



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Retail

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



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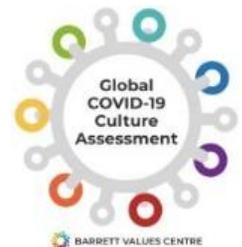
Every human being on the planet grows and develops within seven well defined areas. The [Barrett Model](#) provides a framework for understanding our underlying human needs and the cultural environment required for people to thrive.

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





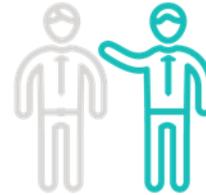
Retail

Pre-COVID



- Focus on **delivery** and the **bottom-line**
- Efforts to **build business and knowledge**
- Employee **input while enhancing** performance

During COVID



- **Flexible, online** approaches to work
- Active **communication and care** for each other

Post COVID Recovery Recovery

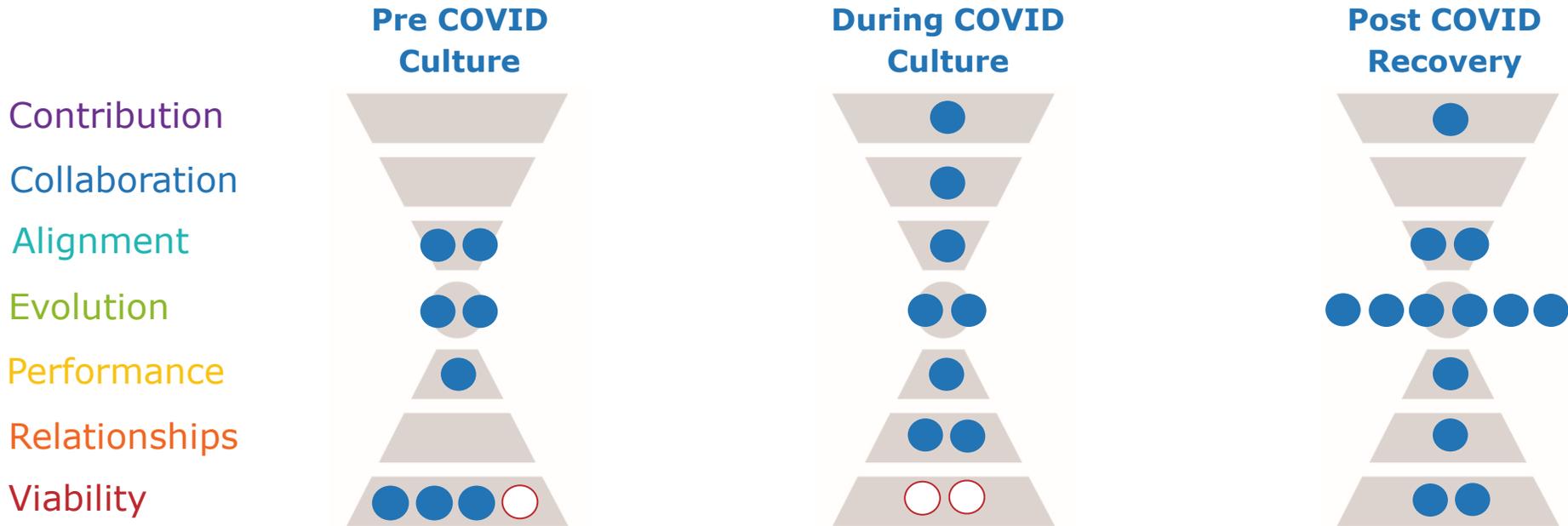


- **Responsive, flexible** working practices with **attention to customers**
- People staying **informed and connected**
- **Future-focus** with support for **resilience**

What shifts might support group efforts and adjustments to changing business needs?



Retail Culture Pre-COVID / During COVID



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
profit	1	adaptability	4	agility	4
continuous improvement	4	positive attitude	5	adaptability	4
continuous learning	4	digital connectivity	3	continuous improvement	4
employee engagement	5	information sharing	4	digital connectivity	3
financial stability	1	well-being (physical/ emotional/ mental/ spiritual)	6	teamwork	4
organisational growth	1	cost reduction (L)	1	balance (home/work)	4
positive attitude	5	caring	2	employee engagement	5
cost reduction (L)	1	caution (L)	1	financial stability	1
results orientation	3	compassion	7	long-term perspective	7
		respect	2	customer satisfaction	2
				information sharing	4
				managing well under pressure	1
				positive attitude	5

● = Positive Values

○ = Potentially Limiting Values (L)



Top 20 Values Movement Retail Pre-COVID / During COVID



Pre-COVID Culture

Position	Value
1	profit
2	continuous improvement
3	continuous learning
4	employee engagement
5	financial stability
6	organisational growth
7	positive attitude
8	cost reduction (L)
9	results orientation
10	brand image
11	caring
12	customer satisfaction
13	employee recognition
14	enthusiasm
15	respect
16	caution (L)
17	commitment
18	lack of resources (L)

During COVID Culture

Position	Shifts	Value	Level
1	▲	adaptability	4
2	▲	positive attitude	5
3	▲	digital connectivity	3
4	▲	information sharing	4
5	▲	well-being (physical/ emotional/ mental/ spiritual)	6
6	▲	cost reduction (L)	1
7	▲	caring	2
8	▲	caution (L)	1
9	▲	compassion	7
10	▲	respect	2
11	▲	balance (home/work)	4
12	▼	financial stability	1
13	▲	isolation (L)	2
14	▲	open communication	2
15	▲	patience	5
16	▲	stress (L)	1
17	▲	agility	4
18	▲	conflict resolution	2
19	▲	confusion (L)	3
20	▲	creativity	5
21	▲	long hours (L)	3

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