THE 3RD TENET OF
CONSCIOUS CAPITALISM

CONSCIOUS LEADERSHIP

DISCOVERING AND AMPLIFYING
CONSCIOUS LEADERSHIP
Elevating humanity through business begins with knowing WHY your company exists. Without this, you have no compass to find and stay focused on your True North. Businesses should exist for reasons beyond just making a profit. We see profit as a necessary means to achieving your purpose—not as an end in and of itself.

Critical to achieving your purpose is to value and care for EVERYONE that touches your business. This includes your 1) employees, 2) customers, 3) suppliers, 4) investors, 5) society, and 6) environment... sometimes that even includes your competition. Motivate all stakeholders by creating “win-win-win” outcomes for all who are impacted by your business’s decisions.

Conscious businesses cannot exist without Conscious Leaders. They are the stewards, the pioneers for good. They keep the business focused on its Purpose. They reject a zero-sum, trade-off-oriented view of business and seek creative, synergistic solutions for all stakeholders. Without better leaders, there is no better world. Period.

The culture of your business is its heartbeat. Without a healthy one, the business will ultimately fail. Cultures are as unique as the people who comprise them, but commonalities include trust, accountability, transparency, integrity, loyalty, egalitarianism, fairness, personal growth, and love and care. How’s that for a great place to work?
PERSONAL INSIGHTS

How would you describe yourself as a leader?

How would your team describe you as a leader?

What are the qualities you admire in leaders?

How would you like to be described as a leader?
LEADERSHIP VS. MANAGEMENT

"Too much management without enough leadership leads to too much stability and inward focus. This eventually results in stagnation, decline, and probably the death of the organization. Too much leadership without enough management is also dangerous; the company lacks organizational capacity, operational discipline, and the business can become very risky."

John Kotter, Harvard Business School

LEADERSHIP

- Leadership is about change and transformation
- Leaders are high-level architects, builders, remodelers of the system
- Leaders have an inherent systemic sensitivity that enables them to understand both how a group of people will behave as a system and how to change the system in order to change its behavior

MANAGEMENT

- Management is about efficiency and implementation
- Managers ensure the system works smoothly and take corrective actions when it doesn't
EXAMPLES OF CONSCIOUS LEADERSHIP

- Selim Bassoul, Middleby Corporation
- Howard Behar, formerly of Starbucks
- Michael C. Bush, Great Place to Work
- Bob Chapman, Barry Wehmiller
- Jay Coen Gilbert, Bart Houlahan, and Andrew Kassoy, B Lab
- R. Edward Freeman, University of Virginia Darden School of Business
- David and Tom Gardner, The Motley Fool
- Daniel Lubetzky, KIND
- Danny Meyer, Union Square Hospitality Group
- Denise Morrison, Campbell Soup Company
- Indra Nooyi, PepsiCo
- Blake, Erik and Peter Nordstrom, Nordstrom
- Paul Polman, Unilever
- Melissa Reiff, The Container Store
- Walter Robb, formerly of Whole Foods Market
- Brian Schultz, Studio Movie Grill
- Tony Schwartz, The Energy Project
- Ron Shaich, Panera Bread
- Casey Sheahan, Keen
- Roy Spence, GSD&M and The Purpose Institute
- Ratan Tata- Tata Group
- Sunny Vanderbeck, Satori Capital
QUALITIES OF A CONSCIOUS LEADER

S
Strength

E
Energy and enthusiasm

L
Long-term orientation

F
Flexibility

L
Love and care

E
Emotional intelligence

S
Systems intelligence

S
Spiritual intelligence
CONSCIOUS CAPITALISM

Conscious Leadership: SELFLESS

STRENGTH

Leaders must:
• Have confidence without arrogance
• Have courage in their convictions
• Possess strength they derive from work with their team
• Be aware of their weaknesses so they can build strong teams
• Gather strength from within as well as from external sources
ENERGY AND ENTHUSIASM

- Leaders gather enthusiasm and passion from their knowing their personal purpose and the purpose of the company they lead.
- Leaders should set aside time for self-care, learning, and growing so they have the energy to accomplish the things they care most about.
LONG-TERM ORIENTATION

Conscious leaders:

- Plan their company's future with a timeline beyond the present, well beyond their tenure with the company
- Look at what they can put in place that will endure beyond their career
- Gauge success based on what happens when they are gone
- Know the difference between
  - Clock builders- those who create organizations that outlast their leader’s tenure
  - Time tellers- organizations that rely on leaders to "tell the time"
FLEXIBILITY

Flexibility is "the capacity to switch to modes seamlessly and to bend without breaking, as the situation or context requires."*

Flexibility can be cultivated when leaders are present, often through employing mindfulness techniques.

* Conscious Capitalism Field Guide
LOVE AND CARE

"Truly great leaders take the world to a better place. They manifest love, rooted in a foundation of caring. When you come from a place of genuine caring and possess great strength, you operate as a peaceful warrior - a warrior battling all odds for a just and righteous cause."

* Conscious Capitalism Field Guide
EMOTIONAL INTELLIGENCE

Intrapersonal intelligence

- self-awareness
  We need to have awareness and understanding of feelings and aspirations to know why we are doing what we are doing

+ Interpersonal intelligence

- empathy
  Recognizing that all people can and should be cared for through listening, understanding, caring, and seeing a situation from a new perspective
SYSTEMS INTELLIGENCE

- The best leaders prevent problems from arising in the first place by noticing and making alterations to the systems that are set by the business
- Developing systems intelligence can come from developing a stakeholder mindset- considering how decisions will affect all stakeholders involved
- This is where having a long-term over a short-term orientation matters
SPIRITUAL INTELLIGENCE

"Spiritual intelligence is the intelligence with which we access our deepest meanings, values, purposes, and higher motivations. It is... our moral intelligence, giving us an innate ability to distinguish right from wrong. It is the intelligence with which we exercises goodness, truth, beauty, and compassion in our lives."

- *Spiritual Capital*, Danah Zohar
EXERCISE #1

IDENTIFYING STRENGTHS

Assess how you feel you perform today as a selfless leader using the worksheet.

Of those you said you excel in what are the strengths you exhibit that led you to give yourself that assessment number.

Of those you said you are not as highly self-ranked in, what are the strengths you find you could work on.
YOUR PERSONAL CONSCIOUS LEADERSHIP DEVELOPMENT

Take your list of strengths you want to improve on and narrow down to the top 5 that you want to work on.

Using the worksheet provided, define what it means to grow this strength/leadership quality.

For each choose one SMART goal that will help you achieve this.
ORGANIZATIONAL LEADERSHIP DEVELOPMENT PLAN

A company is only as strong as its teams are which are, in turn, only as strong as the leaders that lead them.

Consider:
- How your company provides learning and development programs
- The type of mentoring programs you have internally or connect to externally
- How you plan for each leader's growth on your teams and in your departments
NEXT STEPS: HOW TO BRING IDEAS, PLANS, AND THOUGHTS TO LIFE IN THE WORKPLACE

1. SOLICIT FEEDBACK
   Ask trusted colleagues to give you feedback on your assessment of your strengths

2. BE VOCAL ABOUT YOUR INTENTIONS
   Share your intentions to improve your leadership with your team

3. CREATE A PLAN WITH YOUR TEAM
   Create an official leadership development plans for yourself and the teams at your company

4. REFINISH THE PLAN ALONG THE WAY
   Check in with your team along the way about how the leadership development is going
We believe that business is good because it creates value, it is ethical because it is based on voluntary exchange, it is noble because it can elevate our existence, and it is heroic because it lifts people out of poverty and creates prosperity. Free enterprise capitalism is the most powerful system for social cooperation and human progress ever conceived. It is one of the most compelling ideas we humans have ever had. But we can aspire to even more.

- From the Conscious Capitalist Credo