



Barrett Values Centre

Mining Industry Overview Industry Overview

Prepared by

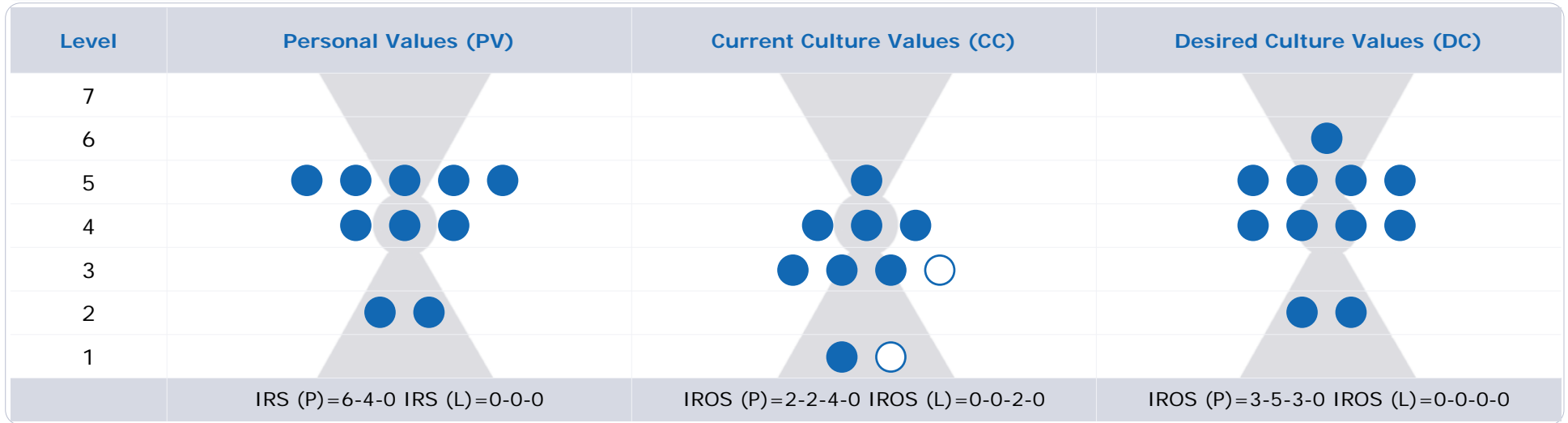
Barrett Values Centre

This industry overview is drawn up from the results of 74 assessments from 18 different countries.

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



Mining Industry Overview



Matches	<u>honesty</u>	43% 5(I)	<u>teamwork</u>	23% 4(R)	<u>accountability</u>	35% 4(R)
	<u>commitment</u>	38% 5(I)	<u>continuous improvement</u>	22% 4(O)	<u>continuous improvement</u>	31% 4(O)
PV - CC 2	<u>accountability</u>	36% 4(R)	bureaucracy (L)	21% 3(O)	<u>teamwork</u>	29% 4(R)
CC - DC 4	family	28% 2(R)	<u>accountability</u>	19% 4(R)	<u>commitment</u>	22% 5(I)
PV - DC 2	respect	28% 2(R)	profit	19% 1(O)	employee recognition	22% 2(R)
new requests	<u>integrity</u>	27% 5(I)	cost reduction (L)	19% 1(O)	open communication	21% 2(R)
Cultural Entropy: Current Culture 24%	cooperation	23% 5(R)	productivity	19% 3(O)	leadership development	20% 6(O)
	balance (home/work)	22% 4(I)	results orientation	18% 3(O)	information sharing	19% 4(O)
	positive attitude	22% 5(I)	achievement	17% 3(I)	<u>honesty</u>	18% 5(I)
	responsibility	21% 4(I)	<u>commitment</u>	16% 5(I)	<u>integrity</u>	18% 5(I)
					trust	18% 5(R)

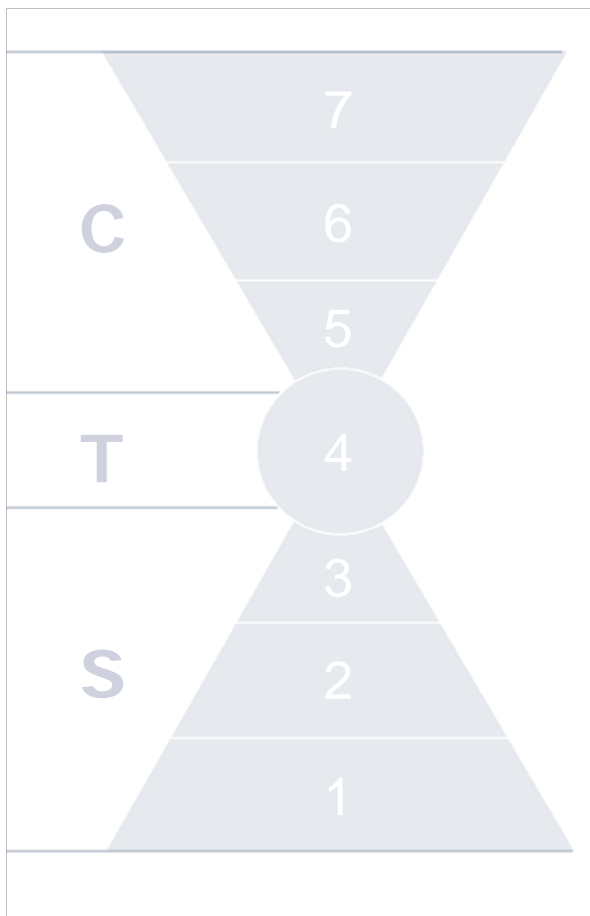
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

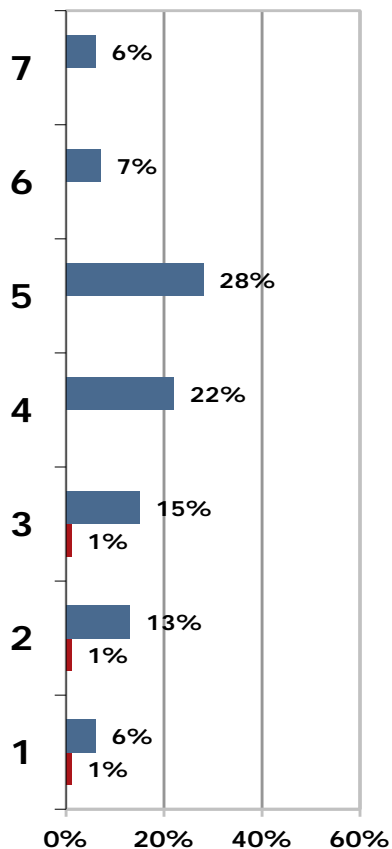
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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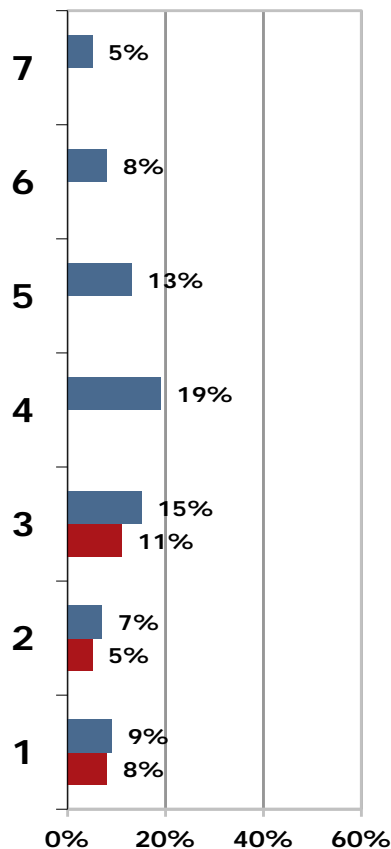


Personal Values



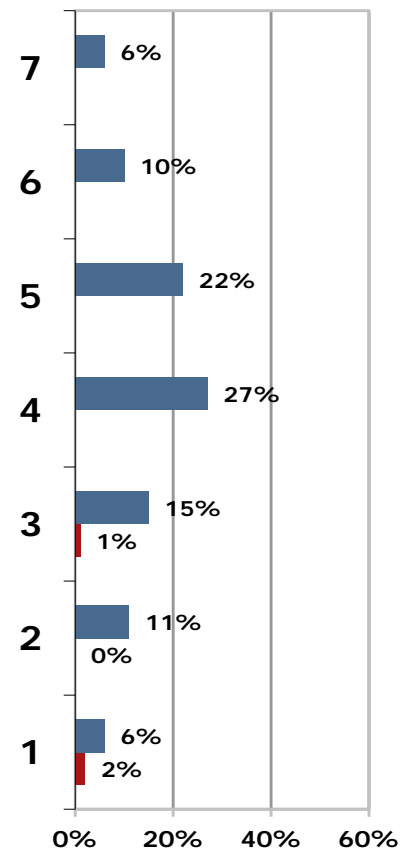
CTS = 41-22-37
Cultural Entropy = 3%

Current Culture Values



CTS = 26-19-55
Cultural Entropy = 24%

Desired Culture Values



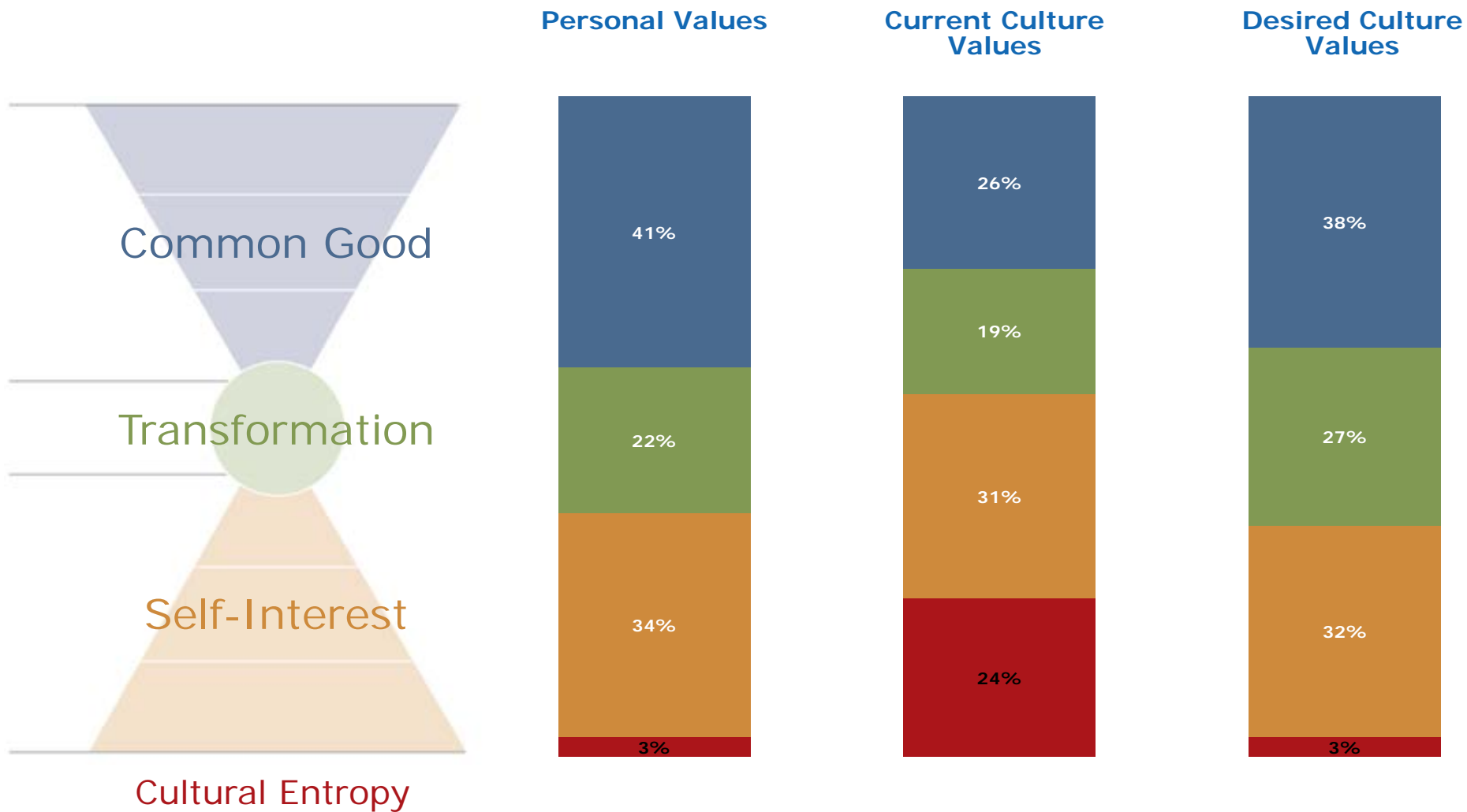
CTS = 38-27-35
Cultural Entropy = 3%

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 (21%) long hours (15%) confusion (14%) hierarchy (14%) silo mentality (13%) information hoarding (9%) power (7%)	11% of total votes
2	blame (14%) internal competition (11%) empire building (10%) manipulation (5%)	5% of total votes
1	cost reduction (19%) short-term focus (14%) control (12%) job insecurity (12%) caution (11%) exploitation (5%)	8% of total votes
Total		24% 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.

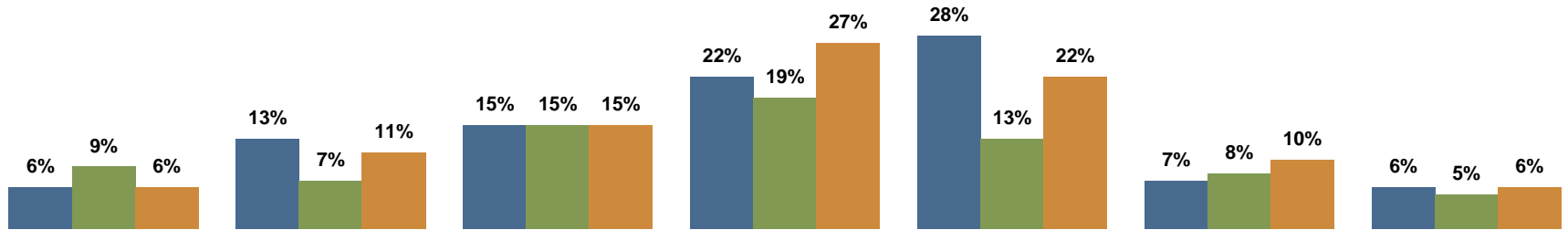
	Current Culture Votes	Desired Culture Votes	Jump
accountability	19%	35%	16%
employee recognition	8%	22%	14%
open communication	11%	21%	10%
employee fulfilment	4%	14%	10%
leadership development	10%	20%	10%
continuous improvement	22%	31%	9%
trust	9%	18%	9%
balance (home/work)	9%	18%	9%
honesty	10%	18%	8%
excellence	7%	15%	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.



	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Desired Culture Values		employee recognition open communication		accountability continuous improvement teamwork information sharing	commitment honesty integrity trust	leadership development	
Values Jumps				balance (home/work)		employee fulfilment	

Personal Values ■

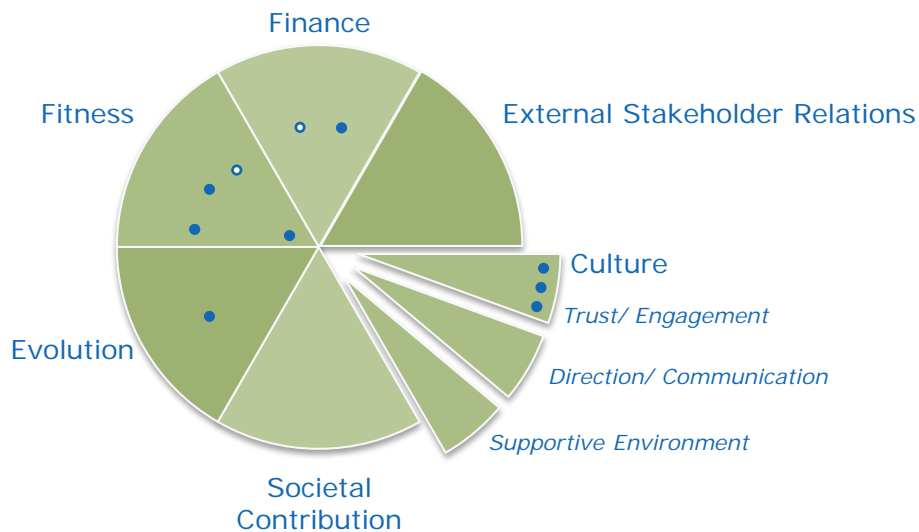
Current Culture Values ■

Desired Culture Values ■

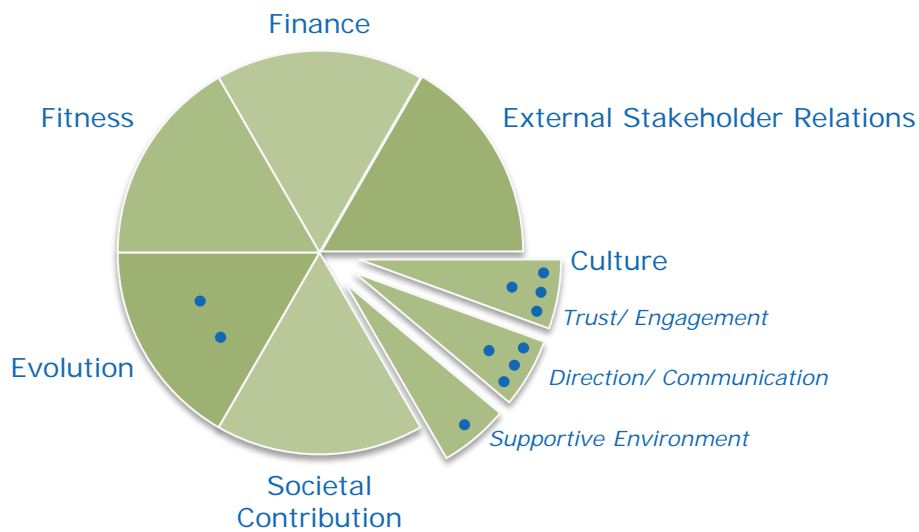


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Current Culture Values



Desired Culture Values



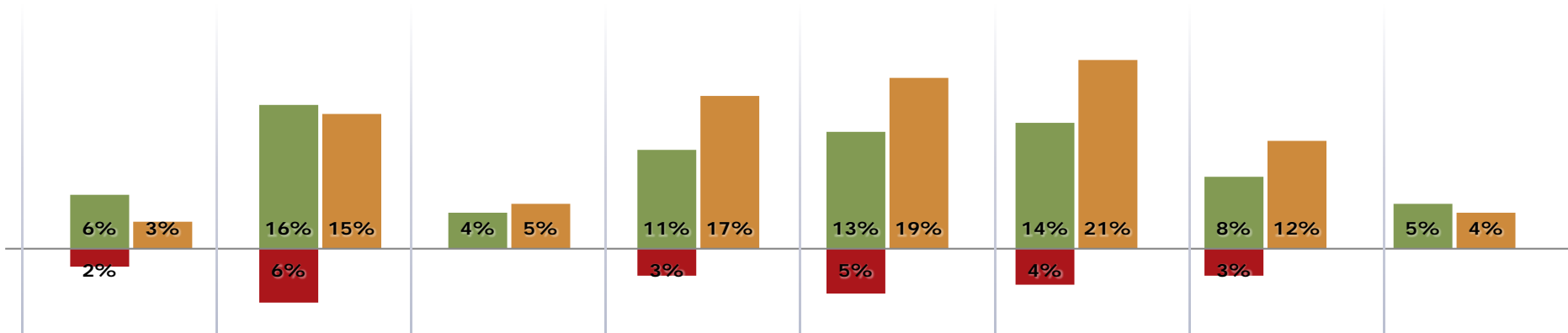
		Current Culture	Desired Culture
	Finance	profit cost reduction (L)	
	Fitness	bureaucracy (L) productivity results orientation achievement	
	External Stakeholder Relations		
Culture	Evolution	continuous improvement	continuous improvement leadership development
	Trust/Engagement	teamwork accountability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

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