

Culture and conduct in a purpose-led business

Introduction

One question we are sometimes asked is: “*What implications does a commitment to becoming purpose-led have for how we should think about culture and conduct?*”. This note offers some reflections and practical suggestions, drawing on Blueprint’s thinking and experience.

It covers the following:

- What does it mean for a business to be purpose-led?
- What does the culture of a purpose-led business need to embody?
- Some questions to consider

What does it mean for a business to be purpose-led?

A recent and very welcome development in society, heightened by the Covid pandemic and increasingly advocated by regulators and investors in the UK and elsewhere, is the expectation that businesses should have a purpose - a reason for being - beyond simply making profits. Significant as this is, a second related shift in thinking cuts even deeper. It lies in how a business thinks about people and what motivates them, recognising that any business is a social organisation where people should be at the heart of business success. Becoming purpose-led is what happens when these two ideas about purpose and people come together:

- It demands a mindset within the organisation, animated by an authentic, inspiring and practical purpose to benefit society, which shapes thinking and drives decision taking so that there is a clear, simple and credible narrative linking its purpose to the organisation’s strategy and the outcomes and impact from that strategy (financial and non-financial) back to the purpose.

And

- The business sees itself as creating the conditions where each person is seen as a ‘someone not a something’, and the business seeks to have a positive impact on the lives of all those it touches inside and outside the business. Its goal is *creating value for society*ⁱ. It believes that the long-term pursuit of its purpose depends on the quality and sustainability of its relationships (including with the natural world)ⁱⁱ, and crucially it also sees these relationships as constitutive of its success, rather than instrumental to maximising profit or pursuing its goals in an exploitative way. The business therefore adopts a long-term approach that delivers sustainable performance that benefits both the business and society and attracts support from responsible investors.

What does the culture of a purpose-led business need to embody?

The Financial Conduct Authority defines culture in business as “*the habitual behaviours and mindsets that characterise an organisation*”.ⁱⁱⁱ Given Blueprint’s definition of what a purpose-led business is, culture is crucial. Only with the right mindset and behaviours will decisions be consistently driven by the purpose, and the strong relationships formed and sustained on which the successful pursuit of that purpose depends.

The culture and conduct of any business will be influenced by a range of external and internal factors including current social norms, the legal and regulatory context in which the business operates, its ownership and governance, its size and scale, the sector the business is in, and its unique history.

Its culture and conduct are also influenced by:

1. How the business thinks about people and what motivates them
2. The behaviour expected by the business from its employees and the fostering of the conditions where these behaviours become routine and habitual
3. Its leadership
4. The shared values and core beliefs
5. How decisions are made
6. Whether openness, dialogue and speaking up are encouraged
7. Whether a business has a code of conduct, what this says, and whether it is implemented both in terms of its statements as well as spirit
8. How employees are recruited, trained, and treated
9. How employees are incentivised and rewarded

We consider briefly these nine factors in turn through the lens of Blueprint’s thinking to explore how they can help or hinder the creation of a purpose-led culture.

1. How the business thinks about people and what motivates them

Two ideas profoundly shape how any business thinks and acts: its purpose, and how it thinks about people. The operative purpose is to be found in whatever shapes the strategy, determines priorities, and drives decision making. The operative view of people - that is, how much people matter (both individually or as groups) and what is assumed to motivate them - is revealed through the business’s processes, structures and practices including performance and reward systems, as well as the quality of external stakeholder relationships.

A narrow and limiting view of people still lies at the core of the practices and systems of many organisations – namely, the view that people are best assumed to be essentially self-interested and motivated by money, status, and power. While recognising that we are all malleable, and that motivation is also highly complex and multifaceted^{iv}, we can also say with confidence that this narrow view of people is far from a realistic picture.

As both the wisdom traditions and empirical disciplines such as neuroscience and positive psychology increasingly recognise^v, we are not atomised individuals motivated purely by self-interest. Money matters of course, but three other things are also crucial:

- We are fundamentally relational as well as individual, with a desire to cooperate and belong, to care for others and be cared for.
- We seek meaning and want to contribute to the world through our lives and our work.

- We seek through work ideally to grow, gain autonomy and in some way to realise our full potential.

When work frustrates these impulses, people live divided lives. They leave part of themselves at the virtual office door. The human costs are evident in low employee morale and mental health problems. The business costs include reduced commitment, productivity, and innovation, and increased regulatory and reputational risk from mistakes, breaches, and scandals.

Recognising the relational aspects of our humanity, and desires for meaning, mastery and autonomy, a purpose-led business starts from a place of respect for people. This in turn is a powerful motivator. The critical point here, however, is that a purpose-led business will not do this just because it sees the potential for higher profits from more motivated employees. Rather it is because it sees that people matter, and the development of people and the quality of their relationships as having intrinsic value to the business, bringing vitality, creativity, and fulfillment through work as one manifestation of its success.

Adopting a more realistic view of people is essential to create a purpose-led business, and indeed to help advance the common good of society more broadly. And this matters. As Rutger Bregman says in his book *Humankind, A hopeful history*:

“Few ideas have as much power to shape the world as our view of other people. Because ultimately, you get what you expect to get. If we want to tackle the greatest challenges of our times – from the climate crisis to our growing distrust of one another - then I think the place we need to start is our view of human nature.”^{vi}

2. Behaviour needed in a purpose-led culture, and fostering the conditions where this behaviour becomes routine and habitual

Blueprint’s Framework (on page 10) summaries the development of certain ways of behaving which are elicited by this human-centred approach. In each of the five areas in Blueprint’s Framework there is a brief description starting with a minimum requirement - a platform from which to grow rather than an end in itself. And each ends with an aspiration:

Solidarity – actively seeking to serve the broadest community

Subsidiarity – trusting and enabling others in decision making

Reciprocity – generously sharing time and knowledge with others

Plurality – actively engaging with critics and different voices to test thinking

Sustainability – developing people and replenishing resources

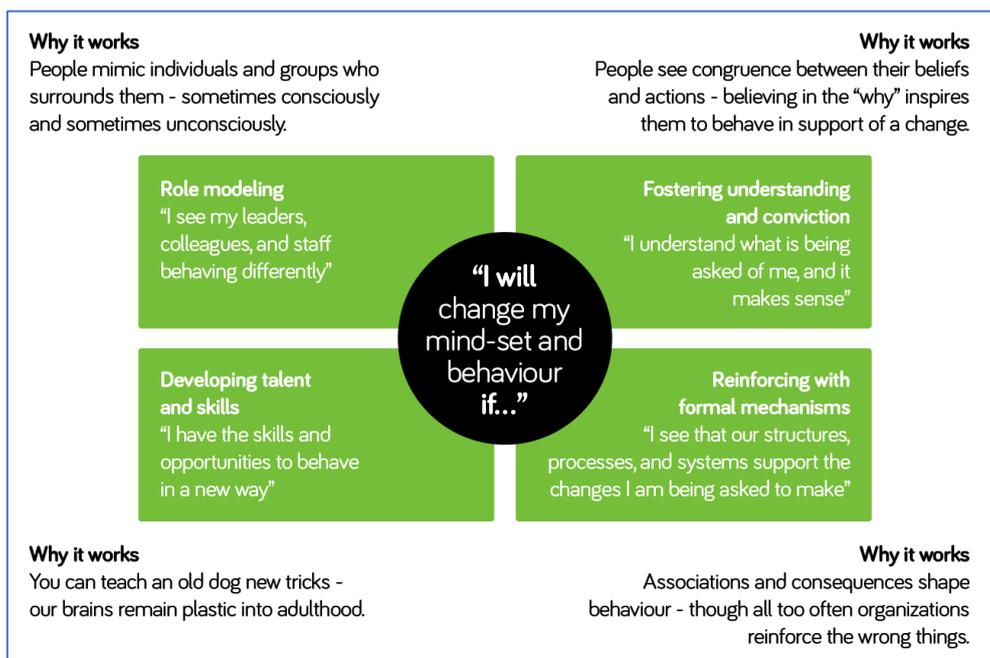
In Blueprint’s view, it is essential for these behaviours to become routine and expected if a business is to create the conditions needed for other people to do their best work and to thrive and grow.

Having determined that there are certain behaviours that it may like to foster, there is a risk that a purpose-led business will try and impose that direction and understanding through a change project. But if culture is an evolving set of beliefs and attitudes, approaching this as a project with a command and control style roll out is unlikely to achieve the desired result.

This is a change in mindset and it has to be an invitation not a command. The objective is to shift the collective assumptions and beliefs of the organisation to reflect an understanding of both the purpose of the business and a shared mind-set about people. Part of this will be seeking to inspire people at all levels in a business of the shared aspiration and genuineness of intent of the purpose. The other part will be to foster a way of thinking and behaving that treats people as ‘a someone not a something’.

Shifting mind-sets and behaviour is a long and complex process. It depends on effective communication and dialogue at all levels, to allow space for people to understand what the stated purpose means for the business and how their work contributes to it, and why these are the behaviours which need to be encouraged from everyone. It involves leadership at all levels, as well as all employees striving to role model the behaviours they want to cultivate and demonstrating the authenticity of the stated purpose. It might also involve developing new talents and skills. Finally, the formal mechanisms (such as structures, systems and processes) need to reinforce and support the new mind-sets and behaviours the company is seeking to cultivate.

Mckinsey’s Influence model summarises this nicely^{vii}:



3. Leadership

Having a purpose-led business without leaders who challenge themselves to behave in a way that enables others to do their best work and thrive is not possible. A consistent finding of research on organisational culture is the importance of leaders’ own behaviour.^{viii} Employees take their lead about appropriate conduct from those in supervisory roles. Whether employees believe that their leaders really care about purpose or just profits matters hugely. And leaders play a crucial role in both through structures of governance and oversight, and in the way they act to support and inculcate the desired behaviour in others, including through supporting good managers and requiring effective accountability both from themselves as well as others.

However, it is also important to be clear about the limitations of the role leaders can play in influencing corporate culture. This insight from Simon Western is relevant here:

“When leaders attempt to change organisational culture as if it is an object that can be manipulated by their expertise, this is highly problematic because (a) culture is not a ‘thing’ to be changed, and (b) because there are no outsiders — leaders are part of the culture, they are not external change agents engineering or fixing culture from the outside....To transmit culture skilfully is to try to understand the dominant cultures that are at play in an organisation, the purpose these cultures serve, the resistances they create, and the amount of collaborative and creative energy they enable. Transmitting the best aspects of these cultures is a nuanced and collective task, that a leader can support and engage with rather than control.”^x

4. Shared values and core beliefs – the need for consistency

In a purpose-led business, the mindset about purpose and people as described above shapes the desired behaviour. The development of ways of behaving is grounded in a belief about what is needed to realise the purpose in practice and what it means to be human. Many organisations set out their shared values or beliefs as guides to expected behaviour. Clarity about the linkage is vital so everyone is clear about why the core beliefs or values are as stated, and how they support the pursuit of the purpose.

Core beliefs or values can be described in different ways. One word frequently used is integrity. This is helpful when used to encapsulate the relationship between the internal mindset of a person and what they do^x. It speaks also to the idea of character - that over time we all acquire habits and dispositions to act in certain ways. A purpose-led business, in any sector, will seek to develop people who habitually act in a way that respects people and keeps the business true to its purpose.

There is a risk, however, that a purpose-led approach could be thought of as constraining people’s creative spirit and even creating ‘cult-like’ environments overly controlled by the centre. A purpose-led approach should in fact release energy - liberating rather than inhibiting people’s sense of autonomy and the entrepreneurial spirit. At the same time clarity about, and consistency in, the way people are treated is essential. It is very easy for silos to develop in which different norms of behaviour spring up. The tolerance of inconsistent behaviour, and especially if allowances are perceived to be made in high revenue generating areas, can be deeply damaging to sustaining or building a strong purpose-led culture.

Consistent leadership and effective dialogue are needed both to encourage people to express their own creativity in a purpose led environment and at the same time to ensure core beliefs and values are lived out everywhere.

5. Decision making and acting fairly

Key to sustaining a purpose-led culture is the way in which decisions are made and communicated. Especially when times are hard, there may well be no straightforward purpose-led option, and some trade-offs are always inevitable. In such situations it is important to recognise that being purpose-led still matters. The purpose still sets the direction of travel and the mindset about people shapes how difficult decisions are made, including the quality of dialogue in reaching the decisions, and the care and consideration given to all affected.^{xi}

Then there is the question of who decides. The principle of subsidiarity noted in point 2 above speaks to the importance of delegation, trusting and enabling others in decision taking to help them thrive and grow. Clearly this needs to be done in an appropriate way, but pushing the decision point to the lowest level possible invites people to contribute and take responsibility, builds trust and fosters innovation, creativity and a sense of shared responsibility. As many businesses have found during the pandemic, clarity of shared purpose and enforced delegation through changes in working

practices have in fact created powerfully positive and liberating patterns of working, releasing energy and building shared trust.

In facing very difficult business decisions, it is also helpful to recall that it is always possible for a business to act fairly in pursuit of its purpose. Many genuine business dilemmas are about justice - ways in which different people, parties, employees or stakeholders are potentially being treated fairly or unfairly. And whilst a business cannot always *be* fair to everyone, it should be possible for a business to *act fairly* when decisions are made, and to avoid manifest unfairness to anyone. There are three elements to acting fairly:^{xii}

- The process used to take a decision
- The frame of mind in which a decision is made
- The outcome of the decision

The frame of mind refers to how the decision taker is approaching the decision – what are they really seeking to achieve, and what (perhaps conflicting) motivations do they have. Reflective leaders will take the time to approach a major decision from a place of inner freedom. The process of consulting, seeking different perspectives to challenge partiality is crucial. For major decisions businesses need also to consider the wider social context in which a decision will be viewed by others in society and consider fairness from an external perspective too. The emphasis on seeking to act fairly is a powerful expression of the desire of a business to be purpose led - respecting the dignity of each person affected by a decision as ‘a someone not a something’.

6. Openness, dialogue, and plurality

At the centre of Blueprint’s Five Principles^{xiii} is a commitment to enable and welcome scrutiny of alignment to purpose. This commitment needs to be lived out by seeking to be with and alongside customers, employees, suppliers and communities rather than doing things to and for them, asking for feedback with an open mind, listening to learn rather than to respond, engaging in dialogue and inviting regular challenge and scrutiny as a normal part of business life.

One of the shadow sides of a strong and collaborative culture is that it can become insular, and loyalty can conflict with the need for challenge and mutual accountability^{xiv}. The key to combatting this risk is to seek to create a workplace environment where people will intervene to regulate their own behaviour and challenge others in a way that builds relationships that enhance a purpose-led approach to business success. It takes courage and skill from managers to facilitate and encourage people to speak up and challenge misconduct in an environment of psychological safety^{xv}. There are two common reasons people remain silent - fear of the potential consequences of speaking up; and a belief that there is no point because no action will be taken. The leadership mindset must be one where voices can be raised safely and are listened to because people are seen as a source of insight and moral awareness and deserving of respect. As Margaret Heffernan puts it:

“companies where people can speak up are organisations where every employee is an early warning system, where improvement and change are normal”.^{xvi}

This quality of openness and a desire for true dialogue (described as plurality in the Blueprint Framework) is also fundamental to gaining the true benefits of diversity and inclusion. For each of us, one of the ways of learning who we are is to take the risk of being in relation with someone who is really different. It is about honestly facing others with my identity and letting others see me for who I am and allowing them to open up to me. In the process, we will all learn a lot, and, yes, we will change, but we will change in a way that allows all of us to become even more deeply the people we are. This demands courage and humility, a readiness to face into rather than avoid conflict, and a constant commitment to respecting the dignity of the other person and to see what we can learn

from them. Plurality is also a powerful reminder to be true to purpose. This is reflected at the centre of the Blueprint Principles^{xvii} which brings together the commitment to purpose with a genuine desire to welcome scrutiny through dialogue with critics as well as supporters.

7. Codes of conduct

All businesses need clear, simple rules to guide action, and to mitigate risk. There is a choice to be made about whether they simply state the legal and regulatory minimum or go further. There is also a choice about whether they simply require integrity as a given, or seek to define what integrity means and looks like in practice for them.^{xviii} Codes of Conduct should not be put in place on an organisation's website for show, or to placate regulators or investors. And critically they need to be applied fairly to every person who is subject to the rules laid out in a particular Code. They should be enforced in all situations or circumstances to which the Code applies and not simply ignored when convenient. Failure to act consistently sends mixed signals to employees and other key stakeholders.

Rules and codes are important signals of intent. However, although they can guide us, they can only take us so far. A purpose led business through setting out its purpose and values is in effect inviting people to commit to a shared worthwhile endeavour and to the behaviour needed for this to come to life. This is both more demanding - and much more fulfilling - than mere compliance with a Code.

Rules can be useful prompts but learning and developing these habits or behaviours is about learning to discern and read a situation well, and to develop the reflexes to respond appropriately and act in a purposeful way. The ethical tradition of virtue ethics, an approach which goes back to Aristotle in the West and Confucius in the East, sees the ethical and practical as inseparable. It emphasises that as human beings we form habits of behaviour and that there are no rules determining every situation. But equally there is no sphere of daily life where ethical considerations are irrelevant. We live and work in moral space all the time, and our ethical dispositions develop constantly and build on the tacit knowledge – the wisdom and sensitivity – that we acquire but often cannot articulate. Exercising this practical wisdom day in day out in business, choosing the appropriate response, which will inevitably vary depending on the precise situation, is a combination of competence and character. Both are needed, and both can be developed within a purpose-led culture.

It is necessary too to understand the power of unwritten expectations - which can sometimes be very positive but also can completely contradict the stated values or rules. For instance, some organisations professing to value dialogue in reality consider dissenting voices as annoying or as troublemakers. Unwritten expectations send a strong signal of what a company truly values.

8. How employees are recruited, trained, and treated

Another significant factor contributing to the development of a purpose-led culture is consideration of the employee life cycle. How is alignment to the organisation's purpose and values used in hiring decisions and in the way the company describes itself when recruiting? How is the centrality of purpose brought to the fore in the induction of new joiners and the continuous training of employees? In terms of career progression similar questions arise - what qualities and attributes are looked for and cultivated in aspiring leaders? Who gets promoted? What importance is given to bringing in diverse perspectives and experience? A telling question of any employee to ask is: what do you need to do to be successful around here? And if an employee faces difficult life circumstances, how are they treated? With compassion or simply as a unit of production? Who is forced out of the workforce? What benefits are provided by a business to employees?

9. Incentives and rewards

How incentives are used to manage, evaluate, and reward people's performance is an important factor to consider in seeking to influence the culture of an organisation. This includes the basis on which performance is appraised and the behaviours and outcomes that are celebrated and rewarded. Key to this are key performance indicators ('KPIs') that are used to measure people's contribution - such as the number of calls people are expected to make, the number of sales they are expected to complete, the chargeable hours they are expected to clock up or the time they are expected to be visibly at work.

The way many companies assess and pay their people by tying some element of reward to agreed performance goals powerfully reinforces one of the core assumptions which we believe needs to be challenged in creating a purpose-led culture: namely that people at work are more likely to action something if there is a financial incentive. This assumption is deeply ingrained in many companies and the current culture in large organisations of performance bonuses and other financial incentives needs honest and open debate.

There is abundant and powerful evidence that for complex tasks financial incentives crowd out intrinsic motivation and reduces openness to learning and innovation. A HBR article *Stop Paying Executives for Performance*^{xix} drawing lessons from 128 independent studies argues that variable pay can actually deplete performance. In his book *Payoff*, having rehearsed the evidence, behavioural economist and psychologist Professor Dan Ariely makes this plea:

"instead of relying only on money as an incentive, we need to expand our scope and examine other motivational forces – ones that provide a greater sense of meaning and connection to work. As people feel connected, challenged, and engaged; as they feel more trusted and autonomous; and as they get more recognition for their efforts, the total amount of motivation, joy and output for everyone grows much larger."^{xx}

Moving away from financial incentives is likely to be something many companies find difficult to do, at least in the short term. Many have built a culture and a set of expectations in their people around incentives and, even if they decide to move away from this, it may take some time. A good first step is to invite dialogue and assess how current incentives may be encouraging unwanted behaviours or sending mixed messages about what the organisation values, and to change these. What signals do current structures and processes send about what the organisation values and how does this marry with the purpose? What behaviours are rewarded and celebrated? What other ways do you use to show recognition, appreciation and gratitude? If it is not possible in the short term to move away from financial incentives, another step could be to introduce non-financial KPIs to help signal that they have equal, or greater weighting than financial KPIs. And alongside these steps explore and experiment with new ways to celebrate and signal the behaviours that are valued in an organisation.

Conclusion

As Peter Drucker said, the first job of a business is to attract and retain a customer. Unless it is providing goods and services customers need or want, there is no business. But there are different ways of thinking about what success means, shaped by choices made about who the business really exists to serve, and how much people matter. In the post-pandemic world, and against the backdrop of the climate crisis and rising social inequality, these choices will increasingly differentiate. Becoming purpose-led is a choice that, when carried through with competence and conviction, will create a better business that attracts and retains customers, and is also better for society and better for people.

In Blueprint's view there is no technocratic manual for becoming purpose led, and it demands a personal and organisational choice about how the business thinks about people and whether they matter. It is a profound reset of the ambition for what the business seeks to be and become in society. Taken seriously it reframes strategy, culture, and governance. It demands thinking through all the areas noted above which together do so much to shape the culture of any business. This is hard and takes time, but is vital if the provocation to becoming purpose-led is to take root and endure in a business. At heart, a business is simply one form of social organisation, and alongside its products and services, and the financial returns it produces, it also shapes people who are formed or deformed by their experience as employees, or influenced whether as customers, suppliers or citizens. And the value for society such a business creates lies partly just in all these relationships, which spill over into wider society and contribute to the wider common good.

Some questions to consider

1. What is the operative view of people in your business? How consistently is that view held? How do you know?
2. Is there a difference between the stated values of the organisation and the 'lived experience' of employees, customers, suppliers, and communities in which the business operates? How do you know?
3. What does your Code of Business Conduct or similar work say about your organisation? Does it make any behavioural commitments which go beyond legal or regulatory requirements?
4. How are potential leaders in your business identified and developed?
5. When were your employees last asked in confidence whether their workplace has a culture of integrity and whether they can raise concerns without fear of retaliation?^{xxi}
6. How do you seek to measure performance, and what non-financial targets do you set which are unrelated to recorded hours/sales/new business generation and other financial KPIs?
7. Do employees who raise grievances or make complaints under your internal procedures for staff get to stay with you and enjoy long and happy careers? Or do they always seem to end up leaving?
8. Who gets the biggest bonuses in your organisation, in relative terms, and why?

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The Blueprint Framework

A framework to guide decision making



Defining purpose

<p>Each person is a someone, not a something (Dignity and value of people)</p> <p>Show respect for the dignity of each person and for the whole person; never use people merely as a means to achieving business objectives. Respecting the whole person includes thinking of people in all their various roles in relation to the business: as employees, customers, suppliers, investors and citizens. Demonstrating respect means setting a purpose and seeking outcomes that enable each person to reach his or her full potential, not least being able to contribute fully to building relationships and communities both within the workplace and beyond. Such purposes and such outcomes engender trust between people and between business and society.</p>	<p>Delivering value by serving society (The common good)</p> <p>Genuinely aim to promote the good of society as a whole through the provision of goods and services that benefit society; never use stakeholders, and society as a whole, as a mere means to business success. This gives meaning to the purpose of the business within society and demands innovation to achieve that purpose alongside a financial return. Society and communities of people determine the licence, and freedoms, of business to operate and grow; these will be broader if business actively aims to reduce harm and produces goods that are truly good and services that truly serve.</p>
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Behaviours needed to build character and achieve purpose

Other people matter (Solidarity)	Freedom with responsibility (Subsidiarity)	Building trust and trusted relationships (Reciprocity)	Valuing diversity and building bridges (Plurality)	Stewardship of people, values and resources (Sustainability)
<p>Judge decisions as good, or not, in the context of the best values, expectations and needs of those with whom we should seek to build relationships. Do not make decisions in a self-interested, self-determined, closed world that does not weigh sufficiently the impact on others. Make a fair contribution to society and avoid actions that cause inequality. Opportunities should be sought to serve the broadest community, including the under-represented and the excluded; not to emphasise the divide but rather to bring people together, through new job opportunities, innovative goods and services, and new markets.</p>	<p>Allow people to develop by being able to contribute to making decisions at all levels. Do not create dependency through reserving decisions unnecessarily to higher levels in the hierarchy, or lose accountability through inappropriate delegation. Give people the freedom, and support where necessary, to take on the risk of decision making and to have a voice in their work, thus fostering innovation, creativity and a sense of shared responsibility.</p>	<p>Start with basic honesty and integrity so that each and all receive what they are entitled to or can reasonably expect. This is the first stage of building trust. Then go beyond this minimum, using knowledge and capabilities to provide benefits that people desire and value but cannot expect or demand, in particular in situations of information asymmetry or power imbalance. Fair and efficient markets depend on trust and trusting relationships.</p>	<p>Be clear as to who you are and what you stand for, combining this with an openness to enrichment from others, valuing diversity of thinking and cultures. Favour curiosity and inclusion over suspicion and exclusion of those who think differently. Maintain consistency of purpose and values whilst embracing diversity, encouraging closeness to people, markets, innovation and growth.</p>	<p>Acknowledge and seek to measure the impact the business has on people, values, resources, and the environment. Accept responsibility for those impacts. Then take steps to develop people, nurture values, preserve and restore existing resources and create new ones where possible so that others may enjoy their benefits. Use your knowledge, influence and experience in collaboration with others for the benefit of all.</p>

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The following image explores how the evolving thinking in our Framework shapes habitual behaviour:

Using the blueprint framework



Foundational understanding (mindset)

<p>Each person is a someone, not a something (Dignity and value of people)</p> <p>Do I see people as more than merely a means to achieving business objectives? Am I actively listening to understand, make sense, learn and respond, or waiting to tell and sell?</p>	<p>Delivering value by serving society (The common good)</p> <p>Am I inviting people to help create or support something that they believe in and can take pride in, or am I asking them to support something that I have decided is desirable?</p>
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Evolving thinking which shapes habitual behaviour

Other people matter (Solidarity)	Freedom with responsibility (Subsidiarity)	Building trust and trusted relationships (Reciprocity)	Valuing diversity and building bridges (Plurality)	Stewardship of people, values and resources (Sustainability)
<p>Am I actively seeking to serve the broadest community?</p> <p>Am I serving those in my existing or immediate community?</p> <p>Am I serving my own self-interest?</p>	<p>Am I trusting and enabling others in decision-making to help them thrive and grow?</p> <p>Am I enabling others to make decisions, but resuming control when I deem it necessary?</p> <p>Am I prioritising timely decision making over the growth of others?</p>	<p>Am I generously sharing my time and knowledge with others?</p> <p>Am I providing other people with the information they need?</p> <p>Am I trading my time and knowledge as favours to 'call in' at a later time?</p>	<p>Am I actively embracing diversity of thinking and cultures and engaging with critics to test my thinking?</p> <p>Am I relying on others to offer their critique, but not actively seeking it out?</p> <p>Am I 'playing it safe' to avoid conflict and quell dissent?</p>	<p>Am I developing people, replenishing resources and collaborating with others for the benefit of all?</p> <p>Am I seeking to minimise my own negative impact?</p> <p>Am I using, extracting and depleting?</p>

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References:

- ⁱ This term is used by LBS Professor Alex Edmans in his book *Grow the Pie*, which makes the economic and societal case for purpose-led business
- ⁱⁱ Blueprint sets out these relationships in our [Five Principles](#). Around the central commitment to having a purpose that delivers long term sustainable performance are four quadrants. Commitments to all these relationships alongside a purpose are what we mean by being “purpose-led”
- ⁱⁱⁱ FCA, [Culture and governance](#), updated 2020
- ^{iv} See, for instance, Prof Dan Ariely in his book *Payoff*, who powerfully sets out the evidence. On p.72 he says this about the workplace “instead of relying only on money as an incentive, we need to expand our scope and examine other motivational forces – ones that provide a greater sense of meaning and connection to work. As people feel connected, challenged, and engaged; as they feel more trusted and autonomous; and as they get more recognition for their efforts, the total amount of motivation, joy and output for everyone grows much larger.”
- ^v There are multiple references here. On man’s search for meaning see: Victor Frankl, [Man’s Search for Meaning](#); Dan Pink: [The surprising truth about what motivates us](#), Katie Bailey, [How work can be made meaningful](#); Sumantra Ghoshal, [“Bad Management Theories Are Destroying Good Management Practices”](#), *Academy of Management Learning & Education* 4, no. 1 (2005): 75-91; Adam M Grant, [“Relational Job Design and the Motivation of People to Make a Pro-social Difference”](#), *Academy of Management Review* 32, no. 2 (2007), 393-17; and Matthew D. Lieberman, [Social: Why our brains are wired to connect](#) (Oxford: Oxford University Press, 2013); Blueprint lecture - [Advancing the Common Good through Purpose led business](#)
- ^{vi} Rutger Bregman, *Humankind a hopeful History*, Bloomsbury, 2020, p. 9
- ^{vii} Mckinsey, [The four building blocks of change](#), April 2016
- ^{viii} See multiple references in Deborah Rhode, *Cheating - Ethics in Everyday life*, Oxford University Press, 2018, p.52-53
- ^{ix} Simon Western [Rethinking leadership and organisational culture](#), Medium, 2 March 2021
- ^x See this useful discussion by Sarah de Gay, [Fashioning Integrity](#), Brunswick, 2019
- ^{xi} See this blog by Charles Wookey - [Being purpose led does not mean avoiding tough decisions](#), April 2020
- ^{xii} See Blueprint Paper - [Fairness in business](#), February 2019
- ^{xiii} The [Blueprint Principles](#) offer a picture of what a purpose-led organisation might look like
- ^{xiv} Excellent examples in Deborah Rhode, *Cheating - Ethics in Everyday life*, Oxford University Press, 2018, Ch. 3
- ^{xv} See Amy Edmondson, *The Fearless Organisation*, 2018; also [Google project Aristotle](#) on the importance of psychological safety for high functioning teams
- ^{xvi} Margaret Heffernan, [Silence isn’t golden, whistle-blowers are](#), FT, 18 Feb 2021
- ^{xvii} The [Blueprint Principles](#) offer a picture of what a purpose-led organisation might look like
- ^{xviii} See this useful discussion by Sarah de Gay, [Fashioning Integrity](#), Brunswick, 2019
- ^{xix} Dan Cable and Freek Vermeulen, [Stop Paying Executives for Performance](#), HBR, February 23, 2016
- ^{xx} Dan Ariely, *Payoff: The Hidden Logic that Shapes Our Motivations*, Simon & Schuster, 2016, p.72
- ^{xxi} This question is suggested by Deborah Rhode in her book *Cheating - Ethics in Everyday life*, Oxford University Press, 2018

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