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My 40 years journey into the world of values

It seems like yesterday. However, when I trace my journey into the world of values, I am noticing that the evolution (and co-evolution) was rather impressive. The voyage blends my career as a scholar and university researcher as of the late 1970s which brought me throughout the years to become a highly solicited speaker, with my recent entrepreneurship adventure, whereas I attempt to add my “two cents” in creating a better world. Sounds ambitious? Arrogant? Or perhaps utopic? You decide, after reviewing the benchmarks presented hereafter.

Like many of you, COVID-19 made me rethink about the meaning of life, the meaning of professional life, and the meaning of family life; one truly reflects on the legend that one wishes to leave once we are not here anymore. Suddenly, COVID-19 made many of us realize that we are not eternal and there is no place to escape; we can depart from this world at any moment. Thus, as the year 2020 comes to an end, I thought it will be interesting for many who care about our world, and our values, to identify important benchmarks connected with our professional life. The benchmark traces in my 40 years in the field, adding to the three components that I believe an authentic change agent really needs to have: A concept, A methodology and practical toolbox. Being trained in science, I am absolutely convinced, that if you discuss only a concept, but lacks clear methodology for how to implement it, or lacks tools pertaining to how to measure it, the effort to change will be futile; it will not be effective. Since the late 1970s, I wrote (co-wrote) over 75 books (in multiple languages), describing these three components, but I also published hundreds of scientific articles to demonstrate the rigor of the message. I will not mention the latter in this document.

In the next few pages, I am attempting to trace this journey to the best of my recollection.

A Voyage into the world of Values: Benchmarks

Year	Title	Details
1980	<p>My first book: published (in French)</p> 	<p>A book written (in French) with Dr. André Arsenault (Montreal Institute of Cardiology) on “Stress, Health and Performance at Work”. The book was prefaced by Hans Selyé, considered to be the father of stress (twice nominated for Nobel Prize) for defining stress and discovering the physiological mechanisms of the stress response. I was lucky to have collaborated with Hans until his sudden death. Published as a monograph by the University of Montreal, and sold at nominal low price, it became a hit in Canada (over 180,000 copies sold). A 2nd edition was published in 2010, by PUQ (presses de L’Université du Québec). Other versions (alone, or with others) were published over the years in English, Spanish, and Portuguese. A new 3rd ed. In English , in French (with Dr Eric Gosselin) and in Spanish (with Javier de Pablo Ayllon) Is expected to be published in 2021</p> 
1988	<p>Co-founded ISSWOV</p> 	 <p>ISSWOV, The International Society for the Study of Work & Organizational Values was founded in Budapest in 1988. I was the co/founder. ISSWOV aims is to advance the study of work and organizational values and related aspects of the organization; to encourage the exchange of ideas and interaction among scholars engaged in these topics; to collect, generate, preserve, decipher, and disseminate data and information relating to work and organizational values, and to encourage and initiate publications concerning research on these themes.</p> <p>In 2018, ISSWOV has celebrated its 30th anniversary (in Trieste-Italy), and I had delivered one of the keynote speeches in the event: <i>“Leading by Values: Revisiting and proposing a new set of competences for succeeding in the new landscape of work”</i> https://universityts.wixsite.com/isswov2018/keynote-speakers</p>
1997 & 2003	<p>My first book (in Spanish), on <i>Managing by Values</i></p> 	<p>The book, co-authored with Dr. Salvador Garcia, was published in Spanish by McGraw Hill (and republished in 2003). The book contains the foundation for many of the concepts that were empirically researched and further developed by myself and my colleagues years later. The book became bestselling in the Spanish speaking community, and eventually lead to the writing of the English edition (Dr Bonnie Richley joined us as an author). The English book contains already 50% new content was published by Palgrave-MacMillan in 2006. Thereafter, it was adapted and translated to many other languages, including Chinese (with Yingying Zhang) , French, Hebrew (with Avishai Landau), Portuguese and Russian.</p> <p>An important note: I got accustomed in my recent book writings to innovate and place a short description of the principal message not in the title but rather in the sub-title. For example, the English version of the book reflects the concept of the Triaxial Model of Values</p>



that was mentioned first by Garcia & Dolan, in the following manner: **MBV: A Corporate Guide to Living, Being Alive, and Making a Living in the 21st Century**



2004
My first publication of the TRUST measure

Following years of empirical research on TRUST, along with Dr. Shay Tzafrir, we have developed a definition and metric for measuring **TRUST**. The scale and the three dimensions were described in our paper: **TRUST-ME**. Later, the value of trust became the “*value of values*” or the meta value in our game tool. But the three dimensions of trust were clearly demonstrated empirically. Today, it became one of the most cited trust scales among researchers.






2005 - 2008
First development of an “online value audit tool” called MBVsuite



In 2005 a consulting firm called SPIRIT was established to offer services in “Value Certification and Corporate Value Audits. Partners included Bernardo Diniz (Portugal) and Victor Ardura Rodriguez (Mallorca) and the core business was a hybrid products of Managing by Values and Balanced Scorecards. At that time, in collaboration with a Dutch software company headed by Edwin Krikke (Octrium), the first online software was developed. At that time, a total of 30 values were used to build the configurational model. The program was used for many years under the **MBVsuite** banner. It has been used namely in Brazil, Canada, Israel, Spain and the Netherlands. Instruments, books and consulting was heavily focused in Brazil & Portugal. In 2008 I left Spirit consulting team.



2007 - 2014
I was appointed as the Editor-in-Chief of “Cross Cultural Management- An International Journal”

In 2007, Emerald publishing has asked me to assume the role of the editor in chief of Cross-Cultural Management, one of its journals. The journal existed for many years before I took over, but never made it to become on Thomson selected list of Impact Factor Journals. I had occupied this role for seven years (until 2014). Within the first two years, I managed in a record time to upgrade the journal ratings and made it to the Thomson list. As a consequence, in 2010, I was awarded the *best editor* by Emerald. I always said that culture as an entity does not exist; shared values exist, and they represent the aggregate concept of a culture. So, I encouraged scholars from all corners of the world to submit and publish papers in CCM, albeit the difficulties for them to pass the bar of the demanding peer review process. The highlight of my work during this period, in relationship to this benchmark document, was the preparation of a special issue on the **VAC** large scale international study. **VAC** stands for Values Across Culture, and it was the first time that the triaxial model of values was tested empirically in 22 countries. The special issue was published in 2013. (<https://www.emerald.com/insight/publication/issn/1352-7606/vol/20/iss/4>)

<p>2008</p>	<p>My first production of the Card game/tool "The Value of Values"</p>  	<p>Along with my brother Avishai Landau, we have produced the first card game on values called: "The Value of Values". It was based on my version of the 3Es triaxial methodology but also embeds principles of gamification. Add to this, the amazing illustration of the super artist Eitan Daniel, and you have a winning product. Since then, various productions were developed, each improves the clarity, design and offer companion web links for more options to play. Today we offer the tool in 18 languages. It became the fundamental tool for the concept of coaching by values, leadership by values and managing by values. A certification program which started in Israel, Canada, and France, was transformed under the leadership of David Alonso in Spain to a brilliant professional and entertaining training, where he and his team certify coaches and other consultants on how to use the tool professionally. More talented people have joined the team in many countries, and the result is that thousands of people around the globe became our ambassadors and addicts to the tool. The "Value of Values" game became the flagship product of Gestion M.D.S., ZINQUO and MDS-Equity which was recently branded as The "Israel Value Center".</p> 
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<p>2011</p>	<p>My first book on "Coaching by Values"</p> 	<p>The first book on coaching by values was published in English by iUniverse (Bloomington IND) in the U.S. and received outstanding reviews by independent critics. The book shares the accumulated experience of my consulting and coaching and uses algorithms developed for the Triaxial Model of Values and the card tool. The book shows the what, why and how to apply the concept, methodology and tools in various coaching situations; It also includes a step-by-step procedure explaining it to practitioners. Ever since, thousands of coaches and consultants were trained and certified. The book was translated to many languages hence the "Value of Values" tool is also available in many languages. Once again, the real message of the book is summarized in the subtitle, which reads: A Guide To Success in the Life of Business and the Business of Life</p> 
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<p>2011</p>	<p>My first values-based training and certification in Spain</p> 	<p>Along with my partner David Alonso, we have started to train and certify coaches in Spain, some modules also certified by the ICF (International Coaching Federation). Coaching by values became an official school of thought withing the field of coaching. Certification was offered under the banner: Coachingxvalores. Later, the training and certifications have expanded to many countries in Central and Latin America, Puerto Rico, Portugal, and Italy. Recently, the scope of the training has expended to also include specified focuses: Leading by values, Relationships by values, Education by values, and more. The organization is now operating under the brand of ZINQUO. Check us at: www.zinquo.com ZINQUO applies the concept, methodology and tools, I have developed, but brought it to almost perfection in developing innovative teaching dynamics and modules (on site and virtual). I became the Honorary president of ZINQUO.</p>   <p>Simon L. Dolan Presidente de Honor</p> <p>+34 657 244 203 simon.dolan@zinquo.com www.zinquo.com</p> 
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2014

My first tale on Values for Children, parents, and early childhood educators



In 2014, I teamed up with Niharika Singh, a young and talented Indian illustrator to write a tale for children and their parents. The idea was to instill values in children by using the power of tale storytelling. Years later, and judged by the tone of messages I receive from parents, educators and other coaches, I realized that tales are just an amazing tool to instill values in children. Niharika added her magic talented illustrations and also provided significant ideas to change elements of the tale, so I have decided as a gesture, to also add her name as coauthor. A short, animated version about the book is at: <https://vimeo.com/89085279> and a short video on educators' appreciation at: <https://youtu.be/zWKvuR1hUtc>

Today, the tale is available in English, Spanish, and Hebrew (which also include an audio version (<https://values-center.co.il/kidsbook/>), but in the future, we hope to offer it in other languages such as Greek, German, French, Dutch, Vietnamese, Portuguese, Thai, Chinese to name a few.

As a spinoff of the tale, Dr Anat Garti, a psychologist and specialist in family and couples, has written a guide that explains, step by step, how to apply the tale, along with the card game, in providing coaching and therapy to parents and children. She has published it in Amazon: **The parent as a value anchor**. A new edition of the book in Hebrew by Garti, Dolan and Landau will be available in the first quarter of 2021.



Recently, the tale has been used in schools in several Spanish speaking counties. For example: Gimena Alzugaray is a certified expert in “coaching by values”, and she is also a kindergarten teacher in Uruguay. I was moved when I watched the 7 minutes video (in Spanish) where she shares the tale and involves the children in the storytelling (see : <https://vimeo.com/361884557>). And if you cannot spare 7 minutes, here is a brief description on how to work with children using the tale (only 3:50 minutes – in Spanish): <https://www.youtube.com/watch?v=x3NPY36UXH0>

2015

My first book published on Cross Cultural Competence



The book was co written with Dr. Kristine Marin Kawamura, who also worked closely with me in the Cross-cultural Management Journal for many years. Cross Cultural Competence' serves as a comprehensive, practical, and workshop-based program that allows facilitators and organizational change agents to help organizations and people develop cross cultural skills and global competence. The book is grounded in the most rigorous and relevant theories, research, and learning methods and makes them easily accessible and fun to apply. As always, the subtitle of the book says it all: **A Field Guide for Developing Global Leaders and Managers**. The book describes why individuals, organizations, and institutions need to develop global competence. Book was published by Emerald Publishing. <https://www.iberlibro.com/servlet/BookDetailsPL?bi=22889492468>

<p>2017</p>	<p>The creation of the Global Future of work foundation</p>   	 <p>Following years of work at ESADE Business School as a Full Professor and the Future of Work Chair, I retired from this institution and founded the think tank: Global Future of Work Foundation. GFWF aims to help Business, Academia and Governments around the globe to prepare the workforce of the future for a sustainable world by detecting and predicting trends and paradigms for successful transformation. GFWF is first and foremost a THINK-THANK. It assembles visionary global minds to create a better world with the focus on work. GFWF aims to become THE reference; it defines THE Standards and Governance for research and development in this area; it offers THE Global Forum to explore, discuss, share, predict and create transformations in the Future of Work. More on the GFWF activities, team, publications, etc. check the website (In English or in Spanish) www.globalfutureofwork.com . The Foundations publishes, books, articles, research, and opinions (blogs) about the future. It also organizes webinars and summits about the future.</p> 
<p>2017</p>	<p>A book (in French) on “Organizational effectiveness and social performance”</p> 	<p>In 2017 I co-published a book on organizational effectiveness and social performance with my long-time friend, former doctoral student, and partner Dr Adnane Belout. Values are dealt with in an aggregate form: The organizational level. In addition to being a professor at the University of Montreal, Dr. Belout, is the CEO of “Groupe Canadienne MDS”. He works immensely in French speaking West Africa, as well as in English in the Golf states and Europe. Consulting has been an amazing experience where we train executives in enhancing their competences in essential hard skills such as finance, HR, negotiation and project management, but also introduce the concept of values and ethical conduct through the “back door”. For more information on our activities see: www.groupemds.com (in French). </p> 
<p>2018</p>	<p>My first APP: “Values4kids”</p> 	<p>In 2018, along with my partners-programmers in Bangladesh, I have developed an APP (free of charge) that can help children experiment with values. It’s fun, it was designed to cater to the children of today (age 6-12) who prefers to use tablets and other mobile devices. Nonetheless, the card tool is required to accompany the APP. It has been available for free download in Apple store and Google play. Due to some changes in Apple store, it is no longer available there, but is still available at Google Play. We hope in the future to develop an online APP to free us up from the tyranny of apple store.</p>



2018

A book on: *Leading, Managing and Coaching by Values* (in Spanish)



In 2018 I have decided to place in a single book many of my ideas on leading, managing and coaching by values. The book was published only in Spanish, and was prefaced by Mr. Isidro Fainé, a very well-known banker in Spain, that currently is the president of “Caixabank Foundation”, one of the largest foundations in Europe that also owns the bank. The subtitle of the book is very indicative to the message inside:

The 10 commandments of managing people in the XXI century. To see a short video about the book: <https://vimeo.com/258953471> (in Spanish)



2019

First release of an online Leadership by Values APP



Along with my partners in ZINQUO (namely David and Noelia Alonso), we have launched an amazing online assessment tool for leaders, called: **Leadership by Values**. LBV is modular but uses 360 assessment. The leaders can assess his/her values, find out the extent to which he/she is aligned with his/her organization, can assess the level of trust in him/her as displayed by the followers, and assess the 9 critical competences (skills and traits) connected with success in the future. The App is currently available in Spanish and in English, but other languages can be added if need arises. For more information:



2019 - 2020

Publication of new and updated books on coaching, managing N and leading by values in English, Spanish, and Italian

These books contains wealth of information, updates and new additional tools that were developed over the years by myself and by my associates. These were summarized in a book that was published in Spanish (LID editorial- 2019) under the title “*More than coaching by values*”, in English (Routledge - 2020) is called: *The Secrets of coaching and leading by values*”, and in Italian (AMAZON- 2020). In all these three books, we explain for the first time how to assess trust, how to assess leaders that will succeed in Tomorrowland, and what is the neurobiological origins of values. We also hypothesize about the genetic inheritance of values via the process of epigenetic. In each of these books we also predict the importance of knowing our values that will serve as a compass in a VUCA world.



In 2021, we are eager to offer new card games, new APPs and new books. There are two new card games: **The Stress Map**, and **The Trust Kit**. Both uses the same amazing talented illustrator (Eitan Daniel) who continue to collaborate with us ever since the design of our flagship product **"The value of values"**. We will provide more information on these forthcoming tools soon, but a sneak preview of the external box packaging/design is provided herein.

We will also complete and offer two new applications: one is an online application of the "Value of values" card game. COVID-19 showed us the importance of developing virtual tools, so we have developed them. The tentative title is: The **"Value of Values online APP"**. We will also offer DOVA, which is a Digital Online Value Audit in organizations with a focus on ethical conduct. Applications will be available in English and Spanish first, and other languages will be added in the future.

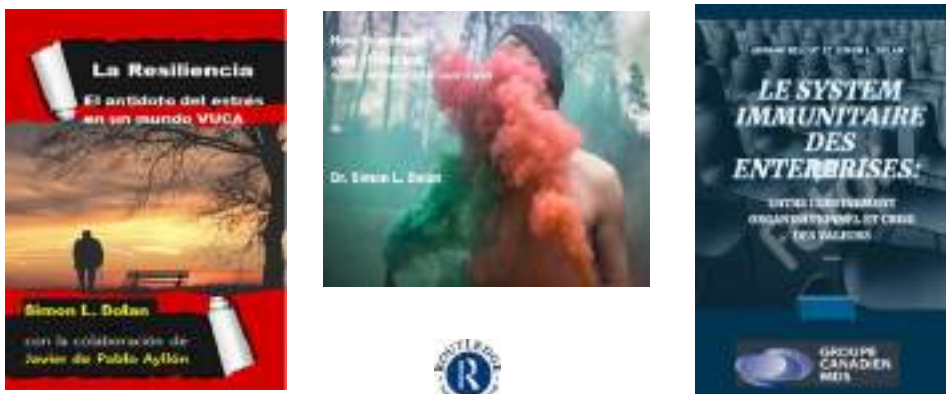


What's in store: New Books for professionals in three different languages with various coauthors (Books are not identical)

I will also complete a new edition of my classical book on stress that was first published in 2006. This time it will also include the concept of resilience and strategies for health enhancement in a post COVID-19 era. The tentative title of the new book is: **How to manage your stress and become resilient in a mad world of work**. The book will be published by Routledge.

The Spanish version will have a slightly different focus and be prepared with the collaboration of Javier de Pablo Ayllón, secretary-Treasurer of the Global Future of Work Foundation who is currently involve in several stress investigations. Publisher (to be announced - TBA). The tentative title translated from Spanish is: **Resilience: The antidote of stress in a VUCA World**.

Finally, I will also complete a new book (in French) with my colleague and long time partner Dr. Adnane Belout. Translated from French: **"Towards the construction of corporate immunity system: Between organizational confinement and value's crisis"** (publisher – TBA)



Wishing all my friends and acquaintances a happy new year. Barcelona, 4th of January 2021