BARRETT VALUES CENTRE

COVID-19
Global Organisational Culture
Oceania

Prepared by

Barrett Values Centre

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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

7 Fulfilment of purpose in service of the greater good

6 Higher order partnerships, making a positive impact on others

5 Living and demonstrating authenticity and cohesion

4 Willingness to adapt and be open to new perspectives

3 Accomplishing objectives, feeling confidence and pride

2 Attention to the importance of interpersonal relationships

1 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

Global COVID-19 Culture Assessment

BARRETT VALUES CENTRE

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)

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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

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