

Humanized Mexican processes to develop individuals.

The purpose of this paper is to give an introduction on how companies, with a humanistic model guided by the characteristics of the SDGs, could dignify the processes of development programs.

Through a qualitative review of 6 interviews to companies that used training programs as their competitive advantages, this paper identifies important elements: partnership, mission, training of their supply chain; are some of the similarities that can be seen as a result of a good development programs. It identifies the tasks, development methods, and training for organizations used to achieve competitive advantage and creation of workforce developed within the organization.

Key words: training programs, development, humanism

INTRODUCTION

The 2030 agenda of the United Nations (UN) covers the three dimensions of sustainability: economic, social and environmental. Within it there are 17 sustainable development goals that are based on the progress made through the Millennium Development Goals (MDGs). This agenda considers people and the planet at its center. Goal 8 has to do with decent work and economic growth and its objective is to promote economic growth, sustained, inclusive and sustainable, full and productive employment and decent work for all. This objective is designed to eliminate poverty through stable and well-paid jobs. The question is: how is it that the UN will design stable jobs? since around 470 million jobs are needed (with the previously mentioned characteristics) in order to eradicate poverty.

The International Labor Organization (ILO) through its deputy director José Manuel Salazar-Xirinachs, general manager of policies of the ILO (2013), in its feasibility study for the global business network on learning expresses various concerns, in particular that 73 million young people are unemployed, many more are not in training at the education system or training or work, but are counted as unemployed because they are discouraged from looking for a job or preparing for one.

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The ILO study (2013) confirms a frustration when the subject of training is discussed due to the differences created when analyzed from private sector and government.

Investing in individuals could mean that organizations want to increase their productivity, be more adaptable to emerging opportunities in the market or to improve their reputation with key stakeholders (Rondeau et al., 2009). Pfeffer (1994) present the idea that the members within an organization are the true source of their competitive advantage. However, having decent work as one of the main objectives to the UN may confirm that something has been doing wrong through years. At his paper, (Melé, 2003) explain that management could be called humanistic when it outlook emphasizes common human needs and it is oriented to the development of human virtue. He defines that humanistic management should motivates people considering the need for growing as a person through human virtues, and that it strives to build up a community of persons. Fromm (1961) define humanism as a system centered on man, his integrity, his development, his dignity, his liberty. On the principle that the man is not a means to reach this or that end but that he is himself the bearer of his own end. Not only on his capacity for individual action, but also his capacity for participation in history, and on the fact that each man bears within himself humanity as a whole. Neilson (1950) drawing on Gerald Walsh think that the root idea of humanism is that everyone has the right, if not the duty, to seek human happiness in a human way. Companies emphasizing human needs are companies that are trying (even if they don't know) to support the realization and realization of some of objectives from the Sustainable Development Goals (SDGs). It is important for this research to look for Mexican companies fulfilling this goal in order to settle a base for other companies and try to conceive the perception of dignity to Mexican employees and employers.

Confusion and controversy about Personnel management

There has been an academic debate between whether or not to give a definition and set the main characteristics to HRD, where Lee (2001) argues that HRD should not be defined for philosophical, theoretical and practical reasons, while Gold, Rodgers and Smith (2003) express that sooner or later HRD will have to determine the central elements of their disciplinary knowledge base and reach an agreement on what is the field of HRD and where the limits are in relation to other fields. Hamlin and Stewart (2011) conceptualize the HRD as a process in work

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environments that facilitates individual and group learning related mainly to the work of employees, work and in some career definitions, and to express that the purpose of the HRD is to improve performance and effectiveness at the individual and / or group level, to achieve organizational and / or personal goals; they consider the three levels of analysis and establish the main purpose of HRD explaining different ways to reach these results or purposes. Its definition is best explained in Figure 1, where you can see how the three levels of analysis are identify (individuals and groups, organizations and host systems) and what type of action (learn, develop or change) will result in changes to the activities or processes affecting a behavior that will improve the competence, effectiveness, performance or growth of the level of analysis.

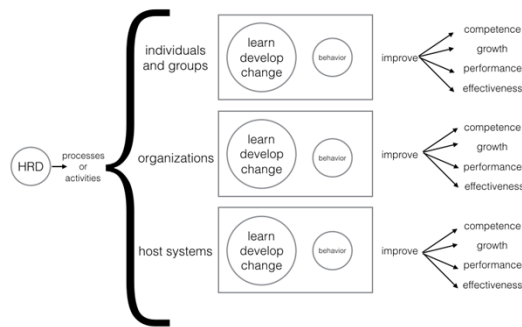


Figure 1: Definition of HRD by Hamlin and Stewart (2011) explained through a model

The activities will depend on the level of analysis to focus on and the decision of what to do with a behavior within an organization, behavior that should be in line with the mission, values and core of an organization in order to improve the different results of an organization. An investment in education must be justified when the returns are generated at the same time or when the competitiveness increases.

Nadler (1970) described HRD as having three components: training, education and development; Mclagan and Suhadolnik (1989) defined the development of people as the integrated use of training and development, organizational development and professional development. For Nonaka, Toyama and Nagata (2000) the effect of employee development (within organizations through a training program, an appropriate environment, a social interaction and a correct combination of skills and knowledge) will yield innovative results (a service, a product, knowledge, processes) and / or improve existing ones more efficiently or effectively,

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both giving a competitive advantage to the company. Here is the importance of investing in the human talent of organizations, looking for the perfect development plan for the employee or teamwork will be a challenge for the “personnel management” leaders.

Training as a method to create and knowledge

In their review of the literature, Martin, Kolomitro and Lam (2014) identify a definition for training that will give initiative to methods and help programs in the field of development literature. Training is: the development and delivery of information that people will use after attending a program. This definition correctly differentiates between training and learning, mainly because the information that is developed and delivered will be used once the program ends. It would be guided through the process of knowledge creation and transfer. From their review of the literature, the authors also propose that the definition of training is divided into three branches of research: methods, aids and programs.

Method	Learning modality	Training environment	Trainer presence	Proximity	Interaction (minimally)	level	Cost considerations	Time demands
Case study	Doing	Contrived	Yes	Face to face or distance	Variable		Low	Moderate
Games-based training	Doing	Contrived	Yes	Face to face or distance	Interactive		Moderate	High
Internship	Doing	Natural	Yes	Face to face	Somewhat interactive		Low	High
Job rotation	Doing	Natural	n/a	Face to face	Not interactive		n/a	n/a
Job shadowing	Seeing	Natural	Yes	Face to face	Not interactive		Low	Low
Lecture	Hearing	Contrived	Yes	Face to face or distance	Not interactive		Moderate	Low
Mentorship and apprenticeship	Doing	Natural	Yes	Face to face or distance	Somewhat interactive		Low	Moderate
Programmed instruction	Seeing	Contrived	No	Distance	Not interactive		Moderate	Low
Role-modeling	Seeing	Simulated	Yes	Face to face or distance	Not interactive		Moderate	Low
Role play	Doing	Simulated	Yes	Face to face	Interactive		Low	Low
Simulation	Doing	Simulated	No	Face to face	Not interactive		High	Moderate
Stimulus-based training	Variable	Simulated	Yes	Face to face	Somewhat interactive		Moderate	Low
Team-training	Doing	Contrived	Yes	Face to face or distance	Interactive		Moderate	Low

Table 1: Framework made by Martin, Kolomitro and Lam (2014)

The main objective of development through training programs is the transmission of techniques, skills and values through which individuals give meaning to their work and complement the objectives of the organization; it is the result of a process that would end in a competitive advantage for the company. A company is more successful when its employees improve their skill set to add value to the company's strategies (Awad, 2002). Martin, Kolomitro and Lam (2014) created a framework (table 1) in which they compared and identified thirteen training methods based on seven criteria developed from variables found in systems that classify training methods. Literature express that for an individual beginning to be part of a formal

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training program, which can achieve an increase in productivity (Knoke & Kalleberg, 1994), for the training to be positively related to the results of the organization, it must affect the skills, motivation and work structure of the employees (Delaney and Huselid, 1996) and each educational program or training program must depend on the firm strategy at the moment.

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Omar Aktouf (1992) believe that a human being should be considered as inseparable from speech, symbols, meaning, society, emotions, and free will (even if relative) before becoming a resource for the firm and the "maximum production of exchange value." Such a person surely comes closer to his or her humanity. All these definitions lead me to try to think of individual in organizations and ask myself if do employees really look happy with their way of working or with the ways business leaders are taking decisions. Do the business models of organizations involve as part of their objectives to center on their employee's integrity or their development?

Pirson and Lawrence (2010) suggest new ways to understand humans, specifically renewing leadership and management theory in order to design organizations and formulate business strategy: they call it humanistic theory. Pirsons' (2017) new model (figure 2) is based on four human drives that need to be balanced in order to achieve dignity and well-being. These four human drives are: the drive to acquire (dA) which is more related to life-sustaining resources, it explains that human have a fundamental drive to acquire what they need to stay alive; the drive to defend (dD) against all threatening's entities, it not only focus on physical necessities also relationships, cooperative efforts and world views; the drive to bond (dB) describes the necessity to form long-term mutually caring relationships with other humans; and the drive to comprehend (dC) is more related to understanding or making sense of our environment with regard of our existence. This new model is an opportunity to know what it means to be humans and serve as a

basis to develop new model for leaders and managers in organizations.

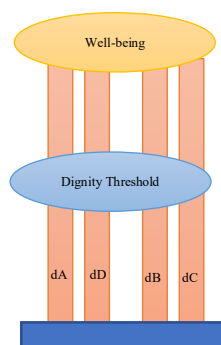


Figure 2: Humanistic management model by M. Pirson

CONTEXT

Hoskisson et al (2000) express that emerging economies are low-income, rapid-growth countries using economic liberalization as their primary engine of growth, they divide these countries into two groups: developing countries in Asia, Latin America, Africa, and the Middle East and transition economies in Soviet Union and China. As a part of the developing countries of Latin America, Mexico is a denoted country that has been identified by Bloomberg as the most attractive emerging country for investors based on different metrics like growing, yields, and valuations of actions. In a growing situation, business leaders needed to be in touch with their employees, understand how the work could be dignified and to look for their promotion of wellbeing.

Doing this study in Mexico is importance because of the growing of the country, it is expected that investors will start to invest money in our country, organizations need to be prepared to any change that might benefit themselves. On a special note from Forbes Mexico, the states with the highest economic growth in Mexico where shown, one in particular: Nuevo Leon stands out for generating 65% more of necessary jobs for young people that are integrated into the economically active population (EAP). Data coming from INEGI, the national institute of statistic and geography, confirm a 53% of EAP for Nuevo Leon.

Analysis: key characteristics for a humanized training

In order to understand how companies could dignify the process of training through development programs in their employees in countries like Mexico; I decided to look for the ways Mexican companies are doing training at their fields and how it is resulting. There is no study that could give me an introduction of what is dignity to Mexican employees, or how do companies in Mexico are also basing their business model at fulfilling SDGs; the challenge was to search for this specific companies in order to deliver an example of what could be expected to be a humanized training development program.

AIM2Flourish is an initiative of the Fowler Center for Business as an Agent of World Benefit at the Weatherhead School of Management—Case Western Reserve University; is the world's first higher-education curriculum for the UN Sustainable Development Goals and

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"Business as an Agent of World Benefit". Using the UN SDGs as their lens, students research and identify an innovation and interview a business leader about it. Their stories live on the AIM2Flourish.com platform as sources of inspiration for others. Currently on the platform there are 1737 stories registered around the world about different business innovations that contemplate within their business model any of the sustainable development goals. For this analysis, I decided to look only for the business innovations happening in Mexico and that focus in fulfilling at least one of the goals of objective 8: Decent work and economic growth. From the 1737 stories around the world, 24 stories fulfill with the requirements for this study, and from those 24 stories only 6 involve the use of training to fulfill the mission of the company or at least one of the goals of objective 8.

When hearing to the 6 interviews and at how the innovations where record to the platform, I identify certain similarities between cases, that I will represent as key characteristics for a humanized training process. These similarities give consistency to a form of training and could give a base of understanding of how companies are acting at this branch of the literature. All of the 6 stories described what is the type of training they are using to fulfill their own goals, also the stories described if the companies have partners to accomplish the goal, what kind of specialist they have, and how the future plans are based for tomorrow activities. Table 2 give an overall description of these 6 stories and their similarities.

Company	Development	Training method	Partnership	Specialists	Future plans	Main benefit	Training result	# employees
Manos de cacao (2015)	Train and empower communities in the growing of fine flavor cocoa beans	Mentorship and apprenticeship	Yes, University of Chiapas	Dr. Rolando López	Have more communities and enlarge their international markets	Quality of the product	Improvements done in the technique and land in which people grow cocoa; better payment that improve living conditions	11 to 50
Create Your Own (CYO): Fratello Project (2017)	Provide the community with tools and programs (agriculture, textile sewing activities) to achieve economic growth	Role modeling	Yes, Tecnológico de Monterrey, SEDESOL, SEMARNAT, Casa Sofia (a textile sewing company)	Direct employees of CYO	No	It is more of a CSR project for CYO	Creation of jobs	2 to 10
Someone Somewhere (2012)	Give to indigenous artisans training in textile and financial topics, via workshops	Team-training Mentorship and apprenticeship	No	Weekly trainers (design, cutting, confection, personal finance and entrepreneurship) to artisans	Search of new textile techniques and new communities to train	Communities achieve a collaborative and efficient work culture	Artisans become more dynamic and can share their experiences with their relatives	51 to 200
NEXO Banregio (2015)	Improve social welfare through a platform where they provide mentoring, knowledge sharing and a connection between the entrepreneurial work	Mentorship and apprenticeship Programmed instruction	No	Mentorship program (business leaders and scholars)	More beneficiaries	Help the entrepreneurs start a company or to help them stay in the market	Knowledge helps the community and entrepreneurs get all the business perspective through on-site workshops or online videos	2 to 10

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Prison Art (2014)	Solution to ex-offenders that don't have opportunities to rejoin society through a program of rehabilitation, training, and a decent job offer	"Internship" Stimulus-based training Role modeling	Civil partnership, no support from the government	Teachers (young men who has acquired the skill to tattoo leather, and has developed leadership, mgmt. capacities to coordinate a group of prisoners in and out of jail)	1,000 men in training and 250 reintegrated with a stable job	Solution to insecurity; "having no way to work decently, ex-convicts go back to commit crimes"	Prisoners and ex-convicts learn abilities to reintegrate into society through decent work	201 to 500
Gestamp (1997)	A 9 months training program, that is develop at Gestamp own training school, in order to have customized engineers	Lecture Team-training Role modeling	No	Professors (internal engineers, managers and directors that have been in the company for many years)	No	Saving in salaries, creation of a strong engineering team trained in what the company needs, reduction of raw material, and increase of productivity	Engaged engineers, a position at the company	More than 10,000

Table 2: Similarities between cases/interviews from AIM2Flourish

I found these key characteristics important as a relevant coincidence between cases, seeing a repetitive pattern make me believe on the importance of these variables. Based on these coincidences make me possible to compare the cases between each other and obtain an idea of the needs of a humanized training program. These concepts are explained for a better conceptualization of them and for a major understanding.

Development: The United Nations Development Programme (1996) see human development as an end and the economic growth as a mean. The purpose of growth should be to enrich people's lives; the Manpower Services Commission (1981) sees development as the growth or realization of a person's ability, through conscious or unconscious learning. Bolton (1995) think that development occurs when a gain in experience is effectively combined with the conceptual understanding that can illuminate it, giving increased confidence both to act and to perceive how such action relates to its context; and Ven, A. H., & Poole, M. S. (1995) sees development as a change process.

At table 2, development is seen as the purpose of the innovations at the AIM2Flourish website. It demonstrates what do companies are trying to accomplish and define the goal they have. In other words, how companies want reach for the realization of a community or individuals.

Training method: A training method is a set of systematic procedures, activities or techniques designed to impart knowledge, skills, abilities or attitudes to participants that have direct utility to improve their work performance (Martin, Kolomitro and Lam, 2014). When discussing methods, special care must be taken to not confuse learning methods with training aids, which are specific tools that are used to assist in the delivery of training content. (Martin, Kolomitro and Lam, 2014), the training materials are considered objects that will facilitate the learning objectives of the training. And as the last training branch; Martin, Kolomitro and Lam

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(2014) identify different training programs, which are when an organization performs the needs and evaluations to analyze the problem areas within or outside of the organizations and identify strategies for a solution. If the need is training, what follows in the line to create is a training program, a program that will begin with the recognition of the training needs to use a specific training method, then the training will be carried out and finally, an evaluation (to see if the identified needs were met to solve the problem encountered).

For the purpose of this research, training methods at table 2 demonstrate what are the most common methods used in companies at a Mexican context. The pioneers training methods where “mentorship and apprenticeship” and “role modeling”. It is important to see training and delivery methods as an influence on employees’ performance (Heimbeck et al, 2003), giving a heavy weight to this characteristic.

Partnership: Partnerships are defined as cooperative arrangements engaging companies, universities, and government agencies and laboratories in various combinations to pool resources in pursuit of a shared R&D objective (Council on Competitiveness, 1996). As Osterwalder and Pigneur (2010) explain partners describes the network of suppliers and partners that make the business model work. Companies create alliances to optimize their business models, reduce risk, or acquire resources. Partnerships can be motivated by needs to acquire knowledge, licenses, or access to customers. At this research, partners took an important position because are institutions or organizations that share one idea with the company that develop the innovation. It might be important for companies trying to humanize their training programs to ally with an institution that share values, ideas, missions in order to concrete and succeed when applying a program to humanized training.

Specialist: There is a mainly importance between a partner and a specialist. Wilson (2005) specifically thinks of the role of an HRD specialist is to focus on how learning might be applied to improve organizational performance. A specialist might be a part of the partner structure, might be from the own institution or might be an external source of knowledge. Normally, a specialist will play a functional or even a managerial role for the program in turn.

The other characteristics (future plans, main benefits, training results, and number of employees) are merely metric and results made by the innovations for the reader, also show a positive result to them and demonstrate a validation for the past four coincidences between cases.

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These characteristics may situate the reader at his/her own case and propitiate an own initiative for them.

Some important things that needed to be highlight are that the majority of cases, companies do train for someone that might be (at a certain moment) a part of their supply chain. This might be because companies want to win the trust and confidence of these communities that found themselves in a vulnerable position. Is it that a humanistic approach needed to be reinforce on these programs? Some of the main drives stablished at Pirson model are in fact being accomplished, but not the four of them in each of the story's innovations. Other times, accomplish a goal from the SDGs comes as a thing that wasn't expected, like for example the case of Gestamp, where the main objective is to have tailor-made engineers as part of their personnel, and not that much made a decent work; in other words, the mission of the company is the main goal to complete the rest comes in addition. Many of the stories could be confused with a CSR project of the company, at the moment the 6 stories follow a same pattern in where a group of individuals receive from a company a development program and this exchange result in a positive result for the group of individuals who receive the program.

Another important thing to highlight is the most used training methods for this kind of programs, the ones that are most frequently correct to use are mentorship and apprenticeship, role modeling and team-training; these methods have a face-to-face interaction with the trainer who must be present at the moment of the training; also these methods have the characteristic that they have a low cost consideration (while the program is cheaper, it is better for a company to apply). Because of how technology has grown nowadays, it might be important to develop more programs based on the programmed instruction method and find a way to make them more interactive for the user.

Some interesting things where found at a depth-interview made to sustainable, human resources and CEOs' of some of the companies analyzed at the AIM2Flourish website, specially some declarations function as a well base to understand how dignity or wellbeing is though-out and perceived by Mexican companies.

One of the general thoughts is that "helping other individuals outside my core business might be thought as a social action to the community", these companies are helping others in order to be recognized as some of the leaders in this track. According to the institutional theory

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these companies might be filling institutional voids left by the community, but it can be thought as a way to just look for some recognition at the industry. Some of the programs introduced at the AIM2Flourish base are formulated by the companies shown before but actually are followed and applied by universities or partners that the companies found, the importance here is that who spread and communicate the results is the company itself (not the partner), with this information I empowered the existence of a partner or specialist at the training equation; these partners or specialists function as the central point of knowledge. The company might not have an idea of why or how a community can be helped, but if I think as Osterwalder, the partner might know how a problem or pain could be cured or fixed, the company could just own the right capital to propitiate a project.

Mexican companies are being introduced and are barely knowing what human dignity is and specifically how to treat it. It was a consistency that the interviewed leaders, stop to think what dignity does is for them; some of them expressed “the concept of human dignity is much higher; it will depend on each person what their own dignity means”. Do companies have an idea of how to involve dignity to their plan of work? well the biggest ones are depending on international metrics or certificates like the one given by “Greatest places to work” and letting their employees' life at the hands of others. There is still a lot of work to do in Mexico for fulfilling and finding the correct and proper definition of dignity.

When talking about necessary conditions for letting an individual have access to a quality job some of the interviewed expressed “If you have a business that is paying off, maybe there are certain supports or certain certifications that could help you because you are doing a good practice or because your business is focused on the environment or has a social tinge in some way, then out there we could better think about securing the decent work topic but it is not so directly linked”; some of the training programs are results of supports made by government or by a partner, in fact many of the innovations that involved training founded at AIM2flourish have a tinge of helping, but helping others not their employees. It let me to think that, exclusively, Mexican companies should start thinking more on their employees when talking about dignity and programs that might involve their families, their beloved ones, or their people; as some of the answers founded said “It is a general theme that sometimes depends not only on a company, or

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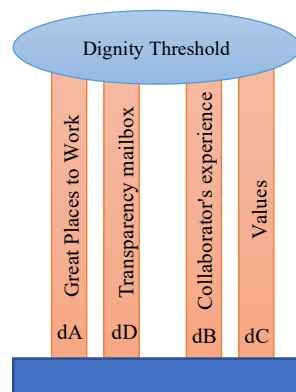
on a job, but on the living conditions that surround the person, on the person; It has a lot to do with the individual's way of life”.

But how does a development program inside the company can be thought as a worthy activity that promote dignity between employees? What I found with the interviews is that many of the answers to Mexican companies are located at the sustainable department inside the organization: “As a basis would be to comply with these human rights principles, I believe that the issue of sustainability covers everything. It is doing everything with conscience, so when it comes to doing it with conscience you cannot avoid cheating or breaking into the development of a person”. For Mexican companies it is more about knowing what others want that can be align to the objective of the company “Start with a dialogue with your own interests, or get closer with people to the people you are giving service or product to approach the people who work within the company, people who have their capital invested in the company and ask them who want to know about my company and how they would like it to work”.

Pirson’s humanistic model was put to the test by asking the interviewed leaders questions about the four drives and their development at the company, the answers might lead me to a better understanding of dignity to Mexican companies. The questions where in function of the employees at the organization, and not that much into development programs, but could offer some answer to deliver better training programs at the future. Employees are fulfilling the drive to acquire by being given many of the characteristics found at the greatest place to work grade, “We have good working conditions, because I think they would be like the basic ones of having the equipment, it is related to being happy with topics such as having a work team, a safe space, a team where you feel that you can unwind, a good leadership, fair conditions, capacity for growth. That you can make a career plan within the company. The drive to bond is specifically fulfill when the interviewed talked specifically of the projects made by a human resource department, “Within human resources is the collaborator's experience area. Everything about well-being, since the employee enters, the culture that manages the company, they want to integrate not only the employee but his family, we want our employees to take care of themselves, follow-up on the values of the company, all this is carried by the collaborator's experience area”. When asking the interview leaders, the opinion about the drive to comprehend many of them defend the place where they work with a proper answer “The truth is that here people are very clear that they are

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dealing with people, both with the client and with the collaborators. You can easily see the difference between being a simple payroll number and a person who feels and listens to. One of the main thoughts is how we are going to do with the collaborators, what are the situations that are presented to have a quick solution, how we do it so that their families are well”, Mexican companies see at their values an orientation to fulfill this drive, in a certain manner having values create an understanding of the needs of employees in an organization. And finally, the drive to defend is fulfill in the companies, when they are openly letting their employees to raise their voice, and letting them doing it in a safe and proper way, “There is a transparency mailbox, it is completely anonymous, you can make complaints from different interest groups ... it is on our website, that process takes ethics and transparency together with internal audit so they have the map of when a complaint is registered , depending on the degree and type, if it is something of a collaborator or client, it is sent to different areas and with different people in charge, an investigation is made and then a solution is obtained through the consequences manual at another time”. The important thing to view is at which drive the development programs could be found, and how does the programs are creating a feeling of dignity.



CONCLUSIONS

At a quick analysis to the interviews, several similarities were found on companies that use training as a tool to fulfill their missions and as a coincidence also help communities as a CSR project for the company. In order to achieve goals by the objective 8, a training development program should include a partner in which the company can rely their employees to,

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a specialist in order to complete the goals of the program made, and objectives expected by the training and general objectives that also move toward the company mission.

Humanistic model made by Pirson (2017) function as a guide for companies that want to align their processes to a search of promotion and protection of human dignity. At this case with the interviews made to different leaders at organizations, the four drives where identified at certain practices made at different organizations: the drive to acquired was an example of the results made by the “Great Places to Work” index, Mexican companies are in a constant research of being recognized as a good place to work, making employees to acquire at least their basic needs in order to fulfill themselves; the drive to defend where found as a mode of protection for employees at Mexican organizations, one of the ways was through the application of systems that help employees to proclaim what they own and by processes that let employees express their feeling toward decisions made by the company or when they doesn’t agree with something; the drive to bond was more easy to see at the interviews, Mexican companies doesn’t have a problem to look for union of family or to gather their employees into communities that shared opinions, preferences or personalities; and finally the drive to comprehend was shown mainly at companies that have a clear idea of what their values are.

To have a humanized training program is possible, there are similarities that characterized Mexican companies (development, an objective; training methods, specifically one with an expert; partnership with other institution with a same objective, two heads think better than one; and a specialist that guide the process) and deliver a well result; the other side of the coin is whether these characteristics apply to all industries, what happen with companies that only develop programs for external individuals? does it make an importance for the business model of an organization to spend time on this model?.

A rough result where show with this research, but for a future research the implementation of an instrument to the employees could also give important results about the interpretation of the Mexican employee about dignity and how their feelings are move by the training they are receiving; also fulfilling the analysis with external individuals and contrasting their opinion with the employees about an industry could show interesting opinions. Mexico is in

need for more dignity research, companies and investors are being asked to support the 17 SDGs for 2030 (Consolandi and Eccles,2018), and Mexican researchers should not keep behind.

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