

**Executive Master in Consulting and Coaching for Change (EMCCC)**

**INSEAD**

**Thesis – Wave 25**

# **Value Diversity's Value**

**A Systems Psychodynamic Research on why**

**Authentizotic Organizations Outperform**

**Cord Manegold**

**April 2021**

*“To win in the market place, you first have to win in the workplace” Kets de Vries 2018*

## **Acknowledgements**

I am grateful to:

all my colleagues, who, consciously or unconsciously taught me about cultural diversity,

all my bosses who, whether I considered them good or bad, or if they were older or younger, were all very inspirational in helping me to start understanding the wide diversity of human characters and value-sets and their impacts on the success or failure of organizations,

and above all, my parents, indeed my whole family, close or remote, who were the first “organization” I ever knew and am still glad to be a member of. Handing over this treasure to the next generation is both a duty and a great pleasure.

## **Content**

Acknowledgements	2
1. Abstract and Keywords	4
2. Preface	5
3. Introduction	6
4. Research Aims and Objectives	8
5. Literature Review	9
5.1. Universal Virtues	
5.2. Schwartz Value Circle	
5.3. Mid-life Crisis	
5.4. The “Authentizotic” Organization	
5.5. Top Value Creating Companies	
5.6. Socioanalytic Tools Used	
Method of Enquiry	
Socioanalytic Interviewing	
Reflective Space	
6. Methodology	22
6.1. The Schwartz Value Survey	
6.2. Socioanalytic Interviews	
6.3. Wonder and Socioanalysis	
7. Research Setting	24
8. Data Gathering and Findings	26
8.1. Survey	
8.2. Socioanalytic Interviews	
8.3. Company Values and Success Correlation	
9. Discussions	45
10. Limitations	47
11. Future Research	48
12. Conclusion and Outlook	49
13. References	50
14. Appendices	52

## 1. Abstract

A company's values (which are commonly expressed in a Vision/Mission/Values statement) are the essential glue bonding it and its employees together, setting boundaries and enabling employees to identify themselves with what might otherwise be anonymous or remote. As Kets de Vries puts it, "A values-based mission statement makes employees feel like they're part of something bigger beyond daily routine" (2018, p. 3)

If companies are to be successful, it is important that they define and communicate their corporate cultures, clarify plans, enhance motivation by connecting to their employees' personal 'value-sets', provide direction and empower and accelerate their employees' decision-making by providing a solid foundation of well-conceived and considered company values. As Hirschhorn and Gilmour say, "In a workplace where performance depends on commitment, organizations must connect with the values of their employees" (1992, p. 14)

However, our personal values change over time as we unconsciously, usually slowly adapt to our evolving life situations. Our value-sets shift from being predominantly personal (hedonistic) in nature to a more social/organizational (altruistic) focus as we age (Schwartz, 2006).

Gathering data by using the Schwartz Value Survey and socioanalytical interviewing and comparing it with existing research, and being very mindful of the concept of 'authentizotic' organizations, this combined quantitative/qualitative study intends to show that if companies want to benefit from having their employees identify personally with them throughout their whole careers, it is important that they consciously connect with the personal values of all the different generations, and indeed try to harmonize them, particularly by simultaneously promoting 'young' and 'older-age' values. While investigating this effect in different industry sectors, being tech (social media and software) and traditional (service and manufacturing), surprising but consistent effects were found, as well with regards to the different Top Fortune Companies ("best long-term growth potential", "best companies to work for" and "worlds most admired companies"). These led to the assumption that the right balance of young- vs. older-age company values is a major contributor to the speed of growth, the attractiveness as an employer and the overall reputation of a company – and thus to the value creation ability.

**Keywords:** Company Values, Personal Values, Schwartz Value Circle, Balance of Young and Older-Age Values, Change, 'Authentizotic' Organization, Mid-life Crisis, Best Companies

## 2. Preface

At school, I became fascinated by the Carnot Cycle. This is a theoretical thermodynamic process in which heat can be transformed into physical work and vice versa. I was curious as to whether or not I could apply this theory to my toy steam engine, and so I volunteered for a school project to determine its efficiency. After quite some time, all the work had led to nothing. Then I realized that the efficiency of the toy steam engine was so limited that one hardly could make it show in a graph; it was substantially lower than even a single percentage point.

This experience made me want to become a process engineer so that I could contribute to making the world use its limited resources a bit more efficiently, and help to improve some of the billions of processes in industry. And indeed, during my first assignment as a process engineer, I was lucky enough to be allowed to work on countless technical processes in the chemical industry to make them more efficient.

Growing older, the challenges I faced increased not only in size and number, but especially in that they are no longer just technical but much more *organizational*. When I accepted an offer to work for a Korean based company, it soon turned out that the cultural gap between the Korean *relationship* oriented management style and the Western, rather more *result* oriented way was like a rift, slowing down all kinds of necessary change.

This was when I had to admit to myself that helping to improve organization in the company would require more than what I had to offer. I needed help and decided to apply for the EMCCC (now EMC – Executive Master in Change) program at INSEAD.

### 3. Introduction

The world has just entered its fourth industrial revolution. The first was based on Steam power, the second on Electrification, the third on Computerization and now it is Digitalization. In this development companies' competitive advantage is less and less dependent on highly expensive machinery or other assets, while increasingly more dependent on the qualifications, motivation, inspiration and dedication of the humans operating them, and highly complex organization. As Paul Polman (CEO of Unilever until 2019) remarked in a speech to the Executive Masters in Coaching and Consulting for Change program Wave25 class, "in 1910 a company's value consisted of 85% assets and only 15% of goodwill; in 2020 it is the opposite." Therefore, it is increasingly important not only to attract the best talents to an organization, but, even more, to keep them positively connected to it over the full span of their careers. Otherwise, they will simply walk out of the door to the competition, or create their own competing businesses. Organizations try more and more to connect emotionally with their employees by means of their personal value-sets. There is a common understanding that "Engaged employees experience a strong emotional connection to the organization" (Gupta, M., 2015, p. 45), and that "employees need to feel that the core values for which their companies stand are unambiguous and clear" (p. 46). In addition, a study that compared personal and corporate values indicated that tenure, culture, and clarity of understanding of personal and corporate values directly affect values congruence... Integrity was seen as foundational to a person's values and identified by all participants as part of their value-set. Interestingly, a large percentage (86%) of the participants noted that values congruence affected their commitment to the organization" (Atchinson, G., 2007). Moreover, "Organizational well-being can be defined as the connective flow in the organization, requiring the congruence between the motivational needs and values of individuals and the organization." (Rob, N. 2018, p. 205). Edgar Schein (2009) describes three levels of corporate culture: behaviors, values, and shared assumptions.

A very visible proof of the importance of values in an Organization-to-Employee relationship is that the vast majority of companies today do have a Vision-Mission-Value statement defined, and they present it prominently on their webpages and annual reports, often distilled down to a tag-line like "Life is Good" (LG) which is then also used for customer marketing.

However, it seems that many companies see the benefit of the Vision-Mission-Value statement predominantly for the 'external' world, be it suppliers, customers, society or investors, but rather seldomly for the 'internal' world, their employees. With this a major chance of creating

an increasing identification of employees with their companies' primary task and with that an increasing motivation level, is left unexploited. This is even more surprising, as creating or enforcing a company culture by putting in place the best fitting company values is a rather inexpensive one-time investment. And if then these company values really suit the company, then these values are lived authentically from top to bottom of the organization, creating a high degree of identification for all employees and become guiding principles for all their actions. And, this shows the study, will foster communication, exchange, inspiration and innovation across all generations in the organization, growing the value of the company.



#### **4. Research Aims and Objectives**

There are hardly any studies on how such value congruence between company values and employees' personal values might be best achieved, despite the common understanding of the importance of the congruence of such values. Since it is nearly impossible to compare each single company's value with each employee's value-set, I wondered whether there would be any categories which one could compare in order to identify a definite congruence. And, if such congruence were to be achieved, would that result in a more successful company in terms of value creation?

Secondly, I wanted to find out if there are differences in the value-sets of companies with regard to the group which value creation is mainly focusing on, so for the shareholders, for the employees or for the customers? And also, what recommendations could be given to companies to help them choose and establish their values?

Very shortly after starting my review of the literature, it became clear that the biggest cause of the differences between people in terms of their personal values is age. Gender is much less of an influence. This realization gave me the key parameter by which to compare the personal values of employees with their companies' values, and to identify any possible congruence.

The third essential criteria that this study aimed to measure, aside from the changing relevance of values by age and by gender, was what a successful, value-creating company is. As there are plenty of criteria to choose from here: profit generation, market capitalization, dividend payout, annual growth rate for example (a research project in its own right), I decided to go to a widely respected source – the annual Fortune lists of top companies for 2020 and 2021.

Finally, I hoped that others might find this study useful in a practical sense.

## **5. Literature Review**

### **5.1 Universal Virtues**

Peterson and Seligman (2004) identified six universal virtues which consistently emerge across history, culture and religion, around the globe and throughout our lives. These virtues are:

1. Wisdom & Knowledge.
2. Courage.
3. Humanity.
4. Justice.
5. Temperance.
6. Transcendence.

Under these six universal headings, Peterson and Seligman classified 24 “strengths”:

1. Creativity, Curiosity, Open-Mindedness, Love of Learning, Perspective/Wisdom.
2. Bravery, Persistence, Integrity, Vitality.
3. Love, Kindness, Social Intelligence.
4. Citizenship, Fairness, Leadership.
5. Forgiveness & Mercy, Humility & Modesty, Prudence, Self-Regulation.
6. Appreciation of Beauty and Excellence, Gratitude, Hope, Humor, Spirituality.

### **5.2 The Schwartz Value Circle**

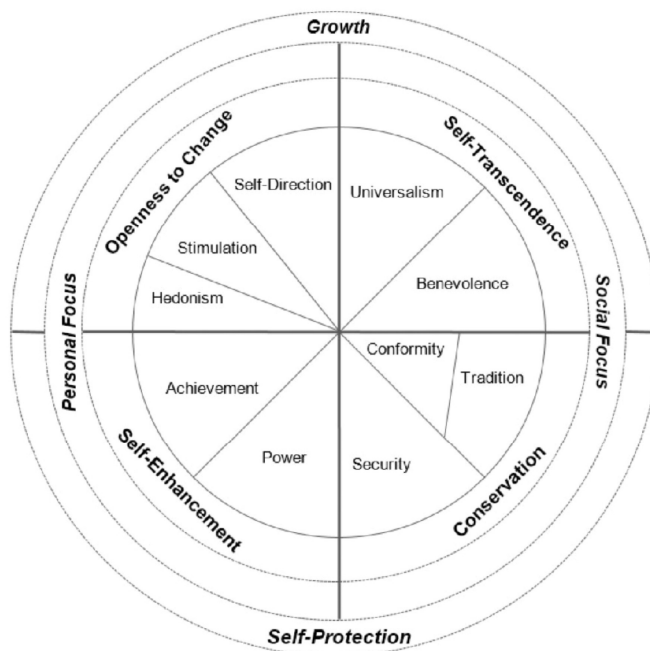
One of the most tested and cited value models is the Schwartz Value Survey (SVS), often referred to as the “Schwartz Value Circle” (Schwartz, 2012). The application of this model leads to the conclusion that the individual relevance of personal values does not vary from country or culture, but does change over our life-spans from a somewhat hedonistic or personal focus for young people, to a more altruistic or social/organizational focus for older people.

Therefore, one might reasonably conclude that older employees in general are more willing to put an organization’s interests before their own, while younger employees tend to do the opposite. This is not surprising, as younger people still need to establish and secure their existential needs, to bring up a family for example, while older people often have their personal affairs and needs already largely secured. However, younger employees have, due to their greater openness to change, a higher level of creativity which then automatically, but only as a side effect, helps the organization to innovate more easily and effectively. So, an organization’s success benefits from both the earlier life values of younger employees and the later life values of their older colleagues.

This leads one to wonder if it is possible to combine the important earlier life values (for example openness to change) with those more associated with later life (social focus for instance) within an organization in order to achieve a generally similar personal value-set among the employees, and thus allow an increased congruence of static company values with the consistently changing individual employees' personal values across the generations. It can be assumed that the most successful and value generating companies do manage this well, as they obviously connect to the values of all generations of their employees at the same time.

Therefore, this research attempts to show that some companies are already very successful applying this, though possibly unconsciously, and not yet throughout the various industry sectors. In this respect the study is trying to add some new insights.

The social psychologist Shalom Schwartz proposes a set of 10 'universal values' (which were later increased to 16, 19 and eventually 68 individual values). He tested his theory in questionnaires involving more than 60,000 individuals (see Figure 1).



*Figure 1: The Schwartz value circle (Magun, Rudnev & Schmidt, 2015)*

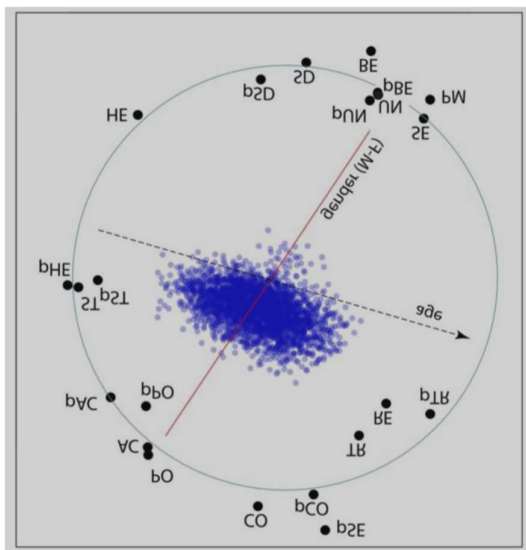
The Schwartz 10 universal values are:

PO = Power.

AC = Achievement.

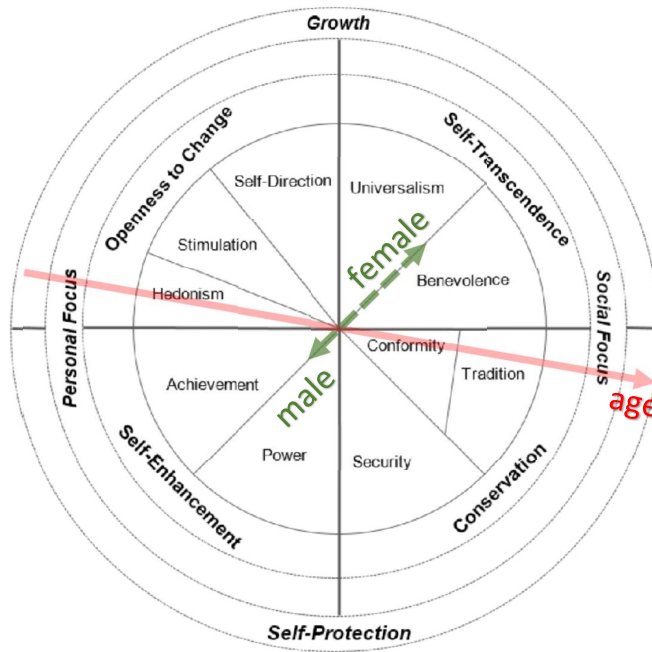
HE = Hedonism.

ST = Stimulation.  
SD = Self-direction.  
UN = Universalism.  
BE = Benevolence.  
TR = Tradition.  
CO = Conformity.  
SE = Security.



*Figure 2: Borg, Hermann & Bilsky, 2018 - Value circle survey, based on a sample of 9998 persons aged >14 years (rotated through the x-axis to give a graphical presentation that is consistent with the other value circle graphics in figures 1, 3, 4 and 8-11) (Borg, Hermann & Bilsky, p. 7, 2018)*

Figure 2 was produced in November 2016 and is based on a random sample of 9.998 people, all over 14 years old, and resident in private households in the city of Mannheim in Germany register. The survey questionnaires were sent out by mail and 3.272 (36%) people completed and returned them. The gender and age demographics of the participants closely matched the general population statistics. Each of the unlabeled blue points within the circle's represents one of the respondents. The distances from each of these 'person points' to the 'value points' (points with labels TR, pTR, etc.) correspond closely to the observed rating scores. That is, "the closer a person point is to a value point, the more this person strives for this value." (Borg, Hermann & Bilsky, p. 3, 2018).



*Figure 3: combining Borg's and Schwartz Value Circle*

In addition to the changes in the significance of certain values with increasing age, Borg identified a gender difference. The importance that females attach to 'life-journey' values results slightly more 'Self-Transcendent values', while males have a tendency towards slightly more 'Self-Enhancing values', where the mean is found to be somewhat more in the 'Self-Enhancement'/male quadrant. But the starting and ending points are generally about similar for males and females.

In Figure 2 Borg identifies a wider spread of value importance along the age axis than the gender axis. And so, the focus in this study is primarily on the change of value importance with ageing. Even so, the gender balance also plays an important role.

The list of 10 universal Schwartz values can be extended into a cloud of many more that are classified within the 10 general value groups of the Schwartz Value Circle, as Figure 4 illustrates.

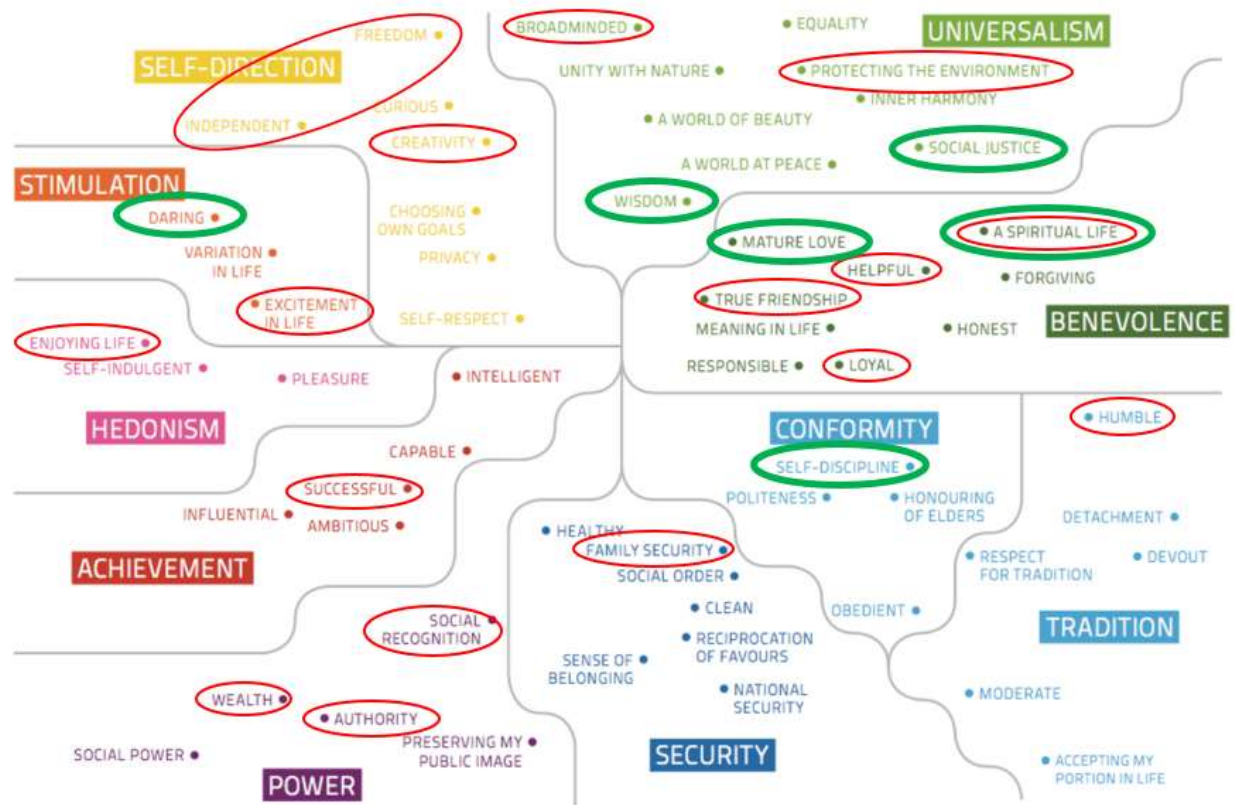


Figure 4: 68 values within the Schwartz value circle (Schwartz, 2006)

The **GREEN** circled highlighted values connect to the six universal virtues – as defined by Peterson and Seligman (2004). Just as a reminder, such virtues were: Wisdom & Knowledge, Courage, Humanity, Justice, Temperance and Transcendence. It has to be noted that five out of the six virtues are in the ‘later-life’ area of the Schwartz Value Circle. Only Courage is in the ‘early life’ segment.

The **RED** circled values connect to those which were used on the survey questionnaire for this study, from different sample groups, and reflecting all segments of the Schwartz Value Circle.

### 5.3 Mid-life Crisis

When examining the change process of personal values, one has to also look at the period of life during which they seem to change the most – the mid-life crisis.

This can be described as a period of major transition of people’s value-sets which happens from the mid-30s to the late-40s. It is a stage in life when people realize that the resource consuming set of values which they’ve had so far during the lives is impossible to sustain any longer.

Manfred Kets de Vries (1978) says that “when people reach the midpoint of their lives a number of changes occur. Although the environment still seems full of opportunities, the preoccupation with inner life becomes more important. There is a greater sense of introspection, self-evaluation, and reflection. We notice an existential questioning of self, values, and life”. He then points out that it “will heighten the commitment to make life more meaningful” (p. 47).

Kets de Vries describes four different ways in which mid-life midcareer managers cope with such change: he calls them the Constructive, Underachieving, Defensive and Depressive Styles. He says that between them they explain how people in the middle of their lives handle the handover to the next generation. Constructive style managers actively support younger colleagues, and change themselves from mentees to mentors. The underachieving managers hardly change anyway because they didn’t have high aspirations early in their careers and don’t have them later on. They can be considered rather neutral as it were. Defensive managers tend to see their younger colleagues rather as rivals and competitors, they feel envy, rivalry, and anger towards them. The depressive style managers constitute a more extreme form of the defensive type, and this can even lead to physical illness (1978).

All of these different styles correspond to the specific values of the Schwartz Value Circle. Helpfulness (Benevolence), Honoring Elders (Conformity), Respect for Tradition (Tradition), and are consistent with the most extreme value of Detachment (Tradition). They all represent a value journey in the Schwartz Value Circle in the northern hemisphere of Growth (Respect for Tradition and Detachment) in the southern hemisphere of Self-Protection, and Honoring Elders a trajectory close to the more neutral equator.

One can imagine that how managers and employees experience the so called ‘mid-life crisis’ has a big effect on an organization’s success or failure and its shareholders value creation, because a lot of energy is expended during the transition.

Another of Kets de Vries’ interesting observations chimes with the Schwartz Value Circle. He says that “A sense of generativity comes with the faculty to exchange the role of mentee for mentor”. (1978, p. 52) It can be assumed that an organization which has open and equal exchanges between younger and older employees will be more successful than one with an age-related hierarchy.

## 5.4 The “Authentizotic” Organization

Manfred Kets de Vries introduced the term ‘Authentizotic Organization’, which he describes as being “the best place to work” (2018, p. 0). He goes on to say that the word is “derived from the Greek words autheneekos and zoteekos. An organization that is authentic inspires employees through the integrity of its vision, mission, values, culture and structure. Zoteekos, meaning vital to life (or: “full of life”, Greek words often have more than one meaning), when applied to an organizational context implies that people are invigorated by their workplace and find in it a sense of balance, wellbeing and fulfillment”. (2018, pp. 1-2) Kets de Vries lists 12 “differentiators” which describe authentizotic organizations:

1. **Compelling** Vision.
2. Culture and practices **aligned with company values**.
3. Employees **trust** the people they work with and for.
4. Leadership is a **team sport** – “individual thinking is sidelined”.
5. **High-Quality** day-to-day relationships.
6. **Fair process** – “level-playing field for all”.
7. People feel that they are listened to and that their **input is valued**.
8. A culture of **recognition**.
9. Opportunities and incentives **to develop and grow**.
10. Leaders really **make a difference** – “Walk the talk”.
11. **Information is shared**.
12. Realizing that employees have **a life outside of work**.

All such differentiators can be connected to values and categorized into early life (young-age) or later life (older-age) values by using the Schwartz Value Circle: the more **young-age (hedonistic) values in RED above**, and the rather **older-age (altruistic) values are in BLUE**.

It is astonishing that these 12 differentiators are exactly equally distributed between the young-age and the older-age hemispheres of the Schwartz Value Circle. If the company values are evenly distributed and accepted over the whole employee population so that young and old employees identify equally with the company, and thus fully dedicate themselves and contribute to its success on an eye-to-eye level, might that lead to a situation where all the individual strengths of each generation of employees could be used in full for the value creation process? This study hopes to show that a somewhat balanced company value-set by age can result in higher value creation.



Kets de Vries connects what he describes as an “Authentizotic” organization with the Fortune Top100 “best places to work at” or the “worlds most admired companies”, whereby the Fortune magazine ranks companies annually. In recent years about half of the top ten companies in this list have been in the IT-/Tech-Industry. What these companies are doing differently needs to be further investigated – and this is one of the aims of this thesis.

## 5.5 Top Value Creating Companies

If the congruence of company values and its employees’ personal values really makes a difference, are there some companies substantially more successful, or creating significantly higher shareholder value than others? It is very noticeable that the by far most value creating industry in recent years has been IT. This is not surprising, as by now the companies with the highest market capitalization in the world are almost all IT-firms as Figure 5 shows.











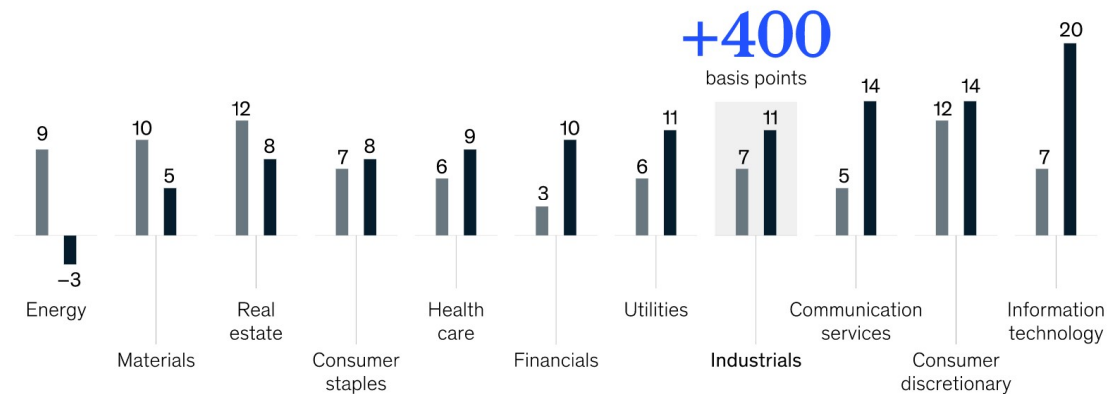
Rank	Name	Market Cap	Price Today	Price (30 days)	Country
1	 Apple AAPL	\$2.032 T	\$121.03 -0.76%		us USA
2	 Saudi Aramco 2222.SR	\$1.914 T	\$9.57 0.28%		sa S. Arabia
3	 Microsoft MSFT	\$1.778 T	\$235.75 -0.58%		us USA
4	 Amazon AMZN	\$1.556 T	\$3,089 -0.77%		us USA
5	 Alphabet (Google) GOOG	\$1.385 T	\$2,062 -2.50%		us USA

Figure 5: Largest Companies by Market Capitalization (<https://companiesmarketcap.com>, March 13<sup>th</sup>, 2021)

With the exception of Saudi-Aramco (Petrochemical), due to the special situation of it still being a kind of state-owned company likely to be subsidized by cheap crude oil, all other companies Apple, Microsoft, Amazon and Alphabet/Google belong to the IT industry segment. But not only that; these companies have the highest market capitalization, and they create the highest shareholder value as displayed in Figure 6.

**Industrials performed well over the past five years, generating total shareholder returns about 400 basis points higher than in prior years.**

**Sector-level total shareholder returns,<sup>1</sup> compound annual growth rate, %** ■ 2001–14 ■ 2014–19



<sup>1</sup>Calculated as weighted average total shareholder return on market cap of companies belonging to a particular sector.  
Source: S&P Capital IQ; SICcode.com; EDGAR; McKinsey analysis

**McKinsey  
& Company**

*Figure 6: Annual shareholder return growth rate by industry sector (Arora, N., Santhanam, N., Sethi, A. & Varanasi S., 2020)*

Arora, N., Santhanam, N., Sethi, A. & Varanasi S. (2020) explain this as follows: “When we looked at top performers more closely, we found that their success primarily depended on taking three steps: leveraging technology to achieve profitable growth, instituting better corporate oversight, and building a platform through M&A to drive expansion.” However, does that conclusion really take into account what’s underneath the surface? Are these three steps not actually the result of something underlying? If one uses a systems psychodynamic lens, then one begins to suspect that the most value creating IT industry segment companies have things in common from an organizational point of view – which they do! The average age of their employees is relatively young, and it is the industry with the earliest starting and most reported levels of ageism. As well as being discrimination towards older people it is also a form of discrimination towards younger people in the more traditional industries – “we’ve always done it this way”, “this will not work out”, “first, get to my age!” or “you think too theoretically”.

Figure 7 reveals that in the IT-industry the average value-set is rather more dominated by youth than in typical manufacturing companies.

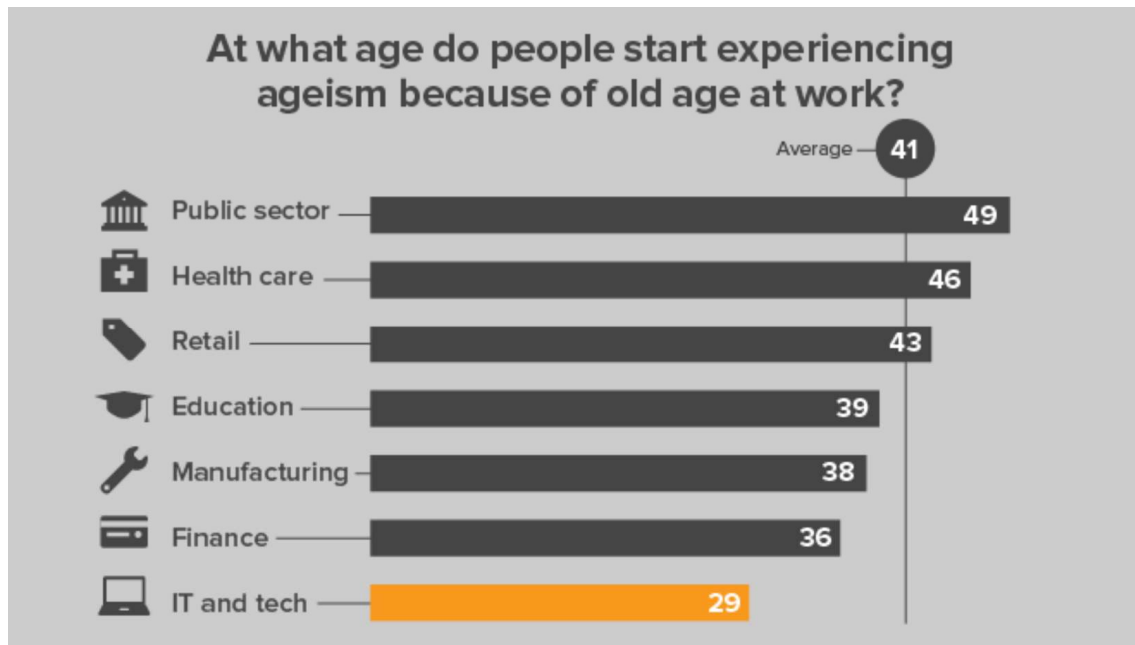


Figure 7: Everyday ageism in tech industry (Sevilla, C., 2019)

## 5.6 Socioanalytic Tools Used

### Method of Enquiry

The method of “abduction” (Long, 2013, p. 11) or method of “enquiry” as Charles Sanders Peirce says “describes the initial, creative phase in scientific enquiry, the phase of discovery sometimes described as a “flash of insight” whereby a hypothesis is formed to explain some surprising fact...” (p. 11). Peirce saw abduction as a form of logic, alongside but different from, and irreducible to, induction and deduction. It has the following form: “A surprising fact, *C*, is observed. But if *H* were true, then *C* would be a matter of course. So, ... (hypothetically)... *H* is true”. This method proposed by Peirce is used in order to create possible hypotheses out of surprising facts/conclusions. So, if a hypothesis was real, the conclusion would be a matter of fact. Obviously, as Long adds “our hypothesis is subjected to testing by *induction*, which consists in accumulating data or instances that confirm the hypothesis, or by *deduction*, which tests the hypothesis by applying it to further cases. Deduction gives us certainty” (in Long, 2013, p. 11). This method is a very important element in this thesis, because something totally unexpected appeared during the examination of the survey data. This led to an hypothesis, which was then tested by further investigation as related in the Data Gathering and Findings section.

## **Socioanalytic Interviewing**

Socioanalytic interviews consist of two interrelated elements. Firstly in “the systemic processes with a group, organization, or society. [...] individual interviews are considered [...] as exploring the uniqueness of the individual while attempting to gain a picture of the whole.” And secondly, “the in-depth discovery of unconscious processes that affect the group, organization or society [...] might be evidenced in individuals”. The essential skills of the interviewers consist of “Active listening. Prompting for extended details (“tell me more about that”). Gaining specific examples. Showing empathy. Clarifying. Challenging. Free associations. Observation during the interview” (Long, 2013, p. 91-104). Following the interview, such active listening is an essential part of socioanalytical interviewing as it forces the interviewers not only to follow the content of what the interviewee is saying, but at the same time to try, by using empathy, to understand why a specific aspect of it creates an emotional response within themselves. Moreover, the technique requires them to consider what associations this aspect creates for them. As the interviewer it is important to step outside of one-self and observe the interview from the perspective of a virtual third person in the room.

Doing this requires a lot of energy and concentration and indeed a lot of practice. Clearly, the author of this thesis is as yet far from perfection as an interviewer, but even at such an early stage in the development process he dares to hope that he succeeded in extracting important insights which have led at least to further investigation.

## **Reflective Space**

James Krantz, in Long (2013, pp. 26-27) says that

*“Consultants typically work from an “expert” position, are regarded as possessing superior knowledge about the client organization’s problems, and issue a report recommending reorganization of one sort or another... Socioanalytic analysis takes a dramatically different approach. This approach takes the position that the consultant and client each bring particular expertise to the challenge of problem solving and what ultimately matters is how the thinking of the client evolves. Through this engagement... the tension between these two models of consulting, the “expert model” and, shall we say, the “reflective model”, can be found in a longstanding debate in the philosophy of science between two kinds of “knowing”: explanation and understanding. With explanation, the authority for confirming or disconfirming hypotheses comes from data that are generated independently of the hypotheses. For the “understanding” model, also known as interpretative or hermeneutic methods, the authority for refining and*

*replacing hypotheses arises from within the field of enquiry itself, whether it is a text, group, or organization. It is self-reflexive.”*

Krantz adds that underlying work culture analysis “is the creation of reflexive space in organizations. This allows for the creative function.” (Long, 2013, p. 27), and that “In a general sense, the purpose of reflection is to enable people and their organizations to be more competent.” (p. 32).

He also elaborates about facilitating knowledge work, stating that,

*“The psychodynamic dimensions of knowledge work are profound. Knowledge work is about conversation, and it emerges through relationships. Talking and listening are how knowledge workers learn, innovate, contribute, and change. Value is added through collaborative conversation. Work, in this context, is intensively personal. Because it has to do first with ideas and knowledge, rather than products and services, work is experienced as beginning with self. It is a fusion of intuition and experience, informed by decoding of patterns.... Increasingly, the leaders’ job is to manage the “idea chamber” so that knowledge workers will risk trusting their own feelings. The prescience of the systemic thinking by A. K. Rice and others who saw managing as managing boundaries, not the people in them, is all the more impressive as it becomes clearer that managing knowledge work is about creating context. Managers do not manage knowledge workers, they manage context.” (pp. 35-37)*

This concept is very interesting, as there is also a life-cycle included: young people tend to work on intuition, while with increasing age more and more experience is blended in. This could be considered as another reason why personal values change over a life-time. But it also needs good communication and collaboration between young and older employees on an equal basis in order to be able to generate reflective space which is unaffected by age, gender or hierarchy.

Still today, says Long, in many

*“commercial enterprises, reflection is regarded as weak (“touchy-feely”) and associated with the superfluous (to real work) aspects of human resource departments. The gender connotations are obvious and pernicious. Yet, it also leads to a situation in which reflective work is devalued, reinforcing in turn rigid defenses against novelty and the personal consequences of major change” (p. 37).*

In order to be able to exchange values between younger and older age employees, people first need to communicate on an eye-to-eye level. However, this alone is not enough - reflection is the additional necessity for possible value exchange, because it can create understanding and

consequently change personal thoughts, convictions and behaviors. In the IT industry the tight collaboration between young and old is essential, as there are no clear age boundaries for knowledge or even experience, given that youngsters these days can become highly skilled programmers even before they enter their professional lives. So it is only a little surprising the IT industry is one of the most successful industrial sectors. – particularly when it is combined with traditional segments like logistics (Amazon) or with automotive (Tesla), as by doing so they can create what are in essence monopolies.

## **6. Methodology**

Two methods were used to gather data for this combined quantitative-qualitative study: a survey involving a diverse group of 31 participants, and socioanalytic interviews with three HR managers from two global companies, a traditional manufacturing company more than 100 years old and an IT company founded only in the year 2000 and belonging now to one of the largest global IT companies.

### **6.1 Survey**

The Schwartz Value Survey (SVS) involves asking participants to rank the importance of the 10 universal values (see Figure 2 and 3). Such ranking then results in one single dot in the Schwartz Value Circle. The shorter the distance to the single values listed on the circle perimeter, the more important the value is to the single participant. If the dot were in the center of the circle all values would be ranked equal in importance.

### **6.2 Socioanalytic Interviews**

I interviewed three Human Resource managers from two companies selected by myself: a traditional manufacturing company and an IT company which, within just 20 years, had developed from a start-up into one of the top 10 software companies in the world.

Each interview began with a short personal introduction of myself, followed by a few words about the EMC program and my thesis topic. A maximum one hour duration for the interview was agreed upon. I had compiled, but did not share, a catalogue of possible questions (Appendix 2), and, following Long's advice (2013), made sure that a contained space had been prepared for the interview.

### **6.3 Wonder and Socioanalysis**

In explaining the value of socioanalysis, Long says that "The experience of wonder indicates that wonder is about the transformation of being, whether for an individual, group, community, or organization..." and that "Socioanalysis is the activity of exploration, consultancy, and action research which combines and synthesizes methodologies and theories derived from psycho-analysis, group relations, social systems thinking, organizational behavior ... and social dreaming" (2013, pp. 303-306). He adds that "Wonder opens knowledge to other dimensions, which give birth from not knowing".

After analyzing the data from the survey and interpreting the information collected during the interview sessions, I felt confident that the methods used in this study to gather information

were suitable. Certainly, they gave rise to numerous new questions, beliefs and thoughts which one wanted to further investigate in order to get confirmation. I dared to hope that such investigations would then finally lead to a hypothesis, or, in the best case, even to proof or new knowledge.

There are more details about the application of these methods in the Data Gathering and Findings section below.



## 7. Research Setting

The initial research question was how the most important human values could be better realized and leveraged inter-generationally to the benefit of business owners, employees and society. I wondered why it is that these days older employees are so often encouraged, or even forced, to retire before reaching the official retirement age of 65 to 67 years – and this while life expectancy continues to increase. I felt that the value that these employees could add to a company might very well be underestimated as people often only consider execution tasks, not coaching or consulting tasks.

And so, the initial hypothesis was that the predominantly ‘social focus’ older-age values of employees of advanced years would be more beneficial for companies than the ‘personal focus’ young-age values which are of course so common among younger employees, because the former are closer to the six universal virtues listed in the Literature Review.

I decided that my research into this question would require the use of two tools: the Schwartz Value Survey and Socioanalytical Interviewing. Both of them are described and elaborated on in the Literature Review, Methodology, and Data Gathering and Findings sections.

In order to apply these methods, I needed to begin by finding and organizing a suitable survey sample, and select two companies in different sectors whose HR Managers I hoped to interview. The whole research process lasted 12 weeks from January 2019 onwards.

I decided to send out the survey to three potential test groups. First was the then current EMCCC-Wave 25 community of 36 mid-career managers, of whom 12 participated (five females, seven males).

I considered that this group would be a very reflective reference sample for this study, especially given its topic and the nature and content of the EMCCC program. I expected that at least this sample would behave as postulated by Schwartz. I was concerned that the sample sizes might be too small conclusively to prove Schwartz’ theory that the participants’ personal values would shift noticeably from ‘personal focus’ to ‘social focus’. But it turned out my concerns were unfounded. All the samples behaved very much as Schwartz would have predicted.

Secondly, I chose to send the survey to six leading managers or senior specialists of an IT company located close to my base, of whom five participated, one of them female. The IT company was founded in Germany in 2000 and has about 200 employees. It now belongs to a global IT service provider with more than 100,000 employees headquartered in Japan. I got access via a remote friend, but had no previous connection with it. I selected this IT company

in order to involve in my research a business very different from the traditional manufacturing company from which the third survey group was formed.

This third survey group consisted of 15 middle to high-ranking management colleagues of mine in this leading global chemical company which supplies the plastics industry. It has more than 1,000 employees, and is headquartered in Korea where the main manufacturing footprint of the company is located, though it has an increasing number of locations around the world. The global management team is largely based in Europe and the Americas, which has helped the company to grow its revenues such that they are almost equally balanced between Asia, Europe, the Middle East and Africa, and the Americas. Fourteen of the 15 managers agreed to participate, 10 of them males. Seven were managers originating from Korea including one female, and seven were from Western locations, three of them females.

In total the survey was sent out to 57 managers, 31 of whom participated, about two third were male.

In order to get additional insight into the relevant differences between a manufacturing and an IT company, I decided to ask one of each for an interview. I was very curious to find out what importance personal values and company values had in such companies, and if and how an exchange of values was taking place. The IT company agreed to my request. However, in my own company, HR is considered essentially as a transactional department with hardly any involvement in terms of coaching, value setting or structured change management. My request was not granted, and so, I had to look for an alternative interview partner. I found one in a major player in the automotive sector. This company is headquartered in Germany with offices and manufacturing locations around the globe. It has more than 200,000 employees. A friend working at the company gave me the names of two HR managers, neither of whom I knew, one responsible for the company's internal mentoring program, and the other for the trainee program. Both agreed to be interviewed by phone.

## **8. Data Gathering and Findings**

Data for this study was gathered using the Schwartz Value Survey (SVS) and socioanalytic interviews. These methods, and the associated theories of abduction and reflective space – both of which were deployed in the course of gathering and interpreting the data for this study – are described and explained in the Literature Review.

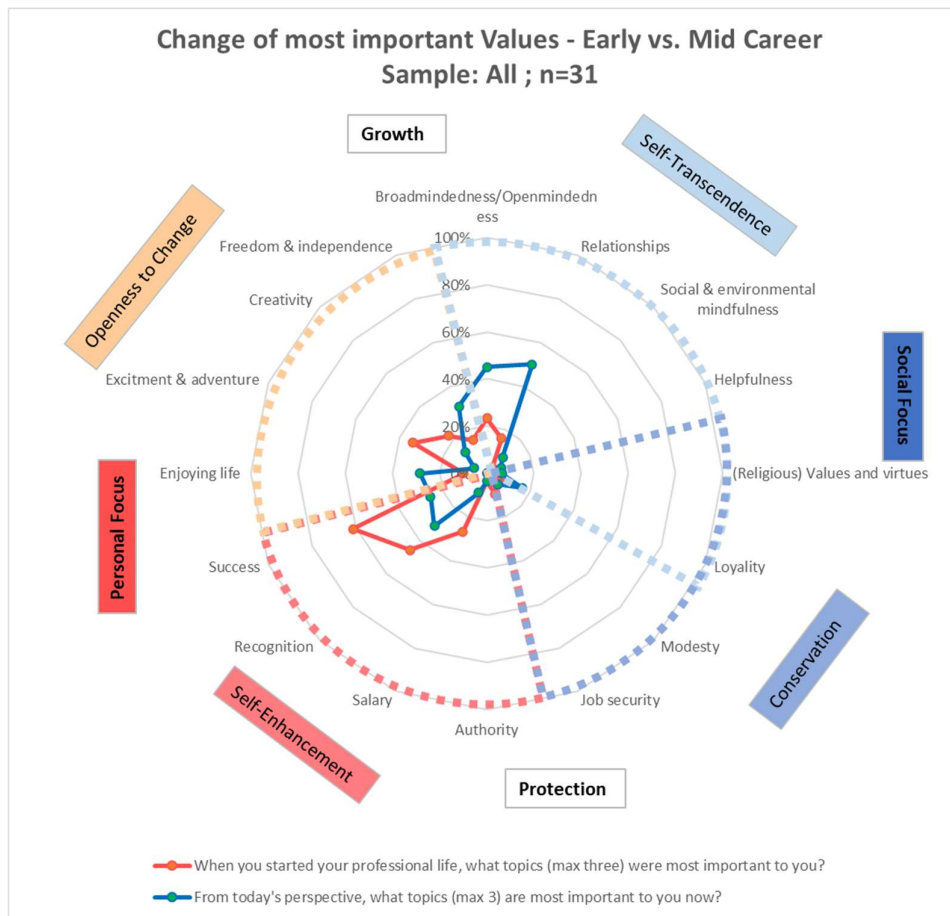
### **8.1 The Schwartz Value Survey**

The survey was sent out in early 2019 to about 50 leaders from different industry sectors from around the globe. Thirty-one leaders actually took part in the survey which was carried out over 8 weeks.

The three groups of participants, which were roughly equal in number and comprised 21 males and 10 females were made up from employees of a global chemical manufacturing company operating in Korea and the West, EMC participants from Wave 25 (classes from June 2017 till Dec. 2018), and from a global IT firm. All participants were leaders and aged between 45 and 65. The participants in chemical company I chose by a subjective judgement of their rank and position in the organization. The EMC participants were all invited, so there was no preselection. At the IT company, the HR manager chose the participants, the only criteria was that they should be senior leaders or senior specialists.

In this study, each of the participants chose from 16 individual values as defined by Schwartz (the red circles in Figure 4), the three values of greatest importance to them, first early in their career, and second in their current mid-/late-career situation. The 16 chosen values fall into nine universal value categories (excluding ‘conformity’, which is close to ‘tradition’ anyway) proposed by Schwartz and plotted in a Schwartz Value Circle. The results were then compared to those of well-known large companies’ value-sets in order to find correlations between company values and their value creation ability.

The findings from the survey were as follows.



Broadmindedness/Openmindedness	Universalism	ST
Relationships	Benevolence	ST
Social & environmental mindfulness	Universalism	ST
Helpfulness	Benevolence	ST
(Religious) Values and virtues	Benevolence	ST
Loyalty	Benevolence	ST
Modesty	Tradition	Cons
Job security	Security	Cons
Authority	Power	Senh
Salary	Power	Senh
Recognition	Power	Senh
Success	Achievement	Senh
Enjoying life	Hedonism	Otc
Excitement & adventure	Stimulation	Otc
Creativity	Selfdirection	Otc
Freedom & independence	Selfdirection	Otc

Figure 8: Schwartz Value Circle for the entire survey sample (adapted from Schwartz, 2012)

As one can see in Figure 8, it can be confirmed that values do change from a ‘Personal Focus’ early in the career to a more ‘Social Focus’ later on. Early in the participants’ careers, ‘success’ and ‘recognition’ are most important while ‘open-mindedness’ and ‘relationship’ are the highest ranking later on. Very interesting is that, despite the assumption of Borg, Hermann and Bilsky (2018) that females develop via slightly more ‘Self-transcendent’ values while males develop more through ‘Self-enhancing’ values, one can see in Figure 8 for the whole sample, irrespective of gender, a tendency to shift from ‘Self-enhancement’ towards ‘Self-transcendence’ from early to mid/late career. But this would need to be further investigated by separating the whole sample by gender (Figure 9).

### Males compared to Females

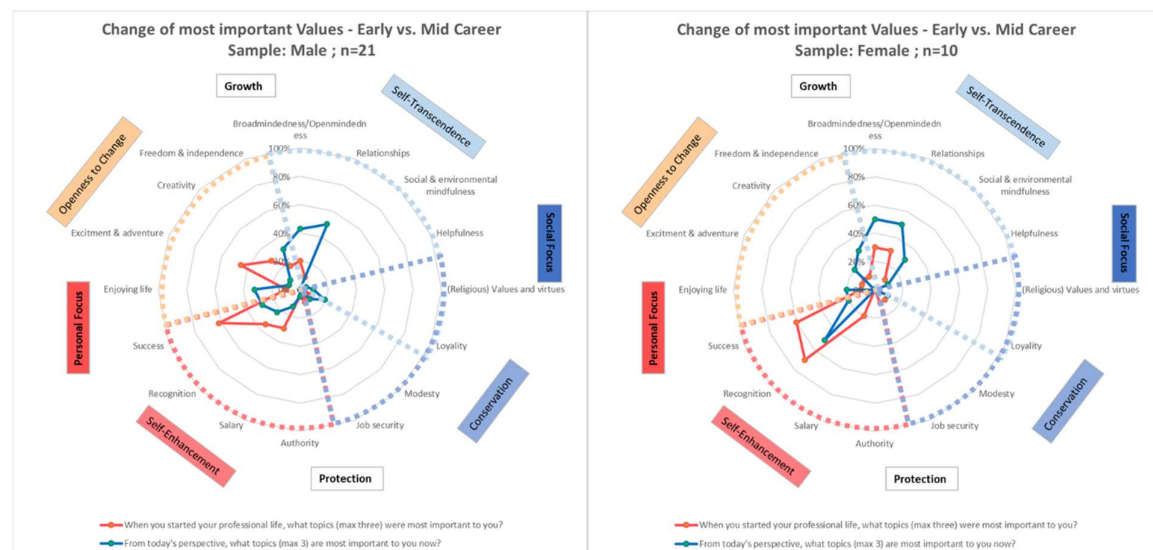


Figure 9: Male sample vs. female sample (adapted from Schwartz, 2012)

There are major differences in the value circle between males and females.

- 1) Early in their careers, males attach considerable importance to ‘success’ and ‘openness to change’, while females give highest importance to ‘recognition’.
- 2) Females already have some sense for ‘Self-transcendent’ values, like ‘open-mindedness’, ‘relationship’ and ‘social & environmental mindfulness’, while their male colleagues have no sense for these values as yet, but develop them later.
- 3) As earlier stated by Borg, Hermann and Bilsky, females tend to develop their values more in the ‘Transcendent’ quadrant than males do, and this is confirmed by the data for both age categories in their early and mid/late careers.

- 4) Later in their careers, the genders' values converge, and both focus on the 'Self-transcendent' quadrant with a particular emphasis on 'relationship', while 'openness to change' is hardly evident at this stage.

#### Non-EMC compared to EMC participants

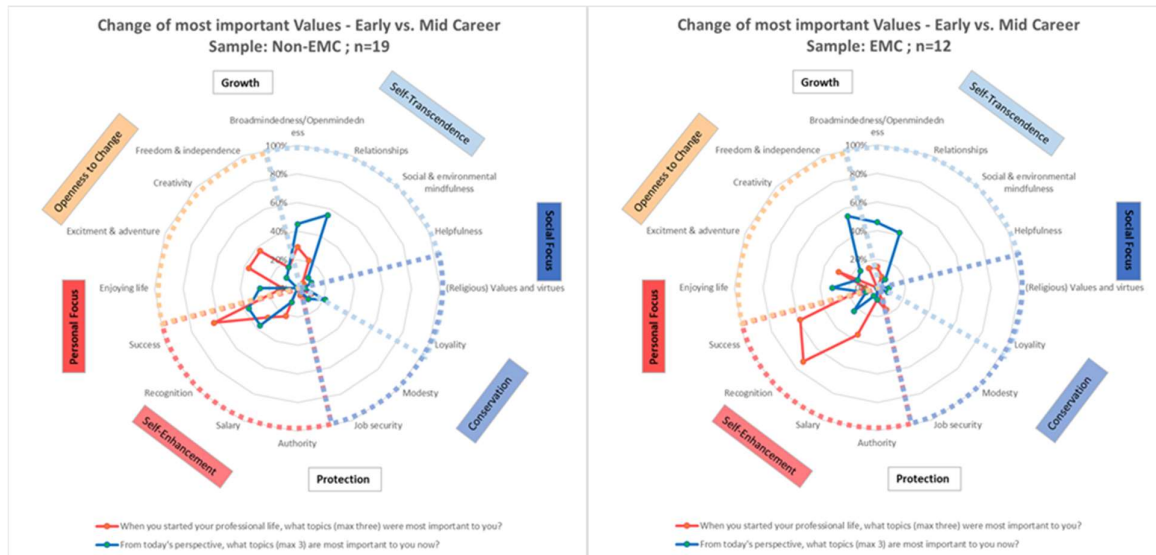


Figure 10: Non-EMC vs. EMC sample (adapted from Schwartz, 2012)

- 1) Figure 10 shows that EMC participants put the greatest emphasis on 'recognition' (female) and 'salary' (male) early in their careers, while the non-EMC participants focus on several more values such as 'success', 'excitement' and 'creativity'.
- 2) Later in their careers the participants of both groups move significantly towards 'relationship' and 'broadmindedness', while the EMC participants put an especially high value on 'independence', which the non-EMC participants don't value at all. In addition, the EMC participants make the biggest move by far from 'Self-enhancing' values early in their careers towards 'Self-transcendence' later on.
- 3) The non-EMC group retains a high attachment to 'success' and 'recognition' throughout, but also values 'relationship' and 'open-mindedness' highly.

## Manufacturing Industry: Korean compared to Western

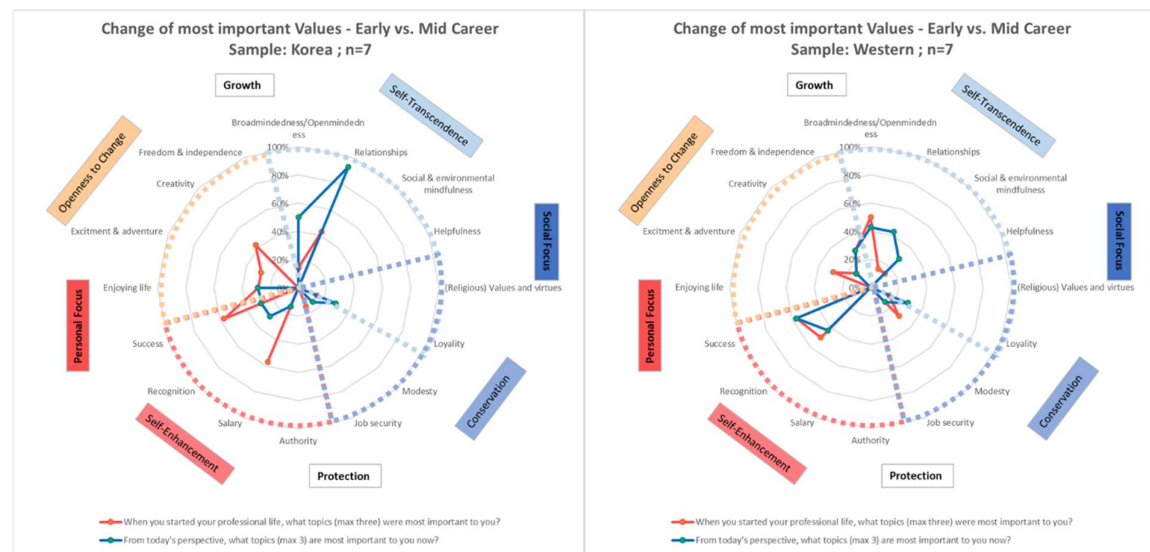


Figure 11: Korean Manufacturing Industry vs. Western Manufacturing of same company (adapted from Schwartz, 2012)

- 1) Figure 11 shows that the Korean young employee culture (in the chemical industry) strongly values 'salary' and 'success', closely followed by 'creativity' and 'relationship'. Later in their careers these values diminish in importance in favor of the new paramount value of – 'relationship'. It is interesting that for the Korean sample 'recognition' does not play a role at all, whereas it is very important for the Western sample (especially for females).
- 2) The survey revealed that the Western colleagues focus strongly on 'success' early in their careers, but this is the same for 'recognition'. The 'Self-transcendent' values are already quite developed at this stage. Later, there is only a little change – a slight drift towards 'Social focus' values, like 'social & environmental mindedness'.

## IT compared to Manufacturing Industry

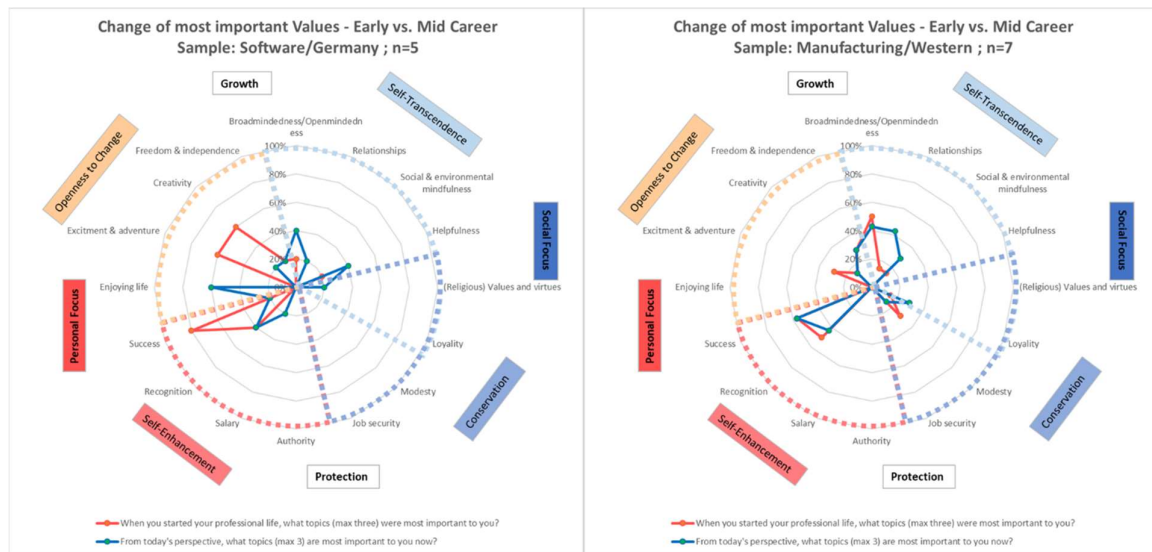


Figure 12: IT vs. manufacturing company sample (adapted from Schwartz, 2012)

- 1) In the IT industry, early career values are concentrated mainly in the 'openness to change' quadrant with 'excitement and adventure' and 'creativity'. But at the same time, they place very high importance on 'success'. All the other values play hardly any role.
- 2) Later in the career span (and this is very astonishing), one of the youngest possible values – 'enjoying life' – ranks highest for the IT industry group. This defies Schwartz' prediction (2012) of values changing with age towards more 'Social focus'.
- 3) The 'social and environmental mindfulness' value plays no role in the IT-sample, though it does appear in the manufacturing industry environment.

One important conclusion about the survey overall is that the young career sample is well within the 'Personal focus' hemisphere, but even the participants aged between 45 and 65 do not register much under 'Social focus', they are still somewhere between the two.

## 8.2 Socioanalytical Interviews

The three interviews, two with a manufacturing company (different from the one used in the SVS as explained in the Research Setting) and one with the IT company, were held in March 2019. The questions that I used as a basis for the interviews are in Appendix 2.

*The interviews were not recorded electronically. During and immediately after each interview, I made handwritten personal notes consisting of questions and observations. Readers may well*



*find these notes revealing, and so they are included in the appropriate places relative to the descriptions of the interviews in italics below.*

#### Manufacturing company – 1<sup>st</sup> interview

The female HR manager responsible for the company-wide Internal Mentoring Platform “C” was available for a 25minute interview via phone.

After a brief introduction from me, she began by stating that the company’s top four values are: Integrity (Tradition), Esteem (Conformity), Passion/Enthusiasm (Stimulation), and Discipline (Conformity).

*With the exception of Passion, all other values are rather ‘older age’ values, very much located around Tradition. This is consistent with the main brand of the company which stands for high quality and status, but it is in the way of fostering innovation, and even more in the way of disruptive innovation, which would be required in the industry to cope with the new market entrants coming from the IT industry, like Google (Alphabet), Apple, Tesla and even Amazon, experimenting to enter the car manufacturing industry.*

She then explained about the mentoring platform which the company has rolled out on a fully voluntary basis. Individuals can offer themselves as mentors or ask to be mentees. Asked what the purpose of this platform is, she said that the company does not in any way control the content of such mentoring and that it simply wants to offer its employees a formal networking platform particularly in order to connect employees from abroad with colleagues from the headquarters in Germany. She also said that, from a company perspective, they are expecting improvements in personal, team, business, and competency development.

She told me that the most recent addition to the program was that a newly installed software is now available to match possible mentees with mentors based on their stated interests. As the platform is not programmed to use any data for analysis purposes, the company cannot investigate as to the ages of the participants. That said, reverse coaching (where a younger person coaches someone older than them) could in principle take place. However, this is unlikely, as seniority normally goes hand in hand with higher functions and she could not imagine reverse mentoring being accepted.

The company has just developed and introduced a “Senior Expert”-program, whereby retirees are being back integrated into business for a few days per week. But this program is for the

moment only concerned with know-how transfer, and has no coaching aspects related to values or anything similar.

#### Manufacturing company – 2<sup>nd</sup> interview

This female HR manager, who has been an employee for about 18 years, beginning as a student, is responsible for the corporate trainee program. She was available for a 45 minute interview via phone.

After a short introduction from me, she identified the four company values in the exact same way as her colleague the week before.

*This triggered in me the question whether such values are really lived authentically by the employees outside HR or whether they had only been learned by heart, as they were listed in the exact same order. But I might be wrong with this assumption, further investigation would be needed.*

Besides the mentoring platform, which her colleague had previously explained, they have a company trainee program which is open to just 50 young professionals from around the globe per year. Over a period of 24 months, the trainees go through a 360-degree mentoring experience. Besides having a mentor from top management who should teach them about the importance of social competencies, empathy and EQ, they themselves must mentor for two hours per week an often only slightly younger long-term unemployed young person who is taking part in an employment re-integration program which is organized by a local NGO. The target of course is to help prepare these young people for long-term employment again. The success of this mentoring is part of the evaluation of the trainee, and it should allow them to reflect on the immediate life-changing influence they could have on others – it is about taking on responsibility for someone else and to develop coaching capability in helping someone reaching thier own target. An additional purpose of the program is that the trainees should learn to balance distance and closeness in their role with such very demanding and possessive people.

Surprisingly, the manager remarked that employees should not focus too much on social values, because in the end “a company has no conscience” and such values could adversely affect employees, and therefore the community, at any time.

*Why was she saying that? Was that in order to somehow connect to the responsibility that the company had for a recent scandal in the industry? Because also, her company had to manage the internal clash of company values with the values of its own employees.*

Again, very interestingly, when discussing changes in the relative importance of values, she wondered whether it might be good to lose the self-centric value perspective, as it could be dangerous to drift too much into social aspects while performing a job and working on one's own career.

*This is a really interesting, even provocative thought. This self-centric perspective might be useful at the very beginning of a career, as a trainee, but later on?*

She told me that each trainee must also conceive and devise a social project and give a pitch. The winning project will be put into action. One of the winning projects was "Coffee, Cake & Conversation", where older employees connect to younger employees and talk about the company's history and why things came to be as they are. So even if it is a social project, it will preferably be within the boundaries of the company.

*It seems that young employees do not fully understand why things are as they are. They require history lessons so that they can make sense of the today. But isn't that a sign of the fact that change doesn't happen freely, as these youngsters could not make sense of the status quo intuitively? And then, is the status quo, the company structure or the company culture which is perceived by the youngsters as a corset and not a guiding framework? But in any case, the company seems to be aware that there is an "issue" with it, as otherwise such a project would not have won. Only, is the magnitude of the issue well known or rather hidden in the company unconscious?*

This HR manager had, over the past few years, noticed a reduced commitment to and identification with the company among the young generation.

*This could be caused by a somewhat later change from young-age to older-age values with the younger employees, which might be connected to the fact that the company has only 1 out of 4 values which connect to younger value-sets.*

This she actually considers as a major "Pain Point" for her, and she would be interested in working on a resolution. She gave a recent example, where, in a training session of about 50 trainees, some of them started chatting, 17 of them left to go to the restroom during a speech by a trainer, and they didn't respect the break times nor the agreed times of reconvene in the

meeting room. And she did not understand why the far larger group of fully cooperative trainees didn't speak up (no parrhesia!).

In general, she sees a real benefit in a "middle field" coaching opportunity, as an intermediate between the trainee program and the pure mentoring platform, if this coaching approach could be at a relatively low cost. Her recommendation would be that only retirees should be proposed as coaches, people who have proven during their careers to be driven by values, who were successful in their fields and who are likely to be eager to join such a program working with young employees.

#### IT company - interview

My contact was the female company HR manager. We met in person for about an hour at the company head office where there is a lot of open space, used as eating and meeting areas, while the office rooms are rather small. She chose to use a compact meeting room in one of the more remote corners. This gave me the impression that she wanted to distance herself from the more hectic work office environment, and by doing so she helped in creating a safe and contained space for the interview, making it easier for both of us.

She told me that she had joined the company early in its development in 2007. After my short introduction, she told me that the five company values are Esteem (Conformity), Responsibility (Benevolence), Commitment (Achievement), Target Oriented (Achievement), and Openness (Universalism), thus two younger-age and three older-age values as defined by Schwartz.

The company offers external coaching for their young high potentials, however she realized that there are some disadvantages in that the coaches mainly have a psychology background and have little to no connection with the IT industry, as this sector has very specific coaching requirements as she believes.

She said that young IT employees would like to be "taken by their hands", but they would not like that to be seen. These young employees seem to understand that, in the technical field, they are often more advanced than their older colleagues, but in terms of experience and how to behave in an organization they need help.

She also mentioned that young employees "walk around with little crowns on their heads", and that they have very high expectations of their employer, especially in relation to work-life-

balance (one of the youngest values of all). She said that they are always asking what the company can do for them, but are only a little interested in what they can do for the company.

She said that it is very important, especially in the IT industry, that older employees have the ability to connect with the young starters. This is because the latter often bring special know-how to the company which the older colleagues have less experience with. She added that it is also particularly important in the IT industry that there is a two-way exchange of know-how between the young and seasoned employees. In this context she mentioned that the company releases from work one of the older colleagues in order to teach at a nearby university as an associate professor for half a day a week.

*This sounds very generous. But is that not exactly at the same time as training the older employee to better connect to young people so that he himself is being enabled to do a better job at work by connecting better to the youngsters in his own organization? Besides being a great way to attract youngsters to join the company straight from university.*

She believes that a “sparring partner” for young employees would be beneficial. But for improving their social competences she believes the sparring partner should come from outside of the company, in order to provide deeper reflection on what happens inside the company.

In both companies, values did play an important role. Especially for the HR teams they served as clear guidelines. The values in the manufacturing industry were 75% in the ‘conformity/tradition’ quadrant (so rather older-age values), while only one out of four values were in the rather younger-age area. In the IT company they were much more evenly spread: two under ‘benevolence/universalism’, while only one value was in the clear older-age ‘conformity’ area.

### **8.3 Company Values and Success Correlation**

This leads one to wonder how company values are spread between ‘young-age’ and ‘old-age’ in companies of different industry segments like software and social media (tech companies), or in service and manufacturing (traditional industry companies), and what impact this distribution of values could have on the success of a company. For comparison the values of some 30 companies are listed and classified into the 68 Schwartz Values (see Appendix 2) and summarized as young as opposed to older-age values by industry segment.

Legend:		YOUNG-Age-Company: Young Values > 60%	BALANCED-Age-Company: Young Values 40% to 60%	OLD-Age-Company: Young Values < 40%
Sub-Industry				
%-Young Values Avg.:	55%			42%
Avg. Nb. of Values:	7,4			6,4
Avg Word Count/Value by Subgroup	2,8			2,0

Tech - Social Media/Service						Tech - Software				
Industry:	Tech	Tech	Tech	Tech	Tech	Tech	Tech	Tech	Tech	Tech
Sub-Industry:	Social Media	Service	Social Media	Social Media	Social Media	Soft-/Hardware	Software	Software	Software	Software
Company Name	Facebook	Netflix	Google	Discord	LinkedIn	Microsoft	Oracle	SAP	ADP	Sybit
%-Young Values	60%	50%	80%	40%	43%	20%	20%	60%	71%	40%
Company Value #1	Focus On Impact	Judgment	Great isn't good enough.	Belonging	Members first	Citizenship	Communication	How We Run	Insightful Expertise	Esteem
Company Value #2	Move Fast	Communication	Focus on the user, all else will follow.	Mastery	Relationships matter	Trustworthy Computing	Customer Satisfaction	Tell it like it is	Integrity is Everything	Responsibility
Company Value #3	Be Bold	Curiosity	It's best to do one thing really well.	Purpose	Be open	Innovation	Fairness	Stay Curious Embrace differences	Service Excellence	Commitment
Company Value #4	Be Open	Courage	Fast is better than slow.	Compassion	Honest and constructive	Diversity and Inclusion	Integrity	Keep the promise	Inspiring Innovation	Traget oriented
Company Value #5	Build Social Value	Passion	Democracy on the web works.	Autonomy	Demand excellence	Environment	Quality	Build Bridges, not silos	Each Person Counts	Openness
Company Value #6		Selflessness	You can make money without doing evil.		Take intelligent risks		Compliance		Results-Driven	
Company Value #7		Innovation	There's always more information.		Act like an owner		Ethics		Social Responsibility	
Company Value #8		Inclusion	The need for information crosses all borders				Innovation			
Company Value #9		Integrity	You can be serious without a suit.				Mutual Respect			
Company Value #10		Impact	You don't need to be at your desk to need an answer.				Teamwork			

Figure 13: Well-Known Tech Industry Companies' Value-sets (Values derived from company homepages and [www.comparably.com](http://www.comparably.com))

Figure 13 shows that the currently more growth oriented social media industry has an average of 55% young-age values - a substantially higher rate than the already somewhat settled software industry at 42%. This software industry sample could be considered almost dinosaur-like. But still, if one judges a balanced value-set between younger- and older-age values as being within a 40 to 60% range, the software industry would still be within a balanced value-set corridor.

Comparing the tech sector with a sample of traditional industry companies (Figure 14), immediately, even visually, the difference is obvious.



When looking at the value-sets of the whole range of companies in Figures 13 and 14 from social media to manufacturing, one comes to the conclusion that traditional companies do not have agile/bullish young-age values in their value-sets. Rather they list 'Benevolence', 'Universalism' or 'Tradition' as values; these are very similar to the six universal virtues of Peterson & Seligman (2004) that are rather older-aged. Could it be that because of this, the younger employees have more difficulty in identifying themselves with such rather older-age company value-sets and thus are somewhat hindered in their desire for achievement, since they are not inspired by the company values to think boldly and disruptively which would more likely be their natural inclination given their age?

I remember an incident from my youth in the mid-1970s. My father had told me that gasoline contains lead and that it is very bad for nature and humans, because it is not burned in the engine but dispersed with the exhaust gases into the air we breathe. Over the following days, I was so sad because I thought that I would never be able to drive a car myself when I reached 18, as by that time cars simply wouldn't exist anymore since they were so bad for the community and therefore would certainly be banned. As we all know, yes, gasoline no longer contains lead, but only about 45 years later we have started, albeit very slowly, the transition away from combustion engines in automobiles.

This memory illustrates how disruptive the thinking of younger people can be. Though it is black and white thinking, if fostered, it can generate the greatest innovations. But if it is not fostered, and young people are squeezed into a corset of rules and regulations, into a world of complexities and interrelationships, then this way of thinking will die.

However, if young employees see that the values of the company, they are working for include a significant number of young-age values which encourage thinking boldly and bullishly, then they will more easily identify themselves with the company. They will feel understood and supported in what and how they think and act. They will feel encouraged and motivated to think and act courageously and come up with "crazy" and out-of-the-box ideas.

What the IT-industry seems to do better than the traditional industry is that they combine older-age with young-age values. Young employees with their fresh know-how are being significantly more, and more equally, valued and integrated in the teams. In the IT-industry not only do the young employees have to assimilate themselves into a rather older environment, but also their older colleagues have to make an effort to move towards them. In this case they are on a level playing field and are much more willing to learn from each other; the older ones can learn about



the latest technologies, while the youngsters can be taught out how best to grow in the company, how to avoid potholes, and how to find the right allies to move projects forward.

An additional aspect which leads to some “wondering” is that the number of company values declines sharply with the increase of older-age company values - from on average 7.4 values in the social media industry to 3.8 in manufacturing. I consider any number between 5 and 10 as being ‘fit for human’, as it coincides with the human capacity to control: Humans have four extremities, five if we include the head. On each of them there are five further endings being fingers and toes, and on the head, there are another five, being nose, ears, chin, cheek-bones and curves of the eyebrows (even though they are dual). It is easy to control five endings at one of the five extremities simultaneously, but to control 10 at once needs a lot of practice (like typing on a keyboard). Piano playing needs even more control, as a foot is involved too, and playing the organ requires two hands and two feet which relatively few people ever master. Therefore, it seems that between 5 and 10 would be optimal. At not one of the companies involved in this study were more than 10 values stated, but some manufacturing companies do specify only three – Dyson, Cisco, Michelin and Dow Chemical for example.

The average number of words used to express a value also seems to play a role in making the values easy to apply. In the software industry the average number of ‘words per value’ is the least with 2.0. It seems that simple value statements are easier to connect with, or they might be easier to align with one’s own values.

At this stage it is important to compare these findings with what could be considered as being the most successful companies. Each year, Fortune Magazine (<https://fortune.com/rankings/>) publishes several rankings of the ‘best companies’:

‘Companies with best long-term growth potential’

‘Best companies to work for’

‘Worlds most admired companies’

These rankings are generally considered to be the most important and reliable as they relate specifically to the three major stake holders in companies; investors, employees and customers. ‘Long-term growth potential’ is particularly important for investors, ‘Best company to work for’ is the most significant for employees, and ‘Most admired company’ which relates especially to business partners, suppliers or customers, since it increases their status and often their performance too. So, these categories matter greatly to top executives as in order to be successful they must serve all three interest groups appropriately. In addition, employees should

certainly be given the utmost priority, because, as mentioned in the Introduction, they are the foundation of corporate success.

Figure 15 illustrates some very interesting findings:

- 1) The companies with the best long-term growth potential have a rather high percentage of young-age company values – an average of 61%, ranging between 50% and as high as 80%. Another indication of a slightly younger value-set is the number of company values being slightly below five at 4.8. But overall, the value-set is not far from what was considered above as balanced, so between 40% and 60%, with the exceptions of Splunk and Atlassian.
- 2) The ‘Best to work for companies’ have very balanced value-sets, averaging at 56% of young-age values, from between 40% and 67%. Even so, young values slightly dominate the overall set, because employees also like to work in a growth environment.
- 3) The companies being ‘The most admired in public’ have the lowest average portion of young-age values - 52% in average, ranging from 20% up to 80% (the 80%, Amazon, seems to be an outlier). This suggests that customers have a preference for stability and continuity over pure growth. Nevertheless, even these most admired companies are well within the assumed optimal band of young-age values defined as between 40% and 60%.
- 4) It is amazing to realize that the average number of words used to express a value is by far the lowest in the ‘Best companies to work for’. It seems that employees connect best with simple, straight forward statements.
- 5) Thirteen out of 15 companies which are listed in the top five in each of the three specific categories have a young, as opposed to older-age value-set, between 67% and 43%, so all in the defined corridor of balanced value-set between 60% and 40%. The only outliers are Amazon with 80% and Microsoft with only 20% young-age values. What was found with the 12 differentiators of an ‘Authentizotic Organization’ identified by Kets de Vries (see Literature Review), being fully in balance between young-age and older-age values, was indeed found in all three categories of ‘Fortune best companies’.



For completeness, one should not forget to look at the extremes. On the low young-age value side there are the traditional manufacturing industries, and on the opposite side the most disruptive companies. But there are no reliable listings for this group, which is why the following companies are used as examples: Tesla Motors, Virgin Group, Dyson, Amazon and Google/Alphabet.

Legend:		YOUNG-Age-Company: Young Values > 60%	BALANCED-Age-Company: Young Values 40% to 60%	OLD-Age-Company: Young Values < 40%
Sub-Industry				
%-Young Values Avg.:	75%			
Avg. Nb. of Values:	7,0			
Avg Word Count/Value by Subgroup	3,1			

### Most Disruptive Companies (own judgement)

Industry:	Tech/Traditional	Tech	Tech	Tech/Traditional	Tech/Traditional
Sub-Industry:	Service	Social Media	Social Media	Manufacturing	Manufacturing
Company Name	Virgin Group	Amazon	Google	Dyson	Tesla Motors
%-Young Values	67%	80%	80%	67%	83%
Company Value #1	Insatiable Curiosity	Customer Obsession	Great isn't good enough.	Different	Move Fast
Company Value #2	Smart Disruption	Ownership	Focus on the user, all else will follow.	Authentic	Do the Impossible
Company Value #3	Straight Up	Invent and Simplify	It's best to do one thing really well.	Better	Constantly Innovate
Company Value #4	Hearthelt Service	Learn and Be Curious	Fast is better than slow.		Reason from "First Principles"
Company Value #5	Delightfully Surprising	Hire the Best	Democracy on the web works.		Think Like Owners
Company Value #6	Red Hot Relevance	The Highest Standards	You can make money without doing evil.		We are ALL IN
Company Value #7		Think Big	There's always more information.		
Company Value #8		Bias for Action	The need for information crosses all borders		
Company Value #9		Earn Trust	You can be serious without a suit.		
Company Value #10		Deliver Results	You don't need to be at your desk to need an answer.		

Figure 16: The most Disruptive Companies

Not surprisingly, the most disruptive companies have by far the highest portion of young-age values in their value-sets - 75%, ranging from 67% up to 83%. The word count per value at 3.1 is higher here than in the 'Fortune best companies', perhaps because these companies need to

distance themselves from other companies' value statements in order to reinforce the reputation for uniqueness, and to connect strongly to bullishness and disruption.

## **9. Discussions**

### **1) Balanced company values between young and old**

In order to have the optimal company value-set for creating long-term growth and current profitability, and to fight all the adversities of the market, it seems it is essential to connect to all employees at the same level and at the same time, so as to provide identity and a home for all, and to balance the desire for new adventures with the needs of social and environmental stability.

Looking at Figure 2, it seems that this is a general desire throughout society. The cloud of individual data points in the survey carried out by Borg, Hermann & Bilsky (2018) is almost exactly centered right between young-age and older-age values.

As a tree grows, it needs to have branches on all sides around its trunk in order to keep its balance, grow upright and live to a ripe old age. However, if one branch breaks off, or if the tree is forced to grow at a sharp angle by frequent strong winds, as often seen on coast-lines for example, it would not be able to grow tall and is likely to die early. This image seems to be very relevant to age-related company value-sets.

Borg, Hermann and Bilsky's finding is consistent with the results of the Fortune Top 5 'Best companies to work for', in that these companies' value-sets are almost exactly in the middle (56% young-age values). The companies with the best long-term growth potential have a higher young-age value portion (61%), with the overall most admired companies slightly lower at 52%. The most disruptive companies have a level of 75% young-age values whereas the most traditional manufacturing companies have an average young-age value portion of just 22%.

So, the whole range is visible across the different industry segments, and the overall most successful and most stable companies cluster around an even distribution of young and older-age values.

### **2) Value-exchange across age boundaries**

This study's survey provided the very interesting insight that, in an IT company that has an essentially balanced value-set, individual employees are strongly attracted to young-age values as they grow older. This is very striking, because one would assume that, if a company's values are balanced across the age range, then an open exchange on value preferences would occur, in which case the age boundaries would dissolve more and more.

It could also be said that young employees might be attracted by more universal older-age values. The adoption and assimilation of values would then become increasingly an

individual matter rather than being predestined by age. If that were the case, then the company would become more agile, as it would be able to adapt more quickly to new challenges.

**3) ‘Extreme’ values: disruption and humility in the same organization**

If the idea of the open flow of age-related value preferences between the different employee generations of a company is accepted, then even those values at the extremes – the ‘youngest’ and the ‘oldest’ – could be taken advantage of by the company, because they would find supporters in all the different age groups.

If that were done, then disruptive ideas could be triggered and followed up on. Or, to put it another way, the most traditional values, ‘humility’ for example could gain importance among the whole personnel. What an advantage it would be for the company if young people, at least to some extent, were to stop considering *themselves* so important and instead give more respect to the needs of others, the environment, and other people and cultures! This would create more space, time and energy for focusing on the *company’s* overall issues first.

**4) Promotion by capability**

Furthermore, it might well be concluded that a company with an age balanced value-set benefits from better communication between the different generations of employees on an equal footing. This creates a culture which is more solidly based on mutual respect, and it would facilitate the process of promotion on *capabilities* – age would no longer be a factor. If this were to happen, companies could more easily and more intensively tap into *all* the talent, energy and experience they have among their entire personnel regardless of age.

**5) Survey findings**

The survey findings have been discussed in detail above, however two findings should be re-emphasized here.

Firstly, only in the IT sample did the older participants favor one of the youngest possible values. This would seem to suggest that in such a working environment a value exchange is more likely to happen irrespective of age.

And secondly, in the Korean environment, ‘recognition’ at a young age has no importance at all, while in the Western environment it turned out to be one of the most important values for the young sample. This could be due to the fact that Western culture is a very individualistic, while Asian culture is more society focused. But in the context of this thesis this is not believed to be of particular relevance.

## **10. Limitations**

The chief limitations of this study were the size of the survey group – 31 participants was fewer than ideal, - and there is no doubt that it would have benefited if data had been gathered from rather more than three interviews with a wider, more representative sample of leaders and companies. However, even such small samples provided very useful insights which led to hypotheses that were further investigated and confirmed by comparing data from the Fortune Top Lists ('The Future 50', 'World's most admired Companies', and '100 Best Companies to Work for').

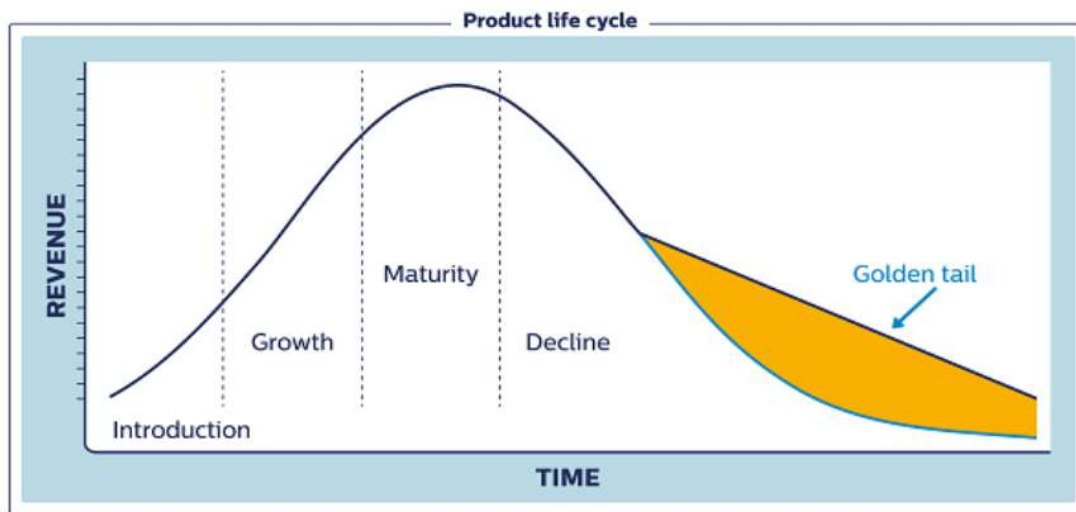
It would have been interesting to have known the average ages of workforces in the companies in this study to compare with those of other companies. But for most of the companies' such data could not be found, as it is mainly tech companies like Amazon, Google and Apple which publish such data, and not the more traditional companies. But the available data shows, that the average ages are between 30 years and 40 years, and that there is no evident correlation between average age of the employees and the balance of young- to older-age company values.



## 11. Future Research

It would be very interesting to understand the value-exchange dynamics in companies in which the value-set is related to age. Was it just by coincidence that the older-age sample of the IT-company almost completely favored a young-age value? If such value exchange does in fact happen freely, then even retirees could become a very valuable asset indeed in a company structure as a source of mature personal values to be exchanged with younger employees. This could dramatically improve the collaboration within companies, and in addition may well result in a “golden tail” to employees’ life-cycles/careers.

The Dutch multinational Philips introduced the Golden Tail concept in a product’s life-cycle in 2017 (Figure 17). The term describes a period at the end of a product’s life, even for an ordinary mass product, which can be upgraded to a unique life-style accessory. When Philips replaced their conventional light bulbs with LED lamps, they placed the former as a life-style niche product, thereby extending their market. They simplified them and increased the price and margin substantially. This strengthened their brand name and helped finance the new technologies.



March 7, 2017

Figure 17: The Golden Tail of a Product Life-Cycle (Philips Innovation Services, 2017)

I think it might be very worthwhile to investigate whether the ‘Golden Tail’ concept could be transitioned into what could perhaps be called ‘The Employee’s Golden Tail’ Retirees would not only exchange their value-sets with younger employees, but could serve as company ambassadors in their own network, or could even attract youngsters to apply at a company.

## 12. Conclusion and Outlook

The essence and capability of financial value creation in companies lies to a certain extent in their company value-sets and, it goes without saying, in the authenticity with which such values are lived from top to bottom and are used as tools from bottom to top.

The definition of the term “Authentizotic Organization” by Kets de Vries was visionary. He postulated “12 patterns that differentiate authentizotic organizations from more run-of-the-mill places of work” (2018), which as it is shown in this thesis, are evenly split between young- and older-age value related, such that authentizotic companies should have balanced value maps. I also hope that this study provides further evidence and explanation as to why authentizotic companies will consistently outperform their competitors.

The study suggests that to be successful, companies’ value-sets should be made up of a balanced split of values with a slight overweight of young versus older-age values, and only include a smaller number of universal values. This is a surprising result, as many companies still focus significantly on older-age related universal values – Oracle, LinkedIn, Microsoft, and Unilever for example. People might consider a value-set that consists entirely of universal values (Michelin and Dow Chemical’s do), to be inauthentic since every company needs to earn money. So, one could perhaps conclude that such companies would be more successful if they reconsidered and amended their value-sets, maybe adding ‘new’ values in the process. At the end, the age diversity of the company values seems to play a very critical role for the company’s success.

It is noteworthy that Manfred Kets de Vries developed his concept about the authentizotic organization during his ‘older-age’ period of an extraordinary long teaching, coaching and consultancy career. Might this example serve to illustrate the great potential of a ‘Golden Tail’ concept in a working life-cycle? Does it not show that organizations can and should acknowledge, respect and put to greater use the lifetimes of accumulated knowledge and experience – the wisdom of the most senior managers, if they are reflective enough and able and willing to adopt some young-age values?

### 13. References

- Arora, N., Santhanam, N., Sethi, A. & Varanasi S. (2020). Value creation in industrials. McKinsey&Company. (<https://www.mckinsey.com/industries/advanced-electronics/our-insights/value-creation-in-industrials>).
- Atchison, G. M. (2007). Values congruency: A qualitative investigation into how first-level managers view congruence between personal values and corporate values. ProQuest Information & Learning). Dissertation Abstracts International Section A: Humanities and Social Sciences, 68 (4-), 1539-1539.
- Borg, I., Bardi, A., & Schwartz, S. H. (2017). Does the value circle exist within persons or only across persons? *Journal of Personality*, 85(2), 151-162.
- Borg, I., Hermann, D., Bilsky, W. (2018). The value circle based on the items of an “unknown” scale. WWU, Germany p. 7.
- Gupta, M. (2015). A study on employees perception towards employee engagement. *Globsyn Management Journal*, 9(1), 45-51.
- Hirschhorn, L., & Gilmore, T. (1992). The new boundaries of the 'boundaryless' company. *Harvard Business Review*, 70(3), 104-115.
- Kets de Vries, Manfred F. R. (1978). The midcareer conundrum. *Organizational Dynamics*, 7(2), 45-62.
- Kets de Vries, Manfred F. R. (2018). The "authentizotic" organization: Creating best places to work. INSEAD Working Papers Collection, (16), 1-10.
- Long, S. (2013). *Socioanalytic Methods: Discovering the hidden in organisations and social systems*. London, Routledge.
- Magun, V., Rudnev, M. & Schmidt, P. (2015). Within- and Between-Country Value Diversity in Europe: A Typological Approach. *European Sociological Review Advance Access*, p. 3.
- Peterson & Seligman. (2004). *Character strengths and virtues: a handbook and classification*. Washington, DC: APA Press.

- Philips Innovation Services. (2017). The golden tail of a product life-cycle.  
(<https://www.innovationservices.philips.com/news/product-life-cycle-strategies-golden-tail-approach/>).
- Rob, N. (2018). The 7 labour of HR professionals: Anals of psychodynamic-systemic practitioner research. Volume2. INSEAD 2018
- Schein, E. H. (2009). The corporate culture survival guide, new and rev ed. San Francisco, CA: Jossey-Bass.
- Schwartz, S. H. (2006). Les valeurs de base de la personne: Théorie, mesures et applications [Basic human values: Theory, measurement, and applications]. *Revue française de sociologie*, 42, 249-288.
- Schwartz, H. S., (2012). An overview of the Schwartz theory of basic values. *Online readings in psychology and culture*, 2 (1)
- Sevilla, C. (2019). Everyday ageism in the tech industry: Why we need to set aside the "OK Boomer!" attitude in the workplace. (<https://www.cwjobs.co.uk/advice/ageism-in-tech>).
- Value statements: [www.comparably.com](http://www.comparably.com) and Company homepages (March 2021)

## 14. Appendices

### Appendix 1

Summary table of Schwartz' Value Survey (SVS):

what is your age & gender?	Group	When you started your professional life, what topics (max three) were most important to you?	Universalism	Benevolence	Universalism	Benevolence	Helpfulness	(Religious) Values and virtues	Loyalty	Modesty	Job security	Authority	Salary	Recognition	Success	Enjoying life	Excitement & adventure	Creativity	Freedom & independence	Selfdirection
female & <55 year	IT-consult														1.0					
female & <55 year	EMC			1.0											1.5			1.0		
female & <55 year	EMC														1.0					
female & <55 year	EMC														1.0					
female & <55 year	EMC		1.0												1.0					
female & <55 year	SW Korea		1.0												1.0					
female & <55 year	SW Internation.		1.0												1.0					
female & <55 year	SW Internation.		1.0												1.0					
female & 60-64 year	SW Internation.														1.0					
female & <55 year	IT-consult														1.0					
male & <55 year	EMC														1.0					
male & <55 year	EMC														1.0					
male & <55 year	EMC		0.8												1.0					
male & <55 year	EMC														1.0					
male & <55 year	EMC														1.0					
male & <55 year	SW Korea														1.0					
male & <55 year	SW Korea														1.0					
male & <55 year	SW Korea		1.0												1.0					
male & <55 year	SW Korea														1.0					
male & <55 year	SW Internation.		1.5												1.0					
male & <55 year	SW Internation.														1.0					
male & <55 year	SW Internation.														1.0					
male & <55 year	IT-consult		1.0												1.0					
male & 55-59 year	EMC														1.0					
male & 55-59 year	IT-consult														1.0					
male & 55-59 year	EMC														1.0					
male & 55-59 year	SW Korea		1.0												1.0					
male & 55-59 year	SW Korea														1.0					
male & 55-59 year	SW Internation.		1.0												1.0					
male & 60-64 year	IT-consult														1.0					
			23%	16%	3%	3%	0%	10%	6%	10%	3%	27%	46%	61%	10%	34%	23%	15%		
			31.0	45%	50%	10%	6%	6%	16%	6%	0%	3%	9%	31%	26%	28%	6%	13%	31%	

## Appendix 2

Catalogue of questions used as base for the socioanalytical interviews:

1. Are leaders becoming better over the course of history?
2. Is the number of good leaders increasing over the course of history?
3. Is good leadership being inherited to next generations?
4. Could good leadership be trained?
5. Coaching the Coaches – could that be a topic?
6. Schwartz proposes that values are not changing over the life span, but only their importance does change over time. Does that make sense to you? Could there be taken a conclusion out of that?
7. Is teaching about the value of values often left to religion and its priests? Should companies play a role here as well?
8. Learning about values, only in order to serve a purpose in business isn't the best way, or? With that, the behavior of people could be perceived to be not authentic but only "artificially trained".
9. What if young value-set meets seasoned value set?
10. What could young managers learn from old?
11. What are values worth in Leadership?
12. Is great leadership coupled with hubris?
13. Do companies, driven by universal values, systematically outperform other companies?

## Appendix 3

Company Value Classification of 36 companies, stating in total 212 values, being 5.8 values/company in average, of which 109 are young-age and 103 are old-age values. Sorted by the 68 Schwartz Values, of which only 36 Schwartz Values were being used by the sampled companies:

Company Namw	Company Value Statement	68 Schwartz Values	10 Core Schwartz Value Categories	Young-Age or Old-Age Value
<b>Ultimate</b>	Selfless	Accepting my Portion in Life	Tradition	Old
<b>Netflix</b>	Selflessness	Accepting my Portion in Life	Tradition	Old

<b>Facebook</b>	Be Bold	Ambitious	Achievement	Young
<b>Service Now</b>	Be hungry stay Humble	Ambitious	Achievement	Young
<b>Nike</b>	Be on the offense always	Ambitious	Achievement	Young
<b>Dyson</b>	Better	Ambitious	Achievement	Young
<b>Amazon</b>	Bias for Action	Ambitious	Achievement	Young
<b>Sybit</b>	Commitment	Ambitious	Achievement	Young
<b>Brenntag</b>	Commitment to Excellence	Ambitious	Achievement	Young
<b>Amazon</b>	Deliver Results	Ambitious	Achievement	Young
<b>Starbucks</b>	Delivering our very best in all we do, holding ourselves accountable for results.	Ambitious	Achievement	Young
<b>LinkedIn</b>	Demand excellence	Ambitious	Achievement	Young
<b>Tesla Motors</b>	Do the Impossible	Ambitious	Achievement	Young
<b>Google</b>	Fast is better than slow.	Ambitious	Achievement	Young
<b>Google</b>	Great isn't good enough.	Ambitious	Achievement	Young
<b>Wegmans Food</b>	High Standards	Ambitious	Achievement	Young
<b>Whole Foods Market</b>	Highest Quality	Ambitious	Achievement	Young
<b>Amazon</b>	Hire the Best	Ambitious	Achievement	Young
<b>SAP</b>	How We Run	Ambitious	Achievement	Young
<b>Facebook</b>	Move Fast	Ambitious	Achievement	Young
<b>Tesla Motors</b>	Move Fast	Ambitious	Achievement	Young
<b>Hilton</b>	Now	Ambitious	Achievement	Young

<b>Delta Air Lines</b>	Perseverance: never give up	Ambitious	Achievement	Young
<b>Ultimate</b>	Relentless	Ambitious	Achievement	Young
<b>ADP</b>	Service Excellence	Ambitious	Achievement	Young
<b>Veeva Systems</b>	Speed	Ambitious	Achievement	Young
<b>Amazon</b>	The Highest Standards	Ambitious	Achievement	Young
<b>Google</b>	The need for information crosses all borders	Ambitious	Achievement	Young
<b>Google</b>	There's always more information.	Ambitious	Achievement	Young
<b>Amazon</b>	Think Big	Ambitious	Achievement	Young
<b>Netflix</b>	Communication	Broadminded	Universalism	Old
<b>Oracle</b>	Communication	Broadminded	Universalism	Old
<b>Splunk</b>	Open	Broadminded/Honest	Universalism/Benevolence	Old
<b>Atlassian</b>	Open Company, No Bullshit	Broadminded/Honest	Universalism/Benevolence	Old
<b>Sybit</b>	Openness	Broadminded/Honest	Universalism/Benevolence	Old
<b>H&amp;M</b>	Straight forward and open-minded	Broadminded/Honest	Universalism/Benevolence	Old
<b>SAP</b>	Build Bridges, not silos	Capable	Achievement	Young
<b>Atlassian</b>	Build with heart and balance	Capable	Achievement	Young
<b>Google</b>	It's best to do one thing really well.	Capable	Achievement	Young
<b>Discord</b>	Mastery	Capable	Achievement	Young
<b>Oracle</b>	Quality	Capable	Achievement	Young
<b>Walt Disney</b>	Quality	Capable	Achievement	Young
<b>Sybit</b>	Traget oriented	Capable	Achievement	Young



<b>LinkedIn</b>	Act like an owner	Choosing Own Goals	Self-Direction	Young
<b>Discord</b>	Autonomy	Choosing Own Goals	Self-Direction	Young
<b>Brenntag</b>	Employee Involvement & Ownership	Choosing Own Goals	Self-Direction	Young
<b>Workday</b>	Employees	Choosing Own Goals	Self-Direction	Young
<b>Workday</b>	Employees	Choosing Own Goals	Self-Direction	Young
<b>Wegmans Food</b>	Empowerment	Choosing Own Goals	Self-Direction	Young
<b>H&amp;M</b>	Entrepreneurial spirit	Choosing Own Goals	Self-Direction	Young
<b>The Home Depot</b>	Entrepreneurial spirit	Choosing Own Goals	Self-Direction	Young
<b>Amazon</b>	Ownership	Choosing Own Goals	Self-Direction	Young
<b>Hilton</b>	Ownership	Choosing Own Goals	Self-Direction	Young
<b>Tesla Motors</b>	Think Like Owners	Choosing Own Goals	Self-Direction	Young
<b>Tesla Motors</b>	Constantly Innovate	Creativity	Self-Direction	Young
<b>Nike</b>	Create the future of sport	Creativity	Self-Direction	Young
<b>Cisco</b>	Creating Change	Creativity	Self-Direction	Young
<b>Service Now</b>	Innovate and execute	Creativity	Self-Direction	Young
<b>Microsoft</b>	Innovation	Creativity	Self-Direction	Young
<b>Oracle</b>	Innovation	Creativity	Self-Direction	Young
<b>Walt Disney</b>	Innovation	Creativity	Self-Direction	Young
<b>Workday</b>	Innovation	Creativity	Self-Direction	Young
<b>Workday</b>	Innovation	Creativity	Self-Direction	Young
<b>Splunk</b>	Innovative	Creativity	Self-Direction	Young
<b>ADP</b>	Inspiring Innovation	Creativity	Self-Direction	Young
<b>Amazon</b>	Invent and Simplify	Creativity	Self-Direction	Young

<b>Tesla Motors</b>	Reason from “First Principles”	Creativity	Self-Direction	Young
<b>Netflix</b>	Innovation	Creativity	Self-Direction	Young
<b>Apple</b>	Accessibility	Curious	Self-Direction	Young
<b>Starbucks</b>	Acting with courage, challenging the status quo and finding new ways to grow our company and each other.	Curious	Self-Direction	Young
<b>Virgin Group</b>	Insatiable Curiosity	Curious	Self-Direction	Young
<b>Amazon</b>	Learn and Be Curious	Curious	Self-Direction	Young
<b>SAP</b>	Stay Curious Embrace differences	Curious	Self-Direction	Young
<b>Netflix</b>	Curiosity	Curious	Self-Direction	Young
<b>Splunk</b>	Disruptive	Daring	Stimulation	Young
<b>Walt Disney</b>	Optimism	Daring	Stimulation	Young
<b>Unilever</b>	Pioneering	Daring	Stimulation	Young
<b>Virgin Group</b>	Smart Disruption	Daring	Stimulation	Young
<b>LinkedIn</b>	Take intelligent risks	Daring	Stimulation	Young
<b>Netflix</b>	Courage	Daring	Stimulation	Young
<b>Google</b>	Democracy on the web works.	Equality	Universalism	Old
<b>Microsoft</b>	Diversity and Inclusion	Equality	Universalism	Old
<b>Service Now</b>	Diversity and Inclusion	Equality	Universalism	Old
<b>Apple</b>	Inclusion & Diversity	Equality	Universalism	Old
<b>Cisco</b>	Inclusivity	Equality	Universalism	Old

<b>Ultimate</b>	One	Equality	Universalism	Old
<b>Apple</b>	Racial Equity & Justice	Equality	Universalism	Old
<b>Netflix</b>	Inclusion	Equality	Universalism	Old
<b>Virgin Group</b>	Red Hot Relevance	Excitement in Life	Stimulation	Young
<b>Brenntag</b>	Safety First	Healthy	Security	Old
<b>Wegmans Food</b>	Caring	Helpful	Universalism	Old
<b>Google</b>	Focus on the user, all else will follow.	Helpful	Benevolence	Old
<b>Hilton</b>	Hospitality	Helpful	Benevolence	Old
<b>Delta Air Lines</b>	Servant Leadership: care for everyone	Helpful	Benevolence	Old
<b>Dyson</b>	Authentic	Honest	Benevolence	Old
<b>Facebook</b>	Be Open	Honest	Benevolence	Old
<b>LinkedIn</b>	Be open	Honest	Benevolence	Old
<b>Atlassian</b>	Don't #@!% the customer	Honest	Benevolence	Old
<b>Amazon</b>	Earn Trust	Honest	Benevolence	Old
<b>Ultimate</b>	Genuine	Honest	Benevolence	Old
<b>LinkedIn</b>	Honest and constructive	Honest	Benevolence	Old
<b>Delta Air Lines</b>	Honesty: always tell the truth	Honest	Benevolence	Old
<b>Virgin Group</b>	Straight Up	Honest	Benevolence	Old
<b>SAP</b>	Tell it like it is	Honest	Benevolence	Old
<b>Michelin</b>	Trust and common interest	Honest	Benevolence	Old
<b>Microsoft</b>	Trustworthy Computing	Honest	Benevolence	Old
<b>Facebook</b>	Focus On Impact	Influential	Achievement	Young

<b>Cisco</b>	Inspiring Leaders	Influential	Achievement	Young
<b>Hilton</b>	Leadership	Influential	Achievement	Young
<b>Oracle</b>	Ethics	Inner Harmony	Universalism	Old
<b>H&amp;M</b>	Constant improvement	Intelligent	Achievement	Young
<b>Apple</b>	Education	Intelligent	Achievement	Young
<b>ADP</b>	Insightful Expertise	Intelligent	Achievement	Young
<b>H&amp;M</b>	Keep it simple	Intelligent	Achievement	Young
<b>Ultimate</b>	Thinkers	Intelligent	Achievement	Young
<b>Daimler</b>	Integrity	Loyal/Honest	Benevolence	Old
<b>Dow Chemical Company</b>	Integrity	Loyal/Honest	Benevolence	Old
<b>Hilton</b>	Integrity	Loyal/Honest	Benevolence	Old
<b>Oracle</b>	Integrity	Loyal/Honest	Benevolence	Old
<b>Unilever</b>	Integrity	Loyal/Honest	Benevolence	Old
<b>Workday</b>	Integrity	Loyal/Honest	Benevolence	Old
<b>Workday</b>	Integrity	Loyal/Honest	Benevolence	Old
<b>Michelin</b>	Integrity and ethics	Loyal/Honest	Benevolence	Old
<b>ADP</b>	Integrity is Everything	Loyal/Honest	Benevolence	Old
<b>Delta Air Lines</b>	Integrity: always keep your deals	Loyal/Honest	Benevolence	Old
<b>Netflix</b>	Integrity	Loyal/Honest	Benevolence	Old
<b>Discord</b>	Compassion	Mature Love	Benevolence	Old
<b>H&amp;M</b>	We believe in people	Mature Love	Benevolence	Old
<b>Nike</b>	Do the right thing	Meaning in Life	Benevolence	Old
<b>Veeva Systems</b>	Do the Right Thing	Meaning in Life	Benevolence	Old
<b>The Home Depot</b>	Doing the right thing	Meaning in Life	Benevolence	Old
<b>Wegmans Food</b>	Making a Difference	Meaning in Life	Benevolence	Old

<b>Discord</b>	Purpose	Meaning in Life	Benevolence	Old
<b>Oracle</b>	Compliance	Obedient	Conformity	Old
<b>Splunk</b>	Fun	Pleasure	Hedonism	Young
<b>Workday</b>	Fun	Pleasure	Hedonism	Young
<b>Workday</b>	Fun	Pleasure	Hedonism	Young
<b>Daimler</b>	Passion	Pleasure	Hedonism	Young
<b>Splunk</b>	Passionate	Pleasure	Hedonism	Young
<b>Atlassian</b>	Play, as a team	Pleasure	Hedonism	Young
<b>The Home Depot</b>	Taking care of our people	Pleasure	Hedonism	Young
<b>Whole Foods Market</b>	Team Member Growth and Happiness	Pleasure	Hedonism	Young
<b>Netflix</b>	Passion	Pleasure	Hedonism	Young
<b>Starbucks</b>	Being present, connecting with transparency, dignity and respect.	Politeness	Conformity	Old
<b>Daimler</b>	Esteem	Politeness	Conformity	Old
<b>Sybit</b>	Esteem	Politeness	Conformity	Old
<b>Oracle</b>	Mutual Respect	Politeness	Conformity	Old
<b>Unilever</b>	Respect	Politeness	Conformity	Old
<b>Wegmans Food</b>	Respect	Politeness	Conformity	Old
<b>Dow Chemical Company</b>	Respect for People	Politeness	Conformity	Old
<b>Michelin</b>	Respect for people and facts	Politeness	Conformity	Old
<b>Delta Air Lines</b>	Respect: don't hurt anyone	Politeness	Conformity	Old
<b>Apple</b>	Privacy	Privacy	Self-Direction	Young

<b>Whole Foods Market</b>	Care for Communities and Environment	Protecting the Environment	Universalism	Old
<b>Apple</b>	Environment	Protecting the Environment	Universalism	Old
<b>Microsoft</b>	Environment	Protecting the Environment	Universalism	Old
<b>Dow Chemical Company</b>	Protecting Our Planet	Protecting the Environment	Universalism	Old
<b>H&amp;M</b>	Cost-conscious	Responsible	Universalism	Old
<b>Amazon</b>	Customer Obsession	Responsible	Benevolence	Old
<b>Oracle</b>	Customer Satisfaction	Responsible	Benevolence	Old
<b>Workday</b>	Customer Service	Responsible	Benevolence	Old
<b>Workday</b>	Customer Service	Responsible	Benevolence	Old
<b>Veeva Systems</b>	Customer Success	Responsible	Benevolence	Old
<b>Walt Disney</b>	Decency	Responsible	Benevolence	Old
<b>Service Now</b>	Deliver customer success	Responsible	Benevolence	Old
<b>Whole Foods Market</b>	Delight Customers	Responsible	Benevolence	Old
<b>The Home Depot</b>	Excellent customer service	Responsible	Benevolence	Old
<b>Virgin Group</b>	Hearthelt Service	Responsible	Benevolence	Old
<b>Brenntag</b>	Integrity & Responsibility	Responsible	Benevolence	Old
<b>SAP</b>	Keep the promise	Responsible	Benevolence	Old
<b>Brenntag</b>	Leadership & Accountability	Responsible	Benevolence	Old

<b>LinkedIn</b>	Members first	Responsible	Benevolence	Old
<b>Sybit</b>	Responsibility	Responsible	Benevolence	Old
<b>Unilever</b>	Responsibility	Responsible	Benevolence	Old
<b>Nike</b>	Serve athletes	Responsible	Benevolence	Old
<b>Apple</b>	Supplier Responsibility	Responsible	Benevolence	Old
<b>Daimler</b>	Discipline	Self-Discipline	Conformity	Old
<b>ADP</b>	Each Person Counts	Self-Respect	Self-Direction	Young
<b>Google</b>	You can be serious without a suit.	Self-Respect	Self-Direction	Young
<b>Discord</b>	Belonging	Sense of Belonging	Security	Old
<b>Starbucks</b>	Creating a culture of warmth and belonging, where everyone is welcome.	Sense of Belonging	Security	Old
<b>LinkedIn</b>	Relationships matter	Sense of Belonging	Security	Old
<b>Hilton</b>	Teamwork	Sense of Belonging	Security	Old
<b>Oracle</b>	Teamwork	Sense of Belonging	Security	Old
<b>Tesla Motors</b>	We are ALL IN	Sense of Belonging	Security	Old
<b>H&amp;M</b>	We are one team	Sense of Belonging	Security	Old
<b>Oracle</b>	Fairness	Social Justice	Universalism	Old
<b>ADP</b>	Social Responsibility	Social Justice	Universalism	Old
<b>Facebook</b>	Build Social Value	Social Order	Security	Old
<b>Microsoft</b>	Citizenship	Social Order	Security	Old
<b>Walt Disney</b>	Community	Social Order	Security	Old
<b>The Home Depot</b>	Giving back to our communities	Social Order	Security	Old
<b>Veeva Systems</b>	Employee Success	Successful	Achievement	Young
<b>ADP</b>	Results-Driven	Successful	Achievement	Young

<b>Ultimate</b>	S.T.R.O.N.G.	Successful	Achievement	Young
<b>Nike</b>	Win as a team	Successful	Achievement	Young
<b>Netflix</b>	Impact	Successful	Achievement	Young
<b>The Home Depot</b>	Building strong relationships	True Friendship	Benevolence	Old
<b>Brenntag</b>	Value Creation for Partners	True Friendship	Benevolence	Old
<b>Whole Foods Market</b>	Win-Win With Our Suppliers	True Friendship	Benevolence	Old
<b>Atlassian</b>	Be the change you seek	Variation in Life	Stimulation	Young
<b>Virgin Group</b>	Delightfully Surprising	Variation in Life	Stimulation	Young
<b>Dyson</b>	Different	Variation in Life	Stimulation	Young
<b>Ultimate</b>	Nimble	Variation in Life	Stimulation	Young
<b>Walt Disney</b>	Storytelling	Variation in Life	Stimulation	Young
<b>Google</b>	You don't need to be at your desk to need an answer.	Variation in Life	Stimulation	Young
<b>The Home Depot</b>	Creating shareholder value	Wealth	Power	Young
<b>Workday</b>	Profitability	Wealth	Power	Young
<b>Workday</b>	Profitability	Wealth	Power	Young
<b>Whole Foods Market</b>	Profits and Prosperity	Wealth	Power	Young
<b>Google</b>	You can make money without doing evil.	Wealth	Power	Young
<b>Netflix</b>	Judgment	Wisdom	Universalism	Old