



BARRETT VALUES CENTRE

COVID-19

Values Comparison

Age: Baby Boomers, Generation X, Millennials,
Generation Z

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

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





Comparison of Pre-COVID Culture Values

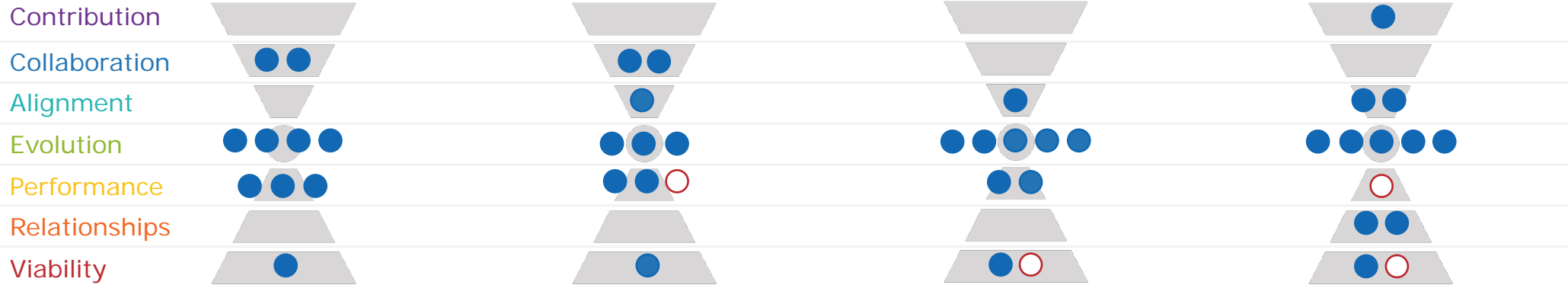


Baby Boomers

Generation X

Millennials

Generation Z



	Value	Level	Value	Level	Value	Level	Value	Level
Matches: 2	coaching/ mentoring	6	<i>teamwork</i>	4	<i>teamwork</i>	4	stress (L)	1
	making a difference	6	<i>continuous learning</i>	4	<i>results orientation</i>	3	<u>caring</u>	2
	<i>financial stability</i>	1	<i>financial stability</i>	1	<i>achievement</i>	3	respect	2
	<i>teamwork</i>	4	making a difference	6	cost reduction (L)	1	<i>continuous learning</i>	4
	<i>continuous learning</i>	4	coaching/ mentoring	6	<i>accountability</i>	4	<i>teamwork</i>	4
	<i>accountability</i>	4	<i>accountability</i>	4	<i>continuous improvement</i>	4	adaptability	4
	<i>results orientation</i>	3	<i>results orientation</i>	3	<i>continuous learning</i>	4	positive attitude	5
	<i>achievement</i>	3	commitment	5	organisational growth	1	<i>continuous improvement</i>	4
	<i>continuous improvement</i>	4	<i>achievement</i>	3	adaptability	4	creativity	5
	professionalism	3	bureaucracy (L)	3	commitment	5	ethics	7
						<i>financial stability</i>	1	
						goals orientation	4	
						long hours (L)	3	

Orange = All Group Match
Blue = 3 Group Match

● = Positive Values

○ = Potentially Limiting Values (L)



Comparison of During COVID Culture Values

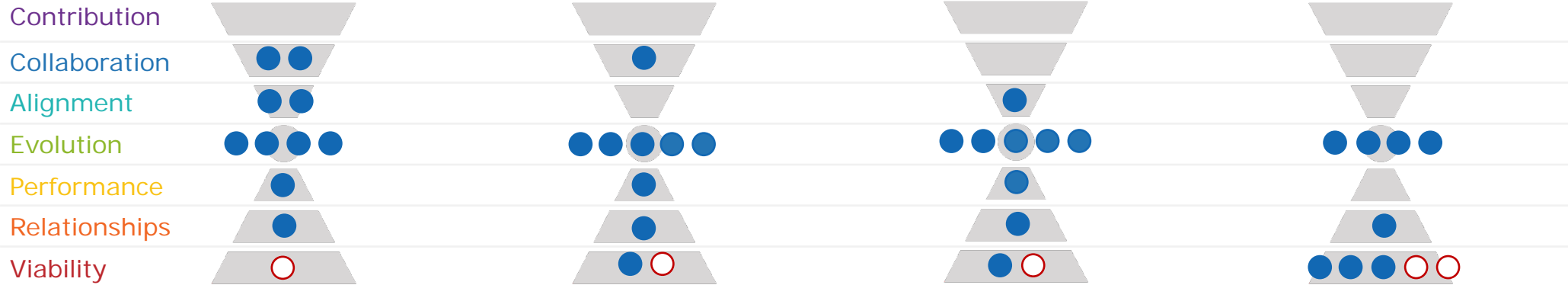


Baby Boomers

Generation X

Millennials

Generation Z



	Value	Level	Value	Level	Value	Level	Value	Level
Matches: 4	<i>adaptability</i>	4	<i>adaptability</i>	4	<i>adaptability</i>	4	<i>adaptability</i>	4
	<i>digital connectivity</i>	3	<i>digital connectivity</i>	3	<i>digital connectivity</i>	3	<i>employee health</i>	1
	well-being (physical/emotional/ mental/ spiritual)	6	<i>cost reduction (L)</i>	1	<i>cost reduction (L)</i>	1	<i>caring</i>	2
	<i>continuous learning</i>	4	well-being (physical/emotional/ mental/ spiritual)	6	<i>teamwork</i>	4	safety	1
	<i>caring</i>	2	<i>caring</i>	2	<i>caring</i>	2	caution (L)	1
	coaching/ mentoring	6	<i>continuous learning</i>	4	<i>continuous learning</i>	4	<i>continuous learning</i>	4
	information sharing	4	<i>continuous learning</i>	4	<i>employee health</i>	1	balance (home/work)	4
	<i>cost reduction (L)</i>	1	agility	4	balance (home/work)	4	stress (L)	1
	positive attitude	5	<i>teamwork</i>	4	agility	4	<i>teamwork</i>	4
	creativity	5	information sharing	4	<u>positive attitude</u>	5	managing well under pressure	1
	<i>teamwork</i>	4	<i>employee health</i>	1				

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Comparison of Desired Culture Values

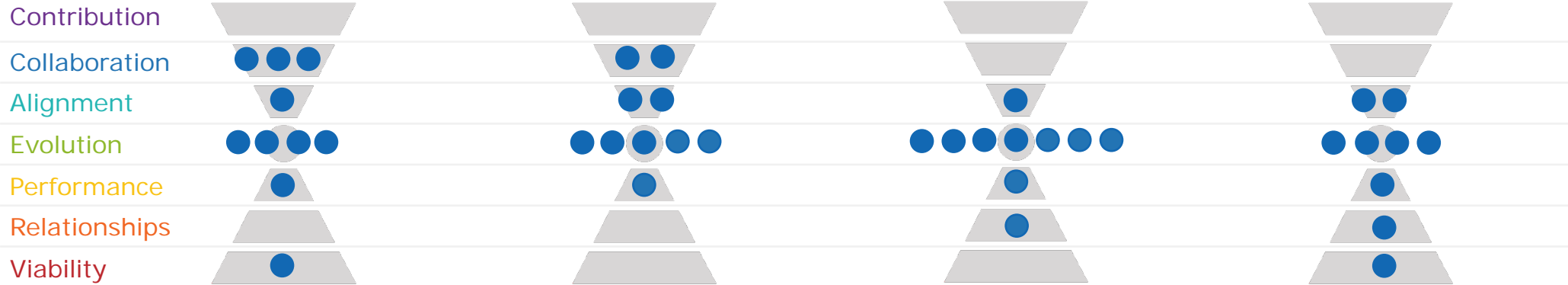


Baby Boomers

Generation X

Millennials

Generation Z



	Value	Level	Value	Level	Value	Level	Value	Level
Matches: 1	<i>adaptability</i>	4	<i>adaptability</i>	4	<i>adaptability</i>	4	<i>adaptability</i>	4
	<i>agility</i>	4	<i>digital connectivity</i>	3	employee engagement	5	<i>creativity</i>	5
	coaching/ mentoring	6	well-being (physical/ emotional/ mental/ spiritual)	6	balance (home/work)	4	commitment	5
	<i>digital connectivity</i>	3	<i>agility</i>	4	<i>innovation</i>	4	balance (home/work)	4
	well-being (physical/ emotional/ mental/ spiritual)	6	<i>innovation</i>	4	<i>agility</i>	4	managing well under pressure	1
	<i>continuous learning</i>	4	<i>continuous learning</i>	4	<i>continuous learning</i>	4	efficiency	3
	<i>innovation</i>	4	cross group collaboration	6	<i>teamwork</i>	4	<i>teamwork</i>	4
	cross group collaboration	6	<i>teamwork</i>	4	open communication	2	courage	4
	financial stability	1	<i>creativity</i>	5	<i>digital connectivity</i>	3	open communication	2
	<i>creativity</i>	5	employee engagement	5	continuous improvement	4		

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BARRETT VALUES CENTRE

Baby Boomers Results





Baby Boomers Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

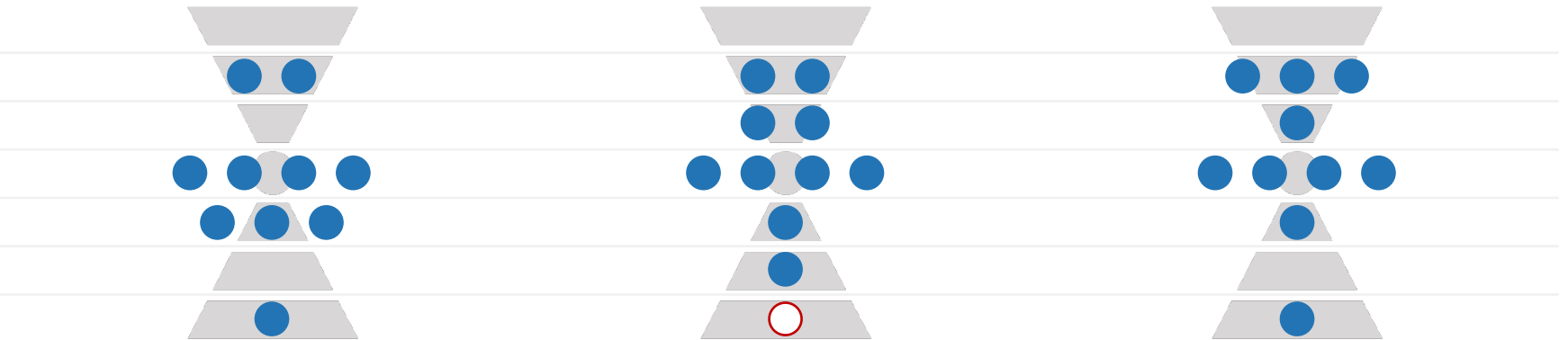
Alignment

Evolution

Performance

Relationships

Viability



Value	Level
coaching/ mentoring	6
making a difference	6
financial stability	1
teamwork	4
continuous learning	4
accountability	4
results orientation	3
achievement	3
continuous improvement	4
professionalism	3

Value	Level
adaptability	4
digital connectivity	3
well-being (physical/ emotional/ mental/ spiritual)	6
continuous learning	4
caring	2
coaching/ mentoring	6
information sharing	4
cost reduction (L)	1
positive attitude	5
creativity	5
teamwork	4

Value	Level
adaptability	4
agility	4
coaching/ mentoring	6
digital connectivity	3
well-being (physical/ emotional/ mental/ spiritual)	6
continuous learning	4
innovation	4
cross group collaboration	6
financial stability	1
creativity	5

● = Positive Values

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Baby Boomers Pre-COVID / During COVID

Top 20 Values Movement



Pre-COVID Culture

Position	Value
1	coaching/ mentoring
2	making a difference
3	financial stability
4	teamwork
5	continuous learning
6	accountability
7	results orientation
8	achievement
9	continuous improvement
10	professionalism
11	commitment
12	leadership development
13	customer/ patient/ student satisfaction
14	integrity
15	shared values
16	employee engagement
17	bureaucracy (L)
18	creativity
19	well-being (physical/ emotional/ mental/ spiritual)
20	positive attitude

During COVID Culture

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

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



BARRETT VALUES CENTRE

Generation X Results





Generation X Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

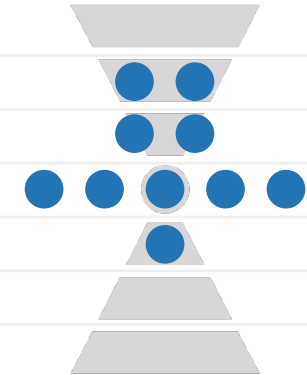
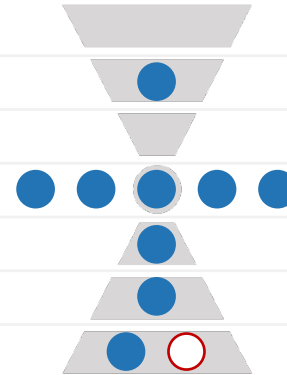
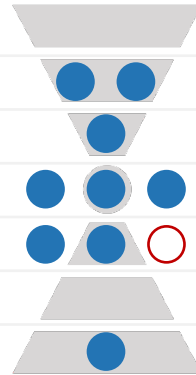
Alignment

Evolution

Performance

Relationships

Viability



Value	Level
teamwork	4
continuous learning	4
financial stability	1
making a difference	6
coaching/ mentoring	6
accountability	4
results orientation	3
commitment	5
achievement	3
bureaucracy (L)	3

Value	Level
adaptability	4
digital connectivity	3
cost reduction (L)	1
well-being (physical/ emotional/ mental/ spiritual)	6
caring	2
continuous learning	4
agility	4
teamwork	4
information sharing	4
employee health	1

Value	Level
adaptability	4
digital connectivity	3
well-being (physical/ emotional/ mental/ spiritual)	6
agility	4
innovation	4
continuous learning	4
cross group collaboration	6
teamwork	4
creativity	5
employee engagement	5

● = Positive Values

○ = Potentially Limiting Values (L)



Generation X Pre-COVID / During COVID Top 20 Values Movement



Pre-COVID Culture

Position	Value
1	teamwork
2	continuous learning
3	financial stability
4	making a difference
5	coaching/ mentoring
6	accountability
7	results orientation
8	commitment
9	achievement
10	bureaucracy (L)
11	control (L)
12	continuous improvement
13	adaptability
14	balance (home/work)
15	customer/ patient/ student satisfaction
16	cost reduction (L)
17	organisational growth
18	brand image
19	hierarchy (L)
20	leadership development

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	digital connectivity
3	▲	cost reduction (L)
4	▲	well-being (physical/ emotional/ mental/ spiritual)
5	▲	caring
6	▼	continuous learning
7	▲	agility
8	▼	teamwork
9	▲	information sharing
10	▲	employee health
11	▲	balance (home/work)
12	▼	financial stability
13	▲	positive attitude
14	▲	cross group collaboration
15	▲	managing well under pressure
16	▼	accountability
17	▲	caution (L)
18	▲	cooperation
19	▼	commitment
20	▲	open communication

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



BARRETT VALUES CENTRE

Millennials Results





Millennials Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

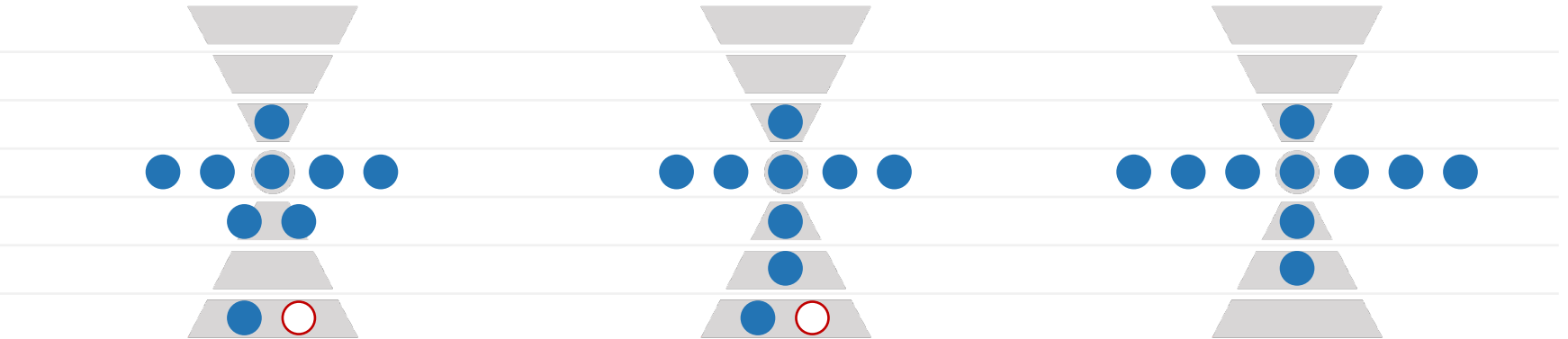
Alignment

Evolution

Performance

Relationships

Viability



Value	Level	Value	Level	Value	Level
teamwork	4	adaptability	4	adaptability	4
results orientation	3	digital connectivity	3	employee engagement	5
achievement	3	cost reduction (L)	1	balance (home/work)	4
cost reduction (L)	1	teamwork	4	innovation	4
accountability	4	caring	2	agility	4
continuous improvement	4	continuous learning	4	continuous learning	4
continuous learning	4	employee health	1	teamwork	4
organisational growth	1	balance (home/work)	4	open communication	2
adaptability	4	agility	4	digital connectivity	3
commitment	5	positive attitude	5	continuous improvement	4

● = Positive Values

○ = Potentially Limiting Values (L)



Millennials Pre-COVID / During COVID Top 20 Values Movement



Pre-COVID Culture

Position	Value
1	teamwork
2	results orientation
3	achievement
4	cost reduction (L)
5	accountability
6	continuous improvement
7	continuous learning
8	organisational growth
9	adaptability
10	commitment
11	balance (home/work)
12	brand image
13	employee engagement
14	bureaucracy (L)
15	caring
16	making a difference
17	financial stability
18	long hours (L)
19	agility
20	goals orientation

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	digital connectivity
3	▲	cost reduction (L)
4	▼	teamwork
5	▲	caring
6	▲	continuous learning
7	▲	employee health
8	▲	balance (home/work)
9	▲	agility
10	▲	positive attitude
11	▲	financial stability
12	▲	job insecurity (L)
13	▲	caution (L)
14	▼	commitment
15	▲	information sharing
16	▲	creativity
17	▲	confusion (L)
18	▲	stress (L)
19	▲	cooperation
20	▼	employee engagement

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



BARRETT VALUES CENTRE

Generation Z Results





Generation Z Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

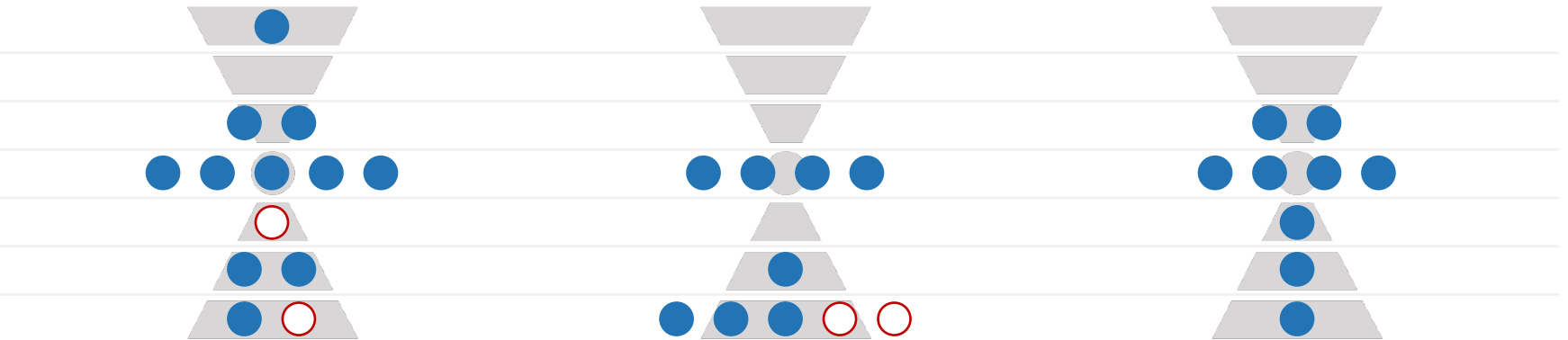
Alignment

Evolution

Performance

Relationships

Viability



Value	Level	Value	Level	Value	Level
stress (L)	1	adaptability	4	adaptability	4
caring	2	employee health	1	creativity	5
respect	2	caring	2	commitment	5
continuous learning	4	safety	1	balance (home/work)	4
teamwork	4	caution (L)	1	managing well under pressure	1
adaptability	4	continuous learning	4	efficiency	3
positive attitude	5	balance (home/work)	4	teamwork	4
continuous improvement	4	stress (L)	1	courage	4
creativity	5	teamwork	4	open communication	2
ethics	7	managing well under pressure	1		
financial stability	1				
goals orientation	4				
long hours (L)	3				

● = Positive Values

○ = Potentially Limiting Values (L)



Generation Z Pre-COVID / During COVID Top 20 Values Movement



Pre-COVID Culture

Position	Value
1	stress (L)
2	caring
3	respect
4	continuous learning
5	teamwork
6	adaptability
7	positive attitude
8	continuous improvement
9	creativity
10	ethics
11	financial stability
12	goals orientation
13	long hours (L)
14	achievement
15	balance (home/work)
16	being the best
17	coaching/ mentoring
18	cooperation
19	employee engagement
20	honesty
21	organisational growth
22	social responsibility

During COVID Culture

Position	Shifts	Value
1	▲	adaptability
2	▲	employee health
3	▼	caring
4	▲	safety
5	▲	caution (L)
6	▼	continuous learning
7	▲	balance (home/work)
8	▼	stress (L)
9	▼	teamwork
10	▲	managing well under pressure
11	▲	achievement
12	▲	digital connectivity
13	▲	information sharing
14	▲	isolation (L)
15	▲	listening
16	▼	long hours (L)
17	▲	commitment
18		cooperation
19	▲	cost reduction (L)
20	▲	environmental responsibility
21	▼	respect

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