

# The Journal of Values-Based Leadership

---

Manuscript 1450

---

## Book Review: The Courage to Lead Through Values: How Management by Values Supports Transformational Leadership, Culture, and Success

Nidhi Aggarwal

Nana Manu

Eya Mahouachi

Jyoti Aggarwal

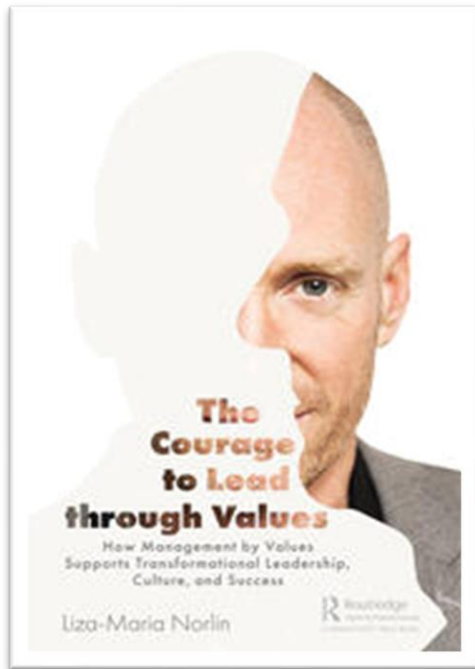
Follow this and additional works at: <https://scholar.valpo.edu/jvbl>



Part of the [Business Commons](#), [Educational Leadership Commons](#), and the [Leadership Studies Commons](#)

---

This Book Review is brought to you for free and open access by the College of Business at ValpoScholar. It has been accepted for inclusion in The Journal of Values-Based Leadership by an authorized administrator of ValpoScholar. For more information, please contact a ValpoScholar staff member at [scholar@valpo.edu](mailto:scholar@valpo.edu).



**Title:** *The Courage to Lead through Values: How Management by Values Supports Transformational Leadership, Culture, and Success*

**Author:** Liza-Maria Norlin

**Reviewers:** Nidhi Aggarwal, Nana Manu, Eya Mahouachi, and Jyoti Aggarwal

**Publisher:** Productivity Press

**Pages:** 208

**Copyright:** 2021

**ISBN:** 9780367443771

## **The Courage to Lead Through Values: How Management by Values Supports Transformational Leadership, Culture, and Success**

*The Courage to Lead through Values: How Management by Values Supports Transformational Leadership, Culture, and Success* is about being fearless and implementing the values in changing or sustaining the organization and its people. Transformational leadership is shown as an influential factor in the individual's ability to deal with different circumstances and where leaders courageously provide support to maintain the employee confidence level. This book is also about the type of leader an individual can become, who may not have answers or solutions to every problem, but genuinely keep working on and acknowledge their inner sense of courage and values by putting their principles and values into practice. By using the methodology, Management by Values (MBV), the book is wired into the leadership values and its effectiveness which brings the positive results impacted by the effective leadership and ethics in the organizations.

### **Introduction**

An important topic within the examination of leadership is leadership style. In context, leadership style is the consistent pattern of attitudes that leaders exhibit and behaviors that characterize them (Anderson & Sun, 2017; DuBrin, 2018). Investigating leadership styles is a

way of understanding leadership. A leader's style can affect his or her self-efficacy and encourage them to lead by being helpful or inspiring. Also, a leader's style can encourage employees to be cooperative, reliable, and productive (Anderson & Sun, 2017; DuBrin, 2018). Hence, authors have written leadership books to help individuals understand leadership and leaders. The author of this book, Liza-Maria Norlin, is a project and process director at Bron Innovation (Norlin, 2020).

The material provided in this text is primarily geared toward individuals who are curious about leadership. In addition, this book could be an activity book for an undergraduate or graduate course in the fields such as business, leadership, sociology, educational administration, public administration, philosophy, or healthcare administration. While the title of this book prompts readers to think about how management by values supports transformational leadership, culture, and success, the author addresses how the world swiftly increases in sudden complications such as the pandemic and how a requirement for sustainable leadership is greatly needed. The book needs to provide a perfect formula for an ideal leader but consists of the author's reflections on historic management methodology and the challenges of today's world.

## **Overview**

Based on the author's experiences during her leadership journey, Norlin shared personal reflections and experiences based on the Management by Values (MBV) methodology. Under the mentorship of its founder, Professor Simon L. Dolan, the book is anchored in MBV research.

Norlin explains the evolution of three ways of managing companies: instructions (MBI), goals (MBO), or values (MBV). First, management characterized Management and Leadership in the Workforce by Instructions (MBI), the goal of managing production was replaced by Management by Objectives (MBO) which showed improved results and target settings and became the new management model; a dynamic concept was introduced and published as a book based on the four trends called the basis of MBV, Management by Values.

This book contributes to the fact that people need the values and oversight of wise leaders to govern their actions. The leaders and their actions set the standards for people's behavior toward one another and for performance on the job.

The author is hopeful that this book will bring the light of the movement, particularly the "leadership movement," which will lead people, their organizations, institutions, and businesses forward faster. In addition, the author is confident that this book will bring positive change in employees who feel seen and value the importance of their hard work, their bosses, and their fellow employees.

The book manifests some of the workplace's most essential and motivating features, such as autonomy, variation, identity, equity, feedback, and social support, provoking both thought and action. Per Pascal Brisson, Principal Internationella Engelska Skolan Sundsvall, "success is important because it uplifts people and brings pride within the organization where an individual becomes a vital part of the winning team." It also succeeds in motivating the members of the organization at the same time by strengthening the organization's connection to their beliefs and values.

## Selected Quotes

*"What We Stand For! What We Believe In" (Engelska Skolan, 31).*

*"...the art of bringing out the greatness in people in a way that honors the person's integrity of the human spirit. It is both an innate human capacity and a teachable skill" (Simon L. Dolan, 37).*

*"It is easy to believe that there isn't time to discuss and work with the soft values, but we have chosen to take time for it, we need to know who we are and what we will deliver. It is the leader's responsibility to see that it is prioritized" (Pascal Brisson, 38).*

*"If you don't like to develop yourself or to be a part of the development of an organization, you usually don't want to work with us" (Jocelyn Beranger, 52).*

*A culture of learning and development is rooted in values that support and encourage both organizational and human potential" (Simon L. Dolan, 57).*

*"Leadership requires muscles. You must see the need to talk about values and not just talk about what must be produced. You must stand up and talk- Leadership requires courage" (Pascal Brisson, 78).*

## Contribution to the Field

People are individuals who want to protect their own and survive in this fast-paced world where life and work do not cease. This sometimes can make them degrade their values which can affect people as individuals. Everyone in the organization needs to understand the consequences and how their values are intertwined in nurturing their organizational culture. The author argues that the four trends of the model MBV are found in the connections between organizations and their level of complexity and uncertainty.

Norlin supports the argument throughout the book that the single most important factor in an organization's success is its leaders' faithful adherence to those values. An organization should have a set of values to survive and achieve success, while tough competition requires continuous quality improvements and hard work in maintaining consumer expectations.

MBV contributes to the strategic goals of an organization, and it is used to identify the organization's core values. These values are about being efficient, having high-performance expectations, and discipline. While the needs of individuals concern being open to change in structure, task, and technology – always being guided by and staying truthful to fundamental or core values – the company, business, or organization's success depends on balancing the control and freedom to develop the organization, for which individuals find worth spending their time and labor. Organizations constantly struggle to strike this balance between their

control-oriented culture and the development-oriented culture, where the values include control, support, integrity, respect, and self-confidence.

Norlin believes in the great need for leaders to embrace their values and guidance through their inner knowledge to sustain their leadership. Also, for this book, the author interviewed Pascal Brisson, Principal Internationella Engelska Skolan Sundsvall, who shared that leadership is self-imposed as it becomes a necessity. Pascal clearly states that leadership is about knowing oneself, communicating it, living it, daring to protect it, and knowing the importance of one's courage which stands with that individual in finding efficient solutions at appropriate times. Professor Simon L. Dolan, President of the Global Future of Work Foundation, speaks about the importance of this book's MBV principles and provides the ingredients for current and future leaders who aspire to become efficient and effective change agents. Furthermore, the author shares that the leader sets the moral tone of an organization. The honesty of a leader is found to be the foundation of all other core values. The more individuals understand the value, the more confident they become; thus, their mindset and ideas are more straightforward regarding their leadership actions.

### **Strengths and Weaknesses**

The overall narrative of courage to lead through values presents an interesting phenomenon on what matters the most in leadership. According to Norlin, the best leaders are those who match up their actions with their values. The strengths of this book are found in the narratives of real-life examples of people leading through values. With these narratives, the author can make valid points on the impact of the change from a transformational leader. In addition, the book contains personal accounts of model effectiveness, applications, and results. The breakdown of this content helps the reader follow a trail of the suggested path of leadership: managing by values.

Additionally, MBV is a proven theory that adds to the reliability of the author's focus on presenting a more intentional way of leading. Another strength of this book is in the fact that it is written in a story or timeline format. The author narrates activities that happened in the beginning all the way till the end. The author also documents conversations that allow the reader to learn how to apply values, create a team, and narrow down a mission in the right conditions. Collectively, these points stir an in-depth discussion about leadership and how one can navigate the complexities of change over time.

A weakness of this book is that it needs a more balanced perspective concerning the variety of organizations used to represent the theme of MBV. The school used in this book, Internationella Engelska Skolan Sundsvall, is a great example showcasing contributing factors that affect leadership; however, the author limits the perceptions of leadership from other industries. Moreover, the book narrows the perspective on leadership even within the education system. For example, even though the school staff recruited non-Swiss nationals, other schools in different countries may need to consider their cultural barriers, which may affect the values they may want to apply. Ultimately, the author challenges leaders to assess their organizational culture and teams. By doing so, values can be used as a management tool for effective change.

## Conclusion

While the world is evolving and fabricating ancient norms into modern approaches, people also need to know and learn valuable management principles. The book *The Courage to Lead through Values* brings a great learning opportunity for people in the 21st Century to refresh and reset their management values, leading to substantial growth, transformation, and success. This book is presented in such a compelling way that it inspires not only managers but also students, teachers, business leaders, professionals, administrators, and everyone willing to create the best norms for the organization, work situations, and leadership style.

In addition, working passionately with values as a leadership tool to co-create a better future is presented throughout this book and inspired by the life work of experienced leaders. Sustainable leadership apprises a leader's courageous, compassionate, honest, and ambitious qualities – both personally and professionally. This book is premised upon courageous leadership, the courage premised upon self-knowledge, and awareness of one's capabilities to stand for affirmative change. This book also addresses the dire consequences which may occur if a leader chooses to postpone the implementation of values. Furthermore, transformational leadership is implicated in the managerial context, which shows a leader's competency to motivate the employees for the enhanced benefit of the organization. Lastly, the overall message from this book is that everyone needs to understand their role, the importance of their leadership, and the willingness to put the time and effort into its delivery.

---

## References

- Anderson, M. H., & Sun, P. Y. T. (2017). Reviewing Leadership Styles: Overlaps and the Need for a New “Full-Range” Theory. *International Journal of Management Reviews*, 19(1), 76–96. <https://doi.org/10.1111/ijmr.12082>
- DuBrin, A. J. (2018). *Leadership: Research Findings, Practice, and Skills* (9th ed.). Cengage Learning.
- Norlin, L. M. (2020). *The Courage to Lead through Values: How Management by Values Supports Transformational Leadership, Culture, and Success*. Productivity Press.

---

## About the Reviewers

### Dr. Nidhi Aggarwal

Nidhi Aggarwal is an Assistant Professor at the University of Lynchburg, Virginia, and has co-authored the following: “Antecedents of Job Satisfaction in Healthcare Environment” (with Welsh, J., Aggarwal, N. and Thompson, E.) *Journal of Business and Economic Perspectives*, Vol.47, No.2, pp. 1-17 (2019); California's Drought and Almond Breeze (with Joe, J. & Gupta, A.) *Case Studies in Business and Management*, Vol. 6, No. 1, pp. 1-14 (2019); “Issues in small private universities: An empirical analysis” (with Gupta, A.) *American Society of Business & Behavioral Sciences Conference*, 2020, New Delhi, India (2020); “California's Drought and Almond Breeze” (with Joe, J. and Gupta, A.) *3rd International Conference on New Frontiers of Engineering, Management, Social Science and Humanities*, India (2019); “Role of small

private universities in developing quality workforce through quality education: Leadership challenges and strategies” (with Gupta, A. and Johnson, B.) *Cambridge Business & Economics Conference*, Cambridge University, Cambridge, UK. (2019); “Vodafone India: The Indian Wireless Industry in 2016” (with Aggarwal, N.) *Cambridge Business & Economics Conference*, Cambridge University, Cambridge, UK (2018).

Dr. Nidhi Aggarwal can be reached at [naggarwal@vul.edu](mailto:naggarwal@vul.edu).

#### **Dr. Nana Manu, MBA, EdD**

Nana Manu received her Doctorate in Education in Leadership Studies at the University of Lynchburg, Virginia. She holds an MBA in Project Management from Liberty University. She has over five years of experience in applying strategic approaches to technical and non-technical project management and business development ventures. She has a record of building strong customer relationships with an international perspective and extensive experience in cross-cultural communication. She is an active learner who is always exploring new ideas. Her research interests using quantitative and qualitative methodologies include, but are not limited to, organizational development, leadership, change management, occupational safety and health, and human capital.

Dr. Manu can be reached at [manun736@lynchburg.edu](mailto:manun736@lynchburg.edu).

#### **Eya Mahouachi, MBA, BS, ABD EdD**

Eya Mahouachi received an MBA in Management Information Systems in 2018 from University of Mary Washington, Washington, D.C. She is an ABD in the Educational Leadership program at University of Lynchburg, Virginia, and very curious, competitive, and always interested to learn about new subjects.

Ms. Mahouachi can be reached at [mahouae875@lynchburg.edu](mailto:mahouae875@lynchburg.edu).

#### **Jyoti Aggarwal**

Jyoti Aggarwal is a PhD candidate in the Public Administration program at the University of Texas, Dallas. Her research draws on Yukl’s leadership behaviors to understand how these behaviors relate with bettering employee’s working experience in the federal government. Her dissertation entitled: *Examining the Relationship between Leadership Behaviors and Employee Job Satisfaction, Turnover Intention, and Perceptions of Leadership Performance in the Federal Government during the COVID-19 Pandemic*, is the first study to examine leadership performance of federal leaders that eventually impacts federal employees’ overall satisfaction. She received The Kenneth R. Garren Outstanding Leadership Studies Student award on May 21, 2022 from the University of Lynchburg following receipt in 2021 of the Individual Leadership Award. Jyoti holds a Master’s Degree in Science Education from the University of Lynchburg where she currently works as a Graduate Assistant for Graduate Studies. She served as a vice-president for the University of Lynchburg, Omicron Delta Kappa – the National Leadership Honor Society – during 2020-21. Jyoti’s research is scheduled for publication in 2022 in the *Journal of Leadership Studies and Public Administration Review*.

Ms. Aggarwal can be reached at [jxa210047@utdallas.edu](mailto:jxa210047@utdallas.edu).