

Coaching by Values, Entrepreneurship and Care: A Framework for Reengineering an Innovative and Sustainable Culture

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Abstract

In this paper we present a model of coaching by values (CBV) as an important philosophical and practical framework for leaders enabling systemic culture reengineering in today's chaotic business and economic environment. We briefly discuss the evolution of management philosophy from what we call "management by instruction" (MBI) to "management by objectives" (MBO), and on to "management by values" (MBV). Assuming rules anchored in complexity theory, we extend the logic to propose an emerging concept of **coaching by values** (CBV) and a set of critical tools for effectively managing a values-based and innovation-induced corporate environment. We also present "the" Raich double loop model of change to highlight the origins and possibilities presented to a change agent in redesigning the culture of a given firm. It describes the three essential components that an effective change agent needs in creating a sustainable culture of success: a coherent concept, a clear methodology and some concrete tools.

Keywords: *Coaching, Values, Entrepreneurship, Innovation, Care, Sustainability*

INTRODUCTION

Whereas values were once considered by managers as "too soft" to be included in any serious approach to management, they have now become a central part of organizational strategy (Dolan et al, 2002; Dolan et al, 2006; Raich & Dolan, 2008; Dolan, 2011)¹⁾. We claim that in the rapidly changing world, the concept of management by values can become the principal driver for reengineering a sustainable, innovative and competitive culture. Moreover, the latter, when aligned with the vision and mission of the firm, can lead to value congruence, which has been shown repeatedly to yield

positive outcomes for both individual employees and the respective organizations (Bao et al, 2012; Bao, Dolan & Tzafrir, 2012)²⁾. In this paper we argue that leaders have a choice of engaging in an exciting and joyful change (hereafter Lambda), or crisis and painful change (hereafter Gamma), a process for which the adoption of a managing and coaching by values philosophy may perhaps be the preferred choice in achieving a sustainable and innovative culture. The focus in these approaches is on simultaneous maintenance of an organization's core values *and* their alignment with the strategic objectives of the organization. This approach centers on the 3Es tri-axial model of culture which is composed

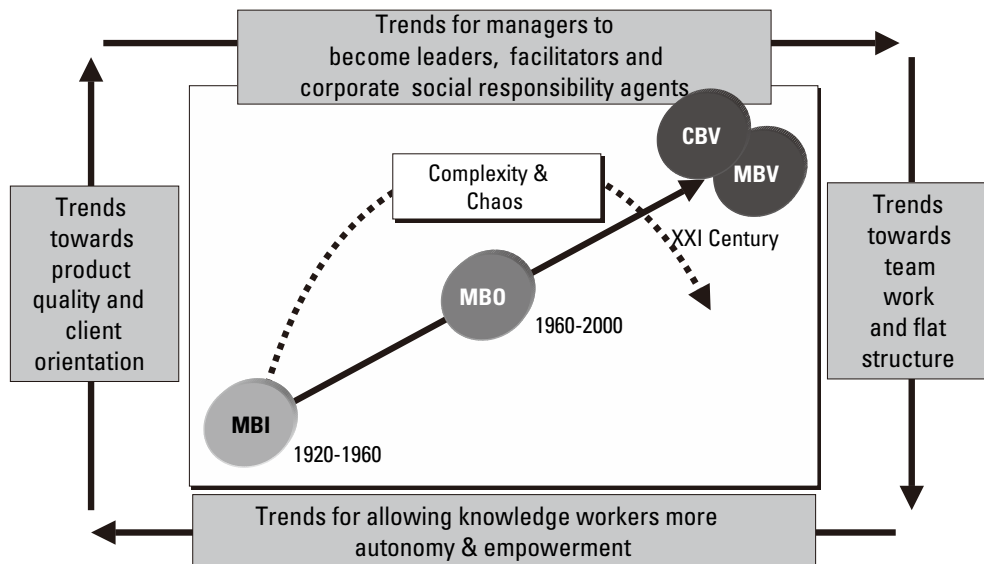


Figure 1: An overview of the evolution of management philosophies

of: 1) Economic-pragmatic; 2) Ethical-social and 3) Emotional-spiritual values. In essence, coaching by values is a flexible framework for ongoing renewal of corporate culture, and is critical for inspiring a collective commitment to the organization and its outcomes.

BACKGROUND: COMPLEXITY THEORY, INNOVATION AND CHANGES IN MANAGEMENT

The world is seeing a marked shift in management focus. Managers are being held to higher standards of performance as a result of society's increased demands concerning professional responsibility, quality and customer service. Managers must be able to lead and to facilitate necessary change in order to respond to these expectations. The world has also become a more uncertain and complicated place. Managers need to possess the ability to confront continuous and increasing levels of complexity both internally and externally to the organization. Many managers are now turning to complexity, chaos and systems theories as a way to see beyond short-term objectives and learn how to "survive and thrive" in a new economic order.³⁾

In the past, the progress of any entity (i.e., person, organization, society) was primarily determined by its ability to become bigger, richer, or faster. In the 21st century's global arena, and in the

wake of corporate scandals, wars and natural disasters (e.g., Japan's recent nuclear plant accident), progress and success is moving towards being measured not only by the capacity to manage increased complexity, but also by that which is core to our humanness – our values. Leaders and managers have to develop the ability to manage complexity, which also includes managing the core values, at both the organizational and individual levels.

Figure 1 summarizes the evolution of management philosophies from MBI (managing by instructions) to MBO (managing by objectives) and finally to MBV/CBV (managing and coaching by values). The evolution is driven by the need to manage environmental and intra-organizational complexities.

A BRIEF EVOLUTION OF MANAGEMENT PRACTICE

In the early 20th century, management by instruction (**MBI**) was considered to be an appropriate and adequate way to run an organization. Change happened at a slower pace and therefore the way things were done in the past worked well enough to pass on to others. By the 1960s, change was accelerating to the point where more flexibility of action was required by managers. Thus, the introduction of management by objectives (**MBO**) enabled managers to agree on a direction and to choose their

own strategy. As changes in the environment began to intensify (e.g., global competition, impact of technology, global economic crisis, etc.), MBO proved to be an insufficient strategy for managing in an interconnected and fast-paced world.

In fact, organizations still relying on MBO often discover that their managers fail to meet their objectives. Frustration also increases when, in spite of their best efforts, they are unable to determine what went wrong. Many times it is not that the goals were lofty or unrealistic; simply, many unforeseen changes occurred that were not and could not have been predicted. As a result of this growing complexity, scholars began to draw upon chaos and systems theories as a way to better understand organizational behavior. During this period, organizations came to be seen as complex and dynamic systems existing in a state of flux and interaction with their environment. Years of research have confirmed that the key to understanding the behavior of such systems is to understand the corresponding values of these living systems.⁴⁾ Values systems are the motivators that drive the behavior of individuals, organizations and society, leading today to the emergence of management and coaching by values.

In simple non-living, human-made entities (e.g., machines, bridges, buildings, etc.) motion (behavior) can be understood through forces and simple attractors such as gravity. One can, by using a few mathematical equations, predict with a fair degree of accuracy the behavior of these entities in a wide range of environments. Organizations are no longer treated as mechanistic systems – they are now understood as complex living systems. With the science of chaos theory, such living systems contain strange attractors that cause dynamical systems to emerge. With this in mind, leaders and managers have to understand the inherent strange attractors within organizations in order to help steer them safely through such unpredictable environments. As mentioned above, this is why MBI and MBO are no longer sufficient. We need to manage organizations by what is a core and critical attractor: values.

Thus, Dolan (2011, op. cit.) proposes a method to understand organizational culture as a combination of three axes of an organization's value system that affects general human behavior. It is labeled

the 3Es tri-axial model and includes: 1) Economic-pragmatic values; 2) Ethical-social values and 3) Emotional-spiritual values.

- **Economic-Pragmatic Values** are necessary to maintain and bring together various organizational sub-systems. They include values relating to efficiency, performance standards and discipline. These values guide such activities as planning, quality assurance and accounting.
- The way people behave in a group setting is guided by the **Ethical & Social Values** the group's members share. Ethical-social values emerge from beliefs held about how people should conduct themselves in public, at work and in relationships. They are associated with such values as honesty, congruence, respect, and loyalty, to name a few. A person's ethical-social values are a person's 'rules lived by' in order to arrive at end goals.
- **Emotional-Spiritual Values** are essential to create new opportunities for action. They are values related to intrinsic motivation, to what makes us excited and to what makes us believe in a cause. Optimism, passion, energy, freedom and happiness are a few examples of such values. Without these values, people will not become creative or highly committed. Thus, it is essential to design a culture enabling people to do what they do best.

The 3Es tri-axial model is shown in Figure 2. The three axes represent the sum total of the so called "culture" of an organization. A culture is the relative configurations between these axes. In a very symmetric world, the three axes will have the same impact/weight, but given the asymmetry amongst people's values, norms, wishes and behaviors, the configuration is always dominated by one of these axes. Furthermore, Figure 2 shows that the three axes are related to each other, in a very particular form, connected with three key concerns of most organizations today: survival, sensitivity (sometimes refers to as social sustainability) and creativity or innovativeness.

Survival is the intersection between economic-pragmatic values and ethical-social values. It is no



Figure 2: Dolan's 3Es tri-axial model of culture

easy matter for executives of any firm to decide what element in cultural survival is the most important, what facet is pivotal, and where to concentrate their efforts. The present mismatch between money values and ethical values is one reason for the growing interest in business ethics. Practical questions for discussion and study on business ethics should therefore include whether and how the mismatch can be rectified or at least reduced.

Sensitivity is at the intersection between Ethical-Social values and emotional-spiritual values. If people in organizations (or even on this planet) are sensitive to environmental issues, they will become proactive, get out of their comfort zone (Raich & Dolan, 2008, op. cit.), and contribute to achieve less pollution and a more healthy and sustainable environment. There is also more and more evidence that this type of sensitivity can be translated into innovation and ultimately shows improvements to the bottom line (Laszlo & Zhexembayeva, 2011).⁵⁾ It is now commonplace in environmentalist thinking, if not yet of environmental practice, that preventing the creation of waste and pollution upstream at source may be more effective than treatments after the event, "at the end of the pipeline". But, in most spheres, higher priority is still given to remedial than to systemic

ways of responding to problems, such as dealing with sickness rather than promoting healthy conditions of living, and responding to crime with penal solutions rather than by creating conditions that promote law-abiding behavior.

Innovation is at the intersection between emotion-passion and economic values. There is growing evidence that real innovation in any field is highly correlated with passion. Most innovations are incremental, as the innovator does not run a high risk of making a mistake. This is the reason why science is evolving at a very incremental and slow pace. By contrast, a culture that breeds passion is a vehicle for breakthrough innovations. Only passion can enable a person, a leader, a change agent, to change their way of thinking, in order to find or invent new concepts. Today, psychologists and successful leaders understand the need to have engaged employees. The latter work with passion and feel profound connection to their company; they drive innovation and move the organization forward.⁶⁾ But to have a successful innovation it is necessary to have an existing or emerging need. Innovation is always a process leading from an idea to a new created value. It can happen in an informal manner or following an elaborate planned process. Fundamentally it is always a combination of

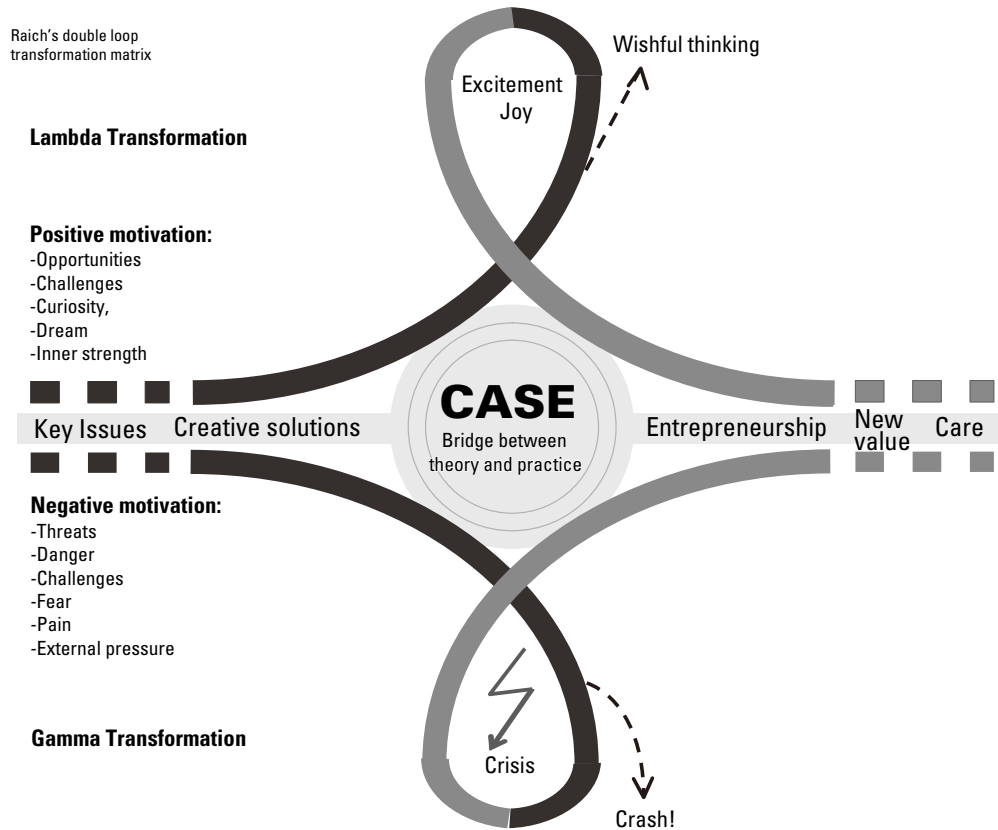


Figure 3: Raich double loop possibilities for transformation of creativity, entrepreneurship and care⁹⁾

creativity (i.e., the idea or creative solution) and entrepreneurship. Creativity represents the initiative leading to bottom line results on one hand, but also to the formation of new values such as care, partnership and sustainability.⁷⁾ Raich (2012) and Raich et al (2013) claim that creativity, entrepreneurship and care are the three forces driving the development of human civilizations.⁸⁾ These are summarized in Figure 3.

The central element of these processes is the 'case'; it is the link between the creative and the entrepreneurial part. It provides the rationale for the implementation and in this way translates the creative solutions into a language executives can understand and can act upon. The figure shows a double loop as we can observe the differentiation between a positively introduced transformation (called lambda transformation), and negatively introduced transformation (called gamma transformation). Both have a case in the center: Whereas lambda transformation is an exciting journey, an

engaged journey which usually follows a dream, the gamma transformation is a painful journey with lots of pressures and often accompanied by fear. The lambda transformation risks of getting tangent and ending up in a crash. The development of a case with the rationale for implementation is meant to prevent a crash and help moving from creative solutions towards its implementation.

CORE COMPETENCIES FOR CREATIVITY AND INNOVATION

There are three core competencies necessary for a successful innovation. These include: creativity, entrepreneurship and care. Innovation is a combination of creativity leading to creative solutions, entrepreneurship leading to the creation of new values, and care is the way of securing their sustainability.

Creativity is a competency allowing developing creative ideas and solutions. No doubt it is a human core competency, because it lies at the beginning of

all developments and progress. Everything around us, which is not natural was, initially in somebody's mind. Many people tend to relate this competency just to creative people. But creative people are not the only source of creativity, because the main source of creativity is imagination, and sometimes inspiration, passion and intuition combined. In addition there are always elements of serendipity (being in the right place at the right moment). The work on numerous innovation initiatives has led us to the conclusion that the use of appropriate methods can lead to creative ideas and solutions even without "creative people." Depending on the level of expected creativity it is possible to use different methods. For this purpose it is necessary to make a shift from the searching towards a finding mind-set.

We are using two types of methods to find creative solutions: exploration and discovery. Exploration consists mainly in a deep search for existing knowledge, know-how and expertise about the selected key issue for which we are looking for creative solutions; and in the search of 'white spots', those existing practices, processes, techniques, technology etc. already successfully applied elsewhere, but unknown to us. Both types of techniques are strongly enhanced by 'reaching-out' to other people.¹⁰⁾

Entrepreneurship is a human ability to take ownership of an idea or solution, to organize the necessary resources and to implement it. Entrepreneurship is one of the most important human competencies. Everything we see around us, what we proudly call civilization, was first in somebody's mind and then implemented by an entrepreneurial person. Entrepreneurship is a widely deployed human ability. Some cultures foster entrepreneurship and others make it much more difficult. For example, the narrow focus of business, which is the recognition of only activities generating financial profit, limits entrepreneurship. One must not forget that historically the only-profit motive is quite a recent phenomenon, and using it limits the number of people with true entrepreneurial abilities. However, once the scope is enlarged, broader entrepreneurship is experienced. We propose that any activity driven by an intrinsic motivation and leading to the creation of something which

represents or creates value for somebody (an organization, community, etc.) can be called entrepreneurial.

Care is the human ability to take responsibility for ourselves, for others, for an organization, for the environment, for our world and the future of our race. Care is securing sustainability. Eisler (2008) makes a strong case for incorporating all caring activities into the area of paid work.

MORE ON THE ACTUAL PRACTICE OF CREATIVE SOLUTIONS

A well performed exploration can yield already sufficient seeds and leads for solutions.

If we need more creative ideas we turn over to discovery techniques like analogy and metaphors; 'Future View', the description of the expected future; 'Blue Skye', unexpected and different ideas and solutions; techniques leading 'beyond' the existing frameworks, systems and paradigms; The 'Ideal Solution', a description of the desired future leading towards a 'Time reverse Innovation'.

Last but not, least techniques leading us into the world of fiction, diving into the infinity of the universe or the infinite reach of inner knowledge.

The deployment of all these methods leads usually to a whole array of creative solutions.

The use of such processes is not only leading to creative solutions, but is also an excellent way to transform a person's mindset. It leads towards an open, opportunities oriented mindset. Their perception is enlarged and they now look at their professional activities from the point of view of the whole organization. It leads the participants towards holistic and systemic thinking within the context of the organization as well. In addition it can lead to higher innovativeness of the organization. The techniques they have learned can be applied to an array of different situations. This can lead not only to higher quality decisions and actions, but also to have a high positive impact on performance. Most participants of such a process perceive it as a fascinating and meaningful initiative. In this way 'Creative Solutions' can lead to an improved quality of work and life.

A typical example of the use of such a process is the call for creative solutions for corporate key issues. It is a milestone workshops based process

usually of three to four months, where selected groups of employees have the assignment to find creative solutions for a corporate key issue and to develop a business case for the implementation of the proposed solutions. For each key issue a team of five to seven members is created.

The milestone workshops of 1-2 days each are: Kick-off WS, where a top executive is presenting the key issue and is describing the expected outcomes; the Opportunity WS, where the participants are presenting the outcomes of the exploration and discovery; the Future WS where the participants are finalizing the presentation of the business case and finally the Executive Presentation where the business cases are presented, evaluated and decisions about their implementation are made. In between, interim reviews of two hours are used for coaching and guidance. The whole process is accompanied by a professional facilitator with extensive business experience and creative solutions expertise.

Another typical example is the call for the development and implementation of an innovation case for business growth. The requirement is usually the development of innovation business cases between several hundred thousand Euros and several hundred million Euros of new business potential, for a particular business area, within a defined time frame and sales margin.

The first step consists of the selection of an adequate team composed of employees from different parts of the business. They usually work between six to nine months for the development of the cases; investing several hours weekly and between 12 to 14 days for the milestone workshops. They typically work in sub-teams composed of five to seven members. The whole process is accompanied by a professional facilitator with extensive business experience and innovation expertise. He also leads the interim reviews in between the milestone workshops.

The innovation process is divided in two phases: first, the creative phase leading towards creative solutions and the business cases and second, the entrepreneurship and care phase leading to the implementation of the selected case and creation of new values.

The milestone workshops of the first phase are:

Kick-off WS, where a top executive is presenting the expected innovation and is describing the expected outcomes; the Idea WS where the participants are presenting their findings from the exploration discovery and are creating opportunity areas; the Opportunity WS where the participants are presenting the outcomes on the business opportunities; the Future WS where the participants are finalizing the presentation of the business case, and finally the Executive Presentation where the business cases are presented, evaluated and decisions about their implementation are taken.

The milestone workshops of the second phase are: Planning WS, where the action plan is developed and if required the work for the business plan is assigned; the Executive Presentation of the action plan and the business plan; and finally, the Controlling and Feedback WS. In between all the necessary steps for the development and the market implementation are done.

Usually a new team is assigned to the second phase, with the main requirement of a 'champion' who is passionate about the implementation of the selected business case.

TOWARDS A NEW MINDSET: COACHING AND COACHING BY VALUES AS A DRIVER FOR ECONOMIC AND SOCIAL SUSTAINABILITY

Coaching in business is a growing phenomenon. Coaching is becoming "trendy". Some coaches have been trained and some prevalent schools of thought have been developed, but in general the concept is still fuzzy and unclear. Good coaching, like good parenting, is about demonstrating a way of **being** as well as a way of **doing**. This way of being is reflective of the way that our values drive our behaviors. Gandhi or Martin Luther King never took courses on "non-violence", Harry S. Truman on "straight talk", Abraham Lincoln on "valuing diversity", or Walter Cronkite on "integrity".¹²⁾ They trusted their values to guide them toward doing the right things. They *were* their values.

We argue that every manager can and should become a coach to his/her team. For this reason we have developed a simple game called "**the Value of Values**" that provide the tools and methodology for a leader or any other change agent to become a

value coach. It is based on partnering, sharing, dialoguing and agreeing, rather than controlling or using systems of authority. The underlying assumption of this new philosophy of management is that it leads to higher engagement, which thereby to higher levels of passion, innovations, entrepreneurship and care. The coaching methodology is simple and the tools are readily available (Dolan, 2011).¹³⁾

One needs to understand that the ultimate objective in the coaching by values process is to help people understand their values and behavior and eventually help them strike a certain balance between the three axes specified in the 3Es tri-axial model. The process used, emphasizes dialogue and consensus in the roadmap to building the point of sharing these values. The logic for the identification of these axes was based on both classical research and observation of the simplest and most fundamental organization that we all know: the family. Intuitively, we know that in order for a family or a couple to be successful and sustainable as a unit, a balance must be achieved that is anchored by some shared values. Everybody knows that the “family” (and marriage, more specifically) is in crisis in the modern world; rates of divorce and separation are alarming, violence in the family is growing, and a general sense of uneasiness and marital dissatisfaction is on the rise. Why does it happen? A family, like any other organization, has objectives, and if the objectives and their corresponding values are not aligned and shared, the family is doomed to fail. It may fail:

- (a) because there is discordance about economic-pragmatic values,
- (b) because there is discordance about ethical-social values for the couple to adhere to, or
- (c) when one or both parties lose passion (the most critical emotional value binding the couple).

Exactly the same logic applies to business and other types of organizations. The same dynamic that can explain success or failure of a micro organization (a couple) applies to larger organizations. Over the years, managers have learned to control employees’ behaviors using various performance control systems. MBA schools teach managers the

exacting skills needed to ensure behavioral alliances of employees (financial incentives, promotions, perks, etc.). They actually drive changes using the gamma approach as specified before. Nonetheless, recent scandals show that these principles lead to corruption and unsustainable systems in the long run. We often forget that people are complex machines with attitudes, needs and values and these must be aligned as well. Because value alliance is considered a soft skill, it is not taught in the curriculum of many business schools. This is a mistake. Understanding values, coaching by values, and value reengineering should be taught and should become essential tools of current and future business leaders as they are anchored in a lambda transformation cycle.

One more time – why focus on values? Values represent the nucleus of an organization. All meaning and behaviors orbit around them. If an organization wishes to use people only as extensions of its machines and technologies, then people are considered only for their physical presence, their bodies. By contrast, we do not expect organizations to develop cultures where individuals will only have a purely enjoyable time – this is a fantasy that no firm can afford. On the other hand, if a culture can be designed in a way that the body and spirit are united, then alignment with the vision and mission of the organization can be achieved. Coaching by values is the methodology connected with managing by values which explains the process of generating dialogue, leading to sharing and alignment with a view to develop a unique culture. A culture where people will be aware of the organization’s need to survive, where the need for sensitivity and care will be heightened, and where passion will be sustained as it is an important driver of creativity, entrepreneurship and innovation in general.

Coaching by values includes the following simple steps. They are explained in more detail in Dolan (2011).

- Step I: Identify a lambda transformational leader who is willing to assume the role of a coach.
- Step II: Identify the current (real) core values of the members of the team and map them on the tri-axial template to identify the

dominant culture. (Are they distributed evenly? Are economic values dominating? Are there any values connected with enjoyment and playfulness?)

- Step III: Generate a dialogue amongst team members to question the validity and the meaning of the current culture (i.e., dominant values). What is the desired culture? Which values should change? What should be the shape of the tri-axial model of values?
- Step IV: Try and get consensus about the idea of tri-axial value culture. Then select the core values that fit the model and ensure alliance with the vision and mission of the company.
- Step V: Based on the above, develop action and transformational plans and make sure to follow them up.
- Step VI: In the future, ensure harmony of values is maintained by selecting new employees who have a similar set of values or a willingness to embrace the shared values. Train employees for values and even compensate and reward people by the extent to which they adhere to the new set of values.
- Step VII: Conduct a periodic value audit to ensure that the new values (culture) are maintained).¹⁴⁾

CONCLUSION

Chaos and complexity are becoming the rule. The world is in constant change. How do you deal with such turbulent environment? How do you transform and change organizations enabling them to prosper and be sustainable (i.e. economically and socially) under these conditions? How do you innovate and bring changes creatively in a constant way? These are some of the challenges that this paper is attempting to address. And, the key term that is employed has to do with values. Values are people's motivators, aspirations, and drivers of their respective behavior. For most people they are *unconscious motivators*. However, in highly successful organizations, each person is aware of their personal values and how these relate to the organization's value system. In this case, values are *conscious motivators* because there is congruence between

the individual and the organization. Managing and coaching by values provides an effective way for managers to tap into a genuine source of motivation throughout the organization, by making people engaged. By doing this, they can start the process of culture reengineering with all its advantages as discussed in this paper.

Managers who are still operating from the belief that people hold the same values they held in the 20th century will not be as effective at engaging a workforce. Studies and professional consulting experience show that many Anglo-Saxon managers have great difficulty to "de-learn" and "re-learn" the required competencies associated with new or different values. It is for this reason that the concept of "managing and coaching by values" is being adopted faster in the BRIC and other developing economies as opposed to economies that are considered to be "developed". Nonetheless, coaching by values can be used by any executive at any level. It can be used at the team level, at the department level or throughout the entire organization.

In order to survive in the 21st century, companies will have to develop a new way to operate – a new culture. The paper argues that the values of the employees need to be aligned with the vision and the mission of the company and if the later are embedded in a lambda type of transformation, the likelihood of success is enhanced. The paper explains the 3Es tri-axial model of measuring culture and advances the logic for its reengineering using a coaching by values approach as a vehicle for sustainable, innovative and caring organization. Simple tools such as card games (www.learning-about-values.com) or more sophisticated online tools (www.mbv-suite.com) are available to managers who wish to act as coaches in enhancing the alignments between shared core values, the organization's mission and its future vision.

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