



BARRETT VALUES CENTRE

COVID-19 Global Organisational Culture Consultancy & Management

Prepared by
Barrett Values Centre

May 2020





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





Consultancy & Management



Pre-COVID



- **Highly driven** people
- Strong emphasis on **developing others**

During COVID



- Increase in **focus on finances**
- Attention to **looking after themselves and others**
- They are bringing their **sense of optimism** and are using this time to **try new approaches**

Post COVID Recovery



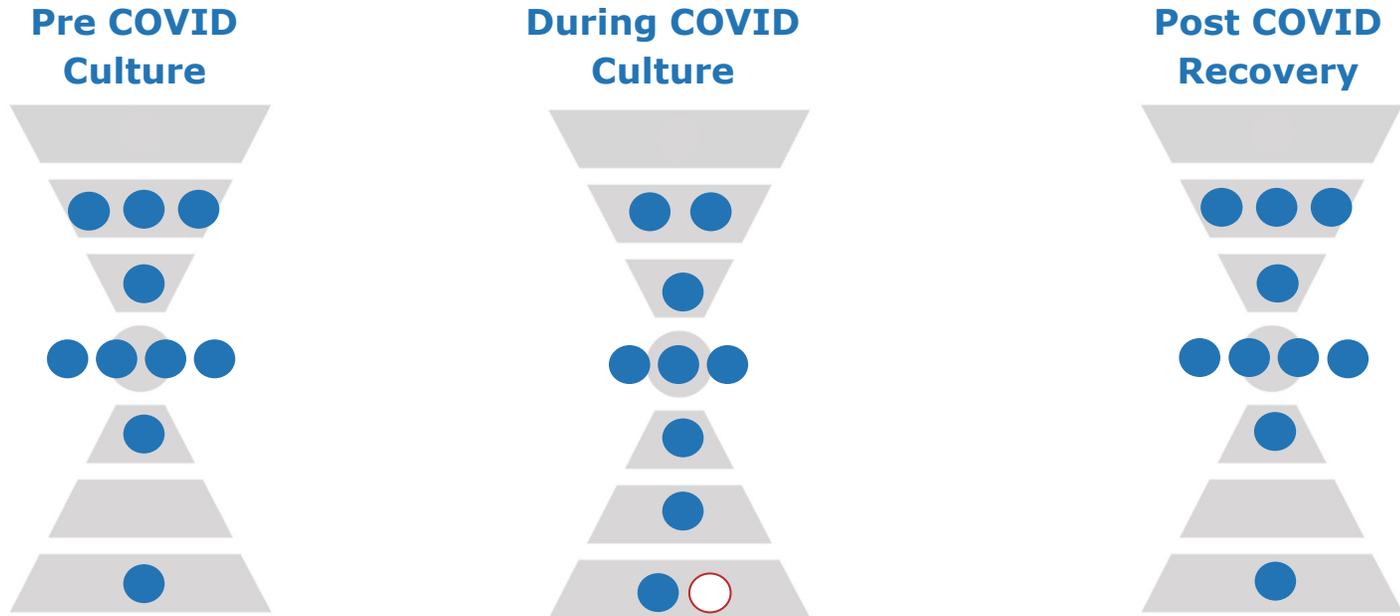
- Call for a more **sustainable** and **resilient approach**
- Strong emphasis on **generating new ideas** and **ways of working**

How might this industry see an opportunity to use the present challenges as a catalyst for evolution?



Consultancy & Management 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>
coaching / mentoring	6	adaptability	4	adaptability	4
making a difference	6	digital community	3	agility	4
continuous learning	4	continuous learning	4	digital connectivity	3
teamwork	4	well-being (physical/ emotional/ mental/ spiritual)	6	well-being (physical/ emotional/ mental/ spiritual)	6
leadership development	6	agility	4	innovation	4
commitment	5	coaching/mentoring	6	continuous learning	4
continuous improvement	4	cost reduction (L)	1	creativity	5
achievement	3	positive attitude	5	strategic alliances	6
entrepreneurial	4	financial stability	1	coaching/mentoring	6
financial stability	1	caring	2	financial stability	1

● = Positive Values

○ = Potentially Limiting Values (L)



Top 20 Values Movement Consultancy & Management Pre-COVID / During COVID



Pre-COVID Culture

Position	Value
1	coaching/ mentoring
2	making a difference
3	continuous learning
4	teamwork
5	leadership development
6	commitment
7	continuous improvement
8	achievement
9	entrepreneurial
10	financial stability
11	professionalism
12	results orientation
13	accountability
14	creativity
15	shared values
16	well-being (physical/ emotional/ mental/ spiritual)
17	organisational growth
18	customer satisfaction
19	humour/ fun
20	agility
21	positive attitude

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	digital connectivity
3		continuous learning
4	▲	well-being (physical/ emotional/ mental/ spiritual)
5	▲	agility
6	▼	coaching/ mentoring
7	▲	cost reduction (L)
8	▲	positive attitude
9	▲	financial stability
10	▲	caring
11	▼	teamwork
12	▲	creativity
13	▼	making a difference
14	▲	balance (home/work)
15	▲	information sharing
16	▲	innovation
17	▲	resilience
18	▲	compassion
19	▲	cross group collaboration
20	▲	ease with uncertainty

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