

CONSCIOUS BUSINESS EDUCATION



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Four tenets of conscious capitalism



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This is a
Digital Detox
Analogue
Zone

1. Transition / Introduction

2. The four tenets of conscious capitalism
3. 1st tenet: Higher Purpose
4. 2nd tenet: Conscious Leadership
5. 3rd tenet: Stakeholder integration
6. 4th tenet: Conscious culture and management
7. Summary: Key questions
8. Reading recommendations and contact



Prior to capitalism, the way people
amassed great wealth was by
looting, plundering and enslaving
their fellow man. Capitalism made it
possible to become wealthy by
serving your fellow man.

— *Walter E. Williams* —

AZ QUOTES

Source: <https://www.azquotes.com/quote/500242>

- ***Be in business to express yourself and serve others. Not to serve yourself and use others. (Raj Sisodia)***

The “Conscious Capitalism Credo”

“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.

Conscious Capitalism is a way of thinking about capitalism and business that better reflects where we are in the human journey, the state of our world today, and the innate potential of business to make a positive impact on the world. Conscious businesses are galvanized by higher purposes that serve, align, and integrate the interests of all their major stakeholders. Their higher state of consciousness makes visible to them the interdependencies that exist across all stakeholders, allowing them to discover and harvest synergies from situations that otherwise seem replete with trade-offs. They have conscious leaders who are driven by service to the company’s purpose, all the people the business touches, and the planet we all share together. Conscious businesses have trusting, authentic, innovative and caring cultures that make working there a source of both personal growth and professional fulfillment. They endeavor to create financial, intellectual, social, cultural, emotional, spiritual, physical and ecological wealth for all their stakeholders.

Conscious businesses will help evolve our world so that billions of people can flourish, leading lives infused with passion, purpose, love and creativity; a world of freedom, harmony, prosperity, and compassion.”



Conscious Companies and consumers

- 96% have a more positive image of a conscious company than one without socially responsible practices
- 94% will be more likely to trust that company
- 93% will be more loyal to the company (i.e., continue buying products or services)
- 91% of global consumers are likely to switch brands to one that supports a good cause, given similar price and quality
- 92% would buy a product with a social and/or environmental benefit if given the opportunity, and 67% have done so in the past 12 months

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3. 1st tenet: Higher Purpose

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6. 4th tenet: Conscious culture and management

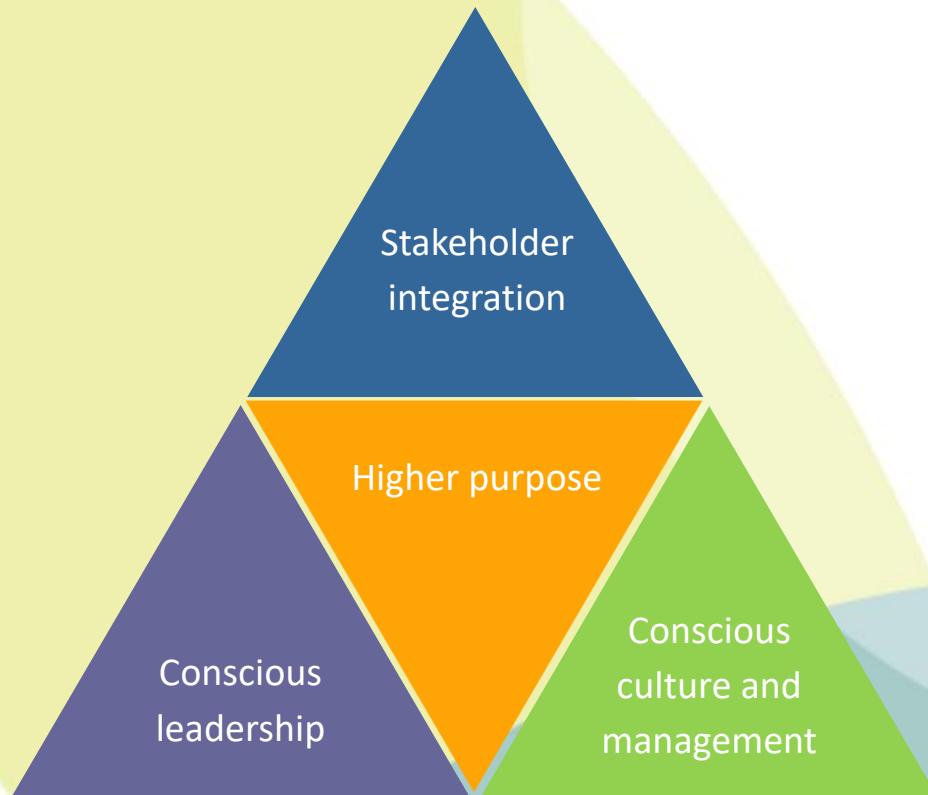
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The foundations of conscious businesses

- “A conscious business promotes **mindfulness for all of its stakeholders**. Employees are encouraged to investigate the world with rigorous scientific reasoning, and to reflect on their role in it with equally rigorous moral reasoning. They are invited to contemplate their own selves, finding **what it means to live with virtue, meaning, and happiness**. They are also asked to think of their **colleagues as human beings, rather than as “human resources.”** Finally, they are required to understand their **customers**, offering them products and services that support their growth and well-being. A **conscious business** fosters peace and happiness in individuals, respect and solidarity in the community, and mission accomplishment in the organization.”

The four tenets (*Grundsätze*) of Conscious Capitalism



- Interconnected and mutually reinforcing
- Foundational, not tactics or strategies
- Represent the essential elements of an integrated business philosophy that must be understood holistically to be effectively manifested

Listen to



Tec Sounds

The Conscious Capitalists

With Timothy Henry and Raj Sisodia

Tecnológico de Monterrey | Conscious Enterprise Center

The Conscious Capitalists

Episode #1: Introducing the Conscious Capitalists Podcast

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Listen at <https://www.theconsciouscapitalists.com/podcast/episode/49e16fa6/episode-1-introducing-the-conscious-capitalists-podcast>

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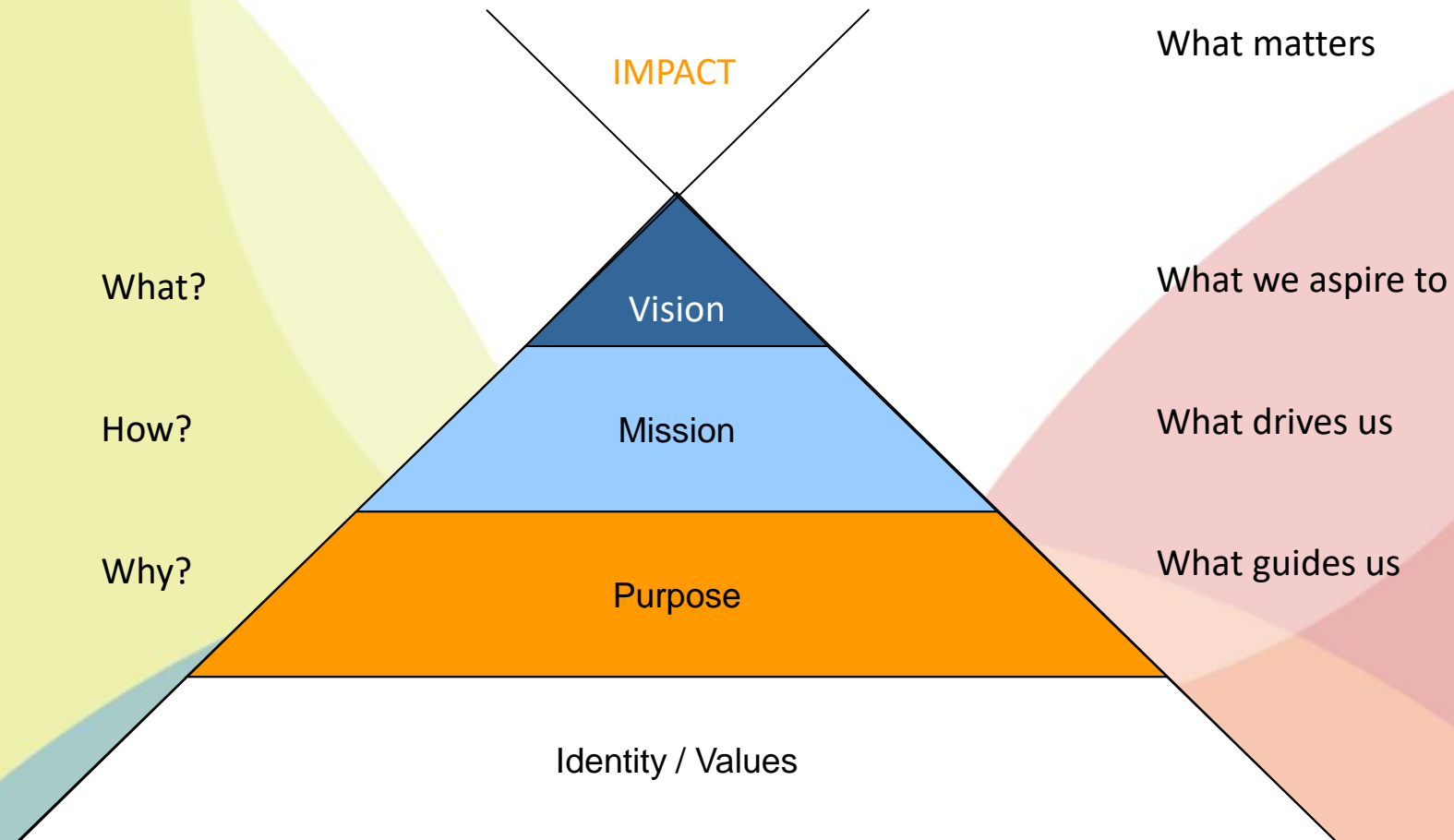
A Key question:

- **What are the two most important days in your life?** (here: Richard Leider; most likely not Mark Twain)

1. The day you were born.

2. The day you realize *why* you were born.

Vision, mission and purpose are not the same



Three types of purpose

Personal Purpose

“Doing things we love, attempt new challenges, and express our voice to the world.”

Social Purpose

“Relationships matter more than anything else – they reinforce our sense of value, require us to engage, and ultimately help us grow.”

Societal Purpose

“We have done something that we believe matters – to others, to society, and to ourselves.”

“At its foundation the *Purpose Economy* creates purpose for people. It serves the critical need for people to develop themselves, be part of a community, and affect something greater than themselves.”

Source: Aaron Hurst

Fundamental questions addressed by a conscious business with a higher purpose

A firm's purpose is the glue that holds the organization together.

- **Why do we exist?**
- **Why do we need to exist?**
- **What is the contribution we want to make?**
- **Why is the world better because we are here?**
- **Would we be missed if we disappeared?**

Example for multiple higher purposes: Wholefoods 2011

Wholefoods executive leadership 2011:

- “We want to help evolve the world’s agricultural system to be both efficient and sustainable. This includes a much higher level of livestock animal welfare, seafood sustainability, and upgraded efficiency and productivity of organic agriculture.”
- “We want to raise the public’s collective awareness about the principles of healthy eating: a diet that is centered on whole foods, is primarily plant based, is nutrient dense, and includes mainly healthy fats (minimal animal fats and vegetable oils). We believe this diet will radically improve the health of millions of people by helping prevent and reverse the lifestyle diseases that are killing so many of us— heart disease, stroke, cancer, diabetes, and obesity.”
- “Through the Whole Planet Foundation, we want to help end poverty around the world by making microcredit working-capital loans to millions of impoverished people to help them create and improve their businesses.”
- “We want to help make Conscious Capitalism the dominant economic and business paradigm in the world to spread human flourishing.”



The New York Times

DealBook / Business & Policy

Amazon to Buy Whole Foods for \$13.4 Billion



Customers at a Whole Foods Market in Midtown Manhattan. John Taggart for The New York Times

By Nick Wingfield and Michael J. de la Merced

June 16, 2017

Amazon agreed to [buy the upscale grocery chain Whole Foods](#) for \$13.4 billion, in a deal that will instantly transform the company that pioneered online shopping into a merchant with physical outposts in hundreds of neighborhoods across the country.



utures 26445 0.09% ▼ Stoxx 600 383.28 1.94% ▲ U.S. 10 Yr 3/32 Yield 1.136% ▲ Crude Oil 47.55 1.71% ▲ Euro 1.1104 0.26% ▼

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Amazon to Buy Whole Foods for \$13.7 Billion

Whole Foods would continue to operate stores under its brand



The acquisition of Whole Foods would give Amazon a 460-store network that also serve as a distribution network. Shown, an Austin, Texas, Whole Foods store, the chain's first location.

PHOTO: AUSTIN AMERICAN STATESMAN/ASSOCIATED PRESS

by Laura Stevens and Annie Gasparro
Published June 16, 2017 7:34 pm ET



Forbes

ENTREPRENEURS

Congrats, Clif Bar! Its Sale To Mondelez Boosts Our View That This Is 'The ESOP Decade'

Mary Josephs Contributor @
I write about entrepreneurs' exit strategies, ESOPs and M&A.

Jun 23, 2022, 11:31pm EDT

My heartiest and heartfelt congratulations to Clif Bar & Company and its employees on their landmark agreement to sell to Mondelez International! The natural energy, nutrition and snack bar maker – 20% owned by its employees – sold itself for \$2.9 billion, with additional earnout possibilities.

Clif Bar and Gary Erickson and Kit Crawford, its husband-and-wife owners and co-Chief Visionary Officers, have been our friends for over a dozen years. I was privileged to work with Clif Bar when they established a 20% ESOP plan in Spring 2010 through the sale of family-owned common stock and have maintained ties ever since.

The expected acquisition of Clif Bar and other major employee-ownership developments convince me that my assertion over a year ago is materializing that this this will be "The Decade of the ESOP."

Source: <https://www.forbes.com/sites/maryjosephs/2022/06/23/congrats-clif-bar-its-sale-to-mondelez-boosts-our-view-that-this-is-the-esop-decade/>

*ESOP = Employee Stock Ownership Plan

CNN BUSINESS Markets Tech Media Success More

Mondelez to buy energy bar maker Clif Bar for about \$3 billion

Reuters
Updated 1548 GMT (2348 HKT) June 21, 2022

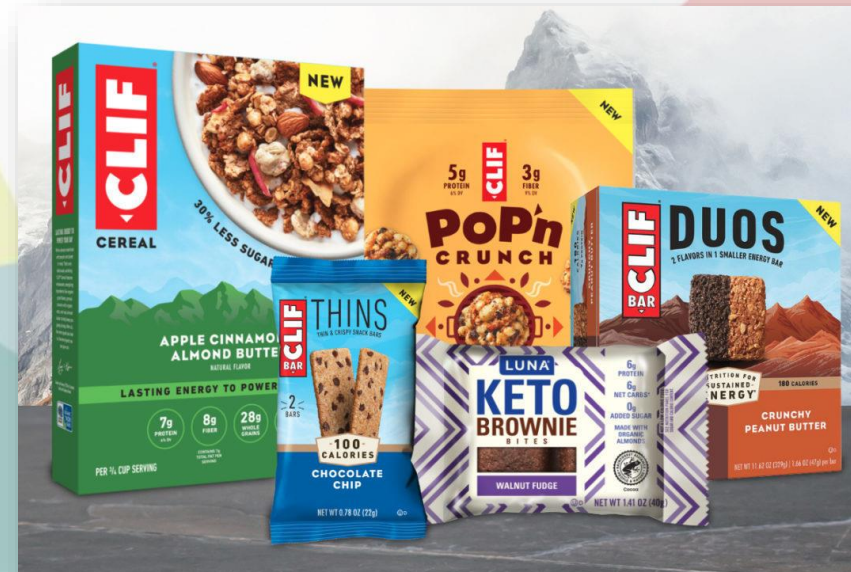
Mondelez International said on Monday it will buy energy bar maker Clif Bar & Company for \$2.9 billion to expand its global snack bar business.

The Cadbury maker will also pay additional amounts to the sellers depending upon its earnings from Clif Bar, Mondelez said.

The company said it will get the Clif, Luna and Clif Kid brands of bars in its portfolio through the acquisition, creating a \$1 billion-plus global snack bar franchise for itself.

"Mondelez International is the right partner at the right time to support Clif in our next chapter of growth," said Gary Erickson and Kit Crawford, co-owners of Clif Bar & Company.

Source: <https://edition.cnn.com/2022/06/21/business/mondelez-clif-bar/index.html>



Source: <https://www.foodbusinessnews.net/articles/21904-mondelez-wraps-deal-for-clif-bar>

Benefits of defining higher purpose

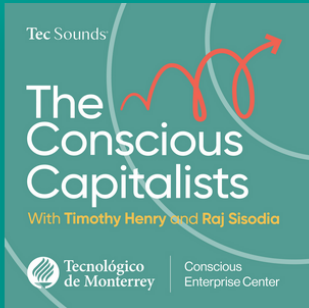
- **Motivation:** People want to be recognized, to grow and to have made a difference. They want to maximize purpose – not profit.
Purpose driven motivation is intrinsic – and therefore much more effective than extrinsic financial incentives.
- **Happiness:** Happiness cannot be pursued; it ensues as the result of living a life of meaning and purpose.
(Viktor Frankl – Man's Search for Meaning)
Pursuing happiness directly may result in short-term hedonistic pleasure, but it doesn't lead to authentic, soul-satisfying happiness; that only comes from living a life of meaning and purpose. *(Mackey, Sisodia)*
- **Impact**
- **Sustainable business performance** – by not directly aiming for profits but making purpose the primary goal of the business.

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Tec Sounds





The Conscious Capitalists

With Timothy Henry and Raj Sisodia





Tecnológico de Monterrey | Conscious Enterprise Center

The Conscious Capitalists

Episode #55: Employee Owners – Create Wealth and Drive Value!!

00:00
●
 46:08

1x





Tec Sounds | 8/9/2022

A great conversation this week about creating ‘ownership’ mentality and rewards in a company. Hear about the millionaires and the hundreds who realized 6-figure payouts in the sale of Cliff Bar to Mondelez this year! Employee Ownership Stock Plans (ESOPs) can create great value for the people who create the value in the company! It’s also a great way for owners to have a tax advantaged exit event to secure their own wealth, AND their legacy! A win-win for owners and workers- an important element of the future of Conscious Enterprises!

Source: <https://www.theconsciouscapitalists.com/podcast/episode/1d846094/episode-55-employee-owners-create-wealth-and-drive-value>

Purpose in business practice!

Purpose statement:

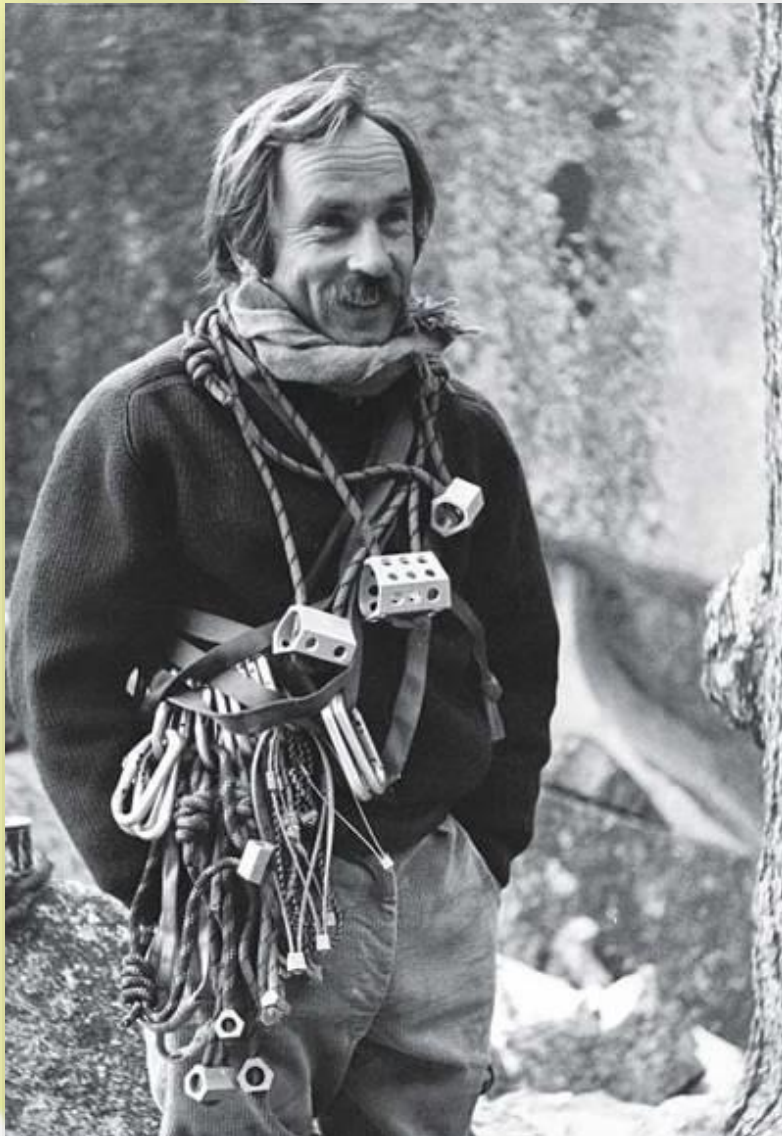
**“We’re in business to save
our home planet.”**

Patagonia purpose statement:

“We’re in business to save our home planet.”

**patagonia®**

Source: <https://www.patagonia.com/company-info.html>



Source: https://en.wikipedia.org/wiki/Yvon_Chouinard and <https://www.lifegate.com/yvon-chouinard-2>



Yvon Chouinard, founder of Patagonia



New York Times on Black November, 25, 2011

DON'T BUY THIS JACKET



It's Black Friday, the day in the year retail turns from red to black and starts to make real money. But Black Friday, and the culture of consumption it reflects, puts the economy of natural systems that support all life firmly in the red. We're now using the resources of one-and-a-half planets on our one and only planet.

Because Patagonia wants to be in business for a good long time – and leave a world inhabitable for our kids – we want to do the opposite of every other business today. We ask you to buy less and to reflect before you spend a dime on this jacket or anything else.

Environmental bankruptcy, as with corporate bankruptcy, can happen very slowly, then all of a sudden. This is what we face unless we slow down, then reverse the damage. We're running short on fresh water, topsoil, fisheries, wetlands – all our planet's natural systems and resources that support business, and life, including our own.

The environmental cost of everything we make is astonishing. Consider the R2® Jacket shown, one of our best sellers. To make it required 135 liters of

COMMON THREADS INITIATIVE

REDUCE

WE make useful gear that lasts a long time
YOU don't buy what you don't need

REPAIR

WE help you repair your Patagonia gear
YOU pledge to fix what's broken

REUSE

WE help find a home for Patagonia gear
you no longer need
YOU sell or pass it on*

RECYCLE

WE will take back your Patagonia gear
that is worn out
YOU pledge to keep your stuff out of
the landfill and incinerator



REIMAGINE

TOGETHER we reimagine a world where we take
only what nature can replace

water, enough to meet the daily needs (three glasses a day) of 45 people. Its journey from its origin as 60% recycled polyester to our Reno warehouse generated nearly 20 pounds of carbon dioxide, 24 times the weight of the finished product. This jacket left behind, on its way to Reno, two-thirds its weight in waste.

And this is a 60% recycled polyester jacket, knit and sewn to a high standard; it is exceptionally durable, so you won't have to replace it as often. And when it comes to the end of its useful life we'll take it back to recycle into a product of equal value. But, as is true of all the things we can make and you can buy, this jacket comes with an environmental cost higher than its price.

There is much to be done and plenty for us all to do. Don't buy what you don't need. Think twice before you buy anything. Go to patagonia.com/CommonThreads or scan the QR code below. Take the Common Threads Initiative pledge, and join us in the fifth "R," to reimagine a world where we take only what nature can replace.

needs three glasses
ay from its origin as
Reno warehouse
carbon dioxide, 24
product. This jacket
two-thirds its weight

ter jacket, knit and
exceptionally durable,
often. And when
we'll take it back
value. But, as is
and you can buy,
mental cost higher

d plenty for us
u don't need.
anything. Go to
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to reimagine a
e can replace.



patagonia Shop Activism Sports Stories

W's Best Sellers

M's Best Sellers




Category ^

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Women's

Size v

Fit v




Source: <https://www.patagonia.com/home/>



patagonia

Patagonia Provisions Patagonia Action Works The Cleanest Line

WORN  WEAR

SHOP

INSIDE WORNWEAR

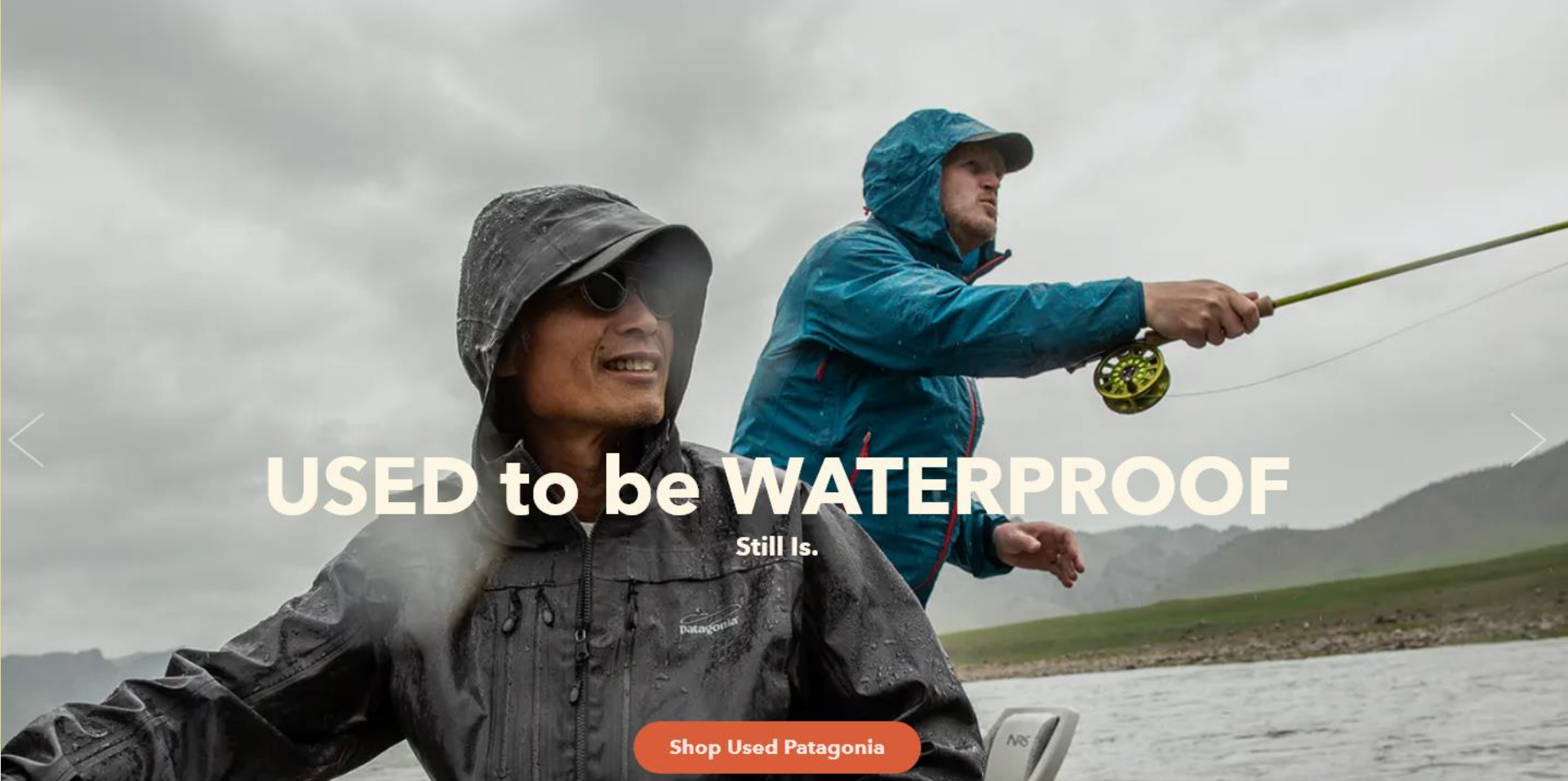
TRADE IN


Q 0

USED to be WATERPROOF

Still Is.


Shop Used Patagonia








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[ReCrafted Worn Wear](#) > [Shirts](#) > [ReCrafted M's T-Shirt](#)








Worn Wear® ReCrafted

ReCrafted M's T-Shirt

\$57

Color: Blue / Grey Medley Fall 2019



Choose a size



Unless specified, all ReCrafted items use unisex sizing. For more details on fit, please see the sizing details below or see our [size charts](#).

The regular-fit Men's ReCrafted T-Shirt is made of reclaimed, postconsumer organic cotton and recycled polyester Patagonia® T-shirts that have been deconstructed and recreated in tonally color-blocked designs. Recrafted in the USA.

Expect the Unexpected


Each one-of-a-kind garment is uniquely made in California from an array of deconstructed and repurposed materials of various shades. The final pops of color may vary from what is shown. Rest assured, everything has been cleaned through the process, but may have slight signs of use from a previous life. After all, the scars tell the story.

Source: <https://wornwear.patagonia.com/>





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U.S. Significantly Weakens Endangered Species Act








A bald eagle, one of the Endangered Species Act's success stories, near Castle Dale, Utah. Brandon Thibodeaux for The New York Times




By Lisa Friedman

Aug. 12, 2019






1995

WASHINGTON — The Trump administration on Monday announced that it would change the way the Endangered Species Act is applied, significantly weakening the nation's bedrock conservation law and making




Patagonia

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2 Wochen • Bearbeitet •




Enough is enough. Today, we are filing a lawsuit to protect the Endangered Species Act because we agree with the American people in their support of the Act, and we cannot afford to lose 50-year-old environmental protections passed down from previous generations.

[Übersetzung anzeigen](#)




Save the Endangered Species Act!


Rose Marcario auf LinkedIn


5,433 • 76 Kommentare



Gefällt mir



Kommentar



Teilen



Forbes

Billionaires Innovation Leadership Money Business

67,762 views | Mar 20, 2017, 10:00am

From Climber To Billionaire: How Yvon Chouinard Built Patagonia Into A Powerhouse His Own Way



Daniela Sirtori-Cortina Contributor

Lists

I count billionaires' money and write about it.

This article is more than 2 years old.

f

Twitter icon

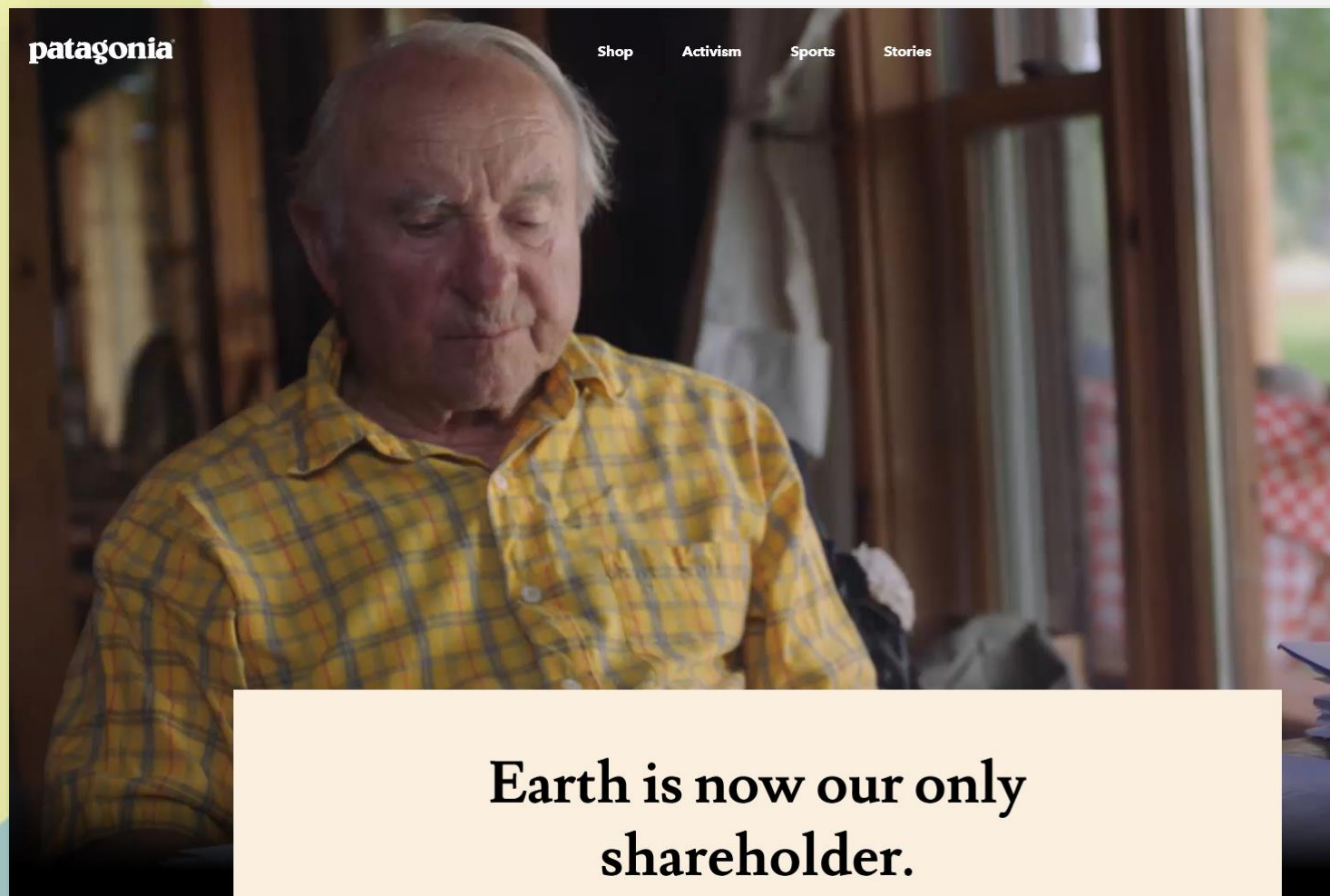
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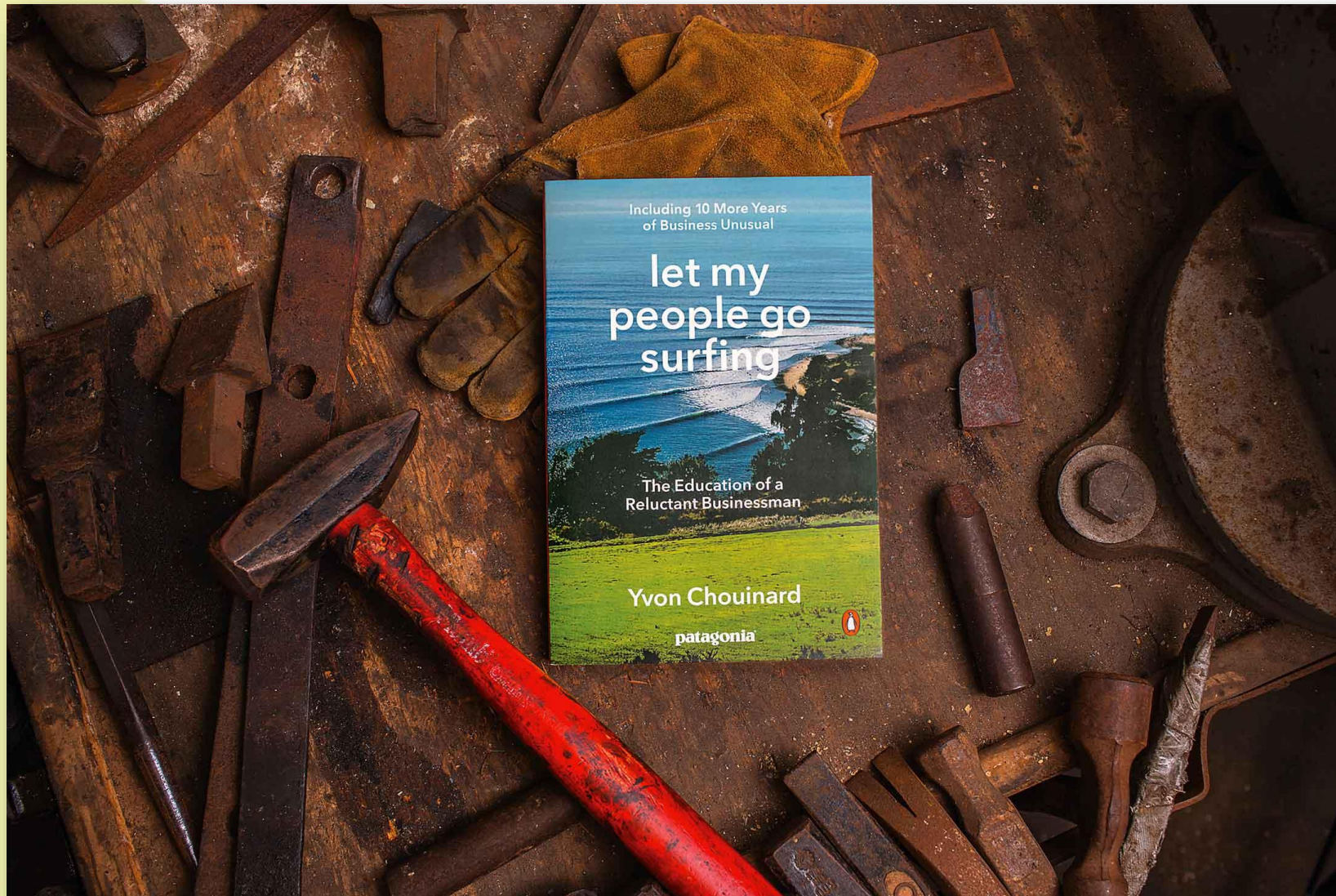


Patagonia founder Yvon Chouinard at Foster Park in Ventura, CA, March 2014. Chouinard is new to Forbes 2017 list of billionaires. (Peter Bohler/Redux) [-] (PETER BOHLER/REDUX)

For the better part of his 20s, Yvon Chouinard spent more than half of each year gallivanting across North America and the Alps, sometimes living on 50

Instead of “going public,” you could say
we’re “going purpose.” (14.09.2022)







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The Yin & Yang of Gerry Lopez

877,741 views • 1 month ago

From award-winning documentary filmmaker, Stacy Peralta comes Patagonia's The Yin & Yang of Gerry Lopez, a film that lifts the veil on one of surfing's most enigmatic heroes. While "Mr. Pipeline" is famously known for his calm demeanor in the tube, Gerry built his early career on cutthroat, aggressive surfing. Gerry is as radical as he is Zen; he transcends categorization. He's one of the most influential surfers and surfboard shapers ...

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 <p>The Yin & Yang of Gerry Lopez Patagonia ✓ 877K views • 1 month ago Subtitles</p>	 <p>Newtok The Water is Rising Patagonia ✓ 615K views • 9 months ago Subtitles</p>	 <p>We Are the Water Patagonia ✓ 23K views • 2 months ago Subtitles</p>	 <p>The Scale of Hope Climate, Climbing and Systemic... Patagonia ✓ 1M views • 4 months ago Subtitles</p>	 <p>North Shore Betty You're Never too Old to Send Patagonia ✓ 1M views • 9 months ago Subtitles</p>	 <p>Game Hawker A Wild Journey to Falconry Patagonia ✓ 504K views • 11 months ago Subtitles</p>
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Part 2 <https://www.theconsciouscapitalists.com/podcast/episode/4b665b5c/episode-3-purpose-at-work-part-2>

Case – *Ecosia* search

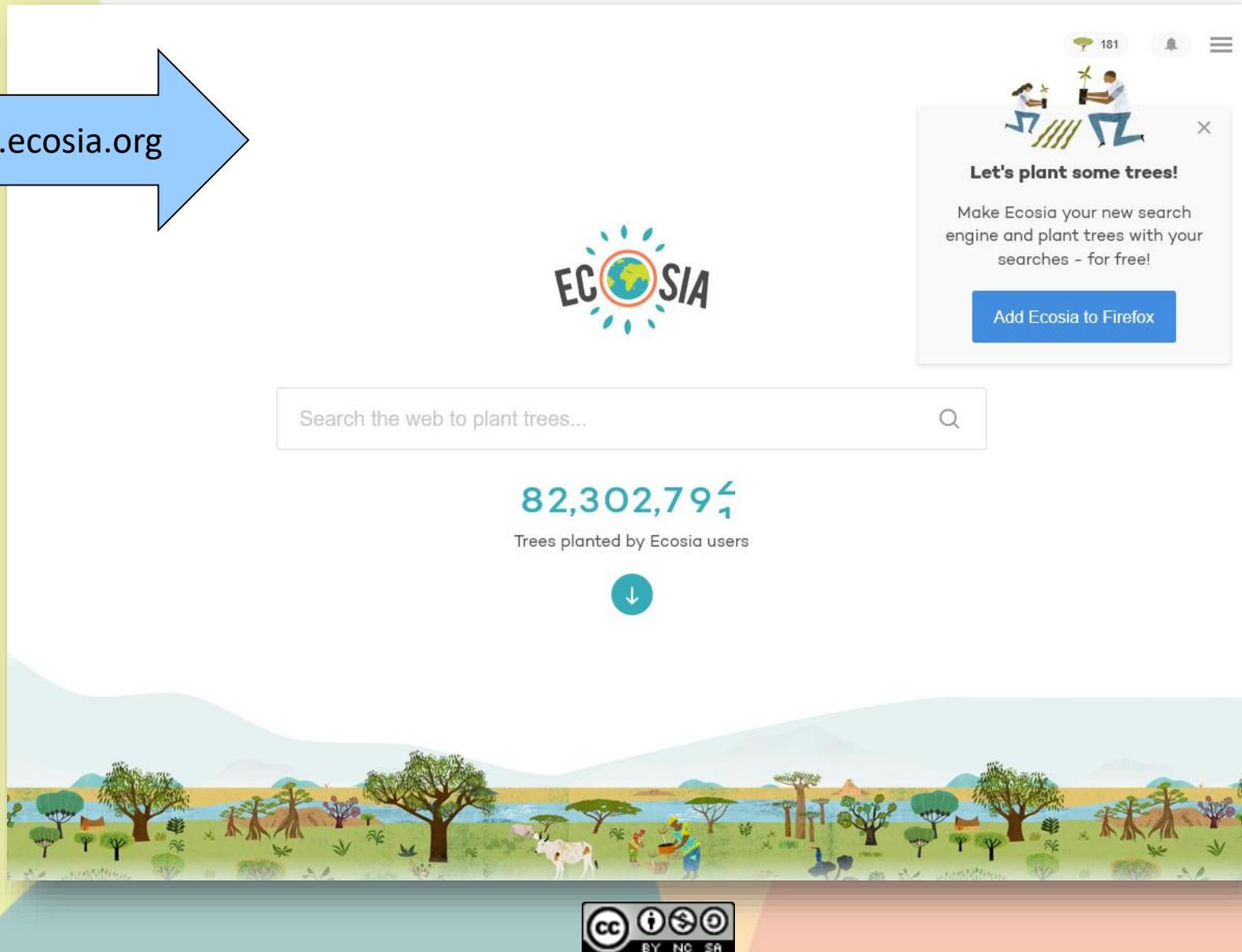
The Ecosia Story







Source: <https://www.deutschlandfunkkultur.de/oeko-unternehmer-christian-kroll-wir-wollen-eine-milliarde-100.html>

- Founded 2009 in Berlin by Christian Kroll (and Tim Schumacher as investor)
- Revenue 2019: 9.1M€
- 80% of profits (ca. 50% of income) used to support tree planting projects
- 26,446 trees alone on Jan 23rd 2020 in Australia through "ReForest Now"
- Offered 1M€ to buy Hambach Forest from RWE AG
- Privacy: Encrypted searches, not permanently stored, data not sold to third-parties
- Certified B Corp

www.ecosia.org





 185
 


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Allbirds bei Amazon.de - Riesenauswahl, aktuelle Trends

Ad · www.amazon.de/schuhe/Allbirds
 Top-Auswahl an Schuhen zu günstigen Preisen. Kostenlose Lieferung möglich
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Die bequemsten Schuhe der Welt - Allbirds

<https://de-de.allbirds.eu>
 Der bequemste Schuh der Welt. Hergestellt aus natürlichen Materialien wie Merinowolle, der Faser des Eukalyptusbaumes und Zuckerrohr hat Allbirds den bequemsten Schuh auf dem Planeten kreiert.

Men's Runners - Allbirds EU

<https://de-de.allbirds.eu/collections/mens-runners>
 Folge unserer Herde. Viele Neuheiten, exklusive Angebote und Sichtungen unsere Allbirds in freier Wildbahn. Kuschelige Schafe sind auch mit dabei! #weareallbirds"

Allbirds Coupons, Promos Codes January 2020 - upto 35% off ...

<https://www.pocketracy.com/coupons/allbirds>
 How to use an Allbirds Coupon: Allbirds doesn't have a coupon code box yet they do have a blessing authentication box. On the off chance that you are sufficiently fortunate to have been given a blessing endorsement, explore to the Shopping Cart tab by clicking "Truck" in the upper right corner of the page.


Allbirds vs Giesswein: Merino Wool Sneaker im Vergleich ...

<https://www.diaetplan-kostenlos.de/allbirds-vs-giesswein-merino-runner-vergleich>
 Allbirds vs Giesswein Nachteile. Um es vorweg zu sagen: Wurde es den jeweils anderen Schuh-Hersteller nicht geben, so würden wir vermutlich an keinem der beiden Merino-Sneakers etwas aussetzen können.



The World's Most Comfortable Shoes – Allbirds

<https://www.allbirds.com>
 The world's most comfortable shoes, made with natural materials like merino wool, eucalyptus tree fiber, and sugar cane, Allbirds has created the comfiest shoes on the planet.

Allbirds



Allbirds ist ein U.S-amerikanischer Schuhfabrikant. Das Unternehmen bewirbt seine Produktion mit einer hohen Nachhaltigkeit und seine Produkte als umweltverträglich. Tim Brown, der während seiner Sportlerkarriere als Vizekapitän der neuseeländischen Fußballnationalmannschaft eine Handelshochschule besuchte und privat... [Read more](#)

 Official Website
  Wikipedia

Data from: Wikipedia
 Text under CC-BY-SA [Feedback](#)

Search results with this icon guide you to greener, more sustainable choices.

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Results by Microsoft

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Where do Ecosia's search results come from?

What are Ecosia's main features and

How does Ecosia guide you to greener search results?



Ecosia Support

2 days ago · Updated

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In today's world, many decisions are made based on a web search. We want to empower our users to do good by helping them to make more sustainable choices in their lives. By placing a green leaf icon alongside selected websites in our search results, we are highlighting information to help with that.

We believe that the companies and organisations behind these "green leaf" websites share our mission. They may have demonstrated ecologically friendly business practices or supply sustainable products or services. Where appropriate they have been assessed by ecological standards organisations including ones such as Economy for the Common Good, Hilfswerft, and Natrue. Many, like Ecosia, are also certified B Corporation members.


Certified B Corporation

<https://bcorporation.net>


Vote Every Day. Vote B Corp. You cast your vote every day with the choices you make—what you buy, where you work and who you do business with.

It's important to note that the "green leaf" search highlights are not advertisements or paid results, and they are ranked on the search page no more favourably than any other. No financial relationship exists between Ecosia and any of the "green leaf" websites.

Source: <https://ecosia.zendesk.com/hc/en-us/articles/360013117973-How-does-Ecosia-guide-you-to-greener-search-results->


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Ecosia's FAQ > Search engine > General

 Search

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- Ecosia login feature (Beta)
- How can I add Ecosia to my desktop?
- How do search engines work?
- Where do Ecosia's search results come from?
- What are Ecosia's main features and...




Is Ecosia's search partner, Bing, CO2-neutral?



Ecosia Support
12 hours ago · Updated

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Yes. In May 2012, Microsoft made a commitment to make their operations carbon-neutral, which also includes their search Bing. Read more about Microsoft's efforts concerning environmental sustainability [here](#).

Was this article helpful?

✓ Yes

✗ No

266 out of 270 found this helpful

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The math behind planting a tree through search – and a carbon negative (!) business model

Average per search based on the fact that users click on a paid ad every x times

The CO₂ footprint of an average search is estimated at 0.2 grams. On average, each tree planted removes 50 kg of CO₂ during an expected 15 year lifetime.

1 tree supports 250,000 searches

- **0.005 EUR per search x 45 searches = 0.225 EUR = 1 tree planted by partners**

= 1 tree
= ca. 50 kg of CO₂ removal
= 1 kg CO₂ removal per search

If Ecosia was as big as Google, it could absorb 15% of all global CO₂ emissions – every year! That's enough to offset vehicle emissions worldwide.



Money and transparency: Ecosia Financial Report (11/2019 – I)

€ 2 075 223

Ecosia's total income
this month

€ 945 983

● Invested into tree planting

This month, we used 80% of our
surplus revenue to plant trees
where they are most needed.



Money and transparency: Ecosia Financial Report (11/2019 – II)

€240 001

● **Reserves**

This is our savings jar for larger environmental investments, like our solar plant, which is parked at the ethical banks GLS and Triodos.

45.5%

11.5%

5.5%

37.5%

108 151 €

● **Spreading the word**

We invest some money into paid advertising to grow Ecosia and eventually plant more trees.

781 088 €

● **Operational costs**

Salaries 32 full-time, 13 part-time	€107 844
Employment costs & taxes Health insurance, social security, employment & company taxes	€93 180
Tax / Tax provisions	€500 000
Server & domains	€41 222
Office	€11 042
Other Office supplies, utilities	€21 084
Travel costs	€6 716

Money and transparency: Ecosia Financial Report (11/2019 – III)



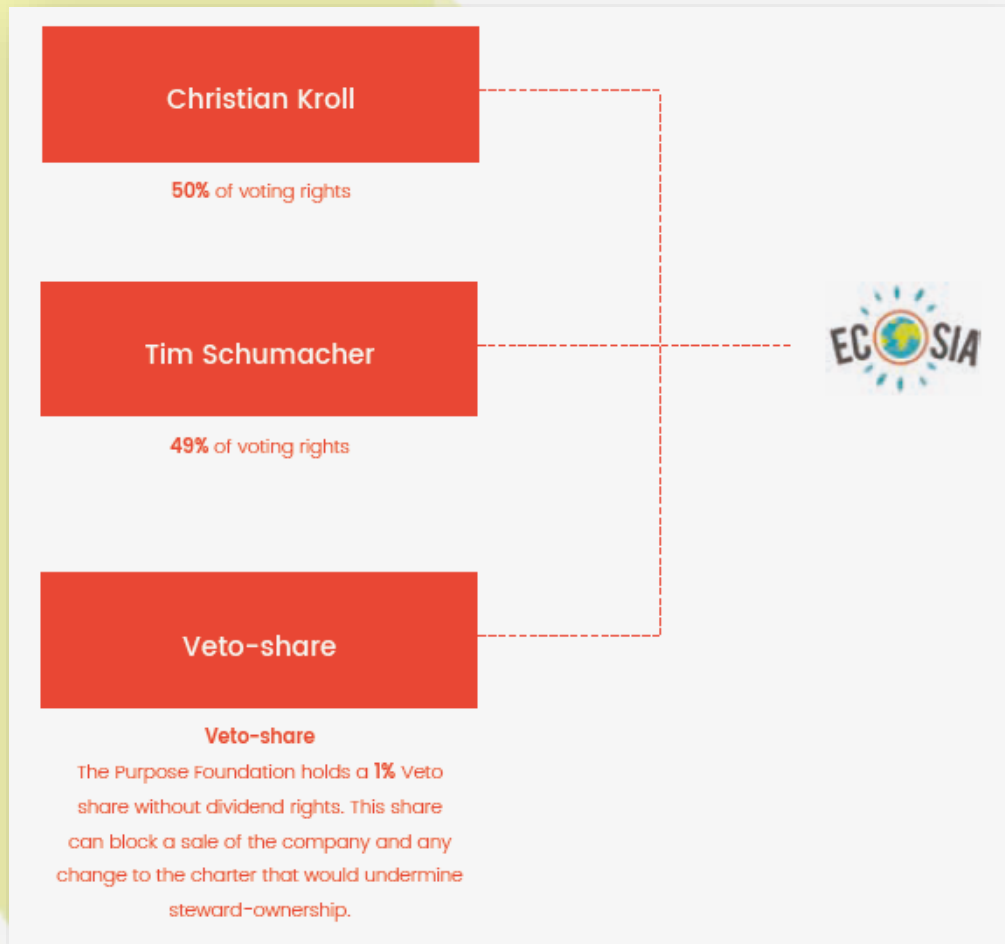
Source: <https://blog.ecosia.org/ecosia-financial-reports-tree-planting-receipts/>

Organisations supported by Ecosia

[Alvelal](#)
[Eden Reforestation projects](#)
[FairVentures Worldwide](#)
[Foundation Green Ethiopia](#)
[Friends of the Usambara Society](#)
[Fundacion DIA](#)
[Hommes et Terre](#)
[Pacto Mata Atlantica](#)
[Pur Projet](#)
[Sumatran Orang-Utan Society \(SOS\)](#)
[The Greenbelt Movement](#)
[High Atlas Foundation](#)
[The Jane Goodall Institute](#)
[The Nature Conservancy](#)
[TreeAid Ghana](#)
[Trees for the Future](#)



Ecosia's Golden Share Steward Ownership model: separation of voting rights and dividend rights



- Steward shares represent voting rights, but not dividend rights.
- In the event that the founders leave the company, their steward-shares must be passed on to new team members.
- One B-share was issued to “The Purpose Foundation”. The veto-share holder is responsible for vetoing any attempted sale of the company, along with any changes to the structure of Ecosia’s charter that would undermine its steward-ownership structure.

Purpose in business practice?



Source: <https://www.youtube.com/watch?v=-grJIUWKoBA>

Nike 30th anniversary ad



Source: <https://www.elle.com/fashion/a22968834/nike-campaign-colin-kaepernick/> and <https://www.buzzfeednews.com/article/leticiamiranda/colin-kaepernicks-controversial-ad-campaign-gave-nike-a-big>



Result: Not only 170,000 new Instagram followers but also...

Swoosh! Nike stock surges



Source: <https://www.cbsnews.com/news/nike-stock-price-reaches-all-time-high-despite-colin-kaepernick-ad-boycott/>

The brand stand spectrum (according to Edelman)



PURPOSE

Clearly articulate why your brand exists and make a proactive effort to address that purpose



Johnson & Johnson works to end Myopia in children

Watch-Out

Is your organization living its purpose—every day?

ACTIVISM

Confront a controversial issue that has a direct impact on your stakeholders and/or your brand

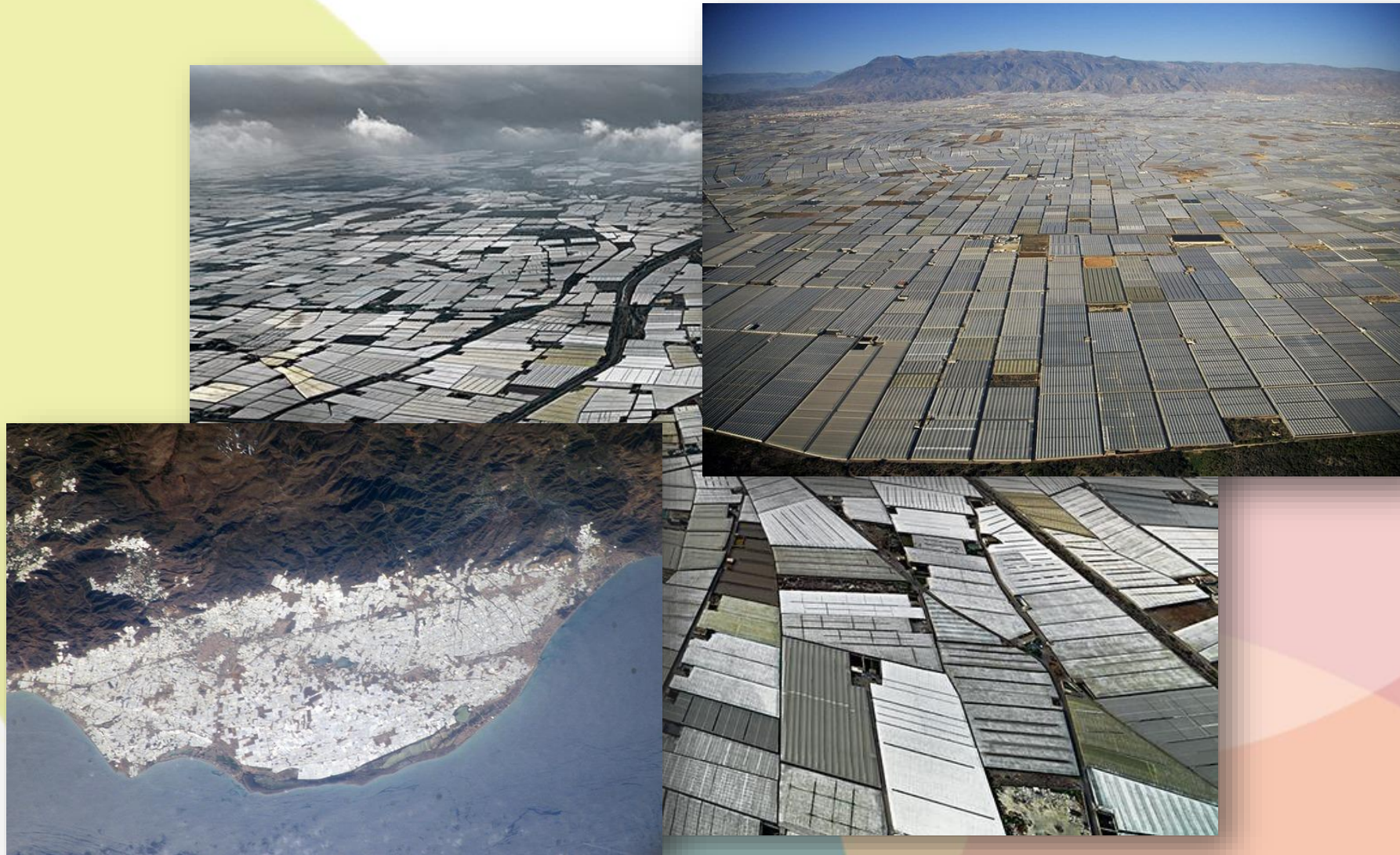


Levi Strauss CEO supports gun control measures

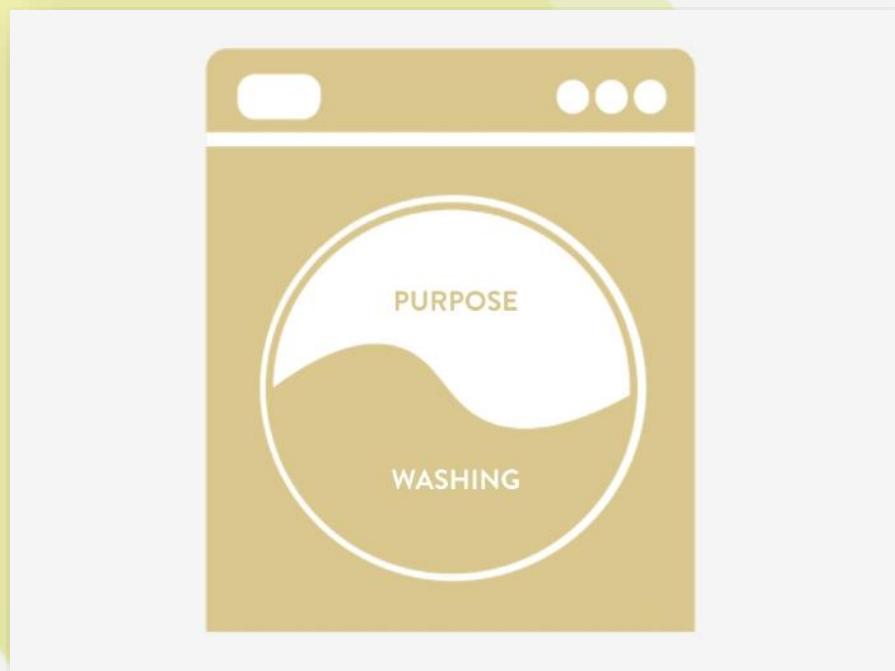
Watch-Out

Will your stakeholders support your position—and act on it?





Green washing 2.0 = Purpose washing?



- Purpose washing is the practice of making a claim about the benefits of a product, service, technology or company practice based on an unsubstantiated or misleading purpose.
- Purpose washing can make a company appear to be more conscious than it really is.

Based on <https://searchcrm.techtarget.com/definition/greenwashing>

Beware of fake purpose!

“What does aboalarm stand for?”

We are the good ones!

Geschick den einen oder anderen Euro sparen kannst. Denn wir sind auf deiner Seite und wollen, dass du alle deine Rechte kennst und sie auch nutzen kannst.

Wofür steht aboalarm?

Wir sind die Guten! aboalarm setzt sich für den aufgeklärten Verbraucher ein. Wir wollen mit unseren Verbrauchertipps erreichen, dass du mit den großen Anbietern Verträge auf Augenhöhe schließen kannst. Das geht nur, wenn du als Verbraucher deine Rechte genau kennst. Deshalb klären wir im aboalarm-Blog über Irrtümer auf und entschlüsseln komplizierte AGB-Texte. Dabei liegt unser Schwerpunkt auf den Kündigungsbedingungen. Dort wo Anbieter versuchen, ihren Kunden die Kündigung so schwer wie möglich zu machen, bleiben wir dran und recherchieren bis wir alle erforderlichen Informationen gesammelt haben.

Woher wir das alles wissen?

aboalarm = **verivox**

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5. 3rd tenet: Stakeholder integration
6. 4th tenet: Conscious culture and management
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VIDEO - DISCUSSION: Simon Sinek on Millennials in the Workplace



- There are leaders and there are those who lead.
 - Leaders hold a position of power or influence.
 - Those who lead inspire us.
-
- Whether individuals or organizations, we follow those who lead not because we have to, but because we want to. We follow those who lead not for them, but for ourselves.

(Simon Sinek – “Start with why”)

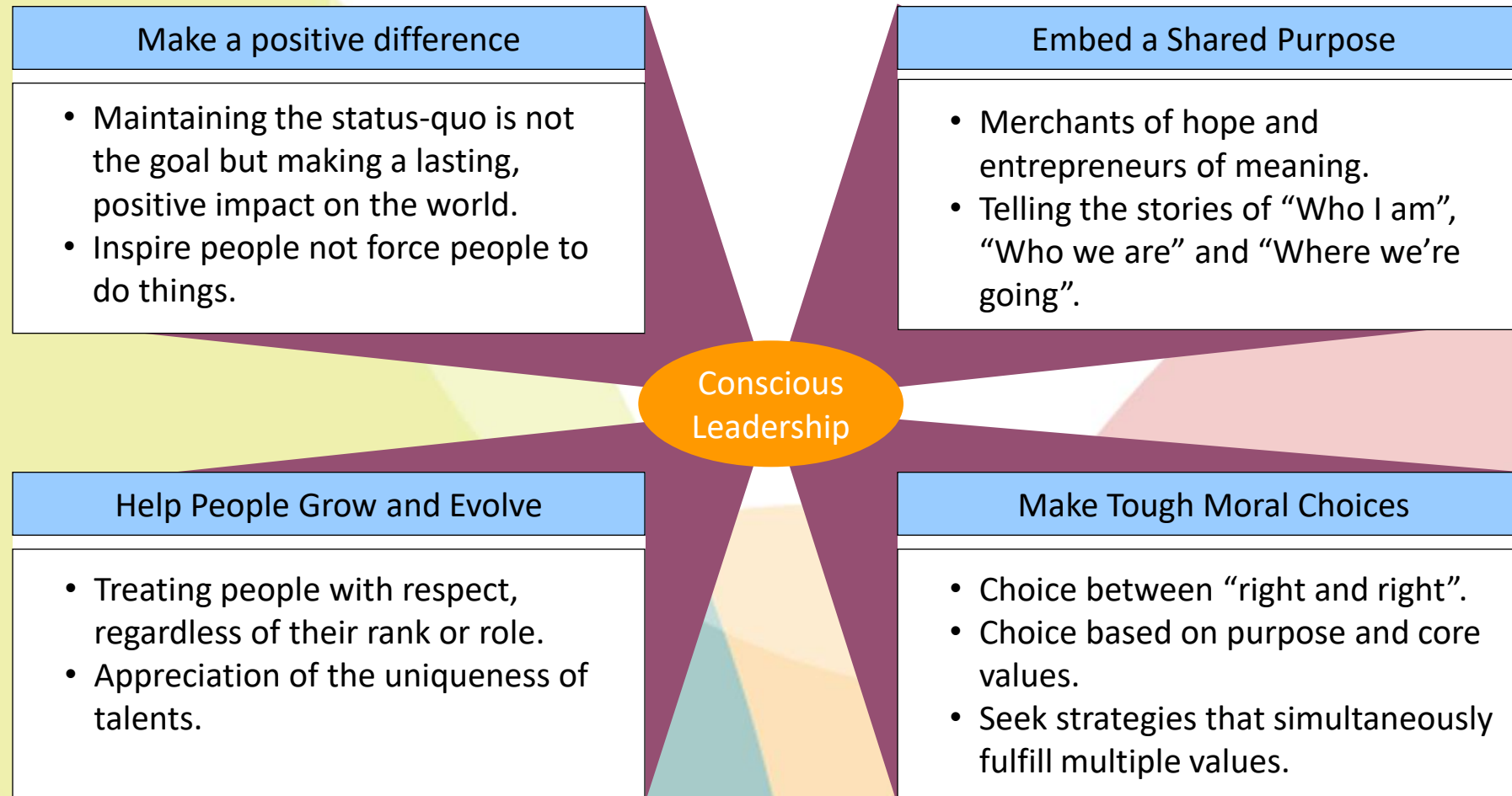
- Top management's main responsibility is to populate the company with "conscious employees".

The worst leader is he who people despise. A good leader is he who people worship. A great leader is he who makes people say: "We ourselves did it."

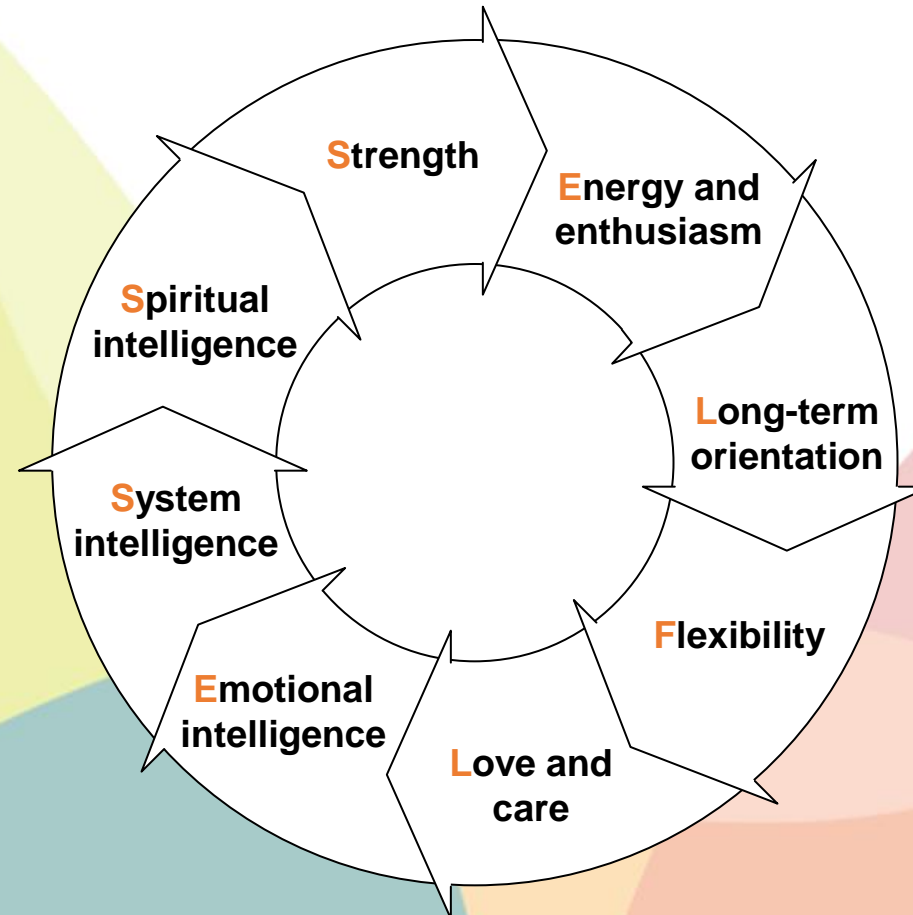
Lao Tzu

- Leadership is the process by which a person sets a purpose for other persons and motivates them to pursue it with effectiveness and full commitment. Leadership transforms individual potential into collective performance.

Characteristics of conscious leaders



Conscious leaders are SELFLESS (*Raj Sisodia*)



VIDEO: How Southwest Airlines built its culture | Herb Kelleher

- Hire for attitude,
- train for skills,
- look for leadership capabilities in every potential employee.

Seeking for employees with a

- warrior spirit
- servant's heart
- fun loving attitude



Source: https://www.youtube.com/watch?v=8_CeFiUKV7s&t=2s

Listen to

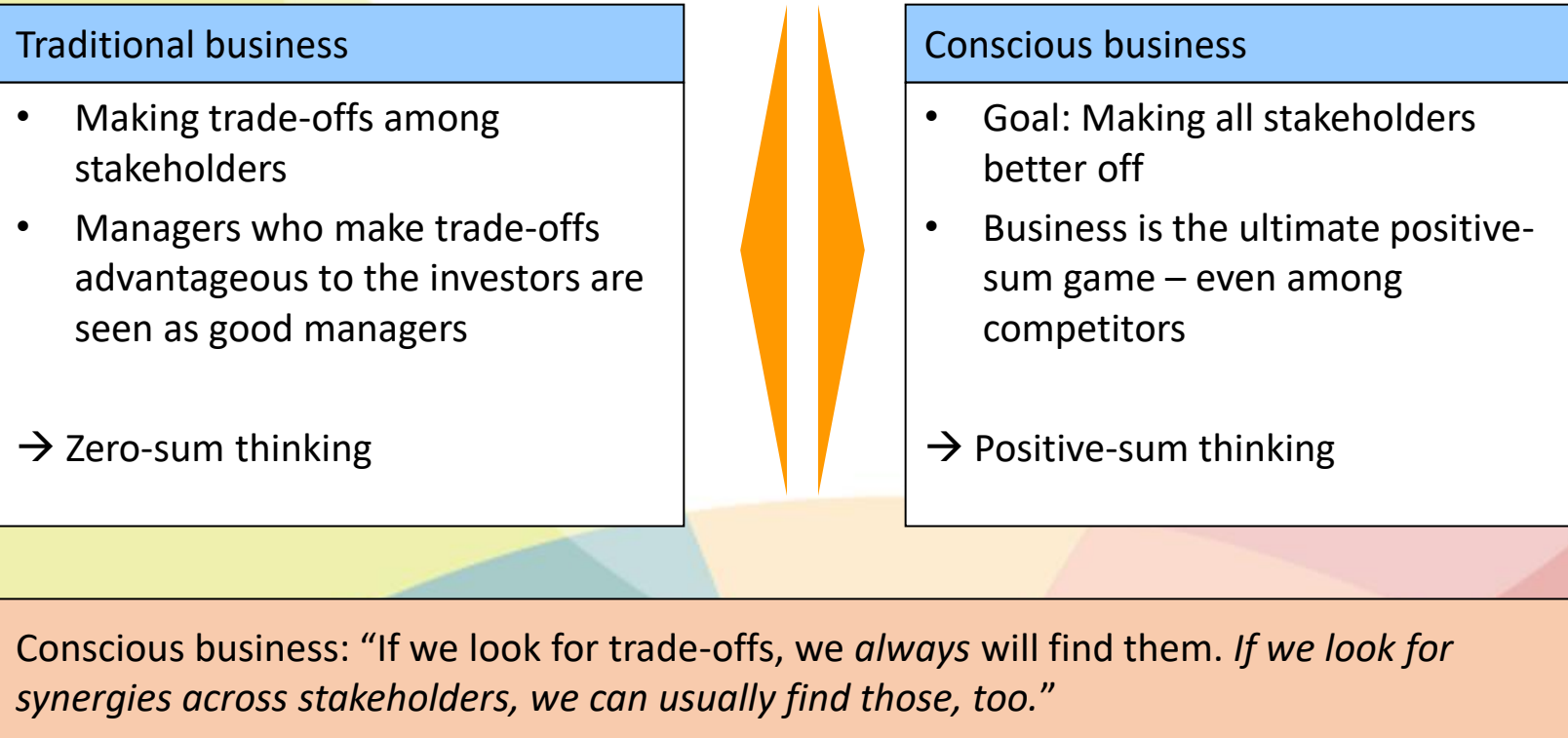


Part 1 <https://www.theconsciouscapitalists.com/podcast/episode/4a43ad8e/episode-8-conscious-leadership-part-1>

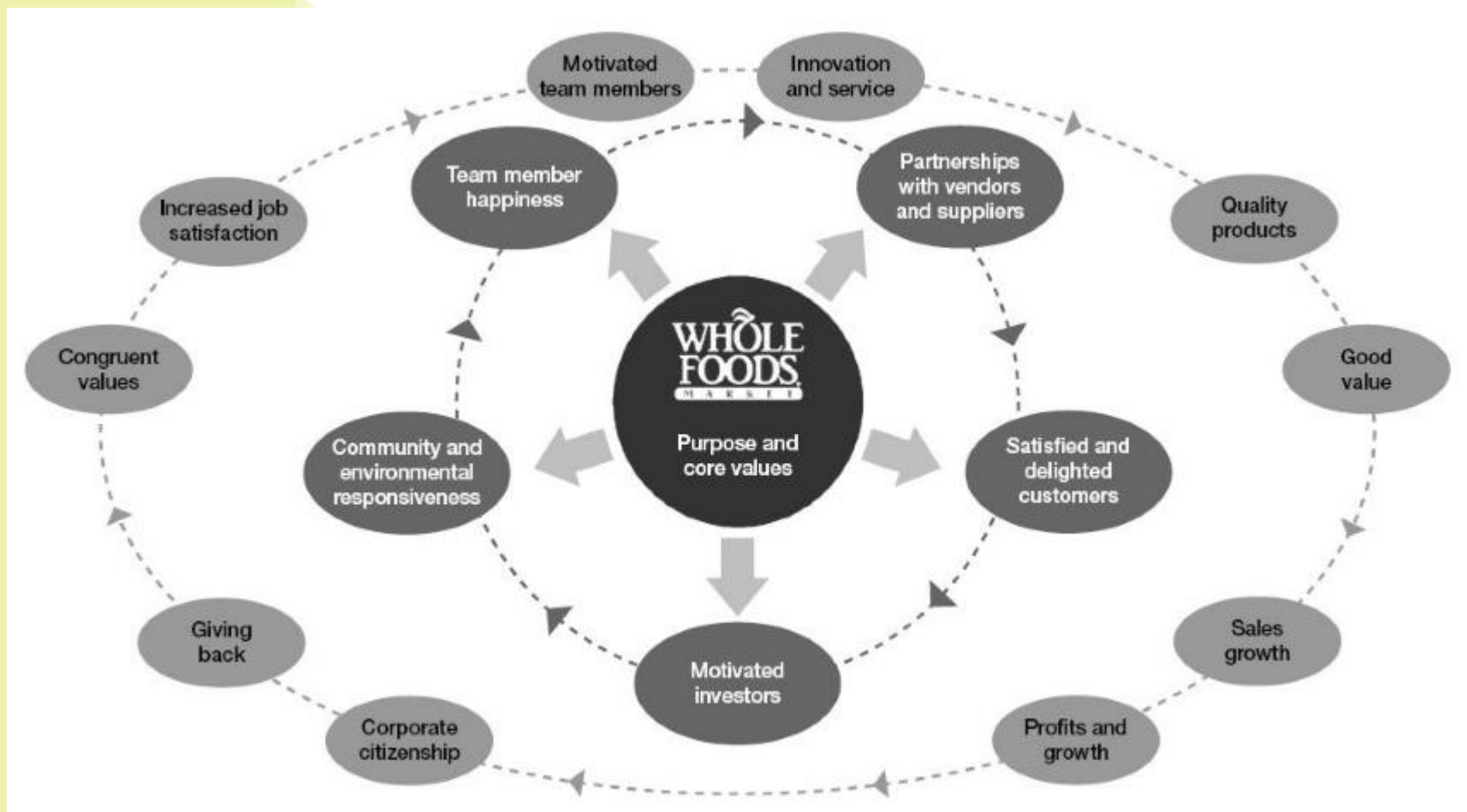
Part 2 <https://www.theconsciouscapitalists.com/podcast/episode/4c75a950/episode-9-conscious-leadership-part-2>

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Differences of stakeholder integration between traditional and conscious businesses



The Whole Foods Market Stakeholder Interdependence Model



Stakeholder relations and dimensions of stakeholder integration

- All major stakeholders must be **aligned with the purpose of the organization** and with each other – and function as organs of a single body (*corporate = corpus = body*).
- Patagonia: “We try to make all our stakeholders feel like they’re part of the tribe.”

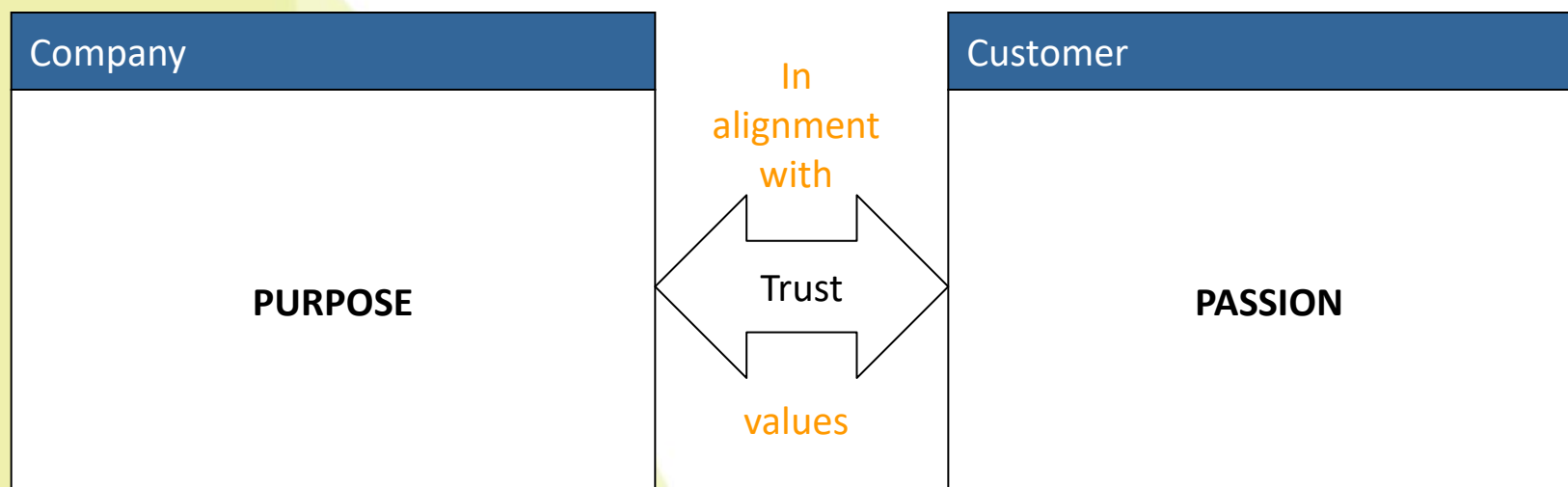
→ team members are passionately engaged, customers are loyal, suppliers are treated as part of the family, investors are happy – so that they reinvest into the company

- Loyal, trusting customers
- Passionate, inspired team members
- Patient, purposeful investors
- Collaborative, innovative suppliers
- Flourishing, welcoming communities
- Healthy, vibrant environment

Source: Mackey, Sisodia (2013)

Loyal, trusting customers

Developing close customer relationships



- Customers develop closer relationship with company.
- Customers invest emotionally into company.
- Customers tell the business when they believe it has to change, evolve, learn, ...
- Easier for company to form authentic customer relationships.
- Truly delighted customers market the business for the company.

Source: Mackey, Sisodia (2013)

REI – turning customers into members

**GET
OUTSPIRED**

The essential membership for an outdoor life you love

When you become an REI co-op member, you not only join a welcoming community, you also get access to member perks including:

10% back* ([member dividend](#))

Enjoy a treat-yourself moment every spring with your REI Annual Dividend.

Access to REI Garage Sales

Save huge amounts (think 50%+) on returned gear at these semiannual events.

Member-only special offers

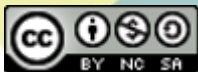
One big purchase and membership pays for itself.

Travel, play and learn for less

Get special pricing on classes, rentals, shop services and REI Adventures.

Get a lifetime membership for a one-time fee for \$20.

Join the co-op now



Loyal, trusting customers

- Jeff Bezos: “In a typical company, if you have a meeting, no matter how important it is there is always one party who is not represented: the customer.”



How do you serve customers instead of selling something to customers?

Challenges in creating close customer relationships for conscious businesses

- *Educating the customer:* What if the customer doesn't want to buy what you think is good for him/her? (e.g. chips and coke instead of organic vegetables)
- *The educating customer:* Social media S***storm because of packed peeled bananas



Source: Christian Schmidkonz, CC BY-NC

*Passionate, inspired team
members*

12%

15% / 61% / 24%

450-550 billion US\$

Engagement of employees according to world regions

Regionally, Engaged Employees Most Common in the U.S. and Canada

More than one in three workers in the Middle East and North Africa region are actively disengaged

Region	Engaged	Not Engaged	Actively Disengaged
United States and Canada	29%	54%	18%
Australia and New Zealand	24%	60%	16%
Latin America	21%	60%	19%
Commonwealth of Independent States and nearby countries	18%	62%	21%
Western Europe	14%	66%	20%
Southeast Asia	12%	73%	14%
Central and Eastern Europe	11%	63%	26%
Middle East and North Africa	10%	55%	35%
South Asia	10%	61%	29%
Sub-Saharan Africa	10%	57%	33%
East Asia	6%	68%	26%

2011-2012

GALLUP®



Source: <http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>

The differences between a job, career and a calling

	Motivation	Describe Work As	Expectations	Looking Forward To
Job	Paycheck	Chore, Necessity	Paycheck	Friday, Vacation

- “What can I do?”

vs.

- “What would I like to do?”

Source: Amy Wrzesniewski, 2001

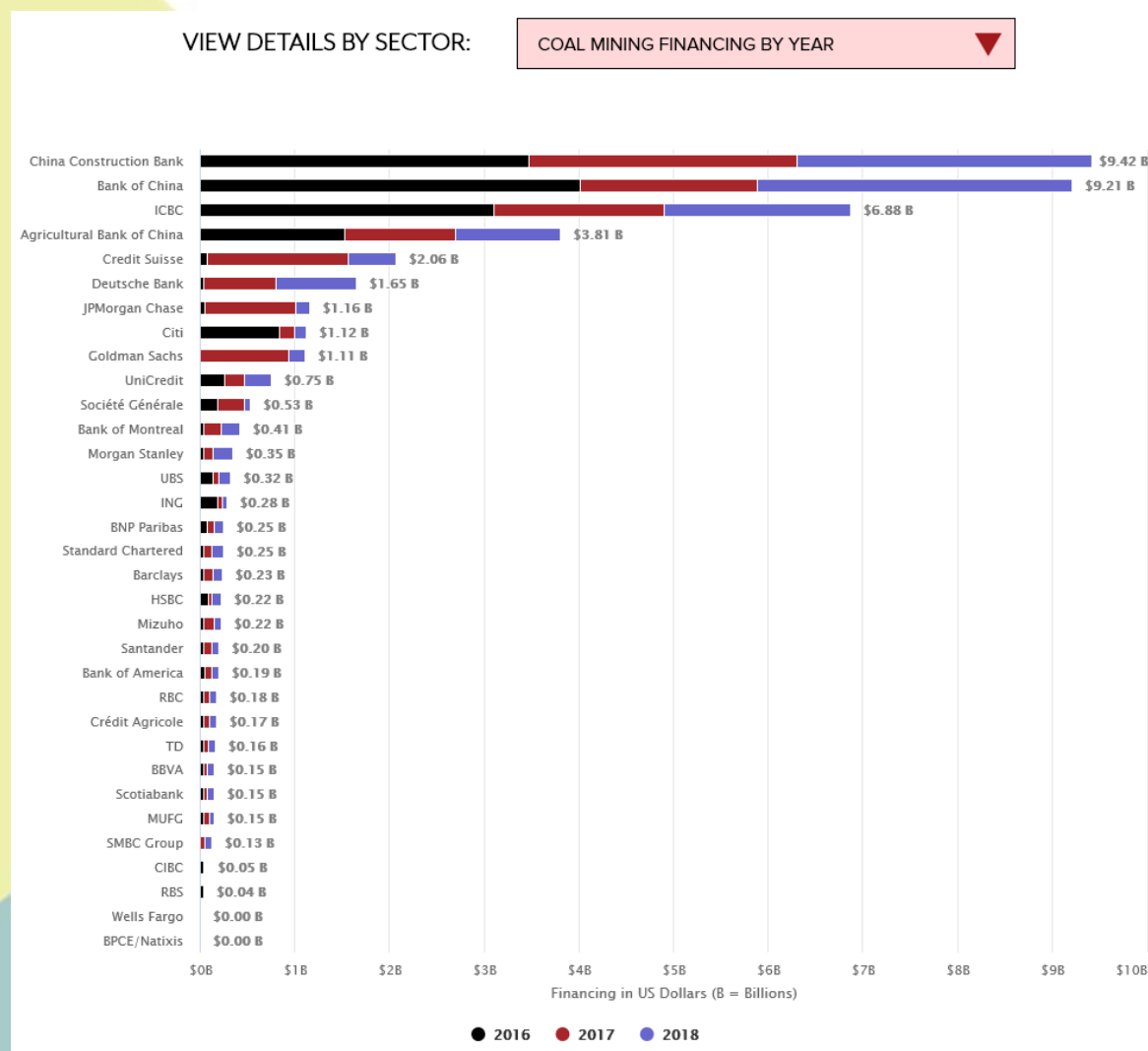
Example: Great Place to Work® rankings



Source: <https://www.greatplacetowork.com/best-workplaces>

Patient, purposeful investors

Which bank to choose as a conscious business?



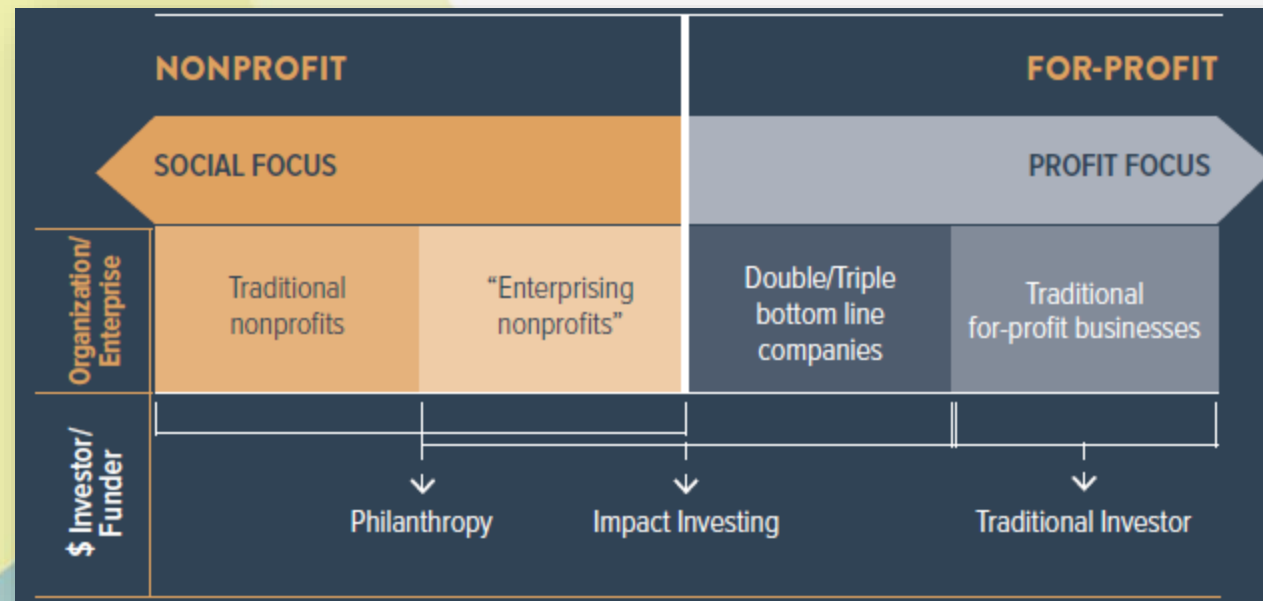
Excursus: An impact investing overview

<p>●</p> <p>IT'S AN INVESTMENT</p>	<p>●</p> <p>ACROSS A BROAD RANGE</p>	<p>●</p> <p>WITH A FOCUS ON POSITIVE IMPACT</p>	<p>●</p> <p>ACROSS ORGANIZATIONAL FORMS</p>
<p>Unlike a grant, there's an expectation of a <i>return</i> of capital and a range of possible <i>returns</i> on capital. Those expended returns could range from concessionary to market rate, or even to "impact alpha."</p>	<p>Impact investments exist across:</p> <ul style="list-style-type: none"> • All asset classes • Many sectors • All geographies 	<p>The intention to generate measureable social or environmental impact puts an explicit focus on positive impact. That distinguishes the practice from "negative screens" used in socially responsible investing (SRI), where investors filter out sectors in which they do not wish to invest, such as tobacco.</p>	<p>Impact companies, organizations and funds can be for-profit or nonprofit entities, which can return capital as simple loan repayments or as shares of revenues.</p>

Source: "A short guide to impact investing" – The Case Foundation, 2015

Excursus: Impact investing - definition

- “Investments made into companies, organizations, and funds with the intention to generate social and environmental impact alongside a financial return” (Global Impact Investing Network (GIIN))



Source: "A short guide to impact investing" – The Case Foundation, 2015

Investors' financial return in the case of FoEs vs. S&P 500

Return	Fifteen-year		Ten-year		Five-year	
	Cumulative	Annualized	Cumulative	Annualized	Cumulative	Annualized
FoE^a	1,646.1%	21,0%	254,4%	13,5%	56,4%	9,4%
S&P 500^b	157,0%	6,5%	30,7%	2,7%	15,6%	2,9%

Notes:

- Company returns are total returns with dividends reinvested and compounded.
- a: Companies from Firms of Endearment, updated by authors.
- b: Standard & Poor's index of five hundred U.S. companies

Source: Sisodia, Raj, David Wolfe and Jag Sheth (2014): Firms of Endearment – How World-Class Companies Profit from Passion and Purpose

Collaborative, innovative suppliers

Opportunities to create win-win outcomes with suppliers

- **Finding opportunities to create value**
e.g. The Container Store placing orders during suppliers' slow seasons
- **Paying on time**
e.g. Korean steelmaker's POSCO policy to pay within 3 days
- **Treating suppliers fairly**
e.g. saving reputation by fairly treating any supplier
- **Helping suppliers survive and flourish**
e.g. REI prepaying small suppliers during economic difficulties
- **Sharing the wealth**
e.g. POSCO's benefit-sharing program for tier one suppliers generating hundreds of innovation

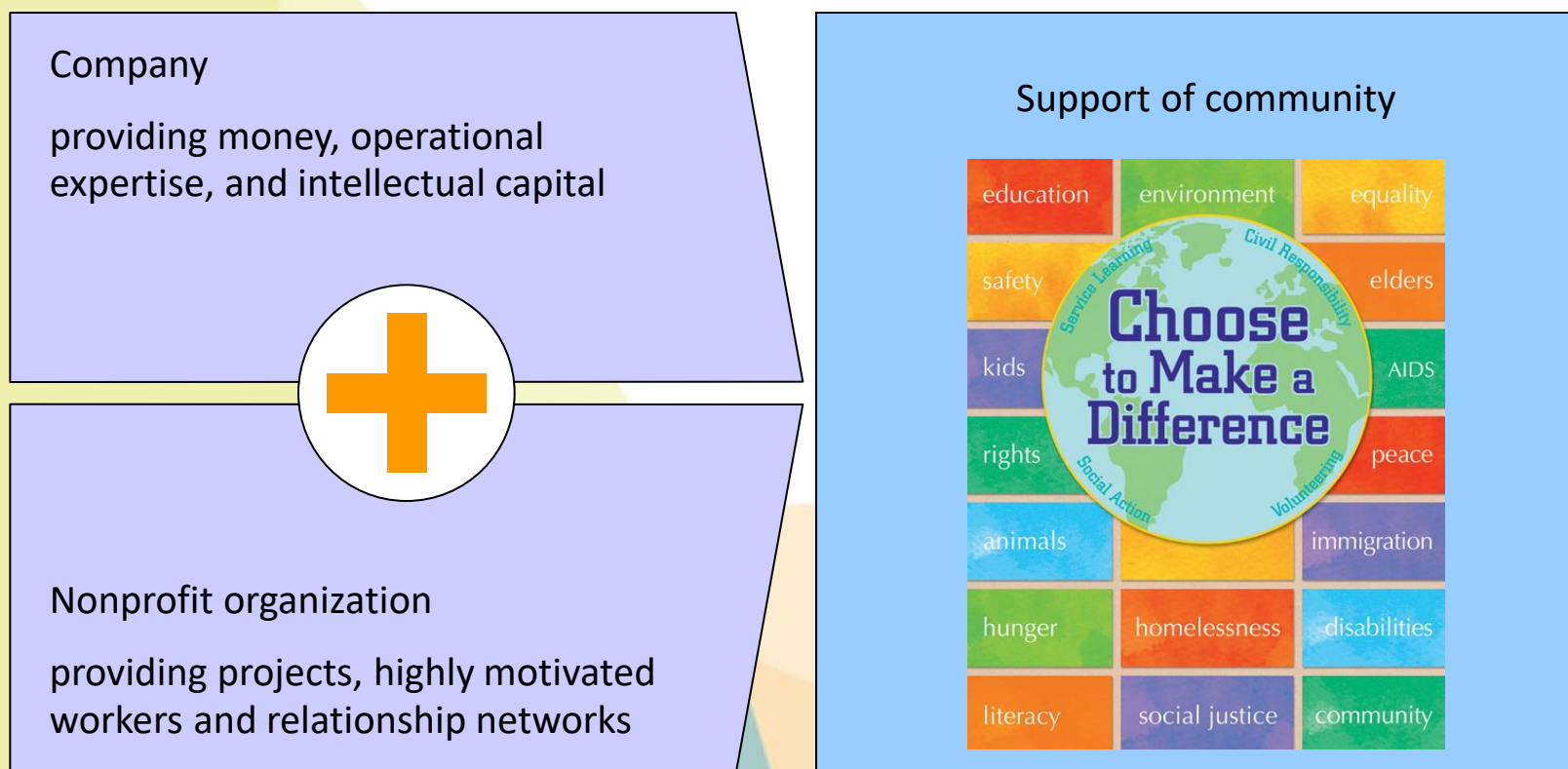


Flourishing, welcoming communities

Businesses exist within local, national, global as well as virtual communities of common interests.

- Corporate Citizenship programs offer a **triple benefit**:
 1. to communities by solving problems on the ground
 2. to the individual by providing them with an exemplary form of leadership training and development
 3. to the company by developing a new generation of global leaders.
- **Example for local citizenship:**
Whole Foods: “5 percent day” – 5 percent of gross sales at one store is donated to local non profit organizations – the local team decides about the recipient.
- **Example for global citizenship:**
Planterra Foundation by G Adventures – “To improve people’s lives by creating and supporting social enterprises that bring underserved communities into the tourism value chain.”.

Conscious companies creating win-win-win in communities



Healthy, vibrant environment

The environment – the silent and ultimate stakeholder



Source: World Press Photo 2017, Francis Pérez, category: nature



Source: Christian Schmidkonz, CC BY-NC



Part 1 <https://www.theconsciouscapitalists.com/podcast/episode/49cab8be/episode-4-stakeholders-part-1>

Part 2 <https://www.theconsciouscapitalists.com/podcast/episode/47e40d44/episode-5-stakeholders-part-2>

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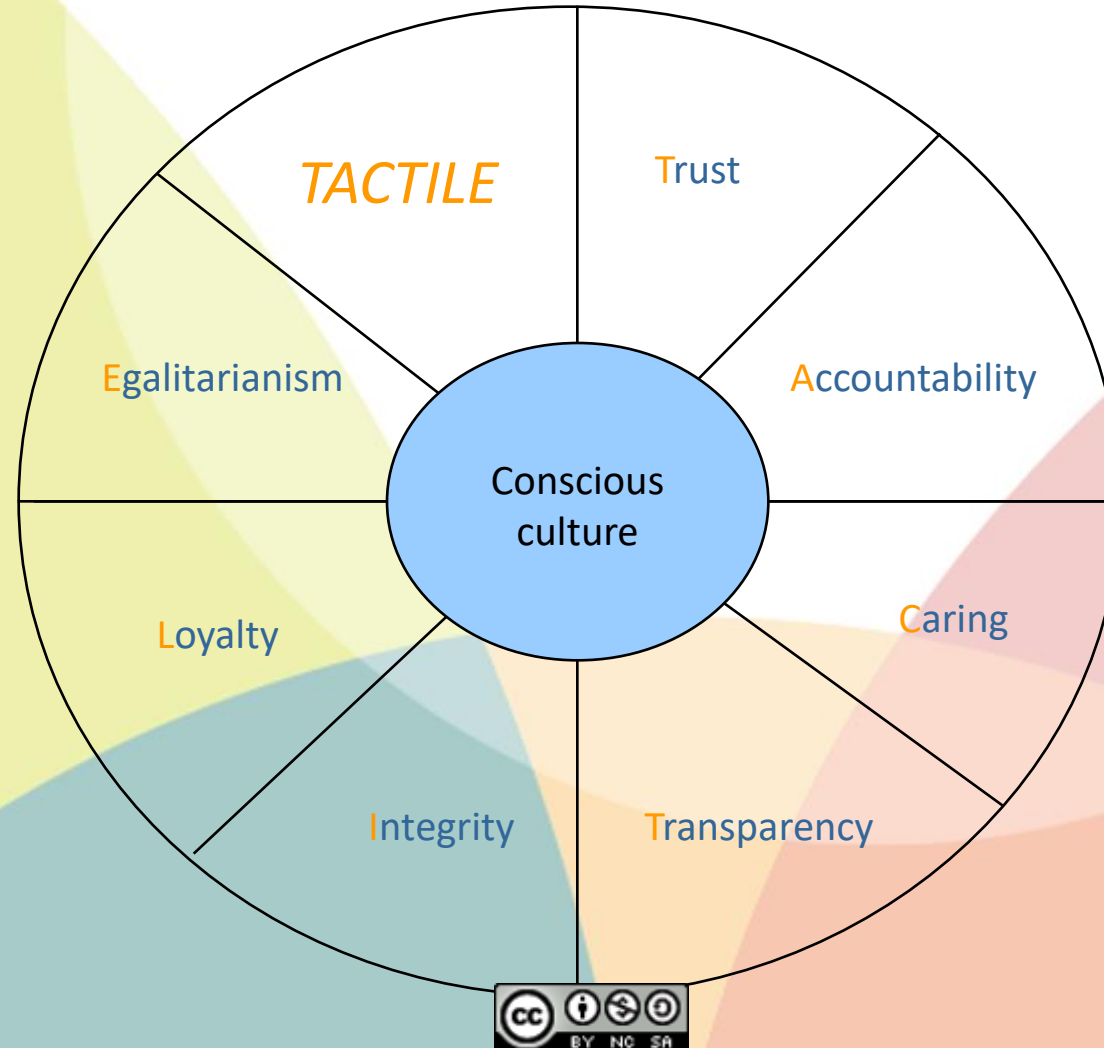
Corporate Culture – according to Patty McCord, former Netflix Chief Talent Officer (CTO)

A cultural anthropologist's perspective:

- The stories people tell
 - The way people operate when no one's looking
 - The values that you hold dear, that you know your colleagues do as well
 - The expectations of how people are going to behave
 - The expectations of what gets punished and what gets rewarded
- Every company has a somewhat unique culture



Qualities of conscious cultures



Qualities of conscious cultures: TACTILE (I)

Trust



- High levels of internal and external trust
- High levels of vertical trust (leadership – team member)
- High level of horizontal trust (within teams and across teams on same levels)
- High levels of trust between customers, suppliers, other business partners, communities, investors, and governments.

Elements of trust in a conscious business:

- Being truly purpose-motivated (instead of narrow individual and institutional self-interests)
- Recognizing that trust is reciprocal
- Embracing transparency (reduces fear)
- Fostering conscious leadership (*see next slide*)

Source: Mackey, Sisodia (2013)

Seven qualities that distinguish conscious from unconscious employees: easy to understand, hard to implement

Character attributes	<ul style="list-style-type: none"> • unconditional responsibility • essential integrity • ontological humility 	<ul style="list-style-type: none"> • <i>unconditional blame</i> • <i>essential selfishness</i> • <i>ontological arrogance</i>
Interpersonal skills	<ul style="list-style-type: none"> • authentic communication • constructive negotiation • impeccable coordination 	<ul style="list-style-type: none"> • <i>manipulative com.</i> • <i>narcissistic negotiation</i> • <i>negligent coordination</i>
Enabling condition	<ul style="list-style-type: none"> • emotional mastery 	<ul style="list-style-type: none"> • <i>emotional incompetence</i>

Source: Fred Kofman, 2006

Qualities of conscious cultures: TACTILE (II)

Accountability

- Team members are accountable to each others and to customers.
- People stick to their commitments.
- E.g. suppliers are accountable to the company, and vice versa.
- Hand-in-hand with high levels of decentralization and empowerment.



Source: Mackey, Sisodia (2013)

Qualities of conscious cultures: TACTILE (III)

Caring



- Conscious cultures are marked by genuine care for all stakeholders.
- Caring results in caring.
- Thoughtful, authentic, considerate and compassionate behavior.

Elements of caring in a conscious business:

- Banishing fear
- Creating more care (by hiring people with a high degree of emotional competence)
- Using appreciations (by e.g. starting a meeting with a round of appreciations)
- Making tough decisions with care.

Source: Mackey, Sisodia (2013)

Qualities of conscious cultures: TACTILE (IV)

Transparency

- The (business) world is already transparent.
- Hiding information is nearly impossible.
- Conscious culture includes open financial books, salary information, and strategic plans.

Integrity

- Strict adherence to truth telling and honesty.
- Conscious companies forgive lapses in judgment, but do not tolerate lapses in integrity.
- Set global standards that exceed local governmentally set requirements.
- Guided by what is ethically right, not merely by what is legally required or socially acceptable.

Qualities of conscious cultures: TACTILE (V)

Loyalty

- All stakeholders are loyal to each other and the company.
- Patient and mutual understanding in unusual situations.

Egalitarianism

- No class system – everybody treated with respect and dignity.
- Salary differential between top and front line is smaller.
- Senior executives generally do not enjoy special privileges and perks.
- Open door policy enabling informal ways of communication with leadership team.



Tec Sounds

The Conscious Capitalists

With Timothy Henry and Raj Sisodia

Tecnológico de Monterrey | Conscious Enterprise Center

The Conscious Capitalists

Episode #6: Conscious Culture (Part 1)



Part 1 <https://www.theconsciouscapitalists.com/podcast/episode/4b736c33/episode-6-conscious-culture-part-1>

Part 2 <https://www.theconsciouscapitalists.com/podcast/episode/4aab0a34/episode-7-conscious-culture-part-2>

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Traditional capitalism to conscious capitalism

From to
Profit focus	Purpose focus
Only shareholders win	All stakeholders win
Short-term	Long-term
Zero sum	Win-win-win-win
Self-centered	Holistic
Conflict of interest	Harmony of Interests
Parasitic	Mutualistic
Exploitative	Creating value
Trade-offs	Synergies
Disliked	Valued / Loved
Not trusted	Trusted

The four tenets of Conscious Capitalism



Source: <https://www.consciouscapitalism.org/>

The concept of geologic time – and the importance of environmental protection for survival of the human species



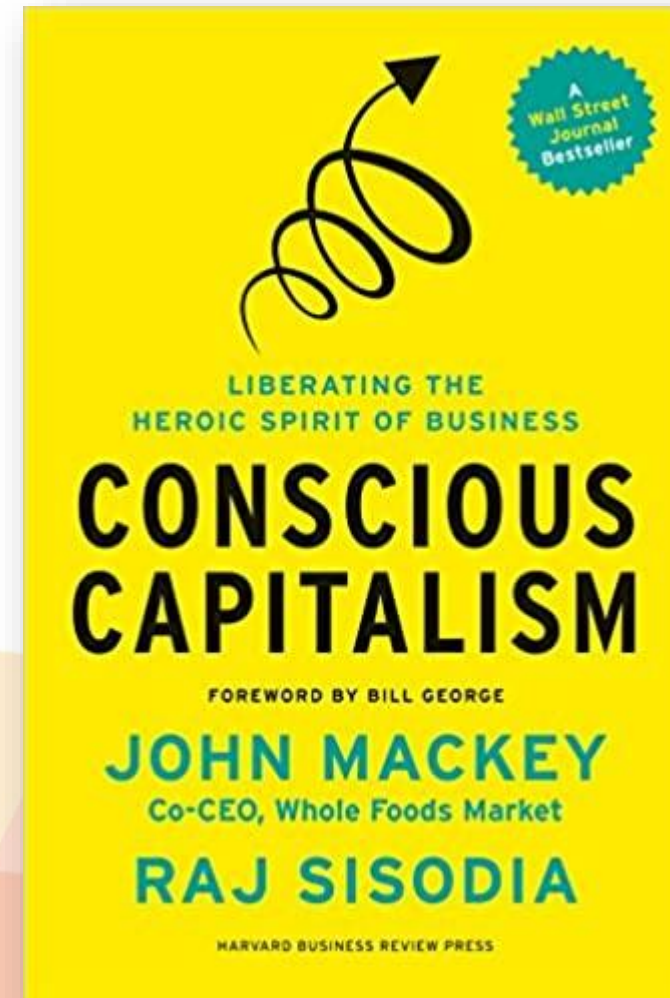
<http://hereistoday.com/>



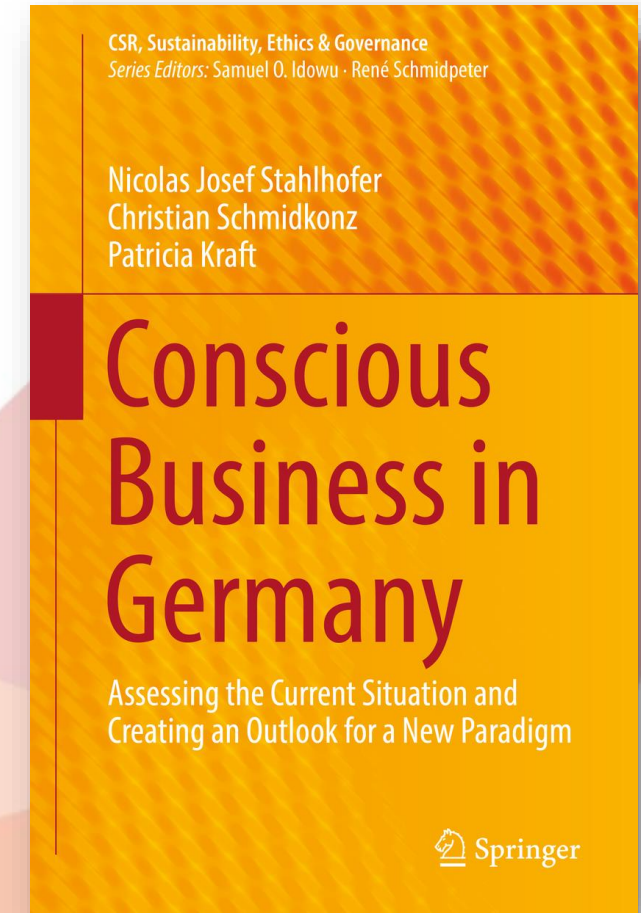
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- **John Mackey, Rajendra Sisodia**
- Paperback : 368 pages
- ISBN-10 : 1625271751
- ISBN-13 : 978-1625271754
- Publisher: Harvard Business Review Press; 1st Edition (January 7, 2014)



- **Nicolas Stahlhofer, Christian Schmidkonz, Patricia Kraft**
- Publisher: Springer; 1st ed. 2018 edition (November 25, 2017)
- Series: CSR, Sustainability, Ethics & Governance
- Hardcover: 122 pages
- Language: English
- ISBN-10: 3319697382
- ISBN-13: 978-3319697383



- **Paul Polman, Andrew Winston**
- Publisher: Harvard Business Review Press (5 Oct. 2021)
- Hardcover : 352 pages
- ISBN-10 : 1647821304
- ISBN-13 : 978-1647821302



Books:

- Barrett, Richard (2014): The Value-Driven Organization – Unleashing Human Potential for Performance and Profit, Oxon
- Birkinshaw, J., Foss, N.J. and Lindenberg, S.: Combining Purpose with Profits, MIT Sloan Management Review, Spring 2014, p. 49-56
- **Chouinard, Yvon (2006): Let My People Go Surfing: The Education of a Reluctant Businessman, New York**
- Frankl, Viktor F. (2021): Man's Search for Meaning, London
- Hurst, Aaron (2014): The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World, Boise
- Kahneman, Daniel (2011): Thinking, fast and slow, New York
- Kofman, Fred (2006): Conscious Business – How to Build Value Through Values, Boulder
- **Mackey, John and Raj Sisodia (2014): Conscious Capitalism – Liberating the Heroic Spirit of Business, Boston**
- Polman, Paul and Andrew Winston (2021): Net Positive – How Courageous Companies Thrive By Giving More Than They Take, Boston
- Reiman, Joey (2013): The Story of Purpose – The Path to Creating a Brighter Brand, a Greater Company, and a Lasting Legacy, New Jersey
- Sinek, Simon (2009): Start With Why – How Great Leaders Inspire Everyone to Take Action, London
- **Sisodia, Raj, David Wolfe and Jag Sheth (2014): Firms of Endearment – How World-Class Companies Profit from Passion and Purpose, Upper Saddle River**
- Tate, Carolyn (2015): Conscious Marketing – How to create an awesome business with a new approach to marketing, Milton
- **Stahlhofer, Nicolas, Christian Schmidkonz and Patricia Kraft (2018): Conscious Business in Germany, Cham**
- Tindell, Kip (2014): Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives, New York

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CONSCIOUS BUSINESS EDUCATION



**CONSCIOUS
BUSINESS**
EDUCATION



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