



BARRETT VALUES CENTRE

COVID-19

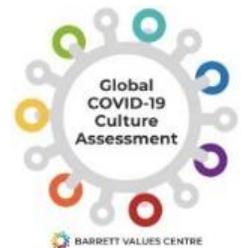
Global Organisational Culture

Telecommunications

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



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





Telecommunications

Pre-COVID



- **Accessible technology** and **flexibility** supporting **societal needs**
- **Participatory** workplace **upholding principles and protections**
- **Limited resources** and efforts to **skirt problems**

During COVID



- A sense of **unity**, while **learning** through a time of **change**
- Broad **support for employees** to stay strong
- **Delivery** focus to serve the population while **avoiding risks**

Post COVID Recovery

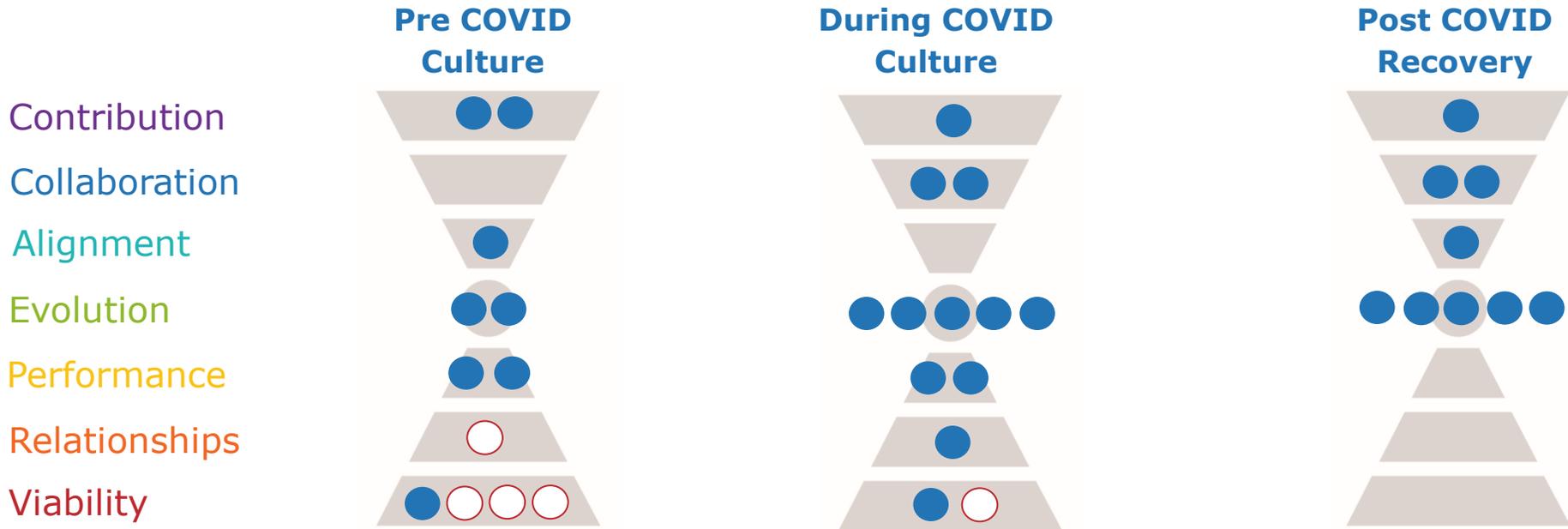


- Care for the **whole person**, building **strength** and **character**
- **Scalable group efforts** with **cutting edge** delivery

How might the industry bring more innovative approaches to leading people and enabling process?



Telecommunications Pre-COVID / During COVID



<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
digital connectivity	3	adaptability	4	well-being (physical/ emotional/ mental/ spiritual)	6
employee engagement	5	digital connectivity	3	innovation	4
results orientation	3	employee health	1	leading by example	5
adaptability	4	caution (L)	1	cross group collaboration	6
control (L)	1	caring	2	teamwork	4
ethics	7	cross group collaboration	6	adaptability	4
teamwork	4	social responsibility	7	empowerment	4
conflict avoidance (L)	2	well-being (physical/ emotional/ mental/ spiritual)	6	encouragement	4
cost reduction (L)	1	balance (home/work)	4	social responsibility	7
employee health	1	continuous learning	4		
lack of resources (L)	1	encouragement	4		
social responsibility	7	results orientation	3		
		teamwork	4		

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



Top 20 Values Movement Telecommunications Pre-COVID / During COVID



Pre-COVID Culture

Position	Value
1	digital connectivity
2	employee engagement
3	results orientation
4	adaptability
5	control (L)
6	ethics
7	teamwork
8	conflict avoidance (L)
9	cost reduction (L)
10	employee health
11	lack of resources (L)
12	social responsibility
13	accountability
14	balance (home/work)
15	brand image
16	commitment
17	cross group collaboration
18	customer satisfaction
19	excellence
20	goals orientation
21	hierarchy (L)
22	internal competition (L)
23	positive attitude
24	respect

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▼	digital connectivity
3	▲	employee health
4	▲	caution (L)
5	▲	caring
6	▲	cross group collaboration
7	▲	social responsibility
8	▲	well-being (physical/ emotional/ mental/ spiritual)
9	▲	balance (home/work)
10	▲	continuous learning
11	▲	encouragement
12	▼	results orientation
13	▼	teamwork
14	▲	customer satisfaction
15	▼	employee engagement
16	▲	global thinking
17	▲	inclusiveness
18	▲	information sharing
19	▲	managing well under pressure
20	▲	stress (L)

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