



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Construction

Prepared by  
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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



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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)





# Construction

## Pre-COVID



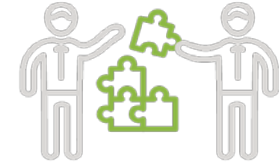
- Highly **performance oriented**
- A **progressive approach** with focus on **doing the right thing**

## During COVID



- An **optimistic outlook** despite **financial concerns**
- Ability to **respond effectively** to the **changing environment**
- Strong **people focus**

## Post COVID Recovery



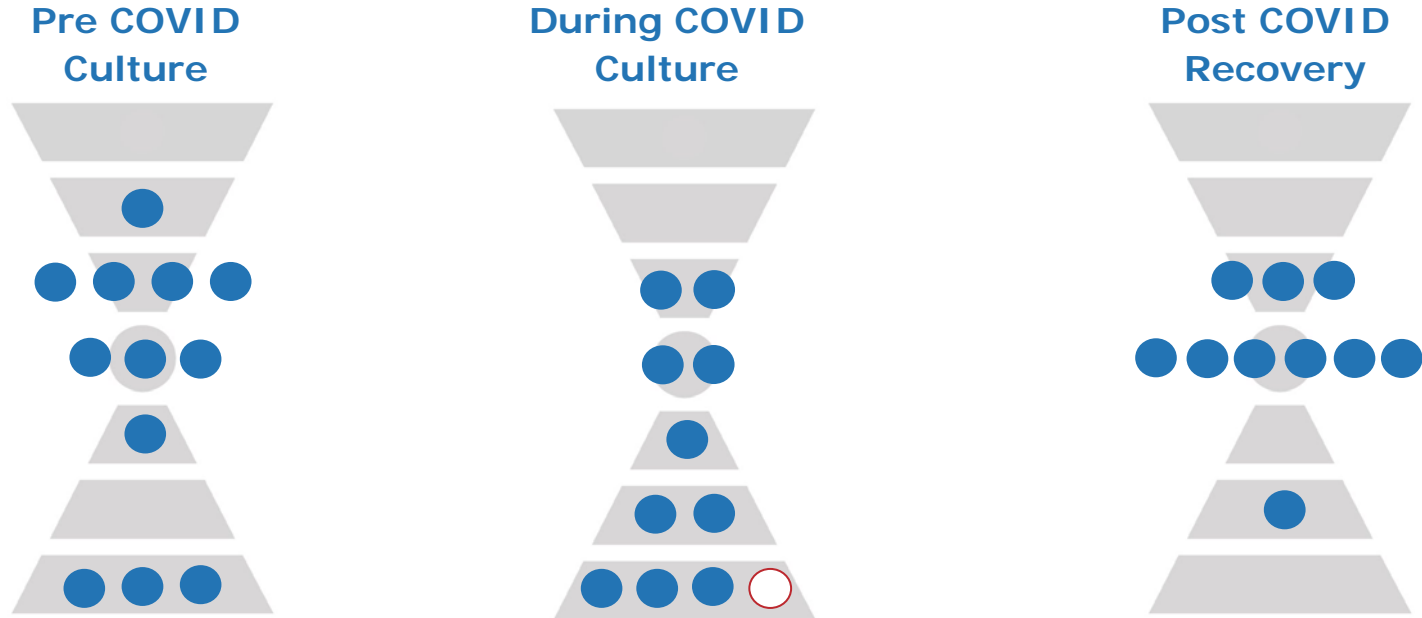
- Drive to **increase employee participation**
- Strong focus on **business development**

How can the industry embrace the desire for more employee involvement to help them build for the future?



# Construction 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>
financial stability	1	adaptability	4	adaptability	4
results orientation	3	cost reduction (L)	1	teamwork	4
commitment	5	teamwork	4	accountability	4
leading by example	5	employee health	1	employee engagement	5
profit	1	open communication	2	continuous improvement	4
entrepreneurial	4	digital connectivity	3	leading by example	5
environmental responsibility	6	managing well under pressure	1	open communication	2
goals orientation	4	safety	1	balance (home/work)	4
honesty	5	caring	2	continuous learning	4
humour / fun	5	commitment	5	positive attitude	5
organisational growth	1	positive attitude	5		
teamwork	4				

● = Positive Values

○ = Potentially Limiting Values (L)



# Top 20 Values Movement Construction Pre-COVID / During COVID



## Pre-COVID Culture

Position	Value
1	financial stability
2	results orientation
3	commitment
4	leading by example
5	profit
6	entrepreneurial
7	environmental responsibility
8	goals orientation
9	honesty
10	humour/ fun
11	organisational growth
12	teamwork
13	achievement
14	balance (home/work)
15	long hours (L)

## During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	cost reduction (L)
3	▲	teamwork
4	▲	employee health
5	▲	open communication
6	▲	digital connectivity
7	▲	managing well under pressure
8	▲	safety
9	▲	caring
10	▼	commitment
11	▲	positive attitude
12	▲	agility
13	▲	compliance
14	▲	efficiency
15	▲	respect
16	▲	social responsibility
17	▲	transparency

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