



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Oceania

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





Oceania Organisations



Pre-COVID



- Focus on **performance** hindered by **rigid working practices**
- People are **supported**
- Attention to **learning** and promoting **change for the better**

During COVID



- **Responding effectively** to meet changing needs
- Greater **support and understanding** shown to employees

Desired Culture



- Openness to ongoing **change and development**, embracing **new approaches**
- A **holistic** approach to **employee welfare**

What might organisations in Oceania learn from the current environment while considering new ways of working?



Oceania Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

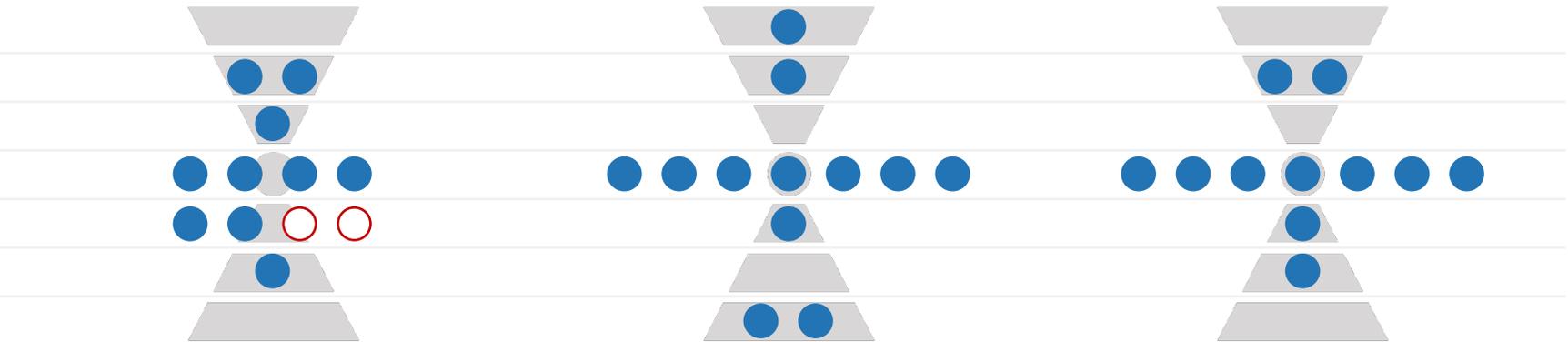
Alignment

Evolution

Performance

Relationships

Viability



Value	Level
making a difference	6
balance (home/work)	4
coaching/ mentoring	6
teamwork	4
accountability	4
achievement	3
caring	2
continuous learning	4
hierarchy (L)	3
bureaucracy (L)	3
excellence	3
integrity	5

Value	Level
adaptability	4
digital connectivity	3
balance (home/work)	4
managing well under pressure	1
teamwork	4
employee health	1
information sharing	4
agility	4
resilience	4
coaching/ mentoring	6
compassion	7
continuous learning	4

Value	Level
adaptability	4
teamwork	4
well-being (physical/ emotional/ mental/ spiritual)	6
continuous improvement	4
digital connectivity	3
innovation	4
open communication	2
accountability	4
agility	4
balance (home/work)	4
coaching/ mentoring	6

● = Positive Values

○ = Potentially Limiting Values (L)



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



Pre-COVID Culture

Position	Value
1	making a difference
2	balance (home/work)
3	coaching/ mentoring
4	teamwork
5	accountability
6	achievement
7	caring
8	continuous learning
9	hierarchy (L)
10	bureaucracy (L)
11	excellence
12	integrity
13	adaptability
14	control (L)
15	continuous improvement
16	ethics
17	cooperation
18	compassion
19	compliance
20	lack of resources (L)
21	shared values
22	well-being (physical/ emotional/ mental/ spiritual)

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	digital connectivity
3	▼	balance (home/work)
4	▲	managing well under pressure
5	▼	teamwork
6	▲	employee health
7	▲	information sharing
8	▲	agility
9	▲	resilience
10	▼	coaching/ mentoring
11	▲	compassion
12	▼	continuous learning
13	▲	cost reduction (L)
14	▲	well-being (physical/ emotional/ mental/ spiritual)
15	▼	accountability
16	▼	caring
17	▲	ease with uncertainty
18	▲	safety
19	▼	cooperation
20	▲	creativity
21	▲	open communication

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