COVID-19
Global Organisational Culture
Local Government

Prepared by
Barrett Values Centre
May 2020
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

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
Local Government

Pre-COVID

- A **highly controlled**, restrictive environment
- People attempting to work together yet hindered by **rigid infrastructures**

During COVID

- Employees’ **primary needs** are being addressed
- People exploring **new ways of working** and connecting
- Many **restrictive challenges have reduced** significantly

Post COVID Recovery

- **Learning** from the current situation and building **resilience**
- **Collectively creating a new way of working**

In what ways can this sector reimagine the way that they work together?
Local Government Pre-COVID / During COVID

### Pre COVID Culture

- **Value**
  - bureaucracy (L)
  - silo mentality (L)
  - caution (L)
  - hierarchy (L)
  - results orientation
  - blame (L)
  - control (L)
  - employee recognition
  - teamwork
- **Level**
  - 1
  - 2
  - 3

### During COVID Culture

- **Value**
  - adaptability
  - community involvement
  - digital connectivity
  - balance (home/work)
  - commitment
  - safety
  - well-being (physical/emotional/mental/spiritual)
- **Level**
  - 4
  - 5
  - 6

### Post COVID Recovery

- **Value**
  - adaptability
  - cross group collaboration
  - employee engagement
  - information sharing
  - trust
  - balance (home/work)
  - continuous learning
  - shared vision
  - accountability
  - continuous improvement
  - holistic thinking
  - long-term perspective
- **Level**
  - 4
  - 5
  - 6

- **Value**
  - long-term perspective
- **Level**
  - 7

### Contribution

- **Value**
  - collaboration
  - alignment
- **Value**
  - evolution
- **Value**
  - performance
- **Value**
  - relationships
- **Value**
  - viability

- **Level**
  - 1
  - 2
  - 3
  - 4
  - 5
  - 6
  - 7

- **Value**
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**= Positive Values  ○ = Potentially Limiting Values (L)**

May 2020
## Top 20 Values Movement
### Local Government Pre-COVID / During COVID

<table>
<thead>
<tr>
<th>Pre-COVID Culture</th>
<th>During COVID Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td><strong>Value</strong></td>
</tr>
<tr>
<td>1</td>
<td>bureaucracy (L)</td>
</tr>
<tr>
<td>2</td>
<td>silo mentality (L)</td>
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<tr>
<td>3</td>
<td>caution (L)</td>
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<td>8</td>
<td>employee recognition</td>
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<td>9</td>
<td>teamwork</td>
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<td>10</td>
<td>compliance</td>
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<td>customer satisfaction</td>
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<td>efficiency</td>
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<tr>
<td>13</td>
<td>embracing diversity</td>
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<td>14</td>
<td>internal competition (L)</td>
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<tr>
<td>15</td>
<td>professionalism</td>
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<tr>
<td>16</td>
<td>short-term focus (L)</td>
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<tr>
<td>17</td>
<td>accountability</td>
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<tr>
<td>18</td>
<td>brand image</td>
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<td>19</td>
<td>conflict avoidance (L)</td>
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<td>cost reduction (L)</td>
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<td>21</td>
<td>financial stability</td>
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<tr>
<td>22</td>
<td>lack of resources (L)</td>
</tr>
<tr>
<td>23</td>
<td>leadership development</td>
</tr>
<tr>
<td>24</td>
<td>professional growth</td>
</tr>
</tbody>
</table>

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

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