

Berichte aus der Betriebswirtschaft

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Value-based Leadership

Gaining Sustainable Competitive Advantages

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Preface

A conjoint interest in the topics corporate culture and employee motivation within the 21st century encouraged us to take a closer look at the value-based leadership approach. The aspects which are influenced by this leadership idea are manifold. It starts with the attitude of the management, the historically grown corporate culture, it covers the need for ethics in business, the trustworthiness of the organization and it challenges to deal with current values of our society and the motivation factors of the new generation of employees. The existing literature offers a variety of approaches to address employee motivation and leadership styles. However, we saw the need to personally find out about the situation in German enterprises and to question the current generation of young employees in order to draw our own conclusions. With this intention we designed a questionnaire which we distributed among students of the FOM University. Since we both are involved into this University as associate professor/former student, we could be sure that the student body would be able to give us the answer to the questions we were interested in. The participation and the results of our empirical research study proved that we were right.

This book has been written on the basis of our motivation to publish our findings and to therewith provide an aid for everybody who has leadership responsibility. Moreover we would like to share our point of view in regard to corporate values with everybody who feels a similar interest.

We would like to thank all participants of the survey for their input and trust. And we would like to thank Gloria in Northern California for her great support proofreading this book.

Markus H. Dahm

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July 2011, Hamburg

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List of Abbreviations

| | |
|------------|---|
| CEO | Chief Executive Officer |
| CSR | Corporate Social Responsibility |
| CVMF | Corporate Values and Motivation Factors |
| ERP-system | Enterprise Resource Planning system |
| FOM | Hochschule für Oekonomie und Management |
| JIT | Just-in-time |
| KM | Knowledge Management |
| MBO | Management by Objectives |
| NPO | Non-profit Organization |
| NRW | North Rhine-Westphalia |

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