COVID-19

Global Organisational Culture

Healthcare

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

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

Health Care

Pre-COVID

- Operating in a **restrictive environment** with **shortages**

- Emphasis on **learning and co-creating**

- Drive to **have a positive impact**

During COVID

- **New ways of working** are emerging and proving successful

- More attention devoted to **communication and care of staff**

- Ongoing issues with **limited resources**
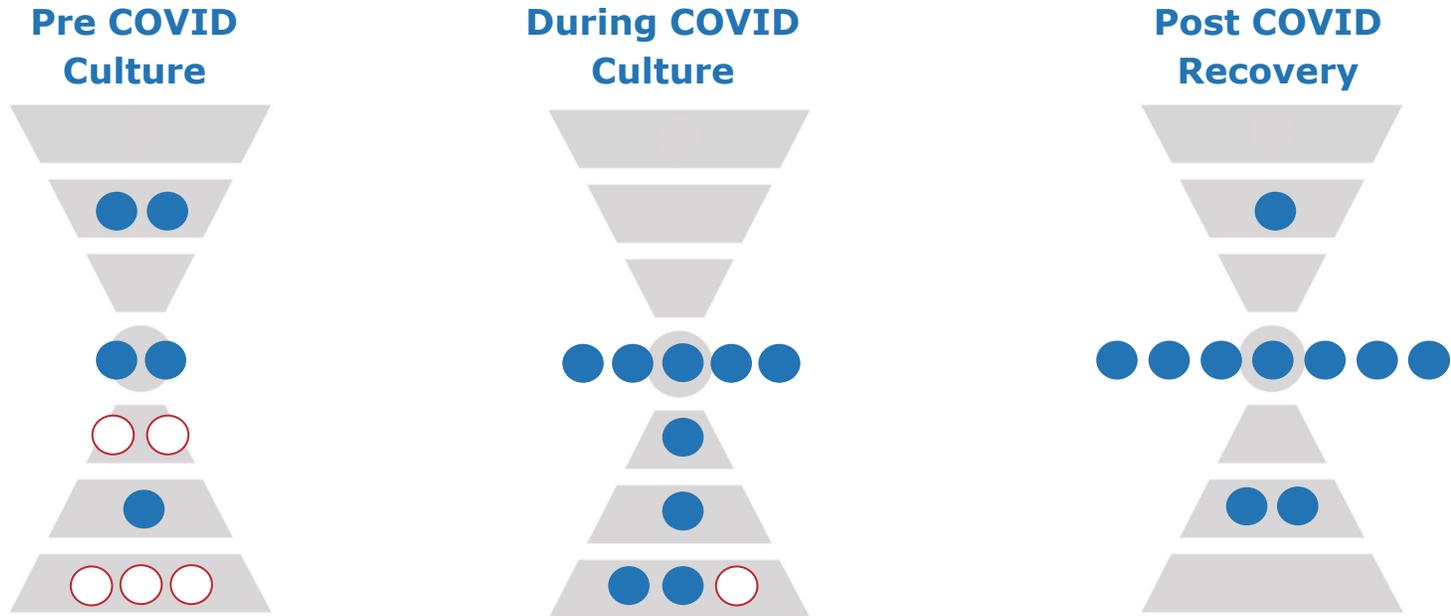
Post COVID Recovery

- Call for greater **communication and ownership**

- Care for the **well-being of all stakeholders**

- Further **development of people and processes**

How can the industry care for patients and employees alike while embracing new ways of working?

Health Care Pre-COVID / During COVID

Pre COVID Culture

During COVID Culture

Post COVID Recovery

Contribution
Collaboration
Alignment
Evolution
Performance
Relationships
Viability

Value	Level
bureaucracy (L)	3
caring	2
hierarchy (L)	3
making a difference	6
lack of resources (L)	1
teamwork	4
control (L)	1
cross group collaboration	6
continuous learning	4
cost reduction (L)	1

Value	Level
adaptability	4
information sharing	4
caring	2
managing well under pressure	1
teamwork	4
continuous learning	4
digital connectivity	3
balance (home/work)	4
lack of resources (L)	1
employee health	1

Value	Level
adaptability	4
teamwork	4
information sharing	4
continuous learning	4
continuous improvement	4
open communication	2
well-being (physical/ emotional/ mental/ spiritual)	6
accountability	4
balance (home/work)	4
caring	2

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

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Top 20 Values Movement
Health Care Pre-COVID / During COVID

Pre-COVID Culture

Position	Value
1	**bureaucracy (L)**
2	caring
3	**hierarchy (L)**
4	making a difference
5	lack of resources (L)
6	teamwork
7	**control (L)**
8	**cross group collaboration**
9	continuous learning
10	**cost reduction (L)**
11	**achievement**
12	**commitment**
13	**patient satisfaction**
14	**accountability**
15	balance (home/work)
16	compassion
17	**conflict avoidance (L)**
18	**ethics**
19	**excellence**
20	**financial stability**
21	information sharing
22	**professionalism**

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	information sharing
3	▼	caring
4	▲	**managing well under pressure**
5	▲	teamwork
6	▲	continuous learning
7	▲	**digital connectivity**
8	▲	balance (home/work)
9	▼	lack of resources (L)
10	▲	**employee health**
11	▲	**cooperation**
12	▲	**confusion (L)**
13	▲	**safety**
14	▲	**caution (L)**
15	▲	compassion
16	▲	**positive attitude**
17	▲	**well-being (physical/ emotional/ mental/ spiritual)**
18	▲	**employee engagement**
19	▼	making a difference
20	▲	**creativity**

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

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