

“The COVID-19 Crisis” as an opportunity for introspection: A multi-level reflections on values, needs, trust and leadership in the future

By

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The current period for which misery and even despair surrounds us, is perhaps a good moment to reflect on our lives and conducts as individuals, families, organizations and society in general. This short reflection has been written by practitioners and researchers who are concerned about values throughout the different phases of our life. Over the years we have developed a concept, a methodology and tools to help people understand what is really important in their lives which is a mirror of the hierarchy of their core values and help these people align the latter with their day to day activities and ultimately leads to having a more meaningful and satisfied life. When the 3E model of values was developed, it was not intended to be applied to an acute, emergency or life-threatening pandemic like we are witnessing nowadays. Actually, and based on years of research, the proposal advanced in all our books, articles and speeches around the globe, is based on the assertion that values (and specifically core values) can be used as a proxy to understand our daily behavior, by far more accurate in predicting behavior, than the concept of needs, since values are the way we chose to fulfill our needs. Nonetheless, we always state that in an emergency type context, the understanding of needs (or perceived needs such as mere survival), will be more impactful to understanding our behavior than values. This short paper is a first time attempt to examine the applicability of values in conjunction with our needs, to explain manifested behavior and actions of ourselves and our leaders. We also reiterate the utmost role of the construct of trust, which we often label “the Value of Values” in the etiology of manifested behavior.

In order to do that, the underlying presentation is based on Dolan 3Es model of the three axes of values complemented by Garti and Landau usage in Families, and Raich et al vision of the future. Based on these, it allows to observe proactive leadership style and behaviors at different levels ranging from micro settings (individuals, couples, families) to macro settings (organizations and communities-societies and even countries). The Corona Virus pandemic really enables introspection across levels, across sectors and across cultures. No doubt that its implications will remain with us for a very long period. So, let's see what we observe and the lessons that we can already draw.

But, let's start with understanding the underlying model of values. The triaxial model of values was first introduced in 1997 (*Garcia and Dolan, 1997*), refined in 2006 (*Dolan, Garcia & Richley, 2006*) and fully developed and described in 2011 (*Dolan, 2011*). The model was articulated over the years based on

rigorous empirical research and validation in over 20 (*Dolan et al* , 2013). Since then, the model was coined Dolan 3Es triaxial model of values (hereafter 3Es). Platitudes of scientific papers and thousands of workshops as well as certifications world-wide, landed support to the concept, the methodology and the tools proposed (see recent books: *Dolan*, 2019, 2020). All in all, and without getting into details, the essence of the 3Es triaxial model divides the entire universe of values, into three Axes (which are related to each other in a specific configuration)

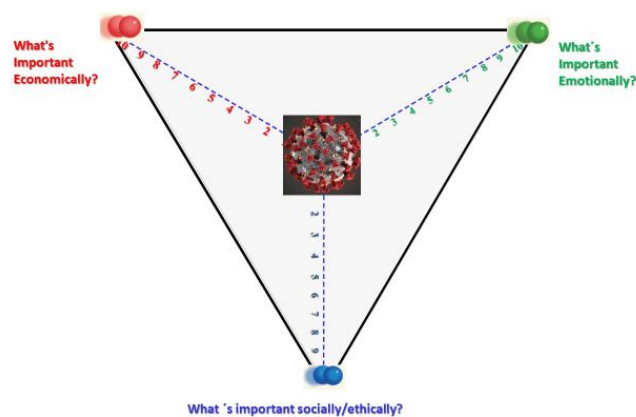
- **The Economic-Pragmatic** Axis (so called the **Red Axis**) embeds values that connects what's really important to our achievement of specific goals be it individual, couple, family, organization or an entire society. This axis includes values such as: influence, planning, consistency, resilience, flexibility, productivity, efficiency and alike. The key question is to what extent do we know our core values in a conscious manner (as a person) and to what extent do we share them as a couple, a family, an organization of a society.
- **The social-Ethical** axis – (so called the **Blue Axis**) embeds values that connects what's really important to our relationships as individual or as a collective. This axis includes values such as: friendship, honesty, collaboration, family relationships, and alike
- **The emotional -developmental** axis (so called the **Green Axis**) embeds values that connects what's really important to us as human or as a collective who seek to keep on learning and developing as well as self-actualizing during our lifetime. This axis includes values such as: initiative, creativity, open-mindedness, joy and alike

Based on values, processes of culture reengineering in organizations and communities were developed and tested in several countries. Following certification of consultants, coaches and leaders ever since 2010 , and via a process that we call co-evolution, the applications were used in in various sectors and contexts ranging from families, sport teams, virtual teams, high tech companies, military organizations, educational settings and many more (see for example : *Dolan et al* ,2018). The accumulated wisdom suggests clearly three sets of conclusions: 1) That the 3Es model of values, and more specifically when we focus on core values, is by and large, an asymmetric model; this means that some axis are more important to different individuals or collective of individuals more than other axes. 2) Nonetheless, in order to navigate successfully and in a sustainable manner throughout all the stages of our lives, we need to have a minimum percentage of core values of each of the 3 axes; an absence of a value(values) on any of the axes will not allow us to function well across time as individual nor as a collectives. 3) The model can be applied equally to any type of settings or relationships, be it a couple, a family, a team, an organization or a society. The key to have an enjoyable, healthy and productive life depends on our understanding of what is important to us (bring it from the unconscious level or the implicit level to the conscious and explicit level), and ensure that it is aligned with our definition of “success” and the theatre for which we function (family, team, organization) as well as the extent to which we are aligned and share values with others whom we interact (more detail in *Dolan*, 2020).

Having explained the generic part of the 3Es model, let's place the Corona Event in the middle of the Triaxial model, and examine it from the three angles which will allow us to draw some introspects on where are we today and how it will affect our lives in the aftermath of the Corona.

It is said that most people are so busy in running so many chores that they have no time to stop and think if they are doing the right things. We are so used to do whatever we do, that we really don't think twice on the "why" or the "how come". This is especially the case when we are in the comfort zone (Raich & Dolan 2008), or perhaps think that we are eternal. The real reflection occurs when we are in crisis. Crisis at the individual level (i.e. serious disease, serious accident, sudden loss of a job, marital and/or family breakage, romantic or terrible disappointment and alike). This can also happen at the organizational level (i.e. being denied a top position, closing of a company due to mergers or acquisition or simply declaring bankruptcy). Now it is occurring at the society level; actually it is occurring at the global level - The corona virus is by all accounts the greatest threat to society order (economically, emotionally and ethically) and to personal life for over 300 years or so.

Figure 1: The Generic Triaxial model of Values and the Corona crisis



Let's delve a bit more into the world of values and the Corona virus, but let's examine it at one level at a time.

At the personal level

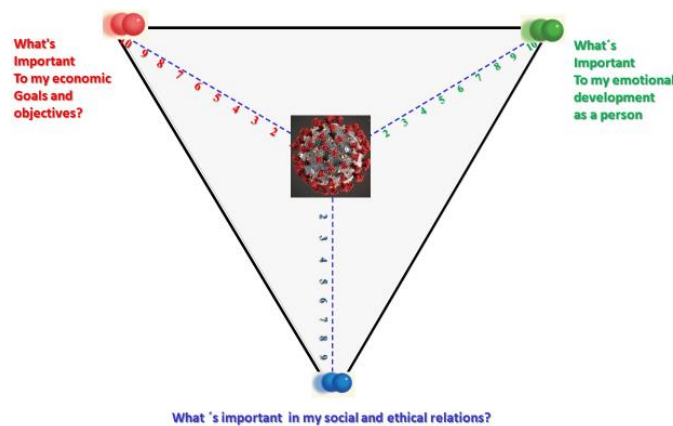
The corona crisis is perhaps an opportunity for a personal soul searching, for analysis and reflection on : what I've done today? Did I succeed in whatever I do? and what is the true meaning of success to me? How can I strengthen the areas where I feel I am succeeding? What do I want to do differently?

We recommend examining these points through the three axes. What do I want to achieve in my life and how (the Red Axis)? Why is it important for me to achieve these things? Is it for emotional-personal reasons? If the answer is yes, then perhaps the leading axis is the green one. Will achieving

these things help me with my self-image? If this is the case, it's important to ask myself why I need to achieve them to reinforce my image. Is it important for me to achieve these things for my own development? Does it fulfill me? If so, the green axis is even more dominant. By contrast, if my reflection centers on what is the extent to which I become independent financially or economically so that I will not have to worry about economic survival, do these goals come into line with my relationships, with the Blue Axis, or maybe they are in conflict with them? Then I should check which axis is more important to me and why? What are the relationships that matter to me and what values lead me when managing them? Am I satisfied with the way I run them? Do I want to do something different?

During this crisis we recommend a personal observation that will allow you to accurately understand the core values in each axis and the relationship between the axes. Is one axis intended to help fulfill the values in another? Are the axes in conflict? If so, we will look at how things can be managed differently? We recommend using all tools developed to work with the three-axis model to allow this observation (Dolan, 2011, 2020 ; Garti & Dolan, 2019).

Figure 2: The Corona Virus and the hierarchy of values at the individual level



At the couple level

The corona crisis is perhaps an opportunity to examine whether we succeed as a couple? What are the common places, conversations, mutual support and collaboration that make our couple relationships successful? where do we succeed and how can it be strengthened? How do we survive as a couple?

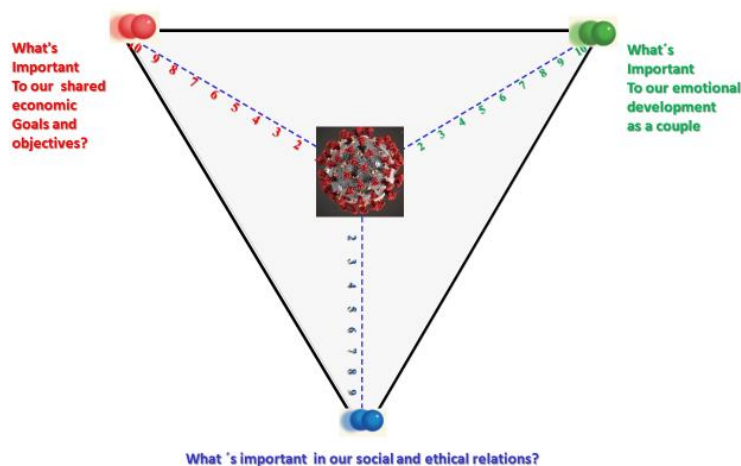
In addition, it is an opportunity to examine what are the values in our relationship that we would like to preserve? What values in the blue axis enhance our relationship and what values are missing?

Does our relationship have compassion, cooperation? Do we feel affectionate in our relationship? Is our relationship managed by the value of competitiveness?

On the Green Axis we will try to examine what are the core values? Are they passion, development, creativity? Are we satisfied with the values in this axis or want to change them?

On the Red Axis, we recommend exploring in which way we as a couple manage to achieve our marital goals? Are we in sync with our marital goals and the way we achieve them?

Figure 3: The Corona Virus and the hierarchy of values at the couple level



At the family level

The corona crisis is perhaps an opportunity to examine the family's strength, and how and where to strengthen it more? What tools and practices are needed to do that or perhaps create new co-tools and more refined-shared family culture. How do we survive as a family?

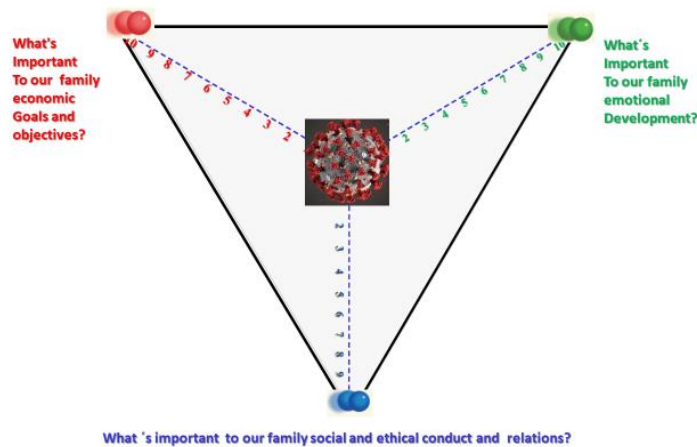
We should look at our family culture through the three axes. In the Red Axis, we should look at the values that lead us to achieve results. Are we a family that our core values are order, saving? Maybe we are flexible? Do we persevere in what we decide?

In the Blue Axis, we will look at how we manage our relationships in the family. Are we patient with each other? Are we tolerating each other? Are we honest? Do we function well and do things together as a family? At the same time, are we allowing each family member preserve and manifest their own uniqueness?

On the Green Axis we should examine does each member feel appreciated in the family? Feel psychologically safe in the family?

Nowadays, the whole family spends hours together, we recommend as a family activity to sit and build the family values map. Check out what the family needs to do to make the change and turn this map into a map through which we live as a family. This is a great gift for every family.

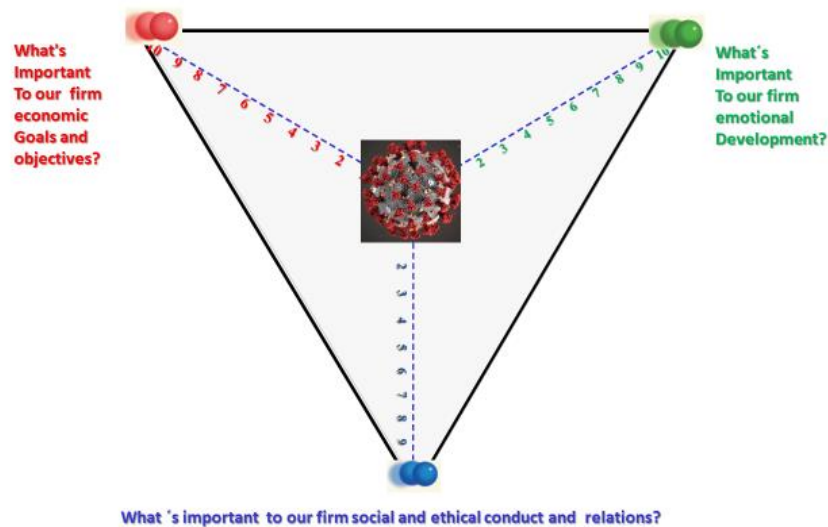
Figure 4: The Corona Virus and the hierarchy of values at the Family level



At the organizational level

There is no doubt that corporations (in the private sector) are there to provide products, services, or solutions and at the end also make money. This is embedded in the mission and vision of the vast majority of all companies. But the question becomes: how much profit do you wish to amass and why? The old paradigm (before the Corona Crisis) was that the more the better, hence it guarantees financial wellbeing to all stakeholders and probably wealth guarantees the long-term survival of the company. The Corona crisis shows us clearly that this is not the case. When the entire supply chain is changing, your past or present economic success does not guarantee survival. Thus, the Corona crisis may stimulate a reflection on why do we need organizations/corporation? Do we need organizations to serve people and society, or do we need society (with its capitalistic rules and regulations) to serve organizations? The corona virus shows, perhaps, for the first time, that other values seems to be by far more important than merely economic values (health, for example, in a crisis situation is by far more important than wealth). Additionally, it is the first time in history (perhaps) that professionals in the health profession need to make a terrible and most difficult decision on which patients they will try to save and others will let die given the scarcity of resources. A terrible decision to make, that reflects both societal, organizational and individual values that are connected to real conduct. We also notice a chain of philanthropic activities with a magnitude that would have never occurred prior to the Corona crisis. Certainly, in this situation, economic

considerations are placed lower on the hierarchy. Analyzing the contribution to the common need of some of the wealthy people/organizations in the world, shows care, camaraderie and compassion as core values (centered along the Social-ethical axis,). Money and resources are channeled towards purchase protective gears, accelerating research, and providing emergency shelters to the needed one. True, it is done in certain geographical zones where the rich corporations operate, but the medium-term benefits will be to society at large. Every day, we hear stories of people like Bill Gates, Jack Ma, Mark Zuckerberg, Amancio Ortega to name a few, that join the wagon with their personal wealth. It is also the moment to reflect on issues such as: what is our corporate social responsibility today and which will we follow after the crisis. Medtronic, with headquarters in Israel, has decided for example, to give away its patent for producing respirators as a solidary act to enable the production of these devices worldwide. This is one of many examples of many that are being published daily. One thing is getting clear: having business policies as usual is not accepted, and more and more organizations attempt to show that they are sensitive to the crying needs, that they are attempting to be more ethical, equitable, environmentally conscious, gender sensitive, and even



more sensitive towards the poor, the sick, the old, the oppressed, etc.

Figure 5: The Corona Virus and the hierarchy of values at the firm/organizational level

Table 1: A synoptic table for the societal level

Value Axis	Key question
Economic- pragmatic	What's important to our society economic goals and objectives?
Social -ethical	What's important to our society, social fabric and ethical

	conduct?
Emotional-developmental	What's important to our society emotional and creative development?

On leadership, Values and the embedment Spiritual axis

The corona crisis is perhaps also a real test to see how our political leaders manage the crisis. We always said that leadership is all about followership. The corona crisis shows the kind of leaders we trust and are willing to follow, while others we are not? It also shows the level of collegiality, the level of obedience. The corona crisis shows how the state manages the delicate balance between achieving efficient results (avoiding high rate of mortality) and intruding to the privacy of each one of us, or judging the tradeoffs between what is more important: health or Economy? To what extent the leaders respect core democratic values, or in the name of a health crisis all is permitted. The Corona crisis really shows the many faces of good vs evil governance. At the society level, Corona crisis has been/ is a real test to values such as brotherhood, voluntarism and other cherished values that are badly needed in times of crisis. But, we have already mentioned in former writing that spiritual values surface much stronger during times of crisis, and a leader that does not have the capacity to embed some of these values cannot inspire, (Dolan, 2015, Dolan and Altman, 2012). And the heart of society as well as organization is the values that the leader can instill. Actually, we argue that culture is nothing more than shared values. But Our **values** are acquired during our education and become our invisible guides. They are defining the direction for our desires, behavior and actions. Values are contextual! The same value can have contradictory meanings. For example, for some people "love" is considered as a very important value (albeit the fact that we think it is more a need). Nevertheless, in the name of love there is also manifested a clear possession, it can be extremely negative and even dangerous and has not much in common with the concept of unconditional love. Similarly, blind trust can be a recipe for disaster. History is full of examples of people trusting blindly a leader. We have to be careful, because we are good at fooling ourselves.

Culture is the soul of the organization or society in general. At the foundation of culture are system relevant paradigms: social, political, worldview, business, economy, and work. Therefore, the culture is driven by strong beliefs and assumptions build on those paradigms. They are also strongly linked to the dominating worldview and religion. In this way they are permeating to the way of life, community, politics, education and even science.

Values come in next because real values are borne by underlying basic assumptions and beliefs. They are "riding" on them. Otherwise they are either wishful thinking or fake values. Values are in their essence neutral, it is the context, which defines if they are good or bad. Values are contextual.

People tend to respect those values, which have direct consequences on their life, their wellbeing, or career. In case the propagated values are in contradiction with their inner values, people tend to

make trade-offs. The propagated values have to be confirmed and corroborated by the behavior of the leaders. On the other hand, if the values are aligned to their inner values it can generate incredible amount of energy and lead to peak performance. But we should always be aware that the underlying assumptions and beliefs have crucial influence on the context and therefore are the carrier of the values.

Today the wrapping seems to be more important than the content. We like a nice looking wrapping, but once we purchased it, we throw it away creating environmental problems. It has mainly an esthetical purpose. Making us buy the wrapped object. Its function is advertising, promotion and publicity. Most of the nice and impressive statements about vision, mission and values have the same purpose. They are coming from the same kitchen, be it for organizations, corporations, politicians, or even individuals. We are living in a world of reality shows and false promises, where impression is more important than the truth! We are addicted to a superficial glittering world. This leads also to fake democracies and wrong education. Maybe crossing the 'danger zone' can help to create a more human, sincere and honest civilization, where people will not accept anymore all this falsehood and fake around them. Liran and Dolan talked about this corporate phenomenon in their paper entitled: Values, values on the wall, just do business and forget them all (Liran & Dolan TEBR 2016)

The expected paradigm shifts of economy and business seem to have a big impact on our culture as well. Our culture will shift partially into the Virtual Reality (VR). The impact on culture and quality of life is immense, in both directions: positive and negative. Part of our comfort zone will be transferred to the VR. New forms of culture will be developed. For example, fictions can be experienced like real in the VR; we can have active part in the novels, movies etc. We will be able to dive into any historical period and observe it directly. Education will be free and accessible for all already in the digital form. Later on, in global virtual "schools" learners will drive learning, and the teachers will become guides, tutors, coaches and trusted experts in learning. Learning will be complemented by individual development of core competencies enhancing to the development of talents. Education will encompass learning, deliberate skills training, and practice focused on talents¹. Students will be able to explore in the VR how the chosen domain of expertise may affect their life and try different options to find the most suitable.

All these dramatic changes are affecting our comfort-zone. The "growth and greed" capitalism is coming to an end. Because of the claim that free markets are tightly linked to democracy, our democracies are also affected. Democratic systems seem to be running out of steam. A global economic crash is looming all the time because of the astronomic debts of all economies. All this leads people to yearn about past greatness. Maybe it is also a symptom of the ageing populations in the leading countries.

We argue that the next 20 to 30 years will lead the world out of the historical comfort zone towards a future still widely unknown. As this will lead to economic, political and social turbulences and an increased anxiety of people, we hope that the terrible experience of the Corona pandemic will alert political leaders to carefully consider the path to mere economic growth. It will be a real challenge for governments, business, education and all of us. It requires a multidisciplinary and systemic approach with a view towards the future. We need to write, and dream more about a positive state of the future which considers the three axes of values as the underlying paradigms and contrary of the past not let the economic axis alone dominate all actions (Raich et al 2014).

Culture is the way we see the world and behave accordingly.

Culture is the soul of the civilization, the society and the organizations.

So, Our values are acquired during our education and become our invisible guides. They are defining the direction for our desires, behavior and actions. Values are contextual! The same value can have contradictory meanings. For example, “love” is considered as a very important value. But if love means possession, it can be extremely negative and even dangerous and has not much in common with unconditional love. Similarly, blind trust can be a recipe for disaster. History is full of examples of people trusting blindly a leader. We have to be careful, because we are good at fooling ourselves.

The spiritual values might be an interesting bridge to connect all classes of values. So, being a hybrid of need and spiritual value, perhaps the concept advocated by all spiritual gurus in all religions and spiritual movements, is the concept of love. Remember that we are talking about love in form of universal and unconditional state. Likewise, we argue that another meta value is the concept of trust. Think about it, if at any society, at any organization, at any family there is a real sharing of unconditional love and unconditional trust, what else do we really need in order to feel part of something important. On the top of it, if we are conscious of our triaxial model of economic, emotional and ethical values, we become part of the universe and our daily conduct is super aligned. (Dolan, 2020)

Nature as a whole which is part of the ecosystem can be considered as spiritual values, seen as essential parts of our universe, but again they can be considered as ethical, emotional or materialistic values.

We assume that in the Cyber-Age economy several fundamental paradigms may be shifting:

- From focus on (infinite) growth towards sustainable transformation and innovation
- From focus profit towards a balance of profit, life quality and social good
- From fear of technology towards collaborative intelligence
- From having towards becoming and being
- From representative democracy towards authoritarian regimes
- From control towards mutual tolerance, trust and respect
- From strategy towards TrAction which is a new concept to replace the traditional strategy (Raich et al, 2020 -forthcoming)

The corona Crisis: Needs vs Values

Needs and values are indeed highly interconnected. Both are connected to things we care about. There will be times, in your process of gaining deeper understanding of another person, when it won't be important to distinguish whether you're exploring a need or a value. But there is an important distinction between the two: needs tend to be very similar for all people, whereas values tend to be highly individualized. However, needs might have some sort of hierarchy for which when our survival is in stake, they supersede our values. Needs, nonetheless are mostly chosen for us by the physical environment (breathing, eating, drinking for survival), values, by contrast are chosen by us. Needs and values show themselves in a variety of ways. Each has some characteristic patterns that make it possible to distinguish one from the other, even in acute situation as the Corona crisis.

Why Trust is the “value of Values” and more specifically during the corona virus crisis?

Trust takes time to build, it can be lost in a fraction of a second and very difficult to restore!”

Trust is the mother of all values. All relationships are based on mutual trust. Trust is the fundamental condition for cooperation, collaboration and partnership! But trust may also be dangerous, because not all people we trust are trustworthy and may deceive and betray us. Thus, one should be careful whom we want to trust.

Trust is the belief we have in another person or in an institution, it is the core of relationships. Experience can reinforce trust, but false promises are not only undermining but can destroy trust. Lost trust is difficult to restore and sometimes even impossible. Therefore, it is the highest social good. Genuine trust must be earned. People trust leaders more by their actions than their words.

There is no doubt that we live in times of high uncertainty. This is the time that we need to follow our leaders be they our family leaders (at home -family), our corporate leaders or of political leaders. This is the time when we need to change (or even transform attitudes, behavior, and daily activities) to the extent that we have never seen before. Thus, we do it, as followers, only when we have trustworthy leaders. Trusting parents will provide the safety and security that children needs, trusting our health professionals will provide the confidence in placing our bodies in their competent hands, and trusting our political leaders is critical in changing behaviors such as social distancing , having a protective masks, or staying at home. Trust, as we have mentioned in all our writing is a process that takes times to build but could be lost in a fraction of a second. This is the real moment to examine who do we trust in times of uncertainty, who are we willing to follow. We are not certain that we trust our leadership in handling the Corona crisis (except perhaps the ones in China, Korea and other odd countries), which takes a huge toll on our physical and emotional wellbeing.

We now place our trust (and hope) in our scientists and in our collective intelligence that is manifested across borders and frontiers, and we are certain that a real solution to the corona crisis

will be found. History indicates that real breakthrough innovation comes from the sharing of trustworthy and reliable scientific information, and from global solidarity. The value of solidarity is the key to true collaboration. When one country is struck by an epidemic, it should be willing to honestly share information about the outbreak without fear of economic catastrophe – while other countries should be able to trust that information, and should be willing to extend a helping hand rather than ostracize the victim. Today, China can teach countries all over the world many important lessons about coronavirus, but this demands a high level of international trust and cooperation. Such an amazing collaboration was set up recently between the doctors in Spain and the Doctors in China (all works on real time with the help of volunteers that translate back and forth on a platform that was created. Early results seem to be very promising. I think the best manner to conclude this paper is by paraphrasing to say: **IN TRUST WE TRUST.**

Conclusions

“The world before this coronavirus and after cannot be the same¹”

Goldin & Muggah (2020)

values act as a compass to follow the direction we have chosen. If we want to have a chance to cross the ‘danger zone’ we need to initiate a value shift. We need to move from growth towards care and responsibility; from confrontation, egocentrism and conflicts towards empathy and partnership; from profit towards life quality. We also need to redefine life quality allowing a decent life and making it accessible to everybody worldwide. The overall shift needs to convert a path from materialistic towards spiritual values. Here are a couple of interesting points to reflection:

- Care and responsibility for nature and the eco-systems becomes a must if we wish to stay alive on this planet. It will require sustainability, zero waste attitude, away from the cheap mass production and the throw away mentality.
- We will need to deploy all the creativity and entrepreneurship we can get to implement creative solutions developed globally for the threats in the ‘danger zone’.
- Once we have crossed the danger zone, the next direction will be the development of the Meta-Mind-Society leveraging the cyber technology for the good of. For this purpose, we will have to focus on futurizing thinking and humanizing work while fostering collaborative intelligence (Raich et al, 2019) . And we will need to create a concurrent tandem of direction and action. Similar to the creation of the UN following WWII, perhaps we will have to establish a Global

Ethical Council to act as a 'global conscience' for the direction and progress of our journey across the danger zone and later on our progress towards the Meta-Minds-Society. This council will also have the task to develop recommendations and policies, against preventing the abuse of the future advanced cyber technology by some powerful Lords, organizations and cyber criminals, as well as Cyber Entities based on advanced AI getting out of control. Remember the Cyber Virus can become indirectly as vicious and even as deadly as the Corona virus.

- The arts and the special media have to play a particularly important role in our journey across the danger zone and later on towards the Meta-Mind Society, spreading the message and creating role models to follow.
- Education will have to raise the awareness of the young generation and leverage their creativity to get creative solutions.

So, It is time to look forward to the emerging future to the time after the peak of COVID 19 infections i.e. the time of de-escalation of the harsh protection measures. It will take some time before we will be out of the state of emergency. And we still don't really know what the new "normal" will look like. For sure this pandemic has shaken the foundations of the globalized world. We cannot exclude to find us in completely different economic, social and even political circumstances. Therefore, it is also time to start preparing to a new world order.

It looks also that the Corona pandemic may come back in the next fall. We hope that an effective vaccine will be found before hence none of us (individuals, couples, families, organizations and societies) wish to re-live it. Anyway, this pandemic is a proxy for other disasters and threats that most likely come up.

- In the next decade over a billion of young people will enter the labour market and many of them will be trained but unemployed and large numbers of young people face a future of irregular and informal employment according to several predictions (see for example – *Trading economics Forecast 2020-2022*). At the same time technology development, in particular automation, robotics and AI will affect many professional activities and reduce the number of jobs requested.
- The climate change will force worldwide hundreds of millions of people out of their homes.
- The polarizations across most countries will continue to rise leading to a weakening of social cohesion and creation dangerous tensions and conflicts. The number of armed conflicts, and the arms race between the countries, in particular if the global and regional power continue to grow. In hindsight, the Corona pandemic may well look as the final rehearsal for the management of multiple simultaneous global crises.

Whilst several Asian countries have managed the Corona pandemic quite well, most of the affected countries struggled a lot, and the international institutions failed to manage the downside risks generated by the globalization. Anyway, the world is forced to find a vaccine for COVID 19 to avoid massive disruptions for years.

The Corona pandemics is a comprehensive crisis encompassing a health-, financial- economic. Social and human crisis

Final note: The Lessons learned

At the Micro level (Individuals, couples, and family)

- , needs to have their values in place, and test the extent to which they share it way before a terrible crisis emerges.
- This way contingency and proactive plans can be prepared in advance at all these levels. We can see a surge in coaching that help people, couples and families reexamine their goals and objectives, challenging if the latter are realistic, and helping them set up plans to align daily behavior with the objectives, and easily switch behavior in case of a severe crisis. It is a worthwhile investment. The end results of this type on introspection is a way to develop life more consistent with what is really important.

At the Macro Level (Organizational, community, state or the world)

- We need to loosen the dense global connectivity on all levels to reduce the number and intensity of dangerous systemic risks. At the same time, we need to reinforce the role of the international institutions in global risk management
- Countries need to be better prepared for big and global crises. Priority of sustainability over infinite growth
- Life sustaining production needs to have a back-up in the country and not rely only on the global value chain
- The healthcare industry needs to be re-evaluated in view of global disasters and pandemics. Shift of priority from profit towards real life saving
- In a national or global crisis people are turning to strong leaders. Autocratic countries seem to deal better with crises. Democratic countries need to develop ways for enabling temporary strong but trustworthy leaders to take over, without invading the freedom and intimacy of individuals
- We need to get prepared to cope with a dramatic economic crisis due to a disaster like the pandemic, which can lead to a reduction of more than 10% of the global GDP. Basic income in some form may be part of the solution. Maybe we need a global Marshall Plan?
- Global risks require global solutions to get a comprehensive response. Globalization can transform global opportunities to global risks and threats. The way we are dealing with the threat crated by Corona pandemics show if we are ready and able to handle a global threat

The collateral disruptions created by the Corona pandemic will shape the world for the next decades. They are manifold, life losses, disrupted partnerships and families, vanished jobs, bankrupt businesses, structural disruption and weakening of social cohesion, and last but not least failed trustworthy leaders. Future post corona leaders, will face two critical challenges: futurizing and humanizing (Morgan , 2020)

Albeit the many negative effects of the corona virus on our current and future lives, there is also some positive effects. Ism & Leyre, (2020) proposed in their article “16 ways Coronavirus may change the way we look at the world, and Fortwengel (2020) insist on 3 ways the crisis will have permanent effects: (1) Business travel considered critical before will significantly diminish (2) Flexible working arrangements and virtual work will become more habitual (who says that we need to go to a place called work), and industry will start to prepare seriously for disruption for pressures that will come from both the demand and supply side. At the risk of being a bit naïve yet based on data we have accumulated at the Global Future of Work Foundation over the past several years (www.globalfutureofwork.com) , we wish to conclude this paper with some positive predictions in the aftermath of the pandemic :

- There will be marked Shift towards digital technologies in business and education, e.g. virtual conferencing, workshops, and home office for work and home-based education
- There will be accelerated push forward towards intelligent collaboration of humans with smart machines in order to come up with rapid solutions to pandemics and other crises
- It seems that there is a re-discovery of direct human contact and communication on the phone or over the digital channels
- There will be more production on-site, on-demand customized using 3D printing and related technologies
- There will be an expansion in the creation of digital ownership, i.e. algorithm-based recipes and solutions
- There will be a concentrated global effort to cope with the highly uncertain future
- There will be many more scholars, visionary people and even political leaders who will start to imagine seriously future oriented thinking and action in an uncertain environment

The coronavirus disrupted effect may constitute s shock transformation that will have a permanent (we hope) effect of our core values , on our definition of success and happiness, on our enhanced global concerns (be it the eco system, poverty, immigrations, or others) and on the search for a better global solution that will protect us all.

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