



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

North America

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



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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](https://valuescentre.com)





# North America Organizations



## Pre-COVID



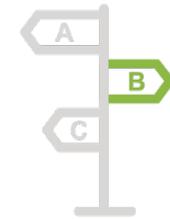
- Focus on **people** and **process development**
- Attention to **fiscal security** and **achievement**
- **Involved staff** having a **positive impact**

## During COVID



- Adopt **changes** and **stay informed** using technology
- **Kindness** and **support** for the whole person
- **Tight budgets** to help stay afloat

## Desired Culture



- **Flexible** and **responsive** approach
- **Monetary strength**
- **People care** and **growth**
- Calls for a **clear, unified direction**

How might the region reignite learning opportunities in an evolving landscape?



# North America Pre-COVID / During COVID



## Pre-COVID Culture

## During COVID Culture

## Desired Culture Values

Contribution

Collaboration

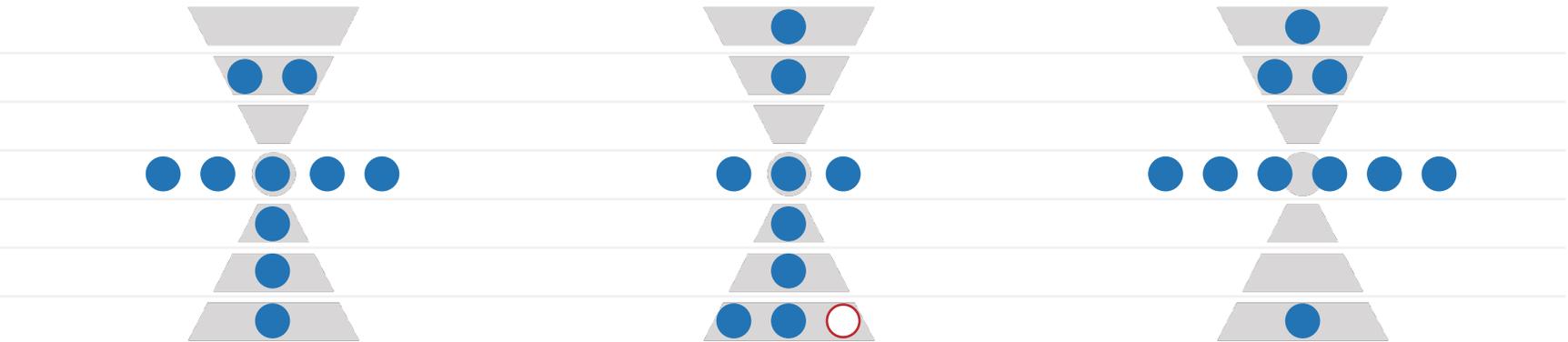
Alignment

Evolution

Performance

Relationships

Viability



Value	Level
coaching/ mentoring	6
financial stability	1
accountability	4
teamwork	4
continuous learning	4
making a difference	6
customer/ patient/ student satisfaction	2
results orientation	3
balance (home/work)	4
continuous improvement	4

Value	Level
adaptability	4
digital connectivity	3
caring	2
compassion	7
balance (home/work)	4
well-being (physical/ emotional/ mental/ spiritual)	6
financial stability	1
cost reduction (L)	1
employee health	1
information sharing	4

Value	Level
adaptability	4
financial stability	1
balance (home/work)	4
accountability	4
coaching/ mentoring	6
well-being (physical/ emotional/ mental/ spiritual)	6
continuous learning	4
compassion	7
information sharing	4
agility	4

● = Positive Values

○ = Potentially Limiting Values (L)



# Top 20 Values Movement North America Organizations Pre-COVID / During COVID



## Pre-COVID Culture

Position	Value
1	coaching/ mentoring
2	financial stability
3	<b>accountability</b>
4	teamwork
5	continuous learning
6	<b>making a difference</b>
7	<b>customer/ patient/ student satisfaction</b>
8	<b>results orientation</b>
9	balance (home/work)
10	<b>continuous improvement</b>
11	<b>community involvement</b>
12	<b>achievement</b>
13	<b>brand image</b>
14	compassion
15	<b>bureaucracy (L)</b>
16	<b>leadership development</b>
17	caring
18	<b>organisational growth</b>
19	<b>humour/ fun</b>
20	<b>professionalism</b>

## During COVID Culture

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

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