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Get to know me in a flash

Prepared for people that have no time nor patient to browse through my entire lengthy c.v.

I was born and studied in Israel and the United States; Following the completion of my undergraduate and graduate studies in Israel, I had obtained my Ph. D in Human Resource Management & Work Psychology at the University of Minnesota (Carlson Graduate School of Management/IR Center). While I had a long academic career, recently full Professor of People Management at ESADE BUSINESS SCHOOL (Ramon Llull University - Barcelona), and holder of the Future of Work Chair in ESADE, I previously taught and Montreal and McGill Universities in Canada, Colorado and Boston at the U.S. , HEC and ESSEC in France, and several additional Spanish universities. As of January 2018, all my activities have shifted to the **GLOBAL FUTURE OF WORK FOUNDATION - GFWF**, which I have co-founded: The Foundation is very active in promoting awareness and prepares people to the new world of work in Tomorrowland. I serve as the president of the foundation (www.globalfutureofwork.com).

For life circumstances, I speak 7 languages and wrote (or co-authored) more than 75 books that have been published and translated into many languages (Arabic, Chinese, French, German, Iranian, Hebrew, Polish, Portuguese, Spanish and Russian). I have also published over 150 papers in scientific journals as well as chapters in Books. If you click my name on any search engine, you will see that I appear on more than (12,5000,000) clicks hence I have been interviewed and cited in popular Journals in Brazil, Canada, Ireland, Israel, Singapour, U.K. ,Spain and others. I had delivered over 600 speeches in various academic and global professional conferences and offered over 250 workshops throughout the globe. My messages in Youtube videos via the foundation or the community of coaches is informative and thought provoking. I was awarded by the government of Spain the recognition of 25 years of continuous significant research (4 sexenias) and was nominated to receive the **National Catalan Research Award** in 2015. I serve on the scientific board of editors on numerous Journals , and served as Emeral Chief Editor of Cross Cultural management for 7 years to receive in 2011 the Emerald Best editor award.

While living and teaching in Montreal (1977-2001) I founded in 1978 a consulting firm called "**Gestion MDS Management Inc.**", which served Canadian and some global companies and governments for many years. About 14 years ago, I have decided to focus the company energy in Education French Speaking Africa, and since then we are training executives in helping them become more efficient and less corrupt. The company is recognized by the Government of Quebec and many of the activities are done jointly via the World Bank. (see: www.groupermds.com). Nonetheless, the company also operates in the Middle East, Europe, Latin America and Asia. My activity is mainly focused these days on innovation, stress, values and culture reengineering, leadership and coaching.

In recent years, I became an entrepreneur connecting research with real world necessities. I have developed several startup ventures/companies. The most prominent is a community of "Leading & Coaching by values" which certifies coaches and leaders to become more effective in their profession. I have created a unique concept, methodology and tools that become very known for my card game "The value of Values" or my numerous APPs. We certify coaches and executives with respective partners such as the ICF (www.coachingxvalores.com), the world Bank and/or the Government of Quebec, and others.

PERSONAL INFORMATION

Simon L. Dolan

LANGUAGES

Proficient - English, French, Spanish, Hebrew
Functional - Polish, German.

CURRENT ADDRESS

OFFICE
Global Future of Work foundation
C/O Valkiria Hub Space
126 Pujades (Poble Nou)
Barcelona 08005 - Spain

Email: simon.dolan@esade.edu or simon@globalfutureofwork.com



Personal web sites:
www.simondolan.com

EDUCATION

Ph.D. Carlson Graduate School of Management,
Industrial Relations Centre
The University of Minnesota (1973-1977)

Major: **Organizational Psychology/Behaviour**
Minor: **Staffing, Training & Development**



M.A. (1976) University of Minnesota (1975-1976)
Major: **IR/Human Resource Management**
Minor: **Organizational Psychology**



M.A. (ABD) (1971-1973) Tel Aviv University, Department of
Labor Studies Major: **HRM**
M.Sc. (ABD) Tel Aviv University, Recanati
Graduate School of Business
Administration
Major: **Organizational Behavior**

B.A. Tel Aviv University (1968-1971)
Major: **Labor studies**

MEMBERSHIP AND POSITIONS IN PROFESSIONAL ASSOCIATIONS

- Academy of Management (member since 1975)
- Iberamerica Academy of Management (member since 1998)
- Canadian Psychological Association (Member 1986-1996)
- Administrative Sciences Association of Canada (1992-2001)
- The International Society for the Study of Work and Organizational Values (ISSWOV); (Founding member; Secretary - Treasurer 1988-1990; Vice-President 1990-1991; President Elect and program chair 1992- 1994); **President** (1996-1998)
- Society for Test Anxiety Research (STAR) (member 1983 - 2003)
- International Council of Psychologists (member 1984 -1990)
- Human Resources Association of the Province of Quebec (member 1985 - 1992)
- Industrial Relations Research Association (member 1975 - 1983)
- EURAM –The European Academy of Management (member 2002-2018)
- Past member of the executive board of IACMR (International Association of Chinese Management Research). – European representative (since 2010-2014)
- Past member of the Board of Spirituality and Religion Division of the Academy of Management (since 2010)

REFEREE AND REVIEWER

- Personnel Psychology
- Academy of Management (Journal, Executive, Proceedings)
- Canadian Journal of Behavioral Sciences
- Work and Occupations: An International Sociological Journal
- Canadian Journal of Administrative Sciences
- Journal of Organizational Behavior
- Work and Stress: An International Journal
- Human Resource Planning (also on Editorial Review Board 1987-1990)
- Journal of Personality and Social Behavior
- International Journal of Manpower
- Applied Psychology: An International Journal

MEMBER OF THE EDITORIAL BOARD OF THE FOLLOWING JOURNALS

- EMR -European Management Review (**Member of the Editorial Board since 2018**)
- International Journal of Cross-Cultural Management (SAGE publication, (**Member of the Editorial Board**)
- Career Development International (**Member of the Editorial Board**)
- Management Research (Iberoamerican Academy of Management, (**Member of the Editorial Board**)
- Revue multidisciplinaire sur l'emploi, le syndicalisme et le travail (**Member of the Editorial Board**)
www.renest.ca
- International Journal of Quality and Service Sciences (**Member of the Editorial Board**)
- Euromed Journal of Business (**Member of the Editorial Board**)
- Revista Brasileira de Gestao de negocios (**Member of the editorial Board**)
- Human Resource Management (Michigan)
- Revue Gestion (HEC) - (**Member of the editorial Board until 2017**)
- Revue Management & Avenir (Paris) (**Member of the editorial Board until 2016**)
- Kindai Management Review (**editorial Board**)

REFEREE AND REVIEWER (Committees - Research Grants)

- Health & Welfare Canada
- Social Sciences and Humanities Research Council of Canada (SSHRC)
- Quebec Council on Social Research
- Quebec Research Institute on Occupational Health & Safety (L'IRSS) Quebec Ministry of Education (FCAC)
- Fonds de recherche du Québec - Société et culture
- Health and Safety Research Council Government of Belgium (Office of the prime Minister) EU 6th Research program
- Policy Research Program Department of Health U.K.
- Israel Science Foundation
- I.A.S. Université de Printemps de l'Audit Social
- Ministerio de Educacion y ciencia – España
- Hong Kong Research council
- Fonds de recherche du Québec – Société et culture

RECENT ACADEMIC POSITIONS

POSITION-TITLE	INSTITUTION	DATES
Freelance Professor	Various	since 2018 -
Co-Founder & Board Member	eMerit Academy	Since 2017
ESADE CHAIR 	FUTURE OF WORK 	2011-2017
CATEDRÁTICO DE RRHH		2011-2017
FULL PROFESOR		
ESADE BUSINESS SCHOOL	Dept. of People Management and Organization Barcelona, Spain	2001-2017

PAST FULL AND PERMANENT PART TIME POSITIONS

FULL PROFESSOR



SCHOOL OF INDUSTRIAL RELATIONS
The University of Montreal

1988- 2003



DIRECTOR OF THE CENTER
FOR OCCUPATIONAL STRESS AND HEALTH

THE UNIVERSITY OF MONTREAL

ASSISTANT PROFESSOR
(Half-time) (1978-1980)

FACULTY OF MANAGEMENT
McGill University



VISITING PROFESSORSHIP POSITIONS

Senior Lecturer



St Gallen Institute of Retail Management
(Oxford Executive Seminar)

2015 -2018



Lecturer

AALTO University - Finland

August 2016

VISITING PROFESSOR

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

OCTOBER 2014

VISITING PROFESSOR

UNIVERSIDAD DEL PACIFICO LIMA, PERU
Escuela de postgrado

SEPTIEMBRE 2013



VISITING SCHOLAR

NANYANG TECHNOLOGICAL UNIVERSITY
NANYANG BUSINESS SCHOOL

JANUARY 2013



VISITING PROFESSOR

UNIVERSITY OF TARTU
Faculty of Economics and Business
Doctoral seminars with Geert Hofstede)

JUNE 2011

VISITING PROFESSOR



MARCH 2007,
MARCH 2008,
MARCH 2009,
MARCH 2010,
MARCH 2011

AFFILIATED PROFESSOR

THE UNIVERSITY OF HAIFA ISRAEL

2006-2019



VISITING PROFESSOR

RENMIN UNIVERSITY BEIJING

JUNE 1993
JUNE 2006
JUNE 2010



VISITING PROFESSOR

CRANFIELD UNIVERSITY (UK)
SCHOOL OF MANAGEMENT

JAN. 2005



VISITING SCHOLAR

UNIVERSITY OF EAST ANGLIA (U.K)
School of Management

OCT. 2003

VISITING PROFESSOR

INSTITUTO SUPERIOR DE TECNOLOGÍA
Monterrey – México



VISITING PROFESSOR	VIENNA UNIVERSITY (IVM) (CEMS program)	2003, 2004, 2005
	Interdisziplinäre Abteilung für Verhaltenswissenschaftlich Orientiertes Management	
VISITING PROFESSOR	DEPT. ECONOMÍA Y EMPRESA DOCTORAL PROGRAM	2000- 2003, 2007 Y 2008
	Universidad Pablo de Olavide (Sevilla)	
VISITING PROFESSOR	LIRHE (CNRS) - UNIVERSITÉ TOULOUSE 1	OCTOBER 2002
		
VISITING PROFESSOR	UNIVERSITY OF COLORADO (BOULDER) College of Business Administration	JULY-AUGUST 2001
		
VISITING PROFESSOR	GROUPE ESSEC (PARIS)	MARCH- APRIL 2001
		
VISITING PROFESSOR	POMPEU FABRA UNIVERSITY (BARCELONA) Dept. of Economics and Business	2000-2001
		
VISITING PROFESSOR (PART TIME)	SAINT MARY'S UNIVERSITY (HALIFAX) Executive MBA	2000-2001
		
VISITING PROFESSOR (PART TIME)	UNIVERSIDAD PABLO DE OLAVIDE (SEVILLA) Faculty of Business and Economics	1998, 2006, 2007, 2008
UNIVERSIDAD DE CADIZ	FACULTY OF ECONOMICS & ADMINISTRATION	1996, 97, 98 (Summers)
		

GRADUATE LECTURER & LECTURER (Part time)	MCGILL UNIVERSITY (MONTREAL)	1986-1994
		
VISITING PROFESSOR (Part time)	CONCORDIA UNIVERSITY (MONTREAL) MBA and Executive MBA Program	1992, 1993
		
VISITING ASSOCIATE PROFESSOR 1985-1986	DEPT. OF ORGANIZATIONAL BEHAVIOR School of Management Boston University (Boston)	
		
ASSOCIATE PROFESSOR (Tenured)	HUMAN RESOURCE GROUP COLLEGE OF BUSINESS ADMINISTRATION Northeastern University (Boston) School of Industrial Relations The University of Montreal	1981-1987
VISITING ASSOCIATE PROFESSOR 1982-1985 (Part-time)	M.B.A. PROGRAM (EVENING) School of Management McGill University	
VISITING ASSOCIATE PROFESSOR	FACULTY OF SOCIAL SCIENCES Tel Aviv University (Israel)	1981– 1982



INSTITUTION	THEMES OF CLASSES TAUGHT AREA
Oxford University (2016-2019)	<ul style="list-style-type: none"> * Digital Leadership * Leading and Managing by Values * Leading by Values
ESADE (2001 – 2017)	<ul style="list-style-type: none"> * Human Resource Management * Managing People in Organizations (MBA) * International HRM * The Management of People in a Diverse Global Environment (CEMS) * e-HRM & e-Change * Managing the Intellectual Capital (in Spanish) * Managing Change (in Spanish) * Managing by Values (<i>in Spanish</i>) * Research themes in HRM (Doctoral Seminar) * Managing People Globally (International Master Management) * ALCP – Action Learning & Consultancy Program (MBA) (creator of this new concept in ESADE) <p>Leadership, Managing and Coaching people in tomorrowland</p>
ERASMUS UNIVERSITY (2014) (ROTTERDAM SCHOOL OF MANAGEMENT)	<ul style="list-style-type: none"> * Leadership, Coaching and Managing People in Tomorrowland.
UNIVERSITY OF MONTREAL (1977- 2002)	<ul style="list-style-type: none"> *Organizational Psychology (<i>in French</i>) * Industrial Relations Systems & Methodology * Employee Selection – Staffing (<i>in French</i>) * Research Methods in Industrial Relations (<i>in French</i>) * Organizational Behavior & Administration (<i>in French</i>) * Cases in Personnel and Industrial Relations (<i>in French</i>) * Human Behavior in Organizations (<i>in French</i>) * Human Resource Management (<i>in French</i>) * Managing Change in Organizations (<i>in French</i>) * Training and Development (<i>in French</i>)
POMPEU FABRA UNIVERSITY (2000-2001) (AND IDEC MBA PART TIME)	<ul style="list-style-type: none"> * Human Resource Management I (<i>in Spanish</i>) * Human Resource Management II (<i>in Spanish</i>)
SAINT MARY'S UNIVERSITY (2000, 2001) (EMBA)	<ul style="list-style-type: none"> * Human Resource Management (MBA)
UNIVERSITY OF COLORADO (SUMMER 2001)	<ul style="list-style-type: none"> * Developing Leadership Skills

UNIVERSITY OF BARCELONA (SUMMER SCHOOL) (1998, 1999)	* Managing Human Resources in the 21st Century * Managing by Values
MCGILL UNIVERSITY (1980-1984; 1986 -1994)	* Organizational Behavior * Personnel & Industrial Relations * Effective Personnel Training * Organization Theory and Design * Human Resource Management
CONCORDIA UNIVERSITY (MBA AND EMBA - 1992-1993)	* Business Research Methods * Human Resource Management
VIENNA UNIVERSITY (2003, 2004)	* Cross Cultural Management
BOSTON UNIVERSITY (SCHOOL OF MANAGEMENT - 1985)	* Organizational Behavior * Human Behavior in Organizations
NORTHEASTERN UNIVERSITY (FACULTY OF BUSINESS, AND EXECUTIVE MBA - 1985)	* Complex Organizations * Organizational Behavior * Contemporary Labor Issues
TEL AVIV UNIVERSITY (1981)	* Employee Staffing (<i>in Hebrew</i>) * Emerging Problems in Labor- Management Relations * Stress at Work <i>in Hebrew</i>)

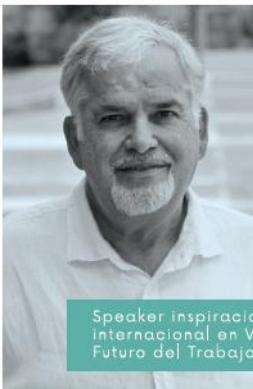
WORKSHOPS AND TRAINING IN MULTIPLE LANGUAGES

- **Managerial Selection for local and for international assignments** (seminars conducted in English, French, Spanish or Hebrew).
- **Leading & Coaching by Values** (this is the newest and most innovative seminar that combines elements from Managing by values, leading by values and coaching by values with Competency-Based management).
- **Coaching by Values** – (workshop for training coaches in the concept, methodology and tools of Coaching by values school of thought).
- **Stress, Health & and Performance:** (*finding the golden route between a kiss of death and a spice of life*) (seminars conducted in English, French, Spanish or Hebrew). Including a forthcoming new tool (The Stress Map)
- **Reengineering the organizational culture** seminars conducted in English, French, Spanish or Hebrew). Including a brand-new online software for diagnosis (www.leadershipbyvalues.com)
- **Critical skills for managing Change in organizations** (seminars conducted in English, French, Spanish or Hebrew).
- **Skills and essentials in cross cultural Management** (seminars conducted in English, French, Spanish or Hebrew).
- **Challenges and new developments in managing human resources in the 21st Century firm**
- (Seminars conducted in English, French, Spanish or Hebrew).
- **Managing in Tomorrowland** (Based on the accumulated data in the Global Future of Work Foundation). (Seminars conducted in English, French, Spanish)

(**WORKSHOPS/SEMINARS SITES:** Montreal, Halifax, Toronto, Tel Aviv, Rio de Janeiro, San Paulo, Valencia, Casablanca, Paris, Barcelona, Madrid, Seville, Murcia, London, Berlin, Beijing, Amsterdam, Vienna, Monterrey, Havana, Buenos Aires, Lima, Lisbon, Oporto, Vilnius, Tallinn, Tartu, San Sebastian, Valencia, Recife, Richmond Virginia, Helsinki, Guatemala City, Oxford, St Gallen, Dublin, Bello Horizonte, and many others).

Note: This is a growing list and new sites should be added every month.

Short speaking lectures



Speaker inspiracional e internacional en Valores y Futuro del Trabajo

Simon Dolan

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Menschen · Werte

Inspirierender und international renommierter Referent und global Speaker zum Thema Werte und Zukunft der Arbeit in Wirtschaft und Gesellschaft

Simon Dolan

Werte und Zukunft der Arbeit

Master class on trends and challenges in the future of work

Leading by Values: Revisiting and proposing a new set of competences for succeeding in the new landscape of work

NEW Jobs IN TOMORROWLAND (2018-2038)

Leading by Values: Preparing Leaders for Tomorrowland Oxford

Konferenzen und Workshops über Werte und Zukunft der Arbeit für Kongresse und Veranstaltungen

Professor Dolan ist ein weltweit gefragter Redner und bekannter Experte zum Thema Werte, insbesondere im Zusammenhang mit dem wirtschaftlichen und gesellschaftlichen Wert von Arbeit, heute und in Zukunft.

Er ist Mitbegründer der ISSHOW (Internationale Gesellschaft für die Erforschung von Werten innerhalb von Organisationen). Zudem ist er Berater der Europäischen Kommission für Beschäftigung auf dem Arbeitsmarkt in Europa 2020.

Er hielt viele Jahre den "Future of Work Lehrstuhl" in der ESADE Business School in Barcelona, und ist zur Zeit Mitbegründer und Vorsitzender der Global Future of Work Foundation (www.globalfutureofwork.com).

Er hat eine einzigartige, auf Werte ausgerichtete Methode entwickelt, durch welche er Coaches und Executives in Zusammenarbeit mit der ICF (International Coaching Federation) zertifiziert. Als Transformationsberater hat Simon Dolan Instrumente entwickelt und in den Markt eingeführt, die Managers in internationalen Top-Organisationen erfolgreich bei ihren Change-Prozessen individuell, das Unternehmen und sozial verwenden, wie das Spiel "der Wert von Werten" und die Apps wie "Values 4 Kids". Zudem ist er Mitbegründer der e-Merit Academy (www.emeritacademy.com) deren Kernanliegen die Talentsentwicklung und die Weiterbildung in Hinblick auf die erfolgreiche Transformation von Organisationen, ist.

Weitere Information über Simon Dolan finden Sie auf www.simondolan.com

KONTAKT
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M. +34 678 94 76 43

ADMINISTRATIVE POSITIONS IN ACADEMIC AND INTELLECTUAL INSTITUTIONS

2016 – PRESENT

Co-FOUNDER & PRESIDENT OF
THE GLOBAL
FUTURE OF WORK
FOUNDATION



2011-2017

ESADE Future of Work Chair



2007 – 2015

**EDITOR-IN-CHIEF: CROSS
CULTURAL MANAGEMENT**
- AN INTERNATIONAL JOURNAL. AN
ISI JOURNAL



2002 – 2006

Doctoral coordinator for the Dept. of HR (ESADE) and member of
ESADE doctoral committee

2002 -2003

**Academic Director (Managing the Intellectual Capital Program)
(ESADE Business School)**

1996 – 1998

President, **ISSWOW** (International Society for the Study of Work
And Organizational Values)

1996 – 1999

Director of International Programs (School of Industrial
Relations, Univ. of Montreal)

1988 – 1991

Member of the University Board of Governors (Senate)
(Univ. of Montreal)

1986 – 1990

Director, Ph.D. program (Univ. of Montreal)

1982 – 1984

Director, Special M. Sc. Program, School of Industrial
Relations, the University of Montreal.

1979 – 1980

Coordinator, Faculty Research Seminar

1978 – PRESENT

Director and thesis supervisor, More than 30 M.Sc. and Ph.D.
Students in various universities (Montreal, Cadiz, Barcelona,
ESADE, Haifa, HEC, Sevilla, and others)

DOCTORAL THESIS SUPERVISION IN EUROPE AND ISRAEL

- THE EFFECTS OF WEB-BASED HRMS (EHRMS) MODULES ON BOTH HR EFFICIENCY AND HR EFFECTIVENESS: AN EMPIRICAL EXAMINATION OF SUSTAINABLE ADDED VALUE TO AN ORGANISATION'S BOTTOM-LINE RESULTS (**Christian Acosta-Flamma, 2005**)
- EXPLORING THE TRANSITION FROM REAL TO IDEAL CONVERSATIONAL SPACES WITHIN THE CONTEXT OF COACHING INFORMATION TECHNOLOGY (IT) PROJECT TEAMS (**Davar Rezania, 2006**)
- EMOTIONAL INTELLIGENCE AS A PREDICTOR OF CROSS - CULTURAL ADJUSTMENT AND SUCCESSFUL OUTCOMES IN INTERNATIONAL ASSIGNMENTS (**Rachel Gabel Shmueli, 2006**)
- THE VALIDATION OF A TRIAXIAL MODEL OF ORGANIZATIONAL TRUST AND ITS IMPACT ON TEAM PERFORMANCE (**Merce Mach, 2007**)
- Modelización secuencial de la relación entre la satisfacción laboral y la satisfacción con la vida y su impacto en el burnout (**Mohamed Horia Amar, 2007**)
- INTERNATIONAL FRAUD: A MANAGEMENT PERSPECTIVE (**Chad Orsen Albrecht**: 2008)
- INTERNATIONALIZATION OF SPANISH FIRMS IN CHINA: AN ANALYSIS FROM A STRATEGIC HUMAN RESOURCES PERSPECTIVE (**Yingying Zhang, 2008**)
- WORK FAMILY ISSUES IN CONTEMPORARY EUROPE (**Caroline Straub, 2009**)
- DETERMINANTS OF CAREER SUCCESS OF ENGINEERING TECHNOLOGY PROGRAM'S GRADUATES IN PERU (**Alberto Bejarano , 2009**)
- CROSS-CULTURAL LEADERSHIP: A COMPARATIVE STUDY BETWEEN BRASILIAN AND PORTUGUESE SUBORDINATES (**Affonso Henriques de Azevedo Nogueira - 2012**)
- Understanding the motivational mechanism of value congruence (**Yuanjie Bao – 2012**)
- *Multi-Focal Trust in Medical Care Services as a Proactive Organizational Tool to Reduce Customers' Aggressive Behaviors* - **Amit Gur** (Co. director Dr. Shay Tzafrir, Haifa University)
- *Enhancing performance through positive client behavior in service organizations* - **Hila Halutz Ben Gal** (Co. director Dr. Shay Tzafrir, Haifa University)
- A MULTI ANGLE-MULTILEVEL EXAMINATION OF THE THE PHENOMENON OF EXPARTIATION - **Kubra Canhilal**
- **Ben Capel** - *The moderating and mediating role of Trust on getting out of the closet: developing and testing a new model*
- **Delia Mannen** - (co supervisor) *Promoting Dignity in Organizational Life: A Conceptualization, Application, and Theoretical Extension*"

POST DOCTORAL SUPERVISION

- Rebekka Vedina (2011-2012)
- Paulo Hyashi (2013)

PARTICIPATION IN DOCTORAL THESIS TRIBUNALS OUTSIDE ESADE (SAMPLE ONLY)

- **Juan Rivera Mata**, Liderazgo, sexo y género: comportamientos y relaciones de directivos y directivas españolas, Universidad Pablo de Olavide (Sevilla) September 22, 2011
- **Wim den Dekker** - **Global** Mindset: Dimensions, Measurement and Leadership Effectiveness. Free University of Amsterdam (VU) December 8, 2011
- **Yael Livneh** - Formality of HRM in Israeli technological startup companies: Predictors of and implications on trust in HRM (Haifa University) August 30, 2012
- **Donna L. Haeger** - TEAM SUSTAINABILITY: MEMBER ECOLOGY AND THE DOMAINS OF INFLUENCE, Case Western Reserve University (January 2014)

- **Milagros Pereyra-Rojas** - FACTORS INFLUENCING SCHOLARSHIP PRODUCTIVITY: A MIXED METHODS APPROACH - Case Western Reserve University (January 2014)
- **Shiva Taghavi – HEC (Paris)** “When you culture Advocates you: The effect of cultural work values on performance” (March, 2015)
- **Damas Baste Garcia** - Ramon Llull (December 2015) Repensar la indagación appreciativa desde la perspectiva de su plasticidad (December 2015)

SAMPLE OF RECENT MASTER THESIS SUPERVISED

- **VIEGENER, ANNA KATRIN** - *SOCIAL FRANCHISING –AN APPROACH TO SCALE SOCIAL ENTERPRISES* (2008)
- **Beatriz Miguez Armada** - *Factores de éxito para la internacionalización de las empresas españolas en china* (2009)
- **Marta Domingo** - *El impacto de la Inteligencia Emocional en la gestión del equilibrio entre vida profesional y familiar* (2006)
- **Marta Esmeralda Vidal García** - *Estudio exploratorio sobre las políticas de conciliación de la vida laboral-familiar en Europa* (2008)
- **Sílvia Casellas Pladevall** - el estrés laboral: una perspectiva organizacional (2005)
- **Nazareth Pino** - *El impacto del equilibrio trabajo-familia en la salud mental y física de los trabajadores* (2008)
- **Dennis Krings-Ernst** - *The Culture-Based View of the Firm (Co direction with St Galen, 2008)*
- **Flavia Patricia Blanco Pellitero** - *Estudio de los valores personales y organizacionales de las enfermeras del Hospital de León y su relación con los aspectos organizativos y laborales* (2009)
- **Daniela Bascones Miranda** - Validación del Modelo Triaxial de Valores (2010)
- **Beatriz Miguez Armada** - **FACTORES DE ÉXITO PARA LA INTERNACIONALIZACIÓN DE LAS EMPRESAS ESPAÑOLAS EN CHINA** (2009).
- **Jennifer Gonzales** - Knowledge sharing and the lessons learned data-based (in company project) – 2010
- **Blanca Cavero** - Seguimiento longitudinal del síndrome de agotamiento profesional (Burnout) en el personal médico de Cataluña (2010)
- **Miguel José Cabrera Bello** - Estudio sobre el Bienestar Laboral de la Enfermería en Gran Canaria, 2010
- **Sala Laura** - **LA INCONGRUENCIA DE VALORES PERSONALES – ORGANIZACIÓN Y SU EFECTO SOBRE EL DESEMPEÑO Y LA SALUD LABORAL** (2010)
- **Alexander Von Armin (2010)** Mentoring, Onboarding and Exit strategy MNCs in the example of Arthur D. Little (in Company project) 2010
- **Mouna El Wahidi el Alaoui** – Executive Coaching: Definition, scope, Boundaries and Approaches (2010)
- **Kubra Canhilal Sukriye** – The effect of demographic diversity on Team innovation_ revisiting the role of socio-economic Status (2010)
- **Zahra Solouki** – Value awareness – Applying the triaxial model of values to explain diversity in groups (2010)
- **Paula Torres Crespo** – RUHR Human resource Management Game. (2011)
- **Shawn David Stocker** -Education and geographical origin as drivers of personal value development and evolution : an expansion of Dolan's triaxial management by values model (2011)
- **Helooise de Monteynard** - Managing HR at trnd: Climate Survey and key recommendations (2011)
- **Miquel González Rosselló** - Absentismo en el sector manufacturero de Cataluña (2011)
- **Birgit Waltschek** – Understanding the determinants of staffing and retention of talented employees in the SME real estate agencies in Austria (2012)
- **Nicholas Bahar** - Bridging the gap between skill and individual sustainable performance (2013)
- **Francesc Artigues Cuyàs** - Acculturation as a way of life. Trust and other values as mediators of

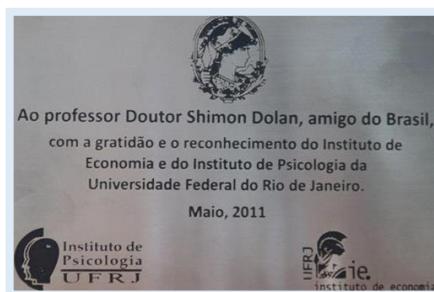
- organizational cohesion and growth through efficiency increases. What is the role of Business Schools? (2013)
- **Subonita Chakravorty** - Factors involved in Successful Implementation of Change in Organisations (2013) (Co supervision with Ben Capell)
- **Ben A. Capell** - Explorations into diversity at inter and intra organizational levels (2015)
- Effective Collaboration among employees of the retail industry in Tomorrowland (2016) - **Claudia Ventura**
- *The Effect of the Digital Transformation on the Future of Competitive Strategies: With Input from the Largest Canadian Retailer (2016)* - **Anna Leroy**
- **Chengcheng Li** Cross Cultural Business Brokerage based on the metaphor of "Marriage Matching" (2017)

AWARDS AND NOMINATIONS

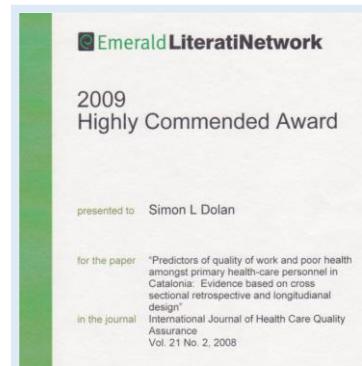
- DEAN`S TEACHING EXCELLENCE AWARD, McGill University, Faculty of Management (1980).
- HEALTH & WELFARE CANADA, Post Doctoral National Research Award (1981).
- BEST RESEARCH AWARD FOR THE STUDY OF MEDICAL BURNOUT. Best ideas in 2006 "Diario Medico", Spain (2006).



- EMERALD PUBLISHERS HIGHLY COMMENDED AWARD 2009
- ACU (Catalan Agency Research Merit Commission) acting on Behalf of the Spanish Ministry of Science and Education- RECOGNITION AS CAREER RESEARCH merit Four blocks of 6 years each was awarded (24 years of continuous active research)
- PUBLIC SERVICE STATE OF RIO DE JANEIRO DE-BUREAUCRATIZATION AWARD handed on May 16th, 2011



the Federal University of Rio de Janeiro (May 17, 2011)
EMERALD EDITOR OF THE YEAR AWARD (award handed in the
EURAM gala Dinner in June 2011 (Tallinn –Estonia)



- A SPECIAL AWARD BY THE INSTITUTE OF PSYCHOLOGY,

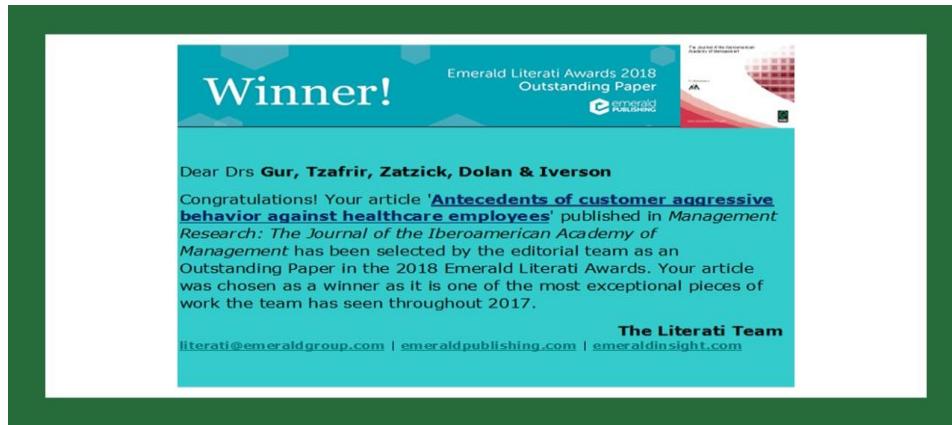




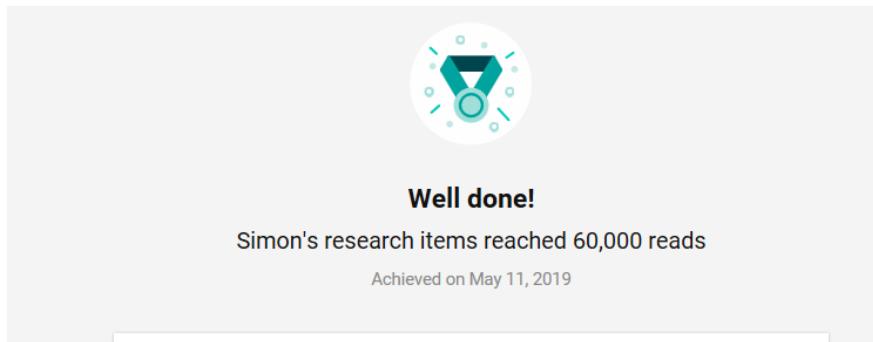
- Literati Network highly commended Award for best paper: "Do Emotions Matter? The Role of Emotional Intelligence Competences in Cross-cultural Adjustment for International Assignment" published in ***Management Research: The Journal of the Iberoamerican Academy of Management***. Award handed during the Academy of Management Annual Meeting (Boston, August , 2012)
- IACMR OUTSTANDING CONTRIBUTION PLAQUE **for 2010-2012 services (Handed during the Academy of Management meeting in Boston (August 2012))**
- MERIT AWARD by the rector of the Silesian School of Economics (Warsaw Poland) for the wiring in Polish of:
"Globalna transformacja biznesu i społeczeństwa".
- NOMINATION FOR THE NATIONAL RESEARCH AWARD of the Governement of Catalonia 2014 by the Ramon Llull University
- Kindai Management Review Award (2016) – Osaka Japan



- Emerald Literati Award for the outstanding paper published in 2018 (with colaborators).



- Research Gate High merit for achievement (received on May 11, 2019)



Research Grants

1980 – 2000	UNIVERSITY OF MONTREAL	Accumulated grants for about 12 projects (Over 800,000\$).
2002-2004	ESADE- IEL	Source: AATM for a Study of Doctors Burnout in Catalonia. Total Grant: 39,000€.
2005	ESADE-IEL	Source: European Union . A Pan European Work Climate Study (279,000 €).
2005	ESADE-IEL	Source: FREMAP – Study of accidents proneness in the construction industry in Spain. Study via doctoral student backup (9,000).
2005-2008	ESADE scientific conferences. (180,000 €).	Source: Price Waterhouse – 224 presentation in
2007-2008	ESADE-IEL	Source: Mutua Prevent – developing a prototype of online measure to diagnose employees

		burnout. (10,000€).
2007-2010	ESADE-IEL	Source: MEC (Ministerio Educacion y Ciencia) – Study of biological correlates of chronic burnout among nurses in Spain (79,000€).
2007-2010	ESADE-IEL	Source: Select-Vedior Portugal – IPP in Portugal. (180,000€)
2010	ESADE-IEL	Source: EU – Elderstress Project (8 partners -8 countries) (23,000€).
2010-2012	ESADE- FWC	Source: Leonardo Pro RH – EU sponsor project with 5 other EU partners (65,000€).
2012-2014	ESADE-FWC	Source: ERASMUS ICT4ICTSME - EU - Project title: Innovation, Creativity and Talent E-training program for SME s (with Creapolis and 4 other EU partners (384.096, 000€).
2014-2016	ESADE-FWC	Source: EU-InnovatE - Sustainable Lifestyles 2.0: End User Integration, Innovation and Entrepreneurship (675000, 000€).

RECENT Books (2016-2019)



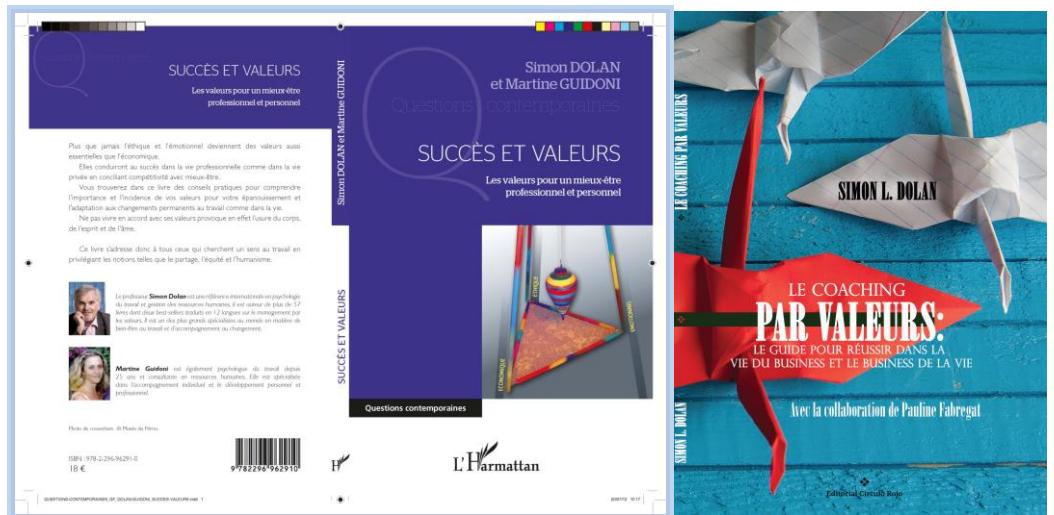
Books and eBooks in Amazon.com & kindle version



eBooks available at: <http://tiendacoachingporvalores.com/>



RECENT BOOKS IN FRENCH (EN FRANCAISE)



RECENT EDITIONS OF BOOKS AND CARD GAMES IN HEBREW (2013-2014)



Simon L. Dolan: March 2020

MULTIMEDIA AND WEB-BASED BOOKS
 (see catalogue on www.MyEducator.com)



*Introduction to International
Organizational Behavior*



Organizational Behavior for MBAs



*Introduction to Human
Resources*

Simon L. Dolan &
Tony Lingham

Chad Albrecht &
Simon L. Dolan

Simon L. Dolan



BOOKS AND MONOGRAPHS



1. Dolan S.L., Arsenault A., (*Préface by Hans Selye*): **STRESS, SANTÉ ET RENDEMENT AU TRAVAIL.** Monograph Series No. 5. Montreal, The University of Montreal. 1980. 186 pp.



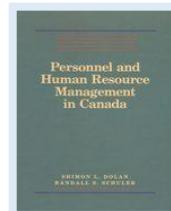
2. Dolan S.L., Roy D., **LA SELECTION DES CADRES: PRINCIPES ET PROBLÈMS CONTEMPORAINS.** (MANAGERIAL SELECTION: PRINCIPLES AND CONTEMPORARY TRENDS). Monograph Series No. 11. Montreal, The University of Montreal. 1982. 165 pp.

3. Arsenault A., Dolan S.L., **LE STRESS AU TRAVAIL ET SES EFFETS SUR L'INDIVIDU ET L'ORGANISATION.** Notes et rapports scientifiques et techniques. Monograph. L`institut recherche en santé et en sécurité du travail du Québec. 1983. 357 pp.

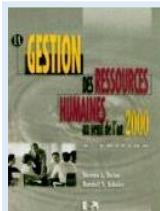
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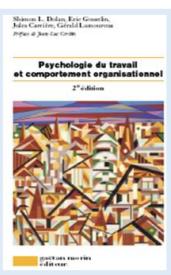
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6. **Dolan S.L., Schuler R.S., Chretien L., GESTION DES RESSOURCES HUMAINES,** Montréal, EDITIONS DU TRECARRÉ ET EDITIONS REYNALD GOULET INC., 1988, 453 pp.

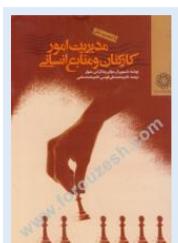


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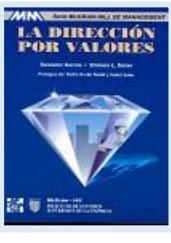


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1994, 700 pp.; and Dolan S.L., Schuler R.S., **Instructor Resource Guide to Accompany: HUMAN RESOURCE MANAGEMENT: THE CANADIAN DYNAMIC.** Nelson Canada. Scarborough, Ontario 1994, 274 pp.



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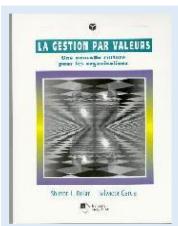
10. Borg I., **Dolan, S.L., WORK VALUES AND BEHAVIOR: RESEARCH AND MANAGERIAL APPLICATIONS (EDS.).** ISSWOB, Barcelona, 1994. 301 pp.

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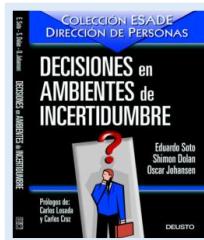


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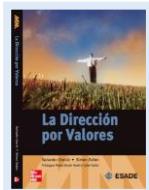
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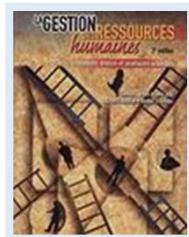
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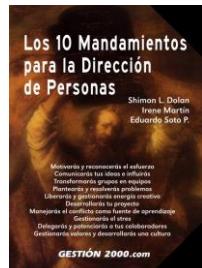
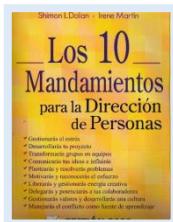
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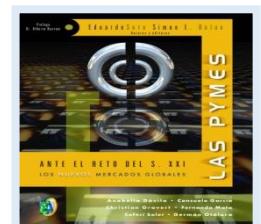
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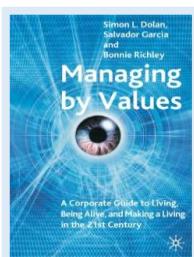
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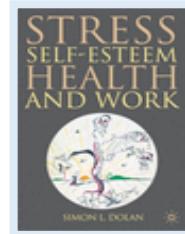
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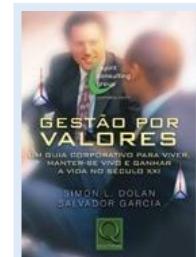


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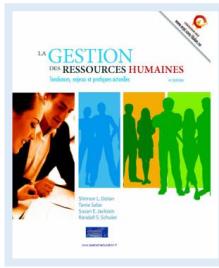


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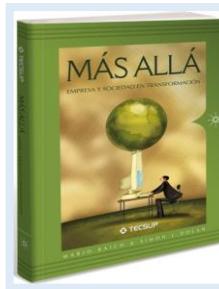
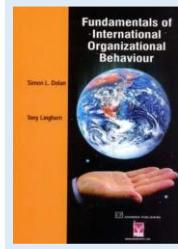


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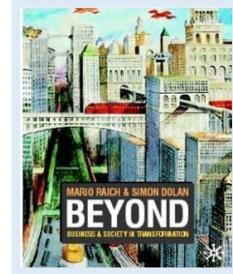
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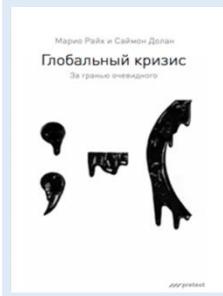
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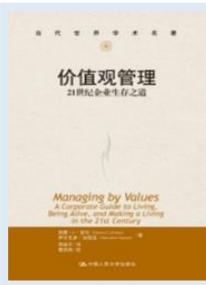


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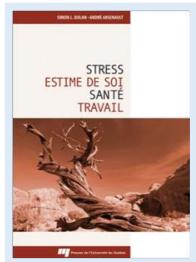
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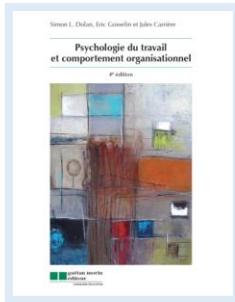
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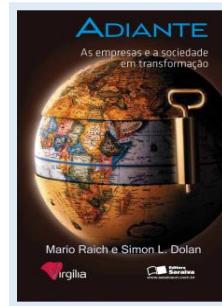


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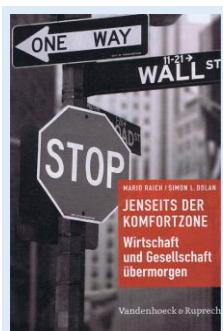


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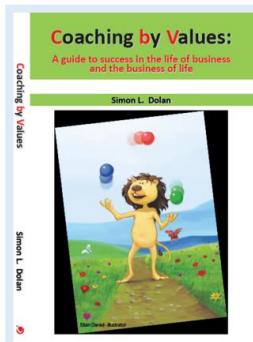


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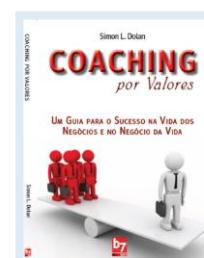
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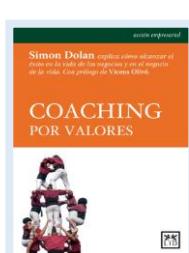


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<https://snap.myeducator.com/reader/web/introtoob>

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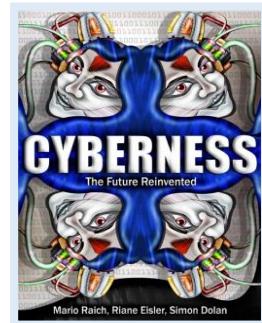
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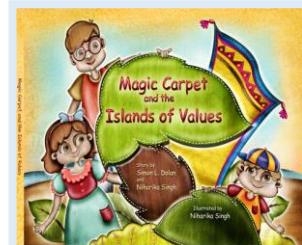
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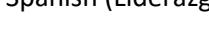
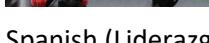
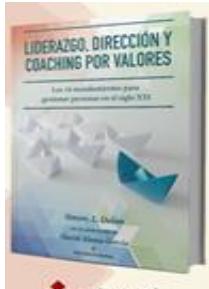


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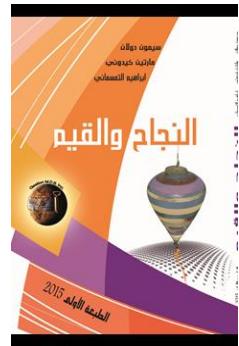


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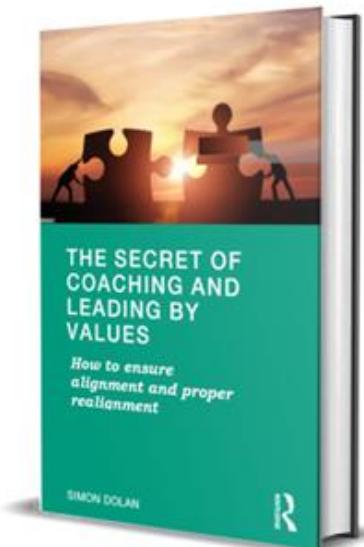
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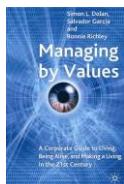


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SOME QUOTES AND COMMENTS BY EXPERTS ABOUT RECENT BOOKS

MANAGING BY VALUES



"This book is one that needed to be written. It is an outstanding contribution to the literature and needs to be read by all levels of management" (Cary L. Cooper, Pro Vice Chancellor and Professor of Organizational Psychology and Health, Lancaster University)

"The authors do an outstanding job in describing their model and illustrating how managers can implement their model successfully, and thereby, assist their companies to compete in the highly competitive global marketplace" (Randall S. Schuler, Professor, International and Strategic Human Resource Management, Rutgers University)

"I am convinced that the ideas discussed in this book are not a utopia but rather a clear winning management philosophy" (Carlos Losada, Professor and Director General of ESADE Business School)

"The authors have compiled an impressive array of concepts, data, and stories about using Value Based Management to inspire people to be their best. It will challenge you, but it is worth it". (Richard E. Boyatzis, Professor of Organizational Behavior, Psychology and Human Resources at Case Western Reserve University and ESADE, and co-author with Daniel Goleman and Annie McKee of the international best-seller, *Primal Leadership*, and more recently with Annie McKee, *Resonant Leadership*.)

STRESS, HEALTH & WORK

"This book is a must-read for both managers and stress researchers interested in learning more about high performing individuals and organizations" (Ron Burke, professor of work environment and Individual's overall well being, York University, Canada).



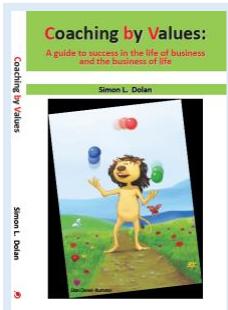
"There is no doubt that this book will serve as an eye opener to corporate leaders". Roberto Kertez, MD, psychiatrist and rector of the University of Flores, Buenos Aires, Argentina.

"This book provides an engagingly novel vista of the occupational stress field; The book content is an effective mix, bound to expand readers' understanding of the phenomenon of executive stress and its organizational and individual manifestations" (The late Prof. Arie Shirom, Tel Aviv University).

"This thought-provoking book will be useful to everyone who wants to ensure that their work place is source of energy and positive self-esteem" (Susan Jackson, Professor of HRM –Rutgers University & former editor of the Academy of Management Review).

"Dr Dolan's new book, as all the previous ones and the extensive research work he has conducted over the years on stress -- is an extremely important contribution in this regards. I believe every modern manager should read it" Lucien Abenaim, MD, PhD, Professor of Public Health, Former Surgeon General France and Former Member Executive Board WHO.

"COACHING BY VALUES" - iUNIVERSE



"I am always amazed at your creative capacity. You are truly a remarkable man, and such a caring man as well! This looks like a fine book, and I congratulate you on it"

Riane Eisler – Best-selling author of *The Chalice and the Blade* (now in 23 foreign editions) and *The Real Wealth of Nations: Creating a Caring Economics*, hailed by Archbishop Desmond Tutu as “a template for the better world.”

"You are continuing to produce insightful books that will have lasting impact"

David Ulrich – business professor at the University of Michigan; author of 23 books covering topics in human resources and leadership, including his latest, *The Why of Work*

"I greatly admire what you have done, and also much appreciates the creative aspect of the book"

David Caruso – Yale University; co-author of the best-selling *The Emotionally Intelligent Manager* and co-author, with Mayer and Salovey, of *The Mayer, Salovey & Caruso Emotional Intelligence Test*.

"Dolan knows his subject and his passion and commitment to the methods he outlines shines through the text, making this book a great read for business coaches and managers alike".

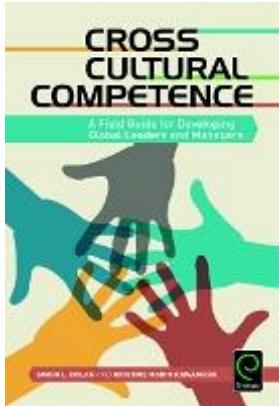
Blueink review:

<http://www.blueinkreview.com/reviews/view/775/srch:coaching%20by%20values>

"Written with a sense of passion and purpose about a meaningful and important topic, Coaching by Values is not a breezy business book. It will take work on the part of the reader to fully comprehend the depth of Dolan's discussion and to understand how best to apply his methodology. The reader who works through this book should be better off for the effort".

Clarion Review ***

<https://www.forewordreviews.com/reviews/coaching-by-values>



Authors:

Simon L. Dolan, ESADE Business School, Spain
Kristine Marin Kawamura, St. George's University, Grenada

Cross Cultural Competence serves as a comprehensive, practical, and workshop-based program that allows facilitators and organizational change agents to help organizations and people develop cross cultural skills and global competence. The book is grounded in the most rigorous and relevant theories, research, and learning methods and makes them easily accessible and fun to apply.

Dolan and Kawamura have firsthand experience about how to live across cultures. They brilliantly report their insights and turn them into tools that anyone charged to develop global leadership can readily use. This is a marvelous and useful book filled with ideas that will enable global leadership.

—*Dave Ulrich, Rensis Likert Professor, Ross School of Business, University of Michigan and Partner, the RBL Group, USA*

Learning to work together as one global community is THE challenge of the 21st-century. Simon Dolan and Kristine Kawamura's *Cross Cultural Competence* goes a long way in supporting managers and MBA students alike in developing the skills that will not only make them successful, but will allow the world to succeed.

—*Nancy J. Adler, S. Bronfman Professor of Management, McGill University, Canada*

Truly, this book is an impressive gift to the world, offered by two cross-cultural experts whose own lives exemplify the cross-cultural competence needed in today's global workplace. Using clear and concise prose, the authors provide an array of engaging cases, activities, group exercises, and other practical tools that can be used to promote the development of a diverse global talent pool that is capable of effectively working together and leveraging their diverse talents. Individual employees and organizations alike have much to learn and much to gain from this excellent guidebook.

—*Susan E. Jackson, PhD, Rutgers University, USA*

Globalization and intra-national diversity have highlighted the need for cross-cultural competence. Dolan and Kawamura have provided a useful guide to developing these critical skills to successfully navigate cross-cultural differences. This is a must read for leaders and aspiring leaders in the global context.

—*Rosalie L. Tung, Ming & Stella Wong Professor of International Business, Simon Fraser University, Canada*

Cross Cultural Competence is a must read for anybody wanting to understand and develop their competencies in the global world of business. There are exciting exercises, case studies, and innovative thinking that will make a huge difference to you and your business.

—*Professor Sir Cary Cooper, CBE, Lancaster University, UK*

Books in Preparation (2020-2021)

- Simon L. Dolan (2020) (Preface by Marshall Goldsmith) *The Secrets of Coaching and Leading by Values: How to ensure alignment and proper realignment.* London. Routledge (Francis & Taylor Publishers) *Forthcoming -June. 2020*
- Simon L. Dolan (2020) Stress, Self-Esteem, Health and Work. **TBA**
- Simon L. Dolan, Salvador Garcia and Miriam Diez (2020) Estres, Valores, Salud y Trabajo. **TBA**
- Eric Gosselin, André Aresenault y Simon L. Dolan (2020) Stress, estime de soi, santé et travail (2021) 2nd. Ed. Presse de l'Université du Québec. *Forthcoming*
- Simon L. Dolan, Adnane Belout & Rim Zid (2021) **Valeurs , Travail et efficacité organisationnelle**
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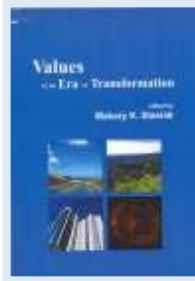
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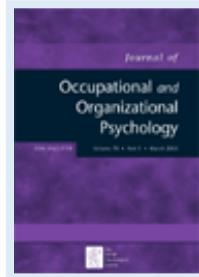


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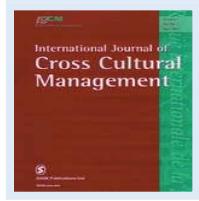
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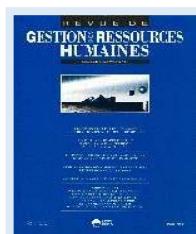


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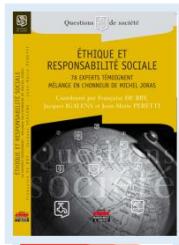
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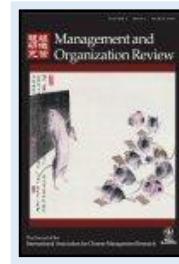


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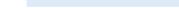


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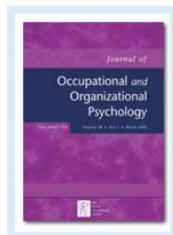
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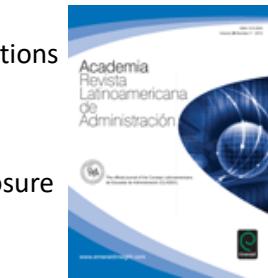
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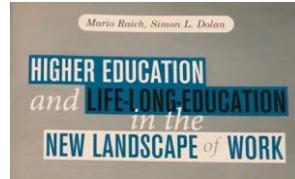
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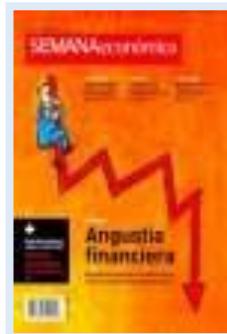
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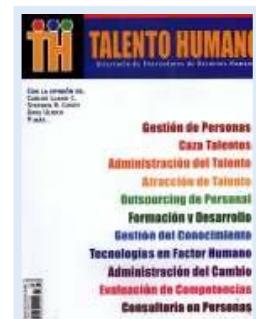


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EMPREGO

Um brasileiro é um português à solta

Para enfrentar a actual crise, a capacidade de adaptação dos portugueses é importante mas não chega

Texto NICOLAU SANTOS

Pode aprender-se muito sobre recursos humanos de uma forma divertida! A resposta é sim, sem qualquer hesitação. E quem assinou às conferências organizadas pelo IPP Portugal, dia 17 e 18 de Fevereiro em Lisboa, subverteu certamente essa afirmação. Falo, por um lado, da forma como Simon Dolan, catedrático de Recursos Humanos da ESADE Business School de Barcelona, pôs em prática um jogo de pares, que estimulava a colaboração, terminando os mais de cem participantes a sorrir e a aplaudir. Mas falo também do debate, em que Roberto Carrero, professor associado da Universidade Católica, a propósito da capacidade de adaptação dos portugueses às situações de crise, lembrou uma frase de Agostinho da Silva ("um brasileiro é um português à solta"),



"Com a crise, perdemos de repente 30% do mercado do sector automóvel. E não sei qual é a minha culpa ou dos trabalhadores"

Henrique Neto
Vice-presidente da AIP



"O mundo que ai vem é diferente. Haverá contracção do emprego, menores padrões de consumo e menos desigualdades"

Roberto Carrero
Professor associado da UCP



"Akio Morita dizia que a sua primeira preocupação era satisfazer os empregados, depois os clientes e por fim os accionistas"

Akio Morita
Director internacional do Projeto IPP



"Mesmo neste quadro de crise, as empresas não podem dar-se ao luxo de perder os talentos que têm e não captarem outros"

Simon Dolan
Presidente da AEP

que é necessário tomar. "Choca-me quando haja formação para as pessoas que estão no desemprego", diz, sublinhando que para as empresas é decisivo atrair e reter talentos. A flexibilização do trabalho é igualmente importante. "Poderá adiar a encerramento imediato, até o que o mercado vai consumir".

"Temos de recorrer à tentação económica de cortar a direito, porque nos arriscamos a cortar o que é importante para as empresas. Não há nada mais absurdo. Corta o músculo, o nervo, corta tudo", afirma, por seu turno, Armando Monteiro, presidente da ANJE, que deixa quatro recomendações: que os trabalhadores não sejam surpreendidos com o que se está a passar na empresa, reconhecer o mérito e premiá-lo; ser fiável e não chegar a surpreender; que haja proteção no desemprego para empresários e gestores.

Muito debatida foi também a

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LA CONTRA

Simon Dolan, doctor en Recursos Humanos, experto en psicología de trabajo

65 años. Naci en Israel, hijo de supervivientes del holocausto. Soy judío laico casado con una católica practicante. Sumamos 5 hijos. Creo en mi dios. Dirijo la cátedra The Future of Work Chair (Esade). El modelo político-económico nos lleva al desastre. La respuesta: la sociedad civil

“El 90% de los suicidios tiene un trasfondo o causa laboral”



KIKI MARENKA

Cuál es su proyecto personal?
Cambiar la mentalidad de los altos directivos haciendolos conscientes de sus valores. Tu sistema de valores vertebral tu vida y pocos son conscientes.

Cultura es compartir valores.
Si, por eso podemos hablar de cultura de empresa. Yo desarrollé mi modelo de coaching y dirección por valores observando la más habitual de las microempresas: la pareja.

Una empresa con altibajos.

Si quiere mantener una buena relación con su pareja, sorpréndala de vez en cuando, porque todo estímulo que se repite pierde la eficacia. Si tu pareja es como un mueble más de la casa, la empresa está quebrada.

Ya sabes los años y el televisor...

... apagan la pasión, por eso hay que invertir en provocar emociones, que son la llave que mueve a las personas y renueva la pasión.

La pasión, un valor empresarial?

La dinámica que puede explicar el fracaso o el éxito de una pareja es la misma para las empresas; y el paradigma ha cambiado hasta ahora el mayor valor era el control, y ahora es la confianza.

Confianza y pasión.

Si, porque si trabajas sólo por dinero, no puedes sostener la excelencia. Sin embargo, si conseguimos disfrutar, nuestro trabajo se convierte en un juego y el círculo se torna virtuoso: cuanto más me esfuerzo, mejor lo hago y más me gusta.

Cierto.

Cuando hay pasión, la curiosidad se dispara y la innovación llega de manera natural. Pero la innovación y la estupidez están muy cerca, porque para innovar hay que pensar diferente y puede que te tomen por imbécil. Europa, por más que lo intente, no es innovadora, le falta tolerancia al fracaso. Y sin confianza, la innovación no funciona, la jerarquía no consigue innovación.

Apela a un gran cambio.

El fundador de Sony decía: "Primero he de satisfacer a mis empleados, luego a mis clientes y por último a los accionistas". Si los empleados están contentos, harán lo posible para satisfacer a los clientes, que comprarán el producto, y así los accionistas estarán contentos. Hay un dato que le va a sorprender.

"

La dedicación excesiva a la empresa es una de las principales causas de enfermedad y

Valores para vivir

Su padre era médico en el kibutz en el que él se crió. Habla siete idiomas, tiene pasaporte canadiense y residencia en España. Viaja constantemente y ha escrito cincuenta libros en 36 años sobre el trabajo, la salud y la felicidad; el último,

Coaching por valores (Lid). Es un idealista emotivo y activo: su sueño es encontrar patrocinadores para hacer una cumbre a lo Davos en Barcelona sobre el futuro del trabajo. Como opina que un mundo más educado es un mundo mejor, ha creado un movimiento por internet (BookEducator) para dar a alumnos y profesores textos y libros gratis, y ha creado un juego de cartas que pone al descubierto y en orden los valores de cada uno.

de muerte. El 90% de los suicidios tiene un trasfondo o causa laboral. Quien se dedica exclusivamente a dar valor a la empresa, a largo plazo, será un fracasado.

Mala palabra.

Pasamos más tiempo de nuestra vida trabajando que haciendo cualquier otra cosa. Todo lo que pasa en ese lugar llamado trabajo influye en nuestra salud física y mental. El gerente debe proporcionar a los trabajadores un lugar atractivo donde trabajar.

Pues no es el mejor momento.

Empresas punteras como Google ofrecen gimnasio, masajes y fiestas a sus trabajadores, y eso proporciona empleados leales y con pasión, lo que equivale a ganar. Los líderes de mañana serán los que proporcionen ambientes en los que la gente trabaje con más emoción.

Despertar emoción en una empresa?

En Brasil hay una empresa –que se ha hecho de oro– que ofrece profesores de educación física al pie de la mesa de trabajo, quince minutos de ejercicio y con mucha risa.

Brillante, sí.

El paradigma empresarial ha cambiado de forma radical. Antes, para sobrevivir tenías que ser eficiente (producir el máximo con los mínimos recursos). La empresa del futuro ha pasado de la eficiencia a la eficacia: has de alcanzar tus objetivos y para eso tienes que invertir más en recursos.

Deme otro ejemplo.

El hospital Albert Einstein, uno de los mejores de Brasil, ha contratado a un director de orquesta para crear una orquesta sinfónica de médicos, lo que les da energía y alegría.

Entiendo.

El Banco Real de Brasil pedía a sus empleados que eligieran una oenegé con la que colaborar un día laborable al mes. En la página web, los empleados compartían sus fotos y experiencias. Consiguieron más lealtad, más compañerismo y divulgar un valor fundamental: la generosidad.

¿Cómo imagina el futuro del trabajo?

Vamos a entrar en la era del pluriempleo mutante: constantemente dejaremos trabajos y nos incorporaremos en nuevos; tendremos un portafolio laboral para no depender de una sola empresa, y habrá incertidumbre.

Eso estresa.

El trabajo del futuro estará marcado por la digitalización, la globalización y la virtualización. El teletrabajo es imparable. Y vamos a competir entre nosotros y con las máquinas, cuyo nivel de inteligencia se equiparárá al humano en pocos años.

¿Cómo entrena a los grandes empresarios y dirigentes mundiales?

Con herramientas, como un juego de cartas muy sencillo que he inventado (al que puedes jugar toda la familia) y que te lleva a identificar y ordenar tus valores. A partir de ahí, haz lo que dices e infundirás confianza.

IMA SANCÉS



INFOJOBS DICIEMBRE 2013

<http://orientacion-laboral.infojobs.net/gestionar-estres-miedo-fracaso-competencias-clave-ejecutivos>

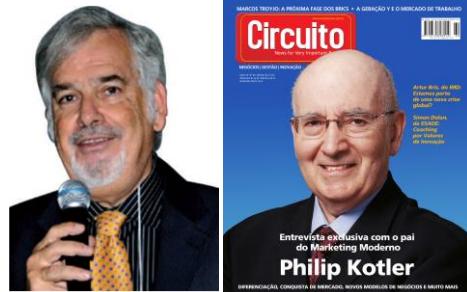
"Saber gestionar el estrés o el miedo al fracaso serán competencias clave en los ejecutivos"



Entrevista a Simon Dolan, Director de la Cátedra Future of Work de ESADE, sobre el liderazgo del futuro

[Seguir leyendo](#)

Joaao Brillo & Simon Dolan "Coaching por valores de inovacao. A formula 40-30-30 do modelo tri-axial de valores para situacoes complexas e caóticas", Revista Circuito, Vol 60: 2014: 26-27



Simon L. Dolan, Enrevista en infojobs " "Basar la felicidad en lo material es una receta asegurada hacia el fracaso", 6/08/2014 <https://orientacion-laboral.infojobs.net/simon-dolan-felicidad-esade>





Simon Dolan, de la Cátedra Future of Work de Esade, posa en las instalaciones de Sant Cugat. / ÓSCAR ESPINOSA

> EMPLEO

Prepararnos para un futuro compitiendo con máquinas

El profesor Simon Dolan reflexiona sobre la importancia de crear un entorno que favorezca las capacidades y talentos de los empleados. Por Patricia Fernández

El pasado mes de septiembre el paro sumó 19.720 desempleados más, y con ellos ya son 4.447.650 en total. La economía española no termina de recuperarse, lo cual conlleva incertidumbre: ¿Qué va a pasar con los empleos? Simon Dolan, psicólogo, agente de cambio y profesor de la cátedra Future of Work de Esade, medita sobre cómo el mundo está cambiando y las consecuencias que esta evolución traerá al terreno laboral: «Ya no vamos a trabajar toda la vida en una única empresa como nuestros padres, en el futuro cambiaremos de trabajo continuamente, los períodos de desempleo serán algo común para todos».

Hablamos de predicciones a 25 años, un futuro no muy lejano en que trabajaremos como freelance a tiempo parcial y las máquinas eliminarán muchos puestos de trabajo. «Es evidente» —continúa Dolan— la tecnología va a sustituir todos los trabajos me-

cánicos». Ya está pasando: en ciudades como Hong Kong hay fábricas con plantas enteras llevadas únicamente por máquinas, mientras en España trajo polémica el pasado mes de febrero la implantación de un robot con fisionomía humanoide en la factoría Airbus de Cádiz, que trabajaba junto a los empleados. El avance tecnológico es inevitable, así que el profesor Dolan propone que los humanos nos adaptemos al nuevo entorno tecnológico y nos preparamos para disponer de las capacidades que se demandarán en el mundo del mañana: «Los trabajadores con competencia para las tareas creativas y de interacción social mantendrán sus ocupaciones. Nuevos horarios, perfiles y competencias. ¿Cómo nos preparamos para la situación laboral del futuro? Aquí es donde entra el nuevo concepto del profesor Dolan: el *talenting*».

Hasta la fecha el objetivo del empresario ha sido conseguir un equipo

de trabajadores con talento, pero este paradigma no es sostenible a largo plazo para Simon Dolan: «Si no fomentas y mantienes un talento de tus empleados, éste con el tiempo dejará de brillar. La solución es el *talenting*. Este nuevo término ideado por el profesor se centra en la cultura de la empresa, en crear un entorno específico que motive a los trabajadores: «Al no cuidar las capacidades de tus empleados, finalmente éstos te dejarán por otra empresa que los motive más. Este concepto lo ha captado muy bien Google, que prima el bienestar de su equipo y convierte el trabajo en un juego».

Por otra parte, para los trabajadores del mañana será necesario que las escuelas de negocios modernicen su sistema de enseñanza: «Los estudiantes tienen que dejar de estudiar casos pasados y de escuchar al profesor de forma vertical. Las clases han de prepararse para el mundo real, experimentar con los estudiantes la captación de un equipo, el análisis de casos actuales y ayudarlos a identificar sus incompetencias».

Por supuesto, las empresas también tienen la tarea de renovarse o morir: «Muchas empresas van a cerrar inevitablemente si no se reinventan. Deben aprender a arrasar para innovar». Y es que el mayor problema del panorama empresa-

rial español según el profesor es la intolerancia al fracaso: «Es sencillo: si innovas para adaptarte a los cambios del entorno puedes fracasar o triunfar, pero si no cambias te quedarás atrasado y fracasará».

«La fórmula para innovar? Consiste

en tener una idea, una metodología para llevarla a cabo y herramientas para medir el cambio. «Si nos falta algún recurso para llevar a cabo nuestra idea, la solución es

tá en rodearte de un equipo que

pueda aportar algo a las áreas que

te fallan y viceversa, crear alianzas».

La virtualización y la globalización serán los aliados del trabajador para conseguir sus objetivos:

«La tecnología puede ayudar al

nuevo perfil laboral de trabajador.

Uno mismo puede trabajar en varia

s empresas y colaborar en distin

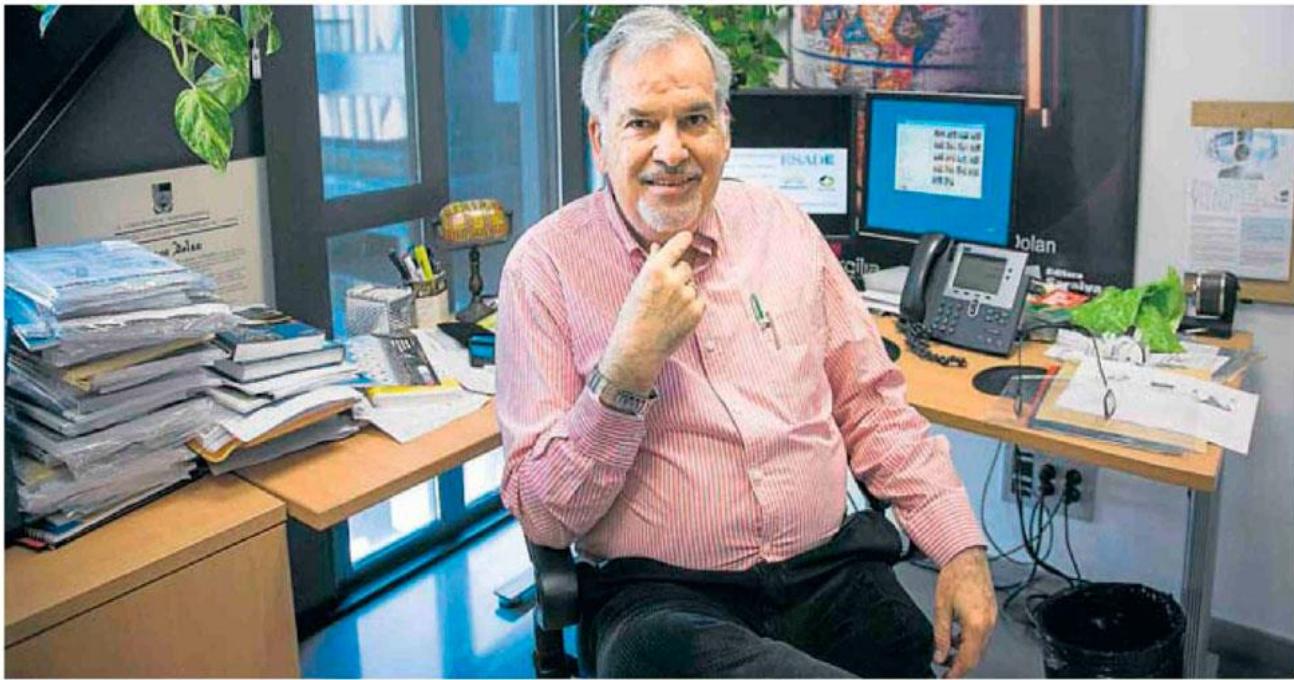
tos lugares a la vez sin moverse de casa, de forma virtual».



La automatización de las fábricas ya es una realidad. / EL MUNDO

La tecnología facilita el teletrabajo y el poder participar en varias empresas a la vez

La receta de Dolan para el mundo del mañana es sencilla: «Hay que dejar de ver la tecnología como una amenaza, debemos reinventarnos para aprovecharla y verla positivamente». Precisamente de esto trata su último libro *Cyberness*, una visión positiva del avance tecnológico.



Simon Dolan diu que la gent es divideix entre els que creuen que el món sempre pot ser un lloc millor i els que no. Ell es considera dels primers, probablement perquè prové d'una família jueva que va sobreviure a l'Holocaust, confessa aquest acadèmic canadenc, expert en coaching per a directius i director de la càtedra Future Work d'Esade. Catedràtic en direcció de recursos humans i psicologia del treball per la Universitat Ramon Llull, Dolan ha estat professor de la Universitat de Mont-real i McGill, ha treballat de consultor i és autor d'una cinquantena de llibres sobre coaching i recursos humans en el camp de la gestió. El seu últim llibre és *Coaching por valores* (LID Editorial), una mena de guia per identificar els valors i alienar-nos amb els nostres objectius laborals, i actualment prepara el Congrés Mundial sobre Espiritualitat a l'empresa, que se celebrarà d'aquí un any a Barcelona.

En els últims 5 anys, coincidint amb la crisi, han aparegut coaches com bolets. Per què?

Té a veure amb dues coses. Primer, el món és avui tan complex que la gent ja no sap qui la pot ajudar a entendre l'millor, ni tan sols la família. La gent està perduda, en

Simon Dolan

EXPERT EN PSICOLOGIA DEL TREBALL A ESADE

“Si els teus valors xoquen amb els de l'empresa, acabaràs malalt”

TEXT ANDREA RODÉS — FOTO CRISTINA CALDERER

l'àmbit laboral, familiar, polític... Els metges no tenen temps per fer de psicòlegs, i els psicòlegs es dediquen a problemes més clínics. Hi ha un buit que ara comencen a omplir-lo els coaches, una figura que ens arriba del món de l'esport. Els coaches només tenen una tasca: ser agents de canvi. Si són bons, fan que tu et donis a tu mateix la pròpia solució. Segon: el món del coaching és la selva. Tot i que cada cop hi ha més institucions, falten regulacions que dictin qui pot ser coach i qui no. A part d'això, hi ha la naturalesa humana: molts creiem que som capaços

d'ajudar l'altre, i molta gent desil·lusióna amb la seva professió, o que s'ha quedat sense feina, veu en el coaching una oportunitat de guanyar diners i ajudar els altres.

¿I així va començar vostè també?

Jo no exerceixo, només creo les eines per als coaches. I m'he centrat principalment en el coaching a directors d'empresa, perquè se senten molt sols, no poden compartir els seus sentiments i dubtes amb el seu equip, ja que ho poden interpretar com un senyal de debilitat. El coach és una persona de confiança, no li dirà al

Molta gent es fa 'coach' després d'una crisi perquè és una manera de guanyar diners i ajudar els altres"

"No entenc com un empleat d'un banc pot estar tranquil si li fan vendre un producte que sap que és una estafa"

director general si ha d'acomiadjar o no algú, o a qui ha de deixar l'herència, sinó que l'ajudarà a veure les alternatives.

He vist empresaris que arribaven a casa i expli-caven els seus problemes de feina a un fill!

Doncs imagina't que els fills tinguessin la formació adequada per fer-los veure l'equilibri de cada situació! De fet, el coaching comença a la família. Si els pares no fan una bona feina, ho paga la societat! Per això ara estic més centrat en els nens. Els pares volen el millor per als seus fills, però moltes vegades no tenen les

eines. I els valors que portem de casa són els eixos de la nostra vida, sobretot quan estem perduts.

¿En això es basa el coaching per valors?

Els valors són paraules, però no valen res si no es porten a la pràctica. La coherència és el més important. Els valors només serveixen si els reconeixem, actuem en funció d'ells i els compartim. En una parella, com en una empresa, hi ha tres eixos de valors: els econòmics, els ètico-socials i els emocionals. Si només estàs amb la teva parella per a quedar-se sense diners, és insostenible a llarg termini, acabaràs tenint una amant, deprimit o actuant en contra dels teus valors. El mateix passa a la feina. Si els teus valors entren en conflicte amb els de l'empresa, o si el seu cap, no és sostenible, tard o d'hora acabaràs malalt!

Millor deixar la feina?

El coach fa veure el cost d'oportunitat de continuar enganxat a una feina només per un salari. No entenc com l'empleat d'un banc pot quedar-se tranquil si el seu cap li ordena vendre un producte que sap que és una estafa, com les preferents. No és fàcil deixar una feina, sobretot si has de pagar la hipoteca del pis, però si hi ha coratge i ets valent, sempre hi haurà una alternativa.

ENTREVISTA A SIMON DOLAN, profesor de Esade, doctor en Recursos Humanos y experto en psicología del trabajo

“Sin pasión estás abocado al fracaso”

ESTEBAN HERNÁNDEZ

Cómo y qué factores están cambiando el mundo? Tres cosas empujan hacia un cambio radical: la digitalización, la globalización y la virtualización. Fruto de ese contexto nuevo vamos a vivir una guerra del talento tan grande como la del mundo deportivo. Todos sabemos que los mejores deportistas del mundo están en dos o tres países, y que los mejores del cine están en Hollywood, y ahora estamos empezando a ver esa misma guerra por los gerentes de alto nivel, lo cual tiene un coste elevado. Para competir en este terreno no basta con tener mucho dinero: los futbolistas no sólo van a los clubes que más les pagan, sino en los que se sienten bien y son apreciados. Atraer talento es una cosa, lograr que se quede y que brille es otra. Y si no se queda se irá a otro lugar y tú lo perderás.

¿Están las escuelas de negocios a la altura de los cambios?
Soy muy crítico en este sentido, porque no preparamos a los gerentes para el mundo del mañana. Y lo que es peor, algunas escuelas les siguen preparando para el mundo de ayer. Un ejemplo: todavía se hacen estudios de caso, y eso está obsoleto, porque la probabilidad de que un caso se vuelva a repetir es casi cero.

¿Qué transformaciones veremos en el mundo del trabajo?
Gran parte del trabajo manual será sustituido por robots. Ya lo estamos viendo en Japón, donde hay muchas empresas que no



SIMON DOLAN es canadiense y reparte su tiempo entre el Banco Mundial y Esade, donde dirige la cátedra The Future of Work Chair. Analiza los cambios que vendrán en el trabajo y en la empresa, y sus conclusiones entroncan con lo que la mayoría de las consultoras sugieren que nos espera. Nuestra vida será muy distinta...

tienen trabajadores. Para 2040, el nivel de inteligencia artificial será igual al de inteligencia biológica. Dicho de otro modo, no sólo vamos a competir entre nosotros, sino que vamos a competir con máquinas. Esa es una transformación brutal, porque la clave del éxito va a ser más que nunca el factor humano, ese que todavía va a poder añadir valor y sostenibilidad a la empresa, pero también va a ser mucho más exigente. Estamos pasando del paradigma de la máquina, que era el de la eficiencia (producir algo con los mínimos recursos posibles), al de la eficacia, que va a exigir invertir muchos más recursos para alcanzar objetivos.

“La globalización, la virtualización y la digitalización están cambiando el mundo, y lo harán también con la empresa”

Barça y Madrid están en la cima de la liga todos los años porque invierten mucho más dinero que los demás, y eso les lleva a estar siempre arriba. En la empresa será igual: para tener éxito habrá que atraer a los mejores y asegurárselos un buen entorno

para que permanezcan y brillen.

¿Qué cualidades destacarán en este nuevo mundo?

La fórmula de éxito tiene y tendrá dos componentes principales, las competencias y la pasión. Y esto es muy importante, porque la pasión ya la tiene la persona, pero sostenerla en el tiempo es algo que no depende de ella sino del contexto. Eso es lo que tiene que hacer la cultura de empresa, porque cuando pierdes la pasión, vas a fracasar seguro. Mira el caso de Guardiola. Tras tres años de grandes éxitos notó que estaba perdiendo la pasión y que los jugadores estaban empezando a habituarse al éxito. Esta es nuestra tarea pendiente.

“Without passion, we are doomed to failure”. With these words, Prof. Simon Dolan sums up the article published in **La Vanguardia**, on October 23. Prof. Dolan reflects on the new concept of work and considers that companies will be obliged to undertake cultural re-engineering. According to the author, the essential element for success is competence, in conjunction with willingness if the aim is to bring about change, and passion if the aim is to achieve excellence.

Simon Dolan

“El estrés es el resultado de una incongruencia de valores”



En una época en la que experimentamos una creciente sensación de fatiga y desinterés en cualquier faceta de la vida, más que nunca es necesario retomar la importancia de los valores. Esa es, al menos, la propuesta que Simon Dolan, reputado estudioso de las personas y las organizaciones, presenta en su libro *Coaching por valores* (Lid Editorial). Plantea una metodología para ayudar a cada persona a auditar, clasificar y priorizar sus valores y alinearlos con sus objetivos vitales, de manera que al ponerlos en práctica, consiga que su vida sea más plena y

Amores laborales con futuro

Cuando la personalidad del empleado encaja en la cultura de la empresa la relación se alarga

ARTÍCULO DE

Simon L. Dolan

C. V. VILLALBA. Director de Recursos Humanos de la Fundación BBVA, es un experto en desarrollo organizacional y coaching. Es autor de numerosos artículos y libros sobre liderazgo, desarrollo organizacional y coaching.

En el siguiente artículo analiza el desarrollo profesional de los perfiles más innovadores que trabajan en empresas tecnológicas.

Percepción: para superar la brecha entre lo que las personas perciben de su propia competencia y la que las otras perciben de ella.

Por ejemplo, para superar la brecha entre lo que las personas perciben de su propia competencia y la que las otras perciben de ella.

Efectividad: para mejorar la eficiencia y eficacia de las personas en su trabajo.

Por ejemplo, para mejorar la eficiencia y eficacia de las personas en su trabajo.

Inteligencia emocional: para aumentar la habilidad de las personas para manejar sus emociones y las de los demás.

Por ejemplo, para aumentar la habilidad de las personas para manejar sus emociones y las de los demás.

Innovación: para impulsar la creatividad y la capacidad de adaptación de las personas.

Por ejemplo, para impulsar la creatividad y la capacidad de adaptación de las personas.

A new personnel-management philosophy is needed by companies to motivate talented workers.

In this article published on January 4 in La Vanguardia, Simon Dolan explain

the importance to generate loyalty and motivation among workers.

The key is for companies accept new realities and new values as flexibility and create opportunities and cohesion to motivate people.

Prof. Dolan also makes reference to the term career matchmaking, a future of work trend for connecting likeminded employers and employees.



ENTREVISTA
Starbucks y las apasionadas del café

Entrevista: Marta Bellmont. Autora del libro "Coaching por valores". Entrevistada por: Antonio Gómez. Director de Recursos Humanos de la Fundación BBVA.



Journalist Antoni Bassas, of the ARA newspaper, recently interviewed Prof. Simon Dolan who spoke about success and being successful, paying special attention to the importance of values.

Click [here](#) to read the full interview.

Click [here](#) to view the video.

Note: ARA is a newspaper and TV in Catalan. Interview was published on the 10 of May 2015



Interview in the **IRISH TIMES**, published on the 12 of June 2015

All together now people: '**Thank God it's Monday**'

"Companies must align their values with those of their employees", says Prof. Simon Dolan in this article published recently in The Irish Times newspaper.

What makes companies dynamic is a workforce who are passionate about what they do, argues Prof. Dolan, who often talks of playfulness and a culture with no divide between work and life. He envisages a world in which people will say: "Thank God it's Monday!"

To read the full interview more, click [here](#).

ENTREVISTA AECOP MAGAZINE SIMON DOLAN



↓entrevista
Simon Dolan

"La Confianza en mi
modelo es El valor de
los valores, sin ella es
difícil avanzar."

imon Dolan es doctor
en RRHH, experto en
psicología de trabajo y
defensor del
"CoachingxValores"

Este año participaste
como facilitador en uno de
los workshops de AECOP,
¿cómo fue la experiencia?

Fue un experiencia genial. Normalmente
se cuando imparto conferencias o po-
nencias la interacción con los asistentes
es mucho menor y es algo que a mí per-
sonalmente me encanta.

El hecho de poder compartir un día
con profesionales del mundo del co-
aching tuvo regalo para mí como forma
de, no solo por su enorme implicación
durante todo el Workshop, sino porque
también se que, a poco que empiecen a
poner en marcha lo que allí aprendieron
van a estar marcando una diferencia
significativa en la vida de sus coaches o
colaboradores. Si hay algo por lo que
me sigo levantando cada día con la fu-
sión de mi mito es precisamente por po-
der aportar a los demás mi grano de
arena para hacer de este mundo un lu-
gar mejor. Como ceza el lema que usa
"CoachingxValores": "Coaches

cambiando el mundo a través de los va-
lores", y los coaches de AECOP que allí
se reunieron demostraron una calidad
humana y profesional excelente.

■ 12 coaching por valores, todavía
más imprescindible en el coaching
ejecutivo?

No sé si diría si es más imprescindible,
pero que es imprescindible seguro que
sí. Los Valores son en un proceso de co-
aching lo que es el corazón en una per-
sona: sin ellos no hay vida. Así que ima-
ginate en un proceso de coaching ejecu-
tivo donde no solo estás ayudando a tu
coach sin que, de rebote, se ven be-
neficiados todos sus colaboradores y
compañeros de trabajo. Es decir, que
ayudando a una persona influyes en
todo su entorno directo, imagineate el
impacto que eso puede llegar a tener a
nivel agregado, es incalculable.

No solo eso, sino que, en los últimos
meses que estoy llevando a cabo se
demuestra un componente hermoso

“
LOS VALORES SON EN UN PROCESO
DE COACHING LO QUE ES EL
CORAZÓN EN UNA PERSONA. SIN
ELLOS NO HAY VIDA.

en esto de lo que hablo: la ayuda direc-
ta a una persona hoy, beneficia hasta
dise generaciones posteriores, así que te
puedes imaginar el impacto que pode-
mos tener para nuestros clientes.

Hay una anécdota muy graciosa en
cuanto a esto, y es que yo solo trabajé
con Directores Generales de Grandes
empresas, y hay coaches que me pre-
guntan al ver la herramienta principal
de CoachingxValores, el juego El Juego
de los Valores, si este tipo de ejecutivos
no lo ven como algo infantil, ya que el
protagonista del juego es un león y son
cartas con dibujos,

Pues cuando le pregunto a cualqui-

Coaching y Empresa
aecop
magazine

Asociación Española de Coaching Ejecutivo/Organizaciones y Monitoring - Enero 2017

no darán posiblemente lo mejor

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Simon Dolan
COACHING POR VALORES

ENERO 2017

The screenshot shows the logo 'PORTAL del COACHING' with a stylized 'P' icon above the word 'COACHING'. Below it is the tagline 'La Referencia del Coaching'. A video player interface is overlaid, showing a play button, volume control, time '0:05 / 33:27', and other video controls like CC, settings, YouTube, and full screen.

Entrevista a Simon Dolan

Simon Dolan es Catedrático de ESADE Business School considerada como una de las 10 mejores escuelas de Negocios del mundo.
Es titular de la cátedra sobre el futuro del trabajo.

De origen canadiense tiene más de 30 años de experiencia académica y profesional.
Habla siete idiomas y ha escrito 58 libros sobre gestión de recursos humanos, psicología del trabajo, salud laboral y coaching.

Está considerado como uno de los pensadores del futuro y su actividad se centra en innovar en

Entrevista de valores a Simon Dolan para Ruta Feliz

Jul 6, 2013 | Coaching



<https://www.pedroamador.com/valores-simon-dolan>

Simon Dolan: "Ni las universidades ni las empresas preparan profesionales para el futuro"

El doctor en Recursos Humanos y experto en la temática de futuro del trabajo cree que las profesiones se seguirán escogiendo "por pasión", aunque deberán adaptarse



El futuro exige innovación desde ya, los trabajos tal y como se conocen hasta ahora deben empezar a cambiar y las universidades y las empresas no van al ritmo necesario. Así lo cree **Simon Dolan**, experto de la comunidad Valkiria, y director general de The Global Future of Work Foundation.

Tras dirigir la cátedra de Futuro del Trabajo en Esade, Dolan decidió montar un centro de investigación que permita asesorar sobre la transformación a la que ya es necesario someterse para llegar a 2030 con buena preparación.

“El mundo está en un proceso de transformación, no solo de cambio. Esa transformación se ve en dos ámbitos: el digital y el virtual, y éste aún es desconocido”, asegura el doctor el **Recursos Humanos** y experto en psicología del trabajo.

Dolan se atreve con predicciones lógicas acerca de qué sucederá con el futuro del trabajo para 2030, 2040 y 2050. Hasta se anima a anticipar que los robots serán capaces incluso de reemplazar la tarea de un periodista. También considera que las fronteras entre países van a ser “teóricas”, ya que la globalización “irá a más”.

—Pregunta. ¿Podría dar algunos ejemplos sobre los retos del futuro?

—Respuesta. Lo más interesante es que el futuro exigirá innovación permanente. Si fabricas botellas de plástico, por ejemplo, mañana saldrá una ley sobre reciclajes que te obligará a cambiar por completo los modos de producción. Lo mismo sucederá con los coches, que utilizan baterías --incluso los eléctricos-- que producen litio, y que es un residuo muy difícil de eliminar. Se trata de un cambio de paradigma, en todo.

—¿En qué podría afectar al trabajo tradicional el futuro?

—El liderazgo tradicional está en peligro, cada vez se produce más, mejor, y más barato, y eso lo cambia todo. El paradigma de la eficiencia cambia por el de la eficacia, lo que lleva a la necesidad de mayor inversión y menos ganancia.

—¿Qué tipo de carrera conviene escoger ahora?

—Las carreras y los trabajos no cambiarán demasiado, aunque es cierto que habrá más autodidactas. Para el mundo digital y virtual no importa la profesión, todo se deberá adaptar, pero a nivel global serán importantísimos los idiomas, especialmente el chino. En China se empiezan a necesitar especialistas, y eso abrirá las puertas a un gran mercado.

Dolan considera que las universidades y empresas no están dando la formación correcta o necesaria ante los nuevos empleos ("Ni las universidades ni las empresas preparan profesionales para el futuro"), que van por detrás de la trasformación. Con respecto a las predicciones hacia 2030, 2040 y 2050 asegura que la inteligencia artificial llegará al nivel de la inteligencia biológica, incluso en las humanidades.

—¿Cómo cree que será la calidad de vida en el futuro?

—Hay varias escuelas con apoyo científico que estudian sobre este tema, yo soy más bien optimista. Vamos a adaptarnos y los trabajos se seguirán escogiendo por la pasión, solo que deberán adaptarse.

COMMUNICATIONS IN SCIENTIFIC CONFERENCES

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64. "Human Resource Management in Canada: an Overview", People University of China, Beijing, China, May 20, 1993.
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69. "Quality and Work Values: Dilemmas and Experiences in an International Context" (Symposium), The 4th International Conference on Work Values - Barcelona, Spain (July 10-13) 1994.
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71. "Nouvelles orientations d'évaluation des services des ressources humaines: modélisation et résultats empiriques" (with Adnane Belout), 8e Congrès international de psychologie du travail de langue française Neuchatel (Suiss): August 30- September 2, 1994.

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74. "Non-Traditional Forms of the Worker-Manager Relationships: The Case of Telecommuting", symposium in the 1995, Canadian Industrial Research Association Annual Meeting (CIRA), Montreal, UQAM May 27-29, 1995.
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76. "The Effectiveness of Human Resources Departments in the Quebec Pulp & Paper Industry: A Multiple Constituency Perspective" (With Constantina Grégoires and Adnane Belout) Administrative Sciences Association of Canada (ASAC), Windsor, Ont. 3-6 June, 1995.
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96. Life/Work Values and National Stereotyping vs. Individual Differences: Implications for Studying Universal Culture in Organizations (with Fernández Alles, MariLuz, Martín Prius, Antonio Martínez Fierro, Salustiano and Miriam Diez), ISSWOV Warsaw June 24/28 2002.
97. HRM strategy, business strategy and shifting career values in an emerging global economy: *NORTH AMERICAN AND SPANISH PERSPECTIVES (WITH ANDREW TEMPLER AND RAMON VALLE)*. ISSWOV Warsaw June 24/28 2002.
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- 101.Determinants of Employee Trust in their Manager: An HRM Perspective (3rd Annual EURAM Conference MANAGING THROUGH VARIETY: THE EUROPEAN STYLE? April 3-5, 2003, Milan, Italy Bocconi.
- 102.Aproximación empírica, desde la función de RRHH, a los valores organizativos de las empresas españolas. Implicaciones para la dirección estratégica empresarial (4th International HR Workshop: HUMAN RESOURCE MANAGEMENT IN THE NEW ECONOMY, **Cadiz May 18-20** 2003).
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- 104.HRM AND ORGANIZATIONAL EFFECTIVENESS: IS HRM ADDING ECONOMIC VALUE TO THE FIRM? Cross sectional and prospective results emerging from the Spanish CRANET Study Limerick, **Ireland IHRM & The University of Limerick** (4-6 June, 2003).
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- 107.Chairing Symposium on: Understanding and managing employee burnout in cross-cultural contexts: An iberoamerican perspective"_(La comprensión y el manejo del burnout en empleados en un contexto transcultural: Una perspectiva Iberoamericana,) **3rd Iberamerican Academy of Management**, San Paulo Brazil, Getulio Vargas University, December 7-10, 2003.
- 108.HR contribution to a firm's success examined from a configurational perspective: an empirical study based on the Spanish CRANET data, (with Mercè Mach and Vicenta Sierra), **3rd Iberamerican Academy of Management**, San Paulo Brazil, Getulio Vargas University, December 7-10, 2003.
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- 112.La dirección por valores (DpV): Modelo de éxito por las empresas del siglo XXI. Keynote speech, IV conferencia científica internacional de gestión empresarial y administración publica cced, la habana, cuba - mayo 2004.
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- 116.Dolan S.L., Diez-Pinol M., Cerdin J.L., Gosselin E., *A comparative study of Quebec Vs. French University Students: An Exploratory analysis of Work and Life Values of future managers*, AGRH CONGRÈS 2004, La GRH mesurée! 1er au 4 septembre 2004, Montreal.
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- 118.Dolan S.L., Acosta Flama C., *"e-HRM, the technology adoption life cycle, and firm success: Towards a new conceptual model*, EURAM, Munich, May 4-7, 2005.
- 119.Baruch Y., Dolan S.L., Quick J. Co-chairs of a track: *Careers, Stress and Mental Health*. EURAM, Munich, May 4-7, 2005.
- 120.Dolan S.L., Garcia S., Diez Pinol M., Bell R., Validation *of "triaxial" model of values-based management: Towards new perspectives to manage culture in organizations*, EAWOP XII European Congress of Work and Organizational Psychology, May 12-15: 2005 Istanbul Turkey.
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- 124.Dolan S.L., Pan European Work Climate: *Lessons and prospects based on the Great Place to work Model*, Vlerick University (Ghent Belgium) June 8 2005.
- 125.Dolan S.L., *Nuevos Paradigmas en la psicología del desarrollo organizacional*. July 11, Universidad de Flores, Buenos Aires Argentina.
- 126.Dolan S.L., Tzafrir S., Baruch y., *Testing the causal relationships between procedural justice, trust and organizational citizenship behavior*. 16e Conférence de l'AGRH- Paris Dauphine-15 et 16 septembre 2005 »
- 127.Dolan S.L., Sureda J., Diez.P.M. And others: *Workclimate and employment relations in the E.U., within the context of quality of work (lessons, benchmarks and challenges ahead)*, 1st Pan European Work Climate conference. November 10-11, Barcelona. 2005.
- 128.Dolan S.L., Valle R., Trends **in HRM in Spain**, Participation in a symposium entitled: "Yes, we have no Bananas: Current Status and Future Challenges of HRM Practices and research in Iberoamerica", The 4th International Conference of the Iberoamerican Academy of Management, December 8-11, 2005, in Lisbon, Portugal.
- 129.Dolan S.L., Diez-Pinol M., Sierra V., Cannings K., **PERSONAL ATTRIBUTES AND WORK DEMANDS AS DETERMINANTS OF WELL-BEING AMONGST SWEDISH PHYSICIANS:**" the 4th International Conference of the Iberoamerican Academy of Management, December 8-11, 2005, in Lisbon, Portugal.

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- 131.Shmueli R., Dolan S.L., Cerdin J.L., **The impact of Emotional Intelligence Competencies on International assignment success**", the 4th International Conference of the Iberoamerican Academy of Management, December 8-11, 2005, in Lisbon, Portugal.
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- 133.Zhang Y. Dolan S.L., Lingham T., **DYNAMIC STRATEGIC HUMAN RESOURCES FOR SPANISH FIRMS IN CHINA: THEORIZING FROM PRELIMINARY FINDINGS 21ST WORKSHOP ON STRATEGIC HUMAN RESOURCE MANAGEMENT**, Aston Business School, Birmingham, U.K. March 30-31, 2006-02-13.
- 134.Rezania D., Lingham T., Dolan S.L., From production line to team-based management: the power of conversation in team development, **XV INTERNATIONAL TOURISM AND LEISURE SYMPOSIUM**, 3-4 of May 2006, ESADE Barcelona.
- 135.Rezania D., Dolan S.L., Lingham T., The Dynamics of Team Development in Information Technology Projects, **EURAM CONFERENCE OSLO MAY 17-20, 2006**.
- 136.Zhang Y., Dolan S.L., Straub C., Kusyk S., Work Life Values of Future Managers: Does country and gender make a difference, **EURAM CONFERENCE OSLO**. MAY 17-20, 2006.
- 137.Dolan S.L., Faculty participation at the pre-conference Doctoral Consortium. **EURAM CONFERENCE OSLO MAY 17-20, 2006**.
- 138.Zhang Y., Dolan S., Lingham T., Strategic Human Resources As A Dynamic Process In International Management Under Predetermined Time, Stage And Market Condition: Theorizing From The Case Of Spanish Firms In China. **THE 2006 IACMR CONFERENCE "Knowledge Creation in a Transitional Economy"**, June 15-18, 2006 Hilton Hotel, Nanjing, PRC.
- 139.Diez Pinol, M., Dolan, S.L., Casellas Pladevall, S., A cross cultural and comparative perspective of career and burnout amongst physicians employed in the public sector in Spain and Sweden", **the 10th International Conference of Work Values and Behavior** , Tallinn, Estonia, June 25-29, 2006.
- 140.Dolan,S.L., Diez-Pinol, M., Sierra V., & Cannings, K., "Personal attributes and work demands as determinants of well being amongst Swedish physicians" the **10th International Conference of Work Values and Behavior** , Tallinn, Estonia, June 25-29, 2006.
- 141.Dolan, S.L., Pino N.T., & Diez Pinol, M **"Bidirectional work-family conflict and its impact on employee's mental and physical well being: an exploratory study"** the 10th International Conference of Work Values and Behavior Tallinn, Estonia, June 25-29, 2006.
- 142.Mach M., Dolan S.L. Sierra V., Trust and team performance : The Effectiveness of the professional sport teams, the **10th International Conference of Work Values and Behavior** , Tallinn, Estonia, June 25-29, 2006.
- 143.Rezania, D., Lingham, T., Dolan S.L., **1ST CONFERENCE ON RETHORIC AND NARRATIVES IN MANAGEMENT RESEARCH**, May 11, 2006 Barcelona.

- 144.Mach M., Dolan S.L., The Complex Role of Trust in Explaining Team Effectiveness, **International Symposium on Social Capital and Trust in Organizations**, organized by the Valencia Institute of Economic Research and the BBVA Foundation. Madrid 29/11-2/12, 2006.
- 145.Mach M. Dolan S.L., Sierra V. Multidimensional trust effects on team performance: an organizational trust model approach **European Academy of Management - EURAM Paris May 15-19 2007**.
- 146.Albrecht C., Dolan S.L. Extrapolating from “French and Raven” Model of Power to Explain Processes of Unethical Behavior in Organizations **European Academy of Management - EURAM Paris May 15-19 2007**.
- 147.Dolan, S.L., Diez-Piñol, M., Sierra V., Cannings K., Emotions and work demands as determinants of health and well-being amongst European physicians. **European Academy of Management - EURAM Paris May 15-19 2007**.
- 148.Zhang Y., Dolan S.L., **Knowledge and learning of Spanish firms in China: A pending assignment for strategic development of human resources?** Symposium on: KNOWLEDGE AND LEARNING ASPECTS OF INTERNATIONAL HRM, Academy of Management annual meeting, Philadelphia August 3-8 2007.
- 149.Shmueli R., Dolan S.L., Cerdin J.L., Emotional Intelligence and international assignment success, **Academy of Management annual meeting**, Philadelphia August 3-8 2007.
- 150.Zhang Y., Dolan S.L., *“Learning from subsidiaries: a knowledge exchange in international firms for better performance?”* **ACADEMY OF INTERNATIONAL BUSINESS, SOUTHEAST (USA) CHAPTER, ANNUAL MEETING**, November 7-9, 2007, Nashville, Tennessee.
- 151.Mach M., Dolan S.L., Tzafrir S., Examining the impact of team trust on team Effectiveness: An exploration of a new triaxial model, **EIASN - 4TH WORKSHOP ON TRUST WITHIN AND BETWEEN ORGANIZATIONS** (Oct 25 and 26, 2007).
- 152.Dolan S., Diez M., Sierra V., Cannings C., “Individual traits and organizational demands as precursors of “Vigor”: Lessons from an international comparative study of hospitals”, the **5th International Conference of the Iberoamerican Academy of Management**, December 6-8, 2007, in Santo Domingo, Dominican Republic.
- 153.Dolan S.L., Comments on presentations by: Edward Lazear, Angelo DeNisi, Paul Osterman and Henry Tosi: Human Resource Management: A Dialogue between Economics and Applied Psychology, Madrid, Universidad Carlos III, January 24.

Co track chair for 2 sessions

- 154.Challenges and Contemporary Issues in Cross Cultural Management (co track leaders: Jan Selmer – Aarhus School of Business & *Paul R. Sparrow* Lancaster University).
- 155.International Fraud and Corruption: A Management Perspective” (co track leaders: Chad & Conan Albrecht).
- 156.Presentation of “BEYOND” (Palgrave-Macmillan 2008) in the track of “not published yet” selected as *“one of the “most promising” forthcoming management books in 2008”*.
- 157.The Value of Values: An exploratory study of organizational values and their impact on the financial performance of the firm (with M.J. Alvarez de Lara, M.J. Parada & M. Diez Pinol), The 11th International Conference on Work Values and Behavior. **June 22-25, 2008 Singapore Hosted by Nanyang Business**

School.

158. Trust, Culture and Team Performance: Validation of a Triaxiale Model (with Merce Mach and Shay Tzafrir) The 11th International Conference on Work Values and Behavior June 22-25, 2008 Singapore *Hosted by Nanyang Business School.*



159. Acculturation process: A typology and exploration from Spanish organizations in China (with Yingying Zhang).

160. Can the Management by Values (MBV) Concept be Used Effectively in Today's Fast Growing Chinese Organizations? Lessons in Cross Culture Reengineering When West Meets East" (with Yingying Zhang), The Third Conference of the International Association for Chinese Management Research (IACMR) to be held from June 19 to 22, 2008 in Guangzhou, China.



161. Project Human Resources revisited, **IFSAM 9th World Congress (July 25-28, 2008)**, Shanghai, China (with Davar Rezania).

162. Dolan S.L., 10ème Université de Printemps de l'Audit Social, Conférence de clôture : Les défis sociaux et culturels dans un monde en transformation rapide: Bonne gouvernance et rôles de la DRH 8,9 et 10 MAI 2008, TANGER (MAROC).

**15th Annual Conference
October 22 - 25, 2008
Montevideo, Uruguay**



163. Dolan S.L., Diez M., "Burnout vs. Vigor: Identifying configurations leading to Burnout vs. Vigor amongst Swedish Doctors".

164. Diez M., Dolan S.L., Work demands and well-being: a comparative analysis amongst Swedish and Catalan physicians. ,European Academy of Occupational Health, November 2008 Valencia Spain

165. Dolan S.L., "Management in Tommorowland: The impact of the new global landscape on organizations, jobs and people", The Catholic University of Lisboa, 1 day workshop on the European initiative: "**New Skills for New Jobs**". Lisbon, December 9, 2008.

166. Moodie S., Diez-Pinol M., Dolan S.L., An exploratory study of the impact of work status on workplace engagement, well-being and accident proneness. **HR 7th International Workshop.** Murcia. May 21-22, 2009

167. Dolan S.L., Culture reengineering and value audit, IACCM CEMS 2009 Conference (Cross Cultural competence: knowledge Migration, Communication and Value Change), Vienna June 24-26, 2009

168. Bejarano A., & Dolan S.L., "Gender issues in the relationship between career orientation and career success of engineers" Iberoamerican Academy of Management conference, Buenos Aires, 2009: December 9-11

169. Gur A., Tzafrir S., Dolan S.L., Do organizations see what their customers learn? The effect of trust on customer aggressive behavior, 5th **Workshop on Trust** Within and Between Organizations **Madrid, Spain, January 28-29, 2010**
170. Dolan S.L. editor forum : publishing high quality papers in top academic journals, BALAS, Barcelona may 24-26, 2010
171. Dolan S.L. (with Scott Moodie and Andre Arsenault): Exploring the multiple linkages between work engagement and health: An Empirical analysis within the Catalan nursing context, **9th Conference of the European Academy of Occupational Health Psychology, Rome, 29-31, March, 2010.**

25TH ANNIVERSARY WORKSHOP ON STRATEGIC HUMAN RESOURCE MANAGEMENT

BARCELONA, SPAIN, APRIL, 19-20, 2010

CHAIRPERSONS

PROFESSOR SIMON L. DOLAN - ESADE BUSINESS SCHOOL, SPAIN

PROFESSOR MARTIN HILB - UNIVERSITY OF ST. GALLEN, SWITZERLAND

PROFESSOR DAN ONDRACK - UNIVERSITY OF TORONTO, CANADA

PROFESSOR MICHAEL SEGALLA - HEC SCHOOL OF MANAGEMENT, FRANCE

172. Dolan S.L. (with Yingying Zhang) SUSTAINABLE STRATEGIC HUMAN RESOURCE MANAGEMENT THROUGH VALUES: A CONFUCIANISM PERSPECTIVE, Barcelona April 19-20, 2010
173. Dolan S., Managing and Coaching by Values: A key to tomorrow's' success, in Managing by values and beyond. 2nd international Business conference, McEwan School of Business, May2-3, 2010, Edmonton, Canada
174. Dolan S.L., (with Mario Raich and Riane Eisler) All Academy Symposium: **Manging in Tomorrowland**, EURAM 10th Anniversary meeting , May 19-22, Vergata university , Rome, 2010
175. Dolan S., (Caucus facilitator): *East meet West: Evolution, conflicts and complementarities amongst traditional vs. Emerging values in the Chinese labor force*, The 2010 IACMR conference. June 16-20 Shanghai, China , Huating Hotel
176. Dolan S.L., (PWD: Chinese Management Research in Europe) , with: Ingmar Björkman, Swedish School of Economics, Finland; Carl Fey, Stockholm School of Economics, Sweden ; J. Selmer, Aarhus University, Denmark ; Yingying Zhang, CUNEF, Complutense University of Madrid, Spain The 2010 IACMR conference. June 16-20 Shanghai, China, Huating Hotel.
177. Dolan S.L., (with Bao Yuangjie and Monica Grau) Value Congruence and its Effect on Work Engagement and Organizational Citizenship Behavior: A Positive Organizational Behavior Perspective, ISSWOB , **The 12th International Conference on Work Values and Behavior** (Estoril , Porrtugal) June 27-30, 2010

178. Dolan S.L., (with Scott Moodie, Yuangie Bao and Monica Grau) Are We Breeding Nihilists? An analysis of the perceived personal importance of values between undergraduate and postgraduate students ISSWOW ***The 12th International Conference on Work Values and Behavior*** (Estoril Portugal) June 27-30, 2010
179. Dolan S.L., (with Zahra Solouki) The underlying structure of Culture: Applying the Tri-axial and quadraxial Model of Values in explaining culture integration and diversification, ***The International Conference on Multiculturalism and Global Community*** July 24- 27, Teheran, Iran
180. Dolan S.L., (with Bonnie Richlie, Tony Lingham and Riane Eisler) Care-based Practices: An emergent conversation on creating and sustaining care in action, **Academy of Management** (Montreal) - August 6-10, 2010
181. Dolan S.L., (with Monica Grau , Rebekka Vadina, scott Moodie and Bao Youngie) Gender differences in congruence between personal and organizational values **EuroMed Academy of Business** , November 4-5, 2010 Nicosia Cyprus
182. Dolan S.L., Coaching by Value: The leadership spirituality connection, **Inaugural Conference Spirituality & Management: strangers no more?** 9-10 December, 2010 , WU Vienna, Austria
183. Dolan S.L. (with scott Moodie and Andre Arsenault) Exploring the multiple linkages between the metabolic syndrome and stress, **International conference on Pre-Hypertension & Cardio Metabolic Syndrom**, 24-27 of February , 2011 (Hilton Vienna)
184. Simon L. Dolan (ESADE-Future of Work Chair) « *Le Management RH demain : Continuité ou Rupture ?* » (*Table ronde*). **11° RENCONTRES SUR LA PROSPECTIVE DES METIERS : Quel Management des Ressources Humaines demain ?** March 10, (ESSEC - la Defense – Paris)
185. Kubra CANHILAL, Mouna EL WAHIDI et Simon DOLAN (ESADE- Future of Work Chair) « *Former les équipes de Ressources Humaines à composer avec une diversité croissante au travail : le rôle émergent des coaches* », **1° RENCONTRES SUR LA PROSPECTIVE DES METIERS : Quel Management des Ressources Humaines demain ?** March 10, (ESSEC - la Defense – Paris)
186. Simon L. Dolan (with Yuanjie Bao) “Sharing the culture: The role of storytelling in the process of managing by values”, **4th International Conference on Rhetoric and Narratives in Management Research** (a joint collaboration between ESADE and RSM, Erasmus University). Barcelona, March 24th to 26th
187. Simon Dolan (with Delia Mannen) “Conceptualizing and Measuring the Meaning of Work Values Amongst Public Sector Employees Across Cultures: A pilot study based on semi- Delphi methodology” (**4th International Conference on Rhetoric and Narratives in Management Research** (a joint collaboration between ESADE and RSM, Erasmus University). Barcelona, March 24th to 26th)
188. Dolan, S. (with Canhilal, S. K.) U-Curve Hypothesis and Expatriate Adjustment: An exploration of the perceived willingness of the Host Society’s intention to communicate, **the VIII International Workshop on Human Resource Management**, 12-13 of May 2011 Seville.
189. Dolan S.L. (with Amit & Tzafrir) EWOP “Customer aggressive behavior and service quality”, **15th conference of the European Association of Work and Organizational Psychology**, 25-28 May 2011 MECC Maastricht.

190. Dolan (with Tzafrir, Moodie, Ben Gal) – chairing a track 42 on: Fostering a climate for organizational excellence: work passion, trust, cultural and values reengineering, **EURAM 11th Conference (theme: Management culture in the 21st century)**, Tallinn, Estonia 1-4 of June 2011
191. Dolan S.L. – Editor's forum 11th **EURAM Annual Conference** Tallinn 1-4 June 2011
192. Dolan S.L., - "Coaching by values", **11th EURAM Annual Conference** Tallinn 1-4 June 2011
193. Dolan S.L. "Towards the rebuilding of culture of excellence in organizations: Emerging models, methodologies and tools", **University of Tartu Finnish-Estonian doctoral consortium on "culture in organizations"** (with Hofstede, Realo and Vadi). June 6-8, 2011.
194. Kristine M. Kawamura, Jeana Wirtenberg, Riane Eisler and Simon L. Dolan "Women, Men, and Care in the New East-West Economy", An **all Academy Symposium** 2011 Academy of Management Meeting, August 12-16, in San Antonio.
195. Kristine M. Kawamura , Jeana Wirtenberg, Riane Eisler and Simon L. Dolan , PDW al, "Transforming Institutions & Leaders in Support of Caring Economics Policies & Practices", the 2011 **Academy of Management Meeting**, August 12-16, in San Antonio, Texas.
196. Kristine M. Kawamura , Jeana Wirtenberg, Riane Eisler and Simon L. Dolan, PDW Shaping Caring Cultures and Strategies in Organizations, the 2011 **Academy of Management Meeting**, August 12-16, in San Antonio, Texas.
197. Dolan S.L. "Towards the development of sustainable culture of excellence: Ideas for enhancing quality and services in the 21st century organizations", keynote speech to the **14th QMOD conference on Quality and Service Sciences ICQSS 2011**. San Sebastian, August 29-31 2011.
198. Dolan S.L., Coaching and Managing by Values: An innovative framework for attracting, retaining and motivating global talent, The 2nd International Conference on Cross-Cultural Management - Cultivating Borderless Management Talents, December 18, 2011, Shanghai International Studies University (SISU)



199. Yuanjie Bao, Ying Liu, Simon L. Dolan, The meaning of values and its respective work culture as manifested by Chinese public sector employees: An exploratory analysis based on a tri-axial model, 13th Biennial ISSWOF Conference, June 24-27, 2012, Goa, India

200. Rebekka Vedina & Simon L. Dolan, Well-being among elder employees in companies experiencing restructuring: the Spanish story, 13th Biennial ISSWOV Conference, June 24-27, 2012, Goa, India
201. S. Kubra Canhilal, Ben Capell, Simon L. Dolan, Ruth Alas, Lutz Sommer and Carolin Ossenkop, Mapping Values in the Old vs. the New Members of the European Union: Comparative Analysis of Public Sector Cultures, 13th Biennial ISSWOV Conference, June 24-27, 2012, Goa, India
202. Yingying Zhang, Yajun Wu, Yajun Wu and Simon L. Dolan, Coaching and managing by values: Examining the fundamentals of culture reengineering within the context of Western and Chinese Perspectives, PDW, IACMR, June 20-24, 2012, Hong Kong, China
203. Dolan S.L. Meet-the-editors plenary session. 5th Equality, Diversity and Inclusion International Conference, 2012, Toulouse, France, 23-25 July, 2012, Toulouse Business School
204. Scott Moodie, Simon L. Dolan, Ronald Burke Engagement vs. Burnout: An examination of the relationships between the two concepts within the framework of the JDR model, 2012 meeting of the Academy of Management, Boston, August 3-7, 2012.
205. Kristine Kawamura, Rian Eisler, Jeana Wirtenberg & Simon L. Dolan , Women in the Informal Economy: Listening to their Voices...Improving their Lives through Caring Action Research Projects, PWD, 2012 meeting of the Academy of Management, Boston, August 3-7, 2012.
206. Dolan S.L. with others: Panel Symposium:_Rethinking the Informal and Formal Economies: Measures, Management, and Metamorphosis2012 meeting of the Academy of Management, Boston, August 3-7, 2012.
207. Racheli Shemueli Gabel, Simon L. Dolan "Lo que vale el trabajo en el sector público: Estudio exploratorio del significado de los valores organizacionales en el sector público en Perú, CLADEA 12 de october, 2013 ESAN Lima Peru.
208. Hayashi P. Jr., Simon L. Dolan "The search for Miracles in Management: An exploration with the concept of Talenting", The 3rd Conference of Management, Spirituality & Religion, Lourdes, France 2013 May 16th-19th. Web site at:
<http://www.miraclesmanagement2013.bem.edu/page.php?p=1>
209. Gur, A., Tzafrir S., Dolan S.L., "IT'S A MATTER OF TRUST: EXPLORING PATIENT AGGRESSIVE BEHAVIOR AND ITS IMPACT ON SERVICE QUALITY WITHIN THE HEALTH CLINICS SECTOR' - 'MANAGING IN A GLOBAL ECONOMY XV' Conference, to be held in Seville, Spain June 23th to June 27th 2013. <https://eamiconference.org>
210. Hayashi P. Jr., Simon L. Dolan 'TALENTING: TOWARDS A NEW PROCESSUAL APPROACH TO DEAL WITH TALENT MANAGEMENT' - 'MANAGING IN A GLOBAL ECONOMY XV' Seville, Spain June 23th to June 27th 2013. <https://eamiconference.org>
211. Gabel-Shemueli R., Dolan S.L., Canhilal K., Antecedent factors contributing to success in international assignments: A qualitative-integrative based analysis , the 29th EGOS Colloquium 'Bridging Continents, Cultures and Worldviews' in Montréal, Canada, July 4-6, 2013. Web site: http://www.egosnet.org/2013_montreal/general_theme



212. Capell B., T., Dolan S.L., The Moderating And Mediating Role of Trust In Supervisors And Organization On The Disclosure Of Stigmatized Identities At Work, **7th FINT Workshop on Trust Within and Between Organizations** at Singapore Management University, Singapore, 21-23 November 2013
213. Gabel R., Dolan S.L., Suarez A., RECURSOS LABORALES: MODERADORES DEL IMPACTO DE LAS DEMANDAS LABORALES SOBRE PARTICIPACIÓN ACTIVA EN EL TRABAJO EN ENFERMERAS, The 8th **Iberoamerican Academy Conference**, São Paulo, Brazil. December, 8th - 10th 2013
214. Dolan S.L., keynote presentation on international research in the MSR field, MSR Doctoral Consortium , **Academy of Management Annual Meeting** , August 2014 31/7/2014-5/8/2014 Philadelphia
215. Dolan S.L. Kawamura K., A Global Cross-cultural Competency Model in Action: A voyage into the power of cross-cultural awareness and behavior to enhance cross-cultural competency skills, PDW co-organizer. **Academy of Management Annual Meeting**. August 2014 31/7/2014-5/8/2014 Philadelphia
216. Dolan S.L. Altman Y., Kawamura K., Embedding cross cultural and religious values with spirituality in enhancing sustainability and meaningful work: exploring the iceberg, sharing stories and experiences, and setting the agenda for future research. PDW co-organizer. **Academy of Management Annual Meeting**. 1 August 2014 Philadelphia
217. Capell, B., Tzafrir, S., Dolan, S. L., & Enosh, G (2014). The power of words, trust and HRM in the disclosure of stigmatized identity at work. **Academy of Management Meeting**, 31/7/2014-5/8/2014 Philadelphia
218. Ben Gal H., Tzafrir S., Dolan, S.L. Actionable trust in service organizations: A multi-dimensional perspective, **30th EGOS Colloquium** Rotterdam, The Netherlands July 3–5, 2014
219. Dolan S.L. (Co-Track Chair) **Liderando en un mundo global. Latinoamérica y Europa, nuevas conexiones, CLADEA**, Barcelona 3, 4 y 5 de septiembre de 2014.
220. Dolan, S.L., Altman Y., Capell B., and Raich M., Embedding Values and Empowering Spirituality in Management Education: The case of two successful Business Schools in Barcelona, **ISSWOW Riga – June 2014**
221. Capell, B., Tzafrir, S., Dolan, S. L. (2014). The impact of different levels of trust in employees' disclosure of sensitive information. **First International Network on Trust**. Coventry University
222. Capell, B., Dolan, S. L., Tzafrir. S. & Enosh, G (2014). Disclosure of Stigmatized Identity: The Role of Trust. 30th **EGOS Colloquium**, Rotterdam School of Management

223. Dolan S.L., Keynote Address: Coaching by values and Leadership. 3rd Symposium on Ethics and Social responsibility research. Universidad de Extremadura, Badajoz Spain, May 28, 2015

224. Dolan et al. (2015) keynote address and organizer of the "Spirituality and Creativity in Management World Congress, Barcelona Spain. An Academy of Management sponsored event. Barcelona April 22-25



225 . Dolan S.L. Round table on "the future of managing people, XXIII Congreso Eben "Dirección de personas y gestión ética de las empresas", Universidad Pablo de Olavide, Sevilla 11-12 de Junio 2015

226. Capell B., Tzafrir S., Dolan S.L., Trusting whom? Dynamics of trust and disclosure, 31st EGOS Colloquium 2015, July, Athens, Greece.

226. Kawamura K., Dolan S.L. , et al. Developing Cross Cultural Competence in Leaders & Managers: Reflect, Communicate & Adapt, **Academy of Management Meeting** , August 7-11 2015 Vancouver, BC, Canada

227. Dolan S.L., Symposium: The Value of Dolan's Values Framework, **X International HR Workshop**. Cadiz, November 2016

228. Dolan S.L., Ben Capell, Shay S. Tzafrir, Kristine Marin Kawamura "Trusting Your Leader: A voyage into value-based anchors", **15th ISSWOW Conference**, Belo Horizonte, Brazil , July 3 to 6, 2016

229. Dolan S.L., Managing in the new landscape with a special focus on an Island economy (in French) RENCONTRE INTERNATIONALE ET RECHERCHE EN MANAGEMENT, AU SERVICE DE L'ECONOMIE INSULAIRE - GUADELOUPE 2017, Les 17, 18 et 19 MAI 2017 en Guadeloupe ((Hôtel Karibéale Gosier)

230. Dolan S.L. Keynote address of the opening session of the 16th **ISSWOW Conference**, in Trieste Italy, July1-4 2018. The role of values in the organizations of the 21th century. Trieste Italy.

PROFESSIONAL CONFERENCES

(SAMPLE FROM LAST 15 YEARS)

Monterrey (Mexico) with Garcia-Marquez & Adela Maldonado

Madrid Spain - February –March (2003). A series of 2 days workshop on “Managing by Values” to Middle-High level executives of Telefonica.

Seville-Spain - March 4-6 (2003) Sevilla Spain - Doctoral seminars on HRM various themes. Pablo de Olavide University.

Madrid-Spain - March 11 (2003) Banesto Madrid. Half a day workshop to Bank managers (Banesto) on: Culturas y Valores de Empresa.



Monterrey Mexico - May (2003) lecture on Frontiers in managing HR. ITESM. (Below a picture with Garcia - Marquez in Monterrey).

San Paulo – Brazil- October 15 (2003). Keynote address to the Brazilian Association of Quality of Life Annual Congress on: A New Perspective to QWL.

Montreal (Canada) - November 6-7 (2003) La gestion par valeurs...une évolution nécessaire. L'Association Des directeurs généraux de services de santé et des services sociaux du Québec. Keynote address. Hilton Bonaventure.

Sitges Spain - May 3 (2004). The new agenda in managing HR in the XXI century. HP, HR Iberia annual meeting.

Barcelona. - May 5 (2004) Proyectos Europeos: los mejores lugares para trabajar. Jornada Técnica Condiciones de trabajo y responsabilidad social. Instituto Nacional de Seguridad E higiene en el trabajo.

Expo Management, in Madrid May 19 (2004). Designing Organizational Culture for Success in the 21st Century Organization. Video conference to.

Castellón -Spain - May 25 (2004) Cámara de Comercio de. 1 day seminar to senior executives on Managing by Values. Joint program of ESADE and Deloitte Touche Spain.

Valencia Spain - June 30 (2004). 1 day seminar to senior executives on Managing by Values. Joint program of ESADE and Deloitte Touche Spain.

Sao Paulo Brazil - September 6-10 () 5 days seminar on Management by Values to Brazilian Managers and professionals.

Haifa – Israel - October 20 (2004), University of Haifa Graduate School of Business. Lecture on

Cultural Reengineering.

Tel Aviv Israel - October 25 (2004) Tel Aviv Israel – Dan Acadia Hotel. Seminal to CEOs and VPs on “Managing by Values”.

Tel Aviv Israel - October 26 (2004) Tel Aviv University Israel. Graduate research seminar to doctoral students and faculty on the ongoing research projects in IEL-ESADE.

Near **Tel Aviv Israel** - October 27 (2004). Keynote address to quarterly senior executives in Orange-Partner Company on Managing by Values.

San José Costa Rica - April 6 (2005) Keynote address on Challenges to Managing HR in the XXI century. San José Costa (Los retos de la gestión de recursos humanos en el Siglo XXI, **IV Congreso Internacional de Recursos Humanos: ¿Hacia donde van las organizaciones?: prácticas, límites y potencialidades**, Abril 6-8, 2005.

Castellón (Spain) - June 7 (2005) programa Alta Dirección de Empresas Internacionales para Deloitte y la Cámara de Comercio de sobre la dirección por valores.

San Sebastian -Spain - June 23-24 (2005). Cluster del Conocimiento en Gestión Empresarial. Emotional intelligence as predictor of success for globally assigned managers (La inteligencia emocional, una habilidad para el éxito de los gerentes globales en la asignación internacional).

Valencia Spain - July 6 (2005) programa Alta Dirección de Empresas Internacionales para Deloitte & ESADE sobre la dirección por valores.

Buenos Aires Argentina - July 14-15, (2005) – Programa Ejecutivo de Gestión de las personas en las organizaciones.

Sao Paulo Brazil- September 4-9 (2005) (ABQV) seminar for Brazilian executives on managing by values and quality of life.



Barcelona. November 9-10 (2005) Lecture to the 1st EU Workclimate Conference. ESADE.



Sagaro Catalunya - February 3, 2006 A 1 day seminar () on managing by values to middle managers.

ESADE Barcelona - March 29, 2006. A lecture to European executives on Spirit values creation model in a 3 days workshop on: Strategic Innovation: Reinventing the Corporate Value Creation. ESADE Executive Education. Barcelona.

Lisbon –Portugal - April 5-6 (2006) () a lecture on “WORKCLIMATE AND EMPLOYMENT RELATIONS IN THE EU WITHIN THE DUAL CONTEXT OF QUALITY OF WORK AND COMPETITIVENESS: LESSONS, BENCHMARKS AND CHALLENGES AHEAD”. The HR Forum, Lisbon.

Sintra – Portugal - April 24 (2006) () Conference on “Motivation and Managing by Values. Half a day lecture delivered to 110 Pestana Hotel Chain senior managers.



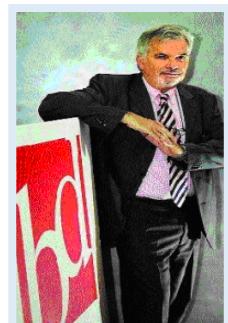
Beijing - China - June 12 (2006) R e m i n University. Lecture on challenges in managing HRM in the 21st century.



Vilamoura Algarve Portugal - June 19 (2006 -), Keynote address to 600 managers in “Modelo Continente” group in their annual meeting about relationships of Trust.



Bilbao – Spain - June 23 (2006) T h e Guggenheim Museum in A lecture to about 150 professionals in the health sector on **Managing by Values**: Premises and prospects for managing the complexity of dynamic organizations in the 21st century. The 3rd International Conference on Complexity and Healthcare Management.



Sao Paulo- Brazil - August 24 (2006). Keynote address on “Managing by Values” to the annual meeting of the managers across Brazil. HRM annual meeting. 2500 HR.



Bilbao – Spain - October 25 (2006) Bilbao Spain. Conference to the Bilbao Chamber of Commerce on “inteligencia y inteligencia emocional aplicada al negocio”.

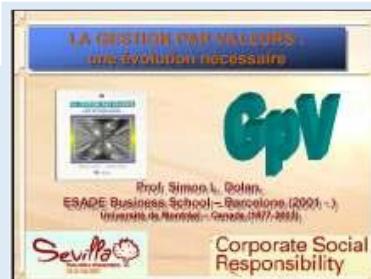
Oporto Portugal 7 of November (2006) –. Conference on managing by values, School of Management



Lisbon Portugal - 15 of November (2006) –. 1st workshop on “Managing by values” in Portugal.

Lerida Spain - 27 of November (2006) - . Conference on Challenges of managing people in the small and medium sized enterprise in the XXI century, Institute Nacional D’ Educacio fisica de Catalunya, centre de Lerida.

Barcelona - ESADE - 8-11 of January (2007) –. Teaching an EMBA intensive sessions to a joint ESADE – Al Akhawayn University (Marocco) on Resources in the 21st century.



Near Oporto in Portugal - 12 of January (2007) -. Seminar on “Fast Forward Managing by Values” to 56 senior executives at “Grupo Bial Pharmaceutical” in their annual management meeting.

150 km south of **Lisbon (Portugal)**. - 1-2 February (2007) Weekend seminar on managing by Values to the board and senior managers of EDIFER.

Bogota – Colombia - 6-7 of March (2007) HUMAN CAPITAL FORUM 2007 “Las personas como ventaja competitiva en la era del conocimiento”. Conference on: **La reingeniería cultural: la nueva ventaja competitiva en el s. XXI**



Sevilla Spain - 19 of April (2007) Key note address to the annual meeting of corporate HR managers and HR consultants from Belgium on “culture Reengineering”. About 180 people attended this conference.

Castelleon- Spain - 19 of June (2007) 1 day seminar on Managing by Values to a joint Camera de

Comercio – Deloitte course to senior managers of International companies.

Lima Perú - 17 of July – 19 of July (2007): taller de alto nivel sobre la importancia de la gerencia de recursos humanos en el siglo XXI. GERENTES DE LIMA, TRUJILLO Y AREQUIPA FUERON CAPACITADOS EN LO ÚLTIMO DE LA GESTIÓN DE RECURSOS HUMANOS.

Barcelona – Spain - 13-14 of September (Barcelona – World Trade Center) Moderator of 2 days conference to senior European executives.

Madrid (Spain) - 4-5 of October 2007) – In company training provided to Telefonica executives on: Strategic Management of People (Dirección Estratégica de Personas).

Barcelona – Spain - 9 of October 2007 - 3 hours lecture on "Managing by Values" to a pan European Executive Seminar on: Strategic Innovation: Reinventing Corporate Value Creation.

Vilnius-Lithuania - 11 of October 2007 - One day seminar to Lithuanian executives (about 100 people) from some of the most important companies in Lithuania on "Managing by Values".

Seville (Spain) - 2 of November 2007 - 3 hours lecture on: la cultura organizativa como factor generador de compromiso, lealtad y motivación de los trabajadores del siglo XXI, to about 150 professionals working for the Junta de Andalucía.

Palma de Mallorca -Spain - 30 of October 2007– Keynote address to about 300 people during the European week of Quality organized in Mallorca.



Granada- Spain - 29 of November 2007 – Open conference to professional managers in Granada interested in ESADE PMD Program. Title of the conference: **La cultura organizativa como factor generador de compromiso, lealtad y motivación**".

Barcelona – Spain - 17 of December 2007 - **EFMD Masterclass Programme Managing by Values (MBV) - A new imprint for excellence via culture transformation**, By Simon Dolan (delivered to about 28 OD and Education specialists).

Madrid-Spain - 19 of February 2008 Talk to about 30 managers (ESADE alumni and guests) on: La empresa del siglo XXI tiene que generar oportunidades para motivar a sus trabajadores".



Simon L. Dolan: March 2020

Amsterdam – The Netherlands - 26 of February Hotel NH Caransa. Rembrandtplein, Lecture on "Managing by Values and the need for culture reengineering for a winning organization". Lecture to about 30 managers from the BENELUX area.



Barcelona - 28 of February 2008 Special lecture to 220 managers (Alumni of ESADE)



Barcelona – Spain - 29 of February 2008) - Keynote address on the Challenges of managing human resources in the XXI century to SAP EMEA HCM Community. About 70 people attended this meeting.

Berlin – Germany - 03 of March 2008– MBV seminar to EFMD Link participants.

Oporto – Portugal - 05 of May 2008, – Lecture on BEYOND –Business and Society in Transformation, to about 200 CEOs of Oporto region.



Tanger Morocco - 10 of May 2008– Keynote address on challenges on managing human resources in the XXI century (in French) to the annual meeting of Social Audit institute. About 220 people attended.

Lisbon-Portugal - 19 of May 2008 - keynote presentation of "beyond" (with Mario Raich) to about 180 CEOs and VPs of large corporations in the Lisbon area. Organized by Select-veidor and expresso.



Ludgero Marques
"Estamos a viver a pior crise dos últimos 23 anos" na

João Machado
"Na pecuária, inúmeros produtores podem ir à falência" na

Simon Dolan
"A nossa cultura está à beira do colapso" na

Mario Raich
"Este é o maior desafio da história da humanidade" na

Simon Dolan director na ESADE Business School
"Esta crise traz grandes oportunidades"

Historias à hora de desastre: «A avó certa está à beira de um colapso. A sua família não consegue lidar com a maior crise desastre cultural que já viveu. Naia tenta dar-lhe conforto, mas não consegue. O seu marido, que é um homem forte, não quer que a entenda.

Quem as raízes do mal? «Aos 100 dias para o começo da Grande Transformação estão ligados a riscos de perda de emprego e de vida. As pessoas sentem-se ameaçadas na sua cultura — dentro e fora das organizações. As pessoas sentem-se ameaçadas, alteradas por um aumento da produção e da pressão. Tornam-se mais sensíveis ao risco. Devem ter a ideia de que os riscos são sempre maiores, mais intensos, mais compreendidos que não os que os próprios trataram. Os riscos justificam o medo. E o medo justifica a reacção.»

Seminario Internacional
16 de outubro
"Más Allá",
Empresa y Sociedad en Transformación
Simon L. Dolan

Barcelona Spain - 29-30 of May 2008) – Organizing and moderating an international workshop on stress. people attended this two days event.

San Sebastian –Spain - 13 of June 2008 - La Inteligencia Emocional en el sector de Automoción. Keynote address to the annual meeting of the Association of Automobile dialers in the Basque country.

Barcelona – Spain - 1 of July 2008 – a 1 day seminar on culture reengineering and change



management to people attending the management development Program (PMD) from Granada.

La coruña-Galicia - 17 of July 2008 a 1 day seminar on Change management and managing by values to participants in ESADe's PMD program.

Montreal-Canada - 11 of September 2008– 4 hours lecture to African Executives (in French) on: La gestion du changement, la gestion par valeurs et les rôles de la DRH dans un période de transformation.

Seville –Spain - 14 of October Conferencia inaugural Master en Dirección de Empresas MBA Universidad Pablo de Olavide, "RETOS EN LA DIRECCIÓN DE PERSONAS EN EL SIGLO XXI: Cultura y inteligencia para triunfar".

Lima, Trujillo & Arequipa (Peru) - 16-18 of October 2008 – Repeated 1 day seminar on: **El mundo de los Negocios: Más allá del siglo XXI.**

Lima – Peru - 21 of October 2008 – keynote address to participants of the 17th Conference on Managing people organized by SEMINARIUM: Title: **Manejo del estrés en el centro de trabajo.**



23 of October 2008 (Montevideo Uruguay). An intensive Masterclass Seminar on " managing by values" to the Universidad Católica.

Lima – Peru - 30 of October 2008 – 46º Conferencia Anual de Ejecutivos CADE (2008) – keynote address on: Innovación en la empresa: talento para la innovación y la competitividad.

Barcelona – Spain - 3 of November 2008 - 8 hours lecture on managing people in organization to a Joint ESADE –St Galen master in **Program Leadership Development**.

Oporto-Lisbon - 17 of November 2008 and 18 of November (Lisbon –Portugal) - Índice de Perspectivas Profissionais (IPP) e Índice de Perspectivas de Reformas (IPR); presentation of the 1st IPP Portugal to about 150 HR directors and executives in each city.

Oporto-Lisbon (Portugal) - 17 of November 2008 in Oporto and 18 of November (Lisbon – Portugal) - Índice de Perspectivas Profissionais (IPP) e Índice de Perspectivas de Reformas (IPR); presentation of the 1st IPP Portugal to about 150 HR directors and executives in each city.

Barcelona- Spain - 23 of January, 2009 Conferència **inaugural** - *Empowerment i direcció per valors. I JORNADA EMPOWERMENT*. Fundació Hospital Esperit Sant.

Oporto – Portugal- 17 of March 2009 - Presenting the IPP Hot topics to 150 HR managers in the Universidad católica of Oporto.

Lisbon Portugal - 28 of May, 2009 – centro Congressos de Lisbon. Keynote address to ANJE celebrating 30 years. Themes: reflexion on creativity and entrepreneurship in the 21st century. Some copresnters included the prime minister of Portugal (José Socrates) and the bishop of Lisbon (Carlos Azevedo)

Sao Paulo- Brazil - October 5, 2009 Symposium on Quality of Life. Keynote address on: stress, self-esteem, health and work. About 600 participants.

Sao Paulo - Brazil - October 7/, 2009 - - lecture to the Camera de comercio español en Brasil

Rio de Janeiro – Brazil - October 8, 2009 – Lecture in Rio De janeiro to about 300 managers in Bradesco on Managing in Tomorrowland

Estoril - (Portugal) - October 28, 2009 Lecture en to about 150 people in the hotel Industry. Palestra com o Prof. Simon Dolan, da ESADE Business School de Barcelona, sobre os futuros caminhos e desafios para uma gestão sustentável

Bilbao –Spain - October 29, 2009, Lecture on value ren gineering and coaching by values to about 200 representatives attending the annual meeting of the Basque consumer association

Valencia – Spain - December 10, 2009 - Presenting the Beyond and the Coaching by values

forthcoming books. The Valencia association of HRM. (AEDIPE)

Valencia – Spain - December 11-12, 2009 - Delivering 2 half days workshop on “**Coaching por Valores™**: Transformando personas y organizaciones a través Del poder de los valores, University of Valencia.

Sao Paulo – Brasil - March 9, 2010– workshop to senior executives of Banco Real grupo Santander Brazil, on managing and coaching por values.

Sao Paulo – Brasil - March 10, 2010 – Camera de comercio



España en Brasil, organized by ESADE Global office. Presenting Adiante – Book by Raich & Dolan March 8, 2010, SP Brasil, Keynote address in the ABQV



Sao Paulo – Brasil - March 11, 2010 – presenting the state of the art Psycho social risk audit to the HR group in Telefonica (Brazil).

Rio de Janeiro – Brazil - March 12, 2010 – Challenges of Managing Tomorrow, Universidad Federal do Rio.

Barcelona –ESADE - March 15, 2010 – presentation of Managing in tomorrowland for a group of teachers and students from Utah State University in ESADE.



Lisbon- Portugal - June 1st, 2010 - recording and broadcasting interview on “values, culture and the future of HRM”. Lisbon, RHTV <http://www.rhtv.com.pt>

Beijing – China - June 22, 2010 – Delivering an MBV 1 day seminar to researchers and graduate students at the Renmin University in Beijing.



Valladolid – Spain - July 26, 2010 – delivering 1 day workshop on managing by values and culture reengineering to Fundación Parque Científico Universidad de Valladolid+d

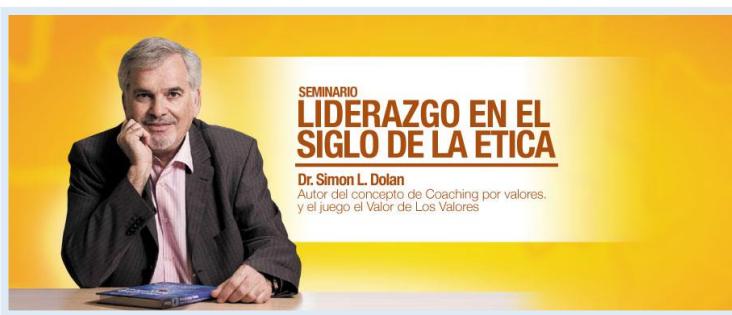
Manaus – Brazil - October 7-8, 2010 – delivering a keynote speech to the 10 anniversary congress of the Brazilian Association of Human Resource Professionals. Theme of the speech: *“Managing people in tomorrowland:*

Innovative approached to Managing and Coaching by values as a strategic leadership tool”



San Jose –Costa Rica - April 12, 2011 – delivering a conference at the university of Costa Rica (Escuela de Ciencias de la Administración (ECA), de la UNED).

San Jose –Costa Rica - April 12, 2011 – delivering a keynote speech on organizational commitment to the ministry of Justice (about 150 participants)



San Jose –Costa Rica - April 13, 2011 – Delivering a seminar on leadership in an age of ethics –Coaching by values (about 60 participants)

Rio de Janeiro Brazil - May 10, 2011 () – Keynote address to the “37ºCONGRESSO ESTADUAL DE GESTÃO DE PESSOAS - RH Rio 2011” (EM BUSCA DO EQUILÍBRIO DINÂMICO)



Motomura e Dolan também debateram entre si o tema do "Equilíbrio Dinâmico"

Recife – Brazil - May 12, 2011 - Conference at the UPE University in Recife on **Managing Change**.



Recife (Brazil) May 12, 2011 - Workshop on “Coaching by Values” - Photo bellow – selected images of participants reaction to Dolan.



**Moments of joy
during the
workshop**



Rio de Janeiro Brazil - May 16, 2011 - keynote speech during quality award ceremony to public sector employees in the state of Rio (palestra Gestão Coaching por Valores)



Santiago – Chile - September 28, 2011 () Keynote address on:



The value of health and well being in corporate cultura (El valor de la Salud y el bienestar en el ambiente corporativo

Santiago - Chile - September 29, 2011 – Universidad san sebastian () – lecure on: **Estrés, salud individual y salud empresarial: Reflexiones para desarrollar una calidad de vida sostenible**

Santiago - Chile - October 3, 2011 - Lecture at the Universidad Autonoma de Chile: **Coaching por valores: Desde la Dpv hacia la CpV**, Santiago Chile

Girona – Spain - Octubre 28, 2011 – workshop on advances in managing people and culture change to senior directors of Clinica Salus.

Barcelona –Spain - Novemver 4th, 2011 – 1 day workshop on Talent management to HR director and CEO of Catalan cooperatives (**SESSIÓ DE TREBALL SOBRE GESTIÓ DEL TALENT**), GRUPCLADE, en la Fundació Blanquerna, Barcelona.

Oporto – Portugal - Noviembre 9-10, 2011 (), keynote address on: *Managing and Coaching by Values*, Annual congress of the Portuguese Association of HRM (APG) EGP - University of Porto Business School



Rotterdam

- Holland -
February
13, 2012
Rotterdam



School of Management Erasmus University.

Presentation on: Innovations in culture reengineering: Examining the theory and the practice of the 3Es Tri-axial model, Faculty Seminar.

Oporto – Portugal - February 24-25, 2012 International Coaching Certification Seminar to Portuguese coaches, Oporto 2012

Munich – Germany - March 23, 2012 – Hotel Execlior Munich, Talk to ESADE Alumni on: Coaching by values and leadership in Tomorrowland. About 20 executives, ex ESADE students.



Tel Aviv – Israel - October 9th, 2012 What's about coaching?
Launching the Coaching by Values book at Tel Aviv University, Recanati Graduate School of Business. Full house close to 80 people attended the ceremony of dedicating the book to the late Prof. Arie Shirom.



Madrid – Spain - October 17th, 2012 PRESENTACIÓN DEL LIBRO COACHING POR VALORES en ESADE Madrid. About 100 people attended the presentation and the round table discussion.



Tanger – Morocco - November 24-25 2012. Presentation in French a module on: le Coaching et la gestion par les valeurs, to about 20 Moroccan executives doing a post graduate degree in eHECT – Tanger



Barcelona – Spain – November 28, 2012- “Retos para mantener la salud y la productividad en tiempos de crisis económica”. Hospital Clinico. Conference to professional employees of the hospital.

Paris – France – December 19, 2012. Presentation of a new book: Succés et valeurs, in the offices of L Harmattan in (Rive gauche).

Singapore - January 10, 2013. Conference on "Coaching by values and leadership in



Tomorrowland”, to ESADE Alumni Chapter in Singapore. About 40 people attended the session.

Singapore – January 6-11, accompanying a group of ESADE Master Students to a one week study tour at NUS (national University of Singapore)

Richmond Virginia – 24 of January 2013 delivery of half a day seminar on “Coaching and Managing by Values” to senior executives of the Luck Companies <http://luckcompanies.com>

Montreal- Canada 30 of January 2013. Coaching by values and leadership in Tomorrowland”, to ESADE Alumni Chapter in Montreal. About 40 people attended the session. Hotel Sant Paul, Montreal.

Valencia,- Spain - 1 of March 2013. Delivering of a conference on "NUEVOS VALORES: Mejorando personas y productividad", to about 1000 managers and entrepreneurs in Valencia. SALA JOSÉ ITURBI - PALAU DE LA MÚSICA, VALENCIA



Madrid-Spain 8-9 of April. Delivering a keynote address to the annual meeting of executive coach associoation. About 250 participants.



Barcelona -10 de Junio 2013 – Presentation of Coaching by Values (Coaching por valores) to 30 coaches in Institut Gestalt

Barcelona (cityhall) – Keynote address on: Los retos en la promoción de la salud laboral en el siglo

XXI. Premi Ignasi Fina de salut laboral. Ayutamiento de Barcelona Plaza St jaume (Salon de Ciento). October, 3rd, 2013.





Joaquim Forn i Chiariello
Primer tinent d'alcalde

Es complau a convidar-vos a l'acte de **Illiurament del premi Ignasi Fina de Salut Laboral 2013**. En el decurs de l'acte el senyor Simon Dolan, doctor en Psicologia Organitzacional i titular de la càtedra El Futur del Treball a ESADE, pronunciarà la conferència "Els reptes de la salut laboral a l'empresa al segle XXI".

Tindrà lloc dijous 3 d'octubre, a les set del vespre, al Saló de Cent de l'Ajuntament de Barcelona, plaça de Sant Jaume, 1.



Lima (Peru) – 9-10 of September 2013. Certification of 40 coaches por la Universidad del pacifico, Escuela de Post grado

Lima (Peru) 11 of September 2013 – Conference on: Pasión, valores, el bienestar y la rengeneración de la cultura organizacional, Conferencia principal en la semana de liderazgo y gestión del talento. Universidad del Pacífico, escuela de post grado.

Lima (Peru) – 13 de septiembre. Conference to 200 top managers of Continental –BBVA en Peru on the challenges of managing people in the XXI century.

Sevilla (Spain) – Keynote address in the annual meeting of the Spanish HR Association meeting (AEDIPE) Major theme: "La tercera R-evolución: El papel de las Personas" Del 3 al 5 de octubre de 2013. Specific talk on: "*Sobre Liderando, valores y la R-Evolución*" (with Marta Williams)



Andorra 9 of November 2014 , Keynote speech to the 13th EFE forum to the Empresa Familiar andorana – “Cap a un nou paradigma global en la gestió de les empreses i del treball. Oportunitats i riscos per Andorra”

Montreal, Ritz Carlton (February 5th, 2014) – Talk to ESADE Alumni and other invited guests on: **Warsaw, Poland.**, a talk to about 250 entrepreneurs on The Future of work choices and determinants , during the IVth Research Conference: Future of Entrepreneurship, which will be organized on the 9th of December 2014 (Video in: <http://mediarom.org/files/box/hdGXupHFB-w/prof-simon-dolan-future-of-w.html>)

Barcelona (ESADEFORUM) (13/10/2014) - a talk on “Reflections on the future of work and the new concept of Talenting”.

Rabat (Morocco) (12/12/2014) - a talk to a dozen of African executives on the new world of work and management in tomorrowland.

Munich (Germany) (8/1/2015) - a talk to ESADE Alumni Chapter in Munich on 'Challenges in leading, coaching and managing people in Tomorrowland'

Jerusalem (Israel) (20/1/2015) – A short workshop to the Israeli Avcademy of Air Defence officers on Coaching by Values. Held at the premises of the Hebrew University Jerusalem Campus.

Tel Aviv University – Israel (21/1/2015) 'A half day workshop on Coaching by values to the senior officers of the Israeli Prison systems

London (UK) – (2/2/2015) 'Challenges in leading, coaching and managing people in Tomorrowland'.



A Glimpse into the Future of Work,
delivered by Simon L. Dolan

February 5th

Talk to ESADE Alumni Executives, at

Barcelona (spain) (11/2/2015) Participate in the Inspire event - theme: what can we learn from science about the concept of happiness?

Barcelona – Spain ESADE , a talk to about 120 people on , Alumni on April 9th (Barcelona) 'How can a start-up ensure a fruitful relationship with its mentor? A look at competence, values and relationships based on trust'

Barcelona (Gestalt Institute) – 13-14 of March, 2015). - 2 days workshop on Leadership managing and caching by values. About 17 trainees.

Rabat (Morocco) 17 of April 2015. Training a group of African Executives on behalf of the World Bank.

Barcelona – ESADE Forum. 23-25 of April 2015 – Organization and delivery of keynote speech at the 1st world congress of spirituality and Creativity in Management. . About 300 participants.

Barcelona (ESADE-Creapolis) – delivery of an ICF 2 days Coaching by Values Certificate. About 20 trainees were involved.



Estoril (Portugal) 20 of May 2015) - one of a keynote roundtable address on future of Education

Gdansk (Poland) (29/5/2015) Delivering a keynote address to Innocity annual Conference in Gdansk ,



Dublin (Ireland) (6-7 of June) International Certification of Coaches by Values.

Guadeloupe (Caribbean island) (15-16 of June 2015) International certification of Coaching by Values about 18 trainees.

Guadeloupe (18 of June , 2015) – delivering a keynote speech at the house of deputies

Barcelona (ESADE Club) - March 2015 talk about: ¿Cómo establecer una relación provechosa entre mentor y mentee? Un enfoque sobre la competencia, los valores y las relaciones de confianza



London (UK) - Challenges in Leading,
Coaching and Managing People in Tomorrowland. Talk to ESADE Alumni at: Goldman Sachs.
Peterborough Court

Munich (Germany) - Challenges in Leading, Coaching and Managing People in Tomorrowland. Talk to ESADE Alumni at

Sopot (Poland) – keynote address to about 600 executives on: Dlaczego rozmawiamy o Liderach (On leading, leaders & leadership in Tomorrowland). IV Międzynarodowa Konferencja INNO3city , Arena Liderów, May 29, 2015 Hipodrom, Sopot

Jerusalem (Israel) . an intensive seminar to Israeli Airforce Cadets on: Challenges in Leading, and Managing People & Organizations in Tomorrowland. January 19, Hebrew University, 2015. (in Hebrew)

Tel Aviv (Israel) – a half day symposium to Israel Prison senior Officers via LAHAV (Tel Aviv University) on: Leading, and Managing People in Tomorrowland (in Hebrew). January 20th, 2015

St. Gallen (swiss) – Keynote lecture to senior executives in the retail industry on: A glimpse into the future of work with special emphasis on the retail sector). Place: Migros Private Guesthouse) November 15, 2015

Helsinki (Finland) - Half a day tseminar to about 400 alumni of AALTO university, as part of AALTO Annual executive summit on: Future of Work - A Journey of Leadership Transformation, August 22–26, 2016

Brussels (Belgium) - a lecture to ESADE Alumni on Challenges in managing people in

Tomorrowland, The Hotel Brussels.



Universidad Rafael Landívar (Guatemala) - Executive Breakfast talk on : LAS NUEVAS COMPETENCIAS PARA EL LIDERAZGO DEL MAÑANA (28-7-2016)

Universidad Rafael Landívar (Guatemala) - Workshop and Certification of coaches by values .



Barcelona (Spain) - Keynote address on: EL MANAGEMENT POR VALORES in IX EDICIÓN DEL SEMINARIO SPORT CULTURA BARCELONA "EL ÁNGULO HUMANO DEL MANAGEMENT"

Osaka (Japan) – Keynote talk in Kindai University on: Managing people in TOMORROWLAND: The Imperatives of Creation and Innovation (December 7, 2016)



日時: 2016年12月7日(水) 14:50~16:20

場所: 経営学部21号館8階会議室

お問合せ: icmi@bus.kindai.ac.jp 06-4307-3046

講師: Prof. Simon L. Dolan (スペインESADEビジネススクール教授)

演題: 明日のマネジメント—創造とイノベーションの必要性

講師略歴:



Barcelona (Spain) - Keynote address in Valkiria WWI Summit on : Managing people in Tommorowland: The Imperatives of Creation and Innovation (24-25 of November 2016)

Oxford (U.K.) – 4 days training of senior executives in the retail industry on : Leadership in Tommorowland: Leading in the digital age. June 2016



Quebec City (Canada) - One of the keynote address to the 2016 International Summit of Cooperatives, on: Work in the Digital Era – Are We Ready for the



Future?



Barcelona (Spain) - Talk in Felicia Coworking to coaches on: Leadership and Coaching by values (January 30, 2017)



Madrid (Spain) – Lecture in Expocoaching on : El ADN de los Valores: El papel del coach en reducir la incongruencia entre los valores de su cliente (about 200 participants)



San Sebastian (Spain) -

Annual Meeting of Kids & US. Talk about: Leading, Managing and Coaching by Values. (about 800 participants) . June 2017



Trieste (Italy) - Master Class on : Leadership and Innovation by values: A Journey into the Future of Work. Trieste - Universita Degli studi , 26 of May 2017



Barcelona (Spain) – Talk to the **World Economic Forum** – The Glonal Shappers community on: Work in tomorrowland - future of Jobs, and beyond. Espacio Numa Pier 01. March 21, 2017

Oxford (UK) - Training a Group of senior executives in the retail industry on on Leading by values . June 29, 2017.



Barcelona (Spain) - Barcelona BIZ - Moderating a sesión on Innovation Shift . FIRA of Barcelona. 31 of May 2017



Barcelona (Spain) Valkiria Event - Moderating asesion on Intuitive Leadership . June 2017.

Barcelona – ESADE – Moderating a sesión with Anne Tsui for ESADE scholar community on June 12, 2017

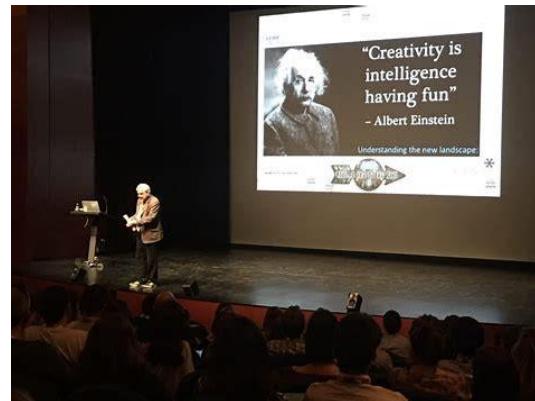
Oxford (UK) – training a group of senior executives on Leading by values. June 29, 2017



Ifrane (Marocco) . Seminar on Leading by Values to personnel of the Al Jawen University. July 25 2017

Barcelona (EPAC) 26 de septiembre 2017) Valors com a gestió del lideratge –

<http://eapc.blog.gencat.cat/2017/09/26/valors-com-a-gestio-del-lideratge-simon-dolan/> (video :
<http://eapc.blog.gencat.cat/2017/09/26/valors-com-a-gestio-del-lideratge-simon-dolan/>)



Bogota (Colombia) Universidad de los Andes. 12 of September 2017

Friday Talent Talk (Bogota) - El futuro del trabajo 27 October 2017

<https://www.youtube.com/watch?v=mdXCI0Dt5Mc>

<https://www.youtube.com/watch?v=mdXCI0Dt5Mc>





Barcelona (Valkiria 2017)
Lanzamiento de Liderazgo
Emocional

Barcelona (Biz Barcelona , 31 of May 2018) Liderant pels valors per a les generacions futures y Las cinco habilidades para ser empleable en 2030



Los expertos [Simon Dolan](#) y [Xavi Olba](#), miembros de la Comunidad de Innovación de [Valkiria](#), analizan qué tipo de capacidades serán necesarias de cara a obtener un empleo en el futuro. El mundo digital, virtual y globalizado marcarán el tipo de competencias necesarias para los trabajos del mañana.

<http://www.workinnovationbarcelona.org/2018/07/02/las-cinco-habilidades-para-ser-empleable-en-2030/>



Italy 3 cities tour (February 2018 - Italy)

Florence, Torino & Milano - 5-7 of Talking about the future of Work

VENTAS TERMINADAS

Valor tus Valores?

Firma de libros 'Liderazgo, Dirección y Coaching por valores' y 'Valores: la brújula para personas y organizaciones de futuro' a cargo del Profesor Dr. Simon Dolan en conmemoración al Día de Sant Jordi.

- Presentación juego de El Valor de los Valores
- 23 de Abril 16h a 20h Valkiria (C/Pujades, 126 - Barcelona)

Más información e inscripciones en: www.valkiriahubspace.com

Barcelona (Valkiria April 23, 2018 St Jordi) ¿Tienen Valor tus Valores? con Simon Dolan en Sant Jordi

Masterclass Wrap-Up

SIMON DOLAN
President and Chair of the Board of Trustees
GLOBAL FUTURE OF WORK FOUNDATION

Sitges- Spain (8-10 of June) – European HRC meeting , HR Master Class – Going Beyond.



Elche (12-13 of June, 2018) Rumbo a la empresa del futuro



Madrid Caixa Forum (14 of June 2018) Rumbo a la empresa de futuro – VALORES LA BRUJULA INTERIOR.

Oxford University (29 of

June, 2018) for St Gallen Executives in the Retail Sector.

Leading by Values: new competences for new era.



Trieste (Italy 1-4 of July 2018) Isswov XI bi annual meeting . Keynote address: Leading by Values: Revisiting and proposing a new set of competences for succeeding in the new landscape of work

Milano (7 of July 2018) Coaching by Values Master Class)



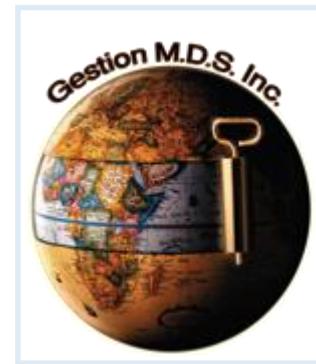
TBA add activities for 2018-2020

Simon L. Dolan: March 2020

A sample from a series of short video clips on the impact of Values and other outcomes



*Simon Dolan and Gestion M.D.S. is dedicated to help people
and organization succeed in the new landscape of work*



PROFESSIONAL AND CONSULTING EXPERIENCE

PRESIDENT AND CEO, Gestion M.D.S. Management Inc. (GROUPE GESTION M.D.S INC.) –
Montreal, Canada

www.simondolan.com

Consultant to numerous local, national and international firms and unions in various areas of human resource management, occupational stress and health enhancement as well as culture reengineering and coaching. Consulting begun in 1979. The company engages a number of senior consultants (i.e. Professionals holding Ph.D's, M.D.s and MBS' s degrees). The main office for M.D.S. is in Montreal, Canada: Office satellite exist in W. Africa, Europe (Barcelona) and in the Middle East (Israel). Ongoing joint ventures include the following 10 pillars:

1. **Groupe Canadien MDS** – MDS Joint Venture with MDS Project (homepage in French): www.groupemds.com
 2. **The Israeli Values Center** (Home page in Hebrew): www.values-center.co.il
 3. **MDS- Despertat** (joint operation with David Alonso and colleagues) - Coaching and training certificates, products sales, and other options (in Spanish – Spain and LATHAM) and shortly new services throughout the world to be announced.
 4. **MDS venture with Limbika for the development of APPs:** Example : **Values4Kids** (check in Google store)
 5. **MDS Gamification (includes, games, APPs, Tales, etc.)** www.learning-about-values.com
 6. **Ad Hoc Joint Ventures with Delivering Delight – Avi Liran (Asia) –** www.deliveringdelight.com; with Phill Harel (Australia); with Paola Valeri – Coaching by Values Italy (www.coachingbyvalues.it);
 7. **MDS joint Venture with the Global Future of Work Foundation (GFWF) -developing online software, tools and gamification.**
 8. **MDS joint Venture with Mario Raich and Magnus Magnus Karlsson in e-Merit Academy (eMA)** (www.emeritacademy.com)
 9. **MDS joint venture with Valkiria Hub Space in Barcelona as an innovation ambassador**
1. **GROUPE CANADIEN MDS** is dedicated to training executives in West and North Africa and prepare them to be successful in the new world. 99% of all activities are conducted in French, and over 80% of all training activities are financed by the World Bank. The activities are lead and managed by **Dr Adnane Belout** the president of this division (Email: mds@videotron.ca)





2. **THE ISRAEL VALUES CENTER** is a training and consulting site for training, certifying and selling products in Israel. It is managed by **Mr Avishai Landau.**, but has on its staff some of the leading coaches in Israel like Dr. Anat Garti. Email: mbv.org@gmail.com

3. GESTION M.D.S. AND DESPERTAT ARE DELIVERING COACHING TRAINING & CERTIFICATES , LEADERSHIP SEMINARS AND CERTIFICATES (BOTH ON SITE AND ONLINE .

Our unique product, "Coaching by Values" is a joint certified program by MDS and the International Coaching Federation (ICF) . The web site of coaching by values (in Spanish has all the information about the services and the products. See: www.coachingporvalores.com . or www.leadershipbyvalues.com . We are building a coaching by Values and leadership by values Communities world wide.

CoachingxValores*

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Los valores por delante
Al fin y al cabo, son lo más importante

Integridad | Contribución | Creatividad

LeadershipbyValues*

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LeadershipbyValues*
The first leadership diagnostic tool based entirely on Values

stress and managing it
Educational card game

MDS GAMIFICATION (GAMES PRODUCTS)

Spain, Singapore and many other coun tool "the Values of values" , several new Stress Map card tool, . For more inform [values.com](http://www.values.com) and in www.simondolan.co



Mapping your stress and focusing on managing it
Educational card game

Developed by
Simon L. Dolan & Avishai Landau
with
Anat Garti & David Alonso

March 2020



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Simon L. Dolan & Avishai Landau
with
Anat Garti & David Alonso

Last update: March 2020

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- MDS venture with Limbika hs developed its first APP called Values4Kids . Available in Google shop (free) for the Androide and soon back on te IOS tablets and phones.

Search Android Apps ▾ [?] Help

Values4kids. The APP of The Values of Values
GESTION M.D.S. INC.

Values4kids is the APP of Value of Values game. Kids get fun and learn values.

★★★★★

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<https://play.google.com/store/search?q=Values4kids&c=apps>

- MDS is also the principal sponsor and co founder of the Global Future of Work Foundation. (est. December 2016) . The Global Future of Work Foundation aims to help business and governments around the globe to prepare the workforce of the future for a sustainable world by detecting and predicting trends and paradigms for successful transformation. More about this not for the profit entity at: www.globalfutureofwork.com

6.

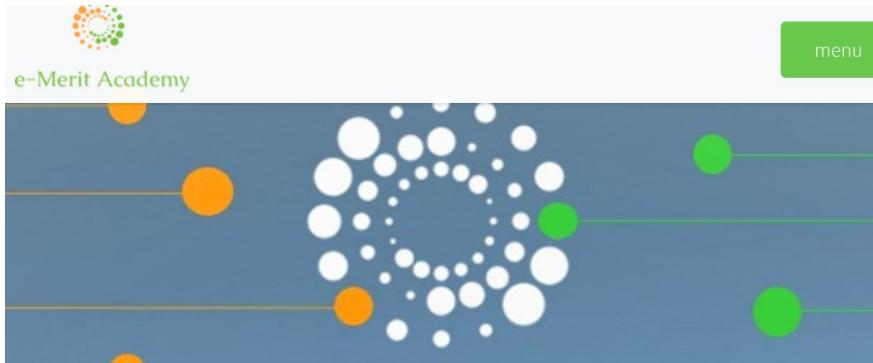
GLOBAL FUTURE OF WORK FOUNDATION

GLOBAL FUTURE OF WORK FOUNDATION

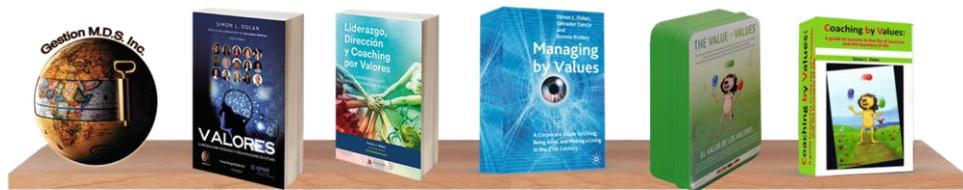
DOWNLOAD BROCHURE

- MDS co founded e-Merit Academy – It offers an innovative personalized Executive Talent Development, which is also linked to corporate development. It is a breakthrough in its field and called: Collateral Talent Development. It is a new framework that helps talented executives and their firms deal with the new landscape that is shaping up due to the transformation based on digitalization, virtualization, and Globalization. It opens an important path towards the new world of Cyber Age. For more information see.

<http://www.emeritacademy.com/>



And finally, remember - The flagship product of MDS is its card game/tools, that currently is available in 18 languages



MDS corporate clients – Sample only

A

PARTIAL LIST OF CLIENT ORGANIZATIONS BY COUNTRY:

France – Belgium - Germany



SPAIN



Canada



Lithuania and Greece



- ✓ Stress Management Diagnosis & Intervention Programs
- ✓ Organizational Design
- ✓ Climate & Satisfaction Surveys
- ✓ Psychological Assessment & Managerial Assessment
- ✓ Health enhancement programs
- ✓ OD and Quality of Working Life Projects
- ✓ Crisis Management
- ✓ Executive, Professional and Supervisory Training
- ✓ Assessment Center
- ✓ Expert witness on stress and burnout
- ✓ Performance Enhancement Programs
- ✓ Human Resource Audits
- ✓ Cultural redesign
- ✓ Senior executive coaching
- ✓

CONSULTING PROJECTS COMPLETED: (FEW EXAMPLES)

- Organizational Strategic Development (i.e. Bombardier; Kruger; St- Justine Hospital - Canada)
- Management Diagnosis/Audit & Intervention Programs (Syscor Inc.; Kruger Fine Paper Division;- Canada)
- Climate, Satisfaction and Performance Analyses (Consolidated Bathurst - Forestry Division; Royal Lepage- Canada)
- Psychological Assessment and/or Managerial Assessment (Medisys; Fed. Caisse Populaires; Mertopolitan Gaz)
- Assessment Centers (Canadian Arm Forces; Israel Defence Forces)
- Executive & Professional Training (Kruger; McGill Management Institute; CIREM, Tabacalera, CASA)
- Supervisory Training (Novotel; Douglas Hospital)
- Training African Managers (Casablanca, Montreal, many countries in W. Africa)
- Compensation Audit and Analysis (COGENA Inc., Hydro-Quebec, Kraft Foods)
- Human Resource Planning and Job Analyses (Canadian Pulp & Paper Industry; C.T.C.U.M. ;)
- Organizational Design & Restructuring (Kruger -Place Turcott; Nornada Minerals)
- Organizational Development and Implementation of Quality of Working Life Projects (Kruger - Newsprint Plant in Three Rivers; Stone Consolidated Bathurst; Syscor)
- Developing staffing policies & procedures (Squibb Inc.; Bank Hapoalim)
- Developing Health & Safety Programs (APSAM; RCMP; Montreal Brotherhood of Policemen).
- Crisis Management Interventions (Kruger; Montreal Trust; BCE;)

- HR Audits (Jewish General Hospital; Quebec Hospital Association -AHQ; Kruger Place Turcot plant)
- Team Award and TQM (Bell Canada; Kraft Food)
- Shift Work impact on Health & Safety (Quebec Federation of Police Officers; Quebec Federation of Medical Residents)
- Stress Diagnosis & Stress Management (Montreal Regional Health Board; Arthur Anderson; Quebec Association of Crown Attorneys; Fedearation des Caisse Populaire Desjardins: telefonica-Brazil)
- Managing By Values and culture reengineering (Group SAGESSA, Telefonica, Banesto, Seat, (Spain) ; ABQV, Laborfit –Brazil; Group SONAE , Group Pestana, BCSD , Bial, Edifer –Portugal); TECSUP – Peru; Telefonica –Spain , Gas Natural – Middle East and E. Europe: tasty food Pepsico, Teva,)