



BARRETT VALUES CENTRE

COVID-19

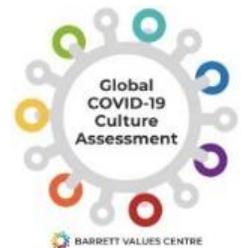
Global Organisational Culture

Non-profit

Prepared by

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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



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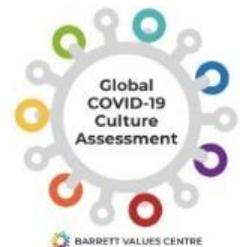
Every human being on the planet grows and develops within seven well defined areas. The [Barrett Model](#) provides a framework for understanding our underlying human needs and the cultural environment required for people to thrive.

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)





# Non-profit

## Pre-COVID



- Focus on **benefiting society**
- An **engaged and cohesive group**, yet with some reluctance to address relationship issues

## During COVID



- More **inward focus** with attention to **looking after one another**
- People are coping but this comes with **added strain**

## Post COVID Recovery

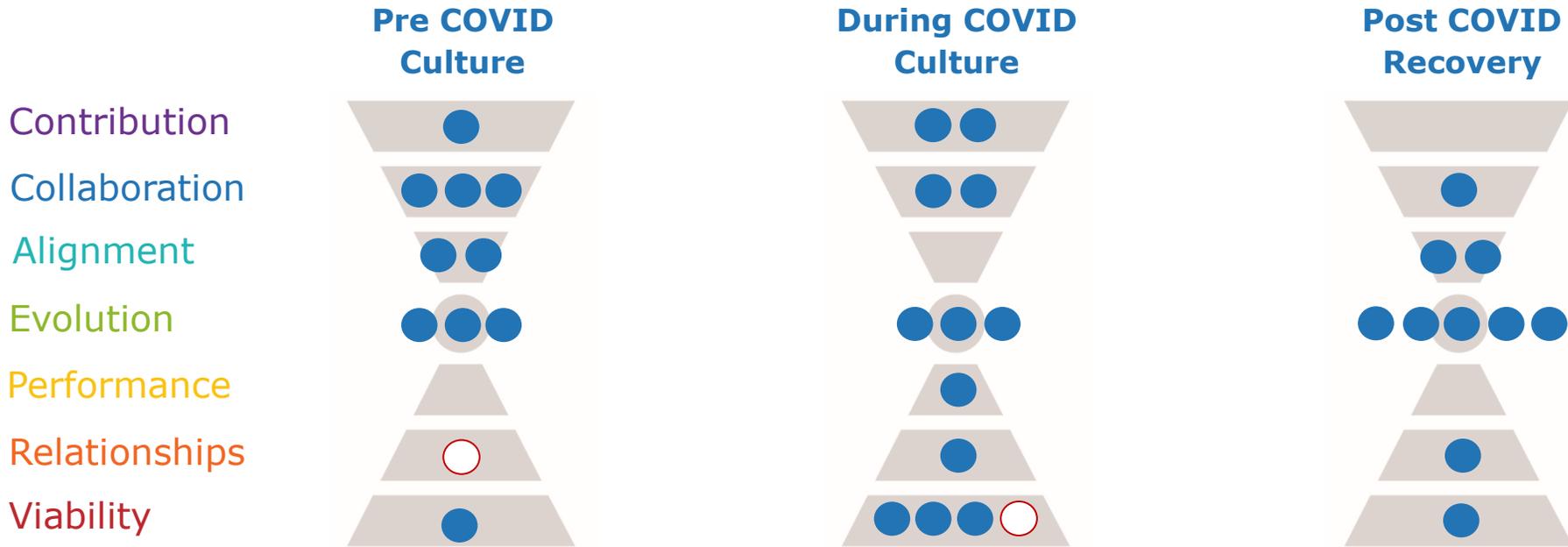


- A wish to drive **learning, exploration and evolution**
- People want to be more **involved and aligned**

How can the industry continue to fulfil their purpose while also developing their internal capabilities?



# Non-profit Pre-COVID / During COVID



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
making a difference	6	adaptability	4	adaptability	4
social responsibility	7	digital connectivity	3	cross group collaboration	6
teamwork	4	compassion	7	financial stability	1
financial stability	1	employee health	1	employee engagement	5
accountability	4	teamwork	4	balance (home/work)	4
compassion	7	caring	2	continuous learning	4
shared values	5	cross group collaboration	6	innovation	4
community involvement	6	social responsibility	7	shared values	5
continuous learning	4	well-being (physical/	6	open communication	2
commitment	5	emotional/ mental/		teamwork	4
conflict avoidance (L)	2	spiritual)			
cross group collaboration	6	balance (home/work)	4		
		financial stability	1		
		managing well under	1		
		pressure	1		
		stress (L)	1		

● = Positive Values

○ = Potentially Limiting Values (L)



# Top 20 Values Movement Non-profit Pre-COVID / During COVID



## Pre-COVID Culture

Position	Value
1	making a difference
2	social responsibility
3	teamwork
4	financial stability
5	<b>accountability</b>
6	compassion
7	<b>shared values</b>
8	community involvement
9	continuous learning
10	commitment
11	<b>conflict avoidance (L)</b>
12	cross group collaboration
13	<b>coaching/ mentoring</b>
14	<b>hierarchy (L)</b>
15	<b>continuous improvement</b>
16	<b>control (L)</b>
17	<b>embracing diversity</b>
18	<b>integrity</b>
19	balance (home/work)
20	<b>inclusiveness</b>
21	stress (L)
22	well-being (physical/ emotional/ mental/ spiritual)

## During COVID Culture

Position	Shifts	Value
1	▲	<b>adaptability</b>
2	▲	<b>digital connectivity</b>
3	▲	compassion
4	▲	<b>employee health</b>
5	▼	teamwork
6	▲	<b>caring</b>
7	▲	cross group collaboration
8	▼	social responsibility
9	▲	well-being (physical/ emotional/ mental/ spiritual)
10	▲	balance (home/work)
11	▼	financial stability
12	▲	<b>managing well under pressure</b>
13	▲	stress (L)
14	▼	community involvement
15	▲	<b>information sharing</b>
16	▼	continuous learning
17	▲	<b>leading by example</b>
18	▼	commitment
19	▲	<b>confusion (L)</b>
20	▲	<b>cooperation</b>
21	▲	<b>innovation</b>
22	▼	making a difference

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