

Cultural Values Assessment

INTRODUCTION

In order to build and maintain a high performance organisation or team, you need to know how to initiate and drive change. Not change as a project, but change as an ongoing process. You have to learn how to manage the energy of your organisation in the same way you manage company accounts -- by taking regular measurements of key performance indicators, and making adjustments based on the results.

Our products for organisations allow you to determine the personal needs of employees, the extent to which they feel aligned with the culture of the organisation (values alignment), and the extent they feel the organisation is on the right track (mission alignment).

Together with the level of cultural entropy, these indicators enable you to assess the level of employee engagement.

BENEFITS OF CULTURAL VALUES ASSESSMENT

- Road map for achieving high performance, full spectrum resilience, and long-term sustainability.
- Highlights what current structures are supporting the desired culture and what structures or processes may actually be in the way of their desired outcomes.
- A predictive or leading indicator: It enables you to see and respond to the motivation of your employees.
- It enables you to invest in the right activities and initiatives that will directly impact the drive and performance.
- Helps leaders see what needs to be lived fully in order for the organisation to survive and it reveals what will free the full human potential in a particular organisation.

KEY FEATURES

- **Short Survey** - The survey instrument asks only three questions, is available online and requires only 10-15 minutes to complete.
- **Customisable** - The survey may be customised to the specific cultural and demographic needs of the groups being surveyed.
- **Demographics** - The richness of the CVA survey data is determined by the depth of demographic categories you select. There is no limit to the number of group categories you can choose.
- **Cost Effective** - The CVA is affordable for both small and large organisations. Costs are based on the number and type of reports requested, not on the number of survey participants.
- **Multiple Languages** - The survey is currently available in multiple languages or written dialects. Additional languages can easily be added. Written reports are produced only in English.
- **Fast Turnaround** - A CVA typically goes from survey initiation to reporting in four to six weeks.
- **Alleviate Survey Fatigue** - The CVA assessment can be easily linked to the front or back end of other organisation-wide staff surveys. There is an option to provide each participant with a unique survey link, against which their demographic options can be pre-loaded, to reduce time spent on the survey.

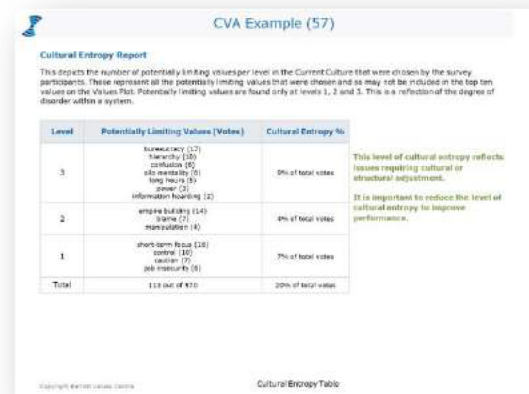
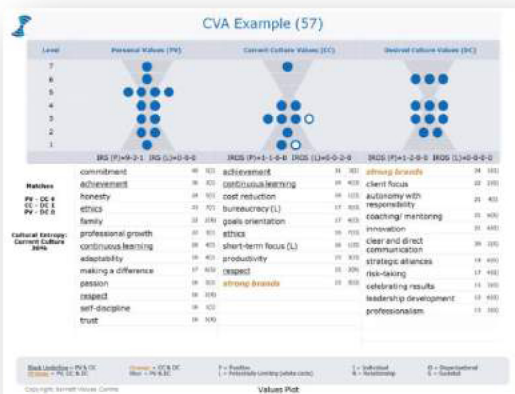
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Insights from a Cultural Values Assessment

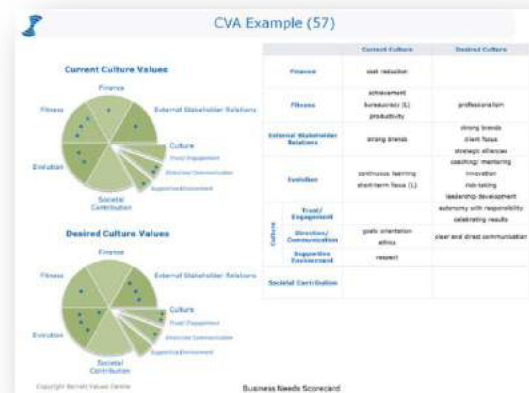
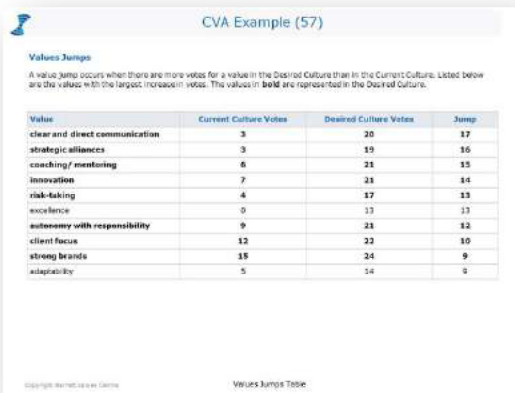


Dot Plot

In one simple picture, see the story of your culture. Find out what is important to your people, how they experience the culture now and seek to enhance it for tomorrow.

Cultural Entropy Table

Learn what factors get in the way of people doing their jobs. What keeps customers from experiencing the full potential of your products and services?



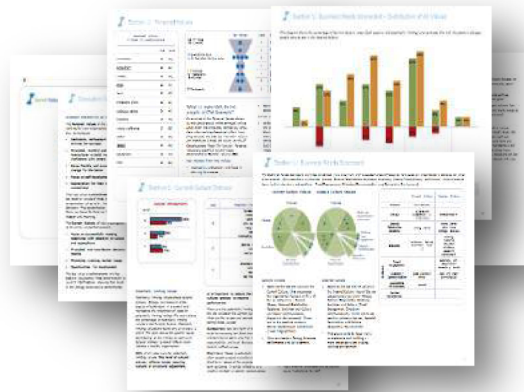
Values Jumps

Learn which values are most important to bring the new stories, practices and behaviors to life.

Business Needs Scorecard

Explore the values for an operational perspective of best practices, so that leaders can develop culture strategy to meet business needs.

A Deeper Dive Into Your Culture



Additional Charts

Gain more perspectives on departments, regions, tiers, or other groupings to deepen the exploration, dialogue and creative process.

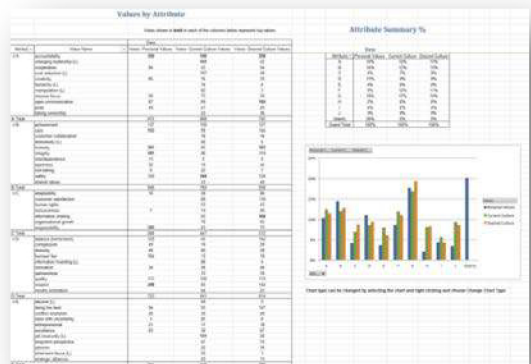
Written Reports

Custom analysis reveal insights to open your eyes, challenge your thinking and shine light on the way forward.

XY2 Company: Group Top 20 Values

Open multiple values below the same number of values, then you may result in more than 20 values being shown in the table.

| Value | Value Score | Count | Value | Value Score | Count | Value | Value Score | Count |
|-------|-------------|-------|-------|-------------|-------|-------|-------------|-------|
| 1000 | 0.00 | 1 | 1000 | 0.00 | 1 | 1000 | 0.00 | 1 |
| 1001 | 0.00 | 1 | 1001 | 0.00 | 1 | 1001 | 0.00 | 1 |
| 1002 | 0.00 | 1 | 1002 | 0.00 | 1 | 1002 | 0.00 | 1 |
| 1003 | 0.00 | 1 | 1003 | 0.00 | 1 | 1003 | 0.00 | 1 |
| 1004 | 0.00 | 1 | 1004 | 0.00 | 1 | 1004 | 0.00 | 1 |
| 1005 | 0.00 | 1 | 1005 | 0.00 | 1 | 1005 | 0.00 | 1 |
| 1006 | 0.00 | 1 | 1006 | 0.00 | 1 | 1006 | 0.00 | 1 |
| 1007 | 0.00 | 1 | 1007 | 0.00 | 1 | 1007 | 0.00 | 1 |
| 1008 | 0.00 | 1 | 1008 | 0.00 | 1 | 1008 | 0.00 | 1 |
| 1009 | 0.00 | 1 | 1009 | 0.00 | 1 | 1009 | 0.00 | 1 |
| 1010 | 0.00 | 1 | 1010 | 0.00 | 1 | 1010 | 0.00 | 1 |
| 1011 | 0.00 | 1 | 1011 | 0.00 | 1 | 1011 | 0.00 | 1 |
| 1012 | 0.00 | 1 | 1012 | 0.00 | 1 | 1012 | 0.00 | 1 |
| 1013 | 0.00 | 1 | 1013 | 0.00 | 1 | 1013 | 0.00 | 1 |
| 1014 | 0.00 | 1 | 1014 | 0.00 | 1 | 1014 | 0.00 | 1 |
| 1015 | 0.00 | 1 | 1015 | 0.00 | 1 | 1015 | 0.00 | 1 |
| 1016 | 0.00 | 1 | 1016 | 0.00 | 1 | 1016 | 0.00 | 1 |
| 1017 | 0.00 | 1 | 1017 | 0.00 | 1 | 1017 | 0.00 | 1 |
| 1018 | 0.00 | 1 | 1018 | 0.00 | 1 | 1018 | 0.00 | 1 |
| 1019 | 0.00 | 1 | 1019 | 0.00 | 1 | 1019 | 0.00 | 1 |
| 1020 | 0.00 | 1 | 1020 | 0.00 | 1 | 1020 | 0.00 | 1 |



Top Twenty Values

Uncover the stories bubbling just beneath the surface. The underlying picture may be healthy or need added care and attention.

Custom Attributes

Have the flexibility to group values into any categories you choose. For example, see how your culture mitigates or enhances risk, supports diversity, builds engagement.

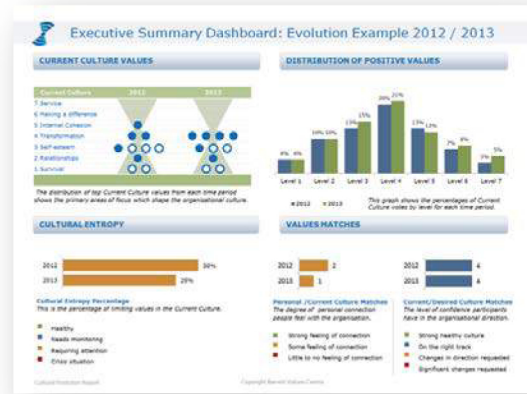
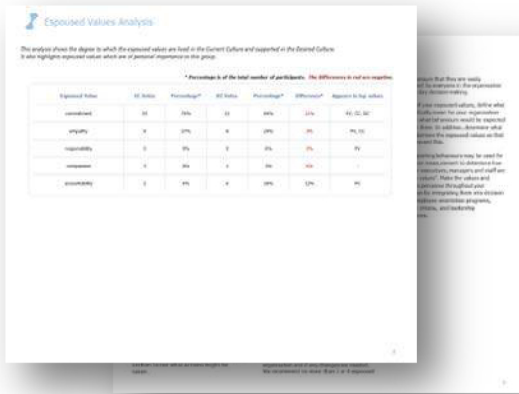
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Added Perspective To Bring It All Together



Espoused Values Analysis

The core values on the wall may stir cynicism or they may be alive in every meeting, decision and action. Find out their impact in your organisation.

Cultural Evolution Report

Cultural Transformation takes time, and the story evolves from year to year. See side by side progress and plan next steps.



Merger / Comparison Report

In a merger of organisations, determine if, and how the groups will be able to work together.

Report Summary

Recognise the patterns and differences among your teams, groups and departments.

Who Else Is Doing This Work



Unilever

Unilever Brazil

Unilever Brazil has an incredible legacy, built over eighty years. However, in 2004-05, after decades of strong growth, revenues slowed and the business was in need of renewal. In early 2008, Kees Kruythoff, the newly appointed Chairman, along with the Unilever Brazil Board, launched a transformational effort to reignite growth. They recognised a need to not only address strategic challenges and manage operations, but to address the organisational culture as well.



Volvo Trucks International Division

Volvo Trucks International Division (ID) is a very profitable part of Volvo Trucks Corporation. In spite of this profitability, the management team was suffering from significant internal tension. The president initiated a leadership development programme for the management team in mid-2008 including individual coaching. Shortly after the completion of the programme, a new self-assessment showed marginal improvement.



ING Banking Asia

In 2004, ING introduced a management tool to measure employee engagement. At that time, one of the strategic pillars for the company was to establish a high performing organisation. After defining a strategy and organising the structure, culture became the most important aspect of make the difference.



YALE-NEW HAVEN
HOSPITAL

Yale New Haven Health

Yale New Haven is about to embark on the acquisition of a 511-bed Catholic hospital, The Hospital of Saint Raphael (HSR), six blocks away from its main academic medical center hospital. The Yale New Haven Health System leadership team was asked, "What is our culture?" They found it was a question they couldn't easily answer.

For more case studies and further elaboration of the above case studies, please visit www.valuescentre.com

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