



Global Covid -19 Culture Assessment

VOCAZIONE
L'Italia ricomincia da me

Global COVID-19 Culture Assessment

Il Barrett Values Centre, nel 2020, ha condotto una ricerca globale per misurare l'effetto della pandemia sui valori.

In particolare, la ricerca vuole rispondere a tre domande principali:

- 1) In quale misura i valori e la cultura delle organizzazioni sono stata impattate dalla pandemia?
- 2) Quali sono le priorità emergenti per i governi, le imprese, i lavoratori e i cittadini?
- 3) Cosa serve per riprendersi e prosperare?

La principale evidenza:

Un trasformazione che solitamente avrebbe richiesto 5/7 anni, si è manifestata in solo 6 settimane



BARRETT VALUES CENTRE

COVID-19

Global Organisational Culture Assessment

Overall Group

Prepared by

Barrett Values Centre

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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?

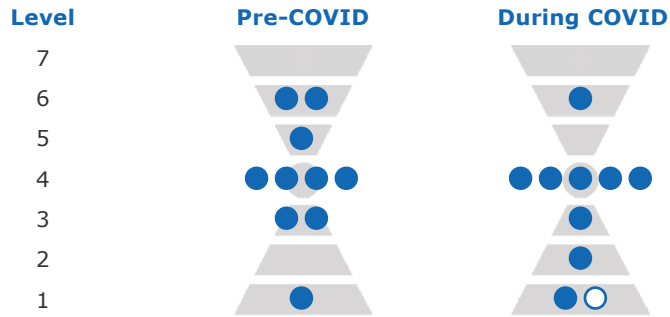
NB. In both the Pre- and During COVID slides, the Personal values and Desired Culture values are the same.



Summary: Overall Group Pre-COVID / During COVID

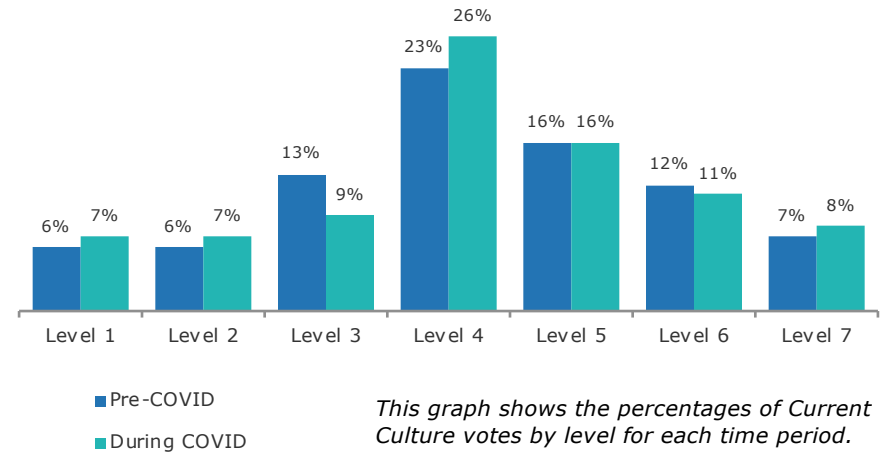


CURRENT CULTURE VALUES



The distribution of top Current Culture values in each time period shows the primary areas of focus which shape the organisational culture.

POSITIVE VALUES DISTRIBUTION



This graph shows the percentages of Current Culture votes by level for each time period.

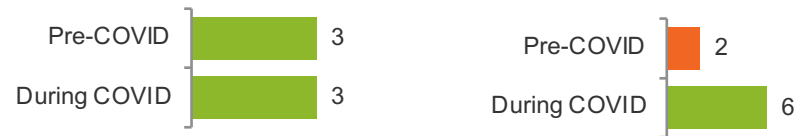
CULTURAL ENTROPY SCORE



The percentage of potentially limiting values in the Current Culture.

- Healthy
- Needs monitoring
- Requiring attention
- Crisis situation

VALUES MATCHES



Personal/Current Culture Matches

The degree of personal connection people feel with the organisation

- Strong feeling of connection
- Some feeling of connection
- Little to no feeling of connection

Current/Desired Culture Matches

The level of confidence participants have in the organisational direction

- Strong healthy culture
- On the right track
- Changes in direction requested
- Significant changes requested

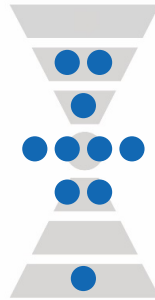


Overview of Similarities and Shifts Overall Group Pre-COVID / During COVID



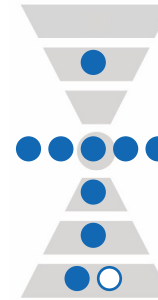
This diagram shows the similarities and shifts that have occurred in the top values across the two time periods.

Current Culture Pre-COVID



IROS (P)=2-3-4-1 | (L)=0-0-0-0

Current Culture During COVID

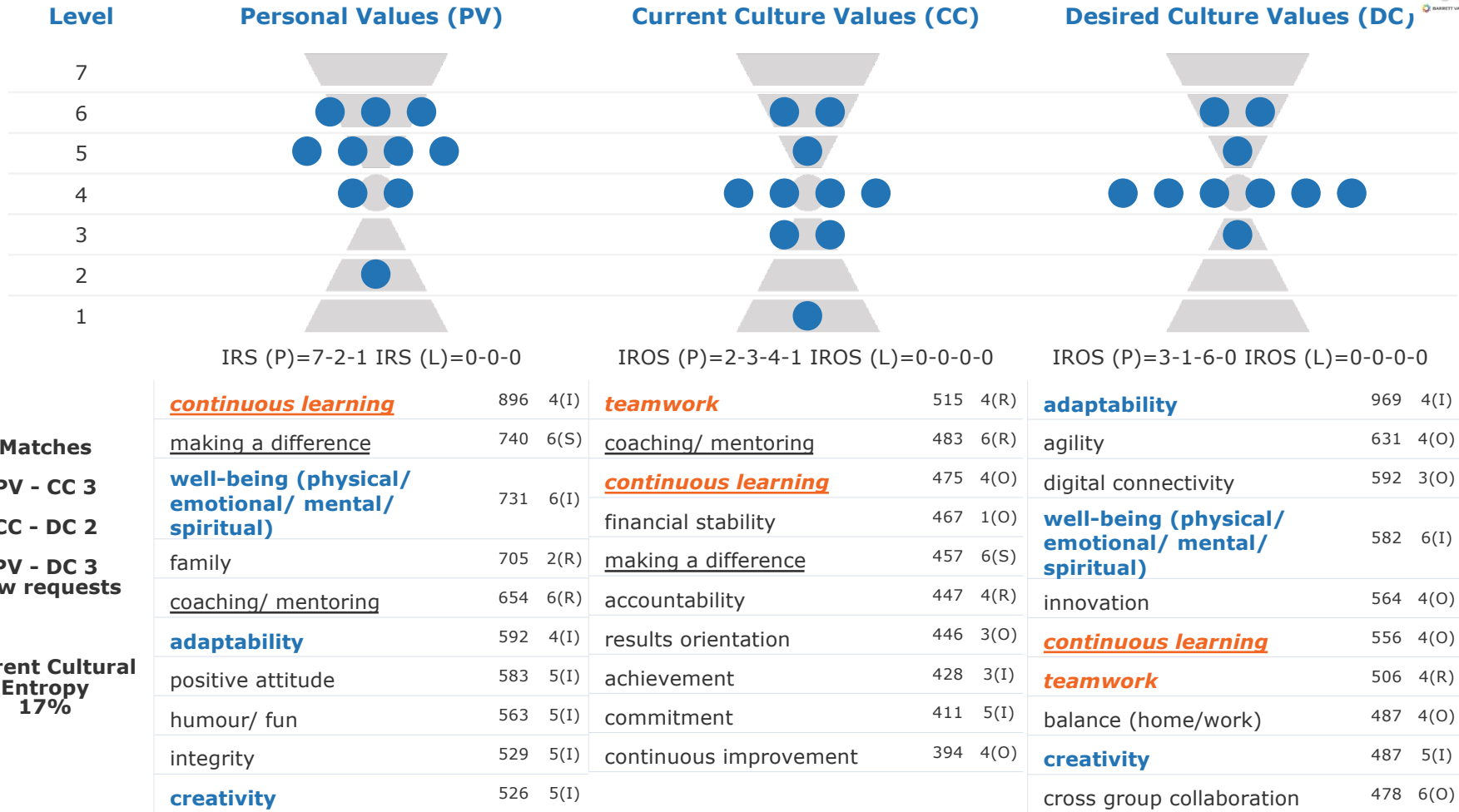


IROS (P)=2-2-5-0 | (L)=0-0-1-0

<p>Consistent Values</p>	<p>teamwork continuous learning</p>	
<p>Values Differences</p>	<p>coaching/ mentoring financial stability making a difference accountability results orientation achievement commitment continuous improvement</p>	<p>adaptability digital connectivity cost reduction (L) caring well-being (physical/ emotional/ mental/ spiritual) employee health information sharing balance (home/work)</p>



Overall Group Pre COVID (2520)



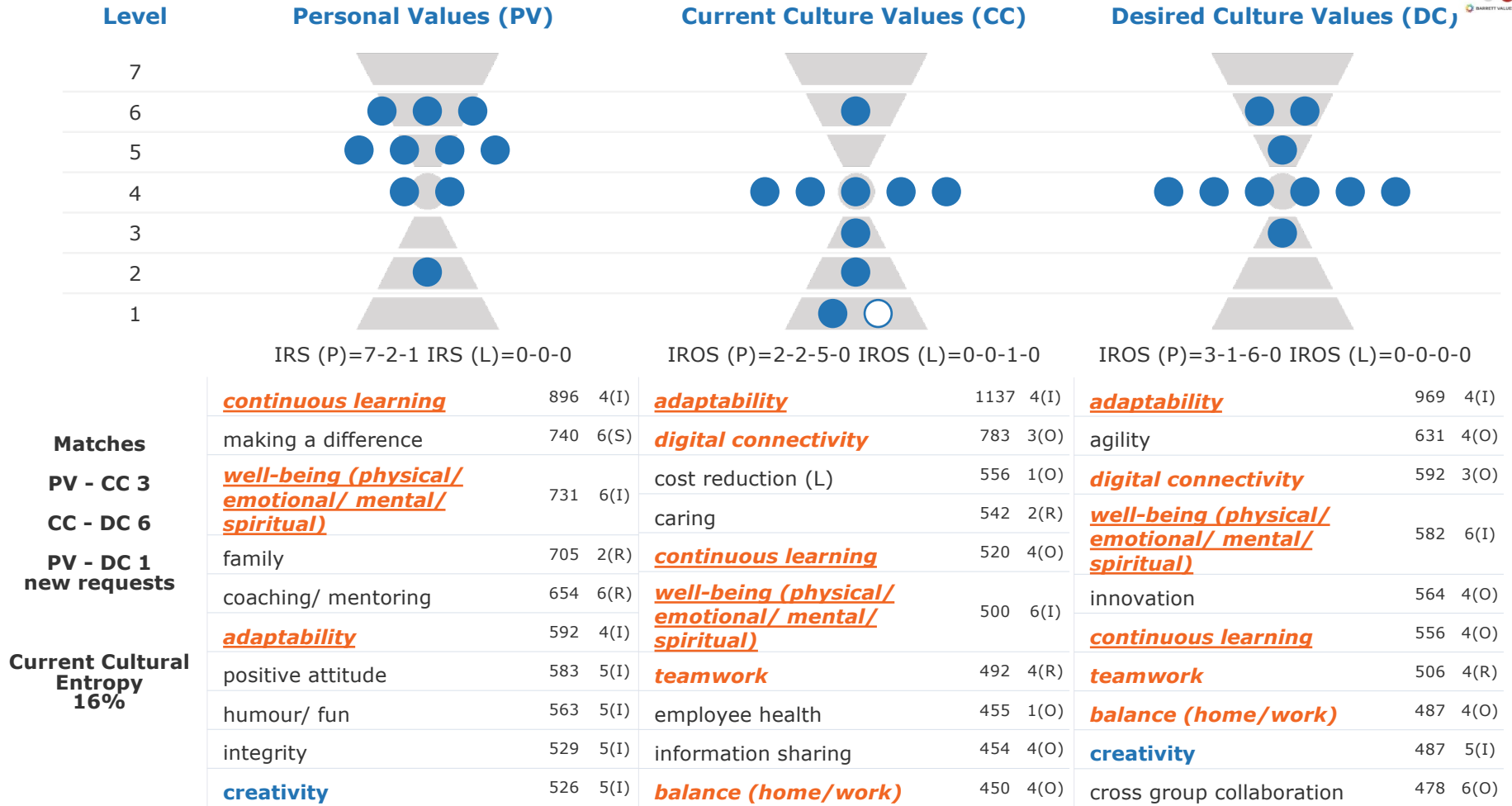
Black Underline = PV & CC
 Orange = PV, CC & DC
 Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

I = Individual
 R = Relationship
 O = Organisational
 S = Societal



Overall Group During COVID (2520)



Black Underline = PV & CC
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Top 20 Values Movement Overall Group Pre-COVID / During COVID



Pre-COVID Current Culture (2520 participants)			
	Value	Level	Votes
1	teamwork	4	20%
2	coaching/ mentoring	6	19%
3	continuous learning	4	19%
4	financial stability	1	19%
5	making a difference	6	18%
6	accountability	4	18%
7	results orientation	3	18%
8	achievement	3	17%
9	commitment	5	16%
10	continuous improvement	4	16%
11	bureaucracy (L)	3	14%
12	organisational growth	1	14%
13	adaptability	4	14%
14	balance (home/work)	4	14%
15	customer/ patient/ student satisfaction	2	14%
16	cost reduction (L)	1	14%
17	control (L)	1	13%
18	brand image	3	13%
19	professionalism	3	13%
20	leadership development	6	13%

During COVID Current Culture (2520 participants)				
	Shifts	Value	Level	Votes
1	<input type="checkbox"/>	adaptability	4	45%
2	<input type="checkbox"/>	digital connectivity	3	31%
3	<input type="checkbox"/>	cost reduction (L)	1	22%
4	<input type="checkbox"/>	caring	2	22%
5	<input type="checkbox"/>	continuous learning	4	21%
6	<input type="checkbox"/>	well-being (physical/ emotional/ mental/ spiritual)	6	20%
7	<input type="checkbox"/>	teamwork	4	20%
8	<input type="checkbox"/>	employee health	1	18%
9	<input type="checkbox"/>	information sharing	4	18%
10	<input type="checkbox"/>	balance (home/work)	4	18%
11	<input type="checkbox"/>	positive attitude	5	17%
12	<input type="checkbox"/>	agility	4	17%
13	<input type="checkbox"/>	financial stability	1	17%
14	<input type="checkbox"/>	cross group collaboration	6	15%
15	<input type="checkbox"/>	caution (L)	1	14%
16	<input type="checkbox"/>	cooperation	5	14%
17	<input type="checkbox"/>	managing well under pressure	1	14%
18	<input type="checkbox"/>	creativity	5	14%
19	<input type="checkbox"/>	commitment	5	14%
20	<input type="checkbox"/>	open communication	2	14%
21	<input type="checkbox"/>	safety	1	14%

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



Cultural Entropy Report

Overall Group Pre-COVID / During COVID



Level	Potentially Limiting Values %	Potentially Limiting Values Current Culture During COVID	% Votes During COVID	Difference from Pre-COVID	
3	<p>Pre-COVID 7%</p> <p>During COVID 4%</p>	confusion (274) long hours (231) hierarchy (152) bureaucracy (151) information hoarding (103) silo mentality (96) power (64)	11% 9% 6% 6% 4% 4% 3%	□ 4% □ 3% □ 6% □ 8% □ 2% □ 6% □ 1%	
2	<p>Pre-COVID 3%</p> <p>During COVID 3%</p>	isolation (229) conflict avoidance (136) internal competition (76) blame (70) bullying (42) empire building (34)	9% 5% 3% 3% 2% 1%	□ 7% □ 5% □ 5% □ 3% □ 1% □ 3%	
1	<p>Pre-COVID 7%</p> <p>During COVID 9%</p>	cost reduction (556) caution (365) short-term focus (318) job insecurity (315) stress (273) lack of resources (226) control (215) exploitation (61)	22% 14% 13% 13% 11% 9% 9% 2%	□ 8% □ 7% □ 3% □ 9% □ 3% □ 0% □ 4% □ 1%	
Total %	■ Pre-COVID: 17% ■ During COVID: 16%	<i>This level of Cultural Entropy score reflects issues requiring cultural or structural adjustment.</i>			



Overall Group During COVID (2520)

Values Jumps

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in bold are represented in the Desired Culture.

	Current Culture Votes	Desired Culture Votes	Jump
shared vision	123	398	275
innovation	290	564	274
continuous improvement	223	450	227
strategic alliances	192	408	216
long-term perspective	180	386	206
leadership development	145	347	202
agility	436	631	195
employee engagement	278	473	195
shared values	177	356	179
trust	267	425	158