



Barrett Values Centre

Utilities Industry Overview

Prepared by

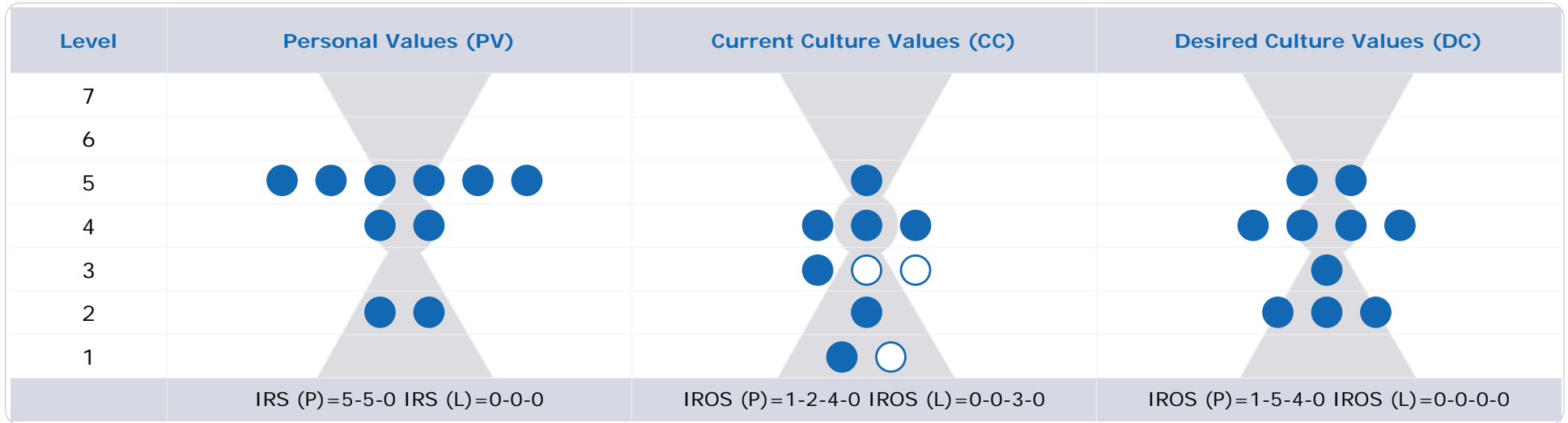
Barrett Values Centre

This industry overview is drawn up from the results of 69 assessments from 20 different countries.

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



Utilities Industry Overview



Matches	honesty	42% 5(I)	bureaucracy (L)	27% 3(O)	<u>accountability</u>	29% 4(R)
	<u>accountability</u>	37% 4(R)	<u>customer satisfaction</u>	22% 2(O)	<u>teamwork</u>	28% 4(R)
PV - CC 2	<u>commitment</u>	29% 5(I)	<u>teamwork</u>	21% 4(R)	<u>continuous improvement</u>	27% 4(O)
CC - DC 5	cooperation	28% 5(R)	confusion (L)	20% 3(O)	employee recognition	23% 2(R)
PV - DC 1 new requests	positive attitude	27% 5(I)	<u>accountability</u>	19% 4(R)	open communication	23% 2(R)
	respect	26% 2(R)	cost reduction (L)	19% 1(O)	<u>customer satisfaction</u>	22% 2(O)
Cultural Entropy: Current Culture 24%	humour/ fun	26% 5(I)	safety	18% 1(O)	efficiency	21% 3(O)
	family	26% 2(R)	<u>continuous improvement</u>	17% 4(O)	information sharing	20% 4(O)
	balance (home/work)	24% 4(I)	<u>commitment</u>	17% 5(I)	<u>trust</u>	19% 5(R)
	<u>trust</u>	22% 5(R)	results orientation	17% 3(O)	<u>commitment</u>	19% 5(I)

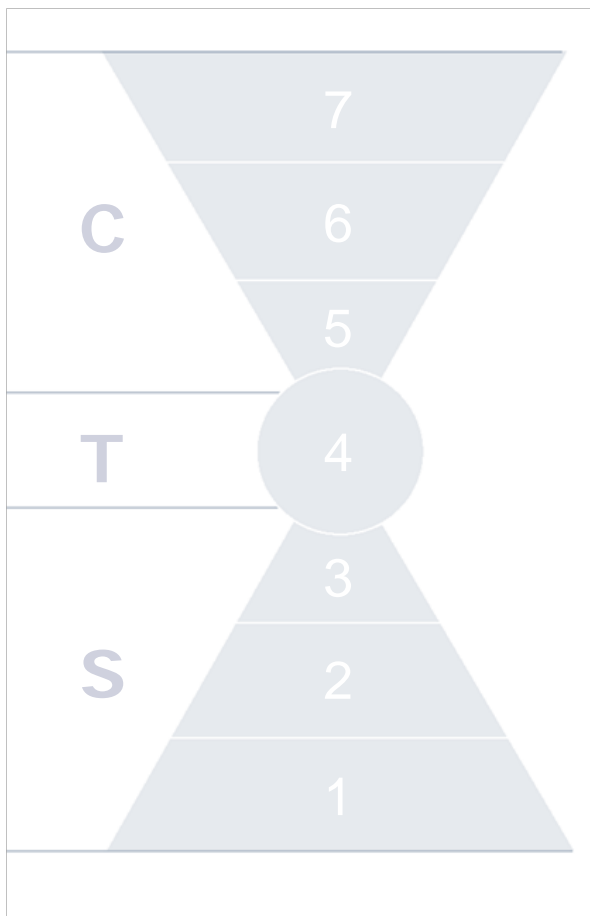
Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

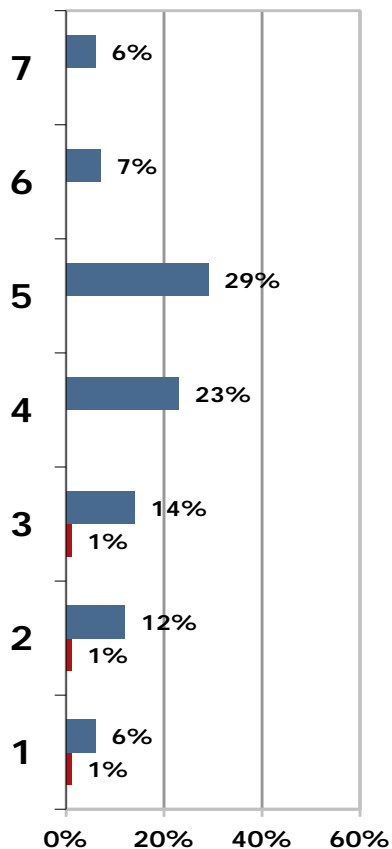
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



Utilities Industry Overview

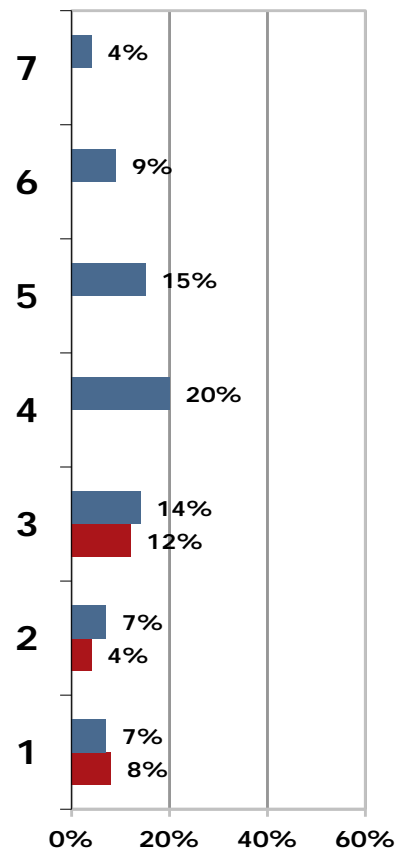


Personal Values



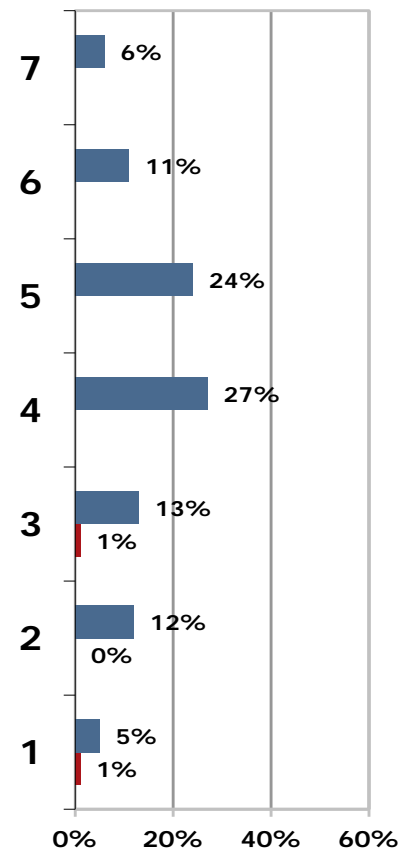
CTS = 42-23-35
Cultural Entropy = 3%

Current Culture Values



CTS = 28-20-52
Cultural Entropy = 24%

Desired Culture Values



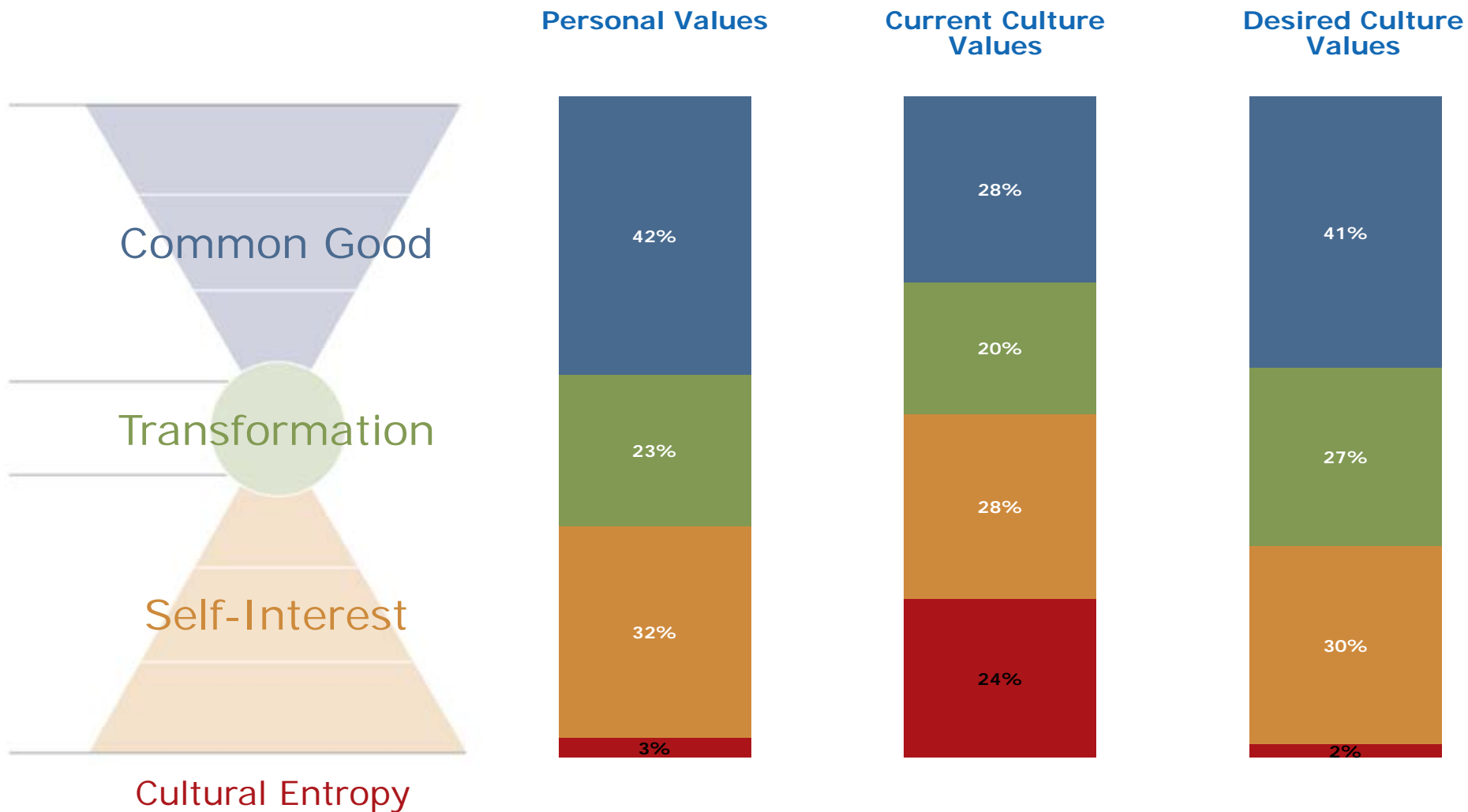
CTS = 41-27-32
Cultural Entropy = 2%

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

■ Positive Values
 ■ Potentially Limiting Values



Utilities Industry Overview





Utilities 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	bureaucracy (27%) confusion (20%) hierarchy (16%) silo mentality (13%) information hoarding (12%) long hours (11%) power (8%)	12% of total votes
2	blame (14%) internal competition (11%) manipulation (8%) empire building (8%)	4% of total votes
1	cost reduction (19%) control (15%) short-term focus (15%) caution (13%) job insecurity (7%)	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.



Utilities 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.

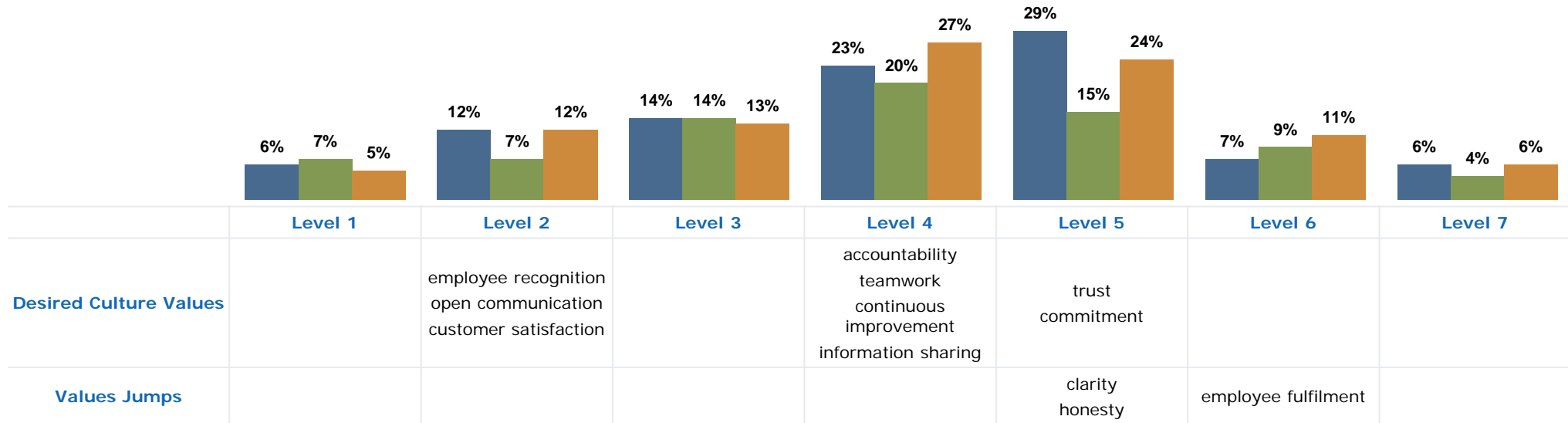
	Current Culture Votes	Desired Culture Votes	Jump
employee fulfilment	5%	18%	13%
employee recognition	10%	23%	13%
open communication	11%	23%	12%
accountability	19%	29%	10%
trust	9%	19%	10%
clarity	4%	14%	10%
continuous improvement	17%	27%	10%
efficiency	12%	21%	9%
information sharing	11%	20%	9%
honesty	9%	18%	9%



Utilities 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 ■

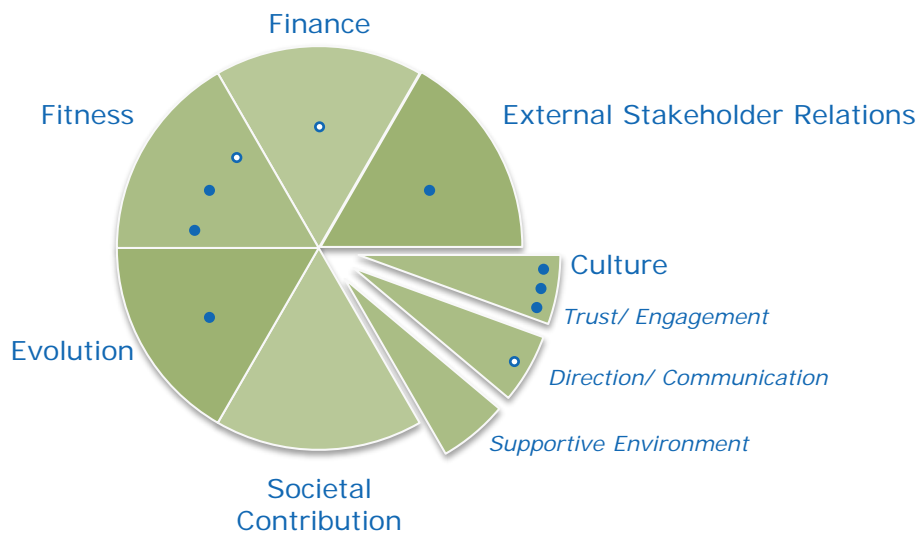
Current Culture Values ■

Desired Culture Values ■

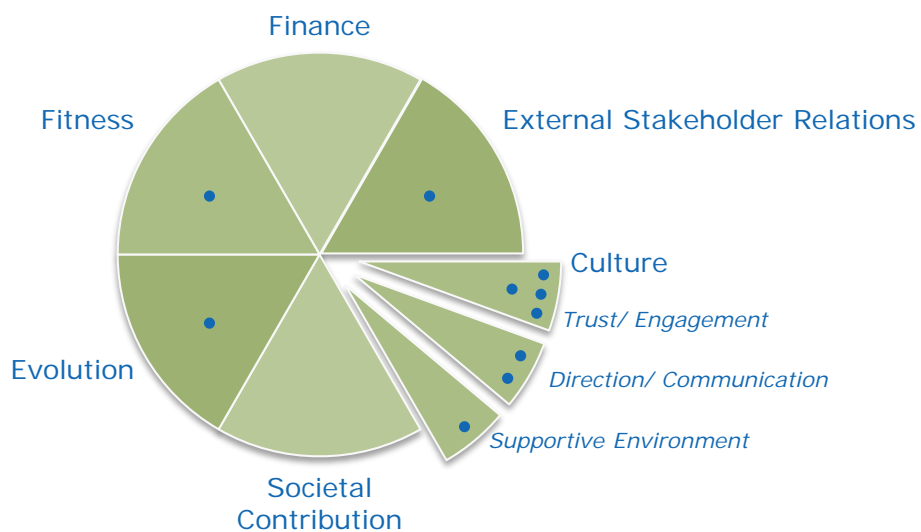


Utilities Industry Overview

Current Culture Values



Desired Culture Values



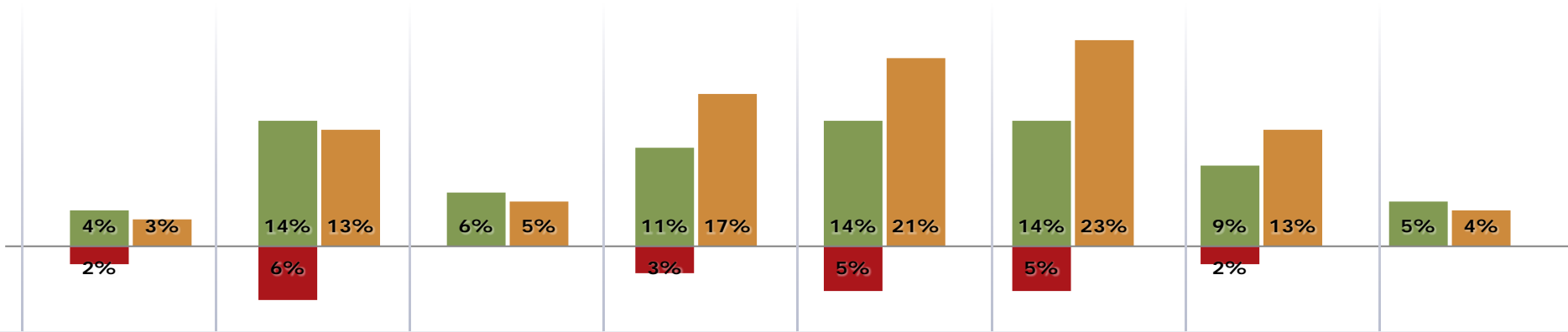
		Current Culture	Desired Culture
Finance		cost reduction (L)	
Fitness		bureaucracy (L) safety results orientation	efficiency
External Stakeholder Relations		customer satisfaction	customer satisfaction
Evolution		continuous improvement	continuous improvement
Culture	Trust/Engagement	teamwork accountability commitment	accountability teamwork trust commitment
	Direction/Communication	confusion (L)	open communication information sharing
	Supportive Environment		employee recognition
Societal Contribution			



Utilities 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				continuous improvement	accountability teamwork trust commitment	open communication information sharing	employee recognition	
Values Jumps					employee fulfilment	clarity honesty		
Potentially Limiting Values	cost reduction	bureaucracy internal competition long hours empire building		short-term focus caution	control blame silos mentality power	confusion hierarchy information hoarding	manipulation job insecurity	

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