



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Middle East

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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





Middle East Organisations



Pre-COVID



- Focus on **performance** and **finances**
- People striving to **promote positive change**, sharing **knowledge** and **experience**

During COVID



- **Stress** increased by **7%** with **concern** for **financial stability**
- Responding effectively to **changing needs** and finding **new ways** of working
- Increased **concern for one another**

Desired Culture



- Ongoing responsiveness to **change and development**
- Exploration of **new ideas** to **regain performance**

How can organisations in the Middle East use new-found strengths to grow, develop and embrace new approaches?



Middle East Pre-COVID / During COVID

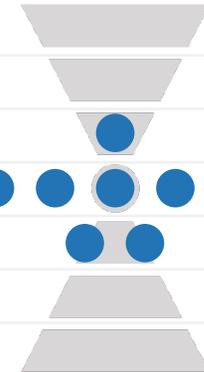
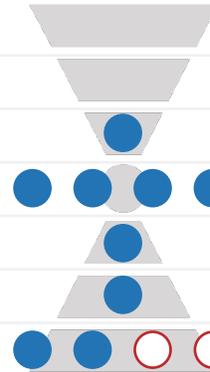
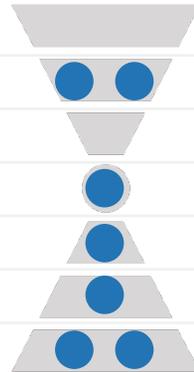


Pre-COVID Culture

During COVID Culture

Desired Culture Values

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



<u>Value</u>	<u>Level</u>
financial stability	1
achievement	3
making a difference	6
organisational growth	1
coaching/ mentoring	6
continuous improvement	4
respect	2

<u>Value</u>	<u>Level</u>
adaptability	4
agility	4
digital connectivity	3
cost reduction (L)	1
continuous learning	4
financial stability	1
managing well under pressure	1
caring	2
commitment	5
resilience	4
stress (L)	1

<u>Value</u>	<u>Level</u>
digital connectivity	3
balance (home/work)	4
continuous improvement	4
adaptability	4
agility	4
continuous learning	4
creativity	5
results orientation	3

● = Positive Values

○ = Potentially Limiting Values (L)

