



Barrett Values Centre

Example CVA: Overall Group

Prepared by

Barrett Values Centre



Example CVA: Overall Group (105)

Personal & Current Culture Alignment

Values Matches: 0

- 3 or more. People are able to bring themselves to work.
- 1-2. People are somewhat able to bring themselves to work.
- 0. People are not able to bring themselves to work. Look to blue values in Desired Culture for guidance, if any.

Current & Desired Culture Alignment

Values Matches: 2

- 6 or more. Excellent, strong, healthy culture.
- 4-5, good. Group is on the right track.
- 2-3, fair. Group is somewhat on the right track. More work needs to be done.
- 0-1, poor. Group is unhappy or frustrated, wants to see changes or take a new direction.

Potentially Limiting Values: 3

- 0. This group does not operate from the basis of fear.
- 1-2. May be some element of fear behind how decisions are made or how people are managed.
- 3+. Fear is a factor in how this group operates or is managed.

confusion, bureaucracy, silo mentality

Cultural Entropy: 22%

- 0-10%. Healthy functioning.
- 11%-20%. Some problems requiring careful monitoring.
- 21%-30%. Significant problems requiring immediate attention.
- 31%-40%. Serious situation requiring immediate leadership intervention and changes.
- 41%+. Critical situation requiring leadership changes to avoid organisational failure.

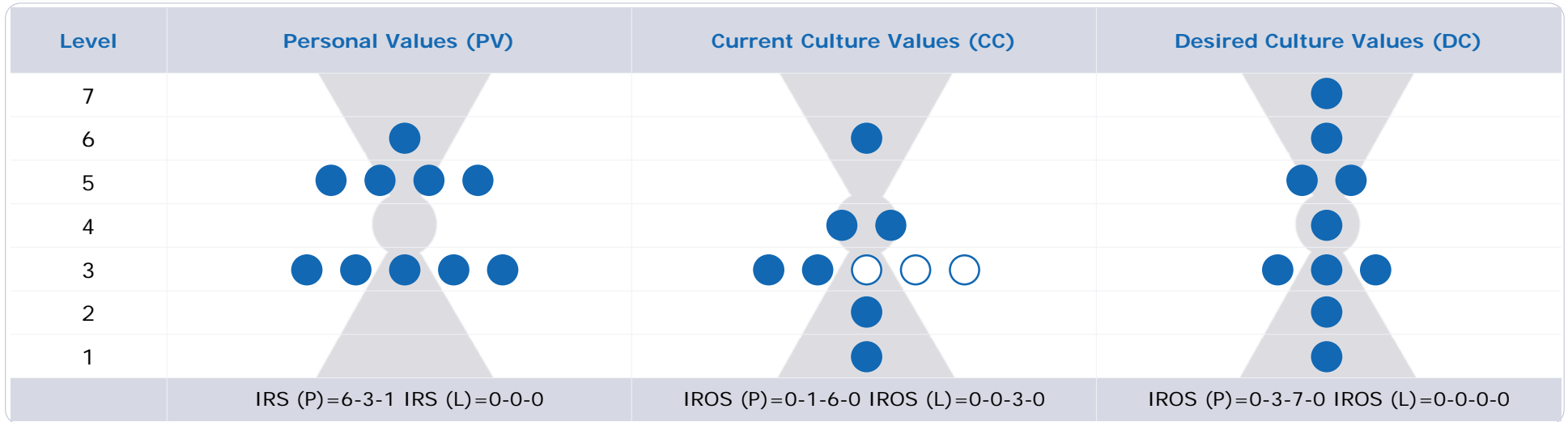
NEW VALUES TO FOCUS ON

Any values shown in blue are values that are important to the individuals who work for the group and are requested in the Desired Culture but are not showing in the top values of the Current Culture. How can you support your staff to bring these values and strengths to work so that they and the group would derive further benefit from them?

Any Desired Culture values shown in black are entirely new requests. They do not show in the Personal or Current Culture. To what extent are these values positive new requests, or maybe a reaction to something that is not happening or is unhealthy in the Current Culture? What themes do you notice with these new values? Open a dialogue with these people to gain a deeper understanding.



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Matches PV - CC 0 CC - DC 2 PV - DC 4 new requests Cultural Entropy: Current Culture 22%	fairness	50 5(R)	brand image	56 3(O)	financial stability	42 1(O)
	making a difference	42 6(S)	teamwork	42 4(R)	long-term perspective	42 7(O)
	logic	40 3(I)	customer satisfaction	34 2(O)	customer satisfaction	39 2(O)
	commitment	37 5(I)	results orientation	31 3(O)	fairness	36 5(R)
	efficiency	35 3(I)	confusion (L)	29 3(O)	efficiency	34 3(O)
	cooperation	34 5(R)	bureaucracy (L)	27 3(O)	teamwork	31 4(R)
	quality	34 3(I)	customer collaboration	26 6(O)	employee fulfilment	30 6(O)
	experience	33 3(I)	goals orientation	24 4(O)	quality	30 3(O)
	achievement	29 3(I)	profit	24 1(O)	professionalism	28 3(O)
	trust	29 5(R)	silos mentality (L)	24 3(O)	trust	28 5(R)

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

Orange = CC & DC
 Blue = PV & DC

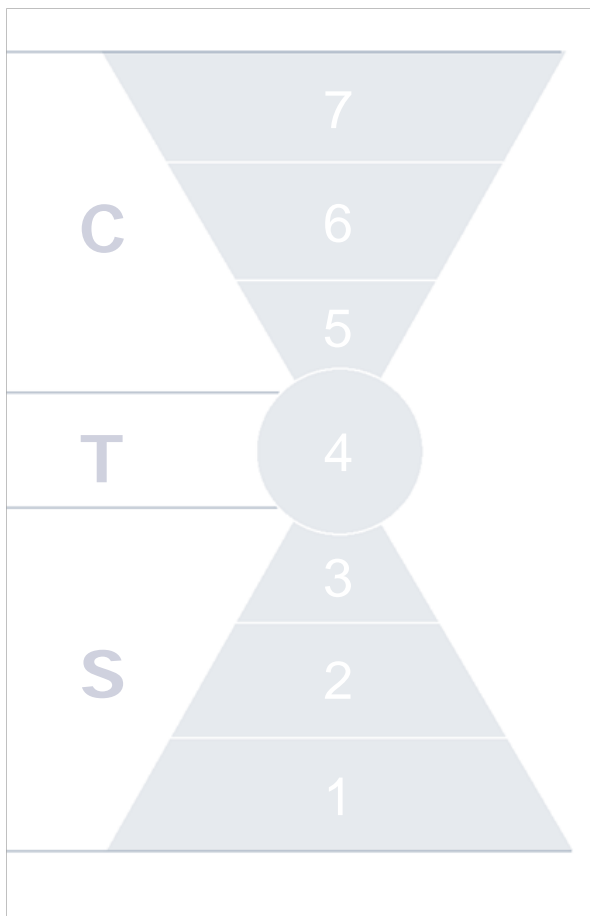
P = Positive
 L = Potentially Limiting (white circle)

I = Individual
 R = Relationship

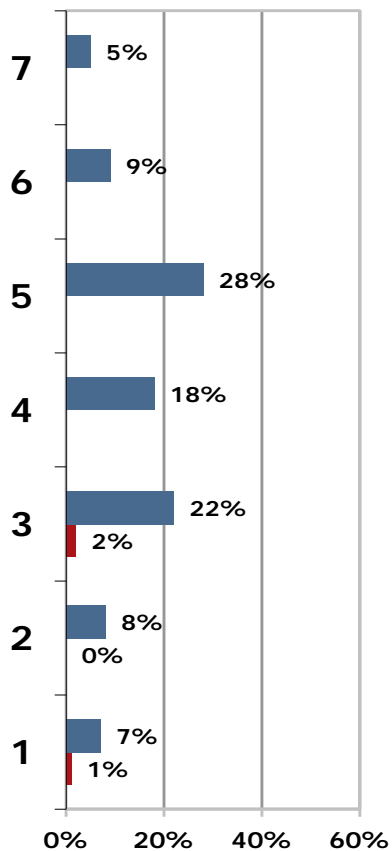
O = Organisational
 S = Societal



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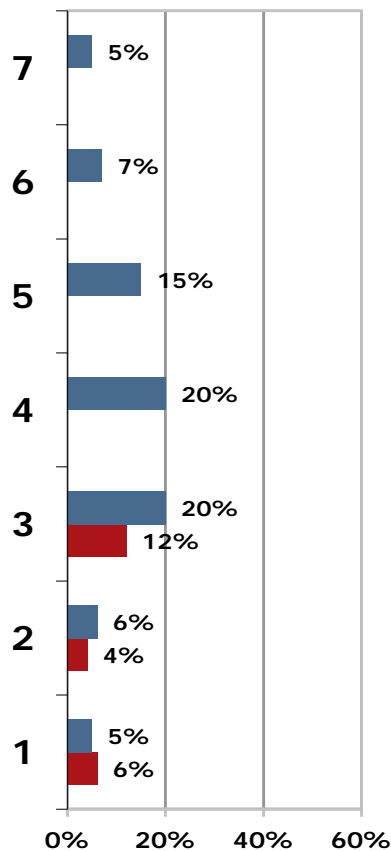
Personal Values



CTS = 42-18-40

Cultural Entropy = 3%

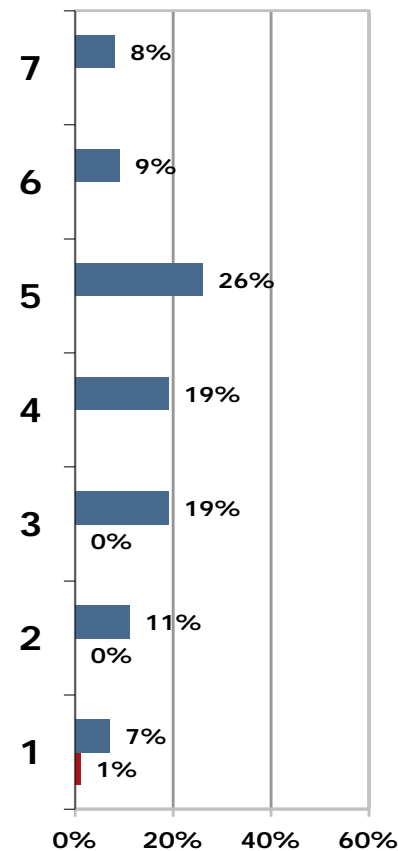
Current Culture Values



CTS = 27-20-53

Cultural Entropy = 22%

Desired Culture Values



CTS = 43-19-38

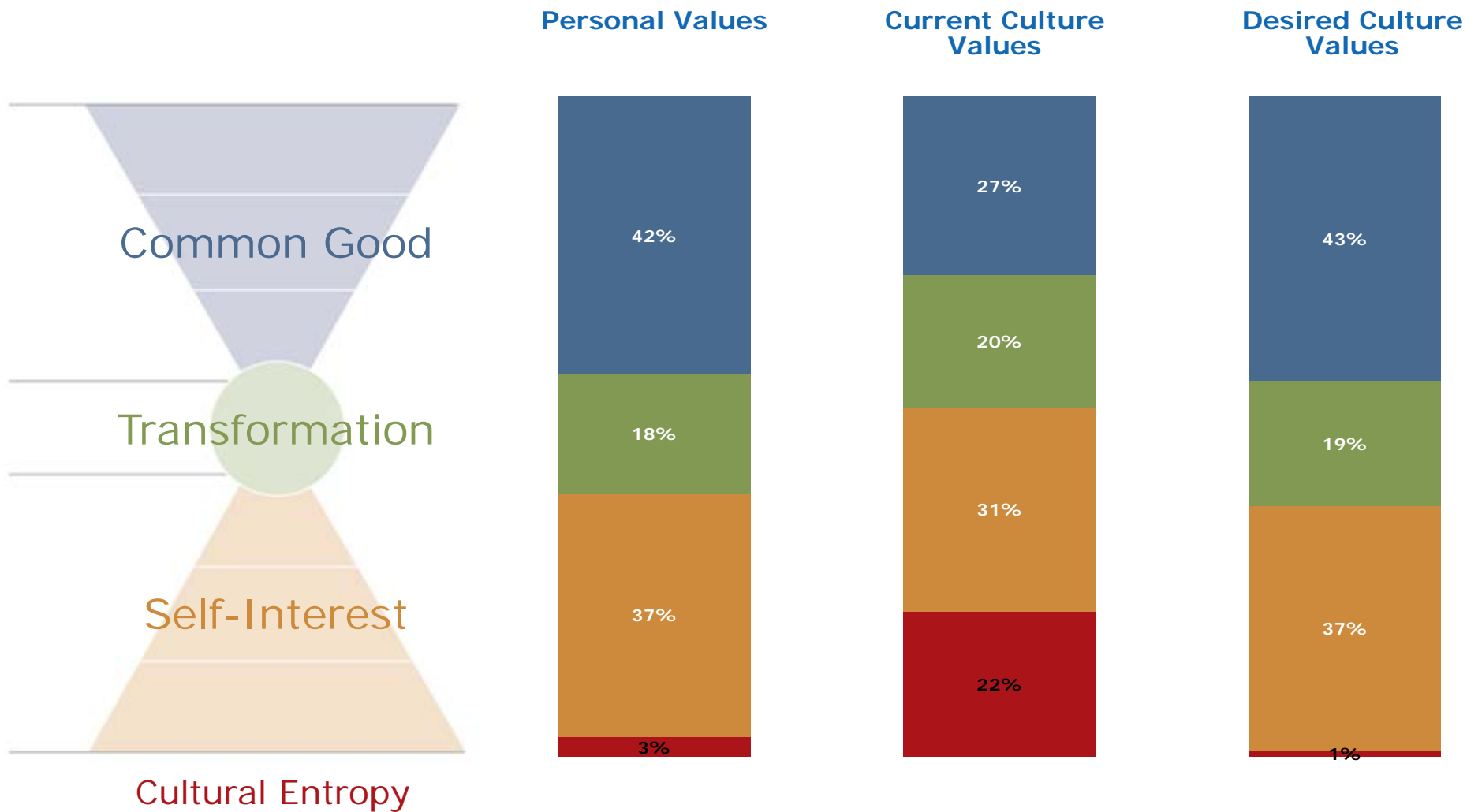
Cultural Entropy = 1%

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

■ Positive Values
■ Potentially Limiting Values



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Cultural Entropy Report

This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3. Please note that among the report diagrams slight variations in total Cultural Entropy percentages may occur as a result of rounding the level/category percentages to the nearest whole number.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	confusion (29) bureaucracy (27) silo mentality (24) hierarchy (17) long hours (12) information hoarding (9) power (6)	12% of total votes
2	empire building (11) internal competition (11) manipulation (9) blame (6)	4% of total votes
1	cost reduction (20) control (15) short-term focus (11) caution (10) job insecurity (7) exploitation (5)	6% of total votes
Total	229 out of 1050	22% of total votes



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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.

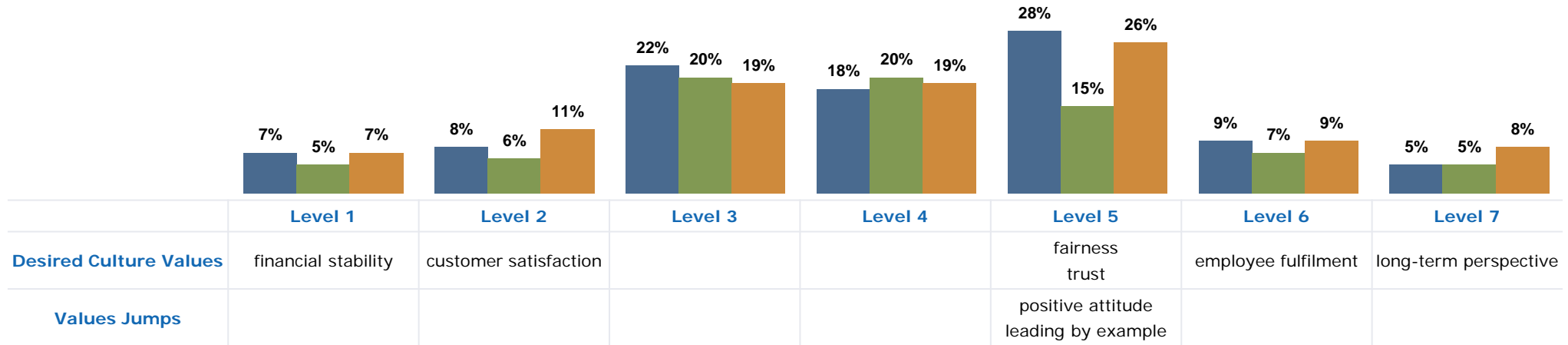
	Current Culture Votes	Desired Culture Votes	Jump
financial stability	16	42	26
employee fulfilment	5	30	25
long-term perspective	19	42	23
efficiency	13	34	21
fairness	17	36	19
trust	9	28	19
personal growth	5	24	19
positive attitude	11	27	16
leading by example	9	25	16
professional growth	6	22	16



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Positive Values Distribution

This diagram shows the percentage of Personal, Current and Desired Culture votes for positive values by level. The table indicates the top Desired Culture values and Values Jumps chosen by participants at the levels where they are requesting the most new focus. These provide clarity around the desired direction of your group.



Personal Values ■

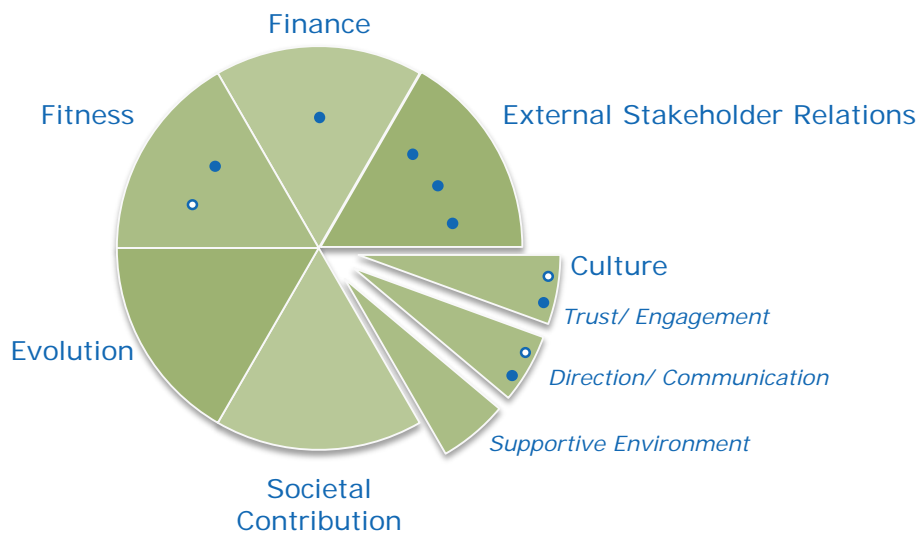
Current Culture Values ■

Desired Culture Values ■

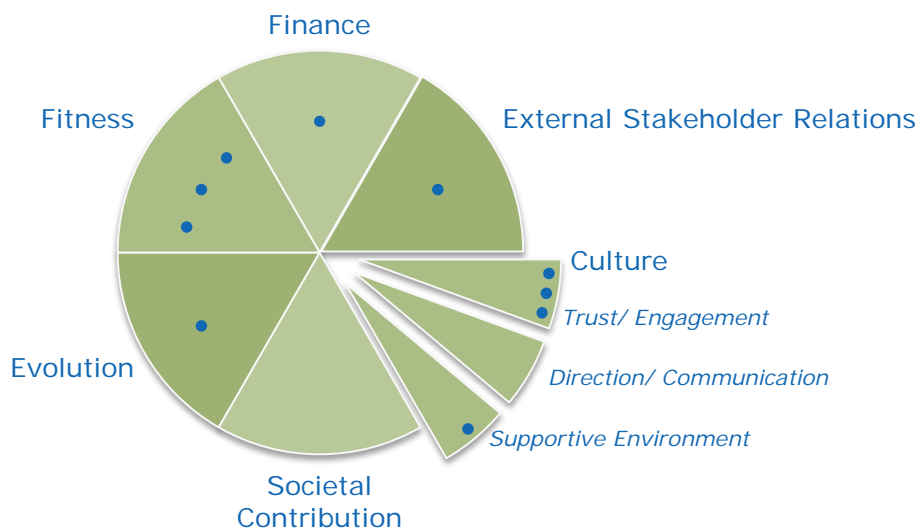


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Current Culture Values



Desired Culture Values



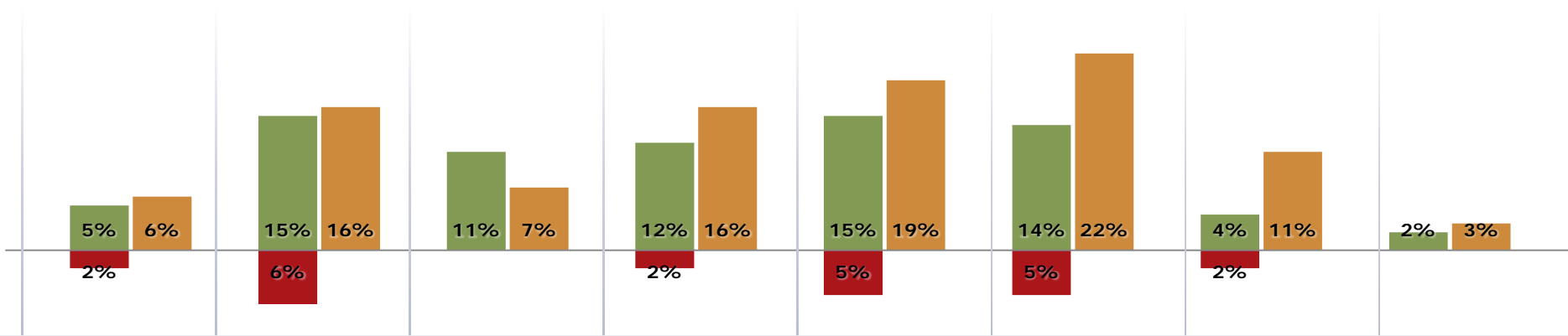
		Current Culture	Desired Culture
Finance		profit	financial stability
Fitness		results orientation bureaucracy (L)	efficiency quality professionalism
External Stakeholder Relations		brand image customer satisfaction customer collaboration	customer satisfaction
Evolution			long-term perspective
Culture	Trust/ Engagement	teamwork silo mentality (L)	teamwork employee fulfilment trust
	Direction/ Communication	confusion (L) goals orientation	
	Supportive Environment		fairness
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	financial stability	efficiency quality professionalism		long-term perspective	teamwork employee fulfilment trust		fairness	
Values Jumps				personal growth professional growth		positive attitude leading by example		
Potentially Limiting Values	cost reduction	bureaucracy long hours empire building internal competition		short-term focus caution	silos mentality control blame power	confusion hierarchy information hoarding	manipulation job insecurity exploitation	

