



Barrett Values Centre

Housing Industry Overview

Prepared by

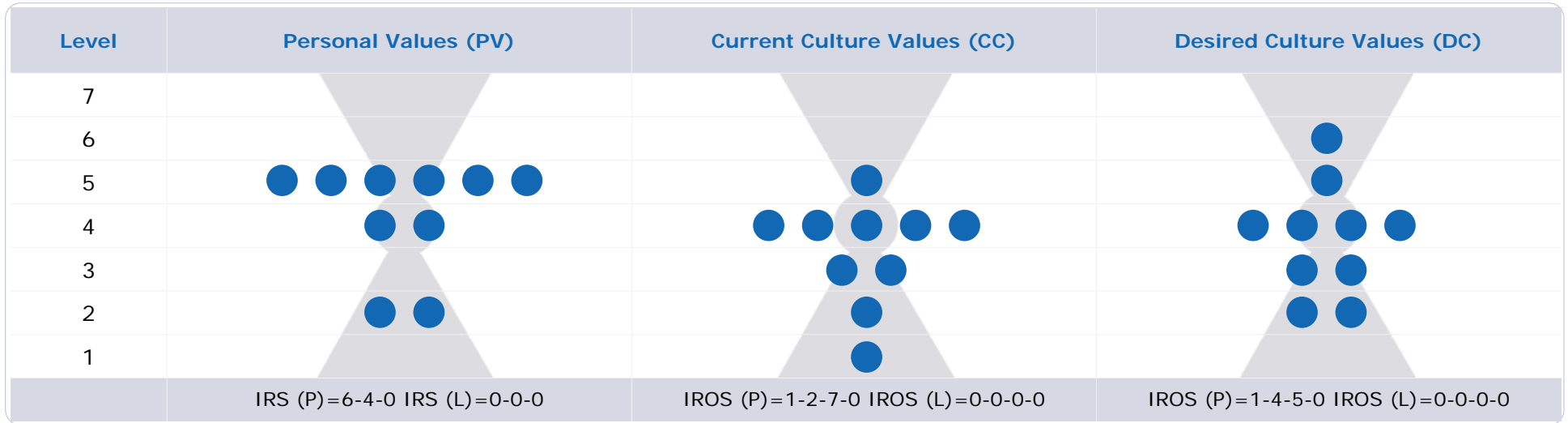
Barrett Values Centre

This industry overview is drawn up from the results of 37 assessments from 12 different countries.

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



Housing Industry Overview



Matches PV - CC 3 CC - DC 7 PV - DC 0 new requests Cultural Entropy: Current Culture 15%	honesty	44% 5(I)	<i>teamwork</i>	28% 4(R)	<i>teamwork</i>	32% 4(R)
	<u>accountability</u>	37% 4(R)	<i>continuous improvement</i>	26% 4(O)	<i>continuous improvement</i>	30% 4(O)
	<u>commitment</u>	33% 5(I)	<i>customer satisfaction</i>	21% 2(O)	<u>accountability</u>	28% 4(R)
	positive attitude	32% 5(I)	<i>professionalism</i>	21% 3(O)	<i>customer satisfaction</i>	25% 2(O)
	family	29% 2(R)	<u>commitment</u>	21% 5(I)	<i>professionalism</i>	24% 3(O)
	humour/ fun	28% 5(I)	<u>accountability</u>	18% 4(R)	<u>commitment</u>	23% 5(I)
	respect	26% 2(R)	<u>continuous learning</u>	18% 4(O)	coaching/ mentoring	22% 6(R)
	integrity	25% 5(I)	financial stability	18% 1(O)	<u>continuous learning</u>	21% 4(O)
	<u>continuous learning</u>	24% 4(I)	brand image	16% 3(O)	efficiency	19% 3(O)
cooperation	21% 5(R)	goals orientation	16% 4(O)	employee recognition	19% 2(R)	

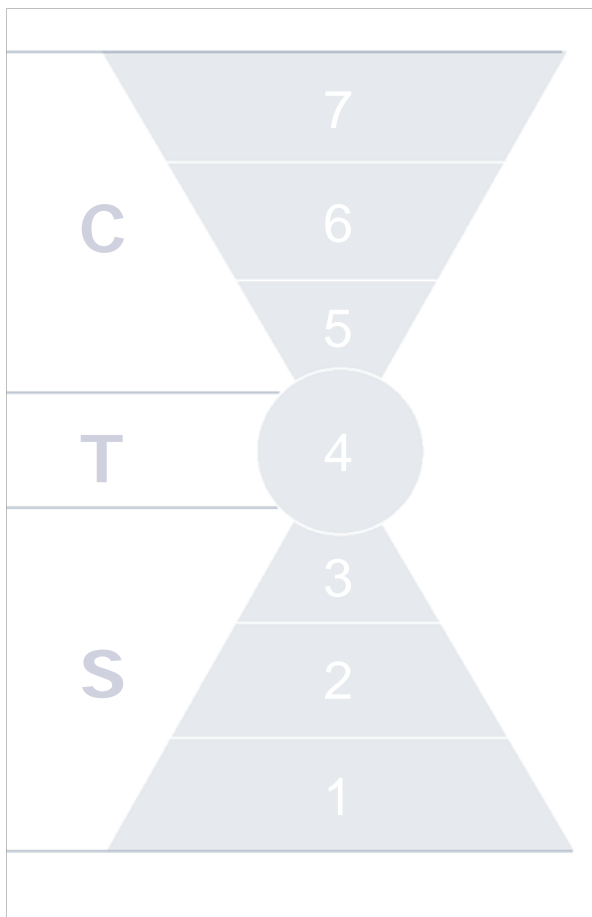
Black Underline = PV & CC
 Orange = PV, CC & DC
 Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

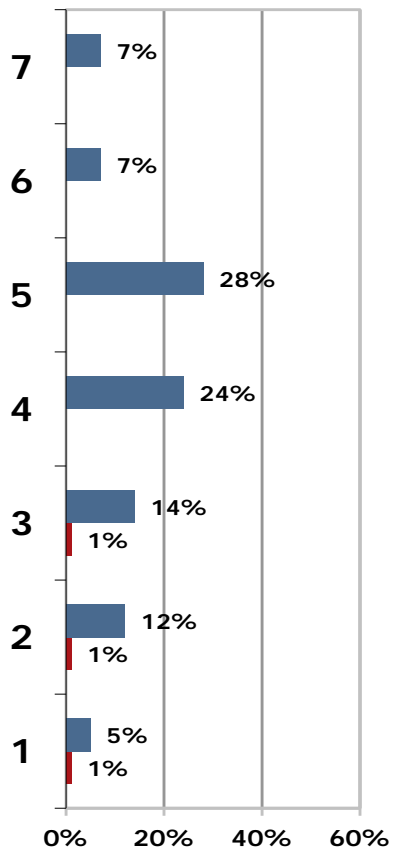
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



Housing Industry Overview

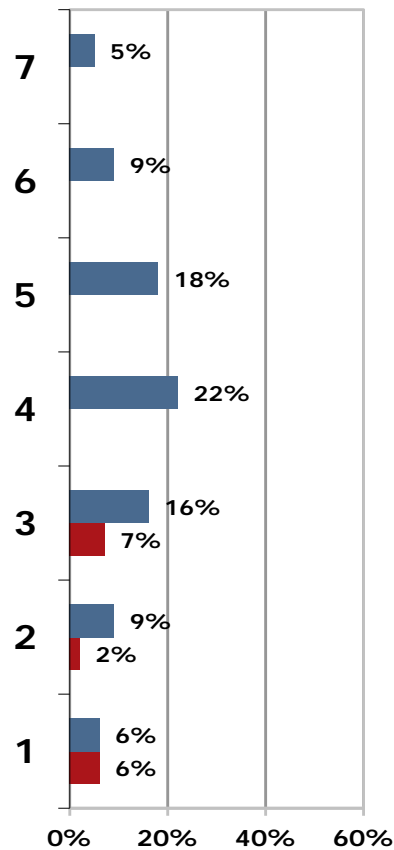


Personal Values



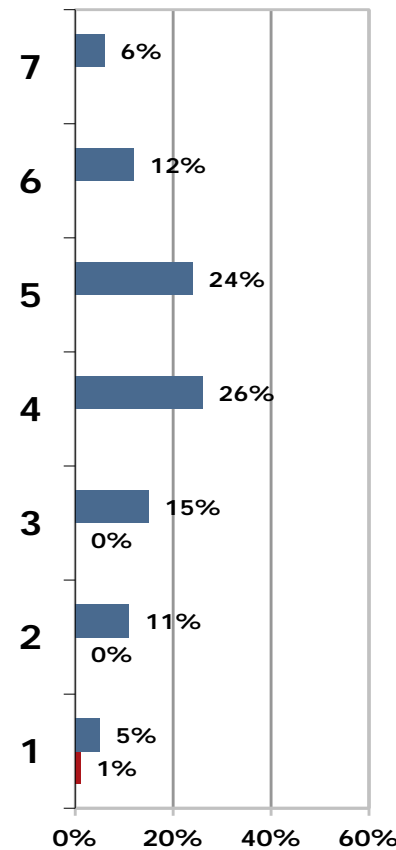
CTS = 42-24-34
 Cultural Entropy = 3%

Current Culture Values



CTS = 32-22-46
 Cultural Entropy = 15%

Desired Culture Values



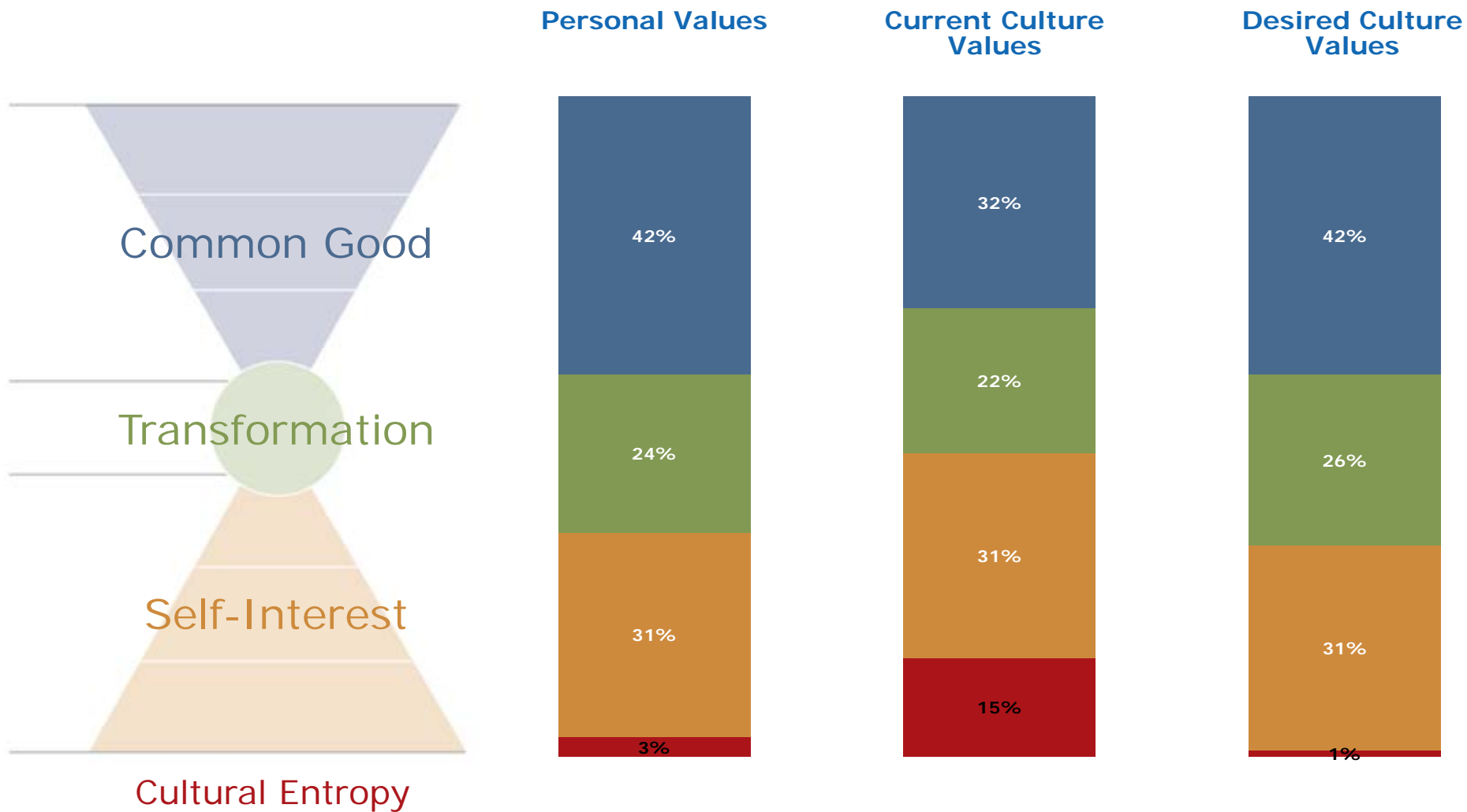
CTS = 42-26-32
 Cultural Entropy = 1%

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

■ Positive Values
 ■ Potentially Limiting Values



Housing Industry Overview





Housing Industry Overview

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	confusion (15%) hierarchy (13%) bureaucracy (12%) information hoarding (9%) long hours (9%) silo mentality (8%) power (6%)	7% of total votes
2	blame (8%) internal competition (8%) empire building (5%)	2% of total votes
1	cost reduction (16%) control (11%) caution (10%) short-term focus (8%) job insecurity (6%)	6% of total votes
Total		15% 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.



Housing Industry Overview

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.

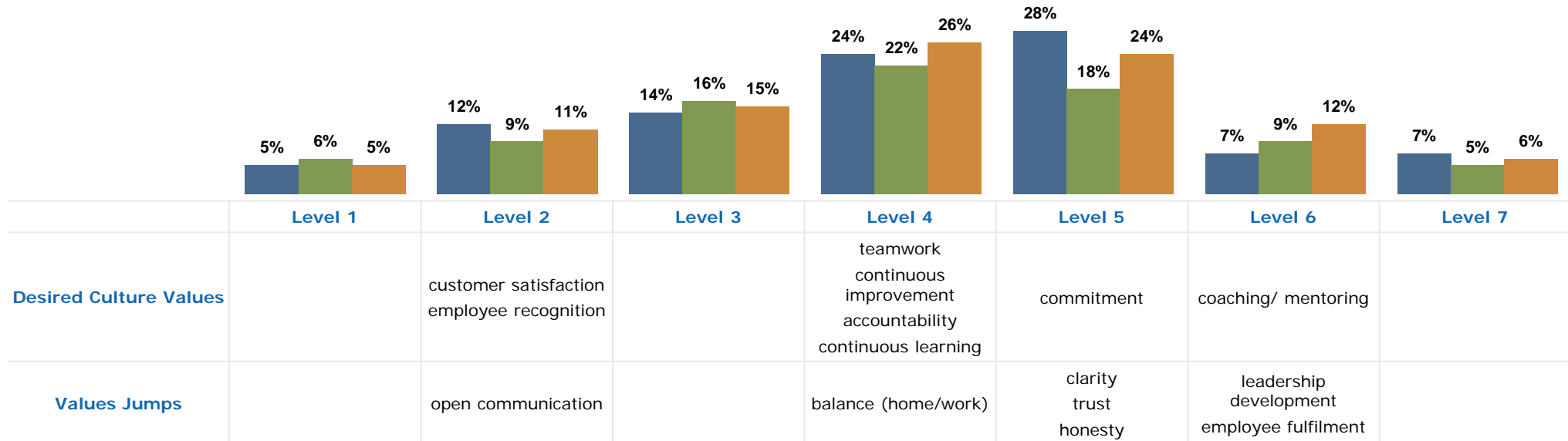
	Current Culture Votes	Desired Culture Votes	Jump
employee recognition	8%	19%	11%
accountability	18%	28%	10%
efficiency	10%	19%	9%
coaching/ mentoring	13%	22%	9%
leadership development	7%	16%	9%
employee fulfilment	4%	13%	9%
clarity	4%	11%	7%
balance (home/work)	10%	17%	7%
trust	9%	16%	7%
honesty	13%	18%	5%
open communication	8%	19%	11%



Housing Industry Overview

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 ■

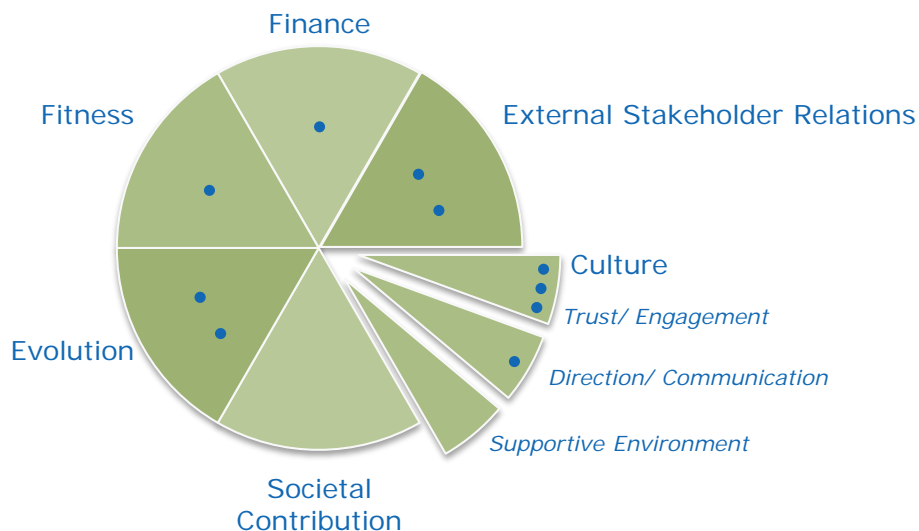
Current Culture Values ■

Desired Culture Values ■

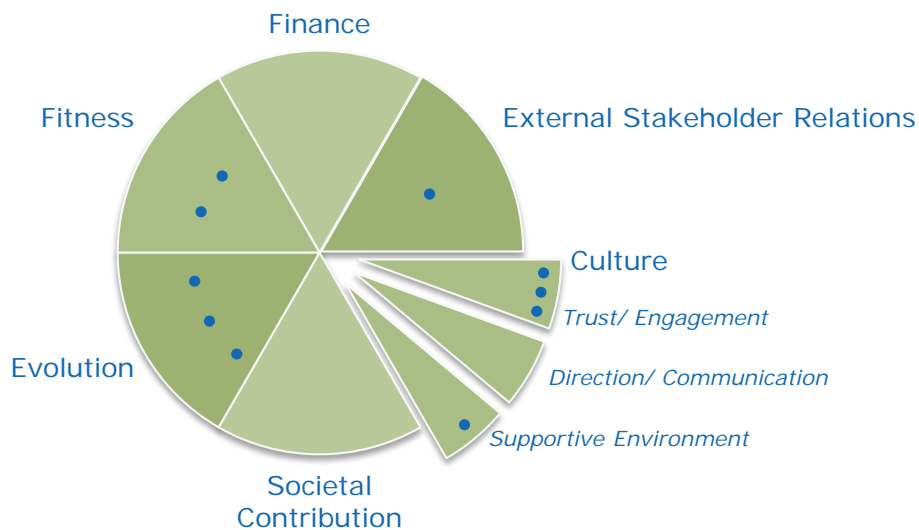


Housing Industry Overview

Current Culture Values



Desired Culture Values



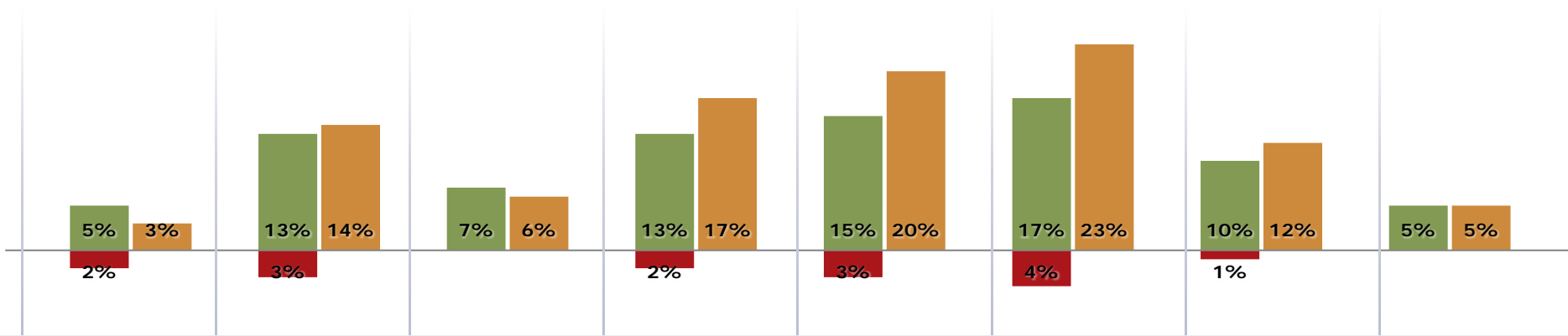
		Current Culture	Desired Culture
	Finance	financial stability	
	Fitness	professionalism	professionalism efficiency
	External Stakeholder Relations	customer satisfaction brand image	customer satisfaction
	Evolution	continuous improvement continuous learning	continuous improvement coaching/ mentoring continuous learning
Culture	Trust/ Engagement	teamwork commitment accountability	teamwork accountability commitment
	Direction/ Communication	goals orientation	
	Supportive Environment		employee recognition
	Societal Contribution		



Housing Industry Overview

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		professionalism efficiency		continuous improvement coaching/ mentoring continuous learning	teamwork accountability commitment	Culture		employee recognition
Values Jumps				leadership development	employee fulfilment trust	clarity honesty open communication		balance (home/work)
Potentially Limiting Values	cost reduction	bureaucracy long hours internal competition empire building		caution short-term focus	control blame silo mentality power	confusion hierarchy information hoarding		job insecurity

