



BARRETT VALUES CENTRE

COVID-19

Values Comparison

Position: Exec-C Suite, Manager, Staff

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.

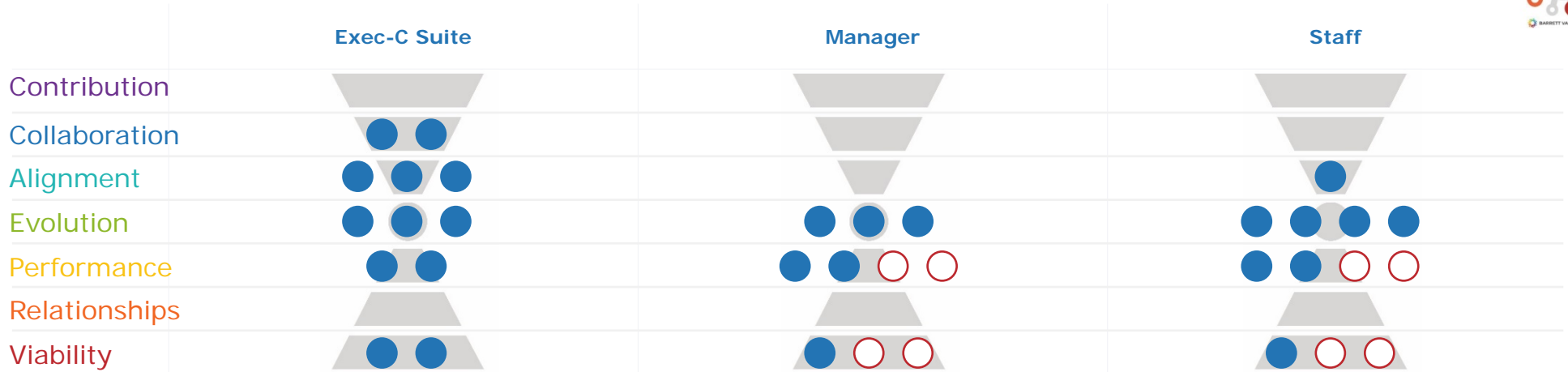
Values can be positive or fear-based (potentially limiting). For example, honesty, trust, and accountability are positive values, whereas blame, bureaucracy, and manipulation are potentially limiting, or fear-based, values.

To explore more about using values to help understand or manage your culture please visit valuescentre.com





Comparison of Pre-COVID Culture Values



Matches: 4	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>	<u>Value</u>	<u>Level</u>
		<i>teamwork</i>	4	<i>results orientation</i>	3	<i>teamwork</i>
	<i>financial stability</i>	1	bureaucracy (L)	3	<i>results orientation</i>	3
	achievement	3	<i>financial stability</i>	1	achievement	3
	commitment	5	<i>teamwork</i>	4	bureaucracy (L)	3
	employee engagement	5	cost reduction (L)	1	cost reduction (L)	1
	organisational growth	1	<i>accountability</i>	4	hierarchy (L)	3
	<i>results orientation</i>	3	hierarchy (L)	3	control (L)	1
	continuous learning	4	brand image	3	<i>accountability</i>	4
	shared values	5	control (L)	1	<i>financial stability</i>	1
	<i>accountability</i>	4	continuous improvement	4	balance (home/work)	4
	leadership development	6			commitment	5
	making a difference	6			continuous improvement	4

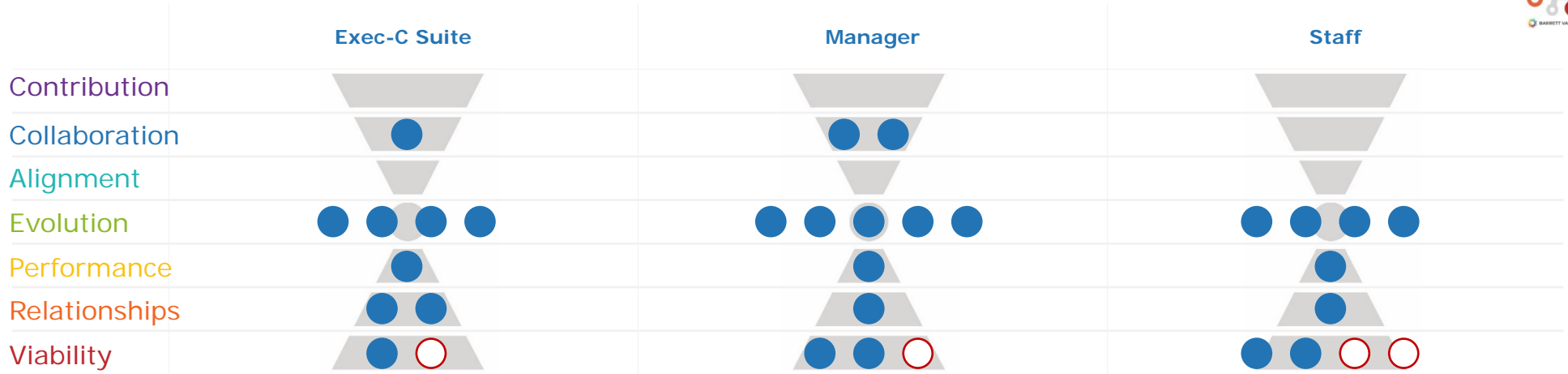
Orange = Full Values Match

● = Positive Values

○ = Potentially Limiting Values (L)



Comparison of During COVID Culture Values



Matches: 6	Exec-C Suite		Manager		Staff	
	Value	Level	Value	Level	Value	Level
	<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>cost reduction (L)</i>	1	<i>cost reduction (L)</i>	1	<i>caring</i>	2
	<i>caring</i>	2	employee health	1	<i>cost reduction (L)</i>	1
	<i>teamwork</i>	4	<i>caring</i>	2	employee health	1
	financial stability	1	<i>teamwork</i>	4	<i>teamwork</i>	4
	agility	4	<i>information sharing</i>	4	caution (L)	1
	cross group collaboration	6	balance (home/work)	4	<i>information sharing</i>	4
	open communication	2	well-being (physical/ emotional/ mental/ spiritual)	6	continuous learning	4
	<i>information sharing</i>	4	agility	4	safety	1
			cross group collaboration	6		
			managing well under pressure	1		

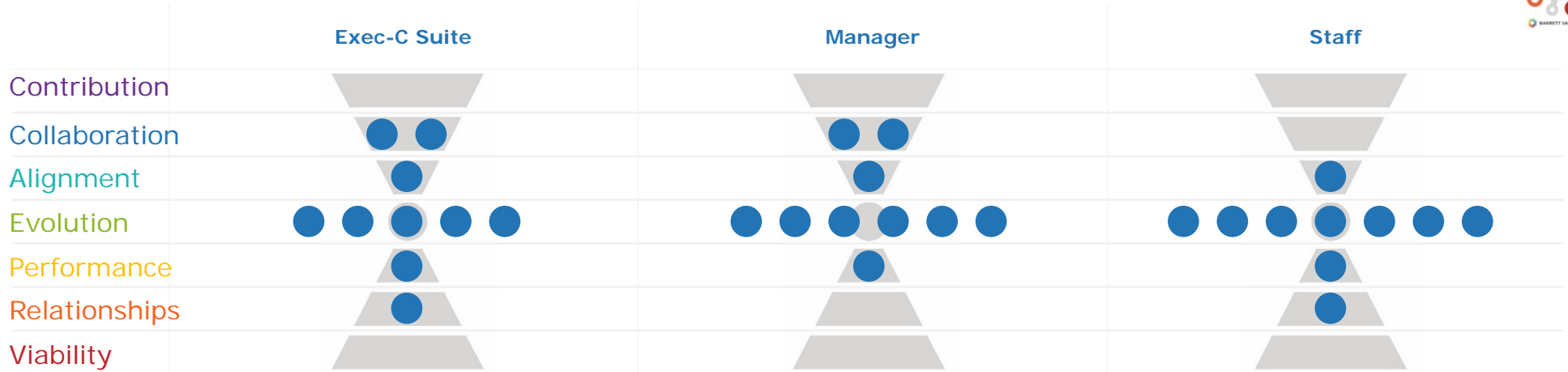
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Comparison of Desired Culture Values



	Value	Level	Value	Level	Value	Level
Matches: 4	<i>adaptability</i>	4	<i>adaptability</i>	4	<i>adaptability</i>	4
	<i>agility</i>	4	<i>agility</i>	4	teamwork	4
	<i>digital connectivity</i>	3	<i>employee engagement</i>	5	<i>employee engagement</i>	5
	innovation	4	<i>digital connectivity</i>	3	open communication	2
	cross group collaboration	6	balance (home/work)	4	continuous learning	4
	well-being (physical/ emotional/ mental/ spiritual)	6	innovation	4	<i>agility</i>	4
	continuous learning	4	cross group collaboration	6	balance (home/work)	4
	teamwork	4	continuous improvement	4	<i>digital connectivity</i>	3
	open communication	2	accountability	4	information sharing	4
	<i>employee engagement</i>	5	well-being (physical/ emotional/ mental/ spiritual)	6	continuous improvement	4

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BARRETT VALUES CENTRE

Exec-C Suite Results





Exec-C Suite Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

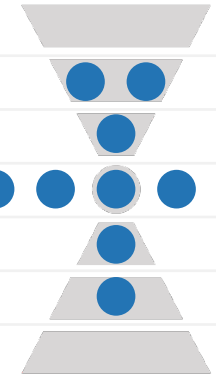
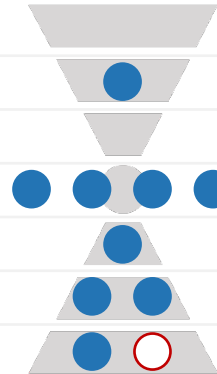
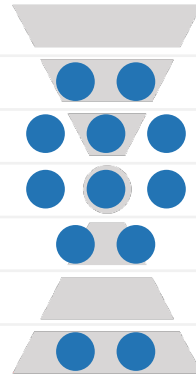
Alignment

Evolution

Performance

Relationships

Viability



Value	Level
teamwork	4
financial stability	1
achievement	3
commitment	5
employee engagement	5
organisational growth	1
results orientation	3
continuous learning	4
shared values	5
accountability	4
leadership development	6
making a difference	6

Value	Level
adaptability	4
digital connectivity	3
cost reduction (L)	1
caring	2
teamwork	4
financial stability	1
agility	4
cross group collaboration	6
open communication	2
information sharing	4

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

● = Positive Values

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Exec-C Suite Pre-COVID / During COVID Top 20 Values Movement

Pre-COVID Culture

Position	Value
1	teamwork
2	financial stability
3	achievement
4	commitment
5	employee engagement
6	organisational growth
7	results orientation
8	continuous learning
9	shared values
10	accountability
11	leadership development
12	making a difference
13	profit
14	adaptability
15	coaching/ mentoring
16	continuous improvement
17	customer/ patient/ student satisfaction
18	entrepreneurial
19	excellence
20	brand image

During COVID Culture

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

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



BARRETT VALUES CENTRE

Manager Results





Manager Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

Alignment

Evolution

Performance

Relationships

Viability

Value	Level
results orientation	3
bureaucracy (L)	3
financial stability	1
teamwork	4
cost reduction (L)	1
accountability	4
hierarchy (L)	3
brand image	3
control (L)	1
continuous improvement	4

Value	Level
adaptability	4
digital connectivity	3
cost reduction (L)	1
employee health	1
caring	2
teamwork	4
information sharing	4
balance (home/work)	4
well-being (physical/ emotional/ mental/ spiritual)	6
agility	4
cross group collaboration	6
managing well under pressure	1

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

● = Positive Values

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Manager Pre-COVID / During COVID Top 20 Values Movement



Pre-COVID Culture

Position	Value
1	results orientation
2	bureaucracy (L)
3	financial stability
4	teamwork
5	cost reduction (L)
6	accountability
7	hierarchy (L)
8	brand image
9	control (L)
10	continuous improvement
11	long hours (L)
12	employee engagement
13	organisational growth
14	achievement
15	commitment
16	compliance
17	silo mentality (L)
18	profit
19	leadership development
20	making a difference

During COVID Culture

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

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New values appearing in During COVID*



BARRETT VALUES CENTRE

Staff Results





Staff Pre-COVID / During COVID



Pre-COVID Culture

During COVID Culture

Desired Culture Values

Contribution

Collaboration

Alignment

Evolution

Performance

Relationships

Viability

Value	Level
teamwork	4
results orientation	3
achievement	3
bureaucracy (L)	3
cost reduction (L)	1
hierarchy (L)	3
control (L)	1
accountability	4
financial stability	1
balance (home/work)	4
commitment	5
continuous improvement	4

Value	Level
adaptability	4
digital connectivity	3
caring	2
cost reduction (L)	1
employee health	1
teamwork	4
caution (L)	1
information sharing	4
continuous learning	4
safety	1

Value	Level
adaptability	4
teamwork	4
employee engagement	5
open communication	2
continuous learning	4
agility	4
balance (home/work)	4
digital connectivity	3
information sharing	4
continuous improvement	4

● = Positive Values

○ = Potentially Limiting Values (L)



Staff Pre-COVID / During COVID Top 20 Values Movement



Pre-COVID Culture

Position	Value
1	teamwork
2	results orientation
3	achievement
4	bureaucracy (L)
5	cost reduction (L)
6	hierarchy (L)
7	control (L)
8	accountability
9	financial stability
10	balance (home/work)
11	commitment
12	continuous improvement
13	continuous learning
14	caring
15	customer/ patient/ student satisfaction
16	employee engagement
17	organisational growth
18	lack of resources (L)
19	making a difference
20	excellence

During COVID Culture

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

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New values appearing in During COVID*