



FIG Working Week 2024

19-24 May

Accra, Ghana

Your World, Our World:
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Implementing Values by Setting Goals: What could Possibly go Wrong?

Dr. Mike McDermott

Ref #: 12579

TS07B: ESG-Valuation, Taxes and Economics

FIG, Accra, Ghana, 21 May 2024. Time: 5/21/2024

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Implementing Values by Setting Goals: What Could Possibly Go Wrong?

Truth Claim:

EVERYTHING WE DO COMES FROM VALUES FROM SOMEWHERE:

OUR OWN, SOMEONE ELSE'S, OR THOSE WE SHARE.

ALL OF THEM WILL DIFFER IN KIND, INTENSITY, AND THEIR
RELATIONSHIPS.

WE FIRST REASON FROM THEM, AND ONLY LATER, BACK TO THEM.





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Implementing Values by Setting Goals: What Could Possibly Go Wrong?

IF THEY ARE TOO MISALIGNED, THE ANSWER TO THE QUESTION IN THE TITLE OF THIS PAPER, PARTICULARLY WITHIN COMPLEX, WICKED AND CHAOTIC PROBLEM SPACES, MAY BE:
“ALMOST EVERYTHING”.





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Implementing Values by Setting Goals: What Could Possibly Go Wrong?

NB: EDITED CHAT GPT* PAPER SUMMARY IN INVERTED
COMMAS

“- Dr. Mike McDermott presents insights on the intricate relationship between values and goal-setting, drawing from axiology, behavioral economics, neuroscience, and ... valuation.”

* Bless AI's non-existent little heart.





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Implementing Values by Setting Goals: What Could Possibly Go Wrong?

“- Critique of past shortcomings in global development objectives and a call for a comprehensive approach to goal definition and attainment considering intrinsic, extrinsic, and systemic values.”

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Accounting for Intrinsic, Extrinsic, and Systemic Values: Intrinsic

“- Intrinsic values refer to personal fulfillment, passion, and satisfaction, driving individuals to pursue goals aligned with their core beliefs and interests.”

What is deeply meaningful to you?

Intrinsic values enfold meta-values like truth, goodness and beauty.

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Accounting for Intrinsic, Extrinsic, and Systemic Values: Extrinsic

“- Extrinsic values involve external rewards like recognition, status, or financial incentives, influencing behavior and goal attainment through tangible benefits.”

They are about implementation: useful for getting things done.

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Accounting for Intrinsic, Extrinsic, and Systemic Values: Systemic

“- Systemic values encompass broader societal, environmental, or cultural impacts, ensuring that goals contribute positively to the collective well-being and sustainability of the system.”

They are about getting systems to work.

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Integrating Intrinsic, Extrinsic, and Systemic Values

Truth Claim

Ultimately, the most important values are intrinsic values, the second-most important are extrinsic values, and the least important are systemic values.

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Challenges in Value Implementation

“- Balancing intrinsic and extrinsic values when setting goals can be challenging, as conflicting priorities may arise within an organization or team“, [and beyond them in the value-scapes of those implementing agencies and affected parties].

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GEOSA
General Authority for Surveying
and Geospatial Information





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Challenges in Value Implementation

“- Competently “translating abstract values into specific, measurable goals requires a deep understanding of individual motivations and organizational dynamics”.





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Challenges in Value Implementation

“- The complexity of aligning systemic values with actionable goals involves navigating cultural differences, power dynamics, and long-term sustainability considerations.”

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Critique of Past Development Strategies

“- Shortcomings include insufficient consideration of valuation's role in global development goals, hindering sustainable and holistic progress.”

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A New, Inter-behavioural, Developmental Paradigm

“- The new [values-based] paradigm advocates for a more holistic ... [valuation of what are currently considered] natural capital and externalities in decision-making processes to achieve sustainable development goals.”





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A New, Inter-behavioural, Developmental Paradigm

"- Addressing [relevant values] is crucial for aligning economic incentives with environmental conservation efforts, ensuring long-term prosperity and well-being for society."

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A New, Inter-behavioural, Developmental Paradigm

“- [From a values-based paradigm], development strategies can better address the interconnectedness of social, economic, and environmental systems, fostering balanced and resilient growth.”

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The Inter-behavioural Developmental Paradigm's Interdisciplinary Approach for Goal Implementation

"Drawing from multiple disciplines fosters a comprehensive perspective, enhancing the success rate of achieving goals aligned with values."

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The Inter-behavioural Developmental Paradigm's Interdisciplinary Approach for Goal Implementation

“- Axiology helps in understanding intrinsic and extrinsic values, behavioral economics guides decision-making processes, and neuroscience provides insights into human behavior.”

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The Inter-behavioural Developmental Paradigm's Interdisciplinary Approach for Goal Implementation

“- Aligning personal values with organizational goals fosters motivation and commitment, enhancing problem-solving effectiveness through shared purpose and ethical decision-making.”

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The Inter-behavioural Developmental Paradigm's Aligning Goals with Values

"Drawing from multiple disciplines fosters a comprehensive perspective, enhancing the success rate of achieving goals aligned with values."

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Five Kinds of Problem Spaces requiring Alignment with Values

These five kinds of problems are:

Simple Problems

Complicated Problems

Complex Problems

Wicked Problems

Chaotic Problems

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Five Kinds of Problem Spaces requiring Alignment with Values: Simple Problems

For example, following a recipe: The recipe is essential; recipes are tested to assure easy replication; no particular expertise is required, but cooking expertise increases success rate; recipes produce standardized products; and the best recipes give good results every time.

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Five Kinds of Problem Spaces requiring Alignment with Values: Complicated Problems

For example, sending a rocket to the Moon.

Formulae are critical and necessary: sending one rocket increases assurance that the next will be OK; high levels of expertise in a variety of fields are necessary for success; rockets are similar in critical ways; there is a high degree of certainty of outcome.

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Five Kinds of Problem Spaces requiring Alignment with Values: Complex Problems

For example, raising a child:

Formulae have a limited application; raising one child provides experience but no assurance of success with the next; expertise can contribute but is neither necessary nor sufficient to assure success; Every child is unique and must be understood as an individual.

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Five Kinds of Problem Spaces requiring Alignment with Values: Wicked Problems

For example, global climate change, natural hazards, healthcare, the AIDS epidemic, pandemic influenza, international drug trafficking, nuclear weapons, homelessness, social injustice ... (Source: Wikipedia).





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Five Kinds of Problem Spaces requiring Alignment with Values: Wicked Problems

Formulae may have applications to aspects of the problems, but per se they are inadequate to address the whole. If a formula solves a problem, it was not a wicked problem; Successful precedents may provide clues, but are of no assurance of success.

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Five Kinds of Problem Spaces requiring Alignment with Values: Wicked Problems

Expertise can contribute to determining best practice, but is neither necessary nor sufficient to ensure success.

Every problem is unique and to be optimally addressed must be understood as both systemically and organizationally (including intra-personally).

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Five Kinds of Problem Spaces requiring Alignment with Values: Chaotic Problems

Examples: Natural disasters such as earthquakes, tsunamis, bushfires ... Man-made chaos such as occur in wars, civil disturbances, mass panics ...



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Five Kinds of Problem Spaces requiring Alignment with Values: Chaotic Problems

While the causes of the problems may be understood, proximate causes and effects are indeterminable within the turbulence and formulae inapplicable; “Act → Sense → Response. Look for what works; Take immediate action to re-establish order (command and control); Provide clear, direct communication; ...

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Five Kinds of Problem Spaces requiring Alignment with Values: Chaotic Problems

... Compartmentalise and split-off “chaotic” components as “nice to have” from main project” (Oehmen et al, 2015).

These problems, “for all practical purposes, change faster than we can observe and learn, and are, therefore, ...

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Five Kinds of Problem Spaces requiring Alignment with Values: Chaotic Problems

not manageable through analytic techniques but instead rely on robust decision-making heuristics” (Oehmen et al, 2015).

Every problem is unique and cannot be understood in its unique particulars.

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Five Kinds of Problem Spaces requiring Alignment with Values

Truth Claim:

The most robust means of addressing complex, wicked and chaotic problems are those enfolding integrated understandings of intrinsic, extrinsic and systemic values.

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The Inter-behavioural Developmental Paradigm's Aligning Goals with Values

“- For instance, a company prioritizing sustainability in its goals not only drives environmental stewardship but also attracts like-minded stakeholders, fostering long-term partnerships.”

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“- In contrast, when goals conflict with core values, such as profit overshadowing ethics, organizations risk reputation damage, employee disengagement, and societal backlash.”

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Conclusion: Towards Practical Goal Setting

“- The proposed [inter-behavioural] paradigm for goal setting integrates values from axiology, behavioral economics, and natural capital valuation, aiming to address past development goal failures.”

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Conclusion: Towards Practical Goal Setting

“- Embracing this new approach can enhance the effectiveness of development strategies by considering intrinsic, extrinsic, and systemic values in goal formulation and implementation.”

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Conclusion: Towards Practical Goal Setting

“- Adopting this more holistic perspective on goal setting will pave the way for sustainable and impactful global development initiatives that align with individual and societal aspirations.”

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Conclusion: Towards Practical Goal Setting

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Any questions?

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SUSTAINABLE DEVELOPMENT **GOALS**

International Federation of Surveyors supports the Sustainable Development Goals

Commission # 9

Valuation and the Management of Real Estate

Serving Society for the Benefit of People and Planet

