



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Europe

Prepared by

Barrett Values Centre

May 2020





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





Europe Organisations



Pre-COVID



- Strong sense of **ownership** with focus on **performance**
- People working **together** and promoting **change for the better**
- Attention to **learning** and **organisational development**

During COVID



- **Responding to** changing needs
- Greater **support and concern** shown for employees
- Finding **new ways** to connect and stay **informed**

Desired Culture



- Openness **change and development**, embracing **new ideas**
- A **holistic** approach to **employee needs**
- A **cohesive** team spirit

How might organisations in Europe embrace the call for new and imaginative ways of working?



Europe Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

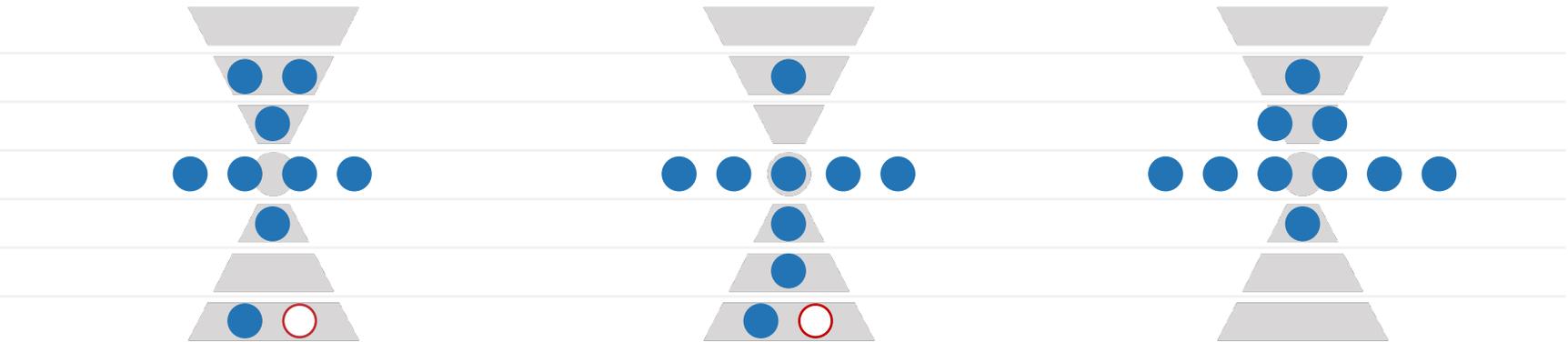
Alignment

Evolution

Performance

Relationships

Viability



Value	Level
coaching/ mentoring	6
teamwork	4
financial stability	1
results orientation	3
making a difference	6
continuous learning	4
commitment	5
continuous improvement	4
cost reduction (L)	1
accountability	4

Value	Level
adaptability	4
digital connectivity	3
cost reduction (L)	1
caring	2
balance (home/work)	4
well-being (physical/ emotional/ mental/ spiritual)	6
teamwork	4
employee health	1
information sharing	4
continuous learning	4

Value	Level
adaptability	4
agility	4
digital connectivity	3
continuous learning	4
well-being (physical/ emotional/ mental/ spiritual)	6
creativity	5
innovation	4
balance (home/work)	4
teamwork	4
trust	5

● = Positive Values

○ = Potentially Limiting Values (L)



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



Pre-COVID Culture

Position	Value
1	coaching/ mentoring
2	teamwork
3	financial stability
4	results orientation
5	making a difference
6	continuous learning
7	commitment
8	continuous improvement
9	cost reduction (L)
10	accountability
11	achievement
12	control (L)
13	bureaucracy (L)
14	professionalism
15	balance (home/work)
16	goals orientation
17	brand image
18	long hours (L)
19	hierarchy (L)
20	adaptability
21	creativity

During COVID Culture

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

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