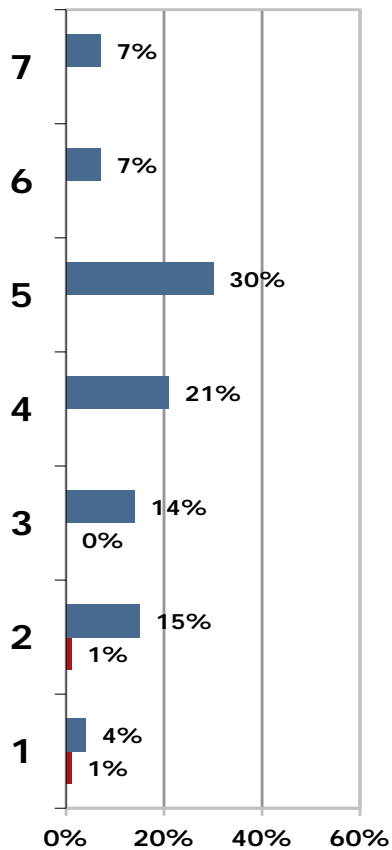
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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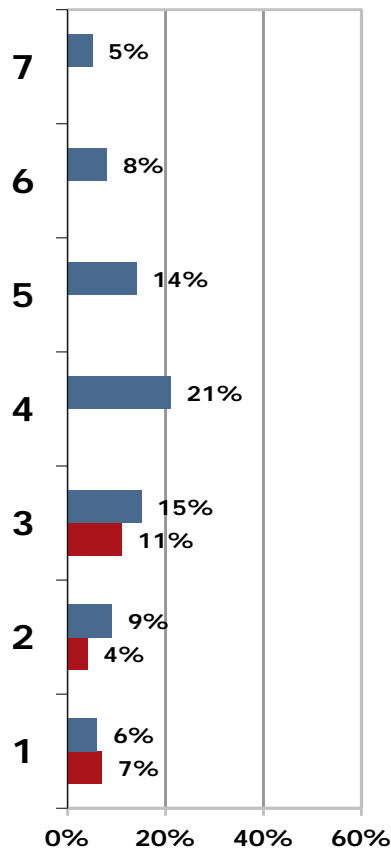


Personal Values



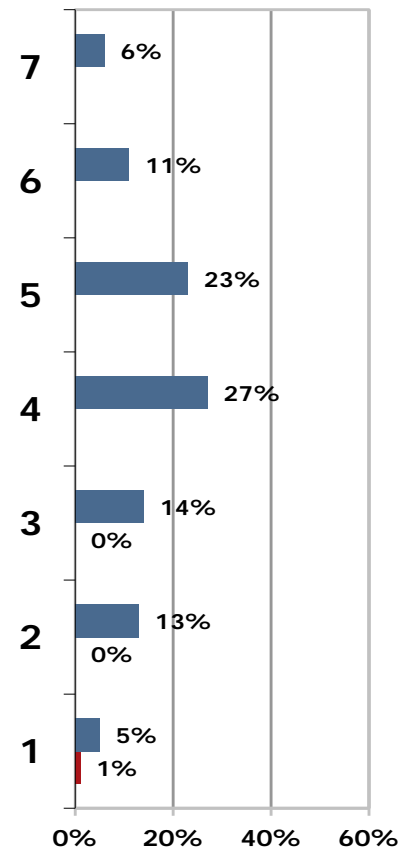
CTS = 44-21-35
Cultural Entropy = 2%

Current Culture Values



CTS = 27-21-52
Cultural Entropy = 22%

Desired Culture Values



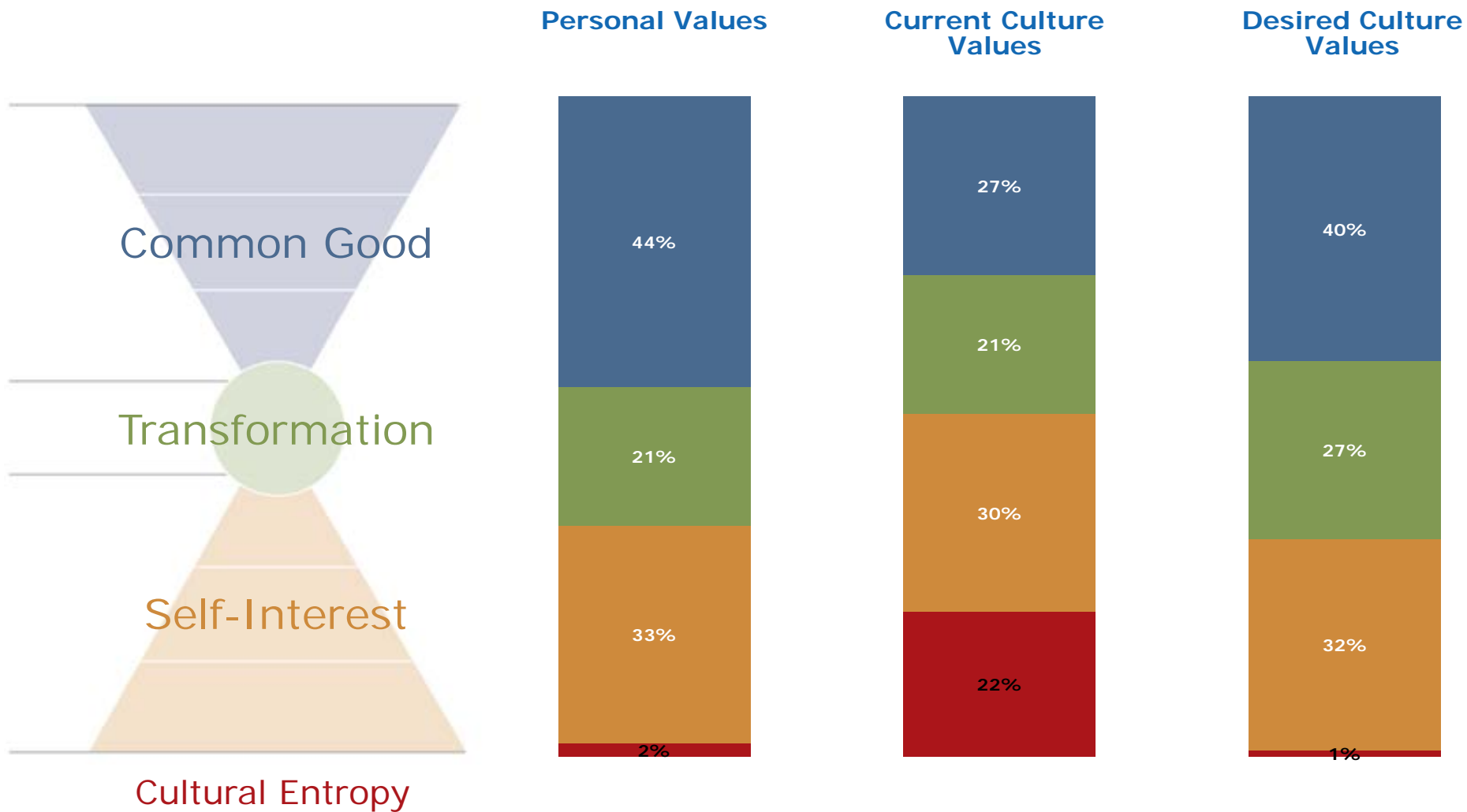
CTS = 40-27-33
Cultural Entropy = 1%

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 (23%) confusion (18%) hierarchy (17%) long hours (14%) silo mentality (12%) information hoarding (10%) power (6%)	11% of total votes
2	blame (12%) internal competition (10%) empire building (8%)	4% of total votes
1	control (15%) cost reduction (14%) short-term focus (14%) job insecurity (10%) caution (9%)	7% 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.

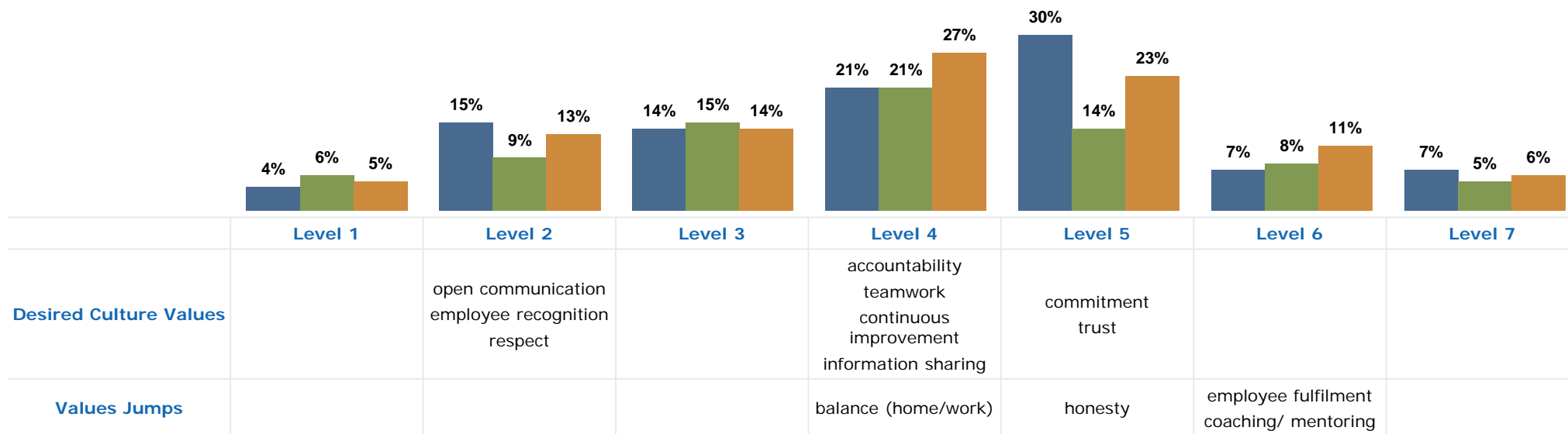
	Current Culture Votes	Desired Culture Votes	Jump
open communication	9%	26%	17%
employee fulfilment	3%	17%	14%
accountability	20%	33%	13%
employee recognition	8%	20%	12%
trust	8%	19%	11%
honesty	8%	18%	10%
continuous improvement	20%	29%	9%
coaching/ mentoring	6%	15%	9%
balance (home/work)	8%	17%	9%
information sharing	13%	21%	8%



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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

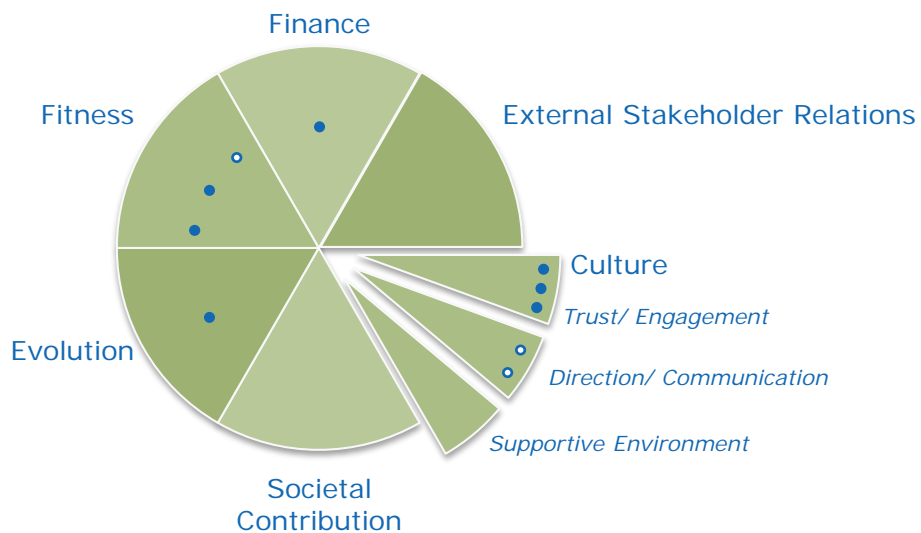
Current Culture Values

Desired Culture Values

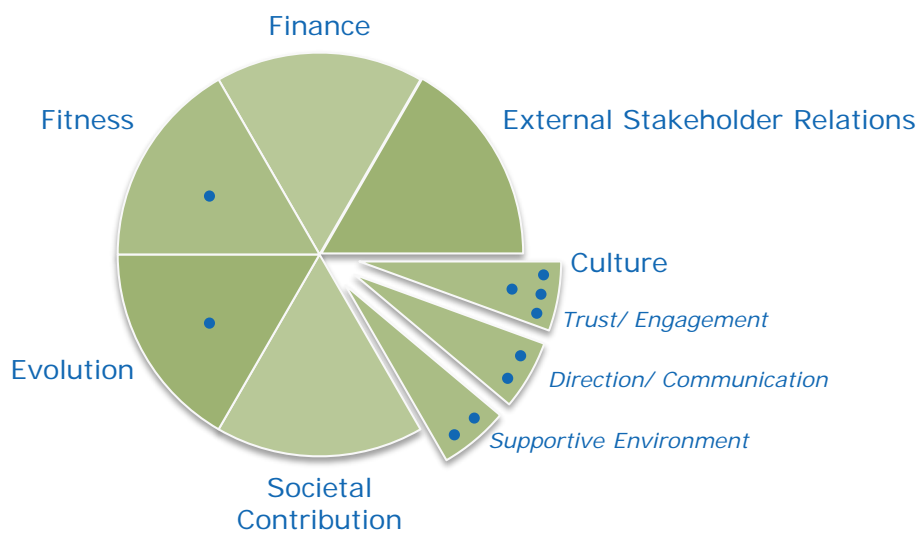


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Current Culture Values



Desired Culture Values



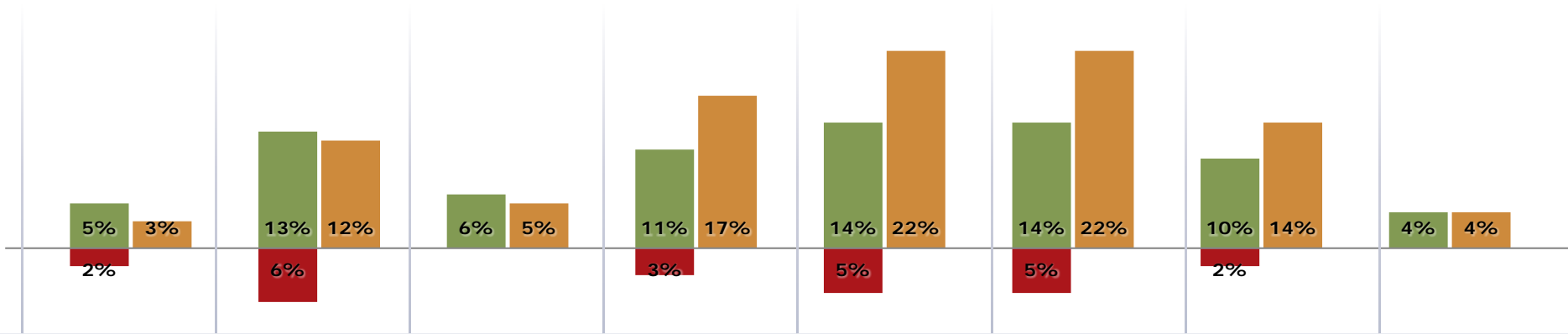
		Current Culture	Desired Culture
Finance		organisational growth	
Fitness		bureaucracy (L) professionalism results orientation	professionalism
External Stakeholder Relations			
Evolution		continuous improvement	continuous improvement
Culture	Trust/Engagement	teamwork accountability commitment	accountability teamwork commitment trust
	Direction/Communication	confusion (L) hierarchy (L)	open communication information sharing
	Supportive Environment		employee recognition respect
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	accountability teamwork commitment trust	open communication information sharing	employee recognition respect	
Values Jumps				coaching/ mentoring	employee fulfilment	honesty	balance (home/work)	
Potentially Limiting Values	cost reduction	bureaucracy long hours internal competition empire building		short-term focus caution	control blame silo mentality power	confusion hierarchy information hoarding	job insecurity	

Positive Values - Current Culture ■ Cultural Entropy: Current Culture ■ Positive Values - Desired Culture ■