



How humanistic values can have a place in the financial business context.

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José Mariscal believes that the crisis we are going through is the first globalized crisis. It is caused by a lack of values. As the President of the International Christian Union of Business Executives (UNIAPAC), a worldwide Christian business association of around 35,000 members, he has been trying to reach UNIAPAC's targets related to managers training, the transformation of the company and of the business environment, and the contribution to the construction of a society that would be fairer and more humane.

UNIAPAC organises social training sessions for business players to achieve these objectives. The sessions aim at passing on knowledge and training managers, and helping them clarify the issue of wealth accumulation. They are told about elements necessary to help them make good decisions in the long term.

However, for UNIAPAC's representant, the main lever for change is about values. It is

a way of management that is based on values and focused on the individual, since he is both the origin and very purpose of economy. The core values are the respect for human beings' dignity, the common good, solidarity, and subsidiary. UNIAPAC also promotes social values: truth, freedom, justice, peace and happiness (willingness to build a better world).

A company has economic, societal and environmental needs to be met. To determine how to reach them, UNIAPAC designed a set of three main objectives: wealth creation and distribution (economic), life quality (societal), and ethics, truth and transparency (environmental). The company's stakeholders are not only its customers or consumers, investors and employees and their families, its suppliers, the government and the society as a whole; they are also the competitors and the future generations.

UNIAPAC recently came up with a new method combining these various elements in order to have a holistic understanding of Corporate Social Responsibility (CSR). It makes it possible to monitor various fields of action. Three different strategies are likely to be "tested upon" each player involved in the company: an economic one, a societal one and an environmental one. Of course, implementing these strategies is not a one-shot thing, but rather a step by step process, according to the priorities the company sets itself. CSR can only emerge from a strongly committed company and, especially, a



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deeply convinced senior management or entrepreneur. A regulatory framework is crucial, and it requires clear missions, codes of conduct and ethics. Eventually, a diagnosis of the pre-existing situation is essential before any change can be lead.

Progress has to be assessed. Some tools, such as balanced score cards, are told to be worth in some specific areas. However, it is essential to have values and principles and to be consistent when putting them into practice. Values have to be part of the company and its corporate culture and thus, to be respected. A strong culture is a key element for a company.