



# Management by Values



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# MANAGEMENT BY VALUES

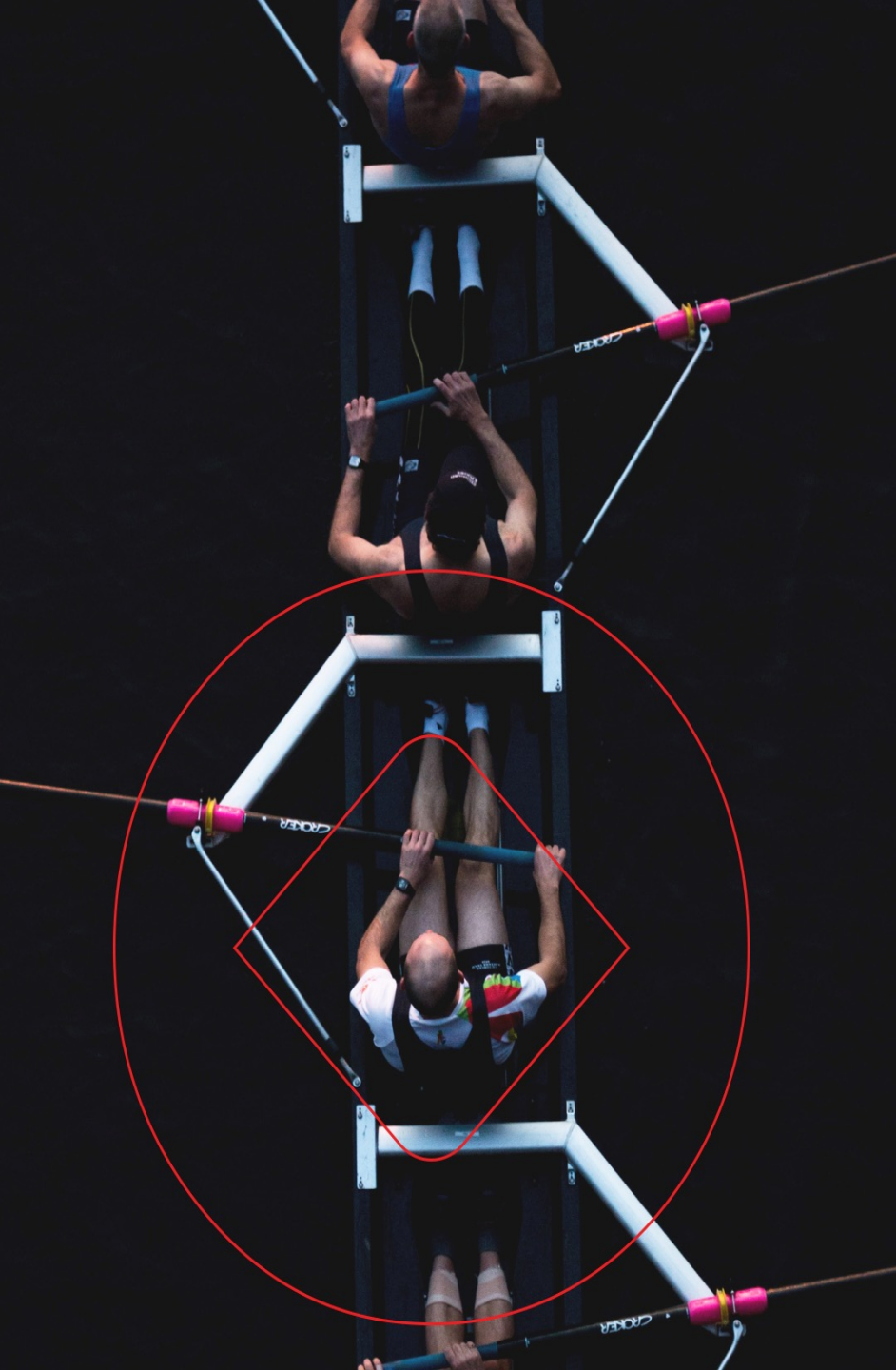
How living your values can unleash your culture's potential

**SPORT LAW**

We know sport.

A night sky filled with stars, with a silhouette of a mountain range in the foreground. The text is centered in the middle of the image.

**WHAT GOT US HERE,  
WON'T GET US WHERE WE WANT TO GO NEXT.**



# A SENSE OF PURPOSE

*“People have a fundamental **need** for **guiding values** and sense of **purpose** that give their life and work **meaning**. More than any time in the past, employees will demand that the organizations they’re connected to **stand for something**.”*

*James Collins and Jerry Porras, Built to Last (1994)*

**SPORT LAW**

# WHY NOW?



**SPORT LAW**

- ◊ Business of sport: Shifting nature of volunteerism and professionalization of sport means we need meta-skills to remain relevance
- ◊ Pandemic: Digital and virtual workplace that requires greater agility and trust
- ◊ Clash of values: Desire for ethical practices, CSR, and human-centred approaches clash with stories of abuse, nepotism, human rights violations and lack of transparency
- ◊ Risk management: The need for greater risk mitigation beyond what sport is currently capable of
- ◊ Leadership: Need for emotionally intelligent leaders who can both extend trust and demand excellence ... the next gen doesn't want to be managed ... they want to be inspired

# EFFECTIVE SPORT ORGANIZATIONS

- ◊ Have the right **governance** model to achieve strategic ends
- ◊ Have relevant **strategic and financial plans** that are approved, monitored, shared and updated
- ◊ Have developed the means to **strategically communicate** with its key stakeholders
- ◊ Have updated **policies** that meet **legal and ethical** expectations
- ◊ Have an integrated **risk management** into their decision-making at all levels
- ◊ Have a strong **culture**, based on **shared values**

- ◊ Culture is eating strategy for breakfast – Peter Drucker
- ◊ Culture is eating sport for breakfast, lunch and dinner

# WHAT IS MANAGEMENT BY VALUES?

- ◊ Management by Values (MBV) is an exciting **evolution** in management theories that addresses the **complex environment** organizations are facing with an explicit goal of inviting **humanistic** practices alongside achieving stated goals
- ◊ Managing by Values is a philosophy of managing the **culture** of the company, **strengthening** it day by day, by living the organization's **values**
- ◊ Management by Values **evaluates** the organization's **impact** beyond medals and money ... it also holds leaders accountable for how these objectives are being achieved



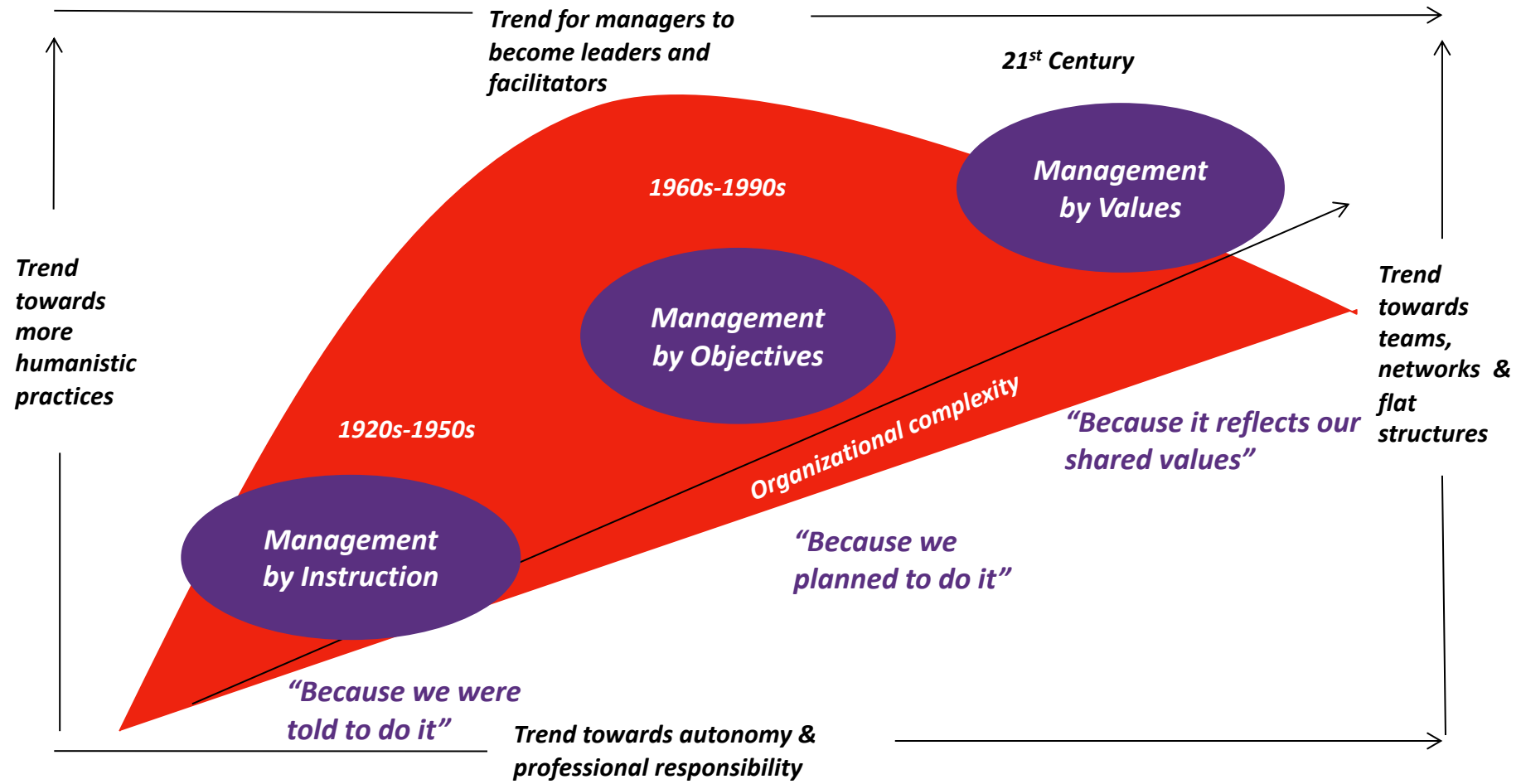


# BENEFITS OF MANAGING BY VALUES

- ◆ Research indicates that a management philosophy oriented towards living the organization's values:
  - Increases productivity
  - Attracts and retains highly competent people
  - Develops a strong and resilient culture
  - Helps navigate complex and chaotic environment
  - Stimulates creativity
  - Strengthens your 'brand'
  - Generates effective communications



# EVOLUTION IN MANAGEMENT THEORY



# MBV ENGAGEMENT PROCESS

- ◊ Step 1: Start with defining your **WHY**
- ◊ Step 2: Engage your leaders in identifying and defining a **core set of values**
- ◊ Step 3: Consider how values are **integral** to the achievement of your vision (strategy)
- ◊ Step 4: **Embed** your values in your daily activities
- ◊ Step 5: **Communicate** your values publicly and empower your people to use them daily
- ◊ Step 6: Monitor and evaluate **progress**
- ◊ Step 7: **Renew** commitment as often as required

# ASSESS WHERE YOU ARE

- ◊ **Inactive:** Values are dormant or not used
- ◊ **Intuitive:** Values are shared and experienced at the individual level and are leadership dependent
- ◊ **Intrinsic:** Values are embedded system-wide and evident in policies, programs and procedures
- ◊ **Inspirational:** Values are being leveraged intentionally as a strategic communications vehicle to engage and inspire members to achieve a common purpose



# SIMPLE SOLUTIONS

- ◊ **Know them** the way you know your twitter handle ... you can't use what you don't know
- ◊ **Express them** clearly ... on your letterhead, on your publications, on your business cards, on your walls, on you jerseys ... but only if you've earned the right to do so
- ◊ Surround yourself with people who **share** your **culture's values** – hire people and evaluate performance based on these values
- ◊ **Coach by values** and encourage athletes to **compete in alignment** with their values
- ◊ Illuminate your path – use your values when **making decisions**, to guide your **vision**, during **planning** and when dealing with **conflict**
- ◊ MBV Triple Bottom Line: Beyond money and medals, we must measure morals (values) ... it's the **holistic way** of maintaining relevance

- ◊ Need to add the triangles of Money. Medals. Morals.
- ◊ Another triangle of MBI. MBO. MBV.
- ◊ MBV. True Sport. Trusted Culture.
- ◊ We thrive. We stay. We perform.

# FINAL WORDS...

Moving from **values inaction** to **values-in action**:

- ◊ At the **heart** of conflict is a **misalignment** of values
- ◊ MBV provides an **ethical decision-making** framework to **achieve** objectives, manage **risks** more effectively, and increase the **ethical literacy** of sport leaders, coaches and athletes
- ◊ If not us, then who? If not now, then when?

