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.

**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.

**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.

**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.

**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
Example CVA: Overall Group (105)

<table>
<thead>
<tr>
<th>Level</th>
<th>Personal Values (PV)</th>
<th>Current Culture Values (CC)</th>
<th>Desired Culture Values (DC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>![Diagram of PV]</td>
<td>![Diagram of CC]</td>
<td>![Diagram of DC]</td>
</tr>
<tr>
<td>6</td>
<td>![Diagram of PV]</td>
<td>![Diagram of CC]</td>
<td>![Diagram of DC]</td>
</tr>
<tr>
<td>5</td>
<td>![Diagram of PV]</td>
<td>![Diagram of CC]</td>
<td>![Diagram of DC]</td>
</tr>
<tr>
<td>4</td>
<td>![Diagram of PV]</td>
<td>![Diagram of CC]</td>
<td>![Diagram of DC]</td>
</tr>
<tr>
<td>3</td>
<td>![Diagram of PV]</td>
<td>![Diagram of CC]</td>
<td>![Diagram of DC]</td>
</tr>
<tr>
<td>2</td>
<td>![Diagram of PV]</td>
<td>![Diagram of CC]</td>
<td>![Diagram of DC]</td>
</tr>
<tr>
<td>1</td>
<td>![Diagram of PV]</td>
<td>![Diagram of CC]</td>
<td>![Diagram of DC]</td>
</tr>
</tbody>
</table>

**Cultural Entropy:**

- **Current Culture:** 22%
- **New requests:** 4

**Matches**
- PV - CC 0
- CC - DC 2
- PV - DC 4

**Black Underline = PV & CC**
- financial stability 42 1(O)
- long-term perspective 42 7(O)
- **customer satisfaction** 34 2(O)
- **teamwork** 34 3(O)
- employee fulfilment 30 6(O)
- quality 30 3(O)
- professionalism 28 3(O)
- trust 28 5(R)

**Orange = PV, CC & DC**
- teamwork 42 4(R)
- customer satisfaction 34 2(O)
- fairness 36 5(R)
- efficiency 34 3(O)
- teamwork 31 4(R)
- quality 30 3(O)
- trust 28 5(R)

**Blue = PV & DC**
- fairness 50 5(R)
- making a difference 42 6(S)
- logic 40 3(I)
- commitment 37 5(I)
- efficiency 35 3(I)
- cooperation 34 5(R)
- quality 34 3(I)
- experience 33 3(I)
- achievement 29 3(I)
- trust 29 5(R)

**PV - CC 0**

- brand image 56 3(O)
- results orientation 31 3(O)
- confusion (L) 29 3(O)
- bureaucracy (L) 27 3(O)
- customer collaboration 26 6(O)
- goals orientation 24 4(O)
- profit 24 1(O)
- silo mentality (L) 24 3(O)

**CC - DC 2**

- new requests

**PV - DC 4**

- new requests

<table>
<thead>
<tr>
<th>Matches</th>
<th>PV - CC 0</th>
<th>CC - DC 2</th>
<th>PV - DC 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levels</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

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Example CVA: Overall Group (105)

- **Common Good**: 42%
- **Transformation**: 18%
- **Self-Interest**: 37%
- **Cultural Entropy**: 3%

**Personal Values**

**Current Culture Values**

**Desired Culture Values**

- **Common Good**: 27%
- **Transformation**: 20%
- **Self-Interest**: 31%
- **Cultural Entropy**: 22%

- **Common Good**: 43%
- **Transformation**: 19%
- **Self-Interest**: 37%
- **Cultural Entropy**: 1%

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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.

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

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.
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.

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

<table>
<thead>
<tr>
<th>Desired Culture Values</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
<th>Level 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>financial stability</td>
<td>7%</td>
<td>5%</td>
<td>7%</td>
<td>8%</td>
<td>6%</td>
<td>11%</td>
<td>22%</td>
</tr>
<tr>
<td>customer satisfaction</td>
<td>20%</td>
<td>20%</td>
<td>19%</td>
<td>18%</td>
<td>20%</td>
<td>19%</td>
<td>28%</td>
</tr>
<tr>
<td>fairness</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>trust</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>employee fulfilment</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>8%</td>
</tr>
<tr>
<td>long-term perspective</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>positive attitude</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>leading by example</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Values Jumps:
- positive attitude
- leading by example
- employee fulfilment
- long-term perspective

This diagram and table help organizations understand the current culture values and desired culture values at different levels, allowing for targeted improvements.
Example CVA: Overall Group (105)

### Current Culture Values
- **Finance**
  - Profit
- **Fitness**
  - Results orientation
  - Bureaucracy (L)
  - Efficiency
  - Quality
  - Professionalism
- **External Stakeholder Relations**
  - Brand image
  - Customer satisfaction
  - Customer collaboration
- **Evolution**
  - Long-term perspective
- **Culture**
  - Trust/Engagement
  - Teamwork
  - Silo mentality (L)
  - Employee fulfillment
  - Trust
- **Direction/Communication**
  - Confusion (L)
  - Goals orientation
- **Supportive Environment**
  - Fairness
- **Societal Contribution**

### Desired Culture Values
- **Finance**
- **Fitness**
- **External Stakeholder Relations**
- **Evolution**
- **Culture**
- **Direction/Communication**
- **Supportive Environment**
- **Societal Contribution**
Example CVA: Overall Group (105)

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.

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<table>
<thead>
<tr>
<th>Desired Culture Values</th>
<th>Finance</th>
<th>Fitness</th>
<th>External Stakeholder Relations</th>
<th>Evolution</th>
<th>Trust/Engagement</th>
<th>Direction/Communication</th>
<th>Supportive Environment</th>
<th>Societal Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>financial stability</td>
<td>efficiency</td>
<td>quality professionalism</td>
<td>long-term perspective</td>
<td>teamwork</td>
<td>employee</td>
<td>fulfilment</td>
<td>trust</td>
</tr>
<tr>
<td>Values Jumps</td>
<td>cost reduction</td>
<td>bureaucracy</td>
<td>long hours</td>
<td>empire building</td>
<td>internal competition</td>
<td>personal growth</td>
<td>professional growth</td>
<td>positive attitude</td>
</tr>
<tr>
<td>Potentially Limiting Values</td>
<td>cost reduction</td>
<td>bureaucracy</td>
<td>long hours</td>
<td>empire building</td>
<td>internal competition</td>
<td>short-term focus</td>
<td>caution</td>
<td>silo mentality</td>
</tr>
</tbody>
</table>

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