



The Value Orientations Assessment

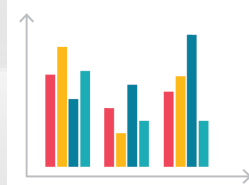
A brief summary of the culture and values of specific regions, organisations, and career groups

In this document a number of case studies are briefly summarised to represent the accepted value orientations typical of different industries and/or organisations, career groups, and regions. The goal is to provide insights into the nature of the organising frameworks which underlie various cultural orientations. These findings also provide evidence of the predictive validity of the Values Orientation (VO) instrument.

Besides this broad and descriptive write-up of the VO results, a number of quantitative research studies on the validity and reliability of the Value Orientations (VO) have also been conducted. These appear in the VO Technical Manual. In validating the results of the VO, both qualitative and quantitative research methods have therefore been used.

The case studies reported on in this document are not only presenting a body of empirical evidence but are also providing a coherent story of the emerging body of VO findings. The brief summaries presented below reflect repeated and interesting observations of an almost circumstantial nature which is perhaps well-suited to the scientific status of Psychology - a descriptive science.

The following studies indicate tendencies in organisational culture and personal values across certain regions. Included are studies of companies and career groups in the legal fraternity, mass media, manufacturing, mining, construction, banking, insurance, investment, research, information technology, regulatory services, energy and nuclear power generation.



Note for multiple group plots:

If you click on any legend entry in any graph, it will toggle the removal or re-display of the bars for that colour/orientation, allowing you to more easily make comparisons between the groups.

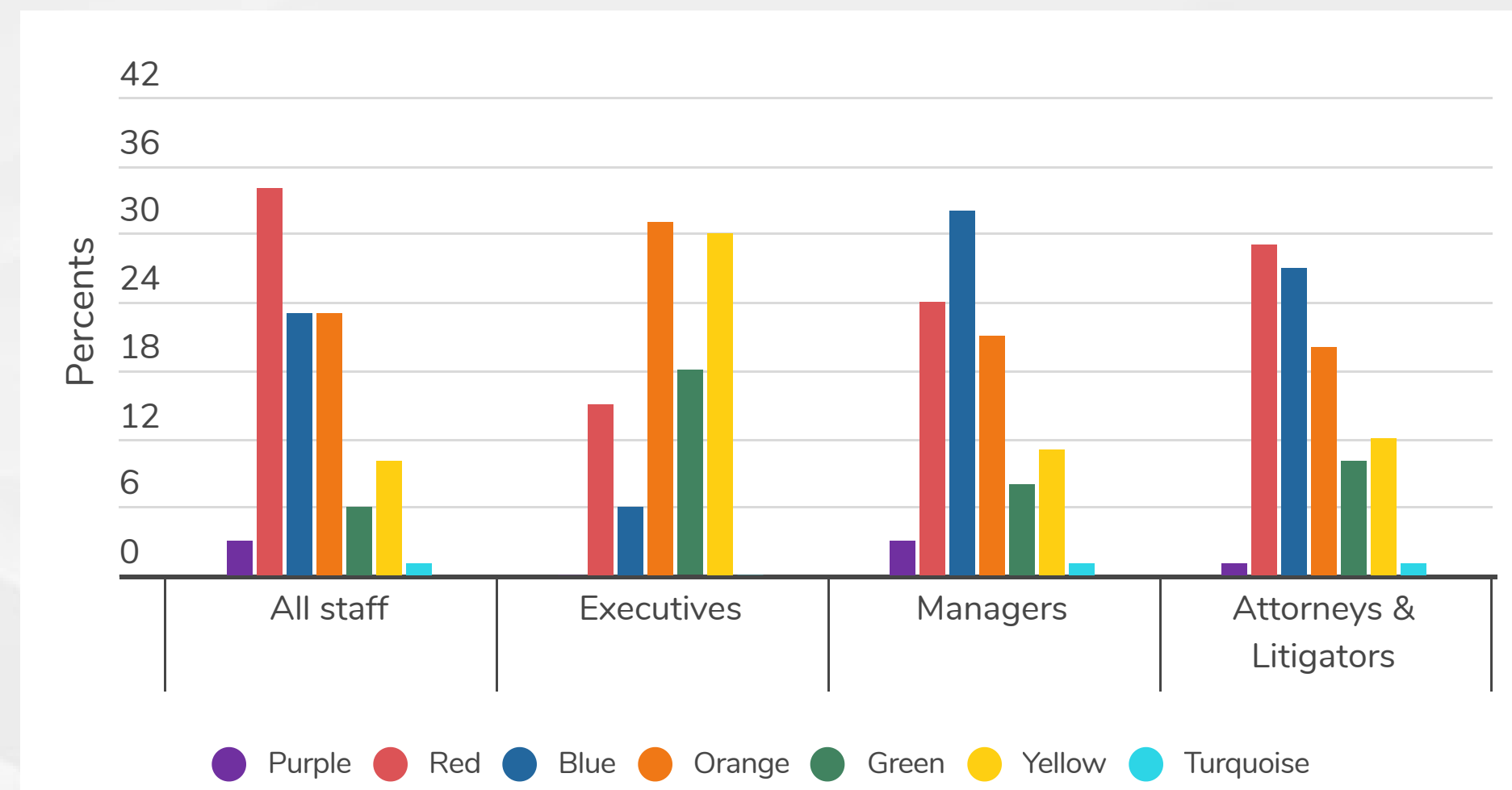
Study 1 (n=400)	Area	Sample Composition	Country
	Legal	Managers, Executives, Specialists	South Africa

? Questions

- Organisational culture within the Legal industry
- Value differences between career groups in the Legal field

✓ Findings

- This Legal firm is characterised by a realistic Blue-Red-Orange culture which is well suited to the nature of work which is to some extent rule-based and adversarial
- A strong organisational culture emerged in this Legal company across national regions and career groups
- There are, however, differences in value orientation between Executives, Managers and Specialists



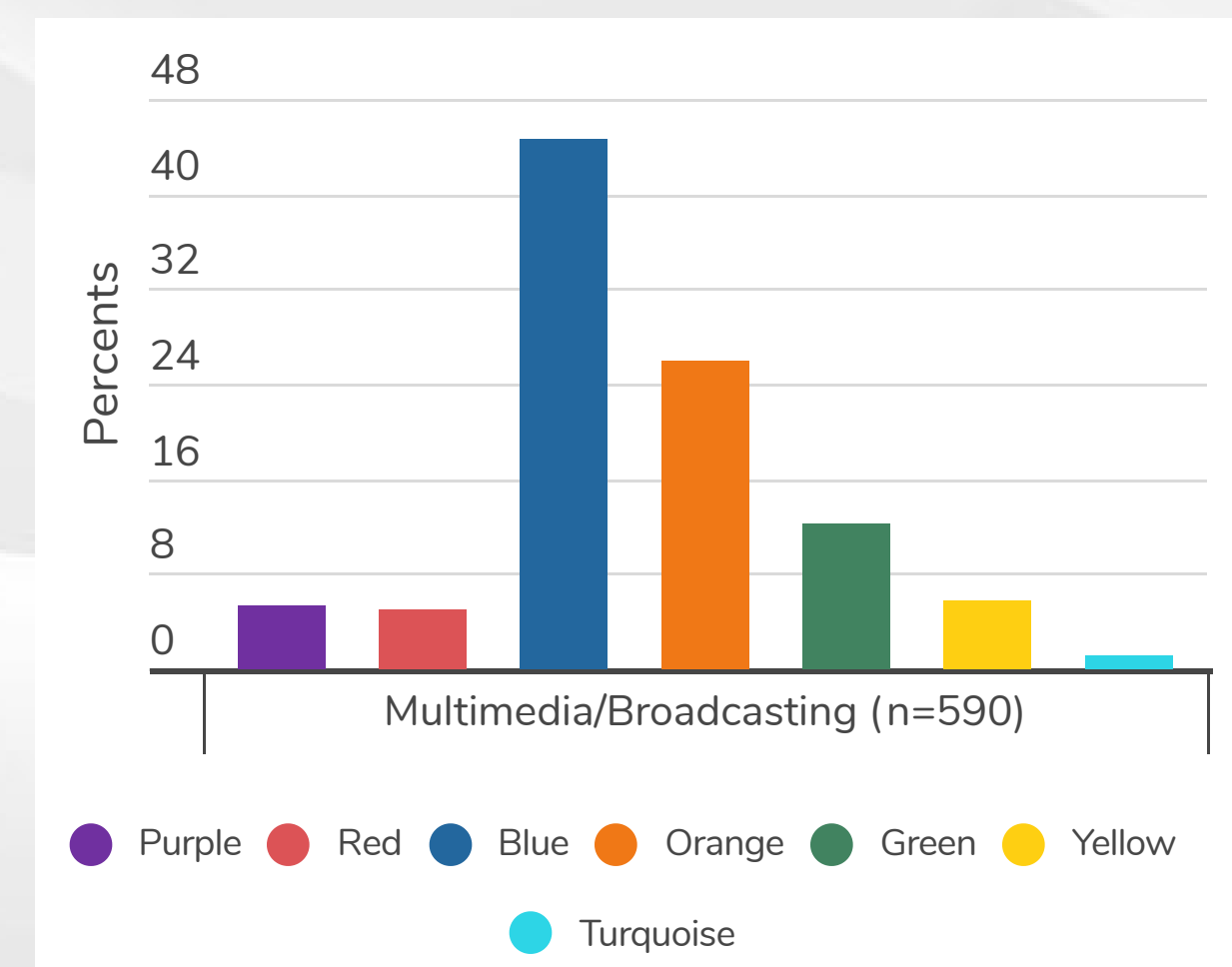
Study 2 (n=590)	Area	Sample Composition	Country
	Multimedia	All positions	Across Africa

? Questions

- Organisational culture of a Mass Media company across Africa
- The impact of organisational and regional culture across career groups

✓ Findings

- A clear organisational culture has emerged in this Mass Media company
- A Blue (a traditional orientation) and somewhat Orange (entrepreneurial) orientation has been found across regions and careers
- The values of this company are well-suited to the business model and nature of the work involved
- Social-geographical factors in Africa seem to play a key role in determining the organisational culture of this company across countries



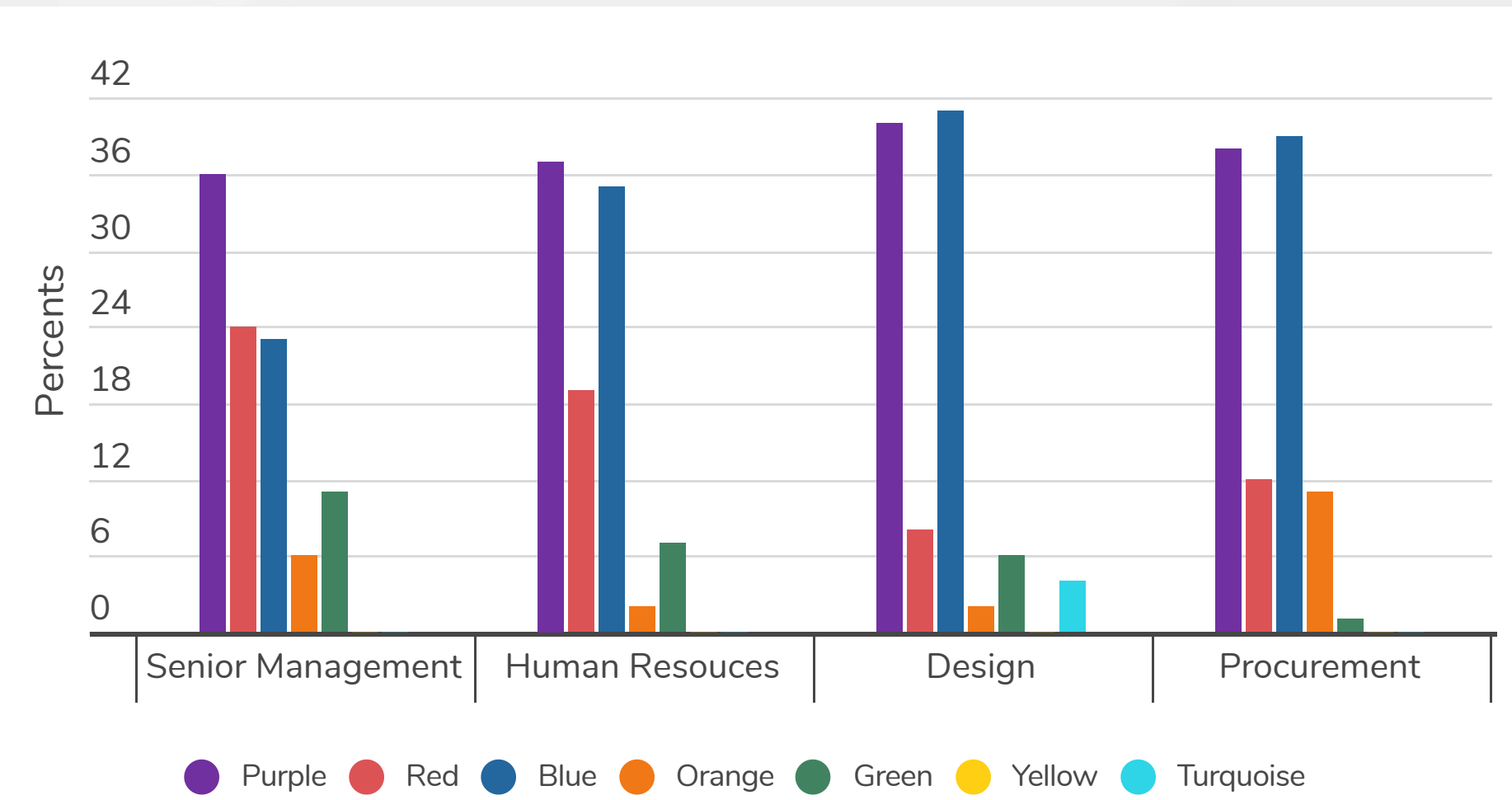
Study 3 (n= 78)	Area	Sample Composition	Country
	Manufacturing	All positions	South Africa

? Questions

- Organisational culture of a Manufacturing firm in South Africa
- Differences in values across career groups within a Manufacturing company

✓ Findings

- A strong organisational culture emerged within this Manufacturing firm characterised by traditional Purple, Red and Blue value orientations which indicate a hierarchically structure tangible work focus and results orientation
- The organisational values reflect that of the wider socio-geographical region
- Subtle differences emerged across career group, but organisational and regional cultural influences seem to prevail



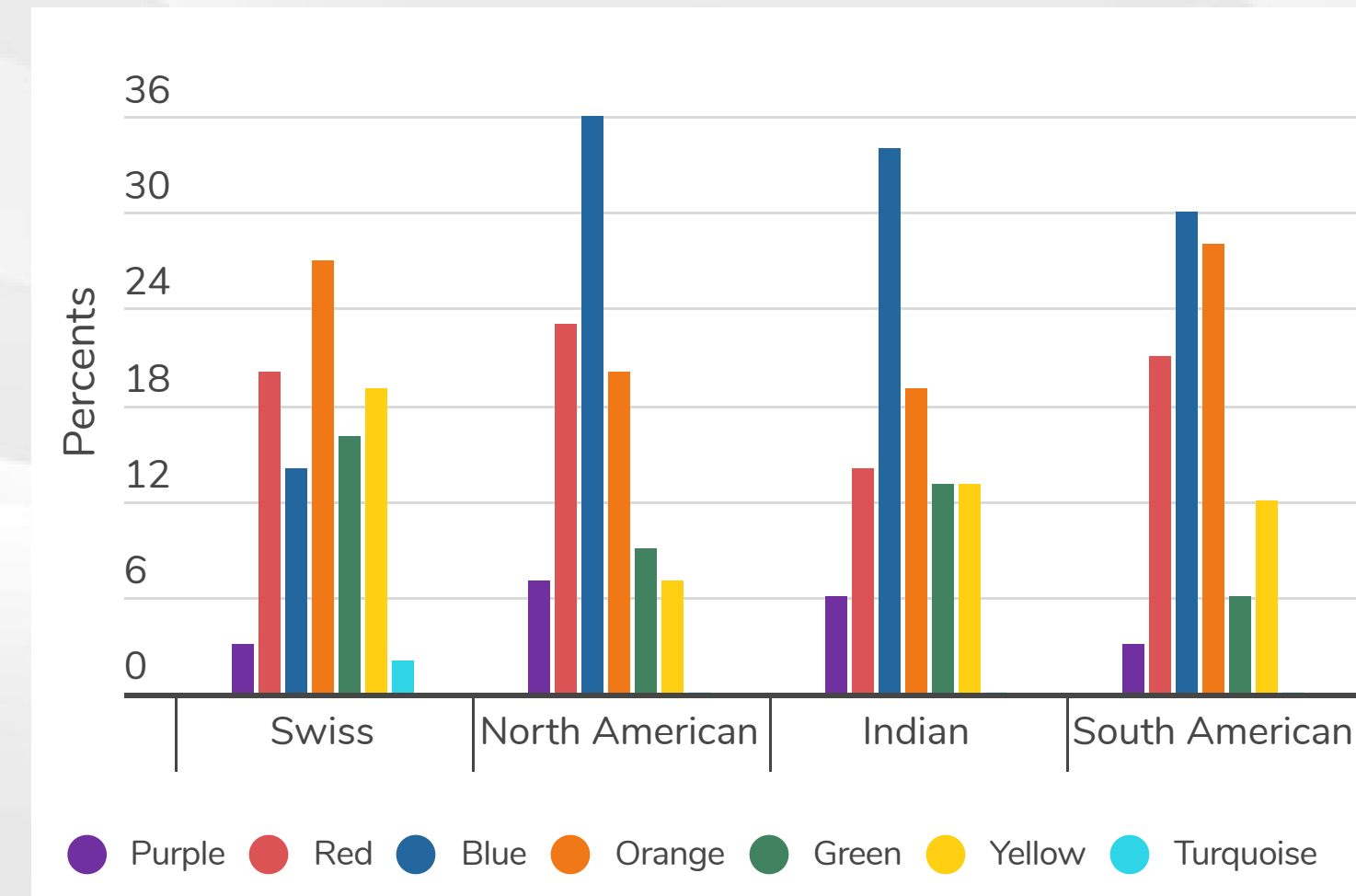
Study 4 (n= 251)	Area	Sample Composition	Country
	Manufacturing Globally	Executives	European, Indian, North America, South America

? Questions

- Organisational culture within the Manufacturing Industry
- Regional differences in organisational culture
- Regional impacts on executive values

✓ Findings

- In this global Manufacturing firm no single organisational culture emerged
- Executives from various international regions differed substantially from one another in terms of value orientation
- The impact of regional and socio-geographical influences thus proved more powerful than that of organisational culture
- Executives from India showed a collectivistic approach; those from North America a hard driving, in-group approach; those from Switzerland an integrated, learning approach and those from South America a practical, realistic, commercial approach



Study 5 (n=400)

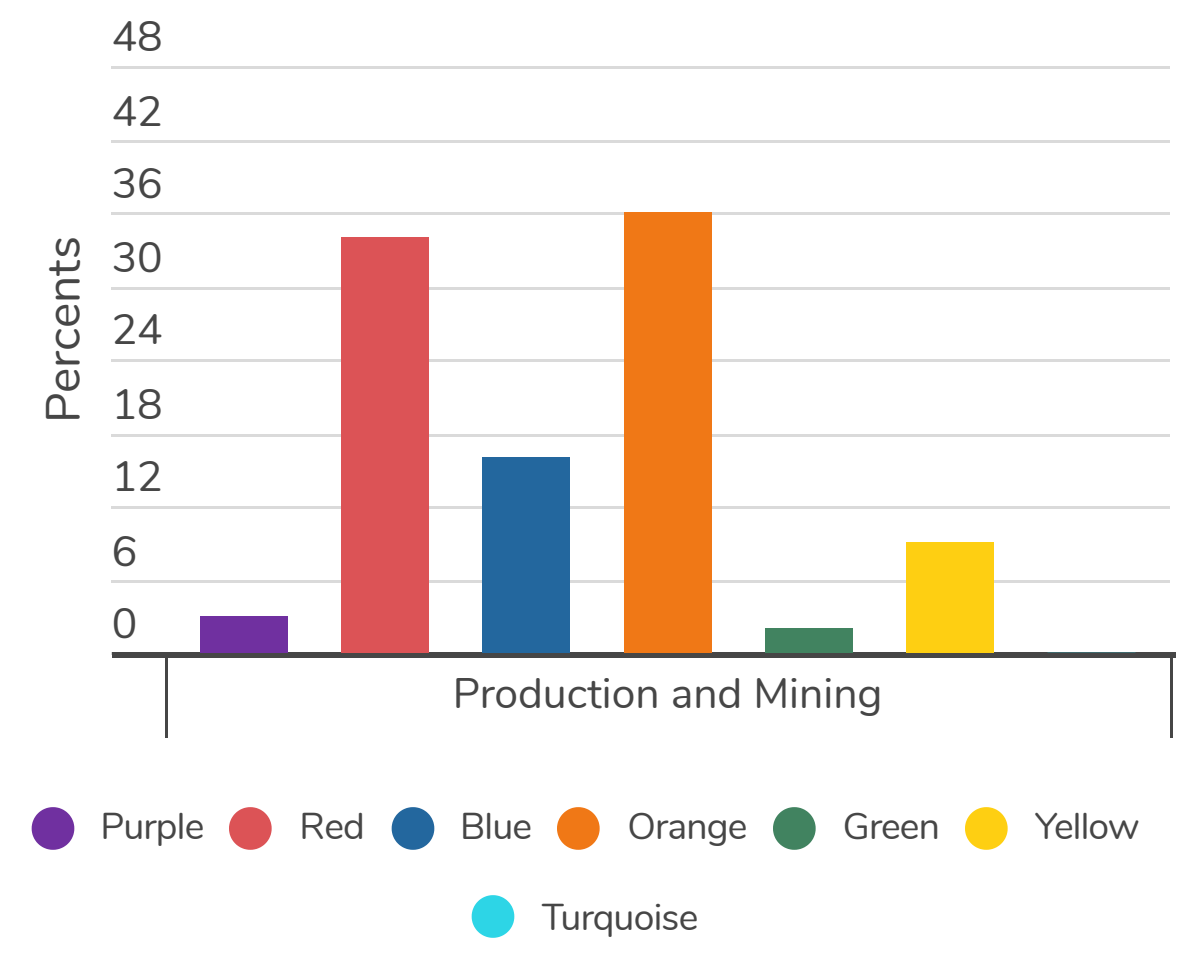
Area	Sample Composition	Country
Production and Mining	Executive	Global

Questions

- The organisational culture of a global Production and Mining firm
- The impact of regional culture on executive values
- Industry-related versus organisational cultural impacts

Findings

- In this originally family owned business which expanded globally, a strong organisational culture was maintained and enforced by like-minded executives.
- Here the organisational culture overruled regional and socio-geographical cultural impacts.
- The Red-Orange value orientation of this organisation is well-suited to the business models involved.
- The organisational culture also overruled career-related cultural tendencies – as executives from diverse academic backgrounds all showed Red-Orange value orientations.
- An interesting observation was that in two global production firms (Studies 4 and 5), executives from the same region, namely India, showed almost opposite value orientations (Red-Orange versus Purple-Blue-Green) given the impact of, or lack of impact of, organisational culture.



Study 6 (n=13)

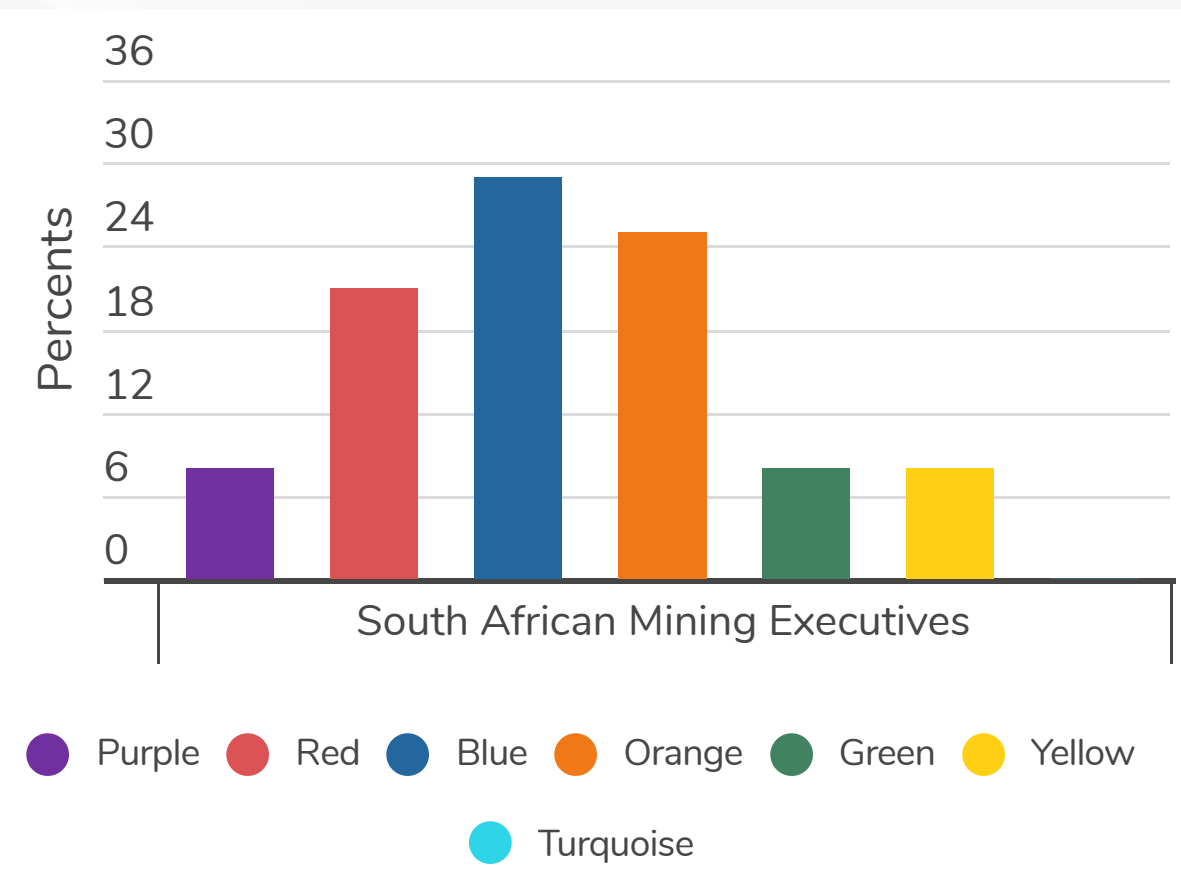
Area	Sample Composition	Country
Mining	Executives	South Africa

Questions

- Organisational culture within the Mining industry
- Regional differences in the values of executives in Mining

Findings

- The organisational culture of this firm seems to reflect that of the Mining industry, globally
- Mining companies are typically characterised by Red-Blue-Orange values which are well suited to their business models and objectives
- The Red-Blue-Orange cultural orientation also seems typical for production and mining career groups within the broader South African region
- This executive team showed a tendency to focus on tangible issues rooted in reality. An acceptance of the Orange values indicates a commercial orientation and openness to business opportunities



Study 7 (n=45)

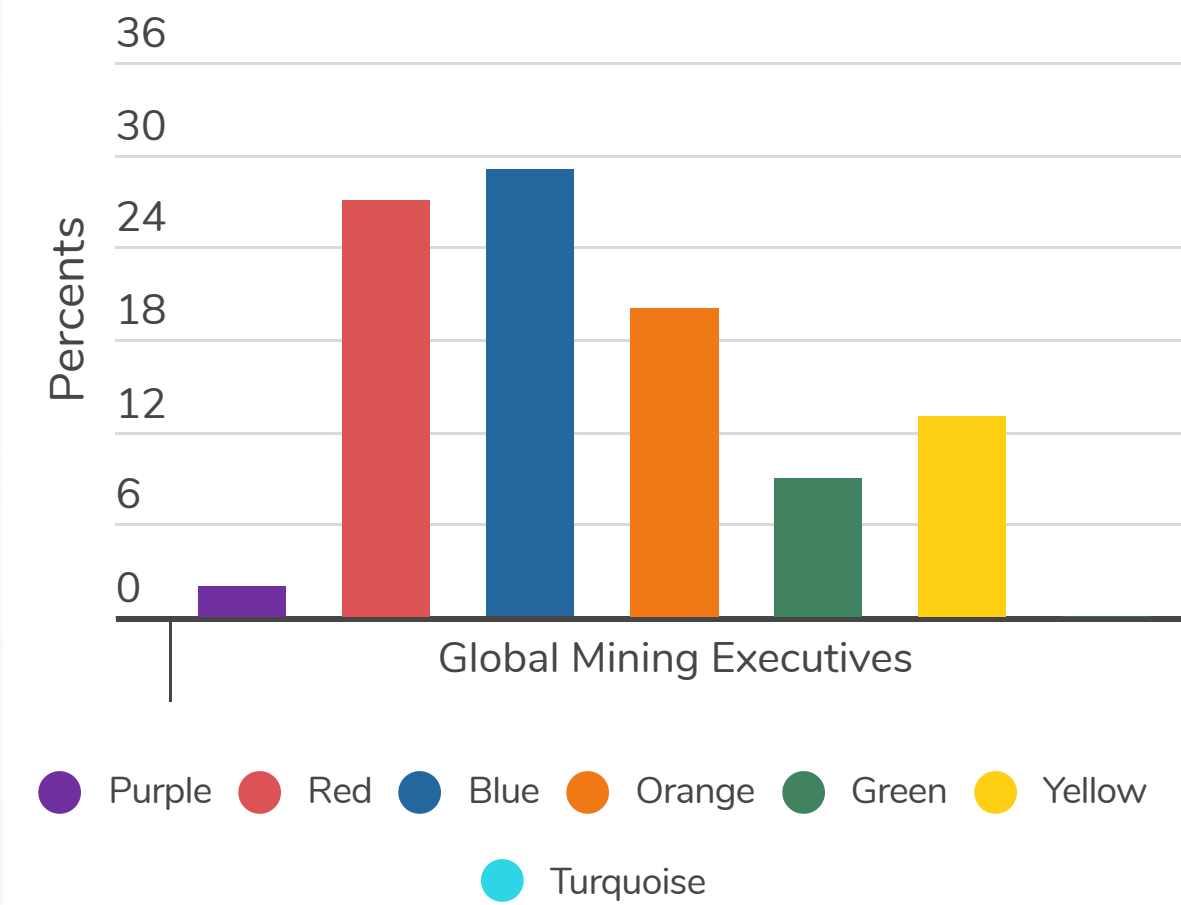
Area	Sample Composition	Country
Mining	Executive Management	Global

? Questions

- Organisational culture within the Mining industry
- Value orientations of executives from different regions in a global company

✓ Findings

- A typical Industry-related Red-Orange value orientation emerged for executives within Mining across international regions
- Subtle differences in the value orientations of executives from different regions emerged
- The value profiles of this executive team seems diverse which may contribute to their adaptability
- The high proportion of executives also show a Yellow awareness, which is rare within the Mining industry, but of critical importance given the social and environmental impacts of Mining
- This Yellow value orientation tends to emerge within certain regions, in this case, Switzerland



Study 8 (n=150)

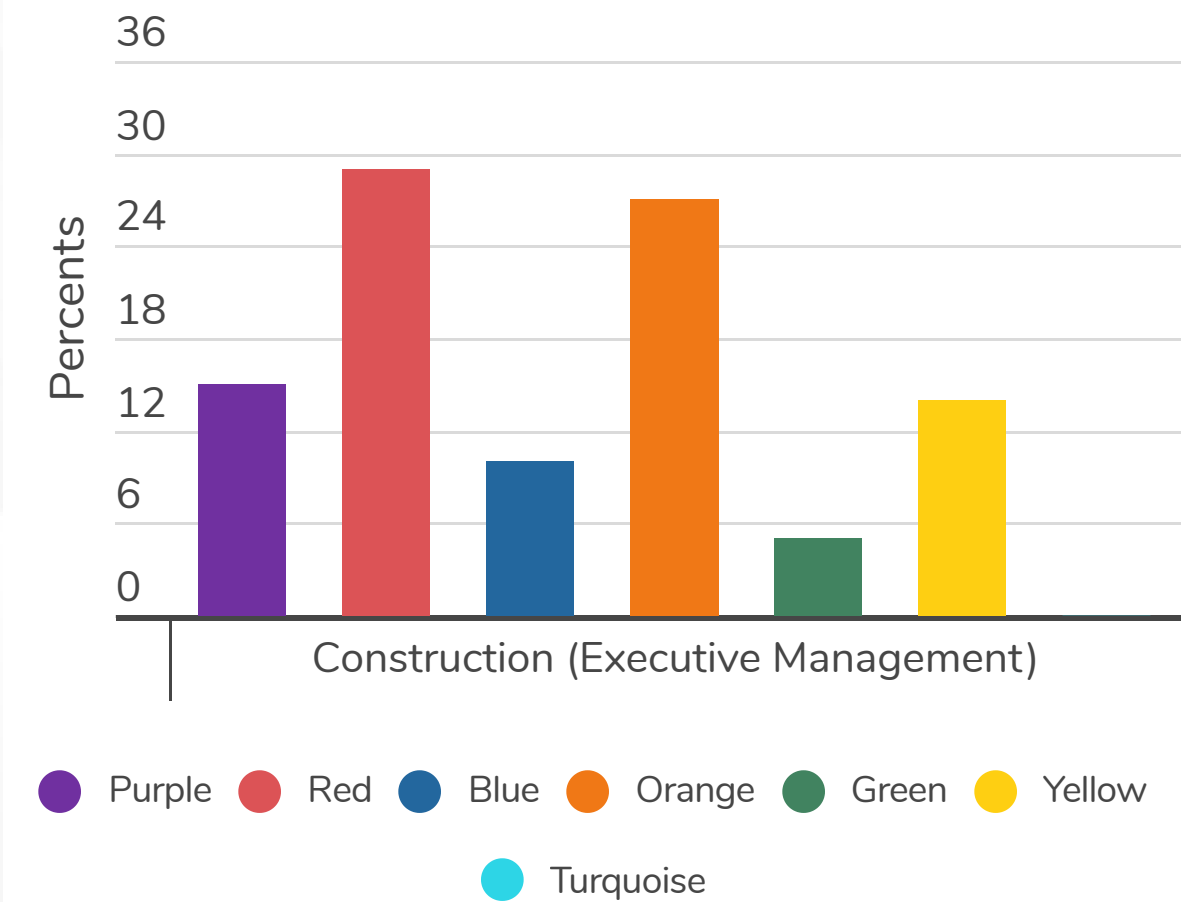
Area	Sample Composition	Country
Construction	Executive Management	South Africa & Africa

? Questions

- Organisational culture within the Construction industry
- Career-related value orientations of executive management in technical and business roles

✓ Findings

- Management in this Construction firm primarily showed a Red-Orange value orientation which is well suited to the technical and commercial focus of the firm
- Red-Blue-Orange values also typically emerge within production and mining companies in SA and Technical and business roles are often characterised by Red-Blue-Orange value
- Subtle differences were found between the predominant values in the various divisions in the company, but it seems that the organisational culture dictated the focus and strategies of the entire management team



Study 9 (n=9)

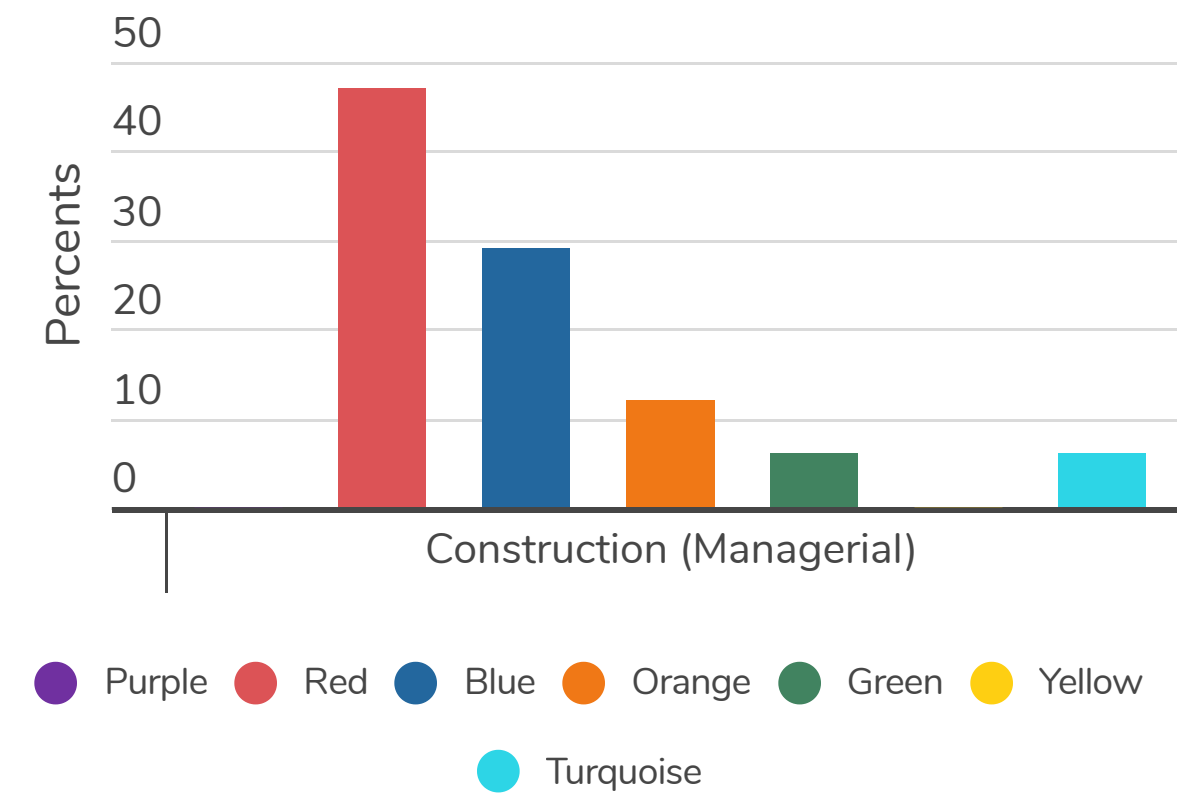
Area	Sample Composition	Country
Construction	Managerial	South Africa

? Questions

- Organisational culture of a Construction firm
- The value orientations of managers in Construction in South Africa

✓ Findings

- A Red-Blue value orientation emerged from this small team of managers in the Construction industry.
- This practical, hard driving culture seem typical for Construction firms as well as for the region of South Africa



Study 10 (n=9)

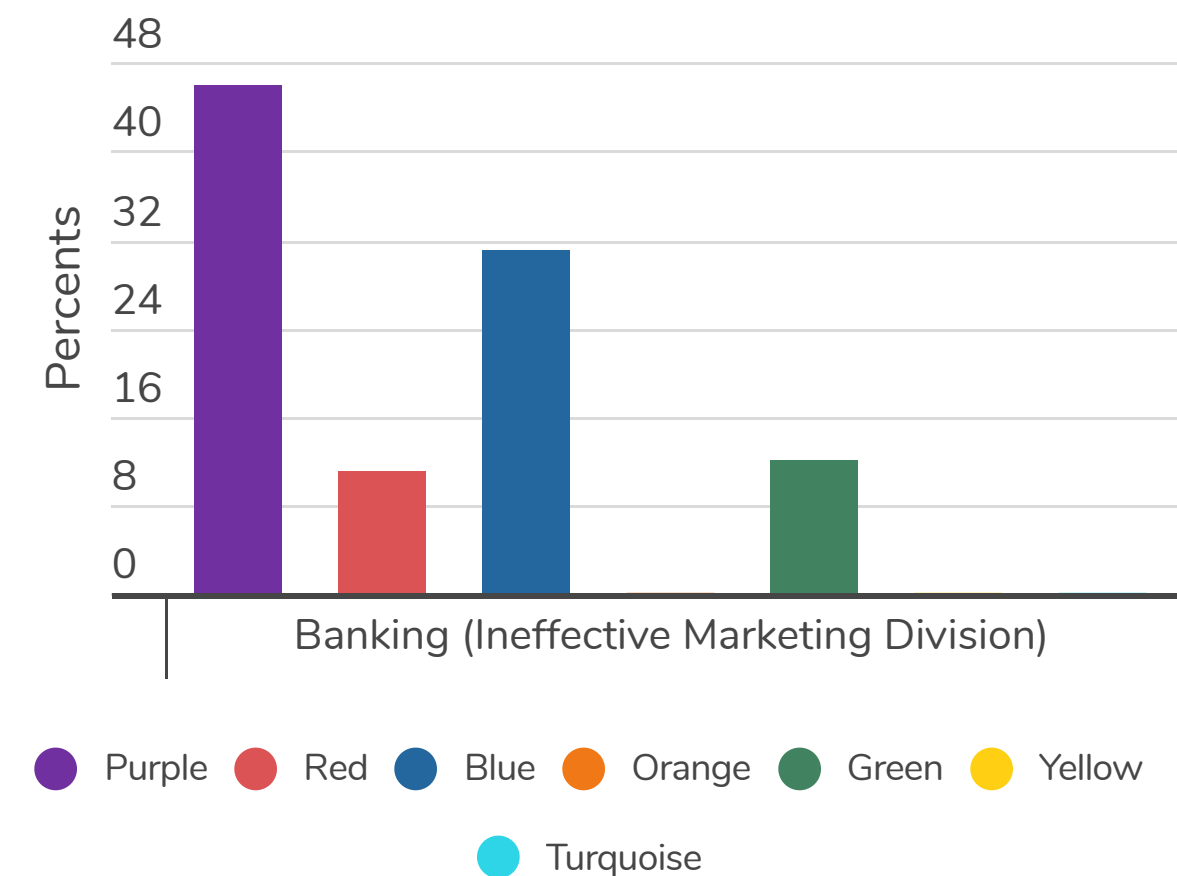
Area	Sample Composition	Country
Banking (Marketing in Banking)	Operational Roles: An ineffective Marketing division	South Africa

? Questions

- Cultural orientation of the Banking industry in South Africa
- Reasons for the ineffective functioning of a Marketing team in Banking
- Ineffective value orientations in Marketing
- Dominance of socio-geographical versus organisational versus career group values

✓ Findings

- The Purple-Blue value orientation of this marketing team reflects that of the broader socio-geographical context of this particular level of employees
- Blue values also seem typical for Banking in South Africa
- The underperformance of this team within the context of Marketing and Sales, could possibly be understood in terms of their inward team focus as opposed to an outward customer focus; a reluctance to act independently and a need for externally imposed structure – all of which are typically associated with a Purple-Blue orientation



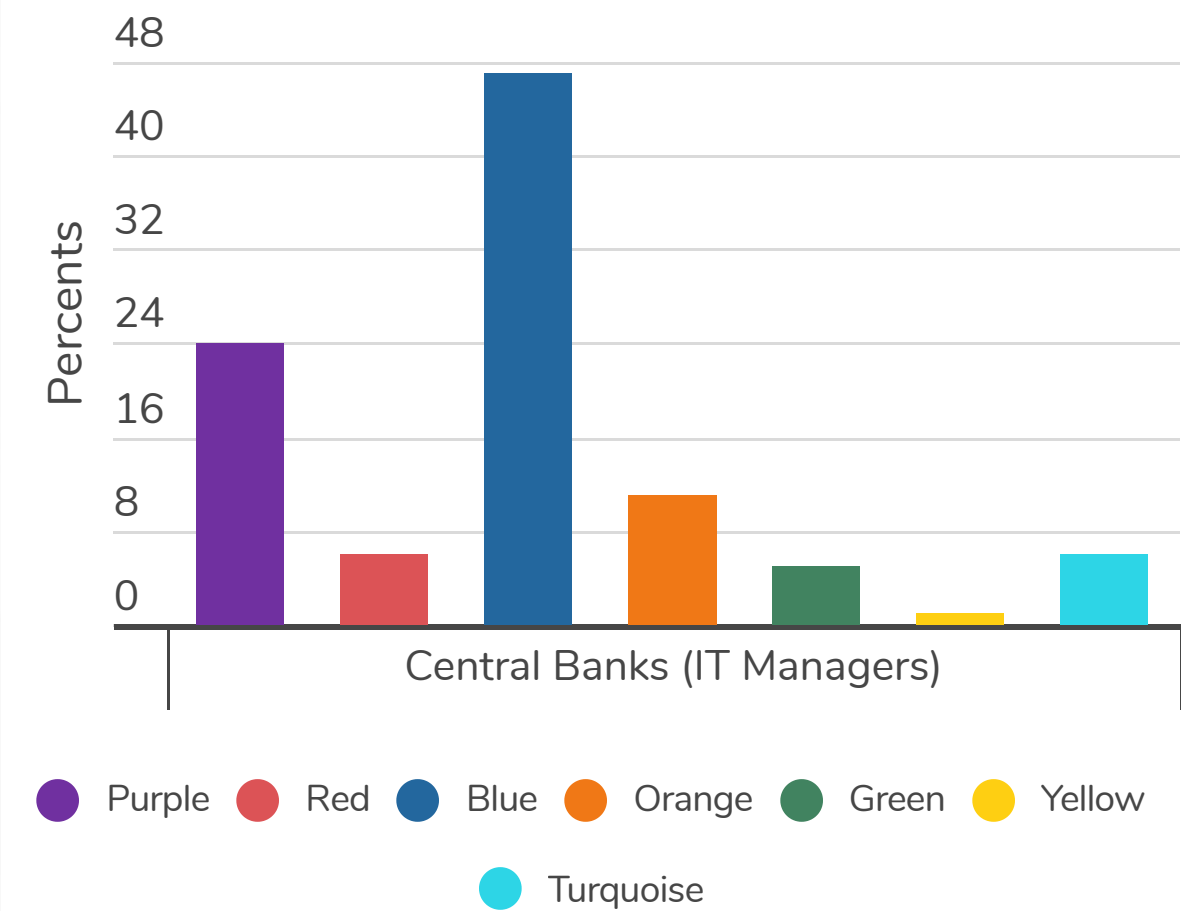
Study 11 (n=100)	Area	Sample Composition	Country
	Central Banks	IT Managers	South Africa / SADC countries

Questions

- Impact of regional culture on organisational culture
- Organisational culture of Banks in Africa
- Regional and organisational culture impacts on career-related (IT) values

Findings

- In this study of IT managers in Central Banks across Africa, it was found that socio-geographical and industry influences probably took precedence over typical career-related value orientations. The traditional and collectivistic tendencies that emerged amongst IT people in Central Banks across African countries reflect the structured nature of the banking environment and the traditional values of the region
- Employees in IT roles usually tend to show individualistic, learning oriented, open minded and explorative value orientations. Though, in this sample of IT people in central banks across Africa, it was not the case



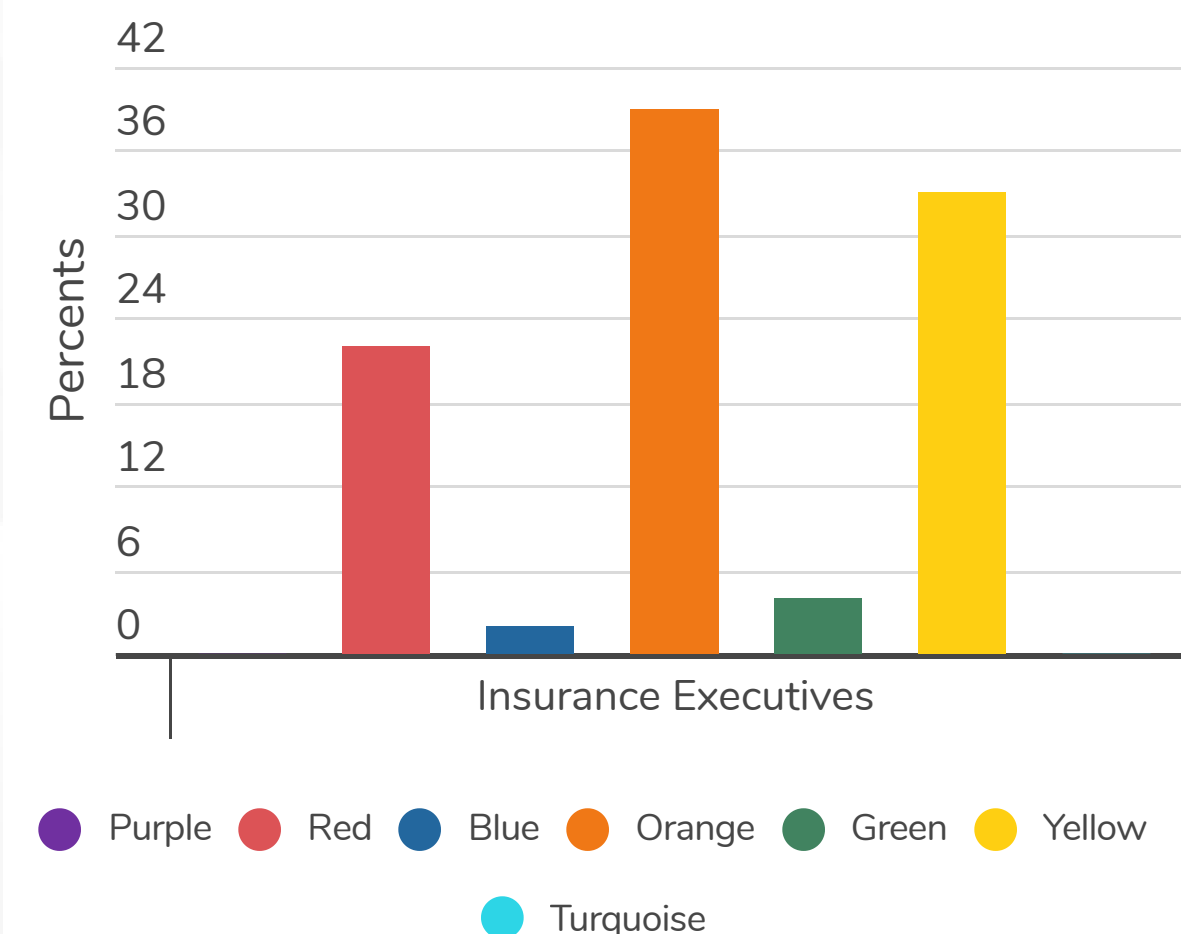
Study 12 (n=30)	Area	Sample Composition	Country
	Insurance	Executives	South Africa and UK

Questions

- Organisational culture in the Insurance industry
- Impact of career-related versus organisational culture on executives' world views

Findings

- The culture of the Insurance industry, with its emphasis on family and security, and the bulk of its activities aimed at serving those purposes, can be regarded as Blue and Purple
- However, in this study, other than in Study 11, it was the career orientation and level of work involvement that best predicted the value orientations of executives, which were individualistic and independent minded Orange and Yellow
- This discrepancy between the organisational culture and the leadership values may, however, create communication challenges and trust issues within the organisation
- Regional cultural influences seemed to have little impact on the values of the executives



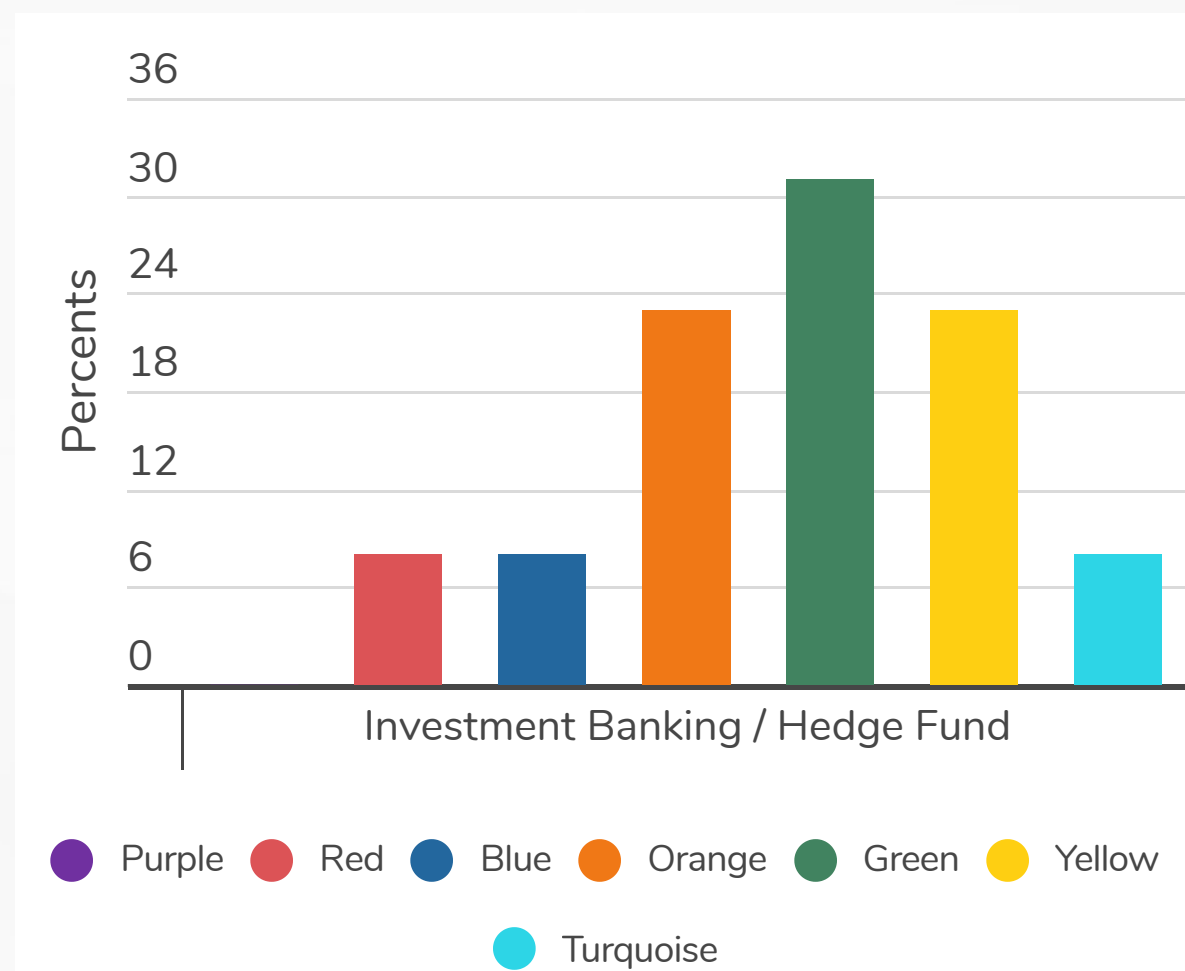
Area	Sample Composition	Country
Investment Banking / Hedge Fund	Senior Management	USA

? Questions

- Organisational culture within Investment banking in the USA

✓ Findings

- In this firm a strong organisational culture is intentionally cultivated through an emphasis on continuous learning, exchange of ideas, a theoretical orientation and a strong sense of community
- This has resulted in the organisation being characterised by a relatively high turnover of new employees
- The senior management have diverse academic backgrounds
- The Green-Yellow-Orange value orientations of the management team in this organisation is characterised by high levels of social and environmental awareness
- The Green-Yellow values are most unusual within the Investment Banking industry / financial sector.
- Broader regional culture seemed to have little impact on the managerial values in this firm



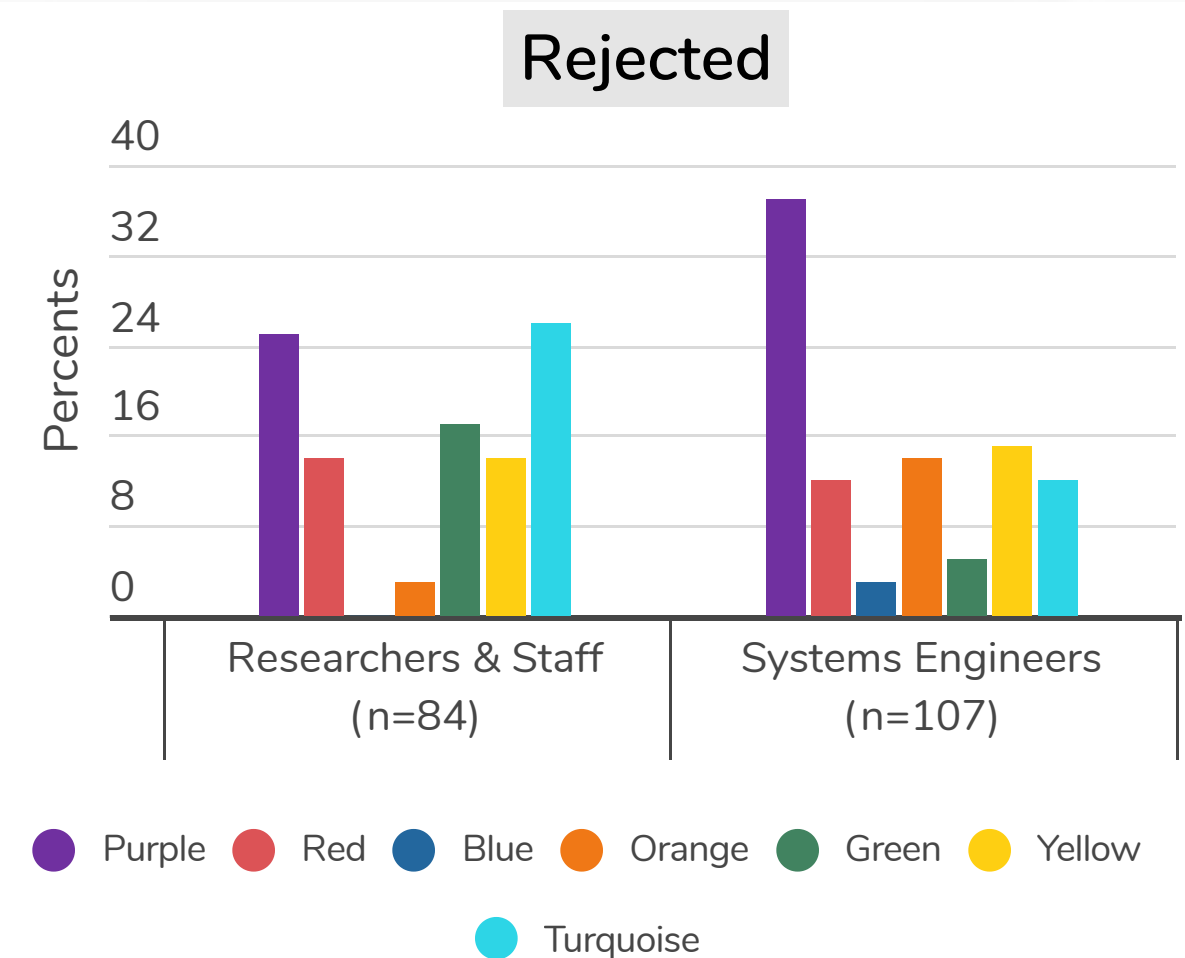
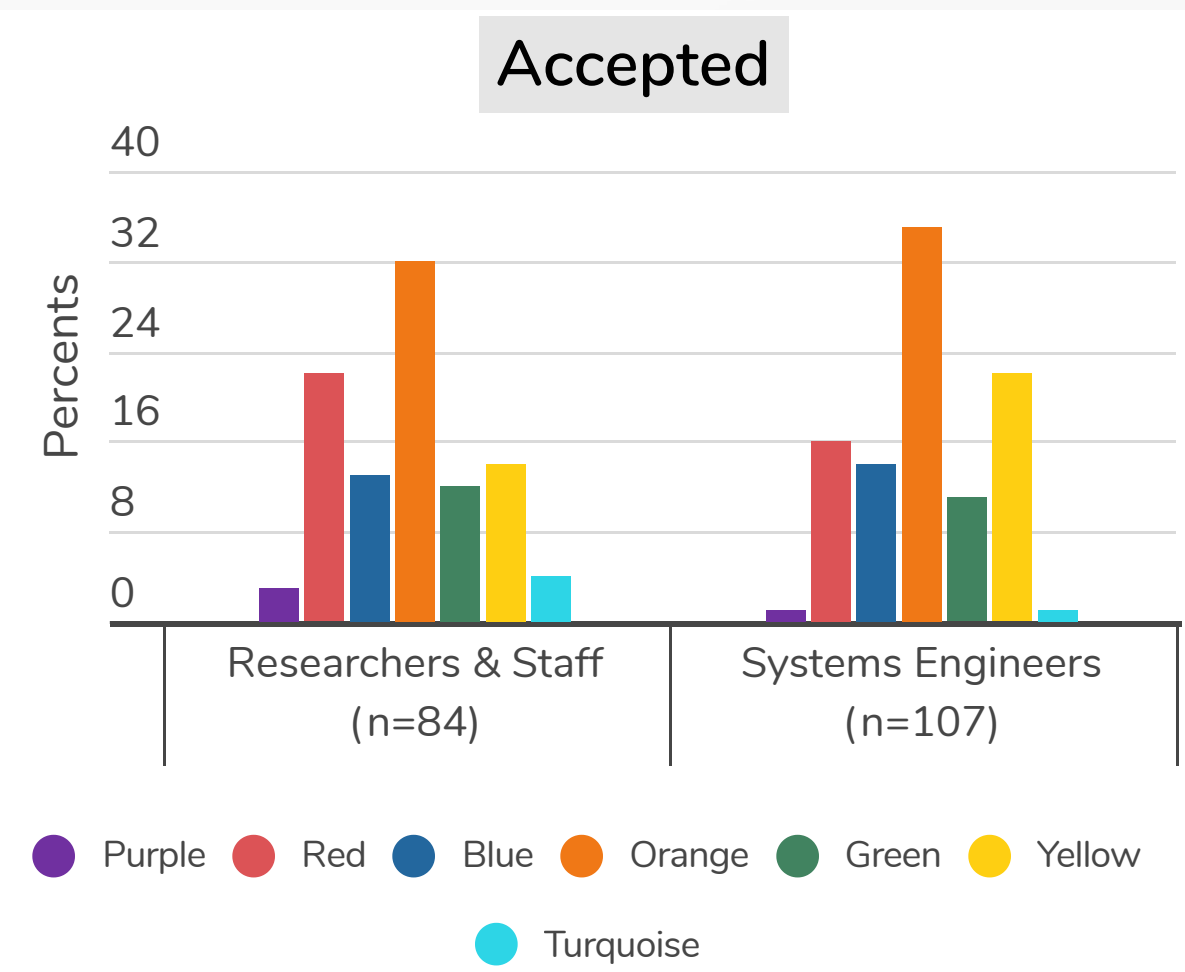
Area	Sample Composition	Country
Research Body	Researchers & general staff versus Systems Engineers	South Africa

Questions

- The organisational culture within the Research industry
- Career group differences in value orientation amongst employees in scientific fields

Findings

- Although Orange value orientations best represent the organisational culture in this Scientific Research Institute, the behaviour and decisions of scientists seem to include considerations from a number of other valuing systems and perceptual frameworks
- Purple values are not accepted in this organisation. This finding may be related to the educational level of the participants and their more encompassing approach in general
- Blue values are not rejected in this organisation which may reflect a sense of responsibility and risk awareness within the scientific research community
- The Values results of the Researchers and staff in general differ from that of the Systems Engineers in that System engineers do not seem to reject the higher order Yellow and Turquoise values to the extent that the Researcher do. This may be attributed to the Systems Engineers' strong integrative system thinking approach



Study 15 (n=17)

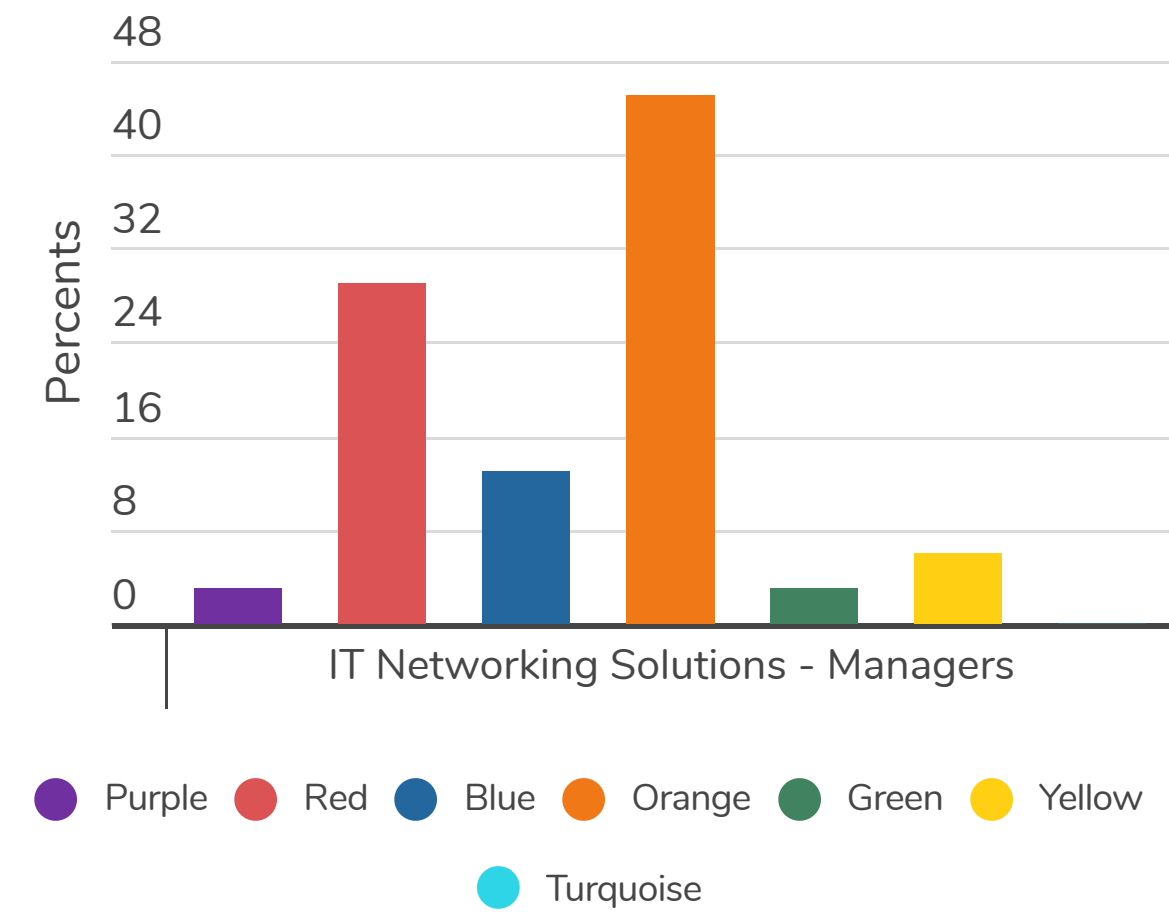
Area	Sample Composition	Country
IT Networking Solutions	Managers	South Africa

? Questions

- Organisational culture in the IT industry
- Managerial value orientations in IT

✓ Findings

- A strong organisational culture characterised by Orange and Red values emerged which is well suited to the requirements of the IT and Sales industries
- The managers, of whom most have a tertiary qualification in Sales, IT or engineering, show practical and strategic value orientations often associated with those career groups



Study 16 (n=44)

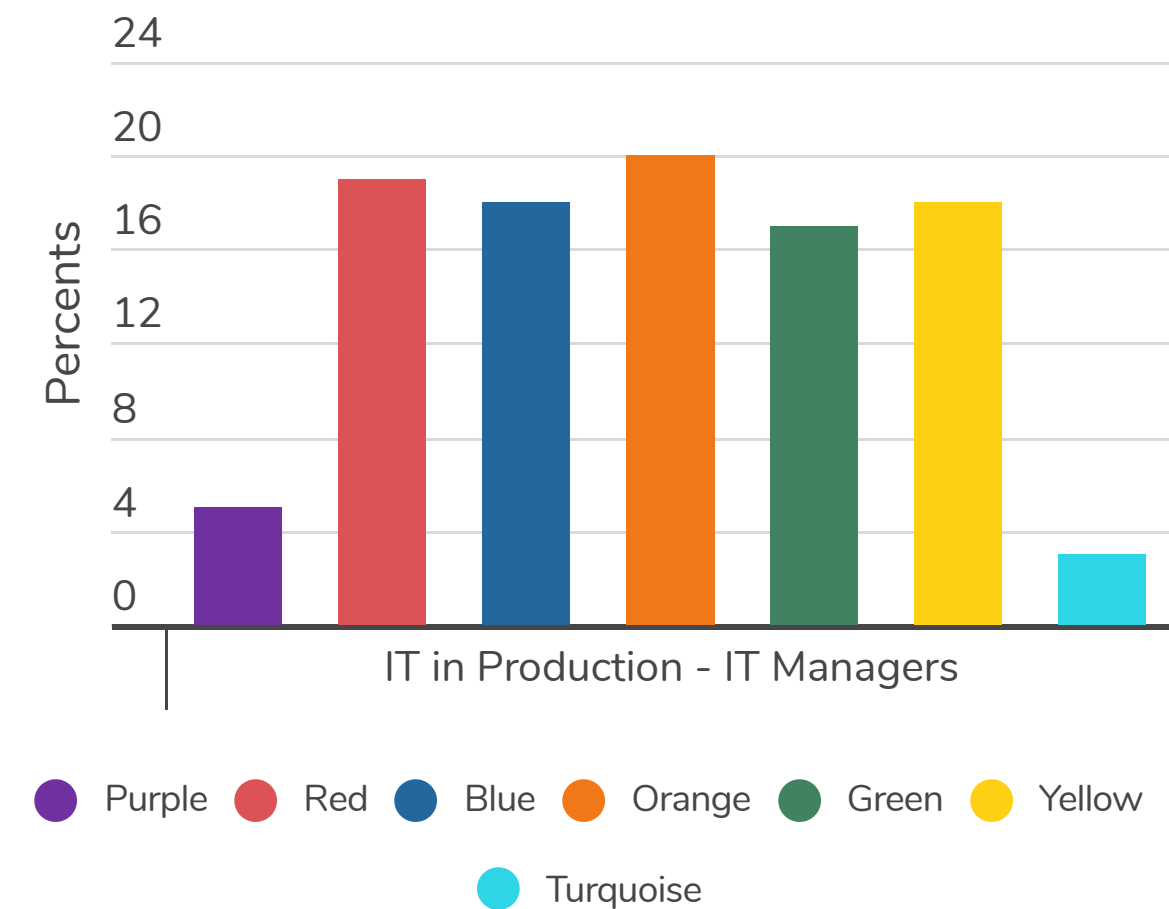
Area	Sample Composition	Country
IT in Production	IT Managers	Global

? Questions

- Organisational culture of global Production firms
- The value orientations of IT managers in Production firms, globally

✓ Findings

- Frequent mergers and acquisitions globally seems to have resulted in the diverse value orientations characterising the IT managers from this global Production firm
- Here, it seems that the typical Orange values characterising IT people, as well as the historical hard driving Red organisational culture, have both given way to regional and socio-geographical influences to create a diverse and adaptable team



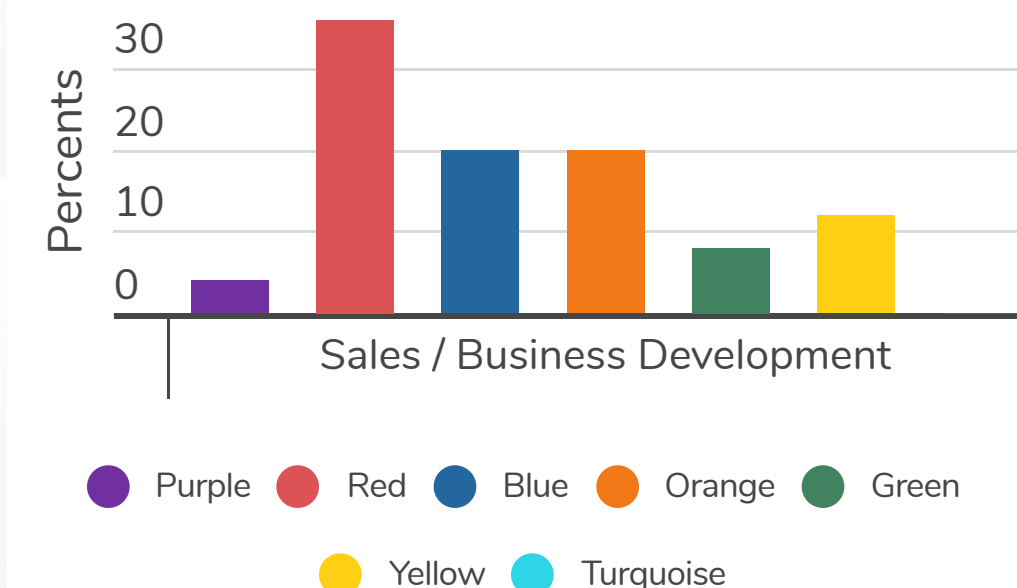
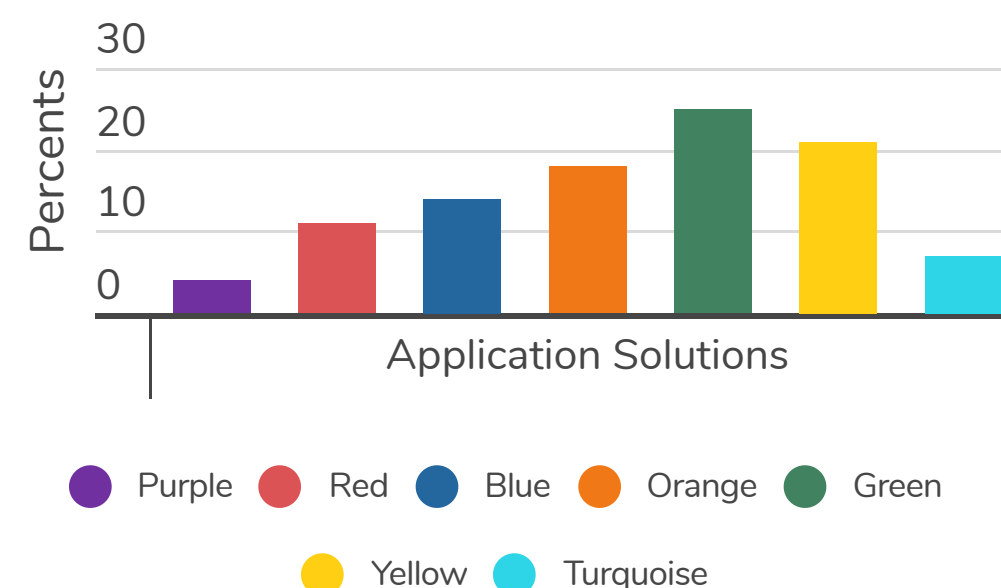
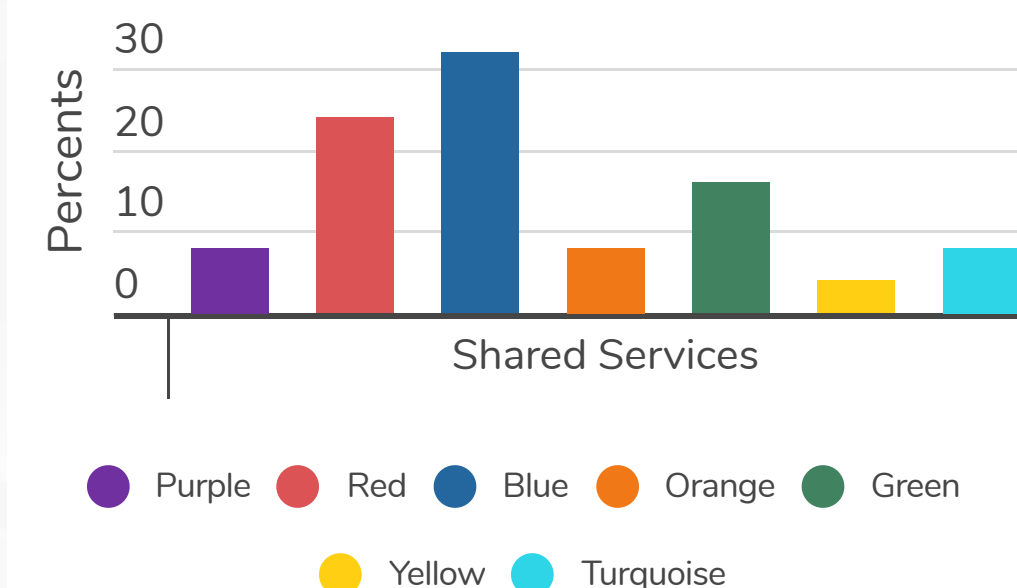
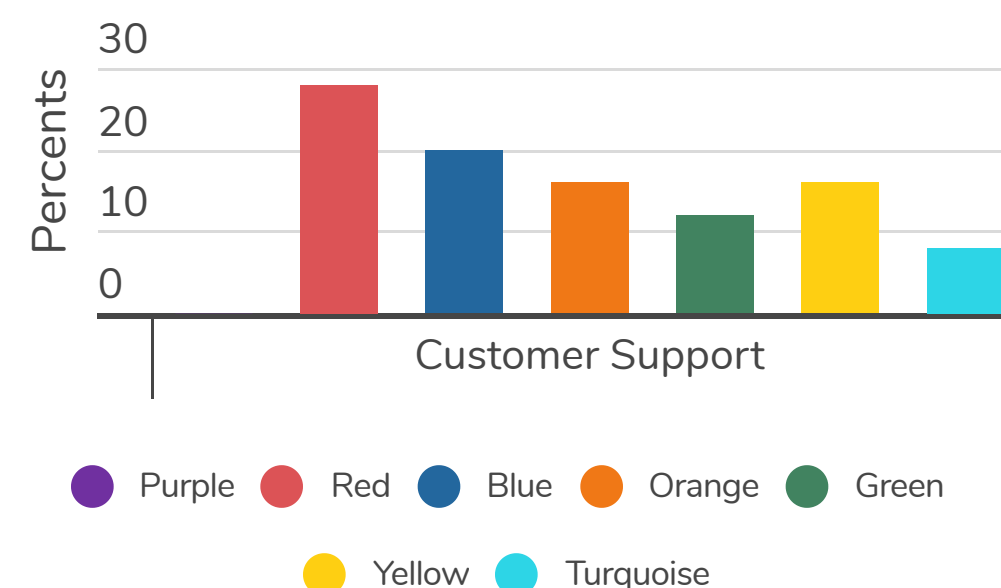
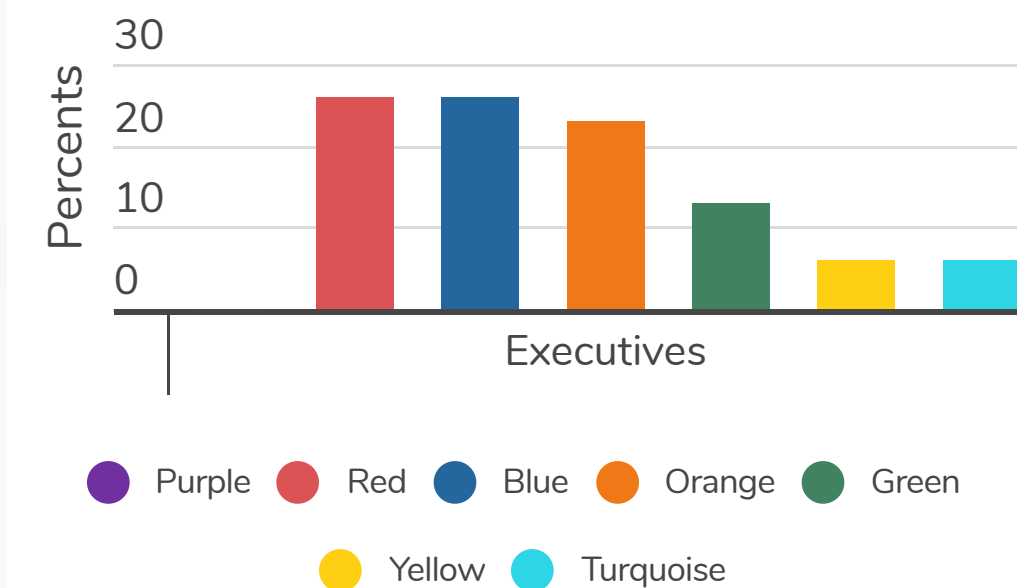
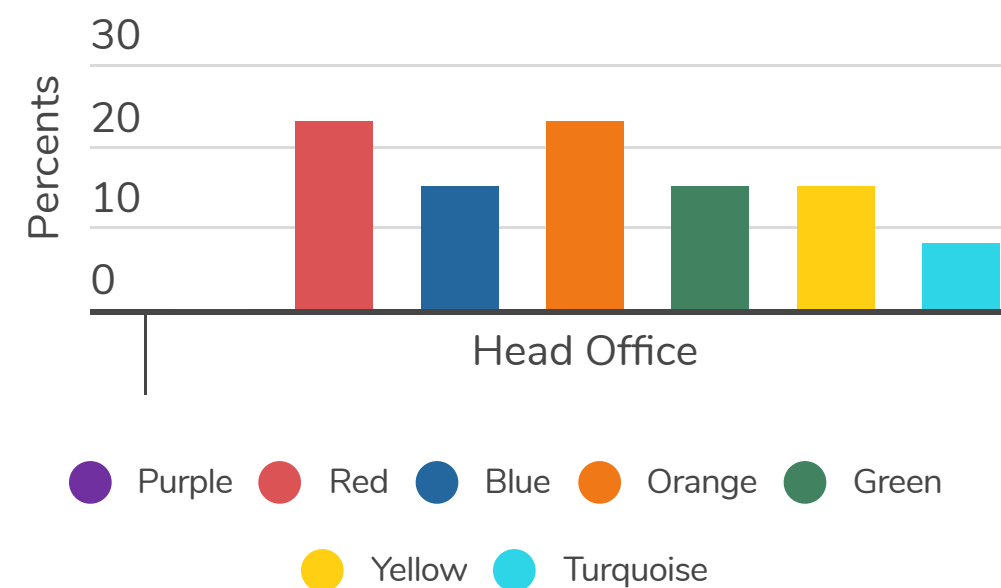
Study 17 (n=114)	Area	Sample Composition	Country
	IT - Systems Infrastructure	Leadership (Executive & Managerial)	South Africa and Australia

Questions

- Organisational culture in the IT industry
- Impact of organisational culture on the culture of various Business Units

Findings

- In this study a strong organisational culture emerged that is well-suited to the nature and demands of the competitive and fast changing Information Technology industry
- To some extent the organisational culture reflects that of the region
- Differences in value orientation were observed between the various divisions
- A surprising finding was that the executive team showed a more traditional and a less strategic approach than the Head office team in South Africa. This may reflect the greater technical involvement in the business of the Head office team as opposed to the executive team



Study 18 (n=27)

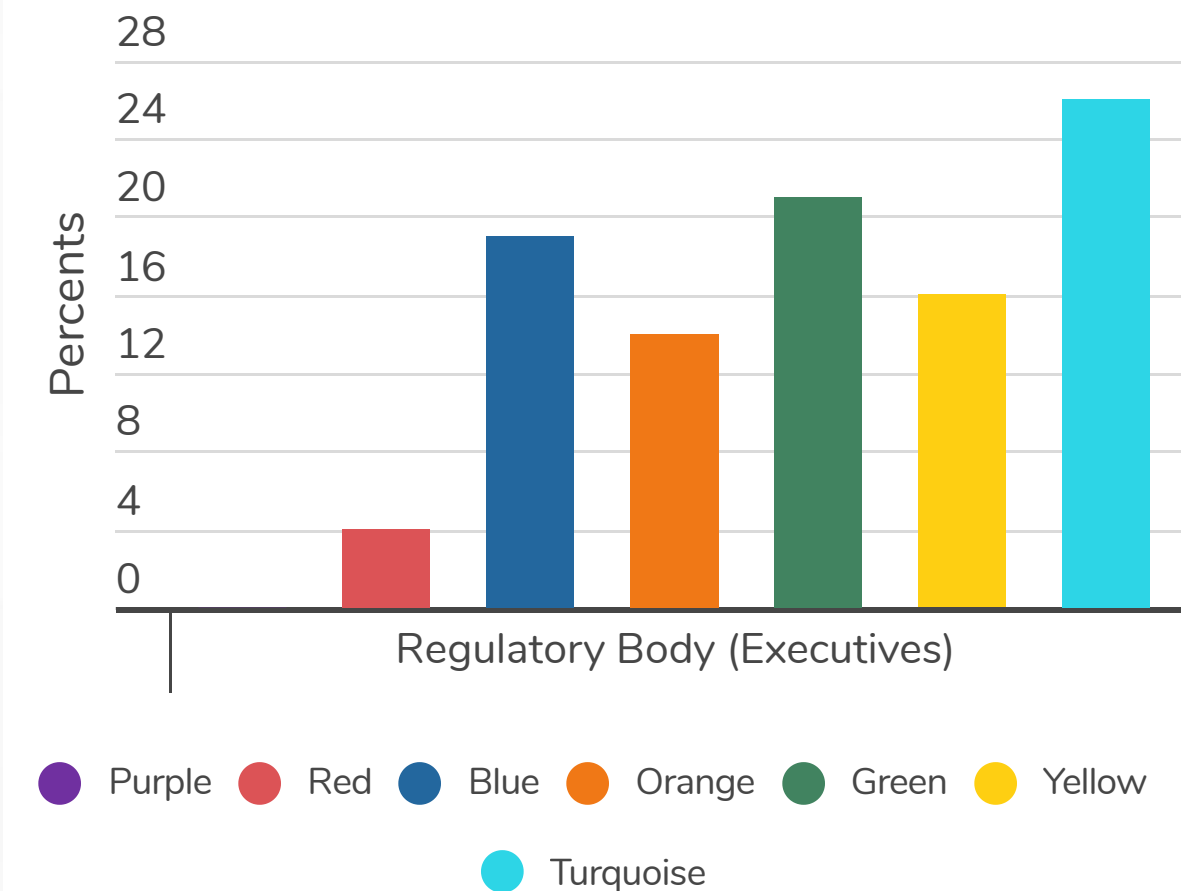
Area	Sample Composition	Country
Regulatory Body	Executives	South Africa

? Questions

- Organisational culture of an industrial Regulatory body
- Value orientations of executives in Regulatory organisations

✓ Findings

- The executive team of this Regulatory organisation showed high levels of awareness and integrity (Green-Turquoise) which is well suited to their role as protectors of the environment and consumers of industrial products
- Although the value orientation of the executive normally permeates the rest of the organisation, it was not the case here
- In this organisation, the executive leveraged the work ethic of energetic and structured (Red-Blue) researchers and administrators (not shown here)



Study 19 (n=14)

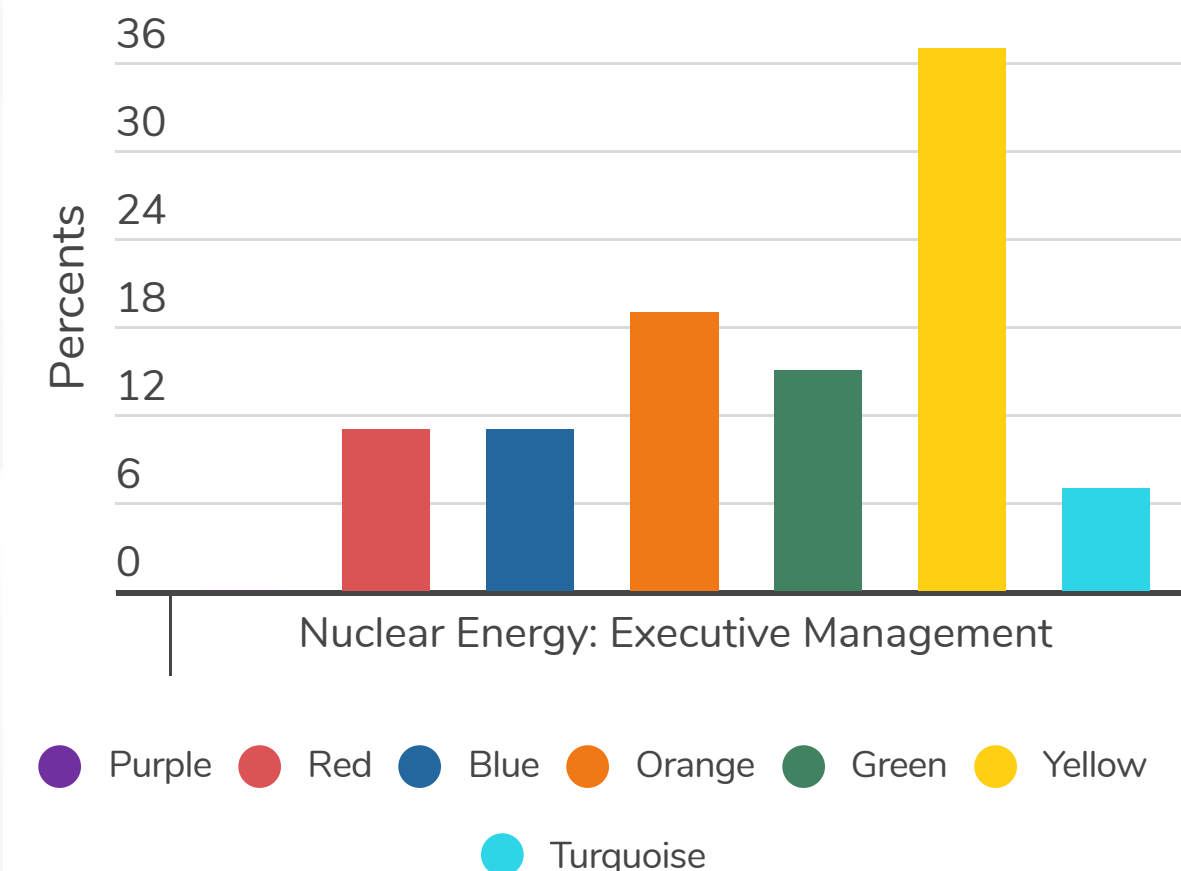
Area	Sample Composition	Country
Nuclear Energy	Executive Management	South Africa

? Questions

- Organisational culture in Nuclear Energy generation
- The value Orientations of executives in Nuclear Energy

✓ Findings

- The organisation culture of the holding company (which is not reported on here) of this Nuclear Energy plant, seems Purple-Red-Blue. It seems not have impacted the values of the executive management team of this Nuclear plant
- The value orientations of the executive team here, is predominantly Yellow, which indicates a highly aware, systems thinking approach as well as social and environmental orientation
- These values are well suited to the technical depth and risk potential of this organisation in the Nuclear energy industry



Study 20 (n=11)	Area	Sample Composition	Country
	Energy	Executive Management	Australia

? Questions

- Organisational culture in the Energy sector in Australia

✓ Findings

- The organisation culture of the holding company (which is not reported on here) of this Nuclear Energy plant, seems Purple-Red-Blue. It seems not have impacted the values of the executive management team of this Nuclear plant
- The value orientations of the executive team here, is predominantly Yellow, which indicates a highly aware, systems thinking approach as well as social and environmental orientation
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