COVID-19
Global Organisational Culture
Mining & Refining

Prepared by
Barrett Values Centre
May 2020
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

Pre COVID Culture

During COVID Culture

Post COVID Recovery

Contribution

Collaboration

Alignment

Evolution

Performance

Relationships

Viability

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

= Positive Values

= Potentially Limiting Values (L)

May 2020
## Top 20 Values Movement
### Mining and Refining Pre-COVID / During COVID

### Pre-COVID Culture

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

### During COVID Culture

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

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