

FOREWORD BY JOHN MACKEY, CEO, WHOLE FOODS



TOOLS FOR TRANSFORMING
YOUR ORGANIZATION

CONSCIOUS CAPITALISM

Field Guide

RAJ SISODIA
TIMOTHY HENRY
THOMAS ECKSCHMIDT

HARVARD BUSINESS REVIEW PRESS



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**CONSCIOUS
CAPITALISM**
Field Guide

**RAJ SISODIA, TIMOTHY HENRY,
AND THOMAS ECKSCHMIDT**

WITH JESSICA AGNEESSENS AND HALEY RUSHING

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Contents

Foreword, by John Mackey

Preface

1. Why Conscious Capitalism?
2. Starting the Journey

Part One

Higher Purpose

3. Introduction to Organizational Purpose
4. Discovering Your Purpose
5. Articulating Your Purpose
6. Enculturating Your Purpose

Part Two

Stakeholder Integration

7. The Stakeholder Model
8. Becoming Stakeholder Oriented
9. Identifying Your Stakeholders and Mapping Their Needs
10. Embedding a Stakeholder Orientation

Part Three

Conscious Culture

11. Introduction to Conscious Culture
12. Building a Conscious Culture: The Conscious-Culture Playbook
13. Evolving and Deepening Your Culture

Part Four

Conscious Leadership

14. Introduction to Conscious Leadership
15. Conscious Leaders Are SELFLESS
16. Becoming More Conscious
17. Organizational Approach to Conscious Leadership

Part Five

Implementation

18. Setting Organizational Priorities
19. Mobilizing the Organization

Epilogue

A Letter to the CEO

Appendix A: B Corporations

Appendix B: Ugli Oranges Exercise

Appendix C: Barrett Cultural Values Audit

Notes

Index

About the Author

Foreword

By John Mackey, Cofounder and CEO,
Whole Foods Market

In the five years since Raj Sisodia and I wrote *Conscious Capitalism: Liberating the Heroic Spirit of Business*, society has seen the remarkable growth of Conscious Capitalism. It is steadily becoming a worldwide movement to change how we think about business and how we conduct it. Many thousands of businesses are now inspired with a higher purpose beyond simply maximizing profits. Indeed, countless young entrepreneurs are starting up businesses, with their highest intention being to make the world a better place and to elevate humanity. Social entrepreneurs are creating many thousands of organizations that seek to solve the challenges we collectively face. Increasingly, the boundaries between business entrepreneurs and social entrepreneurs are beginning to blur as their higher purposes intermingle with one another.

I believe both our book and our nonprofit organization have been major factors in the larger movement toward a Conscious Capitalism world. Our book has now sold over 160,000 copies and has been translated into thirteen languages around the world. Our nonprofit organization, www.consciouscapitalism.org, now has chapters in more than thirty US cities and fourteen other countries.

Several other important organizations are also helping business consciousness to evolve in positive directions. These include the benefit corporation movement (B Corp movement), which has created an alternative corporate organizational form. Benefit corporations require boards of directors to take into account not only the shareholders' interests but also the well-being of other stakeholders and the larger social and environmental good in their decision making. This alternative corporate organization form is now legal in thirty-three states and several other countries (see <http://benefitcorp.net/>). The B Team is an international

nonprofit organization dedicated to creating social, environmental, and economic good through business. It is led by a number of well-known business leaders such as Richard Branson, Paul Polman, Mark Benioff, Muhammed Yunus, Ratan Tata, and many other notable leaders (see <http://bteam.org>). A third organization having a large global impact is Inclusive Capitalism, whose purpose is to make capitalism more equitable, sustainable, and inclusive (see www.inc-cap.com/about-us). All these organizations share a desire for business to place social and environmental values on at least equal footing with shareholder value—what is often referred to as the *triple bottom line*.

The triple bottom line is a wonderful idea and is one of the major inspirations for the Conscious Capitalism movement. However, a more comprehensive framework is necessary for truly meaningful change. Professor Ed Freeman’s seminal work on stakeholder theory formed the basis for the second pillar of Conscious Capitalism. It has moved from an interesting academic idea to one that is at the center of how many leaders think about their businesses—consciously creating value for all their major stakeholders. Although the identity of major stakeholders can vary across organizations, in *Conscious Capitalism* we identified six: customers, employees, suppliers, investors, society, and the environment. Whereas the triple bottom line tries to ensure that society and the environment are taken equally into consideration along with profits for investors, stakeholder theory proposes a “sextet” bottom line, which also includes customers, employees, and suppliers. All six of these major stakeholders are important, and the truly conscious business sees the web of interdependencies that exist between all of them and manages the business to simultaneously create value for all of them.

Of course, creating value for all six major stakeholders is not always easy—at least until we change the way we think about stakeholders. The always-present temptation is to make tradeoffs between the stakeholders so that one stakeholder gains at the expense of the others; if we look for tradeoffs, then we will surely find them. What is more difficult to do, but also absolutely necessary, is to shift our consciousness to look for win-win-win strategies—what Raj and I call Win⁶. Once we *see* the various stakeholder interdependencies and give ourselves permission to create strategies in which all are winning, that is what we actually will create.

While I've been greatly encouraged by the overall progress of Conscious Capitalism during the past five years, I've been deeply disturbed by one very powerful counter trend—shareholder activism toward public corporations. This activism is driven by the philosophy of maximizing shareholder value—usually, short-term shareholder value as the activist firms seek to make as much money as quickly as possible. Most shareholder activists don't care about any of the four tenets of Conscious Capitalism or indeed too much about anything besides driving greater profitability and higher stock prices over the short term. Shareholder activists generally take an ownership stake in public corporations from 1 percent to 10 percent and then use their stock position to pressure the board of directors and the CEO to take various actions to increase short-term profitability and the stock price. Usually, the actions entail massive layoffs of employees and other major expense cuts, huge stock buybacks, and dividend payouts. It can also mean putting the company up for sale to the highest bidder. If the board and the CEO do not cooperate with their demands, they often seek to replace directors with their own board candidates and lobby to remove the CEO as well.

Over the last few years, many large corporations have been pressured by shareholder activists. These include Dell, Apple, Microsoft, Procter & Gamble, DuPont, and Panera Bread. In response, Michael Dell took his company private, and Ron Shaich, the founder and the CEO of Panera, sold his to JAB, a large international holding company. Both leaders were perhaps primarily motivated by their desire to escape the shareholder activists hounding their companies.

In 2016 and 2017 our company, Whole Foods Market, faced two shareholder activist challenges. The first one, by Neuberger Berman Group, began in the summer of 2016, after it had purchased 3 percent of our stock. The firm began making various demands to the management team: reduce our cost structure, bring in new directors onto our board, hire a new chief financial officer, eliminate our co-CEO structure, and put the company up for sale. We listen carefully to all our stakeholders, including our shareholders, and do the best we can to make them happy. Where Neuberger Berman's suggestions made sense to us to improve the company, we implemented them. Where we believed its suggestions would be harmful to the company, we ignored them.

In April 2017, a second shareholder activist, Jana Partners, announced that it had bought 8.8 percent of the company. When we met in person with Jana

representatives two weeks later, they made no constructive suggestions on how we could improve the company. Instead, they told us we were doing a terrible job managing the company and they made two demands: replace seven of our twelve directors on our board, give Jana veto power over all seven, and put the company up for sale. If we did not agree to their demands within five days, they would escalate their attack against the company. They did not tell us what their escalated attack would involve, but our “activist defense” bankers and attorneys believed it would be a proxy battle to take over our board. If they won such a battle, the new board would fire the existing management team and replace us with new management, which would then put the company up for sale to the highest bidder.

We reacted very quickly to Jana’s threats and implemented two tactics that proved to be very effective. First, we had five of our most senior directors, who were judged by our activist defense advisers to be highly vulnerable to losing in a proxy contest with Jana, resign from the board. We replaced them with five very highly regarded new directors who would be very difficult for Jana to beat in a proxy contest. The resignations included several excellent directors whom we hated to lose, but all of them were willing to make this personal sacrifice for the good of the company.

Second, we decided to look for a white knight to acquire the company. We all believed it would be a disaster for Whole Foods Market if we were forced into a sale to another supermarket company, most likely one that didn’t share our purpose, values, quality standards, or culture. That was a path that none of the leaders of the company wanted to go down. But we could very likely be forced down that path because of unrelenting pressure from both Neuberger Berman and Jana. Was there another partner that would allow Whole Foods Market to retain its unique and defining qualities, while evolving itself over the next few years and adjusting to new market realities? The more I thought about it, the more I realized that there might just be one company that would be a perfect fit for us, a company that I had greatly admired for the past twenty years: Amazon.

We reached out to the Amazon people to gauge their interest in Whole Foods Market at the end of April. When it turned out they were very interested, we set up a meeting in Seattle just a few days later. A team of four Whole Foods Market executives met with four Amazon executives, including their founder and CEO, Jeff Bezos, on a Sunday afternoon. We were simply blown away by our first

conversation with them. The Amazon executives were all brilliant and highly creative people. We spent several hours that day discussing the various possibilities of what we could do together. Our team was very excited and was sold on merging with Amazon after the first meeting. It turned out that the Amazon team felt the same way. The deal happened extremely quickly, with the merger agreement being signed just six weeks after the first meeting.

So Whole Foods Market's experience with shareholder activism appears to be having a very happy ending for all our stakeholders. But what would have happened if Amazon hadn't been interested in buying us? Could any other white knights have fit well with Whole Foods Market Conscious Capitalism business model? Possibly, but I don't have a clue who they might have been. Could Whole Foods have stayed independent and successfully fought off both Neuberger Berman and Jana and prevented them from forcing the company into an undesirable sale to the highest bidder regardless of the sale's impact on our higher purpose and our Conscious Capitalism business philosophy? Maybe, but it would have been very difficult to do. Competition in the natural- and organic-foods business has increased tremendously over the past five years. Whole Foods needs to cut costs, centralize more of our purchasing to gain greater economies of scale, and lower our prices to close the gap with many of our competitors. Could we do all three of these without harming our sales, profits, and culture, while shareholder activists would be continuously breathing down our necks ready to pounce on the company if anything went wrong with these plans or if the plans didn't yield immediate results? Perhaps, but the odds didn't favor it. It was quite likely that the unique, conscious company that Whole Foods had evolved into would have been destroyed. Now, with Amazon as our partner, we will have the time to evolve the company in the positive ways that it needs to evolve to be more competitive, while gaining access to Amazon's tremendous technology and supply-chain expertise to help us evolve quicker and in unique ways.

Shareholder activism, as currently constituted and practiced, is a clear and present danger to the Conscious Capitalism movement, which hopes to increasingly win over public companies to this very special business model that promises to make our world a better place and to elevate humanity to a higher level. Activist shareholders base their actions on the misguided belief that maximizing shareholder value is the only purpose of business and should be pursued at all

costs. This is the virulent parasite that has burrowed very deep into the structure of financial capitalism; it threatens to kill its host and to discredit the institution of capitalism itself.

The Conscious Capitalism movement needs to meet this threat head-on in all ways possible—especially philosophically and legally. The B Corp movement is an excellent starting point; it offers a way to change the legal environment about the purpose of corporations. It offers some protection from shareholder activists who pursue short-term stock-price maximization for investors at the expense of all other stakeholders. However, financial capitalism as we now know it needs a complete makeover if Conscious Capitalism is going to continue to fulfill its mission in the world. This major task still lies in front of us, and it will require brilliant and dedicated financial entrepreneurs to develop new solutions to this massive challenge.

In the meantime, companies throughout the world should remain undeterred on their path to becoming more conscious and creating greater value of many kinds for all their stakeholders. For some businesses, despite the rapid spread of the Conscious Capitalism philosophy, it will remain just that—a philosophy—and its adherents, no matter how well intentioned, might struggle to convert this philosophy into actual practice. But thanks now to Raj Sisodia, Timothy Henry, and Thomas Eckschmidt and *Conscious Capitalism Field Guide: Tools for Transforming Your Organization*, the transformation is more attainable. Raj, Timothy, and Thomas methodically lay out scores of exercises, tasks, and examples that will help the reader ultimately evolve as a conscious business leader. I am confident that this field guide will prove to be an invaluable resource to leaders looking for a systematic, practical, and proven approach to bringing Conscious Capitalism to life in their organizations. It has been an exhilarating and deeply meaningful forty-year journey for me. I have no doubt that it will prove to be equally exciting and meaningful for you as well—along with all the people whose lives will forever be transformed by your embrace of this way of being in business.

Preface

What This Book Is, and Who It's For

Conscious Capitalism is a philosophy—along with a set of guiding principles and best practices—based on the simple idea that business is about more than making a profit. It is an approach to business built on the fundamental, universal truth that people aspire to more—to meaning and purpose, and to flourishing and fulfillment.

Conscious Capitalism does not hold the notion of profit in contempt—no business could exist without making money. Rather, the philosophy provides an alternative approach to the essential pursuit of profits, one that emphasizes ideas like trust, collaboration, and compassion. It says that business is good, even heroic, because it creates prosperity. And it says that it can do so much more to elevate humanity than most people think possible.

Four core principles of Conscious Capitalism offer the blueprint for practicing this radically different approach to building and leading business. They are higher purpose, stakeholder integration, conscious leadership, and conscious culture.

The idea of Conscious Capitalism has been around for a couple of decades and was first popularized by John Mackey, cofounder and CEO of Whole Foods Market. Now a global movement, the organization dedicated to the spread of Conscious Capitalism has grown rapidly since its inception in 2008, with chapters in nearly thirty US cities and a dozen countries around the world. The idea is finding great appeal in diverse cultures and economies, because it taps into deep human aspirations about how people want to live and work in the world today. It places the flourishing of human beings at the center of business enterprise.

The foundational book that captures the core ideas and spirit of the movement is *Conscious Capitalism: Liberating the Heroic Spirit of Business*, by John Mackey

and Raj Sisodia. Published in 2013, the book builds on the idea that, as we move deeper into the twenty-first century, the main source of competitive advantage will increasingly lie in the human capabilities, the culture and operating model of an organization. Conscious Capitalism is basically an issue of bringing out the best in your people for the benefit of all the people whose life your organization touches. The organizations that enable their people to be at their best will have the best teams and the best performance. This assertion forms the core argument of the book and our movement.

Since the publication of Mackey and Sisodia's book, companies large and small around the world have developed a growing interest in embarking on a journey of Conscious Capitalism. To meet that need, this book, the *Field Guide to Conscious Capitalism*, is a hands-on guide for businesses—young and old, small and large, private and publicly traded—to implement the core principles of Conscious Capitalism in their own organizations. The book can also be used by nonprofits and the public sector; the principles of operating as a conscious, purpose-driven organization are universal.

Our Promise to You

If you read this book, and more importantly, if you and your leadership team carefully do all the exercises that are provided, you will walk away with a detailed plan for building a more conscious business. This plan will include both near-term (twelve to eighteen months) and longer-term (three to five years) actions. To help you create that plan, the field guide is built on a series of exercises—practical initiatives you can take to design your own unique journey to becoming a more conscious organization. We want to meet you where you are today and help you craft the next steps on your journey.

Here are some specific tasks that you can expect to accomplish:

- Write a purpose statement for your company, and develop a plan for communicating it to your organization.
- Map all your stakeholders, identify their needs, and understand how you can create more value for each of them.

- Understand how to create win-win-win relationships with all your stakeholders.
- Create a culture playbook for your company.
- Create a personal leadership development plan.
- Develop a leadership checklist for your organization.
- Set priorities for the coming year and beyond

By understanding the principles of Conscious Capitalism and engaging with these exercises, with your teams, and with others in the organization, you will have the tools for creating a more conscious business, as Whole Foods Market, Google, Starbucks, Southwest Airlines, Patagonia, and many other successful companies built on the tenets of Conscious Capitalism have done.

Who the Book Is For

This field guide is designed for leaders and their teams—the group that has the responsibility and authority to shape the future of the organization as a whole or stand-alone units within a larger organization (typically known as strategic business units or corporate functions). The journey we describe is that of the organization, not the individuals. But you cannot have a conscious organization without conscious leaders, and you cannot be a conscious leader without being a conscious human being. To that end, the book also includes guidance on how the senior leaders of the organization can elevate their own consciousness and how they should alter their approach to leadership development in the entire organization.

The field guide is written for companies that are at various levels of consciousness. They could be startups or mature companies, at the very outset of the journey or already on their way. They could be public or private companies, large or small, domestic or global. They could be for-profit companies or nonprofits, consumer-facing or business-to-business. The principles of Conscious Capitalism are universally applicable to all kinds of organizations.

In addition, this book can help companies in the very early stages of a Conscious Capitalism journey or companies that have been pursuing various aspects of Conscious Capitalism for several years. We hope to lay out the entire journey for you, providing options for each tenet of Conscious Capitalism: a beginner's set of options, a middle-level set, and a more advanced set. In this way, we aim to meet you where you are so that the steps are relevant and actionable for you.

Finally, this field guide is also a resource for consultants working with teams and organizations. Sometimes, a third-party facilitator can help keep the team on track and can occasionally push the team to dig a bit deeper on some issues. However, we recommend that if you consider using consultants, make sure they are deeply versed in Conscious Capitalism, either through regular attendance at the annual Conscious Capitalism conferences or by participating in training programs offered by Conscious Capitalism, Inc. (see our website at www.ConsciousCapitalism.org for information on our various programs and events).

Note to readers: If you are new to Conscious Capitalism and haven't read the book *Conscious Capitalism: Liberating the Heroic Spirit of Business*, please make sure you read chapter 1 of this field guide to get a grounding the context, the concept, and the business case for Conscious Capitalism. Otherwise, you can start your journey with chapter 2.

How to Use the Book: From Aspiration to Action

The transformation to Conscious Capitalism is indeed a journey. In a sense, on any journey, you never quite arrive. It's a little like the development of human beings' levels of consciousness. There's no end state per se. But the higher you climb, the broader your vision. In this way, a conscious organization is constantly exploring and developing new ways to operate and be successful.

By the time you finish reading this field guide, you should have a very clear set of priorities for the next twelve to eighteen months. You'll see plainly where you are today and know where you're going so that you can continue your journey and have the highest possible impact on your business. We hope to help you move from aspiration to action.

Throughout the field guide, we also talk about who needs to be onboard with this journey. As you begin to build support in your organization, the support must come from several levels: your leadership team (referred to here as your top team), your public company or advisory board, your middle managers, and then eventually the entire organization. Stakeholder buy-in also requires clarity on why you are pursuing Conscious Capitalism and how best to implement this philosophy in your organization. It takes courage to move in a new direction or to take a significant next step on the journey. We hope this book will give you the support you need to feel more confident in moving these inspiring concepts into action in your organization.

How the Book Is Structured

The first four parts of this field guide cover the four tenets of Conscious Capitalism: higher purpose, stakeholder integration, conscious culture, and conscious leadership. The final part focuses on bringing it all together into an actionable plan. By the time you complete the book, you will have developed an implementation plan and strategy for you and your business to successfully embrace Conscious Capitalism.

Each opening chapter in parts 1 through 4 introduces you to a tenet and shares examples through stories and other comments from interviews with business leaders. Besides introducing the tenets, these chapters provide a glimpse of what other companies on this journey have done.

Subsequent chapters in each part present exercises, assessments, and other tools. We will suggest how you can dive deeper into specific aspects of your business by using tools such as customer surveys and employee surveys that address levels of engagement and trust. The point is to understand the gap between where you aspire to be and where you are today. The stronger your understanding of that gap, the better you can determine the next steps that will have the biggest impact on the business.

We then provide exercises and practical actions that will help you assess the possible next steps for each tenet. In this way, you can begin to create your own action plan for implementing the practices and principles of Conscious Capitalism.

For each of the four tenets (purpose, stakeholder integration, leadership, and culture), you can address where you are at three levels. At the first level, you examine the building blocks of Conscious Capitalism. For example, do you have a purpose? Does the leadership team know who your stakeholders are? At the second level, you look more broadly at the organization in terms of raising awareness and understanding of the tenets of Conscious Capitalism. For example, do people in the organization know who your stakeholders are? The third level is about bringing the tenets to life in the core DNA and culture of the organization. For example, in conscious leadership development, have you clearly defined the kind of leaders you want involved in developing the organization, and are you supporting them? The exercises take you through these levels systematically.

When you work through each step with your team, be aware that you need to walk before you can run. We help you through this process by offering the basics first and then outlining exercises that go into more depth. When you and your team are starting out on the exercises in this field guide, begin with those that correspond with your level of development.

How to Use the Exercises

The exercises proposed in the book should be done by the business leader and his or her direct reports. For the most impact, we recommend that the leadership team do the exercises as a team and discuss every exercise, outcome, and gap together. Doing so will allow for faster alignment and change for the organization. Nonetheless, leaders would also benefit from working through this book on their own—and then engaging with their team.

Given the importance of bringing your team members along and getting them deeply involved in the transformation to Conscious Capitalism, we recommend a two-step process for involving your team. First, you need to expose your leadership team to the concept of Conscious Capitalism and enlist their support (chapter 19 details how to accomplish this step). Then you must move from this aspirational vision to a concrete and prioritized plan for action.

The second step is to work through the action plan with your team and will require setting aside time when the team can focus on the plan. In our experience,

the team needs to take this work in chunks, which are represented by the five sections of the book.

There are two basic models for working through an action plan. Choose the approach that best fits your team and the circumstances.

One approach is to plan for a two- or three-day retreat in which the entire team is taken off-site. In this situation, we recommend working through each of the five parts of the book in sequence, spending three or four hours on each part. For each tenet, focus on the areas that are most pertinent to your own situation. For example, in part 1, “Higher Purpose,” your focus would depend on how well formulated your purpose is. If your organization has not yet developed a clear statement of purpose, or if the team feels that the current purpose doesn’t fit your current needs and should be updated, then your team should focus on this tenet of Conscious Capitalism. On the other hand, if you already have a well-defined purpose, the next step is to make sure everyone knows that purpose and then, later, to ensure that you are living it.

Another approach is to schedule a series of five sessions, one for each part of the book, for three or four hours each, over not more than five or six weeks. The goal here is to ensure that you have enough time both to do the relevant exercises for your team and to discuss the potential impact on your business and the next concrete steps to move this tenet into action.

How to Use the QR Codes

Throughout this field guide, you will encounter QR codes, the square bar codes that allow you to access additional information from the authors, from our interviewees, and from other sources. To read the codes through your cell phone, you can download one of three apps available for IOS, Android, and Windows:

- Inigma (IOS, Android, Windows, BlackBerry)
- Zapper (IOS, Android, Windows)
- QR Code Reader by Scan (IOS, Android, Windows, Kindle)

If a QR code does not work, you can go to our YouTube channel, www.youtube.com/user/ConsciousCapitalism/videos, where all our videos are posted and

referenced by chapter to make it easier to access and link them to the chapter you are reading.

Throughout the book, we have provided spaces for you to record your responses or ideas in the various exercises. The spaces might not be large enough for a full “download” of your ideas and team feedback. You can use sticky notes to gather feedback and collect ideas before entering your responses to each exercise throughout the book.

The Longest Journey Begins with the First Step

This book is meant to be used! Do the exercises, discuss them with your team, decide, and move to action. Our highest hope is that you and your team will launch into a new phase of transforming your business and hence by example begin to change the perception of business in the world. For now, we wish you bon voyage on this profoundly transformative journey to Conscious Capitalism. The pathway is not intended to be a personal one (though it includes some personal elements); instead, it is a leadership-team journey to bring about true transformation for your organization. Start now!

Conscious Business Summary Audit

SCORE

Purpose

1. Our organization the fulfills deep-seated <i>needs</i> of our customers, not just their wants or desires.	
2. Our customers would be genuinely distraught if we ceased to exist.	
3. Our investments and R&D priorities reflect a higher purpose beyond profits.	
4. We have a clear vision of how the world would look if we fulfill our purpose.	
5. Our employees find in their work intrinsic satisfaction that goes beyond their salary. The best ones would leave if we ceased being true to our purpose.	

Stakeholder Integration

6. For all major strategic decisions, we explicitly consider the short-term and long-term impacts on each of our key stakeholders: customers, employees, suppliers, investors, and communities.	
7. We use metrics to track the well-being of each of our stakeholders, and these are monitored at the highest levels within the company.	
8. We routinely engage stakeholders in dialogue and give them a voice in the company's direction.	
9. We recognize the interdependencies between our stakeholders, and we explicitly seek solutions that satisfy multiple stakeholders simultaneously. At the very least, we ensure that no stakeholder is harmed so that another may gain.	
10. Our company's relationships with all our stakeholders are characterized by frequent communication and high degrees of mutual trust and goodwill.	

Conscious Leadership

11. Our leaders are deeply self-aware individuals who are in their roles because they passionately believe in the purpose of our organization and in service to our people.	
12. Our leaders are intuitive systems thinkers and systems feelers. They not only think in systems terms, but also feel the connectedness and interdependence between stakeholders.	
13. In our company, power and virtue go together. In other words, we consciously seek to promote individuals with the greatest integrity and capacity for caring and compassion.	

Conscious Leadership (continued)

14.	Most senior positions in our company are filled by promotions from within.	
15.	In our company, accountability between employees and managers runs both ways; employees are accountable for their performance, and managers are accountable to ensure that employees have what they need to perform at a high level.	

Conscious Culture

16.	Our company's culture has a high degree of trust and transparency internally and externally. There is high trust among employees, between employees and management, and between the company and its external stakeholders.	
17.	In our culture, we say what we mean and we mean what we say. There is no sugarcoating of tough reality, and there is a high level of commitment to truth and integrity in all matters.	
18.	We operate within a culture of genuine caring and compassion for all stakeholders. When times get tough, our company exhibits an even higher level of caring and compassion than in prosperous times. There is a real sense of altruism in our culture. People do things for others with no expectation of a return, reward, or recognition.	
19.	Our people and our organization are continually evolving to higher states of capability and consciousness.	
20.	Employees in our company are empowered to always do the right thing. We use self-managing, self-motivated, and self-directed teams to accomplish our work.	
TOTAL		

Scoring

- 5 We are exceptionally good at this, to the point that others should learn from us.
- 4 We demonstrate this most of the time, but there is room for improvement.
- 3 This is true for us sometimes, but our record overall is mixed.
- 2 This is rarely true for us.
- 0 We seem to embody the opposite of this, or it is missing entirely.

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