



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture  
Chemical and Pharmaceutical

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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)





# Chemical & Pharmaceutical



## Pre-COVID



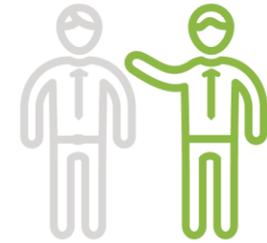
- **Restrictive environment** which operates within **a strict code of conduct**
- Focus on **performance**

## During COVID



- Ongoing **pressure to perform** although there is **clear consideration for employees**
- A sense of **optimism** and **responsiveness** in the face of change
- People are now **working closely together**

## Post COVID Recovery

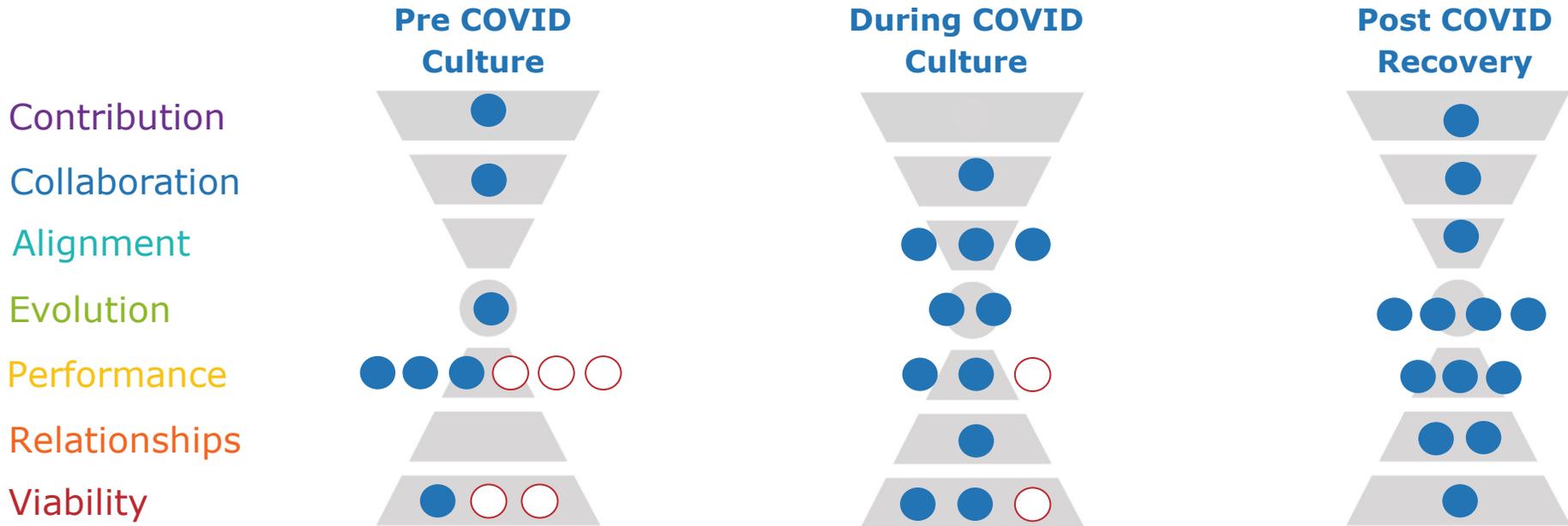


- Importance is placed on **leadership and forward thinking**
- Participants see the benefit of **supporting one another**

What new approaches that are currently being utilised might be beneficial in strengthening employee engagement and driving the industry forward?



# Chemical & Pharmaceutical Pre-COVID / During COVID



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
results orientation	3	information sharing	4	leadership development	6
control (L)	1	adaptability	4	results orientation	3
achievement	3	digital connectivity	3	adaptability	4
power (L)	3	employee health	1	agility	4
short-term focus (L)	1	results orientation	3	caring	2
bureaucracy (L)	3	cross group collaboration	6	open communication	2
compliance	3	caring	2	commitment	5
ethics	7	commitment	5	continuous improvement	4
accountability	4	cooperation	5	digital connectivity	3
hierarchy (L)	3	cost reduction (L)	1	excellence	3
leadership	6	long hours (L)	3	holistic thinking	7
development		positive attitude	5	organisational growth	1
profit	1	profit	1	teamwork	4

● = Positive Values

○ = Potentially Limiting Values (L)



# Top 20 Values Movement Chemical & Pharmaceutical Pre-COVID / During COVID



## Pre-COVID Culture

Position	Value
1	results orientation
2	control (L)
3	<b>achievement</b>
4	<b>power (L)</b>
5	<b>short-term focus (L)</b>
6	<b>bureaucracy (L)</b>
7	<b>compliance</b>
8	ethics
9	<b>accountability</b>
10	<b>hierarchy (L)</b>
11	<b>leadership development</b>
12	profit
13	cost reduction (L)
14	<b>employee engagement</b>
15	<b>global thinking</b>
16	long hours (L)

## During COVID Culture

Position	Shifts	Value
1	▲	<b>information sharing</b>
2	▲	<b>adaptability</b>
3	▲	<b>digital connectivity</b>
4	▲	<b>employee health</b>
5	▼	results orientation
6	▲	<b>cross group collaboration</b>
7	▲	<b>caring</b>
8	▲	<b>commitment</b>
9	▲	<b>cooperation</b>
10	▲	cost reduction (L)
11	▲	long hours (L)
12	▲	<b>positive attitude</b>
13	▼	profit
14	▲	<b>continuous learning</b>
15	▼	control (L)
16	▼	ethics
17	▲	<b>financial stability</b>
18	▲	<b>safety</b>

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