COVID-19
Global Organisational Culture
Manufacturing

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

- 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
Manufacturing Industry

Pre-COVID

- Focus on bottom-line stability, drive to be successful and meet customer needs
- A sense of employee involvement and obligation towards the natural world

During COVID

- Continued focus on finances, and less on performance
- More interpersonal connection and communication, being flexible to new ways of working
- Strong attention to looking out for the welfare others

Post COVID Recovery

- Focus remains on more connection and communication
- A call to be open to change and supportive of the evolution of both the business and people

Going forward, what can this industry learn from the current, more supportive approach, which allows them to focus on both people and performance?
Manufacturing Culture Pre/During COVID-19

Pre COVID Culture
- Contribution
  - Value: financial stability, cost reduction (L), profit
  - Level: 1
- Collaboration
  - Value: results orientation, teamwork
  - Level: 3
- Alignment
  - Value: adaptability, open communication
  - Level: 4
- Evolution
  - Value: innovation, continuous improvement
  - Level: 4
- Performance
  - Value: well-being (physical/ emotional/ mental/ spiritual), digital connectivity
  - Level: 4
- Relationships
  - Value: teamwork, cross group collaboration
  - Level: 4
- Viability
  - Value: employee recognition
  - Level: 2

During COVID Culture
- Contribution
  - Value: adaptability, caring, cost reduction (L), employee health
  - Level: 4
- Collaboration
  - Value: accountability, digital connectivity, teamwork
  - Level: 4
- Alignment
  - Value: agility, employee engagement
  - Level: 4
- Evolution
  - Value: accountability, accountability
  - Level: 4
- Performance
  - Value: well-being (physical/ emotional/ mental/ spiritual)
  - Level: 6
- Relationships
  - Value: teamwork
  - Level: 4
- Viability
  - Value: employee recognition
  - Level: 2

Post COVID Recovery
- Contribution
  - Value: adaptability, open communication
  - Level: 4
- Collaboration
  - Value: innovation, continuous improvement
  - Level: 4
- Alignment
  - Value: well-being (physical/ emotional/ mental/ spiritual)
  - Level: 6
- Evolution
  - Value: teamwork
  - Level: 4
- Performance
  - Value: agility
  - Level: 4
- Relationships
  - Value: employee recognition
  - Level: 2
- Viability
  - Value: leadership development
  - Level: 6

〇 = Positive Values
〇 = Potentially Limiting Values (L)

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

<table>
<thead>
<tr>
<th>Position</th>
<th>Value</th>
<th>Position</th>
<th>Shifts</th>
<th>Value</th>
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<td>cost reduction (L)</td>
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<td>▲</td>
<td>well-being (physical/ emotional/ mental/ spiritual)</td>
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</tbody>
</table>

**Values not among the top 20 values of During COVID**

**New values appearing in During COVID**

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May 2020