



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Mining & Refining

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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





Mining and Refining

Pre-COVID



- Focus on **protecting people** and **promoting quality**
- **Big picture view** while **strengthening the business**

During COVID



- Focus on **meeting basic needs** to ensure survival
- Open to more **flexible** and **collaborative working**
- Emphasis on **mutually supportive communication**

Post COVID Recovery



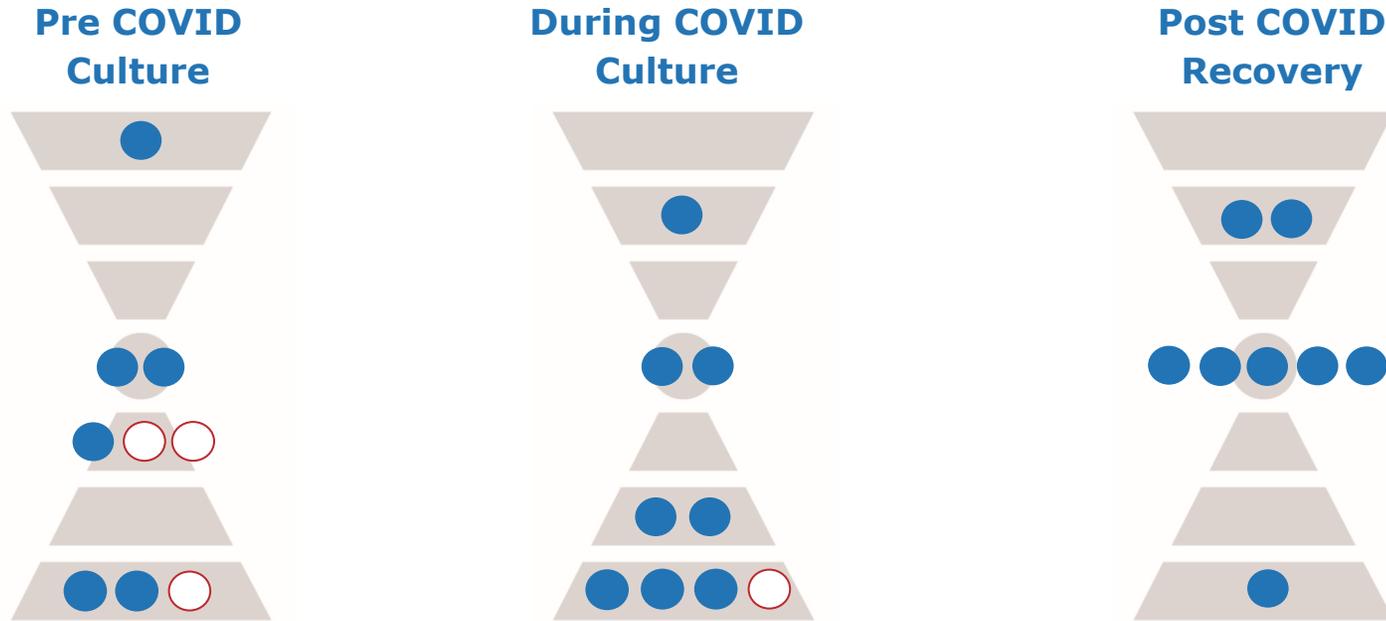
- Prioritise **personal responsibility** and **personal time**
- Keep **evolving** and **improving together**

What shared values might encourage involvement and development as the industry seeks to evolve?



Mining and Refining Pre-COVID / During COVID

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



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
safety	1	cost reduction (L)	1	accountability	4
global thinking	7	adaptability	4	adaptability	4
continuous improvement	4	safety	1	balance (home/work)	4
accountability	4	caring	2	information sharing	4
financial stability	1	information sharing	4	coaching/mentoring	6
bureaucracy (L)	3	cross group collaboration	6	continuous improvement	4
cost reduction (L)	1	employee health	1	cross group collaboration	6
excellence	3	financial stability	1	financial stability	1
silos mentality (L)	3	open communication	2		

● = Positive Values

○ = Potentially Limiting Values (L)



Top 20 Values Movement Mining and Refining Pre-COVID / During COVID



Pre-COVID Culture

Position	Value
1	safety
2	global thinking
3	continuous improvement
4	accountability
5	financial stability
6	bureaucracy (L)
7	cost reduction (L)
8	excellence
9	silos mentality (L)
10	achievement
11	adaptability
12	brand image
13	empowerment
14	leadership development
15	mission focus
16	open communication
17	organisational growth
18	professional growth
19	professionalism
20	profit
21	results orientation
22	teamwork

During COVID Culture

Position	Shifts	Value
1	▲	cost reduction (L)
2	▲	adaptability
3	▼	safety
4	▲	caring
5	▲	information sharing
6	▲	cross group collaboration
7	▲	employee health
8	▼	financial stability
9	▲	open communication
10	▲	caution (L)
11	▲	efficiency
12	▲	job insecurity (L)
13	▲	managing well under pressure
14	▲	short-term focus (L)
15	▲	stress (L)
16	▲	teamwork
17	▲	well-being (physical/ emotional/ mental/ spiritual)
18	▲	confusion (L)
19	▲	digital connectivity
20	▲	employee recognition
21	▲	leading by example

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