BARRETT VALUES CENTRE

COVID-19
Global Organisational Culture
Education

Prepared by
Barrett Values Centre

May 2020

Global
COVID-19
Culture
Assessment

BARRETT VALUES CENTRE

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

7

6

5

4

3

2

1

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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

Global COVID-19 Culture Assessment

BARRETT VALUES CENTRE

Education

Pre-COVID

- A **rigid, outcomes-oriented** environment
- People **acting responsibly** but **failing to collaborate**
- **Providing value** while maintaining a **strong bottom line**

During COVID

- **New ideas** and ways of working
- Efforts to show **care for one another**
- **Collaboration** and **communication** begin to emerge
- There is **confidence in this new approach**
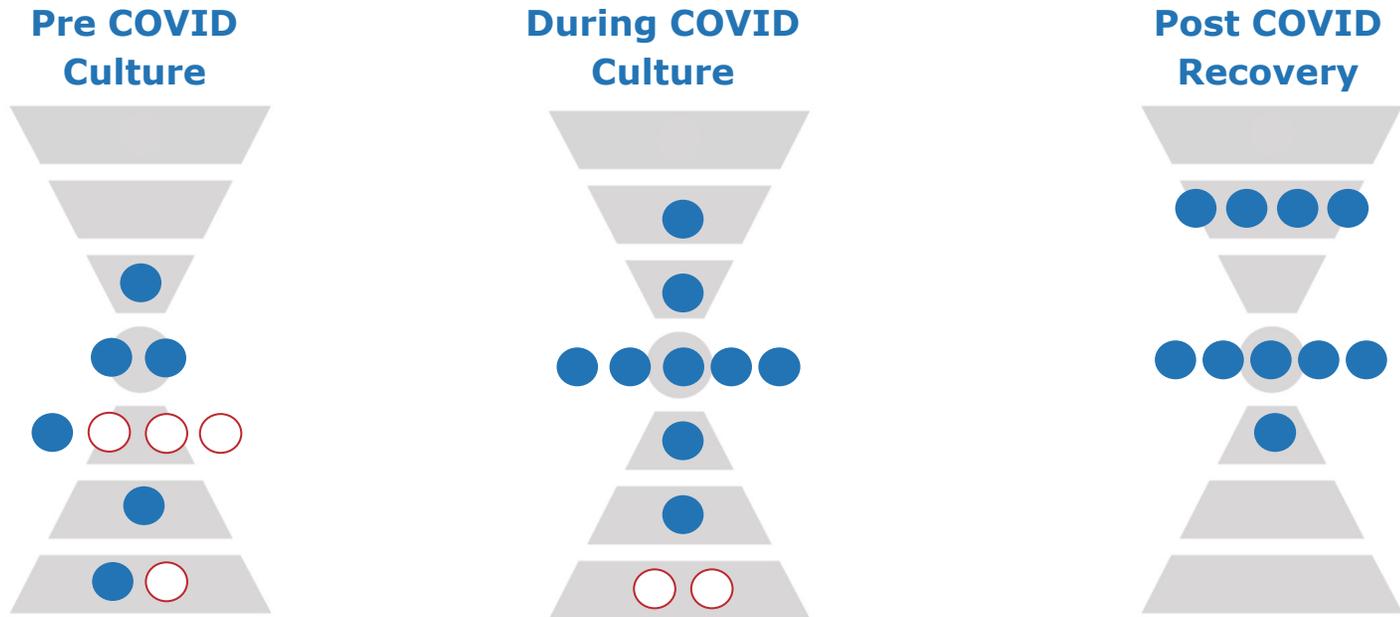
Post COVID Recovery

- Call for more **co-creation** and **evolution of ideas**
- Desire for a more **supportive workplace**
- Ongoing focus on **learning and development**

How can this industry build upon the emergent values and carry them forward in a new era?

Education Pre-COVID / During COVID

Pre COVID Culture

During COVID Culture

Post COVID Recovery

Contribution
Collaboration
Alignment
Evolution
Performance
Relationships
Viability

Value	Level
continuous learning	4
bureaucracy (L)	3
coaching/mentoring	6
control (L)	1
student satisfaction	2
accountability	4
financial stability	1
results orientation	3
hierarchy (L)	3
silo mentality (L)	3

Value	Level
adaptability	4
digital connectivity	3
continuous learning	4
cost reduction (L)	1
well-being (physical/ emotional/ mental/ spiritual)	6
creativity	5
caring	2
teamwork	4
balance (home/work)	4
caution (L)	1
information sharing	4

Value	Level
adaptability	4
agility	4
continuous learning	4
digital connectivity	3
balance (home/work)	4
well-being (physical/ emotional/ mental/ spiritual)	6
cross group collaboration	6
student collaboration	6
innovation	4
coaching/ mentoring	6

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

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Top 20 Values Movement
Education Pre-COVID / During COVID

Pre-COVID Culture

Position	Value
1	continuous learning
2	bureaucracy (L)
3	coaching/ mentoring
4	control (L)
5	student satisfaction
6	accountability
7	financial stability
8	results orientation
9	hierarchy (L)
10	silo mentality (L)
11	lack of resources (L)
12	achievement
13	conflict avoidance (L)
14	cost reduction (L)
15	making a difference
16	brand image
17	cooperation
18	ethics
19	teamwork
20	caring

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	digital connectivity
3	▼	continuous learning
4	▲	cost reduction (L)
5	▲	well-being (physical/ emotional/ mental/ spiritual)
6	▲	creativity
7	▲	caring
8	▲	teamwork
9	▲	balance (home/work)
10	▲	caution (L)
11	▲	information sharing
12	▲	agility
13	▲	job insecurity (L)
14	▼	coaching/ mentoring
15	▲	short-term focus (L)
16	▼	accountability
17	▲	confusion (L)
18	▲	positive attitude
19	▲	compassion
20	▼	student satisfaction
21	▲	managing well under pressure

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

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