



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Electronics & Engineering & Machinery

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



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





Electronics, Engineering & Machinery



Pre-COVID



- Operating in a **rigid environment**
- Strong emphasis on **metrics** and **bottom line needs**

During COVID



- Sense of **dedication and ownership** among staff
- Adoption of **new ways of working**
- Care for the **well-being of employees**
- Concern for a **viable future**

Post COVID Recovery

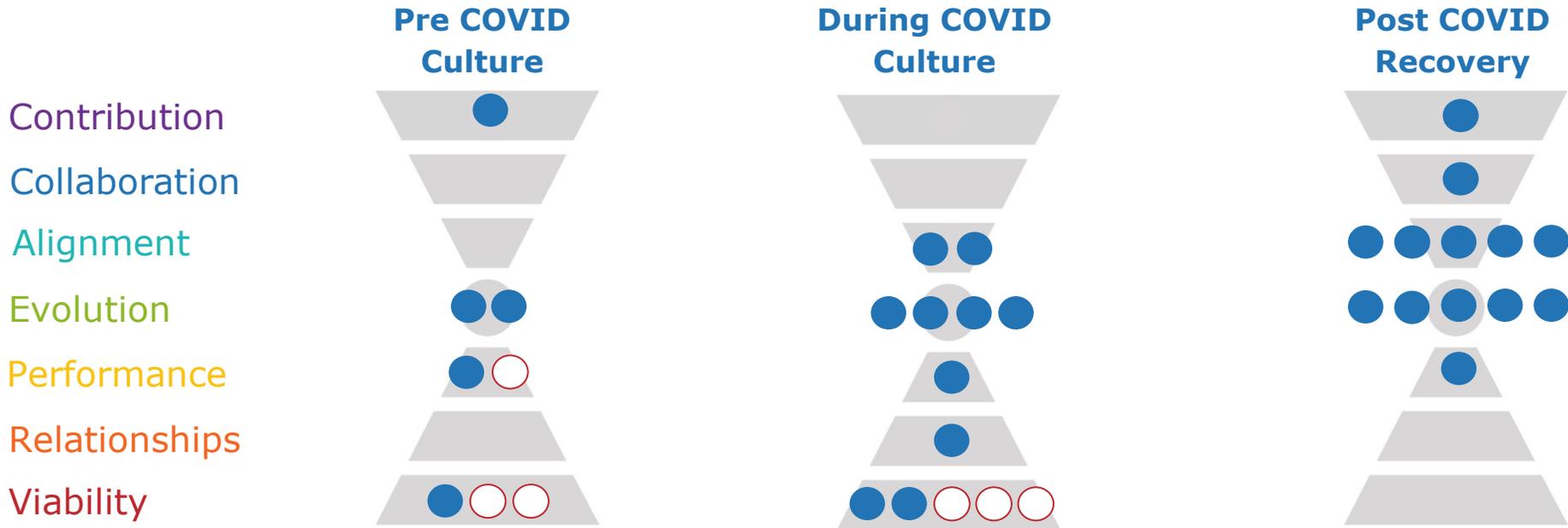


- Wish to continue to **adapt and evolve**
- A greater sense of **engagement and unity**
- **Investment in the business and staff** to ensure **longevity**

How can this industry harness the skills already present in their workforce to adapt and evolve?



Electronics & Engineering & Machinery Pre-COVID / During COVID



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
cost reduction (L)	1	adaptability	4	adaptability	4
global thinking	7	digital connectivity	3	continuous improvement	4
results orientation	3	employee health	1	digital connectivity	3
financial stability	1	safety	1	cooperation	5
goals orientation	4	agility	4	agility	4
bureaucracy (L)	3	commitment	5	balance (home/work)	4
control (L)	1	information sharing	4	coaching/ mentoring	6
teamwork	4	job insecurity (L)	1	employee engagement	5
		short-term focus (L)	1	innovation	4
		accountability	4	long-term perspective	7
		caring	2	shared vision	5
		cost reduction (L)	1	transparency	5
		trust	5	trust	5

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



Top 20 Values Movement Electronics & Engineering & Machinery Pre-COVID / During COVID



Pre-COVID Culture

Position	Value
1	cost reduction (L)
2	global thinking
3	results orientation
4	financial stability
5	goals orientation
6	bureaucracy (L)
7	control (L)
8	teamwork
9	achievement
10	continuous improvement
11	experience
12	hierarchy (L)
13	lack of resources (L)
14	organisational growth
15	brand image
16	profit
17	shared values
18	accountability
19	caring
20	customer collaboration
21	ethics
22	short-term focus (L)
23	silo mentality (L)
24	stress (L)

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	digital connectivity
3	▲	employee health
4	▲	safety
5	▲	agility
6	▲	commitment
7	▲	information sharing
8	▲	job insecurity (L)
9	▲	short-term focus (L)
10	▲	accountability
11	▲	caring
12	▼	cost reduction (L)
13	▲	trust
14	▼	achievement
15	▲	caution (L)
16	▲	compliance
17	▲	cross group collaboration
18	▼	results orientation
19	▲	cooperation
20	▼	financial stability
21	▼	global thinking
22	▼	teamwork

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