COVID-19
Global Organisational Culture Support Services

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

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
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?
Support Services Pre-COVID / During COVID

### Pre COVID Culture
- Contribution: 4
- Collaboration: 4
- Alignment: 4
- Evolution: 6
- Performance: 6
- Relationships: 1
- Viability: 1

#### Values
- 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

### During COVID Culture
- Contribution: 1
- Collaboration: 1
- Alignment: 1
- Evolution: 4
- Performance: 3
- Relationships: 1
- Viability: 4

#### Values
- 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

### Post COVID Recovery
- Contribution: 1
- Collaboration: 1
- Alignment: 1
- Evolution: 6
- Performance: 5
- Relationships: 5
- Viability: 6

#### Values
- 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)

May 2020
## Top 20 Values Movement Support Services Pre-COVID / During COVID

<table>
<thead>
<tr>
<th>Pre-COVID Culture</th>
<th>During COVID Culture</th>
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</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td><strong>Value</strong></td>
</tr>
<tr>
<td>1</td>
<td>continuous learning</td>
</tr>
<tr>
<td>2</td>
<td>brand image</td>
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<tr>
<td>3</td>
<td>coaching/ mentoring</td>
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<td>4</td>
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<td>5</td>
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<td>6</td>
<td>cost reduction (L)</td>
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<tr>
<td>7</td>
<td>financial stability</td>
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<tr>
<td>8</td>
<td>continuous improvement</td>
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<tr>
<td>9</td>
<td>embracing diversity</td>
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<tr>
<td>10</td>
<td>excellence</td>
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<tr>
<td>11</td>
<td>making a difference</td>
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<tr>
<td>12</td>
<td>organisational growth</td>
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<tr>
<td>13</td>
<td>stress (L)</td>
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<tr>
<td>14</td>
<td>balance (home/work)</td>
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<td>15</td>
<td>caring</td>
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<tr>
<td>16</td>
<td>cooperation</td>
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<tr>
<td>17</td>
<td>customer/ patient/ student collaboration</td>
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<td>18</td>
<td>ethics</td>
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<td>19</td>
<td>leadership development</td>
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<td>20</td>
<td>professional growth</td>
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<tr>
<td>21</td>
<td>silo mentality (L)</td>
</tr>
<tr>
<td>22</td>
<td>teamwork</td>
</tr>
</tbody>
</table>

### Values not among the top 20 values of During COVID

### New values appearing in During COVID