



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

All Employees

Prepared by

Barrett Values Centre

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Introduction to the Barrett Model

Our values reflect what is important to us. They are a shorthand way of describing our individual motivations. Together with our beliefs, they are the causal factors that drive our decision making.

The Barrett Model

Fulfilment of purpose in service of the greater good

Higher order partnerships, making a positive impact on others

Living and demonstrating authenticity and cohesion

Willingness to adapt and be open to new perspectives

Accomplishing objectives, feeling confidence and pride

Attention to the importance of interpersonal relationships

A need for stability and security in finances or health



Every human being on the planet grows and develops within seven well defined areas. The [Barrett Model](#) provides a framework for understanding our underlying human needs and the cultural environment required for people to thrive.

At different times individuals or groups may focus more on some levels and less on others, in response to changing life conditions. From an organisational perspective, the first three levels are important for creating a good foundation from which to operate. The middle level shows a group's focus on growth and development, and the top three levels indicate the attention placed on living and fulfilling a group's sense of purpose.

It is important to understand that, in terms of the seven levels, higher is not better; for example it will be difficult for an organisation to focus on helping others if it is having financial or operational problems.

Values can be positive or fear-based (potentially limiting). For example, honesty, trust, and accountability are positive values, whereas blame, bureaucracy, and manipulation are potentially limiting, or fear-based, values.

To explore more about using values to help understand or manage your culture please visit valuescentre.com





All Employees

Pre-COVID



- A sense of **connection** and **involvement**
- Strong emphasis on **performance** impeded by some **restrictive practices**

During COVID



- Successful response to **changing needs**
- A more proactive approach to **looking after people**
- People **pulling together**

Post COVID Recovery



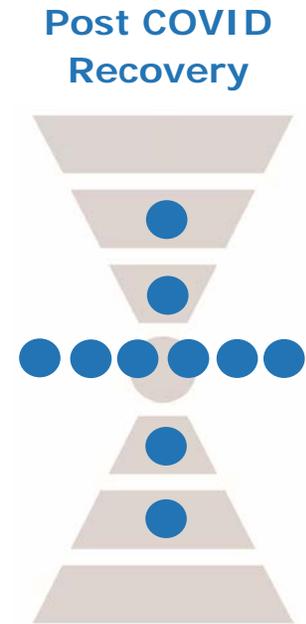
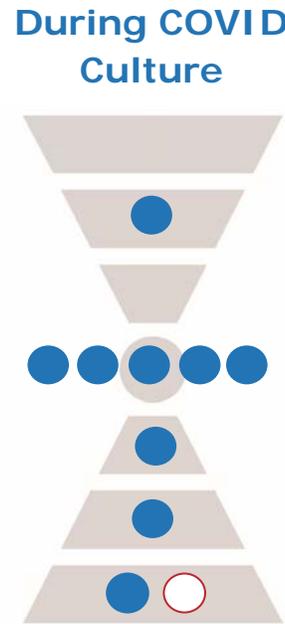
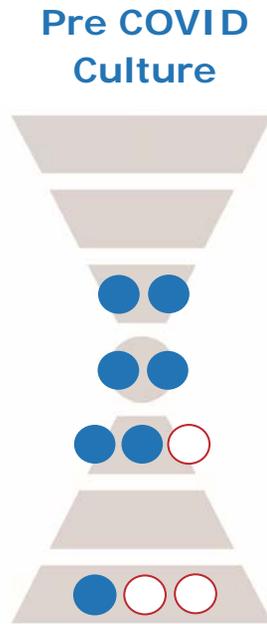
- Drive to **build resilience** and find **new approaches and ways of working**
- Using **technology to connect** and work flexibly
- Desire to continue to **engage** and **work together**

How can organisations use the current situation as an opportunity to learn to find better ways of working?



All Employees Culture Pre-COVID / During COVID

- Contribution
- Collaboration
- Alignment
- Evolution
- Performance
- Relationships
- Viability



<u>Value</u>	<u>Level</u>
teamwork	4
results orientation	3
bureaucracy (L)	3
financial stability	1
cost reduction (L)	1
achievement	3
accountability	4
control (L)	1
commitment	5
employee engagement	5

<u>Value</u>	<u>Level</u>
adaptability	4
digital connectivity	3
cost reduction (L)	1
caring	2
employee health	1
teamwork	4
information sharing	4
agility	4
balance (home/work)	4
cross group collaboration	6

<u>Value</u>	<u>Level</u>
adaptability	4
agility	4
employee engagement	5
teamwork	4
digital connectivity	3
balance (home/work)	4
innovation	4
cross group collaboration	6
continuous learning	4
open communication	2

● = Positive Values

○ = Potentially Limiting Values (L)



Top 20 Values Movement All Employees Pre-COVID / During COVID



Pre-COVID Culture

Position	Value
1	teamwork
2	results orientation
3	bureaucracy (L)
4	financial stability
5	cost reduction (L)
6	achievement
7	accountability
8	control (L)
9	commitment
10	employee engagement
11	hierarchy (L)
12	continuous improvement
13	organisational growth
14	brand image
15	making a difference
16	balance (home/work)
17	continuous learning
18	customer/ patient/ student satisfaction
19	long hours (L)
20	silo mentality (L)

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	digital connectivity
3	▲	cost reduction (L)
4	▲	caring
5	▲	employee health
6	▼	teamwork
7	▲	information sharing
8	▲	agility
9	▲	balance (home/work)
10	▲	cross group collaboration
11	▲	managing well under pressure
12	▲	open communication
13	▲	safety
14	▲	continuous learning
15	▼	financial stability
16	▲	well-being (physical/ emotional/ mental/ spiritual)
17	▲	cooperation
18	▲	caution (L)
19	▼	commitment
20	▼	employee engagement
21	▲	positive attitude

*Values not among the top 20 values of During COVID
New values appearing in During COVID*