



BARRETT VALUES CENTRE

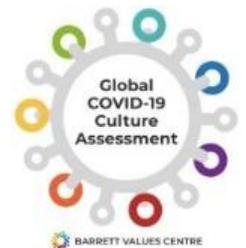
COVID-19

Global Organisational Culture
Advertising & Marketing

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





Advertising and Marketing



Pre-COVID



- Operating in a **high-pressured environment**
- Strong emphasis on **performance**

During COVID



- Pressure changes to a **fear around security**
- **New ways of working** and **connecting** with others
- There is more **confidence in the new approach** and success in **getting work done**

Post COVID Recovery



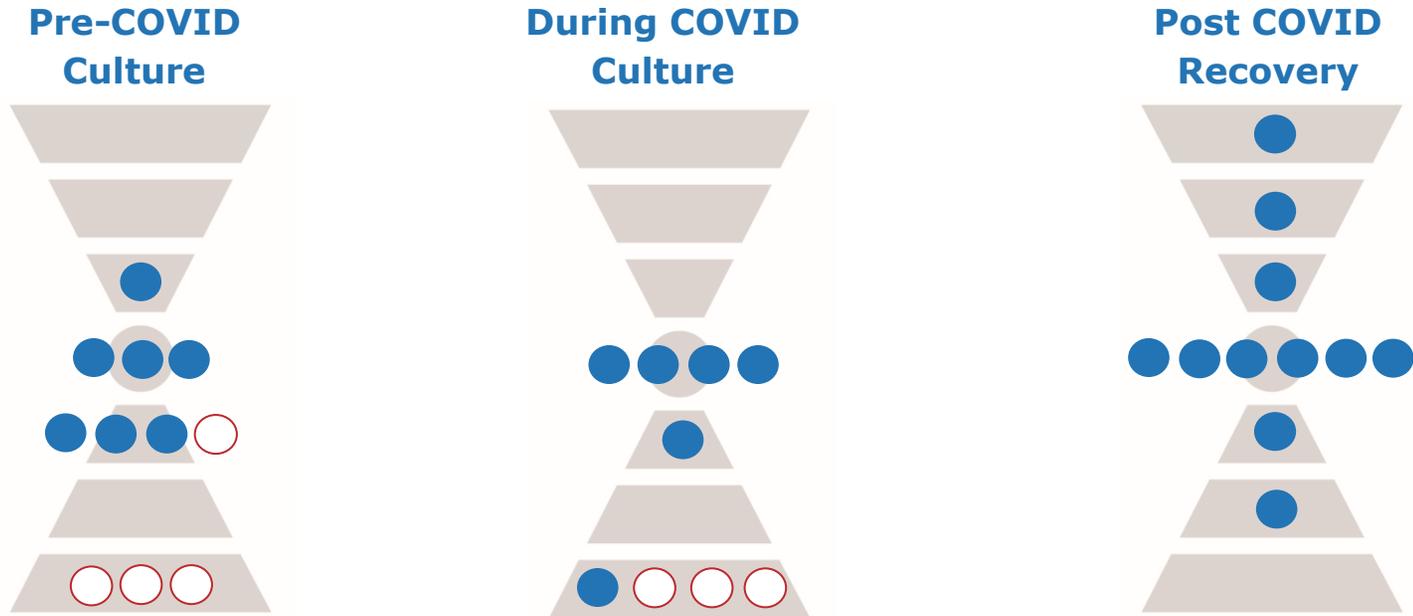
- Call for a more **sustainable and responsive business model**
- Exploration of **new ideas**
- Desire for **a more open and supportive workplace**

What can this industry learn from the current, more supportive approach, which allows them to focus on both people and performance?



Advertising & Marketing Pre-COVID / During COVID

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



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
teamwork	4	adaptability	4	adaptability	4
results orientation	3	cost reduction (L)	1	balance (home/work)	4
achievement	3	digital connectivity	3	teamwork	4
creativity	5	teamwork	4	well-being (physical/ emotional/mental/spiritual)	6
stress (L)	1	balance (home/work)	4	creativity	5
efficiency	3	job insecurity (L)	1	digital connectivity	3
goals orientation	4	caution (L)	1	innovation	4
short-term focus (L)	1	goals orientation	4	accountability	4
accountability	4	managing well under pressure	1	agility	4
confusion (L)	3			long-term perspective	7
cost reduction (L)	1			open communication	2

● = Positive Values

○ = Potentially Limiting Values (L)



Advertising & Marketing Pre-COVID / During COVID Top 20 Values Movement



Pre-COVID Culture

Position	Value
1	teamwork
2	results orientation
3	achievement
4	creativity
5	stress (L)
6	efficiency
7	goals orientation
8	short-term focus (L)
9	accountability
10	confusion (L)
11	cost reduction (L)
12	adaptability
13	balance (home/work)
14	entrepreneurial
15	profit
16	being the best
17	control (L)
18	enthusiasm
19	brand image
20	bureaucracy (L)

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	cost reduction (L)
3	▲	digital connectivity
4	▼	teamwork
5	▲	balance (home/work)
6	▲	job insecurity (L)
7	▲	caution (L)
8	▼	goals orientation
9	▲	managing well under pressure
10	▲	commitment
11	▼	confusion (L)
12	▲	employee engagement
13	▼	results orientation
14	▼	short-term focus (L)
15	▼	stress (L)
16	▲	open communication
17	▲	risk-taking

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