



BARRETT VALUES CENTRE

COVID-19 Global Organisational Culture Utilities

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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





Utilities

Pre-COVID



- Strong emphasis on **performance**
- Local connections maintained through **community involvement**

During COVID



- **Stress** reduced by 12%
- **Long hours** down by 26%
- Less emphasis on **cost reduction**
- Support for stay-at-home and people needs **social responsibility** and **information sharing**

Post COVID Recovery

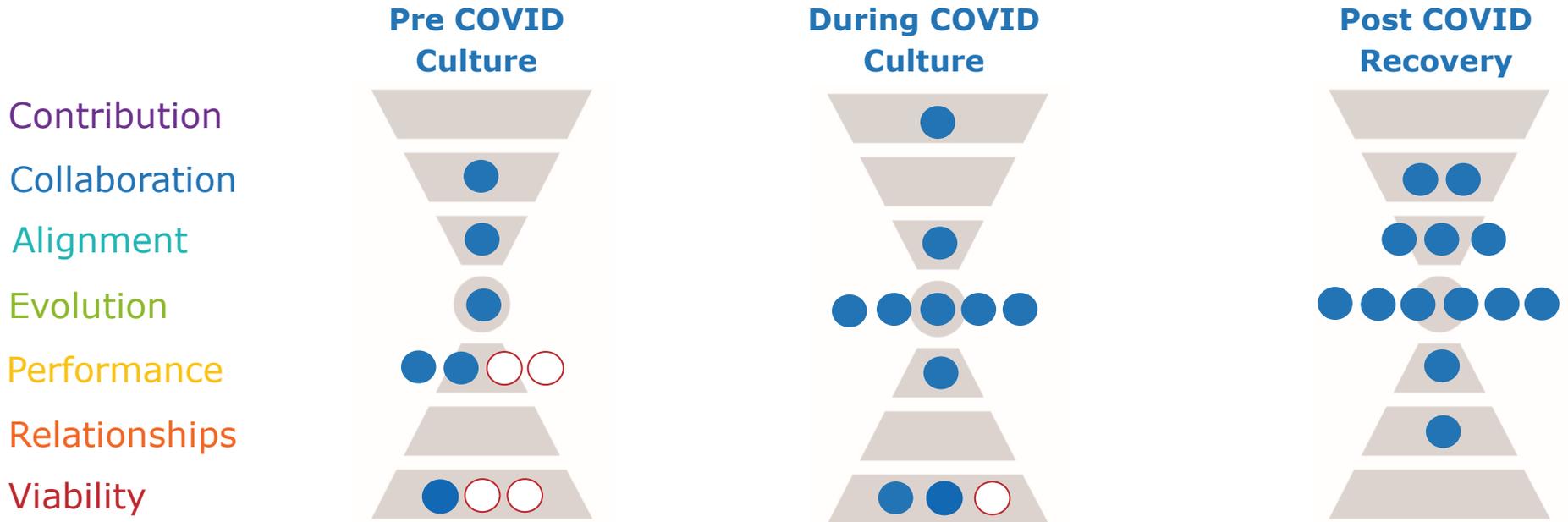


- **Working across groups** becomes key
- Call for clear **direction** and role modeling
- Building upon **new approaches and ways of working**
- Desire for **a more supportive workplace**

How can this industry learn from the current situation to create a more cohesive approach?



Utilities Pre-COVID / During COVID



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

<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
bureaucracy (L)	3	adaptability	4	balance (home/work)	4
compliance	3	employee health	1	continuous learning	4
long hours (L)	3	teamwork	4	employee engagement	5
cost reduction (L)	1	agility	4	adaptability	4
community involvement	6	balance (home/work)	4	cross group collaboration	6
results orientation	3	social responsibility	7	teamwork	4
commitment	5	trust	5	well-being (physical/ emotional/ mental/ spiritual)	6
control (L)	1	cost reduction (L)	1	continuous improvement	4
financial stability	1	digital connectivity	3	shared vision	5
teamwork	4	financial stability	1	agility	4
		information sharing	4	digital connectivity	3
				leading by example	5
				open communication	2

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



Top 20 Values Movement Utilities Pre-COVID / During COVID



Pre-COVID Culture

Position	Value
1	bureaucracy (L)
2	compliance
3	long hours (L)
4	cost reduction (L)
5	community involvement
6	results orientation
7	commitment
8	control (L)
9	financial stability
10	teamwork
11	brand image
12	environmental responsibility
13	goals orientation
14	hierarchy (L)
15	leadership development
16	silos mentality (L)
17	stress (L)

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	employee health
3	▲	teamwork
4	▲	agility
5	▲	balance (home/work)
6	▲	social responsibility
7	▲	trust
8	▼	cost reduction (L)
9	▲	digital connectivity
10	▼	financial stability
11	▲	information sharing
12	▲	caring
13	▼	community involvement
14	▲	continuous learning
15	▼	control (L)
16	▲	lack of resources (L)
17	▲	making a difference
18	▲	mission focus
19	▲	well-being (physical/ emotional/ mental/ spiritual)

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