



**The added value of
management by
values**



Imagine the future.
Make it happen.
Create value.

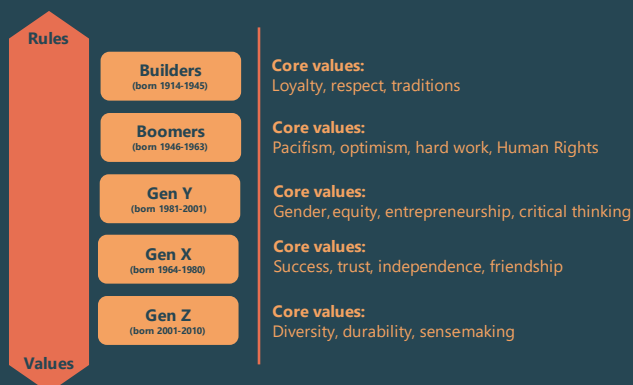
What is management by values?

Value-based management is not a synonym for “create value for stakeholders” or “maximization of financial profits”! It means considering values and culture as the base pillar of management. According to Slater and Olson, “a comprehensive value-based management system must engage, motivate, and reward people”. AGILIS fully adheres to this scientific view.

Authentic management by values considers not only the needs of the company but also the needs of the employees. It is a leadership style that is adapted to today’s labour market as it gives orientation and enables empowerment. This results in commitment, collaboration, efficiency, and effectiveness.

Management by values vs. Management by rules

Many well-established organizations still adopt a managerial approach that is strongly influenced by the history of the company. Management by rules has long dominated the business and is very much focused on details and control. It has been successful in traditional industries and in large armies, but it has little regard for human relations and is not prepared to deal with the flexibility required to survive in a rapidly evolving world. This is reflected in the evolution of the core values of each generation:



Hence, management by rules is no longer relevant today.

Corporate Culture is in the centre

The backbone of any corporate culture is composed of core values, which “set the tone” within the company and guide collective and individual behaviour. They carry the company’s vision and form the basis for all decision-making processes.

Appropriate core values will result in much higher staff motivation and loyalty than a set of guidelines and procedures. They are also perceived from outside and contribute to building reputation and attractiveness for workers and consumers.

Management by values attracts young talents

Purpose becomes increasingly important for employees – especially for Generations Y and Z. These individuals adhere to values, ethics, trust, development perspectives, professionalism, and the

idea that the true meaning of economic activity lies in serving people.

As newer generations often have crucial skills for the future development of companies, it is important that companies shift to a management style that appeals to them.

The key success factors to management by values

Firstly, the premise of Management by Values implies that employees want to be part of something bigger than themselves and that the corporate culture is at the centre of all action.

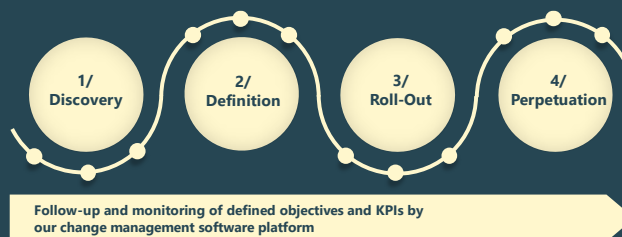
Secondly, it is crucial that not only the CEO, but also the Directors, Managers and Leaders stand behind the company’s values by adopting them in an authentic way.

Then, the establishment of a shared culture of error, feedback and continuous training/learning is required. Indeed, it is important to create shared awareness, increased commitment, and reflection not only on oneself, but also on the company as a whole.

Finally, one should take into account the respect of compliance and laws when managing by values and when considering the culture as part of the business model of the company.

How can AGILIS help?

Thanks to our proven approach, we can help you implement value-based management company-wide. To do this, we use our proven four-step approach:



Our primary goal is to enable you to develop quickly while securing the achievements independently in the long term.

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