

Values as a Managerial Tool

The paper reviews the concept of value-based management. **There have been analyzed managers of an organization**, their personal and business characteristics, motivation, and value systems. The organization is a place where different value systems meet and the need for matching the personal and public interests is a key factor for the efficiency of managerial communication. The paper summarizes the leading value characteristics of a successful manager and analyzes their importance for the managerial decision making process.

Keywords: value-based approach, emotional intelligence, teamwork, personal motivation, trust, hope and optimism, tolerance

Straipsnyje apžvelgiama vertybėmis grįsto valdymo savoka. Autorė analizuoja organizacijos vadovus, jų asmenines ir darbinės savybes, motyvaciją bei vertybių sistemą. Organizacija – tai tokia vieta, kur susiduria skirtingos vertybių sistemos, todėl poreikis suderinti asmeninius ir viešus interesus yra pagrindinis veiksnys įtakojantis vadybinės komunikacijos efektyvumą. Straipsnyje reziumuojamos pagrindinės sėkmingo vadovo vertybės bei nagrinėjama jų įtaka sprendimų priėmimo procese.

Raktiniai žodžiai: vertybėmis grįstas požiūris, emocinis intelektas, komandinis darbas, asmeninė motyvacija, pasitikėjimas, viltis ir optimizmas, tolerancija.

Introduction

Managers must be prepared to take responsibilities for the present and the future. This depends above all on their value orientation. **The main goal of this article** is to outline the place and role of the values applied by managers in managing their organizations. The expansion of the higher education and training in this field will improve not only students' knowledge, but also economic sustainability, which depends not only on the specific economic situation but also on the ability to think, learn, create, coordinate, and communi-

cate. Successful communication is based on sincerity, trust, and respect. These skills will convey adequate messages to the public, in our case, to the business. **The approaches and methods** for implementation of intentions are selected after a constructive feasibility and validity analysis. The research was based on the fundamental scientific theories for the value-based management approach, the team-work theory, and personnel motivation – Icek Ajzen, Д. Голман, Йосиф Илиев, Р. Нейкова, С. Ексарху, Л. Бренан, Ф. Уилкс, etc.

An attempt was made for selection of a set of individual values which manag-

ers should have and apply. These values, combined with their competences, would demonstrate their professional action and objective-based professional skills. The inclusion of such values in a cluster would demonstrate how they could be turned into routine practice and behavior.

Usually the scientific literature defines the term „value” putting an emphasis on the relation between individuals and the most important thing in their lives, i.e. the thing of general importance. A value is everything which is valuable and desirable to people. Values are to a large extent based on religious, moral, and social codes of conduct adopted at an early age and modified in the course of our lives. According to J. R. Cornwall and B. Perlman, who analyzed the characteristics and dynamics of the entrepreneurial culture values are underlying this culture, i.e. they „... condition human activities, including the choices people make regarding their work” (Cornwall, Perlman, 1990).

In their activities managers apply their knowledge, skills, and behavior in ways and in fields that are beneficial to their organizations and clients. **The benefits** are higher levels of confidence and motivation, professional competence, and moral stability. **Their actions and behavior** should be compatible with the business goals of their organizations. A good manager should be extremely flexible in terms of behavior. He/she should have a diverse behavioral repertoire: to resist the temptation to interfere in activities given full independence, to accept results that are worse than the results they could have achieved, to listen patiently to proposals made by their subordinates.

The success of any organization depends on the efficiency of its management. Efficiency is the term mentioned in

relation to the success of an activity performed by an individual or an organization. This is a process where managers try to achieve better results through efficient utilization of the available human, financial, and material resources. **Each organization** has a mission, a vision, and strategic objectives included in its programme. Each employee is aware of and shares them. **The programme is a basis for development** of an action plan, framework and criteria, for evaluation of the performance of the organization. **Could such a programme** be implemented through value-based instead of objectives-based management? The answer is “Yes, it could.”

1. Managerial value-based approach concept

One of the main tasks of all state institutions, business associations, and governmental agencies is to create the environment, in which the ethical behavior and value orientation are beneficial for the existing business entities. **In the history** of mankind the predominant value systems have always defined both the rate and the direction of economic development. It seems that after we choose a certain model of economic development (Western-based or developed by economists) we start our journey from the middle of the path, while originally we had to consider some ethical issues such as the common goal of economic development, the dominant economic values, the ratios of categories such as justice, trust, motivation, etc.

At the same time both the excessive “moralizing” of economics and the lack of trust and social integration and the predominant personal interest (a good

example is the period after 1989) hinder the economic development. Therefore the economic activity requires a balance of values and economic rationale.

There are 13 definitions of “value” in the Webster’s English Dictionary, including „a fair return or equivalent in goods, services, or money for something exchanged; **the quality (positive or negative) that renders something desirable or valuable; social principles, standards, adopted by an individual, certain social class, or the society.**” The value analysis concept was coined in the mid-twentieth century (1940-50) by Lawrence G. Miles. It is based on the cost analysis concept and the functional approach. Its aim is to enhance a certain project by identifying and eliminating the unnecessary costs while at the same time meet all the requirements of the customer at minimum cost. The resources are mostly money and tangible assets. The concept of the cost (price) of a certain product depends on the needs and resources used to meet those needs. The dilemma for the cost value is whether to use less resource for a certain product or to satisfy to a larger extent the needs of the customer.

Later this method was applied in the field of management and became popular as the Value Management Approach. It has become a popular business concept in recent years. In order to utilize their full potential managers should be aware of the principles of this new business concept. According to M. Dimitrova (2002) “It is a type of management based on the motivation of the people within an organization and on their team-building skills. Its aim is to improve the performance of the organization”. Considering its basic principles this approach could be defined as: a style of management based on personnel moti-

vation, development of professional skills and competences, and encouragement of interaction and innovations aiming to optimize the overall efficiency of the organization.

Many companies applied thoroughly the principles and techniques of VM (value management) **and proved its practical advantages:** improved intra-corporate communication, better communication and higher performance of the teams.

The basic principles of this type of management rely on the awareness and control of values such as trust, friendship, and truth. **In an organization these principles may be related to:**

- Management style – the emphasis is put on the interaction and communications, working environment, which encourages the creative potential and innovation, customer satisfaction;
- Interaction - collaboration for implementing the common decisions, satisfaction of the accumulated credit of trust, excellent communication of group decisions;
- External and internal environment – managers should know to what extent they can influence the environment and what possibilities it provides;
- Diversification of values – **definition, quantitative and qualitative identification of values, which lead to the multiplication of the results from innovative solutions and performance.**

Undoubtedly the manifestations of business values are especially interesting. Their importance for economic development and business relations is an objective necessity in developed economies. The relations among business, value orientation, and potential are two-way; moreover, they are a must in terms of efficiency, profitability, market positions, per-

sonal development and successful career, as well as a major competitive advantage of the organization. In time these accruals lead to significant transformations in the thinking of business people and communities. The organizational and corporate cultures also develop with their intrinsic value systems, which are dependent on the current social, political and cultural matrix with specific economic processes. The role of the economic factors is essential and the rational benefit analysis leads to formation of adequate value standards and codes of conduct.

There are various mechanisms regulating the ethical business standards. Among them are the personal motivation for professional development and public recognition, the pressure from the developing civil society (NGOs, cultural and intellectual organizations, environmental organizations, public leaders, academic and professional business ethics organizations), and, of course, the requirements of the EC, which have to be considered by all developing businesses. The individual mechanisms (e.g. commitment, responsibility, trust, emotional intelligence) are equally important to the social mechanisms (public opinion and public coercion) and the judicial mechanisms.

The values applied in management have the advantage of expressing higher levels of sympathy, personal commitment, and consideration. **They condition the behavior** in terms of mutual understanding, collaboration, and common values and thus raise the ethical sensitiveness of the organizations. We may say that the values have become the binding medium in the life of organizations and hence the society. The technological advancement, innovations, and intellectual growth require that the technological progress should be put

in some “humane frameworks” in order to improve the lives of all people and to “balance the material and spiritual needs of mankind.”

Values may be defined as the positive element of each evaluation dichotomy (e.g. „good–evil”, „beautiful–ugly”, „useful–useless”, etc.) **The development of a value system** thus requires the management of contrasts: „The cultures to succeed in the next century will be the ones that will overcome their biases and achieve a balance of the seemingly opposing values.” (Хемпдън-Търнър, А. Тромпенаарс, 1995).

The individual value orientation as a complex of life experience and perception of the world and its components is a major factor shaping our desires, thoughts, feelings, acts, etc. In this respect social and personal life, economy and politics, family and school, art and religion, culture and science, ethics and justice may be considered value system which have been created and developed in the course of time as well as purposefully or chaotically arranged in hierarchical structures.

Viktor Frankl defined three major categories of values: „experiential values, i.e. what happens to us; creative values – what we create; **and values created by our reaction** or response in difficult circumstances (e.g. – incurable illness)” (Кови, 1995).

Three major requirements for the selection of values are important in terms of a manager’s role in a given organization. **First, values should be really significant** for the organization as a whole. **Second**, they should be significant for each of its members. **Third, they should be significant** for the society and should reflect the general humane aspirations. Thus the organization can be considered on three separate value levels - personal, corporate, and common to all mankind.

Corporate values comply with the personal ones and vice versa. „The collective ethics depends on the personal ethics and vice versa, the affiliation of individuals to a certain community makes them adopt the ethical values and the perception of the community.” (Маринова, 2000). Their harmonization is essential for the efficient communications within the community as well as for the interpersonal relations. The need for such harmonization is a priority for the modern management for establishing THE balance between personal and corporate values and attitudes. In time some values become more important than others and thus shape the major humanistic principles of human relations and become principle norms of conduct.

This is so because in a free-market environment success depends not only on purely economic factors. It also depends on the manifestation of certain moral values, ethical principles and norms of conduct of the intra-corporate life as well as of the relations with customers, business partners, and shareholders.

The set of values adopted and demonstrated by the managers define their companies' social responsibility policies, which, in term, define the public image of these organizations. The analysis of

the current theory and practice shows the major values that could be controlled efficiently by the managers. **They are considered** guiding principles as well as major competitive advantages for the sustainable success of any organization. These values could be presented in terms of ranking their importance.

In order to define the importance of values for managers' activities we applied a model for ranking a set of values, which, added to their main competences and personal skills, would guarantee demonstration of the action-objective skills required for their efficient performance. This is in fact the skills model for efficient performance and efficient professional realization shown in the Table 1.

The skills listed above also apply to the essential in the contemporary dynamic business environment skills for strategic business development vision and impartial evaluation of the current situation and preparedness for changes – **the main target** points for achieving professional competence in compliance with the European standards. They shall be developed by active and critically thinking people, who are broadminded, take responsibility for the important decisions in their lives, and are prepared for the human relations and professional development in the infor-

Table 1

Skills model

Values	Personal qualities	Action-objective skills
Emotional intelligence	Personal and social competence	Self-control
Trust	Keeping promises	Can manage influence
Team-working skill	Responsibility and respect	Can forecast and manage; Can motivate the others
Personal motivation	Personal balance and style	Has a flair for business
Hope and optimism	Life-stimulating energy	Knows the customer-based approaches – loyalty, empathy
Tolerance	Decision-making knowledge and skills	Shows tolerance, flexibility, responsibility

mation society in terms of their personal motivation and value potential.

Defining the characteristics of the set of values applied by the managers, it is very important to consider how they are ranged, which the important proofs are and how the process quality is maintained. **Value management provides managers** with better career opportunities and higher professional recognition by their organizations and colleagues.

Value management determines the level of knowledge, skills, competences and personal qualities managers should have in order to have professional approach towards their job, team relations, training and development. Their actions should contribute to the efficiency of and add value to their organizations. Thus, the application of the value approach by the management will have the following positive effects for the relations with the environment:

- Wider range of potential partners (including foreign partners);
- Reduction of deal-related costs;
- Reduction of control costs;
- Improved social climate around the ethical stakeholders and the local business as a whole;
- Higher level of public welfare.

The value management has obvious advantages, but it also requires certain costs. The managers should make certain efforts for the public good, but the costs in most cases are personal (individual). The costs for “production” of values in terms of public good may be categorized as follows:

- Money spent on charity campaigns of public importance;
- Additional non-financial efforts made by the managers (e.g. attention and responsiveness in the relations with customers);

- Abstaining from unfair competitive advantage and profit means (morally doubtful and unethical behavior or non-compliance with the rules and norms established in the community), e.g. refusal of bribes, etc.

In any case the value management is beneficial for both sides - the community and the managers. The benefits for the community have already been discussed, and the benefits for the managers can be defined in several aspects: through the value management approach the executives improve their reputation and business activities; their actions lead to reduction of the transaction costs and provide added value to their institutions as well as promote their goods and services on the market.

Historically, from the point of view of their importance and relative influence, the major values that have been extremely important for the performance of managers and success of their organizations, are individual values.

2. Individual values

2.1 Emotional intelligence (EI) of the manager

The intelligence, shrewdness, innovativeness, physical health all should be considered essential qualities of the successful manager. The “moutus anima” or “the spirit that moves us” **and the intellectual perception** of this “spirit” are the key elements of the efficient management and the only ones that make the performance outstanding.

Emotions guide us throughout our lives – they are the starting point for the development of our personality, they pose challenges for us, they make our daily routine more meaningful and significant.

When misinterpreted they bring devastation and pain.

The acquisition of the emotional intelligence skills allows us to group the skills into six groups:

- Understanding of one's own emotions – self-consciousness, control over one's own feelings;
- Management of emotions – control over emotions, directing the emotions towards the positive emotional specter as often as possible;
- Personal motivation – this skill allows the efficiency of every endeavor, creativity;
- Recognizing the emotions of the others – empathy, a basic “human skill”, which is important in the fields of trade and management;
- Control of relations – the skill to control other people's emotions; a skill which guarantees popularity, leadership and efficiency of interpersonal relations;
- Transformation of emotions – the skills to deal with personal and environmental changes; the skill to define the contradicting feelings and transform them (e.g. **desperation into hope, loneliness into contacts, lies into trust, etc.**)

The acquisition of these skills would enable the managers to develop themselves as emotionally intelligent leaders and get ahead of their less emotionally intelligent peers in terms of professional skills and efficiency. **Although the technical skills and knowledge are undoubtedly important, the emotional intelligence is twice as important for success as the intellect and experience.**

2.2 Trust

Trust is closely related to the categories of friendship, correct relations, **and loy-**

alty to our organization and colleagues, which are underlying the existing market dynamics. **Everyone should be encouraged to give his/her best.**

The future requires a radical change of the manager's profile: empathy instead of authority; **vision and clear objectives** instead of strict regulations; **professional competence** instead of ambition and power struggle; collective decisions instead of individual ones; creativity instead of unwavering staunchness; trust instead of control.

What are the benefits of business trust? For example the ethical behavior in terms of trust and reliability between the partners would reduce the contractual costs as well as the subsequent transaction costs. In this case the mutual trust is a must, because without trust even the simplest transaction would be impossible. It may partially be substituted by expensive judicial control, but the adherence of the business partners to the ethical norms and values would help them solve the problems in such situations at the lowest cost.

In economic terms the trust of the manager is a norm that brings maximum benefit and prevents the unethical behavior. One of the main objectives of the state institutions, business associations, and governmental agencies is to create such a business environment.

2.3 Teamwork skill

Management is a creative process which requires generation of ideas and innovative potential, clearly defined rights and responsibilities. **“The collective character of management requires the following important managerial skills: to build teams; to manage their activities; to work with the employees.”** (Радков, 2003).

Everyone would be happy to be member of a dream team - a group of experts who collaborate to achieve better results than any one of them would achieve on his/her own. Most organizations rely on teams but reward the personal achievements. **They also promote some employees** who sometimes resist the idea to commit their work to the work of the others. But teams, no matter how inconvenient they may be for some people, are still the best solution to complex problems such as the creation of systems, production of complex products, or exertion of coordinated efforts. They are also useful for overcoming of various obstacles. The key to the successful development of any team is the assignment of roles, tasks, and rewards as follows:

- Placing the people in teams when this is necessary;
- Development of strong team morale and spirit;
- Sharing of victories and successes;
- Encouraging the open dialogue;
- Delegating the team members the responsibility for their work;
- Defining the success as a success of the whole team;
- Creating a feeling for team affiliation.

The development, management, and motivation of a team require sufficiently developed managerial skills, knowledge and established practices, i.e. managerial capacity, **especially in terms of development, control, and adaptation of the initial plans and the efficient work organization.**

The success of any organization depends on many components, but most of all on the corporate skills of their managers expressed by their personal motivation.

2.4 Personal motivation

It is defined as the presence of positive thinking of the “I can do it” type, **seeking solutions to overcome the obstacles, and willingness for utilization of all available resources for the achievement of the objectives through collaboration and establishment of mutual trust.**

Personal motivation is one of the most important fields of development of management. It is not a personal feature but rather a product of the interaction of personalities and functions. In order to become seasoned professionals managers should set demanding goals in their professional field. The enhancement of their professional practical skills through constant vocational training is a must. In order to be competent they should not only be aware of their professional responsibilities but also be motivated to improve their competence through training. Thus all managers would realize their mission for the success of their organizations, their personal role in this process (and the impact of this role on their clients and financial performance.) From this point of view the formula for success could be:

Appropriate training + personal motivation + the right position + working conditions + training + innovativeness = Excellent work performance and development of the organization

2.5 Hope and optimism

The „hope and optimism” values are important for the interpersonal relations. They are useful in the field of managerial communications.

The ability to find consolation is a key skill which helps us overcome the obstacles

we face. **This state is called hope and optimism** – feelings which can explain our successes and failures, our ability to withstand the defeats believing that there is a way out of every situation. According to F. Wilkes hope is “a golden emotion, but it requires great wisdom. Hope is immensely important for our emotional competence because it tells us what we really want. In its best form it is a life-stimulating energy containing opportunities, change, emotion, and satisfaction... **Our ability to get disappointed and live with it is part of our ability to hope again.**” (Уилкс, 2003). Hope and optimism are ways of life, skills for a more in-depth analysis in the process of decision making. **They support the teamwork management** in the following aspects:

- Decent and non-escalating conflict solving;
- Better attitude at work;
- Well-working teams;
- Highly motivated employees;
- Preparedness for successful outcome of crisis situations;
- Efficient management of information and exchange of knowledge.

One of the characteristics of these values is responsibility and tolerance – responsibility for the decisions taken and tolerance towards the different opinion and behavior – a manifestation of strength and weakness. Strength is the feeling for value and identity, emotional harbor and self-evaluation. It is the ability for action, the ability to round things up. It is life energy, source of choices and decisions. Weakness is the manifestation of empathy, the ability to understand the others. It is the feeling of balance, **including understanding, insightfulness, and wisdom.** When these characteristics are combined harmoniously managers can do their job in compliance with their values.

2.6 Tolerance

Tolerance is defined as “the willingness to recognize and respect the beliefs or practices of others” (Content dictionary). One of the great achievements of mankind is the tolerance among people, their ability to accept their individual differences, personalities, nationalities, religions, and beliefs. Tolerance grows stronger through knowledge, communication, and freedom of thought; it is the harmony of difference. **Managers are inclined to consider their job a process** in which certain combinations of people and ideas are combined in the process of development of strategies and decision making. They support the process and mediate in cases of conflicting interests controlling the conflict points and reducing the tension. In this process their tactics seems quite flexible: on the one hand they negotiate and manage, and on the other hand they use rewards, retributions and other forms of compulsion.

In order to make people accept their solutions to the problems managers should constantly coordinate and balance opposing opinions demonstrating and recommending tolerance. The aim of the managers is to change the balance of powers in such a way as to reach compromise. This is what happens in innovative organizations.

According to K. Robinson: **“Regardless whether we are aggressive, insistent, or yielding, we can be analytical – which means that we can analyze each proposal and generate substantiated and logical counter-proposals, be flexible by seeking and offering concessions and still move forward.”** According to the same author success is created by a wide range of behavior models which does not include inert-

ness. The concept of tolerance excludes the really inert type of people because they would neither show initiative nor take decisions.

Managers' tolerant behavior means that they:

- Create the environment which enables people to do their best;
- Can motivate the various types of direct subordinates and team members they manage;
- Can identify the "weak point" of every person and use it in order to achieve the best possible results;
- Allocate tasks and delegate rights to their subordinates according to their competences;
- Consider the opinion of every employee and acknowledges the sources of ideas and concepts;
- Make everyone feel that his/her work is important and responsible;
- Teach respect and tolerance to their team members.

3. The "Value System" cluster

Each manager must compile the cluster of values of the organization. A detailed review of concepts and approaches in this field illustrates a great variety of possible combinations. **However, there are no values** which may be considered absolutely necessary for each manager, or values that are unacceptable - they depend on the specifics of the business and its goals as well as on the willingness of a manager to acquire certain knowledge and skills. They should be based mostly on empirical data and facts in order to cover most accurately the objective reality. The right selection of values which are important for the manager's work is closely related

to the development and maintenance of a certain public and professional image.

The proposed values and the skills for their implementation characterize the behavior and actions of managers within the organization in terms of their professional duties. They are a potential for development and professionalism and influence the satisfaction and career growth. The main motivation factors are the motivation for knowledge, job skills, and personal development. Managers' responsibilities include implementation of orders and control over the managers on lower levels. This is probably one of the most important management skills since it is the base for the development of the future top managers and is central for each organization (Figure 1.).

The acquisition of these values will help managers in the fields of:

- Communication;
- Professional development;
- Inter-personal relations;
- Detailed knowledge of the activities of their organization and its business processes;
- Team-building skills and communication;
- Strategic view for the development of their business;
- Focus on the client;
- Time-management skills;
- Professional motivation;
- Creation of customer loyalty.

These are values that inspire the consciousness and conscience of those who strive to create a better life. **The contemporary human and global economic crisis** is above all a crisis of the spirit and puts to trial the personality and intentions of us all. Thus we can reconsider our values by adopting a personal standard of conduct. The future world depends on the choices

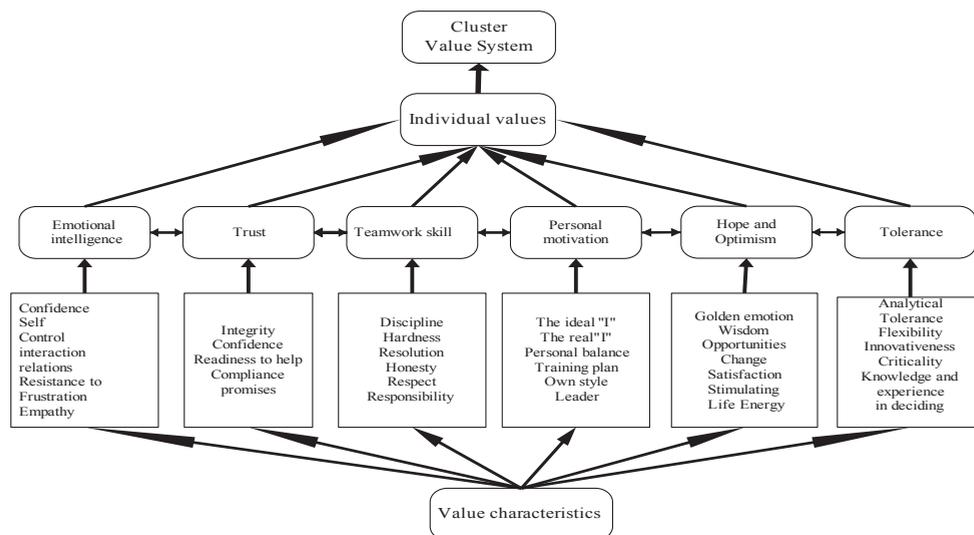


Fig. 1. The "Value System" cluster

we make today. The fate of all people and nations is determined by the values underlying their decisions. The essence of this strategy is to put life in a certain context, which in itself is a precondition people „to become thinking units rather than abstract majority” (Хоран, К., 2004).

The development of „Value system” and „Skills model” clusters is very useful. The theory will be complemented with new methods for creation of an atmosphere of innovativeness, experimentation, and trust; the level of specialized theoretical and practical training of managers will be increased. The stimulation of workplace initiatives should become an underlying principle of corporate and should be actively supported by the management. Managers’ value systems determine their behavior in certain situations and reveal their needs and interests.

With the help of some students from the International Business School we conducted a survey among the employees of various trade organizations ask-

ing them to assess the value potential of their managers as a complex result from the evaluation of their individual values and the effect thereof on certain aspects of the activities of their organizations. The empirical results from the survey will be included in a separate publication.

4. Conclusions

The ancient philosophers were aware of the capacity of ideology (as a relatively stable system of values) to manage both separate individuals and the society as a whole. In the last centuries various western authors “discovered” the characteristics and properties of values as a managerial tool.

The value system and its external manifestation (action-based orientation) have a huge manipulative potential in the field of management and business organization in general. Besides being a method for personal and professional diagnostics, the value system allows us to analyze, man-

age, and control various aspects of career development of individual employees and the staff as a whole. The value system is an underlying principle of all motivational methodologies. The place and role of the separate ideology elements within the organization and the management of marketing and advertising are obvious and this is why the subject of this article is extremely topical.

The article includes a review of the theoretical concepts of leading authors as well as scientific theories based on the author's own research and practice. The value-based management is seen as a managerial style intended to motivate, create and develop professional skills and competences, to encourage and manage innovations, and to optimize the efficiency of the organization applying the Value System and Manager's Skills Model clusters. The article reviews and analyzes some of the major value characteristics that are essential in the process of decision making.

The aim of this article is to describe the mechanisms through which the values applied in management reflect the level of support, personal commitment, conscientiousness, and binding force within the organizations and the society as a whole.

The article is a useful aid for the present and future managers because it not only provides essential knowledge on the nature, role, and importance of values for the development of business communications as well as team-building skills but also motivates the development of spe-

cific individuality of the managers. The development of the democratic society does not undermine but increases the responsibility of organizations. They face the global goals to restore the trust of the society, to improve competition based on certain moral values, and to harmonize their relations. Thus they can become really humane and justify their existence in the social and economic world.

The development of a value system defines the course of our lives. Values are the core of our inner world, the centre of our spiritual growth - they are a source of inspiration. Thus the manager will realize that their success (and they should think about it every day, work for the well-being of the others, and accept the success of the others as their own success) can be achieved quite naturally. An important factor for the long-term success of the organization as well as for the development and improvement of a personal career is the ability to overcome the suspicion and skepticism (which are quite common in the field of business today) and to develop relations based on trust and mutual respect.

By means of the emotional intelligence, trust, teamwork skills, personal motivation, hope and optimism, and tolerance we can define our future shaping our present. Considering the fact that every project has a specific goal I believe that once achieved this goal should be made sustainable. The sustainable development concept requires the application of a new approach - the value-based management.

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VERTYBĖS KAIP VALDYMO ĮRANKIS

S a n t r a u k a

Jau Antikos filosofai žinojo apie ideologijos (kaip santykinai stabilios vertybių sistemos) galią valdyti tiek atskirus individus, tiek ir visą visuomenę. Pastaraisiais šimtmečiais įvairiems Vakarų mokslininkams „atradus“ vertybes ir jų teikiamą naudą, jos imtos traktuoti kaip valdymo įrankis.

Vertybių sistemoje ir jos išorinėje manifestacijoje (orientacija į veiklą) glūdi didžiulus manipuliacijos potencialas turint omeny valdymą ir verslo organizaciją apskritai. Be to, kad tai yra personalinės ir profesinės diagnostikos būdas, vertybių sistema leidžia mums analizuoti, valdyti ir kontroliuoti atskirų darbuotojų bei viso personalo įvairius karjeros vystymo aspektus. Vertybių sistema yra pagrindinis motyvinių metodologijų principas. Kalbant apie organizaciją ir apie marketingo bei reklamos valdymą, atskirų ideologijos elementų vieta ir vaidmuo tampa akivaizdūs; todėl straipsnio tema yra labai aktuali.

Straipsnyje apžvelgiamos pagrindinių autorių, nagrinėjančių šią temą, teorinės sąvokos, o taip pat pristatomos mokslinės teorijos grįstos straipsnio autorės tyrimais ir praktika. Vertybėmis grįstas valdymas suprantamas kaip valdymo stilius skirtas motyvuoti, kurti ir vystyti profesinius įgūdžius ir kompetencijas, skatinti ir valdyti inovacijas bei optimizuoti organizacijos efektyvumą naudojant Vertybių Sistemos (angl. Value System) ir Vadovo Įgūdžių Modelio (angl. Manager's Skills Model) klasterius. Straipsnyje apžvelgiamos ir analizuojamos kelios svarbiausios vertybių savybės, kurios yra esminės sprendimo priėmimo procese.

Šio straipsnio tikslas yra aprašyti mechanizmus, kurių pagalba vertybės taikomos valdyme atspindi paramos, asmeninio atsidavimo, sąžiningumo lygį ir yra kaip jėga apjungianti organizaciją ir visą visuomenę.

Straipsnis taip pat yra naudinga pagalba dabarties ir ateities vadovams, kadangi jame ne tik pateikiamos esminės žinios apie vertybių esmę, vaidmenį ir svarbumą verslo komunikacijoje bei komandinių įgūdžių formavime, bet ir motyvuoja vadovus vystyti specifinį individualumą. Demokratinės visuomenės vystymasis ne sumenkina, bet padidina organizacijų atsakomybę. Organizacijos kelia sau tikslus atstatyti visuomenės pasitikėjimą, skatinti konkurenciją paremtą tam tikromis moralinėmis vertybėmis ir taip harmonizuoti (suderinti) savo santykius. Taigi organizacijos tikrai gali tapti humaniškomis ir pateisinti savo buvimą socialiniame ir ekonominiame pasaulyje.

Vertybių sistemos vystymas apibrėžia mūsų gyvenimo kryptį. Vertybės yra mūsų vidinio pasaulio šerdis, dvasinio augimo centras – jos yra įkvėpimo šaltinis. Taigi vadovai ateityje tikrai supras, kad jų sėkmė (jie turi galvoti apie tai kiekvieną dieną, dirbti kitų labai ir priimti konkurentų sėkmę kaip savo pačių) gali būti pasiekta labai natūraliai. Organizacijos ilgalaikės sėkmės, o taip pat ir asmeninės karjeros esminis veiksnys yra sugebėjimas atsikratyti įtarumo ir skepticizmo (kas šiuo metu versle yra gan įprasta) ir vystyti santykius paremtus pasitikėjimu bei abipuse pagarba.