



Study "Missing Link"

- How companies find and realize their values.

Management Abstract

Companies present their values internally and publicly. With values, they signal what they stand for and what priorities they give to internal and external action. People often experience these values as mere statements, but not as lived values: communication and practice have to be congruent to avoid a lack of credibility.

This risk of credibility will threaten the community, staying consistent, and so being able to create value: The integrity of corporate management becomes doubtful; dwindling trust undermines loyalty to the company and can become an occasion for cynicism and purely selfish behavior.

How do companies ensure a real "walk the talk" throughout the company?

The study "Missing Link" examines the process of value practice in the following steps

- Value Determination and Value Definition
- value communication
- Adaptation of business practice

Without claiming representativeness, this report describes the results of interviews, procedures, and activities in a broad range. The implicit ways of thinking are reflected and interpreted based on an explicit understanding of the authors' values. Options for action are proposed to make better use of the value of the values.

Author of the study

Eckhard Schölzel & Partner

Leadership in change - inspire design transform

Consulting • Coaching • Training • Workshop

Gewerbepark 10

D 82229 Seefeld

Internet www.e-schoelzel.de

Phone +49 81 52 - 96 57 201

fax +49 321 21 266 117

email e-schoelzel@e-schoelzel.de

Please ask for

- Print copy of the study
- consultation
- workshops



Study "Missing Link"

- How companies find and realize their values.

content	foreword	page	3
1.	Focus of this study		3
1.1	Our time - topicality		3
1.2	Concerns and approach		6
1.3	gender reference		6
2.	Values - meaning and connections		6
2.1	Thinking about values		6
2.2	Responsibility requires trust and guidelines		7
2.3	Values and motivation - winning committed followers		8
2.4	Value paradigms in the study		8
2.4.1	Normative Ethics - Virtues		8
2.4.2	Constructivist approach		9
2.4.3	Existential Philosophical Approach		9
3.	About the study: Participants and non-participants		10
3.1	Industries, sizes, legal forms		10
3.2	Values-inadequate companies?		10
3.3	Greatest open-mindedness - industry		11
3.4	Greatest open-mindedness - function		11
3.4.1	Managing Director / Board		12
3.4.2	Personnel Management, Personnel Development / Human Resources		12
3.4.3	business development		12
3.4.4	Assistant to the Executive Board, Corporate Communications		12
4.	Results of the study		12
4.1	basic assumptions		12
4.2	The interview questions		13
5.	Question 1: Motivations for corporate values		13
5.1	Purpose motivations		13
5.2	outcomes		14
6.	Question 2: The way of finding values		14
6.1	Who finds...? - authorship		14
6.1.1	management		14
6.1.2	Mixed working group		15
6.1.3	Customers, suppliers, municipalities		15
6.1.4	counsellor		15
6.2	How found...? - Path and methods		16
6.2.1	workshops		16
6.2.2	Value set/value model		17
6.2.3	Value analysis instrument		17
6.2.4	Value Determination Top-Down-Bottom-Up		17
7.	Question 3: Missing values		18
8.	Question 4: Value practice		19
9.	Question 5: Communication - sharing and spreading values		20
9.1	Top-down dialogue		20
9.2	public		21
9.3	Other Activities		21
9.4	Walk the Talk		21
10.	conclusions		22
10.1	Compact		22
10.2	Motivation decides		23
10.3	Paradigm Values		23
10.4	Focus on opportunities: Empowerment through differentiated value awareness		23
10.5	Facing reality courageously: starting with the status quo		24
10.6	Align practice with value priorities		24
11.	appendix		25
11.1	Quoted sources		25
11.2	download links		25
11.3	Contact us		25
11.4	Basic assumptions of the "Missing Link" study		26