BARRETT VALUES CENTRE

COVID-19
Global Organisational Culture
IT & Computer

Prepared by
Barrett Values Centre

May 2020

Global
COVID-19
Culture
Assessment

BARRETT VALUES CENTRE
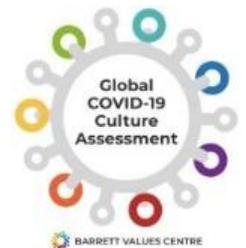
Introduction to the Barrett Model

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 — 7

Higher order partnerships, making a positive impact on others — 6

Living and demonstrating authenticity and cohesion — 5

Willingness to adapt and be open to new perspectives — 4

Accomplishing objectives, feeling confidence and pride — 3

Attention to the importance of interpersonal relationships — 2

A need for stability and security in finances or health — 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

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IT & Computer Industry

Pre-COVID

- Organisations were **on the right track**

- Connection with their **personal values**

- Ability to **contribute their ideas** at work

During COVID

- **Confidence** that they are moving in the right direction **drops significantly**

- **Ability to respond** takes priority

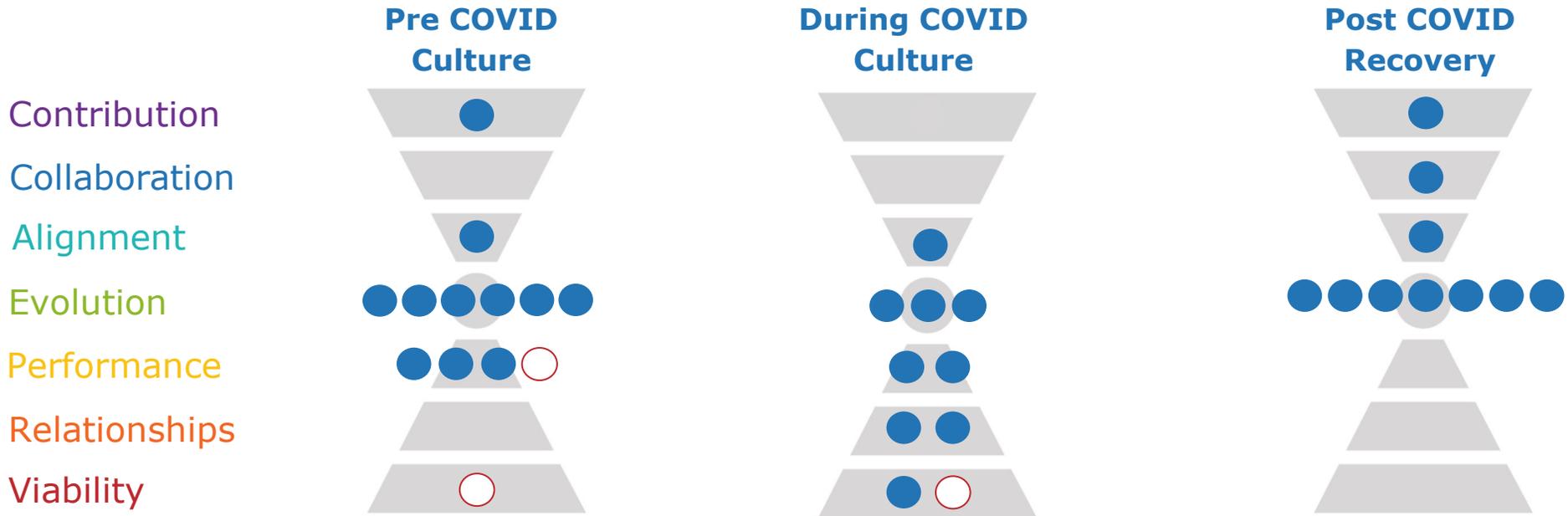- **Emphasis on people** and **communication** increases

Post COVID Recovery

- Desire to return to exploration of **big picture ideas**

- Create a **common understanding** of the way forward

What lessons can this group learn from past successes to help bridge to a new way of working?

May 2020

IT & Computer Pre-COVID / During COVID

Pre COVID Culture		During COVID Culture		Post COVID Recovery	
Value	Level	Value	Level	Value	Level
teamwork	4	adaptability	4	adaptability	4
results orientation	3	digital connectivity	3	employee engagement	5
continuous improvement	4	balance (home/work)	4	agility	4
balance (home/work)	4	cost reduction (L)	1	continuous improvement	4
accountability	4	caring	2	innovation	4
digital connectivity	3	cooperation	5	balance (home/work)	4
employee engagement	5	open communication	2	well-being (physical/ emotional/ mental/ spiritual)	6
innovation	4	employee health	1		
adaptability	4	results orientation	3	teamwork	4
achievement	3	agility	4	continuous learning	4
bureaucracy (L)	3			global thinking	7
cost reduction (L)	1				
global thinking	7				

⬤ = Positive Values   ◯ = Potentially Limiting Values (L)

Top 20 Values Movement
IT & Computer Pre-COVID / During COVID

Pre-COVID Culture

Position	Value
1	teamwork
2	results orientation
3	**continuous improvement**
4	balance (home/work)
5	accountability
6	digital connectivity
7	employee engagement
8	**innovation**
9	adaptability
10	**achievement**
11	**bureaucracy (L)**
12	cost reduction (L)
13	**global thinking**
14	agility
15	cooperation
16	financial stability
17	**organisational growth**
18	**control (L)**
19	**brand image**
20	**commitment**
21	**hierarchy (L)**
22	**long hours (L)**
23	**professionalism**

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	digital connectivity
3	▲	balance (home/work)
4	▲	cost reduction (L)
5	▲	**caring**
6	▲	cooperation
7	▲	**open communication**
8	▲	**employee health**
9	▼	results orientation
10	▲	agility
11	▼	teamwork
12	▲	**community involvement**
13	▲	**information sharing**
14	▼	employee engagement
15	▲	**well-being (physical/ emotional/ mental/ spiritual)**
16	▲	**cross group collaboration**
17	▲	**managing well under pressure**
18	▲	**safety**
19	▼	accountability
20	▲	**continuous learning**
21	▼	financial stability
22	▲	**job insecurity (L)**

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