



BARRETT VALUES CENTRE

COVID-19

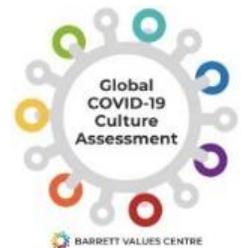
Global Organisational Culture

Local Government

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





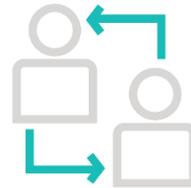
Local Government

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



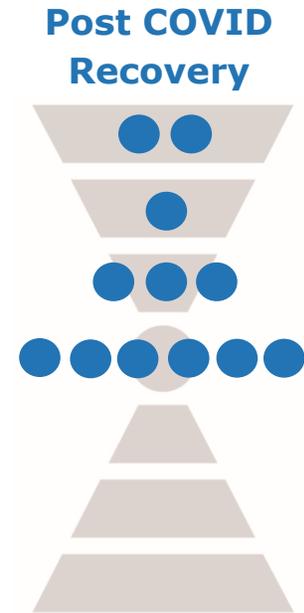
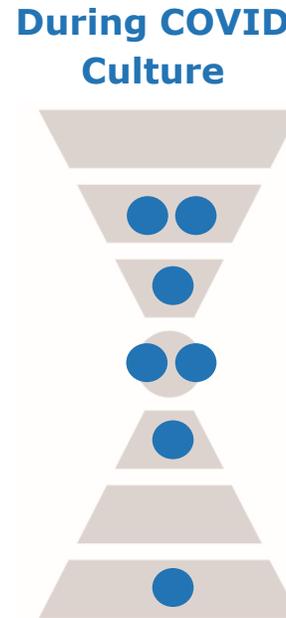
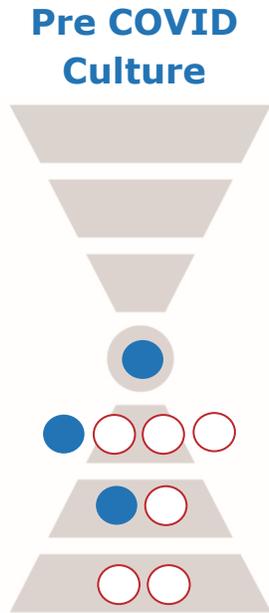
- **Learning** from the current situation and building **resilience**
- **Collectively creating a new way** of working

In what ways can this sector reimagine the way that they work together?



Local Government Pre-COVID / During COVID

- Contribution
- Collaboration
- Alignment
- Evolution
- Performance
- Relationships
- Viability



<u>Value</u>	<u>Level</u>
bureaucracy (L)	3
silo mentality (L)	3
caution (L)	1
hierarchy (L)	3
results orientation	3
blame (L)	2
control (L)	1
employee recognition	2
teamwork	4

<u>Value</u>	<u>Level</u>
adaptability	4
community involvement	6
digital connectivity	3
balance (home/work)	4
commitment	5
safety	1
well-being (physical/ emotional/ mental/ spiritual)	6

<u>Value</u>	<u>Level</u>
adaptability	4
cross group collaboration	6
employee engagement	5
information sharing	4
trust	5
balance (home/work)	4
continuous learning	4
shared vision	5
accountability	4
continuous improvement	4
holistic thinking	7
long-term perspective	7

● = Positive Values

○ = Potentially Limiting Values (L)



Top 20 Values Movement Local Government Pre-COVID / During COVID



Pre-COVID Culture

Position	Value
1	bureaucracy (L)
2	silos mentality (L)
3	caution (L)
4	hierarchy (L)
5	results orientation
6	blame (L)
7	control (L)
8	employee recognition
9	teamwork
10	compliance
11	customer satisfaction
12	efficiency
13	embracing diversity
14	internal competition (L)
15	professionalism
16	short-term focus (L)
17	accountability
18	brand image
19	conflict avoidance (L)
20	cost reduction (L)
21	financial stability
22	lack of resources (L)
23	leadership development
24	professional growth

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	community involvement
3	▲	digital connectivity
4	▲	balance (home/work)
5	▲	commitment
6	▲	safety
7	▲	well-being (physical/ emotional/ mental/ spiritual)
8	▼	caution (L)
9	▲	compassion
10	▲	cooperation
11	▲	cost reduction (L)
12	▲	employee health
13	▲	information sharing
14	▲	managing well under pressure
15	▲	positive attitude
16		short-term focus (L)
17	▲	social responsibility
18	▲	stress (L)
19	▼	accountability
20	▲	confusion (L)
21	▲	encouragement
22		lack of resources (L)
23	▲	making a difference
24	▼	teamwork

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