



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Manufacturing

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](http://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

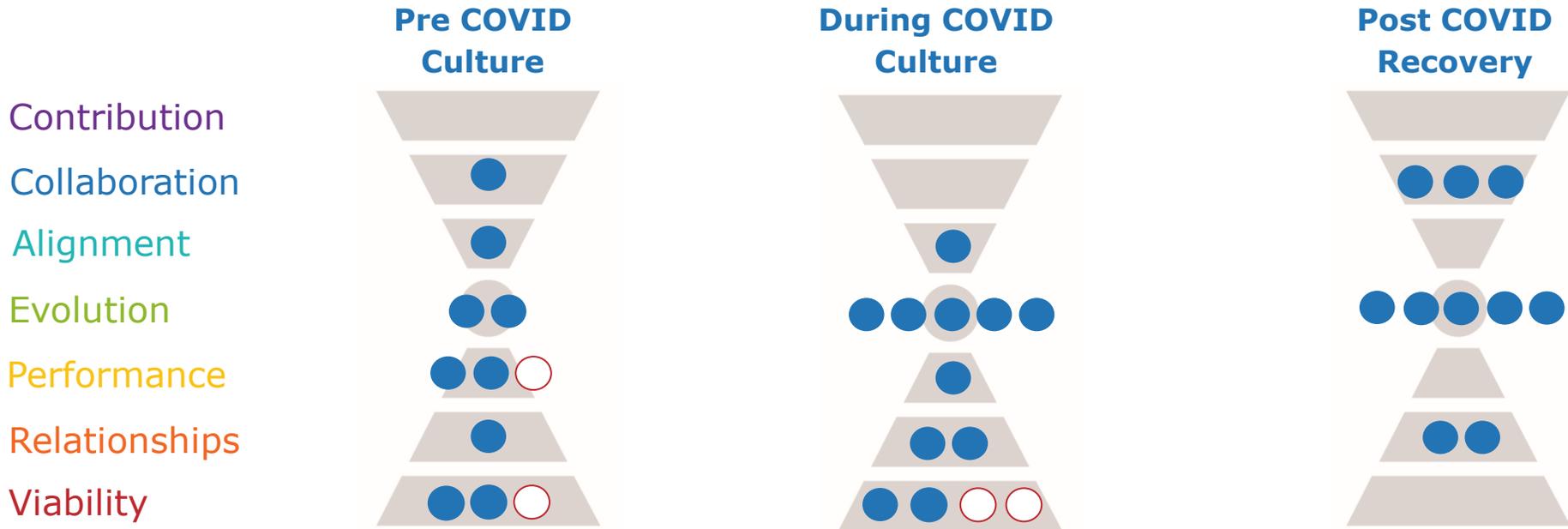


- Focus remains on more **connection** and **communication**
- A call to **be open to change** and supportive of the **evolution of both the business and people**

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



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
financial stability	1	adaptability	4	adaptability	4
cost reduction (L)	1	caring	2	open communication	2
profit	1	cost reduction (L)	1	innovation	4
results orientation	3	employee health	1	continuous improvement	4
teamwork	4	teamwork	4	well-being (physical/ emotional/ mental/ spiritual)	6
adaptability	4	accountability	4	teamwork	4
customer satisfaction	2	digital connectivity	3	cross group collaboration	6
employee engagement	5	agility	4	agility	4
hierarchy (L)	3	employee engagement	5	employee recognition	2
achievement	3	financial stability	1	leadership development	6
environmental responsibility	6	information sharing	4		
		open communication	2		
		short-term focus (L)	1		

● = Positive Values      ○ = Potentially Limiting Values (L)



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



## Pre-COVID Culture

Position	Value
1	financial stability
2	cost reduction (L)
3	<b>profit</b>
4	results orientation
5	teamwork
6	adaptability
7	<b>customer satisfaction</b>
8	employee engagement
9	<b>hierarchy (L)</b>
10	<b>achievement</b>
11	<b>environmental responsibility</b>
12	<b>blame (L)</b>
13	<b>organisational growth</b>
14	<b>sustainability</b>
15	accountability
16	<b>bureaucracy (L)</b>
17	<b>commitment</b>
18	<b>continuous improvement</b>
19	<b>control (L)</b>
20	<b>leadership development</b>

## During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	<b>caring</b>
3	▼	cost reduction (L)
4	▲	<b>employee health</b>
5		teamwork
6	▲	accountability
7	▲	<b>digital connectivity</b>
8	▲	<b>agility</b>
9	▼	employee engagement
10	▼	financial stability
11	▲	<b>information sharing</b>
12	▲	<b>open communication</b>
13	▲	<b>short-term focus (L)</b>
14	▲	<b>positive attitude</b>
15	▲	<b>resilience</b>
16	▲	<b>safety</b>
17	▲	<b>cooperation</b>
18	▲	<b>cross group collaboration</b>
19	▲	<b>managing well under pressure</b>
20	▼	results orientation
21	▲	<b>well-being (physical/ emotional/ mental/ spiritual)</b>

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