Organizational Culture Assessment Based on a Values-Based Coaching Program for Strategic Level Employees: The Case of GEDEME, Cuba

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Abstract

To improve organisational performance, it is crucial to cultivate an environment and culture that, through shared values, attitudes, behaviours, and sentiments, enables all employees to feel comfortable in performing their work. This represents a recognised gap within the current Cuban business context. Drawing from identified challenges and the introduction of a values-based coaching programme at the state-owned company GEDEME to address this gap, the aim of this study is to evaluate the impact of the values-based coaching programme (CpV) on organisational culture among both tactical and strategic employees within GEDEME. The research adopts a mixed-methods design. On one hand, the non-parametric McNemar test was utilised to assess before-and-after differences, while a case-study approach facilitated the exploration of specific questions, such as identifying the values actually practised beyond those outlined in the formal business plan and understanding the extent and nature of value shifts following the implementation of the coaching programme. The results confirmed the primary hypothesis: the values-based coaching programme at GEDEME had a positive effect on employees' perceptions of organisational culture, resulting in a substantial increase in the number of values both practised and perceived by its members.

Keywords: Values-based coaching, Organisational culture, Employee perceptions, Mixed-methods research, Cuban business context

Introduction

A persistent challenge within Cuban organisations today hinders the attainment of strategic objectives: a weak organisational culture characterised by a lack of shared values among most employees, which negatively impacts both workforce morale and organisational outcomes. Over the past two decades, the Cuban government has committed to implementing business improvement programmes spanning technical areas such as finance, accounting, and specialised engineering consulting, as well as broader initiatives like management development and organisational climate enhancement. However, these efforts have yet to be sufficiently reinforced or prioritised, as many organisations have articulated values but struggle with alignment in practice. One such initiative involved the application of modern methodologies that could benefit a broad range of Cuban organisations through formal learning and training (Apaolaza Llorente, 2018).

Building on the perspective of Legorreta-Rojas and Trejo-Amador (2024), which highlights the importance of aligning personal objectives with organisational goals to foster a committed workforce, the Cuban government has adopted the CpV in several organisations. Introduced formally in 2012, CpV has evolved into a practical framework for instilling values in individuals and teams, rather than merely a theoretical approach. Recognised by the International Coach Federation, CpV now

offers a variety of courses and workshops to trainers and managers globally, providing certification in this methodology.

According to Cardona et al. (2022), the objective of CpV is to cultivate values that align with organisational goals, promoting personal coherence within the organisational context. This innovative coaching approach addresses the need to integrate values into corporate management. CpV is a tool capable of rapidly transforming team performance and aligning it with organisational objectives. It facilitates adaptation to change, mobilises individuals' values and commitment—towards themselves, others, and their organisation—renews relationships, and enhances communication. This process encourages collaborative work and fosters the development of high-performance teams, functioning as both a constructive and reflective process.

This research responds to a specific request from a Cuban technology company, Empresa Industrial para la Informática, las Comunicaciones y la Electrónica (GEDEME). The company's general director, in collaboration with other board members, sought guidance from the Centre for Management Techniques Studies at the University of Havana to address challenges related to the management of organisational values. GEDEME is a socialist state enterprise operating under the Organización Superior de Dirección Empresarial (OSDE) Grupo de la Industria Electrónica, la Informática, la Automatización y las Comunicaciones (GELECT) within the Ministry of Industries. The company is headquartered at Prensa Latina and Callejón de Andrade, km 1 ½, Marianao municipality, Havana province. GEDEME employs a total of 508 individuals, with 83 staff members in General Management, while the remaining employees are distributed across various Unidades Empresariales de Base (UEBs).

This topic is both timely and aligned with national priorities that aim to enhance the management subsystem within labour organisations, a crucial requirement for ensuring the nation's economic sustainability. The Economic and Social Policy Guidelines underscore the importance of prioritising actions that promote organisational effectiveness and human development within the workplace. Consequently, this study directly supports objectives vital for the country's future. The anticipated scientific outcome was to assess the practical value of the CpV programme, with the potential for its broader implementation across other Cuban state-owned enterprises. The feasibility of this proposal is demonstrated by its successful application in an organisation addressing a specific need, with evaluations indicating positive impacts. Moreover, the research is replicable, offering a methodological framework set within a context of organisations that share similar conditions to those studied.

Literature Review

Research conducted in Cuba over the past two decades highlights significant gaps in

the management of shared values and the prevalence of a weak organisational culture across most public and private entities (Chaguaceda & González, 2015). This issue is evident at GEDEME, where the proposed methodology was applied and evaluated. The concept of "organisational culture" emerged in the 1980s, as scholars and business leaders began to embrace the ideas of Díaz Hernández et al. (2018). It underscores the notion that values hold meaning only within a cultural context that provides an axiological frame of reference. Cancino Cancino and Mellado Yáñez (2024) define organisational culture as a set of fundamental assumptions created, discovered, or developed by a team as it learns to address its challenges related to external adaptation and internal integration. These assumptions are sufficiently influential to be considered valid, and, as a result, they are taught to new members as the accepted way of perceiving, thinking, and feeling about these challenges. For effective integration and commitment, it is crucial that groups share a common language, interpersonal norms, and values (Lagoa Leitão et al., 2024).

Values, as an essential element of culture, form the socio-psychological foundation of an organisation's formal structures. They breathe life into various organisational processes, such as productive or service activities, technology usage, power hierarchies, structures, and procedures. Their presence is constant, influencing daily processes, decision-making, and planning. Consequently, it is vital to align organisational values with the strategic direction of the organisation. Individuals will only engage with these strategies when they perceive them to resonate with their personal beliefs and aspirations (Santos Chagas et al., 2024).

The notion of organisational culture is fundamentally centred on the shared and concurrent values upheld by members of a formally structured organisation, with a key emphasis on these shared values. From a business perspective, Arévalo Martínez et al. (2022) conceptualise values as a form of strategic learning that tends to remain relatively stable over time, positing that one course of action is deemed preferable to another in the pursuit of desired outcomes. Ribeiro Correia and de Faria Bilhim (2017) define organisational values as principles or beliefs that are linked to the organisation's goals, which guide organisational life and serve the interests of individuals, collectives, or both. These values guide the organisation's direction and inspire its members on both an individual and collective level.

According to Agustín Perez (2022), values play a pivotal role in shaping organisational identity, setting a company apart from its competitors within both society and the market. This differentiation is derived from a hierarchy of values, where the organisation distinguishes between primary and secondary values (Arreola-Bravo et al., 2022). Campos et al. (2020) argue that organisational values must be an integral part of the strategic plan. These values should be explicitly stated and effectively communicated to employees to ensure their continuous presence within the organisation. Ortiz-de-Guinea-Ayala et al. (2020) define organisational values as

preferences for certain behaviours over their opposites, aligning with both explicit and implicit norms embedded in the organisational culture. The same author further asserts that "one of the few management tools capable of unifying people, regardless of their diversity, is the set of values that have been previously agreed upon."

In summary, values form the socio-psychological foundation of an organisation's formal structures, imbuing meaning and vitality into various activities such as productive and service operations, technology use, power hierarchies, structures, and procedures. In relation to the application of CpV, Salazar et al. (2017) explored its impact as a training strategy for sales personnel within the Mexican hotel industry. They identified a positive correlation between the superior performance of the group that received coaching and the lower performance of the group that did not. Additionally, Hirtie (2024) conducted a study on the impact of coaching on the development of life skills among higher education students. In this study, 28 competencies were established for an experimental group, and the group's progress was assessed against a control group using a test-retest design.

Similarly, Medlock and Charura (2024) assessed the impact of group coaching on the development of self-regulation competencies in engineering students. They measured various competency components before and five weeks after the coaching program using a pre-test and post-test design. These studies share a common methodological approach, relying on before-and-after comparisons to detect changes, which aligns with the design of the present research. The first implementation of CpV in Cuba occurred two years after Ortiz-de-Guinea-Ayala et al. (2020) introduced the concept. This initial research was conducted within a company under the Cuban Institute of Radio and Television, aiming to develop a CpV methodology focused on values training for managers within Cuban organisations. In terms of advancing knowledge, this research proposes the implementation of the CpV methodology to examine its organisational impacts, adopting a similar approach to previous studies.

Methodology

A mixed-methods design was adopted for this research, defined as a process that involves the collection, analysis, and integration of both quantitative and qualitative data within the same study or series of studies to address a specific research question. For the quantitative component, the organizational culture assessment questionnaire developed by Moreno Basurto and Gallegos Arredondo (2023) was administered to a purposive sample of 15 employees at GEDEME, consisting of 5 individuals at the strategic level and 10 at the tactical level. The questionnaire aimed to determine the perceived type of organizational culture. A positive organizational culture was indicated by 51% or more positive responses, while 50% or fewer positive responses reflected a negative perception of the culture. The questionnaire was initially administered before the implementation of the Quality of Life (QoL) program in

January 2019, which lasted for approximately three months. A follow-up administration of the same questionnaire occurred in January 2020, nine months after the program's completion. This timeline was based on the findings of Salazar et al. (2017), who reported visible effects of a QoL program on organizational culture six months post-implementation. The results were validated using the nonparametric McNemar test, which was employed to assess "before and after" differences and to test the primary hypothesis.

For the qualitative component, a case-study approach was utilised, as suggested by Alonso-Sanz (2024), which facilitates an in-depth exploration of a specific phenomenon. Focusing on a particular case allows researchers to gather rich, contextualized data, providing a thorough understanding of the phenomenon in question. This approach considers the context in which the phenomenon occurs, which is crucial for understanding the interactions and influences of various factors. Contextualization was achieved through the following key questions:

1. What values are currently being practiced at GEDEME?
2. What values should be embraced to foster a new and improved organizational culture at GEDEME?
3. What strategies should be implemented to align individual values with team values at GEDEME?
4. What actions and plans should define the new organizational culture at GEDEME?
5. Based on the new organizational culture and values, what should the updated organizational philosophy (mission, vision, and values) be?

To address the research questions, session protocols and observations recorded by the coach were used as primary sources of information. The Coaching Cycle began with the Initial Contract stage, which included an initial diagnosis based on the quantitative results. The triaxial model was applied to track the evolution of values throughout the sessions. This model provides a methodological framework for managing values in individuals, teams, and organizations, ensuring their alignment with the strategic goals of the organization. A total of eight sessions were conducted on a weekly basis, each lasting approximately one hour, between January and March of 2019. The sessions were held in a private, interruption-free setting conducive to focused work. Attendance was generally high: the first, second, and final sessions achieved 100% attendance; the fourth session had 93% attendance; the third, fifth, and sixth sessions had 86%; and the seventh session had the lowest attendance, at 60%.

Results

The results are presented using the same mixed-methods approach outlined in the methodology, structured as follows: Table 1 displays the quantitative results, and Table 2 provides the condensed results matrix from the organizational culture survey

conducted at GEDEME.

1= Poor Organizational Culture
2= Good Organizational Culture

Table 1: Results of the Organizational Culture Questionnaire from the GEDEME Company

Participant	Before	After
1	1	2
2	1	2
3	1	1
4	2	2
5	2	2
6	1	1
7	1	2
8	1	2
9	1	2
10	2	2
11	1	2
12	1	2
13	1	2
14	2	2
15	2	1

Source: Author's Own Elaboration

Table 2: Matrix of Condensed Results from the Organizational Culture Survey Applied to the GEDEME Company

		After	
		Poor Organizational Culture	Good Organizational Culture
Before	Good Organizational Culture	1	4
	Poor Organizational Culture	2	8

Source: Author's Own Elaboration

Statistical Hypotheses

H_o: The CpV program DID NOT PRODUCE significant changes in the perception of the organizational culture of the Cuban state-owned company GEDEME

H_1: The CpV program PRODUCED significant changes in the perception of the organizational culture of the Cuban state-owned company GEDEME.

Confidence Level: 95%

$$X^2= \llbracket(\mid A\text{-}D\mid \text{-}1)\rrbracket^2/(A+D)$$

$$X^2=5.44$$

$$gl=(r\text{-}1)(k\text{-}1)$$

$$gl=1$$

Magnitude of the critical value in the distribution table with 1 degree of freedom:

$$X^2=5.024$$

$$X^2=5.44 > X^2=5.024$$

Therefore, H_o is rejected, and H_1 is accepted, indicating that the CpV program led to significant changes in the perception of the organizational culture at the Cuban state-owned company GEDEME. On the other hand, the results of the qualitative component are presented for each of the eight CpV sessions implemented at the GEDEME company.

1st Session: The Coach Conducts a Values Audit of all Team Members

In the first meeting, the general framework was established, and terms and rules for group work were defined. These were the result of a group agreement and were to be followed in all subsequent meetings:

1. Not dissociating ourselves or allowing ourselves to be interrupted or using cell phones.
2. Making the most of this space; we are here to learn.
3. Being willing to change.
4. Being disciplined about attendance and respecting schedules.
5. Knowing how to listen to and respect the opinions of others.
6. Letting good ideas prevail.
7. Recess with snacks provided by management.

The coach began with a brief theoretical overview, establishing a common language and shared understanding of key terms such as values, their classification into ethical, practical, and developmental types, as well as personal and organizational values. This was essential for the current and future sessions. During this meeting, an audit of team members' values was initiated. Two tasks were assigned: first, each participant identified their own preferred values at work; second, they identified the values they typically observed in others' workplace behaviours. This process allowed each coachee to compile a list of "preferred values" and a list of "assigned values," enabling them to contrast their own perceptions with those of the rest of the team regarding the

values they express daily as managers and members of the company's Board of Directors. Table 3 displays both lists of values for each coachee.

Table 3: Lists of Preferred Values Assigned by Each Coachee

Coachee	Preferred values	Assigned values
1	Commitment, Loyalty, Honesty, Simplicity, Unity, Fairness, Openness, Respect, Confidence, Consistency	Persevering, Credibility, Demanding, Persistence, Persistence, Imposing, Confidence, Freedom, Perseverance Authority, Perseverance, Companion, Entrepreneur, Transparency, Leader
2	Responsible, Consist, Passionate, Honest, Simple, Companionable, Optimist, Loyal	Reliability, Intelligent, Commitment, Self-critical, Authority, Honesty, Austerity, Accountability, Responsibility, Communicative, Active, Insistent, Collectivism, Persistence, Persistent
3	Responsibility, Sincerity, Trustworthiness, Simplicity, Tolerance	Equality, Sociable, Collaboration, Flexible, Attentive, Benevolent, Simplicity, Solidarity, Friendly, Solidarity, Serious, Solidarity, Sincerity, sincerity
4	Responsibility, Honesty, Openness, Simplicity, Humility, Sincerity	Persistence, Organized, Responsible, Intelligent, Authoritative, Accountability, Willingness, Tenacity, Energetic, Euphoric, Tragic, Responsible, Willingness, Unity
5	Simplicity, Solidarity, Communication, Honesty, Respect, Humility, Tolerant, Tenderness, Trustworthiness, Integrity	Flexible, Operational, Self-controlling, Willing, Communicative, Fair, Affectionate, Communication, Servant, Collaboration, Friendly, Difficult, Consistency, Co-operative
6	Responsibility, Solidarity, Respect, Humility, Friendliness, Dignity, Curiosity, Harmony, Gratitude, Simplicity	Solidarity, Organized, Independence, Solidarity, Supportive, White, Listening, Persistent, Simplicity, Passive, Collaborative, Simplicity, Collaboration, Independence
7	Discipline, Commitment, Respect, Cheerfulness, Modesty, Collaboration	Trustworthy, Humane, Equal, Confident, Assertive, Respectful, Sacrificing, Collaboration, Cheerful, Friendly, Simplicity, Gentle, Calm, Tenderness
8	Sincere, Humble, Listening,	Sociable, Simplicity, Assertive,

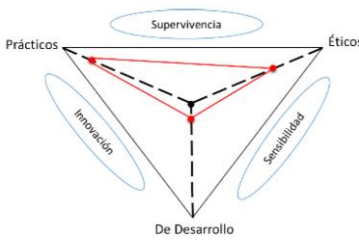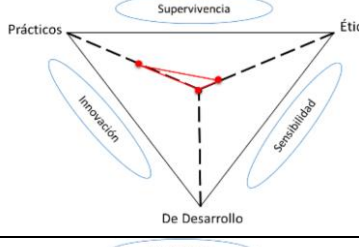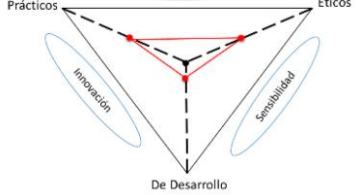|		
	Respectful, Communication, Caring, Responsible, Responsibility	Confidence, Respect, Humble, Sincerity, Calm, Simplicity, Simplicity, Simplicity
9	Firmness, Orderly, Responsible, Generous, Simplicity, Transparency	Persistence, Authority, Analytical, Security, Taxation, Taxation, Perseverance, Security, Complicated, Austerity, Austerity, Explosive, Fragile, Tenacity, Fairness
10	Responsibility, Respect, Honesty, Honesty, Sacrifice, Consistency, Sincerity, Commitment, Love	Respect, Responsible, Ethical, Straightforward, Honesty, Openness, Respect, Humility, Pessimistic, Struggling, Respect, Rationalism
11	Responsible, Demanding, Humane, Honest, Fair, Transparent, Respectful, Creative, Simple, Disciplined, Truthful, Tolerant	Integrity, Friendliness, Collectivism, Persevering, Understanding, Compromise, Respect, Equality, Dynamic, Simplicity, Companion, Arrested, Straightforward, Supportive
12	Humility, Honesty, Commitment, Consistency, Unity, Security, Hard Work	Perseverance, Humanity, Solidarity, Tolerance, Demanding, Sacrifice, Creativity, Enthusiastic, Enthusiasm, Crazy, Enterprising, Enterprising, Simplicity, Cheerfulness
13	Listening, Fair, Sincere, Professional, Practical, Optimist, Disciplined, Selfless, Example	Innovation, Demanding, Consistency, Enterprising, Affectionate, Perseverance, Confidence, Productivity, Mature, Straightforward, Sincere, Rationalist, Tolerance
14	Humanism, Sincerity, Friendliness, Responsibility, Simplicity, Innovation	Calmness, Creative, Confidence, Committed, Communicative, Professional, Productivity, Hardworking, Responsible, Enterprising, Sociable, Solidarity, Interest, Unity
15	Responsibility, Honesty, Consistency, Steadfastness, Sincerity, Interest, Initiative, Openness, Modesty	Confidence, Integrity, Intelligent, Responsible, Respectful, Reliable, Listening, Truthful, Controller, Honest, Selfless, Serious, Disciplined, Simplicity

Source: Author's Own Elaboration

At the end of the session, participants were encouraged to reflect independently on both lists and discuss them with close co-workers, subordinates, friends, and even family members. If new values emerged from these discussions, they were asked to bring them to Session 2 in a new "reflected values" column. This exercise aimed

to foster deeper reflection on personal and organizational values and promote meaningful dialogue about how these values are perceived and practiced in both individual and organizational contexts.
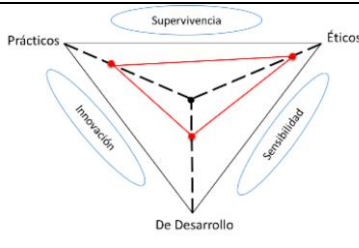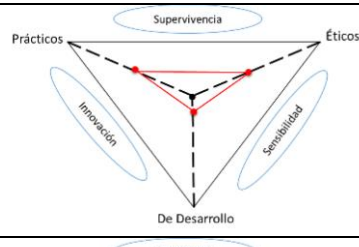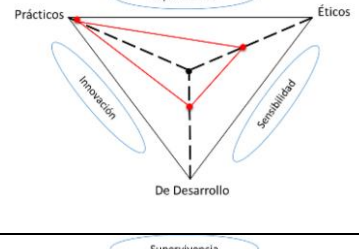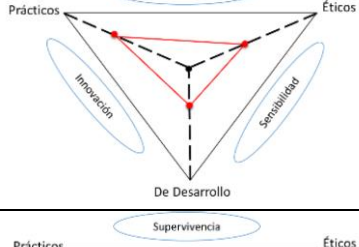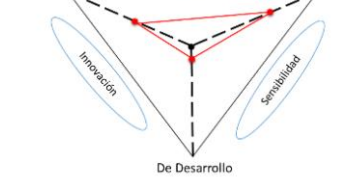
2nd Session: +Each Member of the Team Develops their Own Triaxial Model

In the second meeting, the triaxial model for each coachee was designed, starting with the list of final values identified in the previous exercises, which included preferred, assigned, and reflected values. These values were then classified into ethical, practical, and developmental categories. Following this classification, each coachee placed their values into the individual triaxial model. A conceptual moment was dedicated to defining and explaining the triaxial model and its role in aligning personal values with organizational goals. This exercise aimed to help coachees understand how their values could be aligned with the organization's culture. Table 4 summarizes the results, displaying the classification of each coachee's values and their placement in the triaxial model, which visually represented the relationship between personal and organizational values and identified areas for development and alignment.

Table 4: Triaxial Model of Each Participant

Coachee	Ethical Values	Practical Values	Development Values	Triaxial Model
1	Loyalty Honesty Simplicity Respect	Commitment Perseverance Confidence Authority Justice	Freedom	
2	Honesty	Responsibility Companionship Consistency		
3	Responsibility Simplicity Discipline	Honesty Solidarity Security	Entrepreneurship	

4	Responsibility Honesty Unity Openness	Persistence Energy Organization Simplicity Sincerity	Will	
5	Respect Sincerity Simplicity	Communication Solidarity	Self-Control	
6	Simplicity Respect Listening	Collaboration Responsibility Solidarity Curiosity		
7	Simplicity	Respect Discipline Commitment		
8	Openness Respect	Responsibility Reliability Simplicity		
9	Accountability Transparency Firmness Simplicity	Safety Order Perseverance	Austere Analytics	
10	Fairness Honesty Respect	Collaboration Discipline Coherence		

11	Humanity Simplicity Respect Discreet Tolerant	Responsibility Discipline Honesty Truthfulness	Creative Persevering	
12	Humanity Commitment Sincerity	Humility Constancy Perseverance	Enthusiasm	
13	Listening Justice Sincerity	Example Maturity Professionalism Safety Consistency Demandingness	Entrepreneurship Optimism	
14	Humanism Simplicity Sincerity	Responsibility Hard work Communication commitment	Professionalism Entrepreneurship	
15	Seriousness Simplicity Listening Honesty	Discipline Responsibility Openness	Responsibility	

Source: Author's Own Elaboration

3rd Session: The Team Discusses the Current Situation and Identifies the Values Manifested in the Current Team Culture

In the third meeting, the objective was to identify the values of the current team culture. To achieve this, the simulation game "Win Maximum Possible" was conducted, using the game dynamics to reveal team behaviours that participants then associated with the values and culture of their team. The game highlighted individualistic behaviour and distrust of others' successes. Each subgroup operated in isolation, neglecting the need for interconnection, collaboration, and mutual success. At times, participants broke agreements made during the game, and some attempted to form alliances against others. Statements like "This is a game, and we have to win, even if we have to set aside our values" reflected the competitive mindset. In contrast, some defended their behaviour by saying, "This is just a game, and in real life, we

aren't like this."

After the simulation, specific behaviours were discussed in detail, revealing underlying values. Many participants connected these behaviours to those observed daily within the team, noting how they hindered communication and a systemic approach to work between UEBs and functional areas. A follow-up exercise helped identify the values currently present in the team's culture. In the next session, these values, along with any new values that emerged during the individual reflection exercise, would be used to establish the management team's values. Table 5 displays the behaviours and values observed.

Table 5: Core Values of the Team Members

Values	Mentions
Responsibility	3
Persistence	3
Honesty	3
Individualism	3
Creativity	3
Respect Hard Work	3
Optimism	3
Leadership	2
Commitment	2
Simplicity	2
Consistency	1
Communication	1
Familiarity	1
Prepotency	1
Ambition	1
Innovation	1
Confidence Entrepreneurship	1
Austerity Humanism	1
Audacity	1
Assertiveness	1
Security	1
Practicality	1
Intelligence	1
Ethics	1

Source: Author's Own Elaboration

4th Session: Based on the Values Detected in the Previous Step, the Team Develops An Aggregated Triaxial Model of the Team's Current Culture

Following plenary reflections, the coachees reached a consensus and identified the following values as resonant with the current culture of the team: Honesty, Respect,

Responsibility, Commitment, Hard Work, Individualism, Persistence, Creativity, and Optimism. These values were classified as shown in Table 6.

Table 6: Values Resonant with the Current Team Culture

Ethical Values	Practical Values	Development Values
Honesty	Hard Work	Persistence
Respect	Individualism	Creativity
Responsibility		Optimism
Commitment		
Total: 4	Total: 2	Total: 3

Source: Author's Own Elaboration

Based on their classification, the coachees elaborated the current Triaxial Model of the team, as shown in Figure 1.
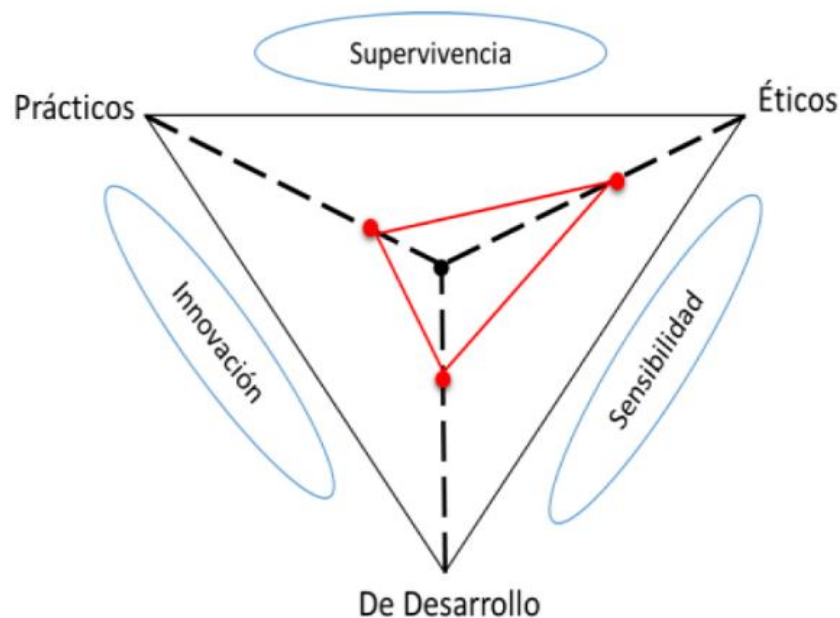

Figure 1: Triaxial Model of GEDEME Team

Source: Author's Own Elaboration

For the following week, participants were encouraged to reflect on the team's current values and their personal feelings about them. They were asked to consider the extent to which they felt satisfied with these values and whether they believed these values aligned with the objectives outlined in the organizational strategy.

5th Session: The Direction They Would Like the Team to Take Is Defined

The desired values for the new culture of the managerial team were defined as: Teamwork, Effectiveness, Innovation, Leadership, Commitment, and Trust. Table 7

below shows the definitions of these values along with their corresponding performance standards.

Table 7: Values Desired by the Team

Values	Ranking	Meaning	Performance Standards
Teamwork	Practical	Being aligned for the same result, feeling as a WHOLE that is the company. Working together, cooperatively, being responsible for each one's part but being committed to the overall result.	-Listening and Respecting Criteria -Making Collegiate Decisions -Evaluating all Criteria -Committing to the Group - Systematic Exchanges -Knowing Everyone's Opinion and Sharing One's Own -Searching for Collective Solutions
Effectiveness	Practical	Doing what is needed in the shortest possible time and with the highest quality, being efficient and effective to obtain positive results.	-Agility in Decision Making -Being Persevering -Searching for Creative Solutions -Reducing Response Times
Innovation	Development	Always looking for new ideas to obtain competitive and creative solutions when facing changes, based on a high level of preparation, training and professionalism	-Acting and Thinking Creatively -Developing Partnerships with Universities and Development Centres -Training -Being Open to Change
Leadership	Development	Being a cutting-edge company that projects a positive image. Being leaders is to be an example, to commit everyone to the fulfilment of the proposed objectives, based on respect and demand.	-Working with Quality -Involving Everyone in the Proposed Goals -Developing Confidence -Developmental Thinking -Being An Example -Being Consistent
Commitment	Ethical	Defending GEDEME at every moment and in every scenario, being willing to give one's maximum, demonstrating a	-Being Responsible with the Objectives Set, Understanding them and Making them Our Own.

		sense of belonging and willingness to be better every day.	-Having a Love for the Job and Being Reliable -Feel that the Company is Ours and Defending it. -Being Excellent in Our Work -Surpassing Ourselves Every Day -Facing Difficulties
Trust	Ethical	Believing in ourselves and in others, convinced that by interacting with each other, being honest, confident, transparent, empathetic and optimistic, we achieve our goals and offer security.	-Being Honest with Ourselves First. -Listening and Empathy -Fully Committing Oneself -Being Optimistic -Being Transparent -Serving People in a Humane Manner -Having a Say -Ensuring Quality in all Processes -Credibility, being Credible -Communicating Constantly -Never Betraying Ourselves

Source: Author's Own Elaboration

The Triaxial Model (Figure 2) is designed based on the final selected values, which are desired for the new team culture. This model will serve as a reference for the subsequent sessions, guiding the evolution of the team's values alignment with the organizational objectives.
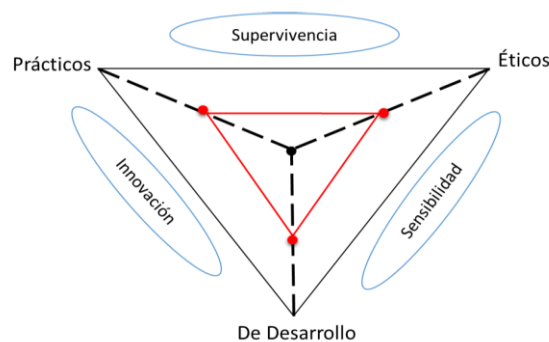

Figure 2: Triaxial Model with the Values Desired by the Team

Source: Author's Own Elaboration

As a result of this session, the coachees analysed the relevance of the current definitions of strategic values, including mission, vision, and strategic purpose. They proposed a revision in light of the strategic reflection process they were undergoing and decided to reformulate these categories as follows:

Mission: We are GEDEME, an organization within the Grupo de la Electrónica (Electronics Group), dedicated to contributing to the development of the country in the fields of information technology, communications, and electronics.

Vision: To become a high-performance industrial company in the fields of electronics, information technology, and communications, recognized for innovative thinking, quality, and sustainability of our processes. We aim to offer competitive products and services that ensure the satisfaction of the national market and target niches within the Latin American region.

Strategic Purpose: We are the industrial platform driving the development of information technology, communications, and electronics.

6th Session: The Coach Works Individually to Develop a Values Alignment Strategy

The meeting aimed to guide the development of strategies aligning personal values with the team's values, based on the new Triaxial Model. Participants reflected on their personal values and their alignment with the team's. While some felt aligned, others did not, yet all recognised the need to create strategies that resonate with the team's values for organisational decision-making. Due to time constraints, the work continued in four subgroups based on shared values, resulting in four strategies to align personal values with team values, as outlined in Table 8.

Table 8: Global Strategies for Aligning Personal and Team Values

Team Values	Strategies Subgroup 1	Strategies Subgroup 2	Strategies Subgroup 3
Teamwork	Listening to the criteria of everyone involved in the collective to achieve practical and efficient solutions	-Refrain from excluding criteria, consulting my opinions with the collective and participating collegially in decision making. -Systematic exchanges to listen to all criteria and seek solutions among all.	-Consulting with the team as a tool before making decisions. -Constant communication with the operational managers to enable

		-Being interested in the overall results in order to contribute to the desired results.	the most direct transmission of information and work results.
Effectiveness	Being agile in decision making, without neglecting perseverance and being effective in response	Devoting the necessary time to evaluating the situations through periodic meetings established in work plans, achieving agreements during these meetings that regulate compliance dates, continuing to use variants that resolve the situations created in the shortest possible time.	Working on eliminating each deficiency pointed out, complying with the agreed dates and achieving positive results in each task and proposed objective.
Innovation	Obtaining better solutions based on preparation, training and being open to change.	Applying the necessary changes according to the situations created without being afraid of them, opening the idea to creative solutions by listening to all initiatives, seeking support from other institutions and training according to the needs.	Working on the search for lines that enable integrating the institution in the development of information technology.
Leadership	Engaging everyone in the fulfilment of the objectives by involving them in the proposed goals, being coherent in what is wanted.	Being the first to carry out the tasks with seriousness and example, meeting with all those involved in the results to achieve their commitment.	Committing to all tasks, not only those of the UEB, but assuming those of all GEDEME with a sense of belonging.
Commitment	Demonstrating a sense of belonging, surpassing ourselves every day in the face of difficulties.	Continuing to increase our sense of belonging despite all adversities, striving for compliance to constantly surpass ourselves in order to	Striving to achieve each of GEDEME's work objectives and transmitting to each employee a sense of belonging

		defend our objectives, to face difficulties with the necessary transparency in defence of our institution.	in each task they perform.
Trust	Ensuring the quality and compliance of all management systems, communicating constantly.	Listening to and respecting everyone's criteria, acting with honesty, pledging our word with optimism and transparency through constant communication and the necessary dedication.	Allowing and respecting each other's work, not evaluating without listening to criteria and allowing interactive communication with staff and higher ups.

Source: Author's Own Elaboration

7th Session: Plans to Reinforce and Conserve the Proposed and Agreed Upon Culture are Discussed as a Whole

At the start of the meeting, the coachees collectively agreed to propose the values defined during the CpV sessions as organisational values for the new strategy, to be presented to the UEBs and functional areas. This unexpected outcome reflected the strong identification team members felt with the values, viewing them as aligned with the company's strategic direction. In response, the coach adjusted the seventh meeting's focus to developing an Action Plan for promoting and socialising these values, aligning them with individual strategies, and embedding them as tactical principles in line with the company's updated Mission and Vision. The Plan is presented in Table 9.

8th Session: Plan for Future Follow-Up

This balance meeting focused on reviewing the achievements from previous sessions and defining future follow-up steps. All participants agreed on the key immediate outcomes of the Values Coaching sessions:

- Redefining the company's strategic values
- Defining the team's tactical values
- Designing the Triaxial Model
- Defining the meaning and performance standards for desired values
- Formulating individual strategies for alignment with the team
- Developing an Action Plan to implement values

Table 9: Action Plan to Align Individual Values with Team Values

Values	Actions	Person in Charge	Participation By	Date	Indicators
Teamwork	Accept as a Whole Whether the Values of the Management Team can be the Shared Organizational Values	Director	All	05/02/2019	20%+1 of Present Votes
	Publish and Socialize the New Values	Dir of Organization	Business Dir	07/30/2019	Values Published in Showroom Web, Intranet
	Implement a Schedule of Visits to the UEBs for Each Work Section.	Sub Dir	HR Manager	Annual	100% of UEB Visited
	Clarification of Roles, Functions and Tasks and Duties of Team Members	Director	Dir Organization	September, 2019	100% of Members with Defined Roles
	Rotation of Roles and Tasks in the Members of the CD	Director	Adj. Dir	On all CDs	100% of Members Rotating
	Training for the Board of Directors on Teamwork Techniques.	HR Manager	HR Director	Monthly	70 % B 50 A 70% R -50% M
Effectiveness	Update the Company's Information and Documentation Flowchart.	Dir Organization	All	06/01/2019	2 Times a Year
	Certify the Quality of Products and Services	Dir Organization	All	12/01/2019	ISO 9000:2015 Quality Certificate
	Increase the Use of ICTs in the Entity's Internal Decision Making.	IT Manager	All	Systematically	70 % B 50 A 70% R -50% M
Innovation	Organize Exchange Meetings between GEDEME Development Specialists and Branch Specialists in Each UEB.	Dir Industry	All	Quarterly June/Nov June	70 % B 50 A 70% R -50% M
	Launch Joven Innova st	Esp B Industry Management	All	12/01/2019	Papers Presented at the ANIR Forum

	Establish an Open Day with the Universities.	HR Manager	Dir UEB and Technologists	March and October	Twice a Year
	Establish GEDEME's Innovation and Development Policy.	Dir Organization	All	12/01/2019	Manual by UEB
Leadership	Include in the Assemblies of Representatives Spaces for Reflection with Workers on the Values Identified.	Sect. Union	All	09/01/2019	% of Assemblies Held
	Establish a Measurement Mechanism for Customer Satisfaction.	Dir Business	Director	12/01/2019	Survey Designed
Commitment	Include the Defined GDM Values as Part of the Competency Profiles by Position.	Director GCH	Head of UEB and Officers	11/01/2019	% of Compliance
	Launch Social Media Campaign #somosGEDEME	IT Manager	All	July, August, September	-100% of Linked Accounts
	Morally Stimulate Workers with Permanence in the Company (5, 10, 20 and 30 Years or More).	Sec CTC	Sec of sections	04/24/2024	Annual, on the Labour Day of the Industry
Trust	Take Advantage of Events and Fairs to Promote GEDEME's Culture	Business Director	All	May 2019. February September /2020.	% of Business Concluded
	Implement the Quality Management System in all Subsystems of the Company.	Dir Organization	All	12/01/2019	Handbook by UEB

Source: Author's Own Elaboration

The coaches believe that by consistently aligning with the action plan, these values will evolve into shared company-wide values, guiding the strategic direction. It was agreed that coachees would monitor their individual strategies, with the coach available for follow-up meetings as needed.

Conclusion

The CpV program proved effective in driving organizational culture change at GEDEME, both qualitatively and quantitatively, and could be replicable in other Cuban organisations at the managerial level under similar conditions. Coaching was successful in integrating values into strategic management, overcoming the challenge of modifying behaviours and attitudes in experienced, high-ranking individuals. No significant differences were observed in performance or turnover based on hierarchical levels, with all participants contributing equally. Recommendations include incorporating new experiential techniques, deepening the development of principles, and focusing more on the ethical aspects of the coach-coachee relationship. Involving additional organisational stakeholders in impact assessments and systematising experiences with the methodology are also advised. Limitations included reduced participation and enthusiasm in the final sessions, likely due to peak workloads. For future research, applying the QoL program to operational staff with broader cultural and hierarchical diversity could help assess the effectiveness of coaching at the organisational level.

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