



BARRETT VALUES CENTRE

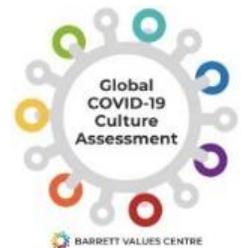
COVID-19

Global Organisational Culture

Hospitality and Recreation and Tourism

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





Hospitality, Recreation & Tourism



Pre-COVID



- Efforts to serve **customers** and build the **bottom line**
- Little to **no positive focus on employees**

During COVID



- Taking protective measures and **showing care for people**
- **Connecting** with others
- **Adjusting** to present needs, though with **concern** for their future employment

Post COVID Recovery



- New **ways of working** and **collaborating**
- Call to define their **purpose and contribution to society**
- Inspiring dedication and **supporting employee needs**

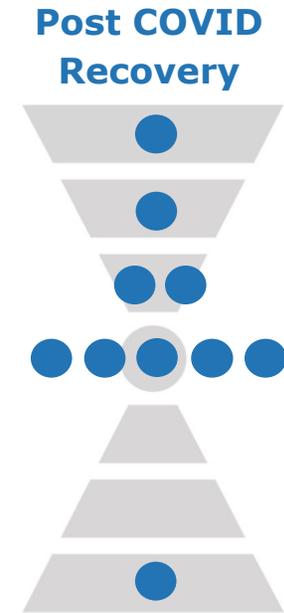
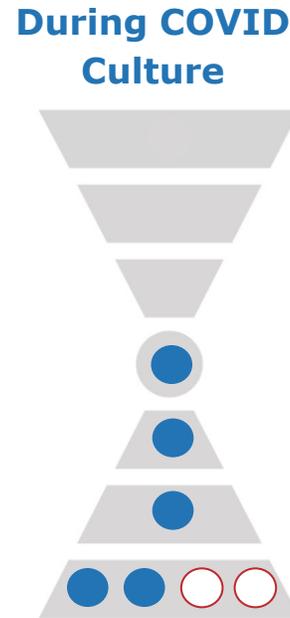
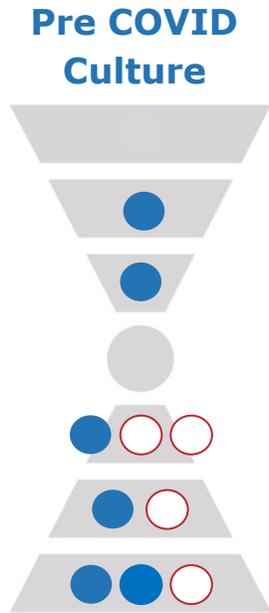
In what ways can this industry reimagine their contribution to society and the needs of employees?



Hospitality, Recreation & Tourism 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>
cost reduction (L)	1	adaptability	4	adaptability	4
long hours (L)	3	cost reduction (L)	1	teamwork	4
commitment	5	digital connectivity	3	financial stability	1
customer satisfaction	2	safety	1	innovation	4
brand image	3	caring	2	positive attitude	5
bureaucracy (L)	3	financial stability	1	balance (home/work)	4
conflict avoidance (L)	2	job insecurity (L)	1	commitment	5
financial stability	1			employee fulfilment	6
leadership development	6			mission focus	4
profit	1			social responsibility	7

● = Positive Values

○ = Potentially Limiting Values (L)

