



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

South 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



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)





# South America Organisations



## Pre-COVID



- Focus on **results, working with others** both internally and externally
- **Principled** approach with attention to **knowledge** acquisition and **growth**
- A **flexible** and **upbeat** approach

## During COVID



- **Support** shown for employees, with a shift to **new ways** of **connecting and working**
- Measures to **safeguard the bottom line**

## Desired Culture



- Desire to **maintain changes** in the way people **connect** and are **taken care of**
- Calls for more **responsiveness to change** and the implementation of **new ideas**

How can organisations in South America maintain the positive changes they now experience and still meet their future goals?



# South America Pre-COVID / During COVID

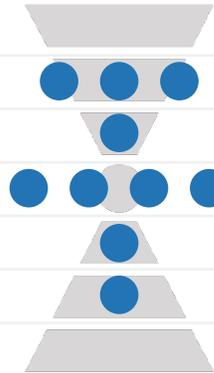
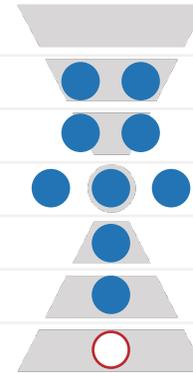
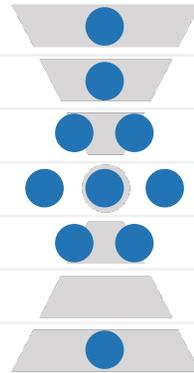


## Pre-COVID Culture

## During COVID Culture

## Desired Culture Values

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



Value	Level
continuous learning	4
commitment	5
organisational growth	1
ethics	7
adaptability	4
achievement	3
positive attitude	5
results orientation	3
teamwork	4
customer/ patient/ student collaboration	6

Value	Level
adaptability	4
digital connectivity	3
continuous learning	4
positive attitude	5
cost reduction (L)	1
well-being (physical/ emotional/ mental/ spiritual)	6
cross group collaboration	6
commitment	5
teamwork	4
caring	2

Value	Level
adaptability	4
strategic alliances	6
agility	4
well-being (physical/ emotional/ mental/ spiritual)	6
innovation	4
digital connectivity	3
continuous learning	4
positive attitude	5
cross group collaboration	6
open communication	2

● = Positive Values

○ = Potentially Limiting Values (L)



# Top 20 Values Movement South America Organisations Pre-COVID / During COVID



## Pre-COVID Culture

Position	Value
1	continuous learning
2	commitment
3	<b>organisational growth</b>
4	<b>ethics</b>
5	<b>achievement</b>
6	adaptability
7	positive attitude
8	<b>results orientation</b>
9	teamwork
10	<b>customer/ patient/ student collaboration</b>
11	agility
12	<b>making a difference</b>
13	strategic alliances
14	<b>bureaucracy (L)</b>
15	<b>customer/ patient/ student satisfaction</b>
16	<b>respect</b>
17	cost reduction (L)
18	<b>employee engagement</b>
19	well-being (physical/ emotional/ mental/ spiritual)
20	open communication

## During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	<b>digital connectivity</b>
3	▼	continuous learning
4	▲	positive attitude
5	▲	cost reduction (L)
6	▲	well-being (physical/ emotional/ mental/ spiritual)
7	▲	<b>cross group collaboration</b>
8	▼	commitment
9		teamwork
10	▲	<b>caring</b>
11		agility
12	▲	<b>cooperation</b>
13	▲	<b>information sharing</b>
14	▲	<b>employee health</b>
15	▲	<b>risk-taking</b>
16	▲	<b>caution (L)</b>
17	▲	<b>isolation (L)</b>
18	▲	open communication
19	▲	<b>social responsibility</b>
20	▼	strategic alliances

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