



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Asia

Prepared by

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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





Asia Organisations



Pre-COVID



- Strong **confidence** in the current direction
- People are **supported and engaged**
- **Resilient** approach with focus on **learning and development**

During COVID



- New attention on **finance and safety**
- Ongoing **support** for employees while **strengthening connections** and **confidence**
- A sense of **optimism**

Desired Culture



- Responsiveness to **change and development**
- Embracing the best of the old and new

How can organisations in Asia build on the strengths they had while being open to learn from and embrace new approaches?



Asia Organisations Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

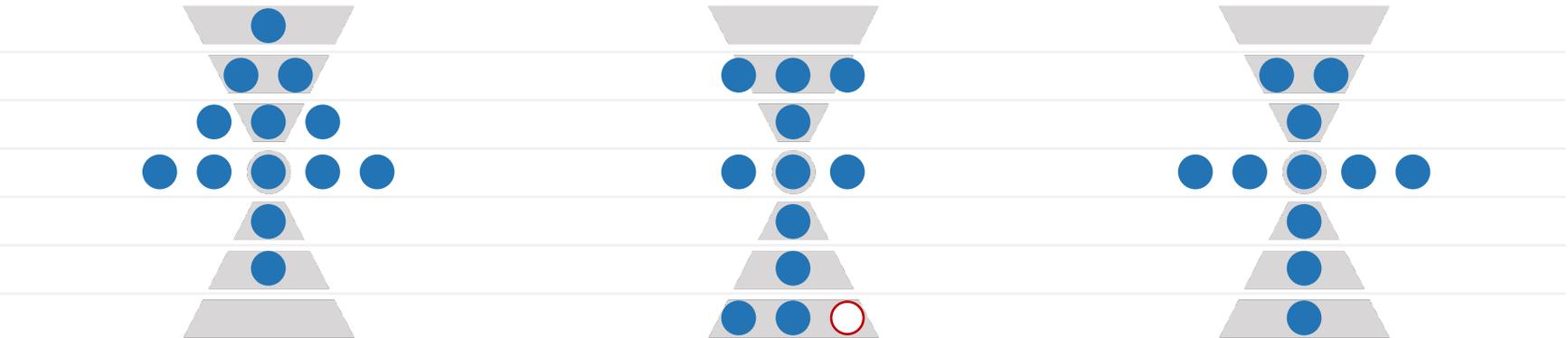
Alignment

Evolution

Performance

Relationships

Viability



Value	Level
achievement	3
accountability	4
coaching/ mentoring	6
continuous improvement	4
teamwork	4
caring	2
employee engagement	5
ethics	7
balance (home/work)	4
commitment	5
continuous learning	4
creativity	5
well-being (physical/ emotional/ mental/ spiritual)	6

Value	Level
digital connectivity	3
adaptability	4
continuous learning	4
caring	2
teamwork	4
well-being (physical/ emotional/ mental/ spiritual)	6
coaching/ mentoring	6
cost reduction (L)	1
cross group collaboration	6
financial stability	1
positive attitude	5
safety	1

Value	Level
adaptability	4
digital connectivity	3
agility	4
coaching/ mentoring	6
well-being (physical/ emotional/ mental/ spiritual)	6
continuous learning	4
caring	2
financial stability	1
continuous improvement	4
employee engagement	5
teamwork	4

● = Positive Values

○ = Potentially Limiting Values (L)



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



Pre-COVID Culture

Position	Value
1	achievement
2	accountability
3	coaching/ mentoring
4	continuous improvement
5	teamwork
6	caring
7	employee engagement
8	ethics
9	balance (home/work)
10	commitment
11	continuous learning
12	creativity
13	well-being (physical/ emotional/ mental/ spiritual)
14	long hours (L)
15	results orientation
16	compassion
17	excellence
18	leadership development
19	financial stability
20	being the best
21	cross group collaboration

During COVID Culture

Position	Shifts	Value
1	▲	digital connectivity
2	▲	adaptability
3	▲	continuous learning
4	▲	caring
5		teamwork
6	▲	well-being (physical/ emotional/ mental/ spiritual)
7	▼	coaching/ mentoring
8	▲	cost reduction (L)
9	▲	cross group collaboration
10	▲	financial stability
11	▲	positive attitude
12	▲	safety
13	▲	agility
14	▼	creativity
15	▼	balance (home/work)
16	▼	employee engagement
17	▼	accountability
18	▼	commitment
19	▲	information sharing
20	▲	managing well under pressure
21	▲	open communication

Values not among the top 20 values of During COVID 19
New values appearing in During COVID 19