



A Great Business Is A Responsible

Design “work” so everyone is thinking “responsibly”

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Why Care About Responsibility?

- ◆ Business Risks
- ◆ Choice of Best and Brightest, Gen X, Y, Millennials
- ◆ Transparency is not an option
- ◆ Our grandchildren count on us
- ◆ Life, both Planet and Society, requires it for Vitality





Current Problem: Most approaches aren't effective

- ◆ Responsibility is Fragmented— either by function or subject
- ◆ Responsibility is Objectified— Them/US or US/It
- ◆ Responsibility is Isolated—Officers & Departments
- ◆ Responsibility is about Arresting Disorder
- ◆ Responsibility is non-innovative & disconnected from business strategic uniqueness





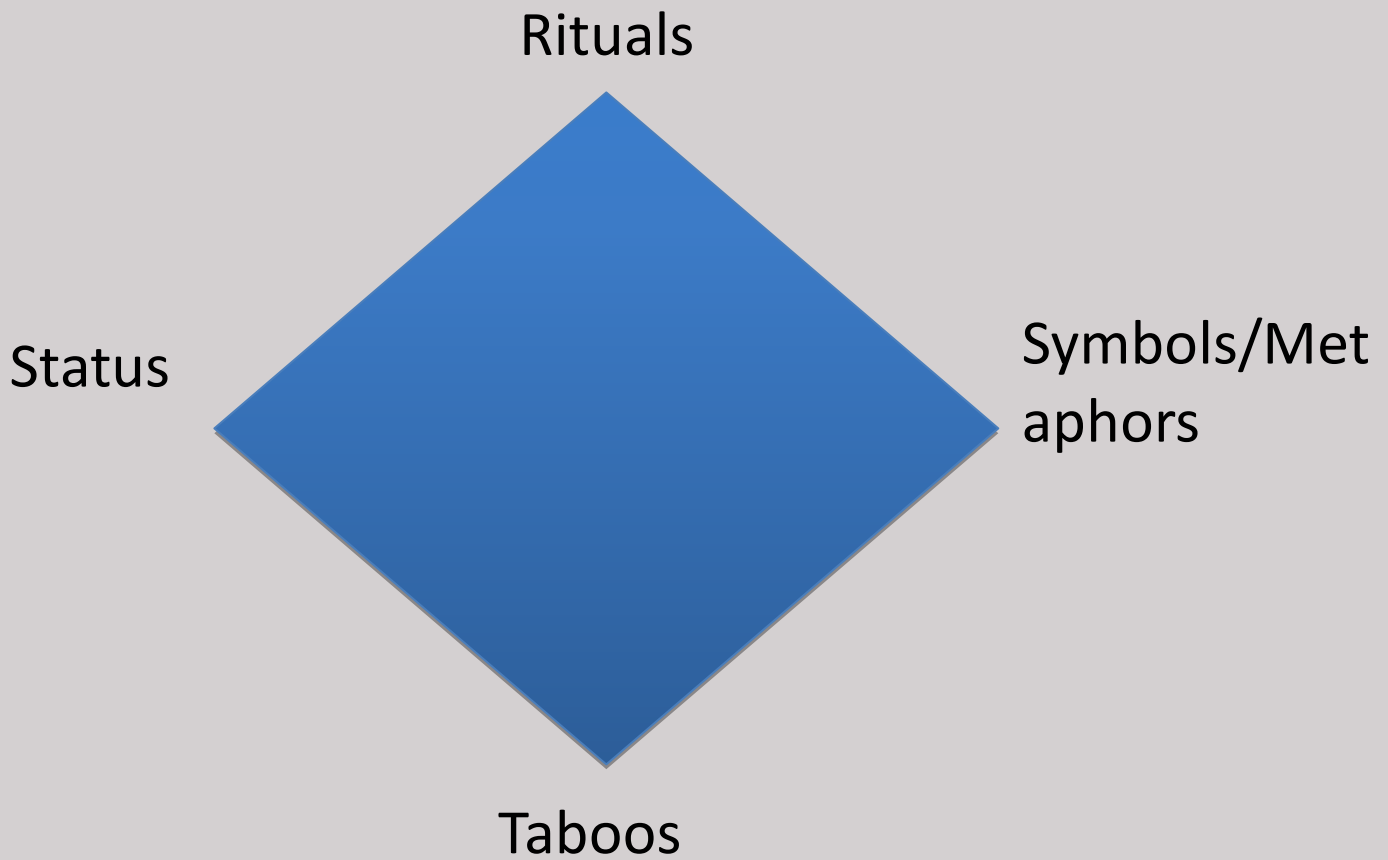
What is Effective?

- ◆ Understand it in phases for retrofitting a business?
 - ◆ Phase I Culture Change
 - ◆ Phase II Strategic Positioning
 - ◆ Phase III Capability or Capacity Building
 - ◆ Phase IV Work Redesign





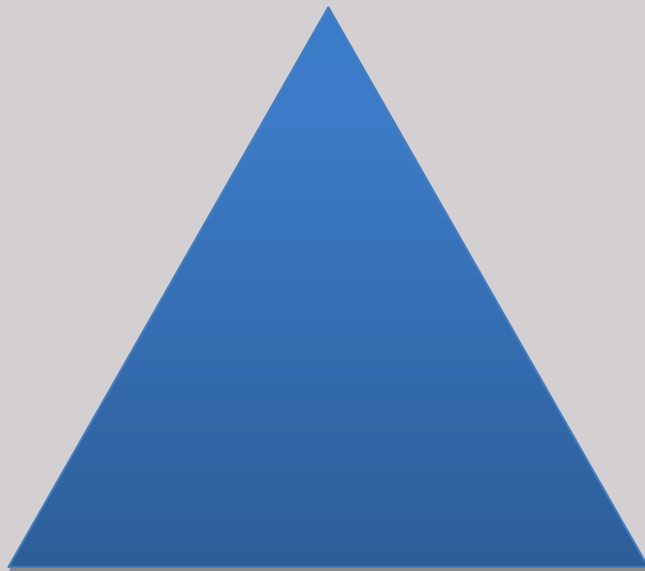
Culture Change





Strategic Positioning

Non-displace-able Direction



Global Imperatives

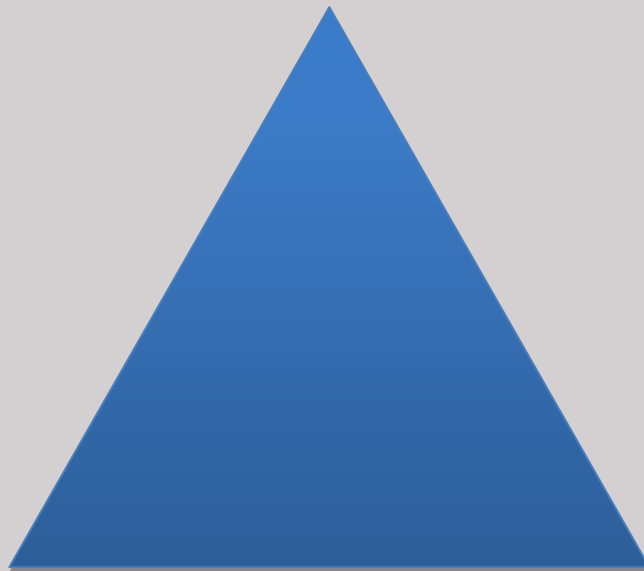
Essence





Capability & Capacity Building

Critical Thinking & Personal Development



Financial/Market

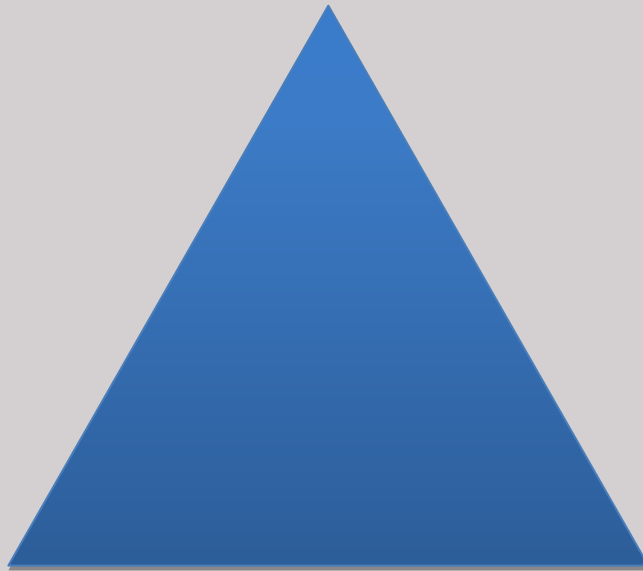
Professional/Technical





Redesign Work

Structure: Self-organizing, market
facing



Systems:
upgrade every
cycle

Processes: relevant
innovation in Value-Adding
Processes





What is Effective?

- ◆ Understand it in phases for a new start-up business?
 - ◆ Phase I Culture Change
 - ◆ Phase II Strategic Positioning
 - ◆ Phase III Capability or Capacity Building
 - ◆ Phase IV Work Redesign





Workbook for Group Dialogue

- ◆ Following are some questions that can be used in small groups in any organization to explore the ideas in The Responsible Business further.
- ◆ Please feel free to email me for help or to engage me with the group in this exploration.
- ◆ carolsanford@interoctave.com





Exercise for Your Organization

- ◆ Phase I: Culture
 - ◆ What do we give status to, that promotes or limits responsibility?
 - ◆ What metaphors do we use that foster collaboration & strategic connections and creativity, or that hinder it? What symbols are put forth?
 - ◆ What rituals do we use to bring spirit into the organization, around responsibility? And what kills spirit because it is routinized?
 - ◆ What is taboo that prevents growing responsibility? What should be taboo to restraint responsibility?





Exercise for Your Organization

- ◆ Phase II: Strategic Positioning
 - ◆ How do we bring our distinctiveness and uniqueness to the work of “responsibility and sustainability”? And where are we just “copy cats”?
 - ◆ In what ways do we draw on our “buyers lives” for innovation and to foster responsibility and sustainability? Where do we ignore or disconnect, because we start somewhere else?
 - ◆ What are the global imperatives we see, and which ones do we most affect? How can we increase the health and vitality of the ecosystems of these imperatives?





Exercise for Your Organization

- ◆ Phase III: Capability and Capacity Building
 - ◆ How could we do more to improve our building of critical thinking skills and personal development across our organization and foster expression of uniqueness of individuals?
 - ◆ How well do we have each person, in the value-adding process (all co-creators), understand the impact on earnings, margins and cash flow on all stakeholders, of their daily action?
 - ◆ How well do we connect each person to our buyers directly and not just through data collection by others?
 - ◆ How well do we help each member see their work in terms of a profession in which they keep learning; instead of a job in which they are improving performance and getting generic training?





Exercise for Your Organization

- ◆ Phase IV: Work Redesign
 - ◆ Look at Chapter Six— Teaching an Organization to Star —for stories and ideas for conversations.





Contact and Ackn0wledgements

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