



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture

Overall Group

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



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





Overall Group

Pre-COVID



- Strong emphasis on **performance**
- Efforts to **develop** both **people and working practices**
- Drive to **promote positive change**

During COVID



- **New ways of working** and **connecting** with others
- Strong focus on **looking after the needs of employees**
- Efforts to **keep down costs**

Desired Culture



- Call for a more **responsive and flexible approach**
- Exploration of **new ideas**
- Desire for a more **connected and supportive workplace**

What can organisations learn from the current, more supportive approach, which allows them to develop new approaches while looking after their people?



Overall Group Pre-COVID/ During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

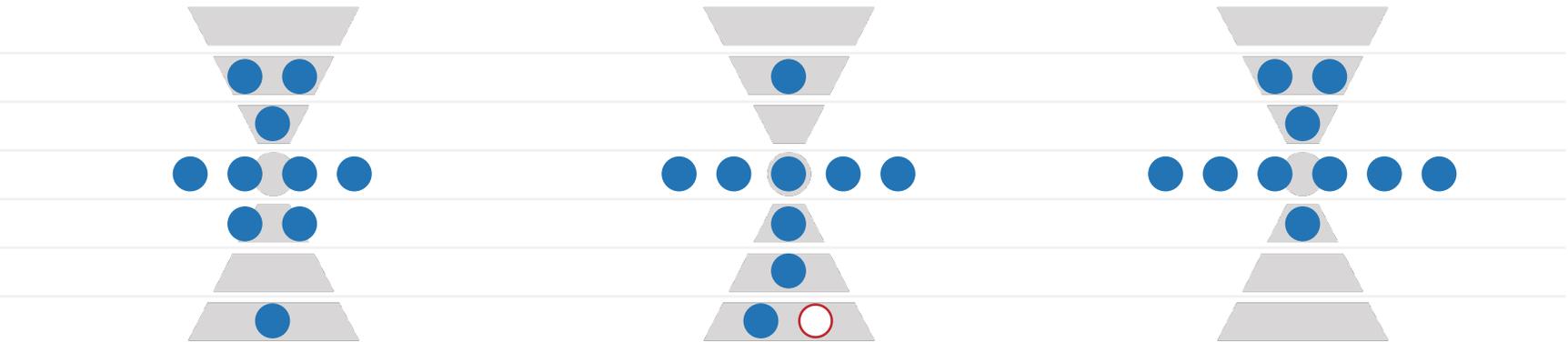
Alignment

Evolution

Performance

Relationships

Viability



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

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

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

● = Positive Values

○ = Potentially Limiting Values (L)



Top 20 Values Movement Overall Group Pre-COVID / During COVID



Pre-COVID Culture

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

During COVID Culture

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

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