

# Managing and Coaching By Values

## A New Strategic Tool for Effective Executives Attempting to Achieve Excellence in a Dynamic and Chaotic Business Environment

This article presents a model of Managing and Coaching by Values (MBV-CBV) as an important philosophical and practical framework for leaders and executives to use in today's chaotic business and economic environment. We briefly discuss the evolution of the management philosophy from Management by Instruction (MBI) to Management by Objectives (MBO), and finally to Management by Values (MBV). Finally, we propose the concept of Coaching by Values (CBV) and a set of tools critical for effectively managing a values-based corporate environment.



**W**hereas 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 the organizational strategy (Dolan et al, 2006)<sup>1</sup>. In the rapidly emerging world, and especially in the BRIC zone (Brazil, Russia, India and China), the concept of Management by Values (MBV) should become the principal driver for reengineering a sustainable and competitive culture. Moreover, the latter should be aligned with the vision and mission of the firm. In this article I argue that coaching by leaders and adapting a managing by values philosophy can perhaps be the only remedy for achieving

excellence. The focus in these approaches is on simultaneous maintenance of an organization's core values and on their alignment with the strategic objectives of the organization. This approach centers on three value-based domains:

1. Economic - Pragmatic;
2. Ethical - Social; and
3. Emotional - Spiritual.

In essence, Managing and Coaching by Values is a flexible framework for the ongoing renewal of corporate culture, and is critical for inspiring a collective

<sup>1</sup> Dolan SL; Garcia S; and Richley B, (2006) *Managing by Values: A Corporate Guide to Living, Being Alive and Making a Living in the 21st Century*. Palgrave Macmillan.

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