



BARRETT VALUES CENTRE

# COVID-19 Global Organisational Culture Transportation

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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](https://valuescentre.com)





# Transportation

## Pre-COVID



- Operating in a **high-pressured environment**
- Strong emphasis on **performance**

## During COVID



- Pressure changes to a **fear around security**
- There is **confidence in the new approach**
- **Caution** and **cost reduction** appear more favourably, as necessary in the new environment

## Post COVID Recovery



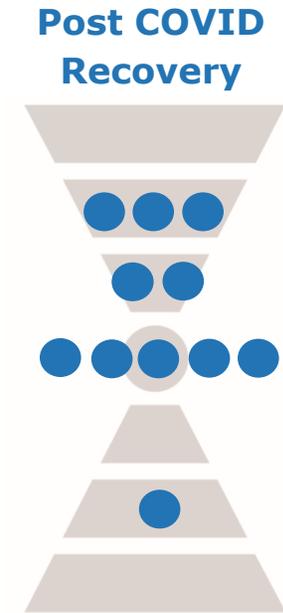
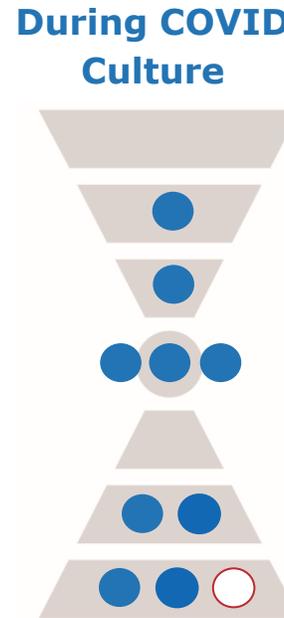
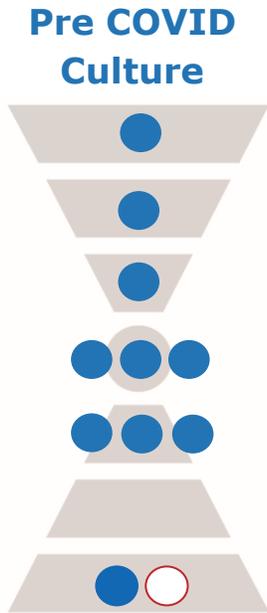
- Call for a more **sustainable and responsive business model**
- Request for **new approaches and ways of working**
- Desire for **a more supportive workplace**

What can this industry learn from the current, more supportive approach, which allows them to focus on both people and performance?



# Transportation Pre-COVID / During COVID

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



<u>Value</u>	<u>Level</u>
accountability	4
compliance	3
ethics	7
achievement	3
efficiency	3
teamwork	4
coaching/ mentoring	6
continuous learning	4
control (L)	1
employee engagement	5
financial stability	1

<u>Value</u>	<u>Level</u>
adaptability	4
caring	2
open communication	2
agility	4
cost reduction (L)	1
employee health	1
positive attitude	5
safety	1
balance (home/work)	4
well-being (physical/ emotional/ mental/spiritual)	6

<u>Value</u>	<u>Level</u>
adaptability	4
employee engagement	5
innovation	4
accountability	4
continuous learning	4
sustainability	6
agility	4
coaching/ mentoring	6
commitment	5
open communication	2
well-being (physical/emotional/ mental/spiritual)	6

● = Positive Values

○ = Potentially Limiting Values (L)



# Top 20 Values Movement Transportation Pre-COVID / During COVID



## Pre-COVID Culture

Position	Value
1	<b>accountability</b>
2	<b>compliance</b>
3	<b>ethics</b>
4	<b>achievement</b>
5	<b>efficiency</b>
6	<b>teamwork</b>
7	coaching/ mentoring
8	<b>continuous learning</b>
9	<b>control (L)</b>
10	<b>employee engagement</b>
11	financial stability

## During COVID Culture

Position	Shifts	Value
1	▲	<b>adaptability</b>
2	▲	<b>caring</b>
3	▲	<b>open communication</b>
4	▲	<b>agility</b>
5	▲	<b>cost reduction (L)</b>
6	▲	<b>employee health</b>
7	▲	<b>positive attitude</b>
8	▲	<b>safety</b>
9	▲	<b>balance (home/work)</b>
10	▲	financial stability
11	▲	<b>well-being (physical/ emotional/ mental/ spiritual)</b>
12	▼	coaching/ mentoring
13	▲	<b>information sharing</b>
14	▲	<b>managing well under pressure</b>
15	▲	<b>short-term focus (L)</b>
16	▲	<b>social responsibility</b>

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