



BARRETT VALUES CENTRE

# Evolution Plot Example Year 1 / Year 2 Cultural Evolution Report

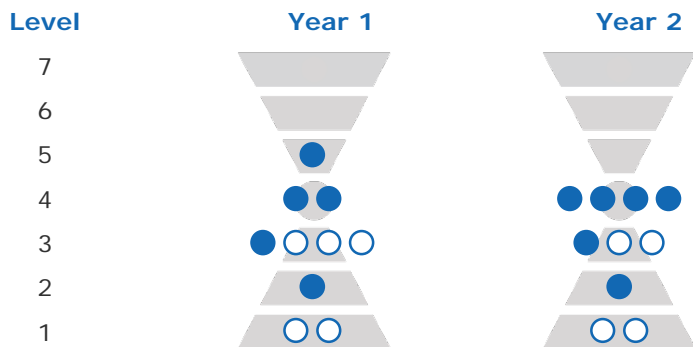
Prepared by

Barrett Values Centre



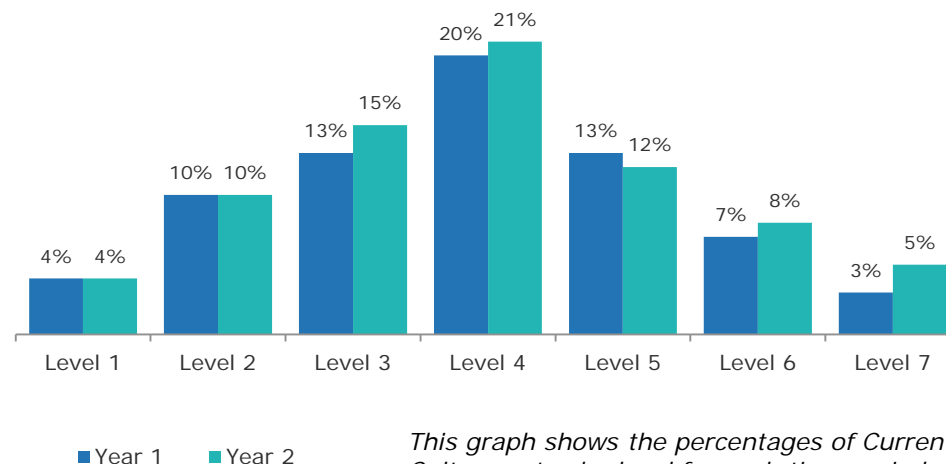
# Summary: Evolution Plots Example Year 1 / Year 2

## CURRENT CULTURE VALUES



The distribution of top Current Culture values in each time period shows the primary areas of focus which shape the organisational culture.

## POSITIVE VALUES DISTRIBUTION



This graph shows the percentages of Current Culture votes by level for each time period.

## CULTURAL ENTROPY SCORE



The percentage of potentially limiting values in the Current Culture.

- Healthy
- Needs monitoring
- Requiring attention
- Crisis situation

## VALUES MATCHES



### Personal/Current Culture Matches

The degree of personal connection people feel with the organisation

- Strong feeling of connection
- Some feeling of connection
- Little to no feeling of connection

### Current/Desired Culture Matches

The level of confidence participants have in the organisational direction

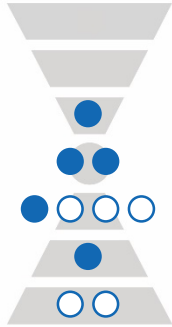
- Strong healthy culture
- On the right track
- Changes in direction requested
- Significant changes requested



# Overview of Similarities and Shifts

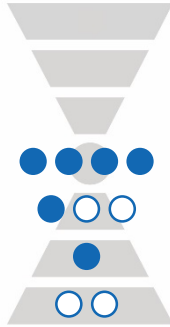
This diagram shows the similarities and shifts that have occurred in the top values across the two time periods.

Current Culture Year 1



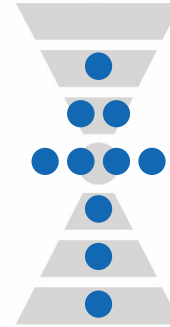
IROS (P)=1-2-2-0 | (L)=1-1-3-0

Current Culture Year 2



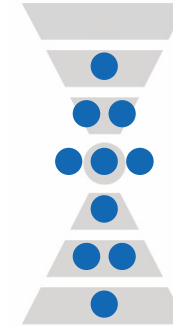
IROS (P)=0-2-4-0 | (L)=1-0-3-0

Desired Culture Year 1



IROS (P)=2-2-6-0 | (L)=0-0-0-0

Desired Culture Year 2



IROS (P)=2-3-5-0 | (L)=0-0-0-0

<b>Consistent Values</b>	<p>cost reduction (L)</p> <p><u>customer satisfaction</u></p> <p>productivity</p> <p><u>accountability</u></p> <p><u>teamwork</u></p> <p>confusion (L)</p> <p>inconsistent (L)</p> <p>job insecurity (L)</p>		<p><b>accountability</b></p> <p><b>customer satisfaction</b></p> <p>honesty</p> <p><b>teamwork</b></p> <p>career development</p> <p><b>continuous improvement</b></p> <p>commitment</p> <p>job security</p> <p>leadership effectiveness</p>	
	<b>Values Differences</b>	<p><u>commitment</u></p> <p>information withholding (L)</p>	<p>goals orientation</p> <p><b>continuous improvement</b></p>	<p>information sharing</p>

**Desired in Year 1, Satisfied in Year 2: 1**

Values Matches Current and Desired Year 1: 4

**Values Matches Current and Desired Year 2: 4**



# Top 20 Values Movement

## Year 1 Current Culture (10006 participants)

	Value	Level	Votes
1	cost reduction (L)	1	32%
2	customer satisfaction	2	28%
3	productivity	3	27%
4	accountability	4	27%
5	teamwork	4	27%
6	confusion (L)	3	25%
7	inconsistent (L)	3	25%
8	job insecurity (L)	1	23%
9	commitment	5	20%
10	information withholding (L)	3	19%
11	honesty	5	18%
12	continuous improvement	4	18%
13	quality	3	17%
14	indecisive (L)	3	17%
15	goals orientation	4	17%
16	<b>arrogance (L)</b>	<b>3</b>	<b>16%</b>
17	<b>over-control (L)</b>	<b>1</b>	<b>16%</b>
18	<b>blame (L)</b>	<b>2</b>	<b>16%</b>
19	black empowerment	4	16%
20	<b>achievement</b>	<b>3</b>	<b>16%</b>

## Year 2 Current Culture (11642 participants)

	Shifts	Value	Level	Votes
1	▲	customer satisfaction	2	32%
2	▼	cost reduction (L)	1	28%
3	▲	teamwork	4	27%
4	▼	productivity	3	26%
5	▲	confusion (L)	3	26%
6	▼	accountability	4	25%
7	▲	goals orientation	4	24%
8	▼	inconsistent (L)	3	23%
9	▼	job insecurity (L)	1	21%
10	▲	continuous improvement	4	21%
11	▼	commitment	5	19%
12	▼	information withholding (L)	3	18%
13	▲	<b>ethics</b>	<b>7</b>	<b>18%</b>
14	▲	black empowerment	4	17%
15	▲	<b>brand image</b>	<b>3</b>	<b>16%</b>
16	▼	honesty	5	16%
17	▲	<b>cost effectiveness</b>	<b>3</b>	<b>16%</b>
18	▼	quality	3	16%
19	▼	indecisive (L)	3	15%
20	▲	<b>information sharing</b>	<b>4</b>	<b>15%</b>

*Values not among the top 20 values of Year 2  
New values appearing in Year 2*



# Current Culture Evolution - Positive Values

This graph shows the percentages of Current Culture votes by level for each time period. Note shifts and similarities between the two time periods.





# Cultural Entropy Report

Level	Potentially Limiting Values %	Potentially Limiting Values Current Culture Year 2	% Votes Year 2	Difference from Year 1	
3	<p>Year 1: 16%</p> <p>Year 2: 14%</p>	confusion (2990) inconsistent (2700) information withholding (2138) indecisive (1752) arrogance (1534) bureaucracy (1517) silo mentality (1371) change resistance (988) long hours (800) status/ authority (547) entitlement (276)	26% 23% 18% 15% 13% 13% 12% 8% 7% 5% 2%	▲ ▼ ▼ ▼ ▼ ▼ ▼ ▼ ▼ ▼	1% 2% 1% 2% 3% 2% 0% 3% 2% 1% New Value
2	<p>Year 1: 6%</p> <p>Year 2: 4%</p>	blame (1494) empire building (1010) internal competition (931) abusive (897) racial discrimination (737)	13% 9% 8% 8% 6%	▼ ▼ ▼ ▼	3% 0% 0% 4% 2%
1	<p>Year 1: 8%</p> <p>Year 2: 7%</p>	cost reduction (3240) job insecurity (2495) over-control (1617) short-term focus (1047)	28% 21% 14% 9%	▼ ▼ ▼ ▼	4% 2% 2% 2%
<b>Total %</b>	■ Year 1: <b>30%</b> ■ Year 2: <b>25%</b>	<i>This level of Cultural Entropy score reflects significant issues requiring cultural and structural transformation and leadership coaching.</i>			



# Evolution of Values Jumps

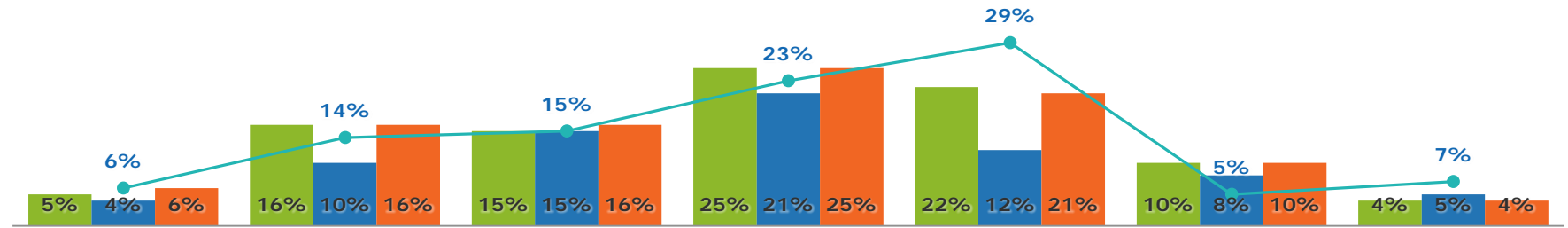
*This table shows the values receiving the greatest increase in votes from Current to Desired Culture within each time period.*

Value	Year 1	Year 2	DC Year 1	DC Year 2
accountability	24%	25%	✓	✓
career development	21%	18%	✓	✓
honesty	26%	18%	✓	✓
job security	19%	17%	✓	✓
leadership effectiveness	16%	16%	✓	✓
employee recognition	13%	12%		
employee satisfaction	12%	12%		
open communication	11%	10%		
coaching/ mentoring	10%	10%		
continuous learning and development	10%	9%		



# Desired Culture Evolution

The graph highlights by level where people would like to see more focus. The table compares the previous time period's values requests with the most recent Personal, Current and Desired Culture values.



Level	1	2	3	4	5	6	7
<b>Satisfied Year 2 DC</b>		customer satisfaction		accountability teamwork <b>continuous improvement</b>			
<b>Unsatisfied Year 2 DC</b>	<b>job security</b>	approachable	<b>career development</b>		<b>honesty</b> commitment	<b>leadership effectiveness</b>	
<b>Values Jumps Year 2</b>		employee recognition employee satisfaction open communication		continuous learning and development		coaching/mentoring	

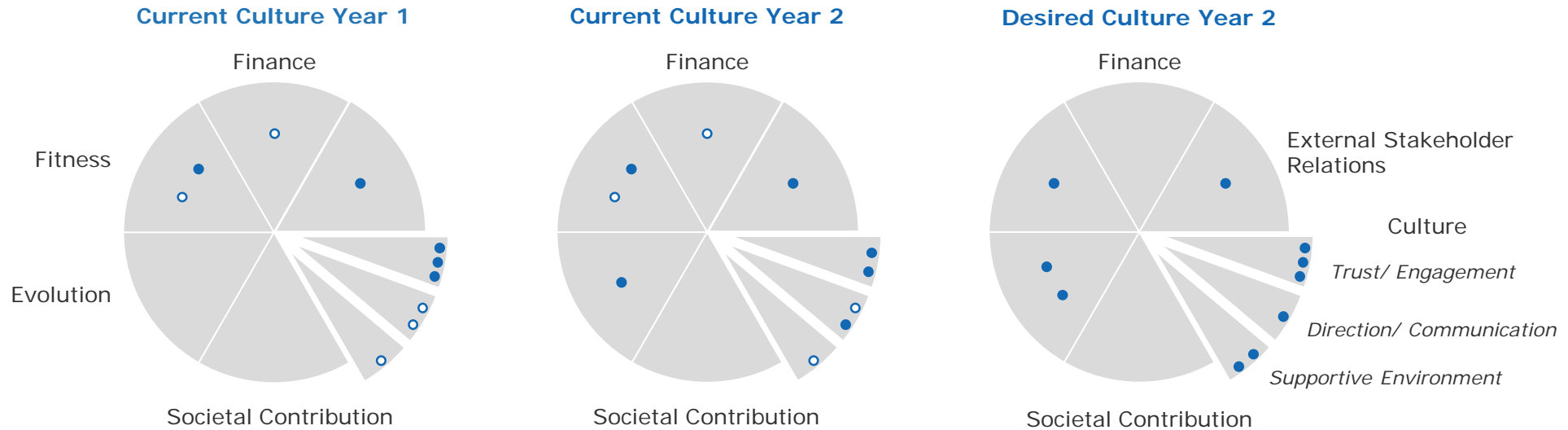
■ Desired Culture Year 1  
 ■ Personal Values Year 2  
 ■ Current Culture Year 2  
 ■ Desired Culture Year 2

Values in **black bold** are repeating requests that remain unsatisfied in the current results.  
 Values in **blue bold** have successfully become key values in the Current Culture.





# Business Needs Scorecard (BNS)



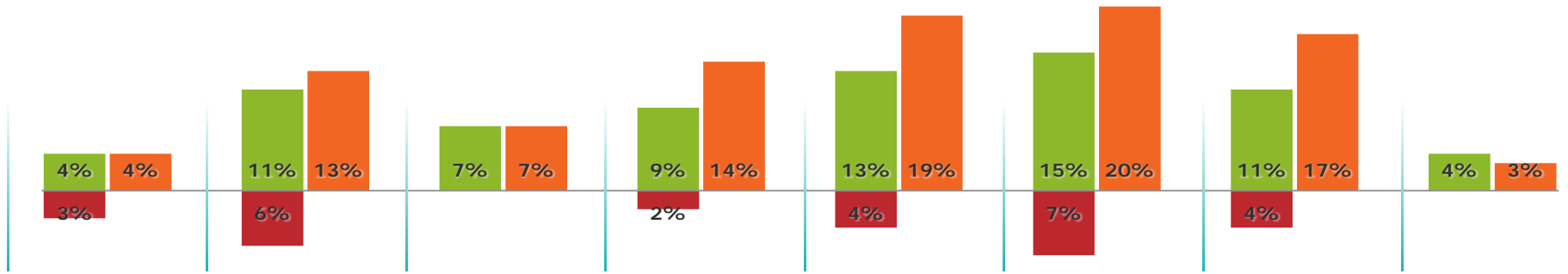
	Finance	Fitness	External Stakeholder Relations	Evolution	Culture			Societal Contribution
					Trust/ Engagement	Direction/ Communication	Supportive Environment	
Current Culture Year 1 only					commitment	information withholding (L)		
Year 1 & Year 2	cost reduction (L)	inconsistent (L) productivity	<b>customer satisfaction</b>		<b>accountability</b> <b>teamwork</b>	confusion (L)	job insecurity (L)	
Current Culture Year 2 only				<b>continuous improvement</b>		goals orientation		
Desired Culture Year 2		leadership effectiveness	<b>customer satisfaction</b>	career development <b>continuous improvement</b>	<b>accountability</b> commitment <b>teamwork</b>	honesty	approachable job security	

**Values Matches Current and Desired Culture Year 2**



# 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
<b>Desired Culture Values</b>		leadership effectiveness	customer satisfaction	<b>career development</b> <b>continuous improvement</b>	accountability <b>commitment</b> teamwork	<b>honesty</b>	approachable <b>job security</b>	
<b>Values Jumps</b>				coaching/ mentoring continuous learning and development		open communication	employee recognition employee satisfaction	
<b>Potentially Limiting Values</b>	cost reduction (L)	bureaucracy (L) empire building (L) inconsistent (L) internal competition (L) long hours (L)		change resistance (L) short-term focus (L)	blame (L) over-control (L) silo mentality (L)	arrogance (L) confusion (L) indecisive (L) information withholding (L)	abusive (L) entitlement (L) job insecurity (L) racial discrimination (L) status/ authority (L)	

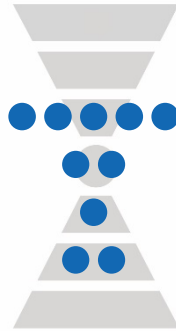
■ Current Culture Year 2 ■ Cultural Entropy Year 2 ■ Desired Culture Year 2

Values in **black bold** are repeating requests that remain unsatisfied in the current results.  
Values in **blue bold** have successfully become key values in the Current Culture.



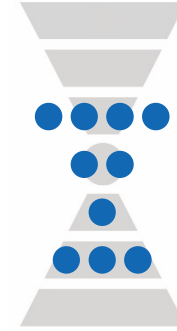
# Personal Values Matches and New Requests

Personal Values Year 1



IRS (P)= 6-4-0 | IRS (L)=0-0-0

Personal Values Year 2



IRS (P)= 5-5-0 | IRS (L)=0-0-0

<p><b>Consistent Values</b></p>	<p><u>accountability</u>          caring  <u>commitment</u>          honesty          performance          positive attitude          respect          responsibility          trustworthy</p>	
<p><b>Values Differences</b></p>	<p>integrity</p>	<p>family</p>
<p><b>New Requests</b></p>	<p>honesty</p>	<p>commitment          honesty</p>

Values Matches PV-CC Year 1: 2

**Values Matches PV-CC Year 2: 1**

New Requests PV-DC Year 1: 1

New Requests PV-DC Year 2: 2

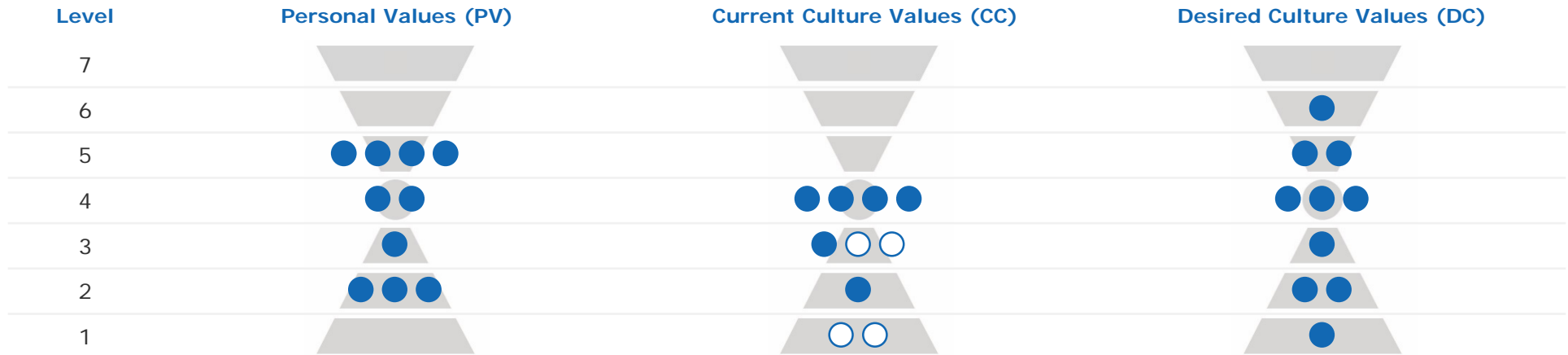


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## Evolution Plots Example Year 2



# Overall Group (11642)



IRS (P)=5-5-0 IRS (L)=0-0-0

IROS (P)=0-2-4-0 IROS (L)=1-0-3-0

IROS (P)=2-3-5-0 IROS (L)=0-0-0-0

Matches PV - CC 1 CC - DC 4 PV - DC 2 new requests	<b>honesty</b>	8002 5(I)	<b>customer satisfaction</b>	3736 2(O)	<b>accountability</b>	5770 4(R)
	<b>accountability</b>	7861 4(R)	cost reduction (L)	3240 1(O)	<b>customer satisfaction</b>	4319 2(O)
	respect	5272 2(R)	<b>teamwork</b>	3153 4(R)	<b>honesty</b>	3939 5(I)
	<b>commitment</b>	4909 5(I)	productivity	3003 3(O)	<b>teamwork</b>	3473 4(R)
	responsibility	4001 4(I)	confusion (L)	2990 3(O)	career development	3403 3(O)
	trustworthy	3559 5(R)	<b>accountability</b>	2899 4(R)	<b>continuous improvement</b>	3233 4(O)
	positive attitude	3459 5(I)	goals orientation	2758 4(O)	<b>commitment</b>	3114 5(I)
	caring	3018 2(R)	inconsistent (L)	2700 3(I)	job security	2953 1(O)
	performance	2872 3(I)	job insecurity (L)	2495 1(O)	leadership effectiveness	2743 6(O)
	family	2857 2(R)	<b>continuous improvement</b>	2461 4(O)	approachable	2604 2(R)

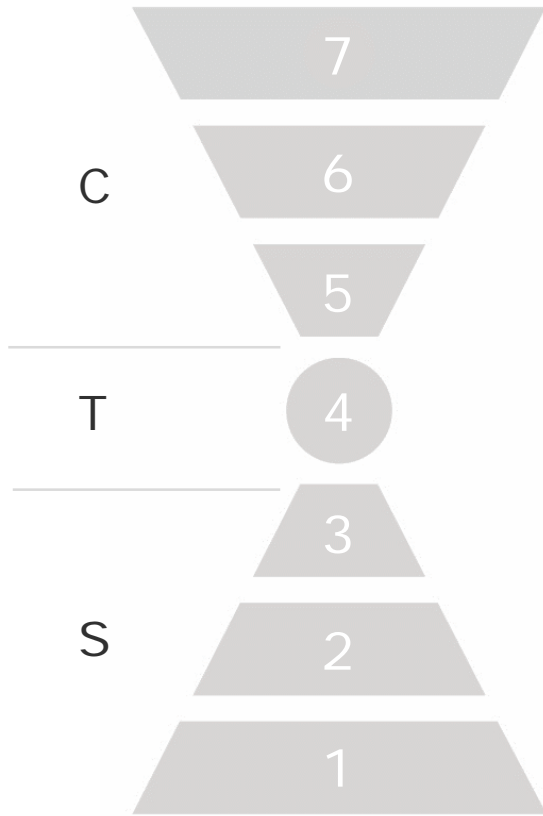
Black Underline = PV & CC  
Orange = PV, CC & DC  
 Orange = CC & DC  
 Blue = PV & DC

P = Positive  
 L = Potentially Limiting (white circle)

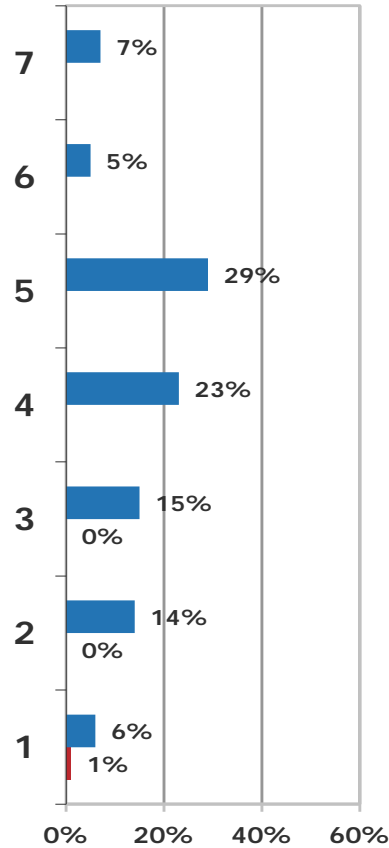
I = Individual  
 R = Relationship  
 O = Organisational  
 S = Societal



# Overall Group (11642)



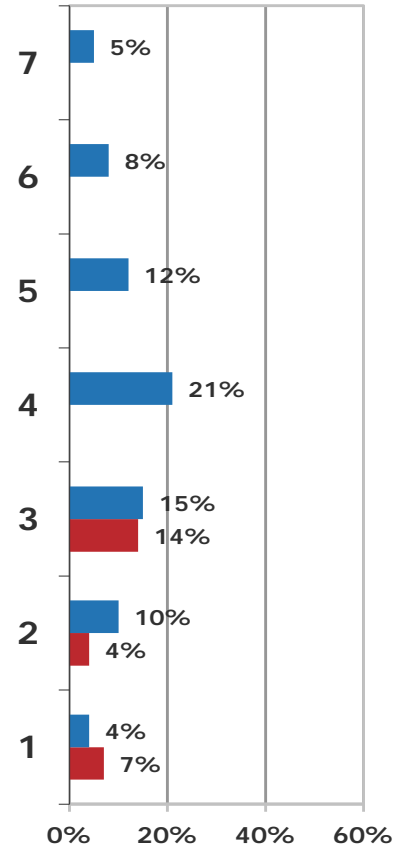
**Personal Values**



CTS = 41-23-36

**Cultural Entropy = 1%**

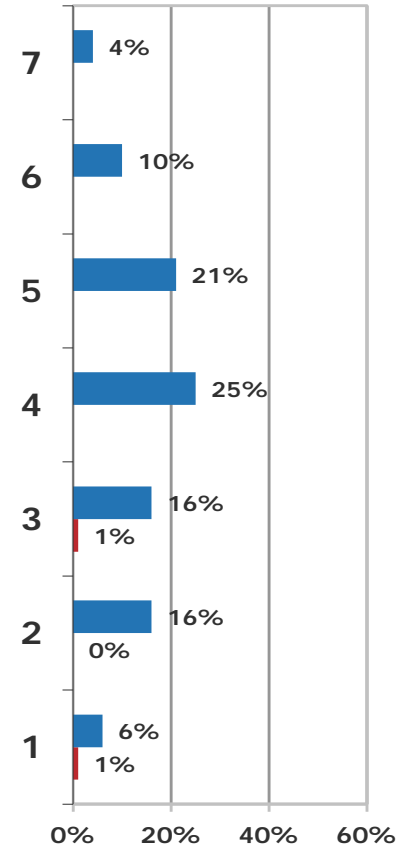
**Current Culture Values**



CTS = 25-21-54

**Cultural Entropy = 25%**

**Desired Culture Values**



CTS = 35-25-40

**Cultural Entropy = 2%**

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

■ Positive Values  
■ Potentially Limiting Values