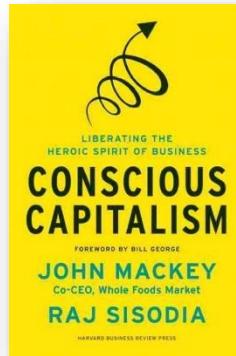


What is Conscious Capitalism?



Dream Statement

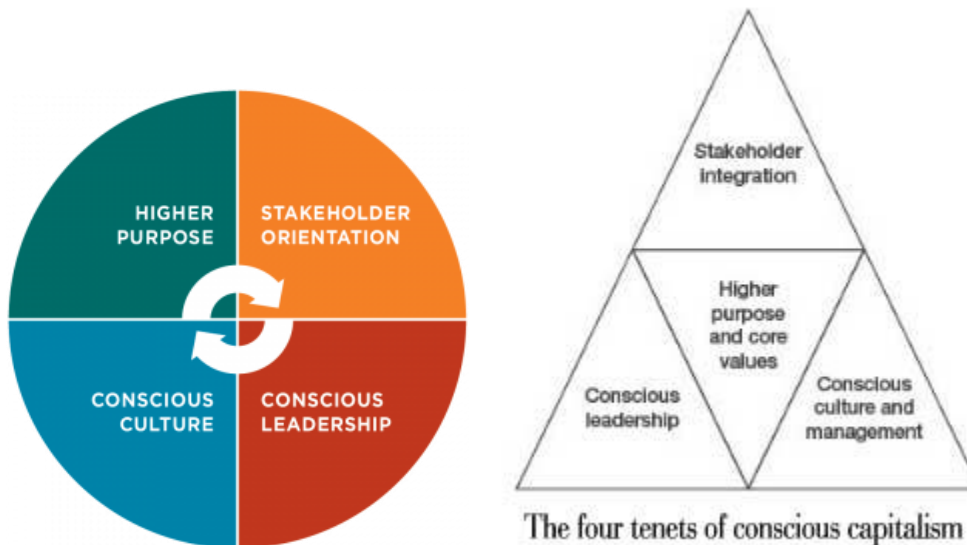
One day, virtually every business will operate with a sense of higher purpose, integrate the interests of all stakeholders, develop and elevate conscious leaders, and build a culture of trust, accountability, and caring. (p.266)

Table 1 – Corporate Social Responsibility versus Conscious Business

| Corporate Social Responsibility | Conscious Business |
|--|--|
| Shareholder-oriented | Stakeholder-oriented |
| Independent of corporate purpose | Incorporates higher purpose |
| Adds ethical and financial burden to business goal | Reconciles caring and profitability through higher synergies |
| Consistent with traditional, mechanistic view of business | Holistic ecosystem view of business as complex adaptive system |
| Often grafted on traditional business model, usually as a CSR or PR department | Social responsibility is at the core of the business model and is the responsibility of the entire company |
| Easy to meet as a charitable gesture, mostly a PR strategy | Requires genuine transformation |
| Assumes all good deeds are equally desirable and are not connected to the company's core mission | Requires that good deeds also advance the company's core mission |

Adapted from: Mackey, J. (May 2011). Conscious business and conscious capitalism: New paradigms for the 21st century. Third Annual International Conference on Conscious Capitalism. Bentley University, Waltham MA.

Tenets



Four Categories of Great Purposes

| | |
|--------------------------------|--|
| The Good | Service to others-improving health, education, communication and quality of life |
| The True | Discovery and furthering human knowledge |
| The Beautiful | Excellence and the creation of beauty |
| The Heroic | Courage to do what is right to change and improve the world |
| Attributed to Plato ref. p. 59 | |

Observations

There is a focused interest in the text on the nature of business...not the nature of trade. The text authors emphasize the need for sustained commitment to organizational goals. Doing so can change the world.

Growth and viability are dependent on commitment to a higher purpose. Whether an organization is profit or non-profit based the need for voluntary, thoughtful exchanges of goods, services, and concepts provide future generations with the “prosperous and flourishing world” (p. 135) that we desire.

There is a recurring theme by the authors of fostering individual development based on self-reflection and critical examination of personal values and beliefs. Growth comes from learning, from each other, mentors, and competitors. Value production is enhanced in an environment wherein all “stakeholder”

interests are valued and supported. Mutuality of interests and interdependence of needs are emphasized throughout the text.

Reality is a construct (p. 174) that can be created through personal dedication and inspired leadership. Controllers (owners, shareholders, Boards of Directors) are “paid last” and therefore have vested interest to reinforce long term growth. Consciousness of purpose demands that control rests with those whose vision is clear and communicated throughout all aspects of organizational activities.

Fully engaged leaders and employees see work as mission fulfillment. Team work naturally occurs because the team is clear as to purpose and organizational outcomes. Thus, team members are driven to achieve outcomes.

Traditional managers (in a negative context) are inward bound...they desire to maintain the status quo. Conscious Leaders (in a positive context) are outward bound...they desire to challenge fixed beliefs, create open transparent dialogue and sustain long term growth.

Growth in a conscious business is stimulated by recurrently asking “Who am I, Who are we, and Where are we going” ...a reflective (action researched) dialogue. “The real test of leadership comes when the choice is between right and right...Right versus right is much harder because you’re pulled in different direction by things that are genuine responsibilities” (p. 191).

Motivating people in a conscious context challenges intrinsic beliefs. These are “autonomy (the desire to direct our own lives), mastery (the desire to continually improve at something that matters), and purpose (the desire to do things in service of something larger than ourselves” (p. 236). This can be rephrased as:

1. We all want to make correct choices.
2. We all possess a need to belong.
3. We all wish to predict and control our world.

This is because we all see ourselves as the most important person in the world. Because that preconceived perception is for many of us *a fixed crystalized belief* challenging each of us to move beyond it is a radical choice envisioned in the conscious capitalism management movement.

The need to change is driven by changing its culture. Cultural values, stories, icons, and beliefs are driven by the levels of TRUST, ACCOUTABILITY, CARING, TRANSPARENCY, INTEGRITY, LOYALTY, and EGALITARIANISM (TACTILE) resident in the organization. Management, at all levels, needs to “buy into” consciously planned change.

Mackey, J., & Sisodia, R. (2013). *Conscious capitalism: Liberating the heroic spirit of business*. Boston, MA: Harvard Business Review Press.

Franciscan Values

Saints Francis and Clare, the founders of the Franciscan tradition, acknowledged God as creator and all humankind as made in the divine image.

Nourished by lives of prayer and reflection and focused on the example of Jesus, they offer models of cooperation and inclusivity. In this spirit, we invite persons of diverse faith backgrounds to embrace and live the Franciscan values of our University, which are:

- Creating a Caring Community
- Showing Compassion
- Reverencing All of Creation
- Making Peace

<http://www.stitch.edu/about/mission-and-vision/franciscan-values/>

Quotes for Discussion

Corporations are social organizations, the theater in which men and women realize or fail to realize purposeful and productive lives.

-Peter Rena

One aspect of modern life which has gone far to stifle men is the rapid growth of tremendous corporations. Enormous spiritual sacrifices are made in the transformation of shopkeepers into employees. The disappearance of free enterprise has led to a submergence of the individual in the impersonal corporation in much the same manner as he has been submerged in the state in other lands.

-William O. Douglas

This means we must subject the machine technology to control and cease despoiling the earth and filling people with goodies merely to make money. The search of the young today is more specific than the ancient search for the Holy Grail. The search of the youth today is for ways and means to make the machine and the vast bureaucracy of the corporation state and of government that runs that machine the servant of man. That is the revolution that is coming. That revolution now that the people hold the residual powers of government need not be a repetition of 1776. It could be a revolution in the nature of an explosive political regeneration. It depends on how wise the Establishment is. If, with its stockpile of arms, it resolves to suppress the dissenters, America will face, I fear, an awful ordeal.

-William O. Douglas

Shut your eyes, wait, think of nothing. Now, open them ... one sees nothing but a great coloured undulation. What then? An irradiation and glory of colour. This is what a picture should give us ... an abyss in which the eye is lost, a secret germination, a coloured state of grace ... loose consciousness. Descend with the painter into the dim tangled roots of things, and rise again from them in colours, be steeped in the light of them.

-Paul Cezanne

Whole Foods Market Store Locations

Milwaukee

2305 N. Prospect Ave

Milwaukee, Wisconsin 53211

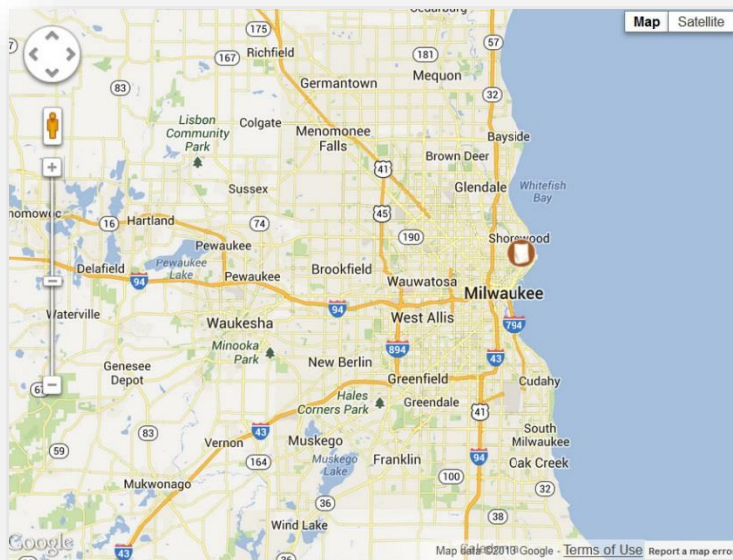
8am to 10pm seven days a week

P: 414.223.1500

F: 414.223.3150

[Map & Directions](#)

[Events](#)



<http://wholefoodsmarket.com/store-locations?store=6624>

Stores within 100 miles:

[Deerfield](#) -- Deerfield, IL

[Kildeer](#) -- Kildeer, IL

[Northbrook](#) -- Northbrook, IL

[Schaumburg](#) -- Schaumburg, IL

[Downtown Evanston](#) -- Evanston, IL

[Sauganash](#) -- Chicago, IL

[Halsted and Waveland](#) -- Chicago, IL

[Lakeview](#) -- Chicago, IL

[Madison](#) -- Madison, WI

[Lincoln Park](#) -- Chicago, IL

[Evanston South](#) -- Evanston, IL

[River Forest](#) -- River Forest, IL

[Gold Coast](#) -- Chicago, IL

[South Loop](#) -- Chicago, IL

[Wheaton](#) -- Wheaton, IL

[Hinsdale](#) -- Hinsdale, IL

[Willowbrook](#) -- Willowbrook, IL

[Naperville](#) -- Naperville, IL

[Orland Park](#) -- Orland Park, IL

Critical Questions for Discussion:

- To what extent do the locations of Whole Foods Stores define the “Stakeholder’ constituency that it seeks to influence?
- Who are the customers, what is their income and educational levels, what customer preferences drive marketing, and do these questions challenge the social grounding underlying the Mission of Conscious Capitalism?

In regards to the efficacy to Conscious Capitalism, research the following Questions:

1. Can Conscious Capitalism be tested? In essence are the concepts stated in ways that can be scientifically refuted? If not, why?
2. Is Conscious Capitalism a philosophy, a belief system and/or a movement? If it is any or all of these what criteria must a manager use to evaluate effectiveness?
3. Finally:
 - a. Who determines Conscious Capitalism benefits?
 - b. For what purpose is Conscious Capitalism fielded (societal reformation, personal ego gratification, organizational restructuring, etc.?)
 - c. Does the concept require sustained control by “believers” in order to succeed over time when the “founder” is no longer physically present (death)?
4. In Summary: based on the above answers; from your personal perspective, what advantages accrue from implementing Conscious Capitalism as a management philosophy in your firm?

Report

| | | Total Pts. | Percent | Other Sustainable Businesses (1,941) | B Corps (504) |
|--|-----------------------------------|--------------|--------------|--------------------------------------|----------------|
| B Impact Report 2013 Sample Company X | | | | | |
| Overall Rating | | 120.1 | | 84 pts | 105 pts |
| Governance | Area of Excellence | 15.1 | 88.7% | 57% | 73% |
| | Corporate Accountability | 12.2 | 93.5% | 56% | 72% |
| | Transparency | 2.9 | 73.1% | 63% | 73% |
| Workers | Area of Excellence | 23.9 | 59.7% | 48% | 56% |
| | Compensation, Benefits & Training | 15.2 | 56.4% | 49% | 56% |
| | Worker Ownership | 3.1 | 43.8% | 31% | 38% |
| | Work Environment | 5.6 | 93.5% | 60% | 71% |
| Community | Area of Excellence | 45.1 | 67.6% | 45% | 62% |
| | Community Products & Services | N/A | | | |
| | Serving Those In Need | 1.4 | 6.0% | 38% | 21% |
| | Community Practices | 41.9 | 66.0% | | |
| | Suppliers & Distributors | 6.2 | 53.6% | 40% | 45% |
| | Local Involvement | 22.7 | 87.4% | 50% | 53% |
| | Diversity | 2.6 | 32.6% | 28% | 31% |
| | Job Creation | 4.4 | 55.6% | | |
| | Civic Engagement & Giving | 6.0 | 59.8% | 33% | 42% |
| Environment | Area of Excellence | 36.0 | 67.0% | 38% | 59% |
| | Environmental Products & Services | 8.7 | 29.0% | 8% | 29% |
| | Environmental Practices | 26.7 | 60.6% | | |
| | Land, Office, Plant | 6.9 | 86.2% | 8% | 29% |
| | Inputs | 8.2 | 62.9% | 32% | 36% |
| | Outputs | 3.1 | 61.8% | 51% | 56% |
| | Suppliers & Transportation | 8.5 | 47.2% | 40% | 45% |

>80 out of 200pts is eligible for B Corp Certification
Area of Excellence = >60% of points available

<http://www.consciouscapitalism.org/sites/default/files/Sample%20Impact%20Report.jpg>