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This article discusses the techniques and means of forming the value-based orientations of a manager in the context of modern business realities. In particular, emphasis is placed on the transformation of a manager's value chain at different stages of a company's development with the emergence of new technologies and the introduction of digitalization into business processes. Proprietary models of life cycles and assessments of the manager's value-based orientations are developed, allowing to determine the conditions for successful adaptation of the company's work to rapidly changing conditions and maintain competitiveness in the market thanks to the right management decisions.

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This article discusses the techniques and means of forming the value-based orientations of a manager in the context of modern business realities. In particular, emphasis is placed on the transformation of a manager's value chain at different stages of a company's development with the emergence of new technologies and the introduction of digitalization into business processes. Proprietary models of life cycles and assessments of the manager's value-based orientations are developed, allowing to determine the conditions for successful adaptation of the company's work to rapidly changing conditions and maintain competitiveness in the market thanks to the right management decisions.

Keywords: manager, value-based orientations, formation of value-based orientations, digitalization, business.

Author: Russian State University named after A.N. Kosygin (Technologies. Design. Art).

I. INTRODUCTION

The era when an entrepreneur comes up with an idea, launches a business and simply makes a profit is ending. A next generation entrepreneur is not a person who knows how to make money, a computer will do it for him much faster. This is a person who knows how to change lives around himself, his clients, his employees, and investors for the better by making right management decisions based on the values of modern realities and dictating new "rules of the game" in business. Such decisions, in turn, involve, among other things, the implementation of ways to improve the techniques and means of forming managers' value-based orientations.

The techniques and means of forming value-based orientations in general include internal and external factors, that is, everything that falls under the concept of a "social and cultural environment" (family, education, communication, religion, mass media, etc.), and the ways to improve them include theoretically substantiated training and education processes, interaction with people, allowing successful achievement of goals¹. Within the framework of business processes, they are implemented through various actions or activities that can be carried out at several levels.²:

- Administrative level: direct influence, official indication of principles or standards, norms of behavior, changes in work schedules, etc. (they are precise and unambiguous, which allows one to quickly adapt to them, focus on them, and refer to them in difficult or controversial situations);
- Psychological level: influence by example, imitation, "exchange of experience", etc. (direct impact on personality and the assimilation of necessary behavioral patterns);
- Symbolic level: slogans, semantic associations, spatial arrangement, etc. (usually emotionally saturated, with a high impact rate);
- economic level: rewards, benefits, bonuses, etc. (stimulate the achievement of the main goal of participation in the company's activities), etc.

For the subsequent development and change of the most visible elements in the manager's value system, such a popular tool as business training can be used (for example, in the form of a business game, business stimulation, strategic

¹ Vorozheikin, I. E. Management of an organization's social development: textbook / I.E. Vorozheikin. – M.: INFRA-M Scientific Publishing Center, 2001. – 266 p.

² Steklova, O. E. Organizational culture: textbook / O. E. Steklova. – Ulyanovsk: UISTU, 2007. – 127 p.

coaching session, panel discussion, etc.), i.e., an active form of training. Unlike, for example, a regular lecture, where participants receive only theoretical knowledge, the training offers the opportunity to gain useful practical experience. But since each manager, like any organization, has its own set of value-based orientations, the development of program training for managers should imply an integrated approach based on different parameters, from the organization development stage, managerial experience of the manager to the specifics of his formation as a person in the family and organization and the development of the state in which he carries out his professional activities.

II. RESULTS AND DISCUSSION

In order to trace the relationship between these elements and the value-based orientations of a manager in the business sphere, a proprietary comparison model was compiled within the framework of this paper on the basis of a positivistic approach³ (Table 1). It combined the foundations of the theory of life cycles of an organization by I. Adizes and the theory of crowd formation by G. Le Bon⁴, allowing us to consider value-based orientations in the context of “person – family – organization – state”.

Table 1: Proprietary model for comparing a manager’s life cycles, a person, a family, an organization, and the state

Manager’s life cycle (work experience)	Human life cycle	Family life cycle	Organization’s life cycle	State (civilization) life cycle
Origin (up to 1 year)	Origin	Origin	Nurturing	Origin
Formation (1-5 years)	Infancy	Formation	Infancy	Infancy
Flourishing (5-10 years)	Youth	Flourishing	Youth	Flourishing
Maturity (10-15 years)	Maturity	Maturity	Aristocraticism	Abundance
Reorganization (15-20 years)	Advanced age	Reorganization	Bureaucratization	Flourishing
Degradation (20 years or more)	Old age	Old age	Death	Degradation

According to the results of an empirical study, it was revealed that managers with less than 1 year of managerial experience have such value-based orientations as "systems thinking", "decision making ability" and "stress tolerance"; managers with 1-5 years of experience have "systems thinking", "decision making ability" and "focus on the result"; for managers with 5-10 years of experience, the first lines in the system of value-based orientations are also occupied by "systems thinking", "decision-making ability" and "continuous self-development"; for managers with 10-15 years of experience, these are "systems thinking", "decision-making ability" and "creative thinking and attitude to work"; the most

experienced managers (more than 20 years of experience) consider "authority", "responsibility", and "self-confidence" to be their main value-based orientations. The parallel between these value-based orientations of a manager and the value-based orientations of an individual, family, company and state can be traced in this table.

It is clearly seen that both the manager, the person, the organization, and the state go through very similar stages of development, at each of which they encounter certain problems that are more or less similar and go through periods of

³ Con, I. S. Positivism in sociology. – L., 1965.

⁴ Le Bon, G. Psychology of peoples and masses. – Publishing house: Sotium, 2016. – 384 p.

crisis, which, in turn, are characterized by a certain set of value-based orientations. For example, when analyzing the second stage of the cycle "formation – infancy – becoming – infancy – infancy" in more detail, it can be noted that for a person it is a period of functional development, which is possible for him only subject to interaction with adults; for a family it is the period from the birth of the first child to their inclusion in external social structures (children kindergarten, school); for an organization – when it is founded in a physical sense, and its manager takes on financial risks; for a state, it is a period of subordination until its people overthrow the oppressor or move to other territories. Similarly, a manager at the formation stage (1-5 years of managerial experience) strongly depends on personal connections and the help of other specialists (such as a child from his parents or the people from their oppressor): if he loses faith in himself, in the idea, the company will end its activities. The delegation process has not yet been formed in a young company, there are no processes for transferring and managing information; for this reason, everything is limited to the manager, who takes part in every event of a small company. That is why, at an early stage of development, the manager should use his own example to show involvement in work, focus on results, focus all efforts on improving customer service, demonstrating value-based orientations that will correspond to the company's value-based orientations at a specific stage of its development

(Table 3.2.1). In other words, this comparative life cycle model is universal and, extending into several categories at once, represents a person (supervisor) or a group of people (subordinates) who have been striving for a single goal for some time. Due to this "synchronicity" in development, one can predict possible changes in the system of a manager's value-based orientations in the business sphere and take appropriate measures to improve it in a timely manner to achieve the desired result.

However, it must be understood that everyone involved in the chain of creation of a particular value-based orientation must be aware of

everything that is happening in the world, otherwise there is a risk of being late in the endless race for new technologies and digital resources⁵. In this sense, a cyclical pattern can be traced again: each round of development is faster and more complex, and the countdown begins with industrial revolutions that "promote" a new approach to production and consumption methods⁶.

- Industry 1.0 (1784) – "mechanization"; production operates on water and steam based mechanisms; economic development is based primarily on "successful" inventions.
- Industry 2.0 (1870) – "electrification", mass production using assembly lines; at its core, as at the heart of the first revolution, is general-purpose technology⁷, which by itself does not increase the efficiency and effectiveness of the company, but contributes to the creation of other technologies that improve these indicators; the emphasis is already on the evidence base of scientific achievements.
- Industry 3.0 (1969) – "automation"; automation of production processes using electronics and computers; economic development at the expense of a "new" class of entrepreneurs – cosmopolitan, multilingual, educated and sociable, whose goal is the global market.
- Industry 4.0 (2011) – "digitalization" or "smart factory", combining devices, data analysis and artificial intelligence for greater automation of processes; the main goal is to mass produce a product and maximize profit by increasing productivity and reducing costs; labor market flexibility increases – some professions disappear, others become remote⁸.
- Industry 5.0 (currently being formed, although some companies are already

⁵ Mumford, L. The myth of the machine. Technology and the development of mankind / translation from English: T. Azarkovich, B. Skuratov (Chapter 1). – M: Logos. – 2001. – 408 p.

⁶ Buldygin, S. S. The concept of the industrial revolution: from the concept to the present day // Bulletin of Tomsk State University. – 2017. – No. 420. – p. 91-95.

⁷ Cameron, R. A brief economic history of the world. From the Paleolithic to the present day. – M., 2001. – 544 p.

announcing the use of Industry 6.0 technologies⁹)

- "personalization", interaction of humans and technologies with a focus on humans. In other words, business in the era of the fifth revolution is not about changes within the organization, as in the era of the fourth revolution, but a focus on the external environment, where customers live and where money directly comes from. In other words, Industry 5.0 is about new processes of change aimed at closer cooperation between man and machine, systematic prevention of waste (including electronic waste) and squander, balancing digital development and the ESG agenda, as well as new opportunities for companies ¹⁰and a new set of values for their managers, where the main value-based orientations are "sustainable development", "environmental friendliness", "customer orientation" and "personalization".

Since Industry 5.0, combining people and technology into one system, includes all previous "digital" experience into an existing reality that cannot exist and develop without a person, when studying the value-based orientations of a business manager, it would be advisable to improve the proprietary model for evaluating value-based orientations (Table 2), supplementing it with so-called digital value-based orientations, which in the framework of this paper are defined as human interaction with the digital environment, aimed at obtaining the best results.

⁸ Sudas, L. G., Yudina, M. A. Managerial imperatives of the industry 4.0 / L. G. Sudas, M. A. Yudina. – Moscow: Moscow University Press, 2021. – 152 p.

⁹ Sergey Glazyev: "The bacchanalia of negative forecasts must not program us for failure" // Business Online electronic newspaper. – 2022. – URL: <https://www.business-gazeta.ru/article/550442> (date of visit: March 23, 2025).

¹⁰ Pine, J., Gilmore, J. The economy of impressions. – Publishing house: Alpina Publisher. – 2021. – 384 p.

Table 2: Improved proprietary model for evaluating a manager's value-based orientations

Company life cycle and purpose	Manager's command role	Type of manager with value-based orientations	Digital value-based orientations
1. Nurturing (creating and developing a deep and committed idea)	Chairman, collectivist	Transformer (development, changes, dynamic successes)	Customer focus, sustainable development, personalization, environmental friendliness, striving for innovation, openness to new information, responsibility for the reliability and safety of content transmitted to the information environment, creativity and its manifestation in the context of algorithmic solutions, etc.
2. Infancy (development)	Thinker, shaper, scout	Transformer (development, changes, dynamic successes)	
3. Childhood (clear definition of activities)	Shaper, performer, finisher	Transformer (development, changes, dynamic successes)	
4. Youth (process structuring)	Performer, chairman, collectivist	Fighter for justice (honesty, objectivity, equality)	
5. Flourishing (long-term business retention)	Chairman, scout, shaper	Power-seeker (power, expansion of zones of influence and authority, increase of assets)	
6. Stabilization (profit-making)	Chairman, finisher, shaper, collectivist	Power-seeker (power, expansion of zones of influence and authority, increase of assets)	
7. Aristocraticism ("survival")	Chairman, appraiser, collectivist	Power-seeker (power, expansion of zones of influence and authority, increase of assets)	
8. Early bureaucratization (minimization of risks and business costs)	Chairman, collectivist	Power-seeker (power, expansion of zones of influence and authority, increase of assets)	
9. Bureaucratization and death (search for new opportunities)	Scout, thinker, shaper	Transformer (development, changes, dynamic successes)	

Thus, according to the improved proprietary model of value-based orientations, digital value-based orientations are an essential attribute of the value system of a modern business manager, and do not depend directly on the company's life cycle, that is, on its strategic goal at a certain stage of development. This can be explained by the fact that digital and information technologies, as well as Industry 5.0 with all its components (long-term forecasts and planning, digital twins, blockchain, modular structures, etc.)

– these are the current conditions of any business existence, which cannot be circumvented or

ignored without prejudice to the development of the organization.

That is, the entire value chain of the manager (at all stages of the company's development) is changing with the advent of the latest technologies and "smart" products¹¹, which, however, would hardly have happened without the formation of a new approach to managing the company's life cycle, in this case– digital. Hence, there is a need to introduce such a concept as "digital life cycle management of a company." Within the framework of this study, digital life cycle management of a company will be understood as a comprehensive concept that

differs significantly from "traditional" management practices, which allows to completely update all business processes and resources of the company taking into account new realities and change the system of a manager's value-based orientations, improving the methods and techniques of their formation, and which can be given the following characteristics¹²:

1. speed – the transition from one company life cycle to another is carried out with a shortened response time, since using high-performance computing significantly accelerates the time required to achieve the company's goal at a particular stage of the life cycle;
2. scalability is the ability to expand the goal set by a company within a certain life cycle;
3. intelligence, i.e. the inclusion of powerful analytics tools in management practices to predict the market situation;
4. Connectivity is a single, transparent and integrated flow of information to maintain the "functionality" of the entire company life cycle.

Based on the above, modern business management boils down to digitalizing the company's life cycle. In order for this process to take place consciously and comprehensively, with sound management decisions based on digital value-based orientations, and to meet the conditions and goals of the company at each stage of its development, it is necessary to understand the structure and sequence of levels of business digitalization. Taking as a basis the 5 stages of digital business transformation proposed by the American CEOWORLD Magazine¹³ and superimposing them on the improved proprietary model for assessing value-based orientations (Table 2), the proprietary model of the company's digital life cycle was obtained.

¹¹ Schaeffer, E. Industry X.o Advantages of digital technologies for production / Eric Schaeffer; translation from English.: Tochka Publishing Group – 2019. – 320 p.

¹² Kulagin, V. Digital@Scale: Desktop book on business digitalization / V. Kulagin, A. Sukharevsky, Yu. M. Meffert. – Intellectual literature. – 2020. – 293 p.

¹³ Stages of digital transformation: what will you have to go through? // RB.RU. – 2019. – URL: <https://rb.ru/story/digital-transformation-stages/> (date of request: March 20, 2025).

It is clearly seen that the digital life cycle of a company, which in the framework of this study is understood as the company's complete transition to digital mode, with an innovative business model and digitally savvy staff, is one of the key stages of the transformation process in modern conditions that will ensure the company's future functioning and growth. In other words, in order to achieve full digitalization, a special digital culture must be formed in the company (understanding why digitalization is needed, willingness to make changes, desire and aspiration to learn, focus on customer needs, etc.) which will help to successfully and quickly move forward not only in the process of transition to digital format, but also in the process of other transformations. However, despite the fact that digital culture in itself is not something difficult to achieve and possible only in the largest IT companies, the level of its formation in Russian small and medium-sized businesses is still at an early stage, and the older these companies are, the more difficult the transformation process is.

It should also be emphasized that the political situation in the world and various restrictions related to the sanctions crisis are forcing businesses to go online today – the only way for many organizations to survive in such restrictive conditions. This requires managers not only to develop and improve their digital orientations, but also to be able to differentiate them for effective use in offline and online spaces.

III. CONCLUSIONS

Thus, having considered the techniques and means of forming value-based orientations among managers in modern business, we can conclude that they are implemented through various events and actions (business trainings, seminars, inviting specialists, introducing a bonus system, etc.) and allow the organization to successfully achieve its goals. In addition, the study showed that in the current realities, in order to successfully implement a company's activities at all stages of its development, it is not enough to simply restructure outdated production and information processing processes; it is also necessary to restructure and improve the system of a manager's value-based orientations.

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