



Barrett Values Centre

Small Group Assessment (SGA) Example

Prepared by

Barrett Values Centre



Small Group Assessment (SGA) Example (12)

Personal & Current Culture Alignment

Values Matches: 3

- 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: 4

- 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: 1

- 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.

cost reduction

Cultural Entropy: 14%

- 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.

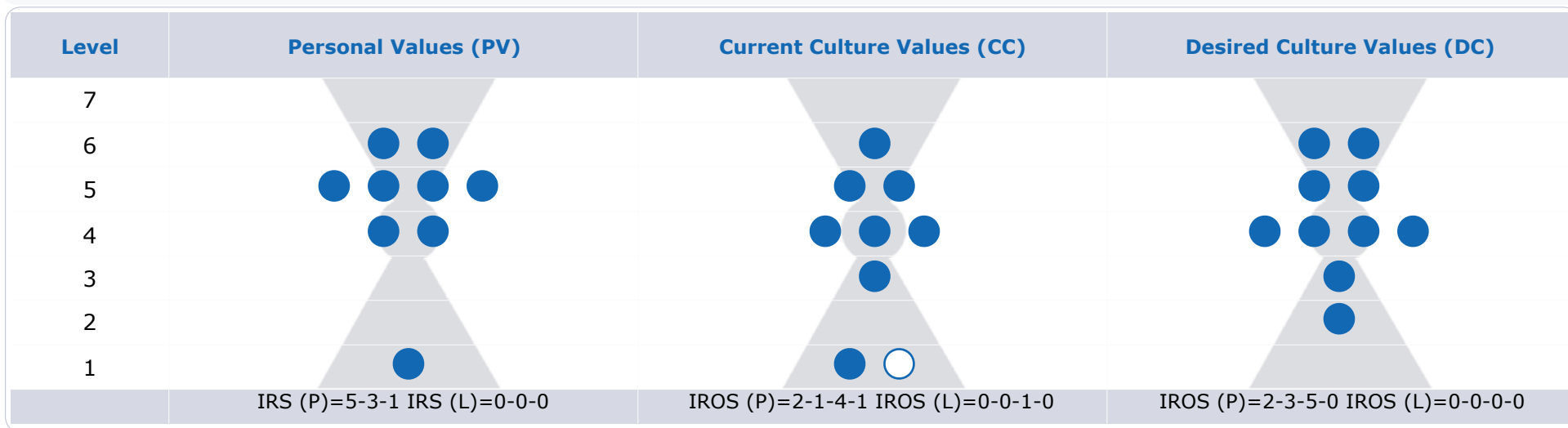
NEW VALUES TO FOCUS ON

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	<u>accountability</u>	8	4(R)	<u>safety</u>	8	1(O)	<u>accountability</u>	11	4(R)
	honesty	6	5(I)	environmental awareness	6	6(S)	coaching/ mentoring	7	6(R)
PV - CC 3	integrity	6	5(I)	commitment	5	5(I)	continuous improvement	7	4(O)
CC - DC 4	fairness	5	5(R)	continuous improvement	5	4(O)	teamwork	7	4(R)
PV - DC 1	balance (home/work)	4	4(I)	results orientation	5	3(O)	goals orientation	6	4(O)
new requests	coaching/ mentoring	4	6(R)	<u>accountability</u>	4	4(R)	cross group collaboration	5	6(O)
Cultural Entropy: Current Culture 14%	making a difference	4	6(S)	cost reduction (L)	4	1(O)	commitment	4	5(I)
	<u>positive attitude</u>	4	5(I)	goals orientation	4	4(O)	customer satisfaction	4	2(O)
	<u>safety</u>	4	1(I)	<u>positive attitude</u>	4	5(I)	excellence	4	3(I)
							shared vision	4	5(O)

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

Orange = CC & DC
 Blue = PV & DC

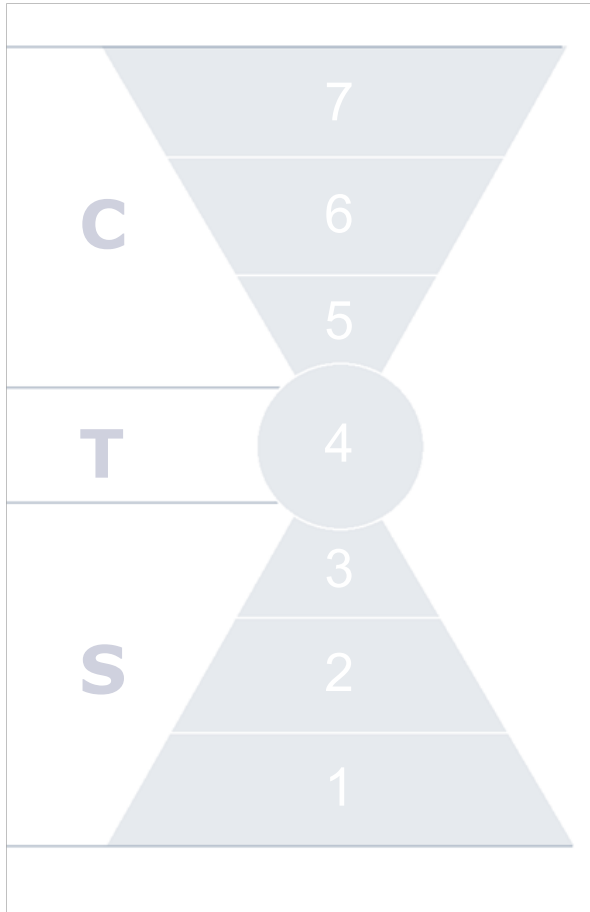
P = Positive
 L = Potentially Limiting (white circle)

I = Individual
 R = Relationship

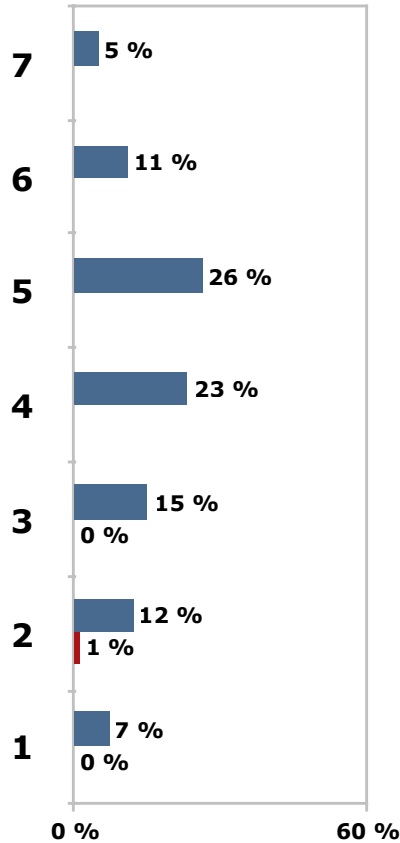
O = Organisational
 S = Societal



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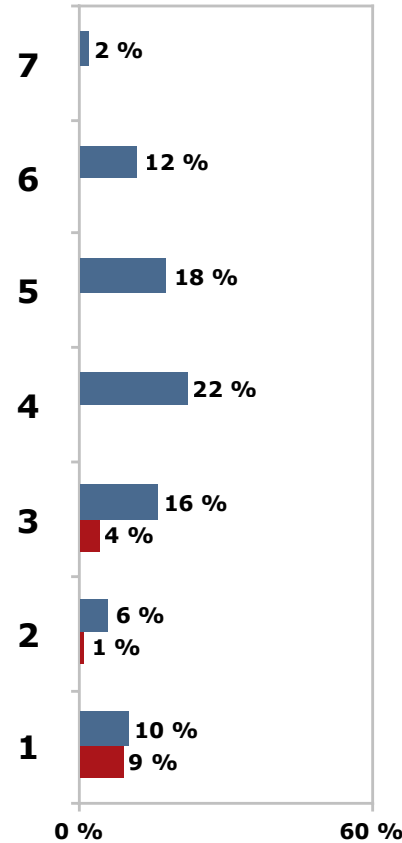


Personal Values



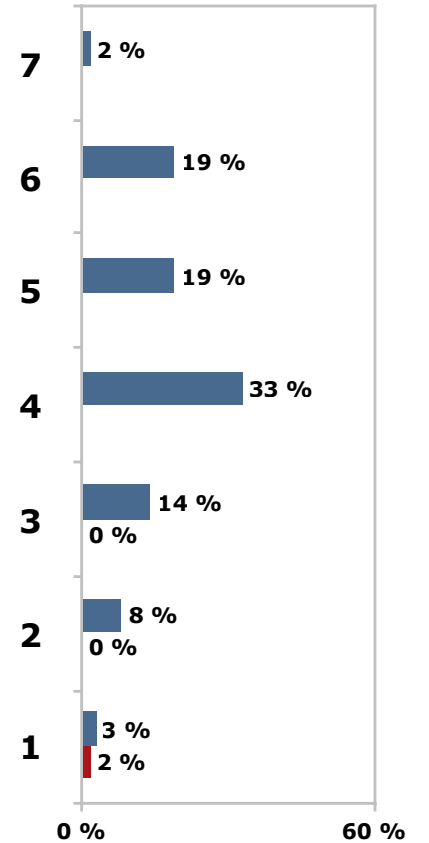
CTS = 42-23-35
Cultural Entropy = 1%

Current Culture Values



CTS = 32-22-46
Cultural Entropy = 14%

Desired Culture Values



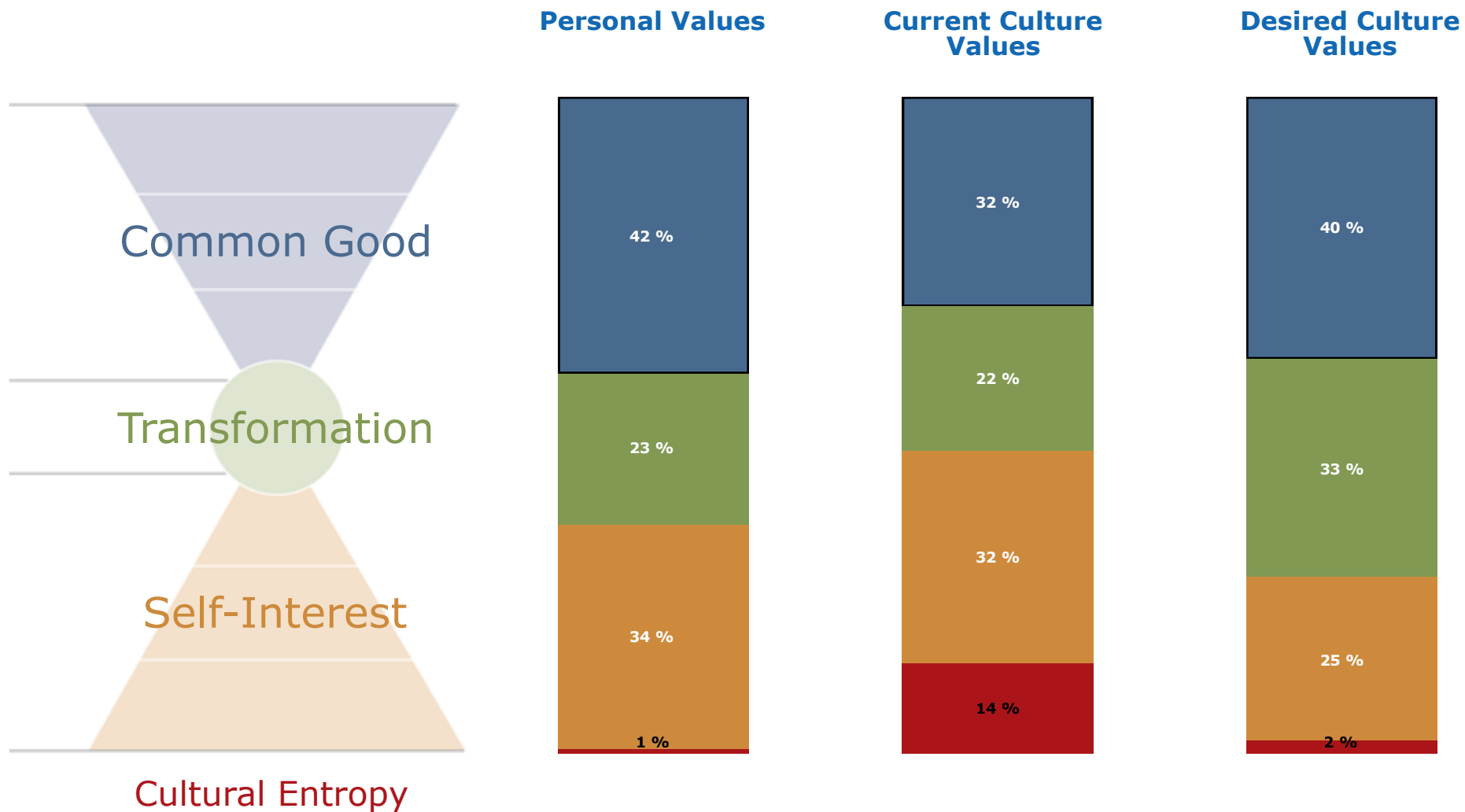
CTS = 40-33-27
Cultural Entropy = 2%

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

■ Positive Values
 ■ Potentially Limiting Values



Small Group Assessment (SGA) Example (12)





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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 (2) silo mentality (2) information hoarding (1)	4% of total votes
2	blame (1)	1% of total votes
1	cost reduction (4) caution (3) job insecurity (2) control (1) short-term focus (1)	9% of total votes
Total	17 out of 120	14% 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.

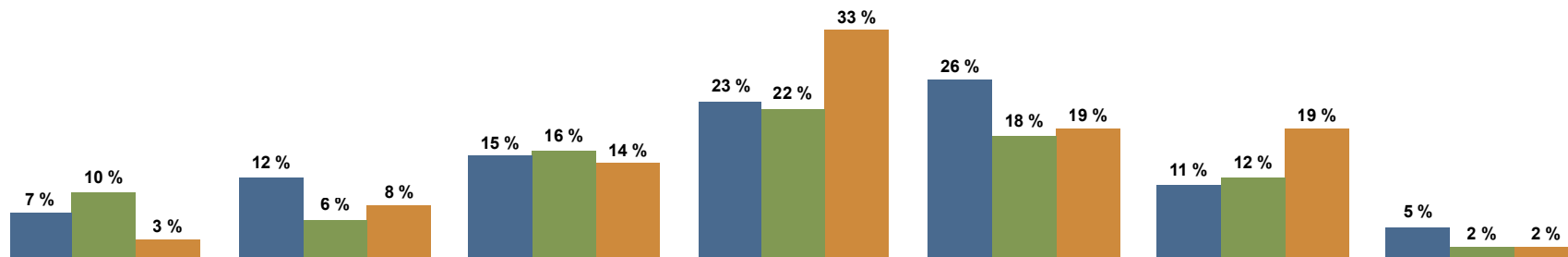
	Current Culture Votes	Desired Culture Votes	Jump
accountability	4	11	7
coaching/ mentoring	2	7	5
teamwork	3	7	4
cross group collaboration	1	5	4
customer satisfaction	1	4	3
shared vision	1	4	3
innovation	0	3	3



Small Group Assessment (SGA) Example (12)

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.



	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Desired Culture Values		customer satisfaction		accountability continuous improvement teamwork goals orientation	commitment shared vision	coaching/ mentoring cross group collaboration	
Values Jumps				innovation			

Personal Values ■

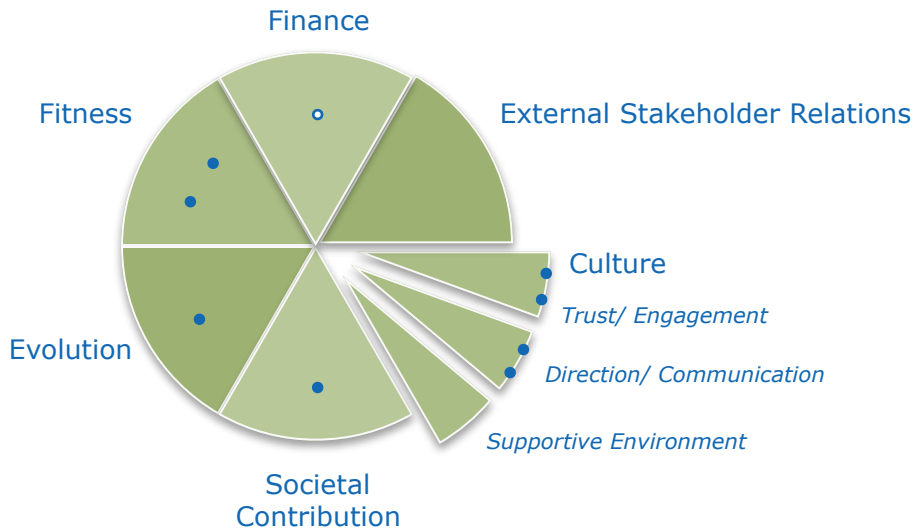
Current Culture Values ■

Desired Culture Values ■

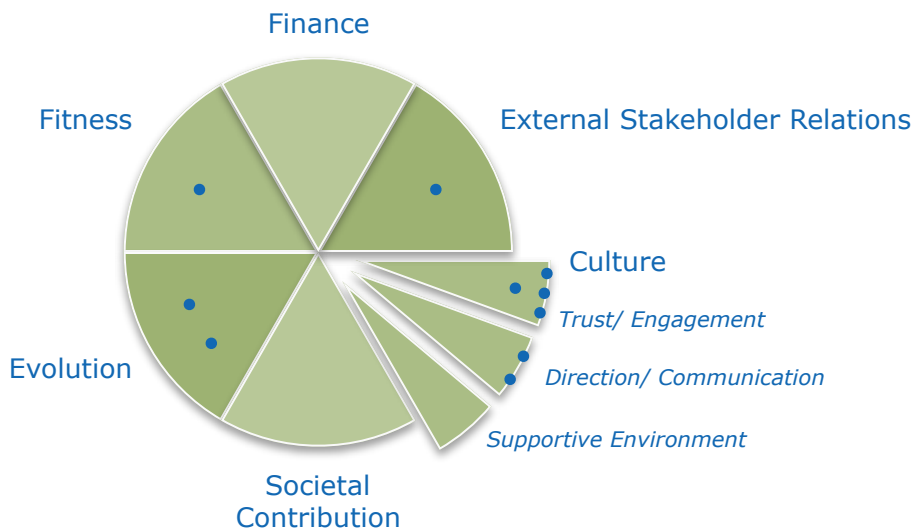


Small Group Assessment (SGA) Example (12)

Current Culture Values



Desired Culture Values



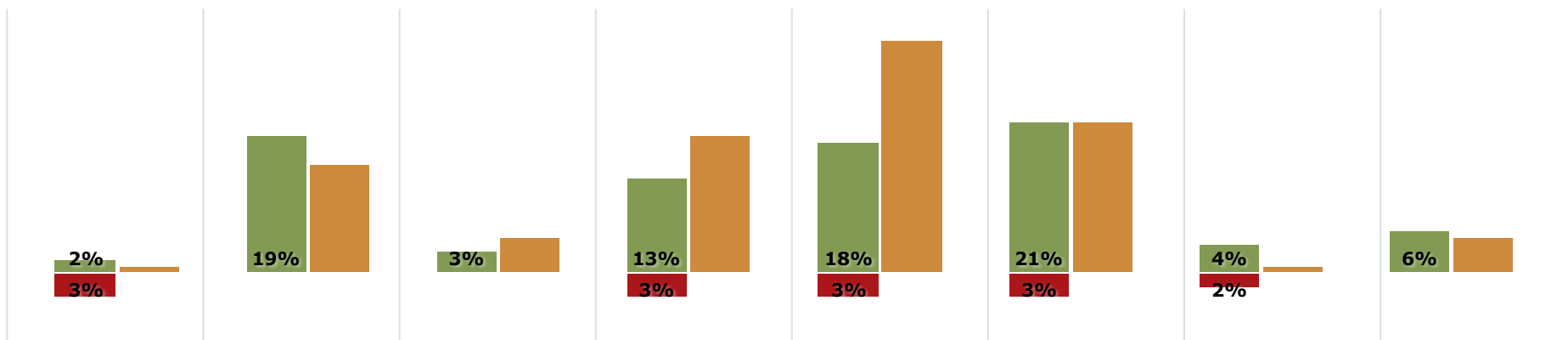
		Current Culture	Desired Culture
Finance		cost reduction (L)	
Fitness		safety results orientation	excellence
External Stakeholder Relations			customer satisfaction
Evolution		continuous improvement	coaching/ mentoring continuous improvement
Culture	Trust/ Engagement	commitment accountability	accountability teamwork cross group collaboration commitment
	Direction/ Communication	goals orientation positive attitude	goals orientation shared vision
	Supportive Environment		
Societal Contribution		environmental awareness	



Small Group Assessment (SGA) Example (12)

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 Culture	Supportive Environment	Societal Contribution
Desired Culture Values			customer satisfaction	coaching/ mentoring continuous improvement	accountability teamwork cross group collaboration commitment			
Values Jumps				innovation				
Potentially Limiting Values	cost reduction			caution short-term focus	silos mentality blame control	confusion information hoarding	job insecurity	

Positive Values - Current Culture ■

Cultural Entropy: Current Culture ■

Positive Values - Desired Culture ■