

Misaligned Example

Prepared by
Barrett Values Centre

Culture Score

Misaligned Example

1403 participants

This is the benchmark metric reflecting the health and strength of a culture.

The score is based on matches, Cultural Entropy[®] and balance between the levels.

Global Average: 49
Regional Average: 50
Industry Average: 42



Summary of Results

Misaligned Example

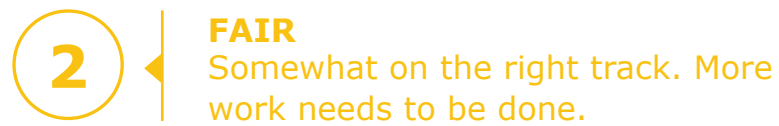
1403 participants

Alignment

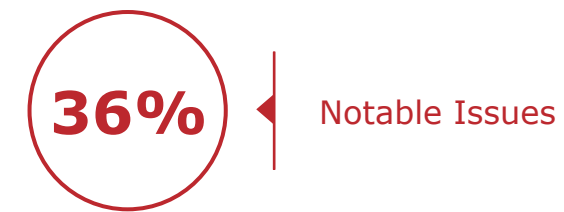
Personal & Current Culture Matches



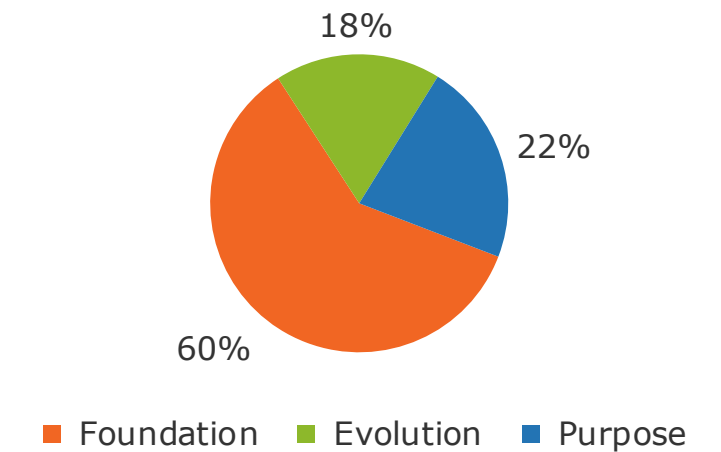
Current & Desired Culture Matches



Cultural Entropy® Score

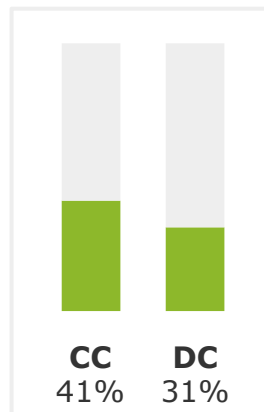


Balance Index

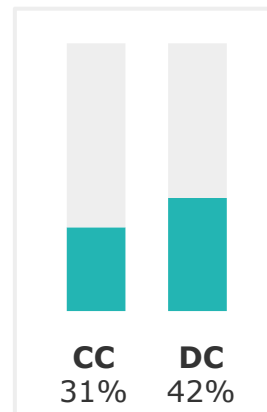


Organizational Perspective

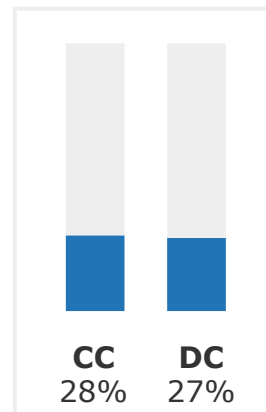
Process



People



Purpose



Potentially Limiting Values



- cost reduction
- confusion
- bureaucracy
- job insecurity
- hierarchy
- information hoarding

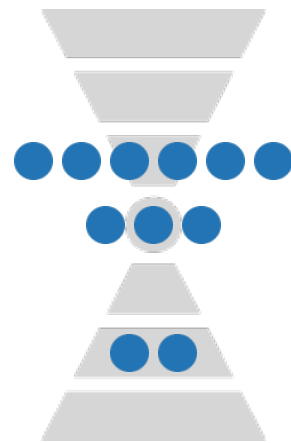
New Values to Focus On

- accountability
- continuous learning
- employee fulfillment
- employee recognition
- financial stability
- customer satisfaction
- information sharing
- long-term perspective
- open communication
- teamwork

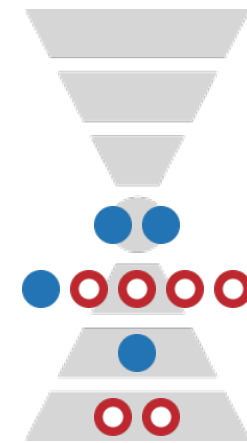
Overall Group Results

Misaligned Example
1403 participants

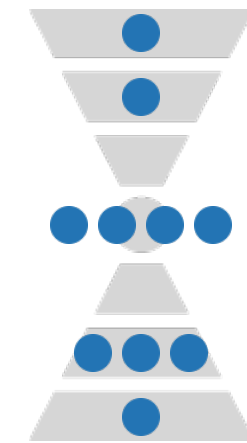
Personal Values (PV)



Current Culture Values (CC)



Desired Culture Values (DC)



- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

● Positive Value

○ Potentially Limiting

👤 PV & CC
0 Matches

📍 PV & DC
1 Matches

★ CC & DC
2 Matches

👥 PV, CC & DC
0 Matches

VALUE	VOTES	LEVEL
honesty	599	5
📍 accountability	571	4
respect	441	2
caring	439	2
positive attitude	432	5
commitment	411	5
humor/ fun	410	5
integrity	404	5
continuous learning	392	4
creativity	368	5

VALUE	VOTES	LEVEL
★ customer satisfaction	702	2
○ cost reduction	575	1
○ confusion	546	3
○ bureaucracy	505	3
brand image	453	3
○ job insecurity	395	1
○ hierarchy	373	3
○ information hoarding	345	3
★ continuous learning	307	4
innovation	305	4

VALUE	VOTES	LEVEL
📍 accountability	611	4
★ customer satisfaction	561	2
★ continuous learning	459	4
financial stability	435	1
teamwork	431	4
open communication	405	2
employee fulfillment	394	6
information sharing	372	4
employee recognition	339	2
long-term perspective	332	7

Values Jumps

Misaligned Example

1403 participants

Types of Jumps



Existing

In CC and DC now
Call to strengthen



New Values

In Desired Culture



Emerging

Not in Desired Culture

Values

CC

DC

Jump

accountability	+	143	611	468
employee fulfillment	+	34	394	360
open communication	+	86	405	319
financial stability	+	150	435	285
coaching/ mentoring	↑	76	315	239
information sharing	+	143	372	229
employee recognition	+	121	339	218
trust	↑	32	250	218
teamwork	+	223	431	208
adaptability	↑	129	323	194

Cultural Entropy[®] Report

Misaligned Example
1403 participants

1 Viability

12%
of total
votes

POTENTIALLY LIMITING VALUES	VOTES
cost reduction	575
job insecurity	395
short-term focus	250
control	241
caution	145

2 Relationships

7%
of total
votes

POTENTIALLY LIMITING VALUES	VOTES
blame	238
internal competition	211
manipulation	169
discrimination	104
empire building	93
harassment	83

3 Performance

17%
of total
votes

POTENTIALLY LIMITING VALUES	VOTES
confusion	546
bureaucracy	505
hierarchy	373
information hoarding	345
silo mentality	266
long hours	200
power	146

0%—13%

14%—19%

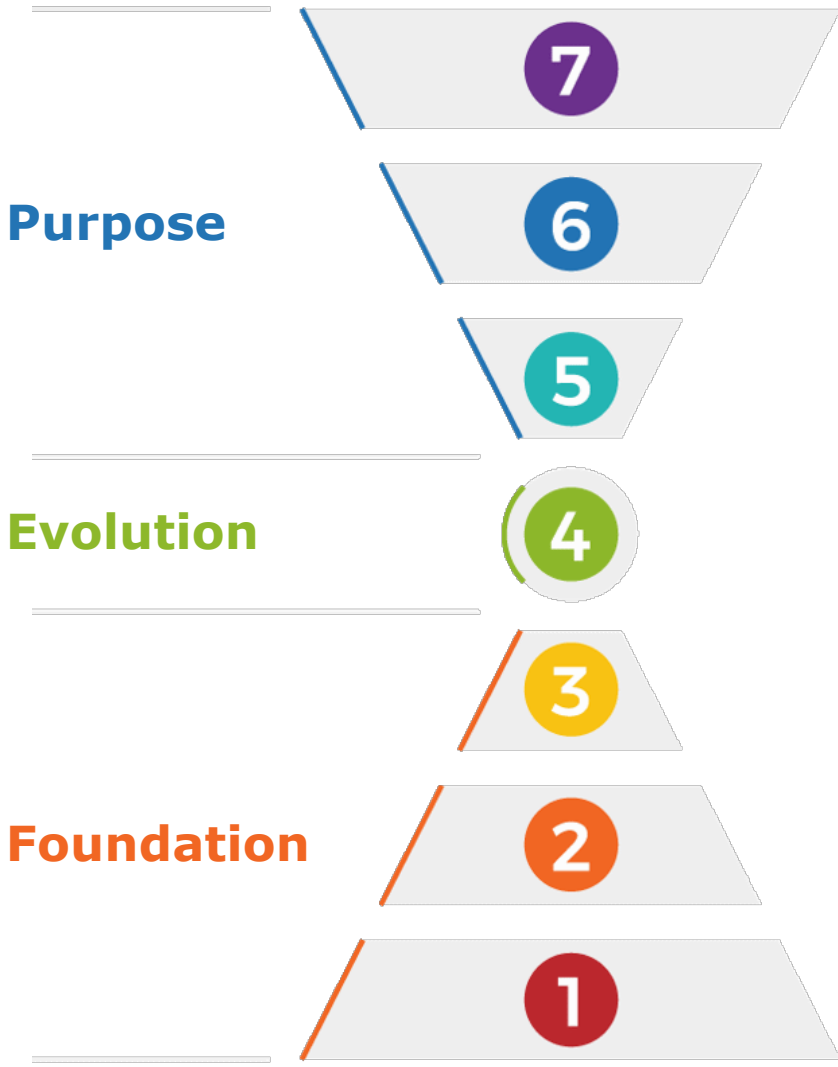
20%—28%

29%+

▲
36%

Balance Index

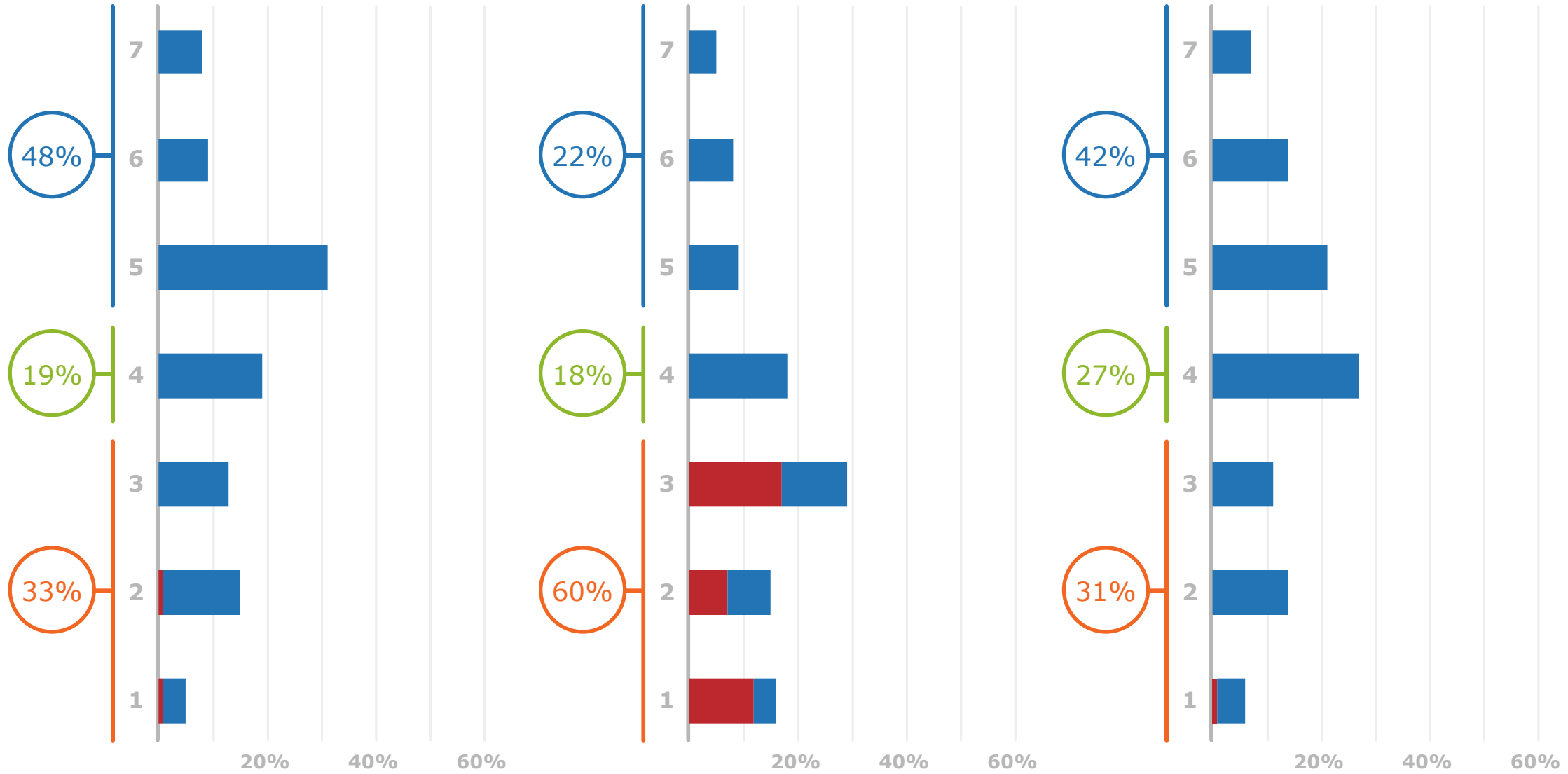
Misaligned Example
1403 participants



Personal Values

Current Culture

Desired Culture



Cultural Entropy®: 36%

■ Positive Values
 ■ Potentially Limiting

Expansive View

Misaligned Example

1403 participants

Personal Values

ⓇⓇⓈ = 7-3-0 ⓇⓈⓈ = 0-0-0

VALUE	VOTES	LEVEL
honesty	599	Ⓡ 5
accountability	571	Ⓡ 4
respect	441	Ⓡ 2
caring	439	Ⓡ 2
positive attitude	432	Ⓡ 5
commitment	411	Ⓡ 5
humor/ fun	410	Ⓡ 5
integrity	404	Ⓡ 5
continuous learning	392	Ⓡ 4
creativity	368	Ⓡ 5
family	343	Ⓡ 2
trust	328	Ⓡ 5
cooperation	325	Ⓡ 5
making a difference	322	Ⓢ 6
ethics	303	Ⓡ 7
enthusiasm	291	Ⓡ 5
fairness	283	Ⓡ 5
compassion	271	Ⓡ 7
efficiency	271	Ⓡ 3

Current Culture Values

ⓇⓇⓈⓈ = 0-1-3-0 ⓇⓈⓈⓈ = 0-1-5-0

VALUE	VOTES	LEVEL
customer satisfaction	702	Ⓡ 2
cost reduction	575	Ⓢ 1
confusion	546	Ⓢ 3
bureaucracy	505	Ⓢ 3
brand image	453	Ⓢ 3
job insecurity	395	Ⓢ 1
hierarchy	373	Ⓢ 3
information hoarding	345	Ⓡ 3
continuous learning	307	Ⓢ 4
innovation	305	Ⓢ 4
silos mentality	266	Ⓢ 3
community involvement	265	Ⓢ 6
future generations	253	Ⓢ 7
short-term focus	250	Ⓢ 1
continuous learning	247	Ⓢ 4
control	241	Ⓡ 1
blame	238	Ⓡ 2
diversity	235	Ⓡ 4
teamwork	223	Ⓡ 4
internal competition	211	Ⓡ 2

Desired Culture Values

ⓇⓈⓈⓈ = 0-5-5-0 ⓇⓈⓈⓈ = 0-0-0-0

VALUE	VOTES	LEVEL
accountability	611	Ⓡ 4
customer satisfaction	561	Ⓡ 2
continuous learning	459	Ⓢ 4
financial stability	435	Ⓢ 1
teamwork	431	Ⓡ 4
open communication	405	Ⓡ 2
employee fulfillment	394	Ⓢ 6
information sharing	372	Ⓢ 4
employee recognition	339	Ⓡ 2
long-term perspective	332	Ⓢ 7
adaptability	323	Ⓡ 4
coaching/ mentoring	315	Ⓡ 6
continuous learning	298	Ⓢ 4
community involvement	289	Ⓢ 6
future generations	252	Ⓢ 7
staff engagement	252	Ⓢ 5
trust	250	Ⓡ 5
respect	245	Ⓡ 2
creativity	244	Ⓡ 5
leadership development	236	Ⓢ 6

- 7 Contribution
- 6 Collaboration
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- 1 Viability

Positive

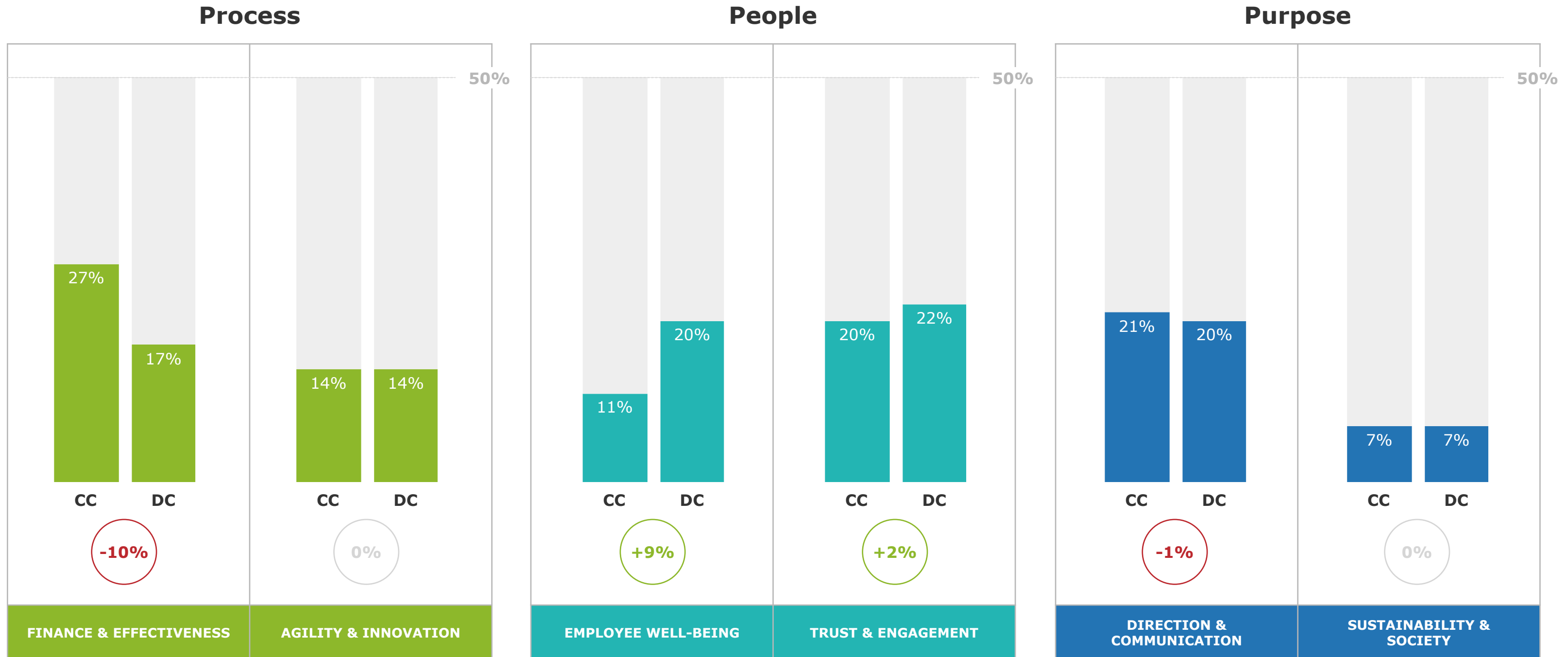
- Ⓡ = Individual
- Ⓡ = Relationship
- Ⓢ = Organizational
- Ⓢ = Societal

Potentially Limiting

- Ⓡ = Individual
- Ⓡ = Relationship
- Ⓢ = Organizational
- Ⓢ = Societal

Organizational Perspective

Misaligned Example
1403 participants



Organizational Perspective

Misaligned Example
1403 participants

	Process		People		Purpose	
	FINANCE & EFFECTIVENESS	AGILITY & INNOVATION	EMPLOYEE WELL-BEING	TRUST & ENGAGEMENT	DIRECTION & COMMUNICATION	SUSTAINABILITY & SOCIETY
Desired Culture + Values Jumps	<u>financial stability</u>	<u>continuous learning</u> adaptability	<u>employee fulfillment</u> <u>employee recognition</u> coaching/ mentoring	<u>accountability</u> <u>teamwork</u> trust	<u>long-term perspective</u> <u>open communication</u> <u>information sharing</u>	
Current Culture	cost reduction bureaucracy brand image	continuous learning	job insecurity		confusion hierarchy information hoarding innovation	
Cultural Entropy® 36%	9%	3%	4%	9%	11%	0%