



BARRETT VALUES CENTRE

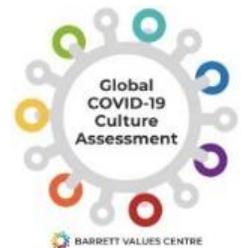
COVID-19

Global Organisational Culture

Fast Moving Consumer Goods

Prepared by  
Barrett Values Centre

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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)





# Fast Moving Consumer Goods



## Pre-COVID



- Operating in a **fast-paced, performance environment**
- Emphasis on **servicing customers** and **building financial strength**

## During COVID



- Increased concerns around **costs and maintaining outputs**
- More attention devoted to **care of staff**
- Workforce feeling **deeper alignment with the culture**

## Post COVID Recovery



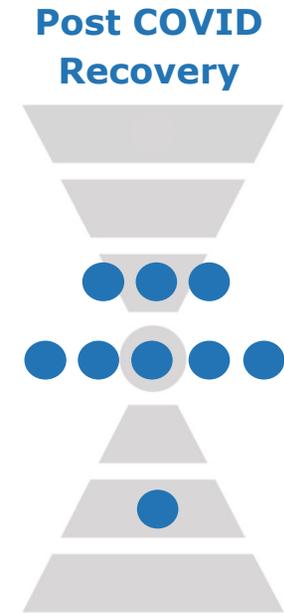
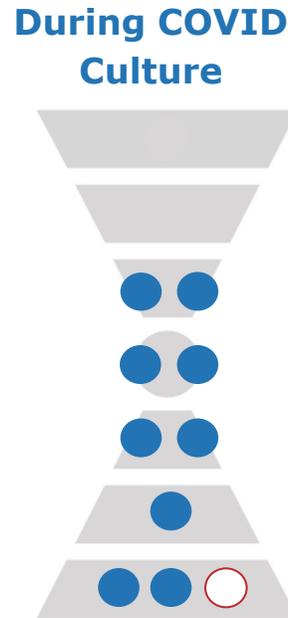
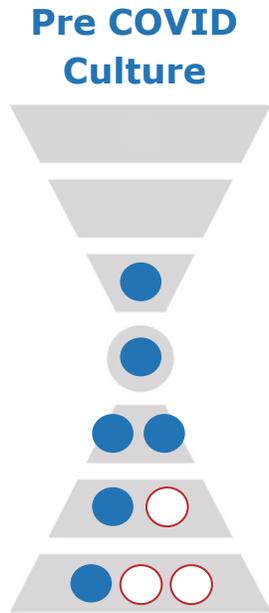
- Continue to **evolve and build resilience**
- Request for **greater sense of engagement** and **co-creation**

How can the industry continue to reimagine new ways of working and collaborating?



# Fast Moving Consumer Goods 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>
achievement	3	adaptability	4	adaptability	4
adaptability	4	cost reduction (L)	1	positive attitude	5
results orientation	3	accountability	4	entrepreneurial	4
stress (L)	1	caring	2	resilience	4
commitment	5	commitment	5	agility	4
conflict avoidance (L)	2	digital connectivity	3	continuous learning	4
customer satisfaction	2	employee health	1	employee engagement	5
financial stability	1	safety	1	open communication	2
short-term focus (L)	1	positive attitude	5	trust	5
		results orientation	3		

● = Positive Values

○ = Potentially Limiting Values (L)



# Top 20 Values Movement Fast Moving Consumer Goods Pre-COVID / During COVID



## Pre-COVID Culture

Position	Value
1	<b>achievement</b>
2	adaptability
3	results orientation
4	<b>stress (L)</b>
5	commitment
6	conflict avoidance (L)
7	<b>customer satisfaction</b>
8	financial stability
9	<b>short-term focus (L)</b>
10	<b>balance (home/work)</b>
11	<b>compliance</b>
12	continuous improvement
13	continuous learning
14	control (L)
15	cost reduction (L)
16	<b>employee engagement</b>
17	employee health
18	<b>ethics</b>
19	<b>information hoarding (L)</b>
20	<b>profit</b>

## During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	cost reduction (L)
3	▲	<b>accountability</b>
4	▲	<b>caring</b>
5		commitment
6	▲	<b>digital connectivity</b>
7	▲	employee health
8	▲	<b>safety</b>
9	▲	<b>positive attitude</b>
10	▼	results orientation
11	▼	conflict avoidance (L)
12		continuous improvement
13		continuous learning
14		control (L)
15	▲	<b>cross group collaboration</b>
16	▼	financial stability
17	▲	<b>making a difference</b>
18	▲	<b>open communication</b>
19	▲	<b>resilience</b>
20	▲	<b>trust</b>
21	▲	<b>well-being (physical/ emotional/ mental/ spiritual)</b>

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