

Exploring the relationships in the Five Principles

Overview and Objective

Blueprint's Five Principles give a 'picture' of what a purpose led business looks like. They set out the attributes of a purpose led business along with illustrative actions that flow from those attributes. Each principle also represents each of the key relationships a business has.

Together, the Principles describe how a business with a purpose that respects people and planet and serves society shows up, and positions business as an integral part of society, the outcome of which is long-term sustainable performance.

The Five Principles seek to represent business as a series of relationships rather than a nexus of contracts between different parties. The starting point for these relationships is respect and the opportunity to contribute, to be part of something bigger, achieving more together than one person or one group can achieve alone. This requires thinking about how that relationship is created, maintained and deepened. And to consider, acknowledge and openly address the tensions which inevitably surface.

The reason the commitment to purpose and dialogue is in the middle is that the purpose is the animating reason which connects all the relationships.

This workshop explores how thinking of business as a series of relationships changes the nature of the interaction and engagement with the people on which the business' success depends and how this in turn influences strategy development and execution. One outcome of this workshop is to recognise the importance of effective dialogue, to not assume what different people and groups of people may be feeling or thinking in relation to the business.

It has been developed with groups of 10-25 people in mind. Ideally there is a facilitator for each breakout group, but it is manageable with one main facilitator if the workshop is in person. Tips on how to run this workshop online are included.

Workshop Outline [duration: 2-2 ½ hours]

Timings	Content (Structure & example questions to explore)	Outcomes	Notes for facilitators / Resources
5 minutes	Welcome Aims of the session Ground rules <ul style="list-style-type: none"> Try to bring all of you to this: the parent, son/daughter, citizen, community member etc. Not just work you All perspectives are valid Give everyone time to share their views Provide an overview of the agenda	Attendees are clear on what to expect from the session and how the session will be run.	Note: It may be appropriate to co-create ground rules with the group.
20 minutes	What is a purpose led business? <ul style="list-style-type: none"> Recap - what we mean by purpose led business drawing on Blueprint thinking. The power of purpose: <ul style="list-style-type: none"> directs and guides decision taking, setting a clear direction of travel for the business as a whole - <i>and</i> moves people (all stakeholders) to commit to a shared worthwhile endeavour The Five principles – explain why the quality of relationships internally and externally matters, and the connection to the organisation’s purpose. 	Short presentation to help frame the workshop & deepen understanding of what being purpose-led means, drawing on Blueprint thinking Sets-up the breakout	Short presentation / recap on what it means to be a purpose led business to help frame the workshop & deepen understanding of what being purpose-led means, drawing on Blueprint thinking <u>Resources:</u> See sample slides for some key talking points Video at: https://youtu.be/ikxh3gM1BQ8 Also see: https://www.blueprintforbusiness.org/what-is-purpose/ Knowledgebase link to Five Principles
2 minutes	Breakout - Exercise 1 Setup: <ul style="list-style-type: none"> Show slide: Blueprint’s Five Principles Each breakout group will explore one of the principles (we do not include the middle principle in this exploration). Instructions: 	Provide context and set ground rules for the breakout.	<u>Resources:</u> Slide - Blueprint Five Principles Split people into groups. If the group is too small to breakout into four groups, then select 2-3 principles to explore.

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	<ul style="list-style-type: none"> - self-select the Principle you feel most passionate / drawn to - if there are too many / not enough in one group the facilitator may need to move people to a different group - each breakout facilitator has a series of questions to structure the enquiry 		If you are delivering this workshop online, number the principles on a slide and then ask participants to put their hand up showing the number of the group they want to be in using their fingers.
60 minutes	<p>Breakout: Exploring Stakeholders</p> <p>Set-up [10 minutes]:</p> <ul style="list-style-type: none"> • Welcome the group • High-level overview of the principle • Why have you chosen this principle? • Who is in mind when they think about this stakeholder group? <p>You can introduce a whiteboard to draw a person that for the group represents the stakeholder they are exploring or position an empty chair to represent this person.</p> <p>Quality of the Relationship - Exploration [10-30 minutes]</p> <p>Positive enquiry</p> <ul style="list-style-type: none"> • What is the company doing today that positively impacts this person / stakeholder? • Why are you doing this? Why is it important?* • What is the impact on the relationship? How do you know? <p>Explore fear/reservations</p> <ul style="list-style-type: none"> • What fears/reservations might this person/ stakeholder have about their relationship with the business? • How do you know?*** 	<p>Move people to think beyond transactions and about relationships based on respect and dignity.</p> <p>Draw out the importance of listening and dialogue in developing good relationships.</p>	<p>Each group has a facilitator</p> <p>See additional guidance for each of the principles below</p> <p>There are possibilities to expand on the 'empty chair' exercise. For example it can be used for a participant to role-play being a stakeholder answering questions about their needs, expectations and views about the business. Alternatively, any of the team group can take the 'empty chair' at any time and speak 'with the voice' of a stakeholder. It can also take the form of inviting participants to take the 'third position' to view – and comment on – the conversation objectively.</p> <p><u>*Why is this important</u> – the group may struggle to crystallise why it's important. Stick with the question and continue to repeat it if necessary (Why x 5 technique) or push them to summarise succinctly</p>

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	<p>Explore a difficult scenario/crisis (if time allows):</p> <ul style="list-style-type: none"> What have you learnt about the quality of the relationship with this person/stakeholder through this scenario/crisis? What has helped/what has got in the way? If you could turn back the clock, what one thing would you change about the nature of the relationship with this person/stakeholder that could have helped inform decisions and build a better relationship? <p>Explore the relevance of the purpose statement to the stakeholder relationship.</p> <p>The reason the commitment to purpose and dialogue is in the middle of Blueprint's Five Principles is because purpose is the animating reason which connects all the relationships on which the business success depends.</p> <ul style="list-style-type: none"> How does the purpose statement animate your relationship with this stakeholder? How could it further strengthen connection with the stakeholder? What would need to change? <p>Based on this exploration, explore and get ready to share back to the main group – [10-20 minutes]</p> <ul style="list-style-type: none"> What could you do differently to build better quality relationships with this stakeholder group? Choose 1-2 What more could you do to give voice to the relationships that matter most in pursuing the company's purpose? Choose 1-2 		<p>**How do you know - you may want to follow-up a few times with "Any further reflections on 'how do you know'?" Tease out that they may be basing their knowledge on assumptions or on high level results from surveys. You might want to directly ask 'What assumptions are you making'</p>

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	<ul style="list-style-type: none"> How could the company's renewed purpose further strengthen connection with the stakeholder? 		
10-20 minutes	<p>Exercise: Report back [back to plenary]</p> <ul style="list-style-type: none"> Share from across each of the subgroup. <ul style="list-style-type: none"> Reflections on the quality of relationship with chosen stakeholder What could you do differently to build better quality relationships with this stakeholder group? What more could you do to give voice to those relationships that matter most in pursuing the company's purpose? Ask facilitators for their key reflection Main facilitator offer additional reflections 	Allow people to hear the exploration of other groups	
20-40 minutes	<p>Full Group exploration: Now we've explored these relationships separately,</p> <ul style="list-style-type: none"> When thinking about balancing the interests / needs of these stakeholders, what dilemmas come up for you (potential tensions/trade-offs)? What helps? How could the company's purpose help navigate these trade-offs? How could you approach your decision making differently?/ How could you approach strategy development differently? Are there changes you can make today that will build a stronger relationship? What can you stop doing that has a negative impact on this stakeholder? What can you start doing that may improve the quality of the relationship? What commitments can you make? 	Surface and explore tensions. Help to create desire to change.	Main facilitator to draw out one tension and explore with team

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5-10 minutes	Next steps/reflections		Note: may want to surface what is not being said.

Additional notes for facilitators

Context – guiding thoughts behind each Principle

Honest and fair with customers and suppliers

Think about mutuality of benefit and how to help customers and suppliers achieve what they need and want, whilst contributing to the prosperity of the business.

Additional question to explore if required: to what extent is the company's purpose influencing your relationships and what you think is important with customers? What tensions is it creating?

A responsible and responsive employer

Often people miss 'responsive' in this statement. Being *responsive* is illustrative of the dynamic nature of relationships within a company.

It is about listening and being responsive to colleagues' needs and in a spirit of acknowledging the ability and desire of colleagues to contribute to a better outcome. The approach we advocate for is to work with and alongside employees, rather than doing things 'to and for' them, recognising the importance of 'Freedom with responsibility'.

A good citizen

"Other people matter". Being a good citizen situates a business as part of society and not apart from society. And with that brings a sense of curiosity about others, reaching out and inclusion.

It can be tricky to think about an example stakeholder for this group. Think of it as the people indirectly affected by the business. They represent all those communities impacted by the business that do not include customers, suppliers, employees and future generations.


A Guardian for Future Generations

Honours our duty to future generations. A test of solidarity. This ethos goes beyond what I can control and encourages us to contribute to what we know needs to be done and contribute what we can to solving those problems.

Additional question to explore if required: 'To what extent do you seek to understand the consequences of decisions on future generations? Or on the person in the empty chair?'

Resources:


Sample slides

 **What does it mean to be purpose led?**

A purpose led business:

- Has a **purpose which serves society** – envisages a positive impact on the world which shapes its thinking and drives decision making. There is a clear, simple and credible narrative which links the purpose to the strategy and to the outcomes and impact that arise from that strategy (both financial and non financial)
- Has a way of thinking about people which sees the **business as a set of relationships** and understands that the long term success of the business depends on the quality and sustainability of these relationships – with its employees, customers, suppliers, society and its responsibilities to act as a guardian for future generations
- Creates the conditions where **each person is seen as a someone not as something**, respects the dignity and value of people, and seeks to have a positive impact on the lives of those it touches

For more: see video of Charles Wookey on Purpose led business at: <https://youtu.be/ikxh3gM1BQ8>

 **FIVE PRINCIPLES OF A PURPOSE DRIVEN BUSINESS**

HONEST AND FAIR WITH CUSTOMERS AND SUPPLIERS <ul style="list-style-type: none"> • Seeks to build lasting relationships with customers and suppliers • Deals honestly with customers, providing good and safe products and services • Treats suppliers fairly, pays promptly what it owes and expects its suppliers to do the same • Openly shares its knowledge to enable customers and suppliers to make better informed choices 	A GOOD CITIZEN <ul style="list-style-type: none"> • Considers each person affected by its decisions as if he or she were a member of each decision-maker's own community • Seeks and provides access to opportunities for under-represented groups • Makes a full and fair contribution to society by structuring its business and operations to pay promptly all taxes that are properly due
A RESPONSIBLE AND RESPONSIVE EMPLOYER <ul style="list-style-type: none"> • Operates true to a purpose that serves society, respects the dignity of people and so generates a fair return for responsible investors • Treats everyone with dignity and provides fair pay for all • Enables and welcomes constructive dialogue about its behaviour in keeping true to its purpose • Fosters innovation, leadership and personal accountability • Protects and nurtures all who work for it to ensure people also learn, contribute and thrive 	HAS A PURPOSE WHICH DELIVERS LONG-TERM SUSTAINABLE PERFORMANCE <ul style="list-style-type: none"> • Enables and welcomes public scrutiny of the alignment between stated purpose and actual performance • Honours its duty to protect the natural world and conserve finite resources • Contributes knowledge and experience to promote better regulation for the benefit of society as a whole rather than protecting self interest • Invests in developing skills, knowledge and understanding in wider society to encourage informed citizenship
A GUARDIAN FOR FUTURE GENERATIONS	

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