



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Central Government

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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](https://valuescentre.com)





# Central Government

## Pre-COVID



- A **highly controlled** and **restrictive environment**
- Focus on **performance and participation**

## During COVID



- **Operating well** in the current climate and **without the 'red tape'**
- Strong **sense of cohesion**
- **Support for employees** to help them meet their basic needs

## Post COVID Recovery

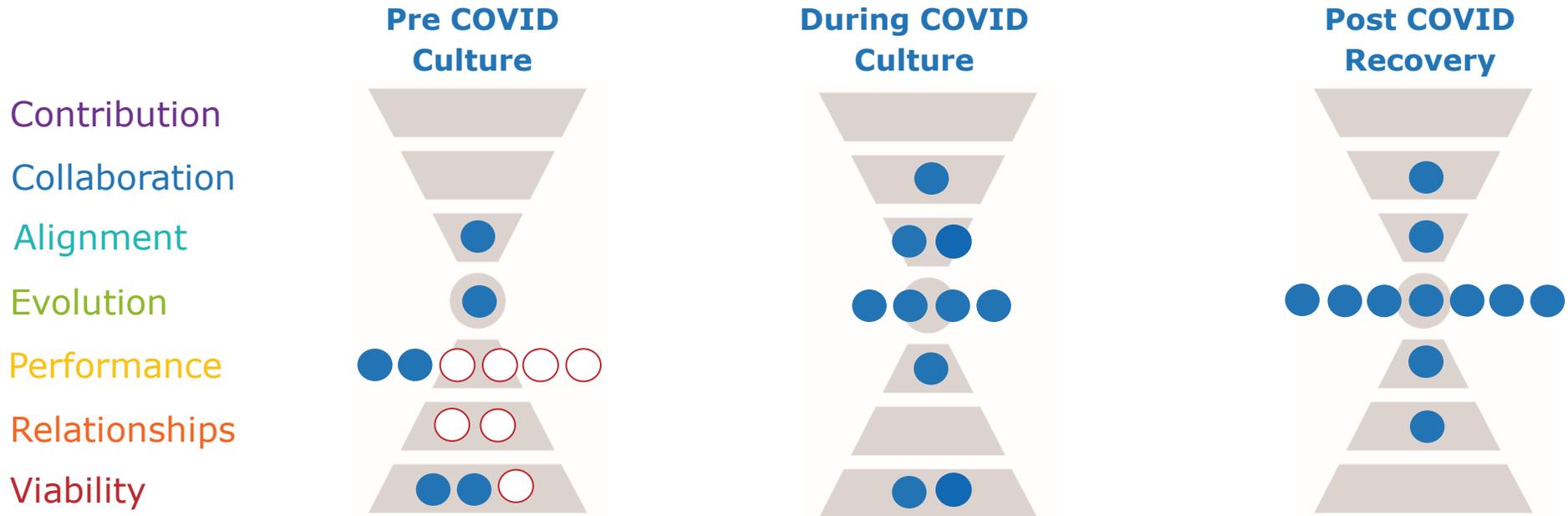


- Importance of **learning** from the current situation and **building resilience**
- Wish to continue to **work closely together** and **feel empowered**

How open is this sector to take this as an opportunity to learn and challenge their existing pre-conceptions?



# Central Government Pre-COVID / During COVID



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
bureaucracy (L)	3	adaptability	4	adaptability	4
control (L)	1	digital connectivity	3	continuous improvement	4
silo mentality (L)	3	teamwork	4	digital connectivity	3
hierarchy (L)	3	balance (home/work)	4	balance (home/work)	4
employee engagement	5	cross group collaboration	6	teamwork	4
compliance	3	employee health	1	continuous learning	4
conflict avoidance (L)	2	information sharing	4	open communication	2
results orientation	3	cooperation	5	accountability	4
teamwork	4	employee engagement	5	agility	4
financial stability	1	managing well under pressure	1	cross group collaboration	6
internal competition (L)	2			trust	5
long hours (L)	3				
safety	1				

● = Positive Values      ○ = Potentially Limiting Values (L)



# Top 20 Values Movement Central Government Pre-COVID / During COVID



## Pre-COVID Culture

Position	Value
1	<b>bureaucracy (L)</b>
2	control (L)
3	<b>silos mentality (L)</b>
4	<b>hierarchy (L)</b>
5	employee engagement
6	<b>compliance</b>
7	<b>conflict avoidance (L)</b>
8	<b>results orientation</b>
9	teamwork
10	<b>financial stability</b>
11	<b>internal competition (L)</b>
12	long hours (L)
13	safety
14	<b>achievement</b>
15	caution (L)
16	<b>commitment</b>
17	<b>confusion (L)</b>
18	short-term focus (L)
19	balance (home/work)
20	<b>continuous improvement</b>
21	<b>empire building (L)</b>
22	<b>goals orientation</b>

## During COVID Culture

Position	Shifts	Value
1	▲	<b>adaptability</b>
2	▲	<b>digital connectivity</b>
3	▲	teamwork
4	▲	balance (home/work)
5	▲	<b>cross group collaboration</b>
6	▲	<b>employee health</b>
7	▲	<b>information sharing</b>
8	▲	<b>cooperation</b>
9	▼	employee engagement
10	▲	<b>managing well under pressure</b>
11	▲	<b>accountability</b>
12	▲	caution (L)
13		safety
14	▲	<b>caring</b>
15	▲	<b>compassion</b>
16	▼	control (L)
17	▼	long hours (L)
18		short-term focus (L)
19	▲	<b>well-being (physical/ emotional/ mental/ spiritual)</b>
20	▲	<b>continuous learning</b>
21	▲	<b>lack of resources (L)</b>
22	▲	<b>open communication</b>

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