BARRETT VALUES CENTRE

COVID-19
Global Organisational Culture
Africa

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

7 Fulfilment of purpose in service of the greater good

6 Higher order partnerships, making a positive impact on others

5 Living and demonstrating authenticity and cohesion

4 Willingness to adapt and be open to new perspectives

3 Accomplishing objectives, feeling confidence and pride

2 Attention to the importance of interpersonal relationships

1 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

Global COVID-19 Culture Assessment

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Africa Organisations

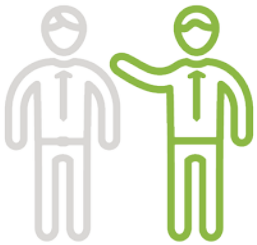
Pre-COVID

- Upholding **high standards** with focus on **results**
- **Development** of **people and processes**

During COVID

- **Flexibility** and new ways to **connect** with one another
- Measures taken to **manage costs** amid an **uncertain employment** outlook
- **Support** and **care** shown for employees

Desired Culture



- Efforts to **respond effectively to change** and keep **new ways of working and connecting**
- **Opportunities** for employees **to develop** and **get more involved**

How can organisations in Africa build on the positive changes and try new approaches while engaging employees more effectively?

Africa Pre-COVID/ During COVID

	Pre-COVID Culture	During COVID Culture	Desired Culture Values
Contribution			
Collaboration			
Alignment			
Evolution			
Performance			
Relationships			
Viability			

Value	Level
accountability	4
teamwork	4
brand image	3
excellence	3
financial stability	1
coaching/ mentoring	6
integrity	5
results orientation	3
leadership development	6
continuous improvement	4
cost reduction (L)	1
professionalism	3

Value	Level
adaptability	4
digital connectivity	3
cost reduction (L)	1
accountability	4
caring	2
safety	1
teamwork	4
cross group collaboration	6
balance (home/work)	4
job insecurity (L)	1

Value	Level
agility	4
digital connectivity	3
innovation	4
accountability	4
adaptability	4
employee engagement	5
balance (home/work)	4
coaching/ mentoring	6
cross group collaboration	6
teamwork	4

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

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Top 20 Values Movement
Africa Organisations Pre-COVID / During COVID

Pre-COVID Culture

Position	Value
1	accountability
2	teamwork
3	**brand image**
4	**excellence**
5	financial stability
6	**coaching / mentoring**
7	integrity
8	**results orientation**
9	**leadership development**
10	**continuous improvement**
11	cost reduction (L)
12	**professionalism**
13	**achievement**
14	**bureaucracy (L)**
15	**compliance**
16	**efficiency**
17	**silo mentality (L)**
18	adaptability
19	employee engagement
20	**making a difference**
21	**shared values**

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	**digital connectivity**
3	▲	cost reduction (L)
4	▼	accountability
5	▲	**caring**
6	▲	**safety**
7	▼	teamwork
8	▲	**cross group collaboration**
9	▲	**balance (home / work)**
10	▲	**job insecurity (L)**
11	▲	**agility**
12	▼	financial stability
13	▲	**resilience**
14	▲	employee engagement
15	▲	**well-being (physical / emotional / mental / spiritual)**
16	▲	**caution (L)**
17	▲	**compassion**
18	▲	**employee health**
19	▲	**information sharing**
20	▼	integrity

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

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