

## **Managing by values: Cultural redesign for strategic organizational change at the dawn of the twenty-first century**

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### **Abstract**

The system of beliefs and values that shaped the model for management and organizations during the twentieth century is just not good enough today. In order to keep a business functioning well and competing successfully in markets that are increasingly more global, complex, professionally demanding, constantly changing and oriented towards quality and customer satisfaction a new model is needed. In this paper, we will propose that both management by instructions and management by objectives today give notoriously inadequate results. By contrast, description of a new approach, labeled management by values (MBV), seem to be emerging as a strategic leadership tool. The paper outlines this approach and discusses the implementation of MBV as a tool to redesign culture in organizations and prepare them for the next