BARRETT VALUES CENTRE

COVID-19
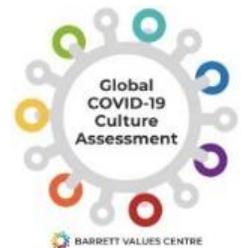# Global Organisational Culture
Support Services

Prepared by

Barrett Values Centre

May 2020

Global COVID-19 Culture Assessment

BARRETT VALUES CENTRE

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

7
6
5
4
3
2
1

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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

Global COVID-19 Culture Assessment

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Support Services

Pre-COVID

- Focus on **doing a good job** in a **pressurised environment**

- Attention to **growth and development**

- People are **involved and included**

During COVID

- **Coping well in a changing environment**, yet with some element of **fire-fighting**

- **People are pulling together** and **feeling looked after**
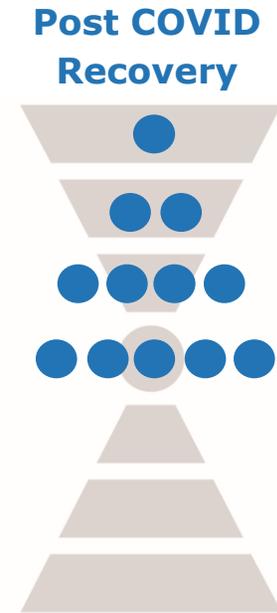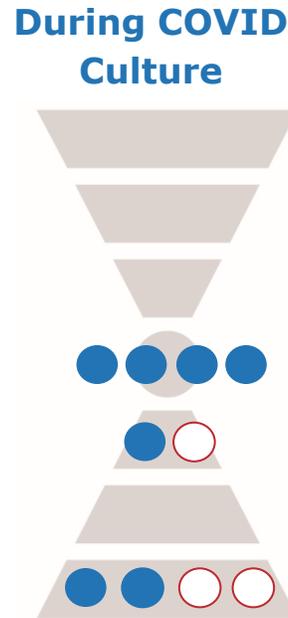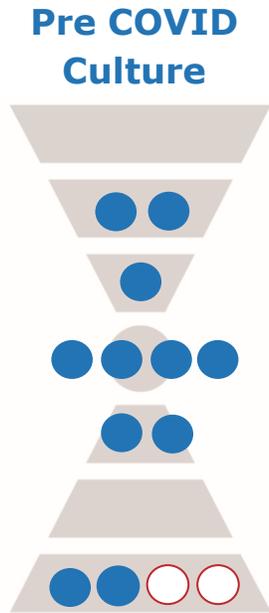
Post COVID Recovery

- Wish to **push boundaries** and try **new ideas**

- Call to build on the current **cohesion** and **care**

- Request for **strong leadership** and an **aligned way forward**

How might fostering a greater sense of cohesion
aid in supporting a more bold and enterprising approach?

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Support Services Pre-COVID / During COVID

Pre COVID Culture

During COVID Culture

Post COVID Recovery

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

Value	Level
continuous learning	4
brand image	3
coaching/ mentoring	6
employee engagement	5
accountability	4
cost reduction (L)	1
financial stability	1
continuous improvement	4
embracing diversity	4
excellence	3
making a difference	6
organisational growth	1
stress (L)	1

Value	Level
adaptability	4
cost reduction (L)	1
employee health	1
continuous learning	4
digital connectivity	3
short-term focus (L)	1
teamwork	4
information sharing	4
long hours (L)	3
managing well under pressure	1

Value	Level
adaptability	4
agility	4
well-being (physical/ emotional/ mental/ spiritual)	6
employee engagement	5
shared values	5
holistic thinking	7
innovation	4
leading by example	5
shared vision	5
courage	4
cross group collaboration	6
teamwork	4

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

Top 20 Values Movement
Support Services Pre-COVID / During COVID

Pre-COVID Culture

Position	Value
1	continuous learning
2	brand image
3	coaching/ mentoring
4	employee engagement
5	accountability
6	cost reduction (L)
7	financial stability
8	continuous improvement
9	embracing diversity
10	excellence
11	making a difference
12	organisational growth
13	stress (L)
14	balance (home/work)
15	caring
16	cooperation
17	customer/ patient/ student collaboration
18	ethics
19	leadership development
20	professional growth
21	silo mentality (L)
22	teamwork

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	cost reduction (L)
3	▲	employee health
4	▼	continuous learning
5	▲	digital connectivity
6	▲	short-term focus (L)
7	▲	teamwork
8	▲	information sharing
9	▲	long hours (L)
10	▲	managing well under pressure
11	▲	compassion
12	▲	cross group collaboration
13	▲	innovation
14	▲	open communication
15	▲	trust
16	▲	well-being (physical/ emotional/ mental/ spiritual)
17	▲	agility
18	▲	control (L)
19	▲	creativity
20	▲	positive attitude
21	▲	safety
22	▲	social responsibility

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

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