

The Entrepreneurial INQUIRER Decision Style

While your primary Profile is an **INQUIRER**, you also possess the secondary instincts and behavior traits of an **Entrepreneur**. **As an Entrepreneurial INQUIRER, you possess a powerful mix of both intellectual and imagination strengths (and shadows)**. Let's look at the basic elements of your profile as an **INQUIRER** with Entrepreneur traits.

Your Primary Decision Style - INQUIRER

Your Leadership Action-Investigate
Your Leadership Core Value-Certainty
Your Behavior Domain-Cognition/Intellect

Your Secondary Decision Style - ENTREPRENEUR

Your Leadership Action-Innovate
Your Leadership Core Value-Independence
Your Behavior Domain-Imagination/Intuition

Your Personal Decision Styles Profile

Your Primary Decision Style — INQUIRER

Power Tendencies

Our orientations towards the use of power, our need for power, our uses of power, in many ways direct our ethical behaviors. Our affinity with power aligns very well with our self-concept; the dimension of power in our lives focuses our attention on our own prospects, our own insecurities, and our own advantages. Too much reliance on power leads to irresponsible and unethical decisions. As Lord Acton advised: "Power tends to corrupt and absolute power corrupts absolutely."

Inquirer/Thinkers, in general, have modest needs for power. Their preferred form of power is doctrinal, theological, judgmental. They like to set strategies and give directions where their intellectual abilities come to the fore.

Their functional use of power is to give direction to leadership, to set forth visions and goals that create cooperative actions and collaborative structures.

Their dysfunctional use of power is to show disdain and to marginalize those with whom they disagree.

GENERAL PRINCIPLES

PRINCIPLE 1 – *RESPECT STAKEHOLDERS BEYOND SHAREHOLDERS*

- A responsible business acknowledges its duty to contribute value to society through the wealth and employment it creates and the products and services it provides to consumers.
- A responsible business maintains its economic health and viability not just for shareholders, but also for other stakeholders.
- A responsible business respects the interests of, and acts with honesty and fairness towards, its customers, employees, suppliers, competitors, and the broader community.

Constructive Tendencies

The challenge of the first principle – toward stakeholders – is to make decisions in conditions of complexity where no single rule applies to all cases and one size cannot fit all. Thinking that goes beyond either/or, zero/sum trade-offs is needed; thinking that takes advantage of what Jim Collins in his book “Built to Last” calls “the genius of the ‘and’” is more valuable. Inquirers are more than likely to be fluent in such modes of fluid decision-making. The Inquirer will heed, for the benefit of the business, Emerson’s sage warning that “a foolish consistency is the hobgoblin of little minds”.

Business decision-making under Principle #1 is akin to physics under the Heisenberg Principle where one can measure either the position or the velocity of sub-atomic particles in a world where both results are helpful for prediction and analysis.

Multi-factor analysis; competing interests from different stakeholders; alternative time horizons for different constituents of the business: all must be taken into account for the business to prosper and be in a position to advance as appropriate the concerns of its stakeholders.

PRINCIPLE 1 – RESPECT STAKEHOLDERS BEYOND SHAREHOLDERS

Subtractive Tendencies

Businesses must make decisions; they must act. Business - responding to market forces, anticipating market forces – is society's great engine of activity and change. Business thrives in the material world of power, desire and opportunity costs. Its leadership style balances risk and return, present sacrifice for future advantage in the hot forge of competition. Inquirers may at times be unwilling to "pull the trigger", "cut the cord" or take a risk. They can be like Hamlet – asking for more insight, more confirmation, more data, needing time to make just the right decision, not just any decision.

Second, some Inquirers can be too cerebral in another way – they can lose sight of immediate reality in favor of more abstract and grandiose visions of what might be. They overlook what can be in order to reach out for the more conceptual, the more distant and so make foolish decisions. Stubbornness borne of illusion and sometimes even of delusion can detract from an Inquirer's ability to provide good business decision-making.

PRINCIPLE 2 – CONTRIBUTE TO ECONOMIC, SOCIAL AND ENVIRONMENTAL DEVELOPMENT

- A responsible business recognizes that business cannot sustainably prosper in societies that are failing or lacking in economic development.
- A responsible business therefore contributes to the economic, social and environmental development of the communities in which it operates, in order to sustain its essential ‘operating’ capital – financial, social, environmental, and all forms of goodwill.
- A responsible business enhances society through effective and prudent use of resources, free and fair competition, and innovation in technology and business practices.

Constructive Tendencies

Looking broadly at the potential constructive scope of business takes unusual intellectual powers, powers of thought and reflection tinged with insight and empathy for others. Inquirers, in the main, can find these conceptual skills within their normal approach to life and its challenges/opportunities. Principle #2 calls for scope and engagement, action-orientations that flow from insight and imagination. Those with a strong general moral sense will be most easily adaptable to such a decision-making environment.

Subtractive Tendencies

The Inquirer may be so enamored of his or her own analytical skills that the needs and perspectives of others may be belittled or marginalized. The Inquirer may thus become patronizing or condescending to beneficiaries, sort of an expert “know-it-all” bossy Super Nanny. In this mode, the Inquirer places too much faith in plans and studies and spends too much time in idle and impractical discussions of “what ifs” and “suppose that”. An Inquirer may lose sight of the “business case” for taking focused actions in the global marketplace.

The Inquirer also has a tendency to fall back on a need for more study and reflection, for more data, for surveys of what others are doing. An Inquirer with low self-esteem or with high affiliation needs will defer to consensus opinion of experts and will attempt to fit facts into a pre-established pattern that has the imprimatur of high status thinkers.

The Inquirer finds it difficult to commit to action and is weak in implementation. The Inquirer may derive more pleasure in thinking about long-shots and improbable alternatives that have intellectual or analytical charm and appeal.

PRINCIPLE 3 – BUILD TRUST BY GOING BEYOND THE LETTER OF THE LAW

- A responsible business recognizes that some business behaviors, although legal, can nevertheless have adverse consequences for stakeholders.
- A responsible business therefore adheres to the spirit and intent behind the law, as well as the letter of the law, which requires conduct that goes beyond minimum legal obligations.
- A responsible business always operates with candor, truthfulness, and transparency, and keeps its promises.

Constructive Tendencies

Inquirers tend to value facts and truth. They seek out reality and want to understand its inner dynamics. Their minds need grist for the mill of thought to grind. They would therefore value candor, sincerity and truthfulness as necessary conditions for a just and satisfying life.

They tend to live by external standards of understanding rather than by internal, personal, emotional needs so, for them, the keeping of promises and holding to articulated positions makes great sense as a rule for interpersonal conduct.

Subtractive Tendencies

An Inquirer may, however, retreat from candor and disclosure in order to protect what he or she believes to be proprietary insights, plans or conclusions. Analytical work can be individualistic and remote from engagement with others. Inquirers therefore may find it difficult to be open and revealing.

With strong skills in rationalizing, Inquirers may be prone to “lawyer” a discloser into banalities and meaningless content, going right up to the point of being misleading by not making full disclosures.

PRINCIPLE 4 – RESPECT RULES AND CONVENTIONS

- A responsible business respects the local cultures and traditions in the communities in which it operates, consistent with fundamental principles of fairness and equality.
- A responsible business, everywhere it operates, respects all applicable national and international laws, regulations and conventions, while trading fairly and competitively.

Constructive Tendencies

Inquirers, being comfortable with conceptual complexity, understand the long-term implications of market tactics. They value the stability that comes from being strategic in living by the hard consequences of competition. They can see into the future and accept as a present reality the disadvantages that come with manipulation of market power through violation of the principles of free and fair competition. They look to facts and so see beyond the confines of the law to the reactions of others in culture and society. That the law permits certain behaviors does not for Inquirers make such actions the most wise or sound.

Subtractive Tendencies

This is an area, similar to concerns with implementation of Principle #3 above, where the acute intellectual abilities of Inquirers may be counter-productive for a business. Inquirers can rationalize superficially good reasons for a course of action. They can justify avoidance or even violation of the standards and practices of free and fair competition to facilitate the taking of such actions. They can be ethically comfortable when asked to work out a solution to a pending problem. They will concentrate on interpretations of the facts and on small legal formalisms while overlooking the spirit of the anti-competition laws and the ideal of free markets as a social good.

PRINCIPLE 5 – SUPPORT RESPONSIBLE GLOBALISATION

- A responsible business, as a participant in the global marketplace, supports open and fair multilateral trade.
- A responsible business supports reform of domestic rules and regulations where they unreasonably hinder global commerce.

Constructive Tendencies

Inquirers bring impressive conceptual outreach to the challenge of navigating in international markets for suppliers, customers, and finance. They have a preference for reading widely and absorbing information. Their minds are open to new facts and opportunities. They can also easily see connections among far-flung participants in business undertakings.

Subtractive Tendencies

The Inquirer may become too global in his or her approach to business planning and not sufficiently practical. Inquirers may overestimate the importance or credibility of international contacts and so head down what prove to be dead ends.

From a different perspective, Inquirers may frustrate international transactions by asking too many questions and raising too many nit-picky points in order to satisfy their own need for comprehensive analytical certainty.

PRINCIPLE 6 – RESPECT THE ENVIRONMENT

- A responsible business protects and, where possible, improves the environment, and avoids wasteful use of resources.
- A responsible business ensures that its operations comply with best environmental management practices consistent with meeting the needs of today without compromising the needs of future generations.

Constructive Tendencies

Inquirers bring conceptual abilities to the task of planning how the business can be run profitably in a sustainable fashion. New techniques resting on better understanding of biology, physics, chemistry and resulting new technologies coming to market will be necessary for sustainable business activities. Inquirers will be prone to understanding fully and explaining strategically these new alternatives.

Inquirers may well be very helpful as well in predicting the costs of unsustainable activities and foreseeing difficulties. They will empathize with leading edge critics of status quo methods and be concerned for externalities. Inquirers will embrace life-cycle design methodologies.

Subtractive Tendencies

Inquirers may fall into a pattern of making suggestions that are more impractical and idealistic, not benefiting from a sound, market-focused cost-benefit analysis. They may also over-react to criticisms and theoretical challenges arising from environmental perspectives, seeking prematurely to add costs and make changes.

When put to the task of defending status quo practices, Inquirers can use their agile minds to ask questions, demand more facts, bring up diversionary issues in order to delay action required for the company to become more sustainable in its business model.

PRINCIPLE 7 – AVOID ILLICIT ACTIVITIES

- A responsible business does not participate in, or condone, corrupt practices, bribery, money laundering, or other illicit activities.
- A responsible business does not participate in or facilitate transactions linked to or supporting terrorist activities, drug trafficking or any other illicit activity.
- A responsible business actively supports the reduction and prevention of all such illegal and illicit activities.

Constructive Tendencies

Inquirers as a rule will not be drawn to illegal or illicit activities, or complicity with such behaviors. Such violations of principles and laws can find little justification in their minds as they do not easily fit into a sound strategic analysis of cost/benefit outcomes.

Inquirers will be responsive to abstract, aspirational codes of conduct and ethical rules in order to fit such operative norms into routine practices and the mission of the organization. They like to fit the factual into a template provided by the normative and the ideal.

Subtractive Tendencies

Inquirers should be aware of complicity in designing and rationalizing practices that skirt the edges of illegality and illicit conduct. Their abilities to position and arrange ideas, justifications, and interpretations can be used to cover with supposed good intentions or law abiding fidelity those actions motivated by unethical and illegal desires for money or power.

STAKEHOLDER MANAGEMENT GUIDELINES

1. CUSTOMERS

A responsible business treats its customers with respect and dignity. Business therefore has a responsibility to:

- a. Provide customers with the highest quality products and services consistent with their requirements.
- b. Treat customers fairly in all aspects of business transactions, including providing a high level of service and remedies for product or service problems or dissatisfaction.
- c. Ensure that the health and safety of customers is protected.
- d. Protect customers from harmful environmental impacts of products and services.
- e. Respect the human rights, dignity and the culture of customers in the way products and services are offered, marketed, and advertised.

Constructive Tendencies

Where customers are concerned, Inquirers can be very helpful in analyzing trends in taste and preference, data on market movements, demand curves and price points. Inquirers will be helpful in a range of marketing, advertising and public relations tasks. Since value is determined by subjective preferences, the analytic conclusions of Inquirers can be very decisive in shaping strategy.

Inquirers like to look at the big picture and peer into the future. They set the context for business strategies. Inquirers can react to competitive challenges and seek understanding of why market share may be static or falling. They can draw on the insights and deal-making skills of Entrepreneurs.

Subtractive Tendencies

Inquirers may be too ready to ignore individual customers, preferring to subordinate them to class, gender, socio-economic profiles and other group demographics and to general trend lines. Inquirers are best at shaping paradigms. If they are wrong in their assumptions about people, their strategic constructs will lead to market failure.

Inquirers may from time to time give in to a tendency to have the facts polished and edited to fit the theory.

2. EMPLOYEES

A responsible business treats every employee with dignity and respects their interests. Business therefore has a responsibility to:

- a. Provide jobs and compensation that contribute to improved living standards.
- b. Provide working conditions that protect each employee's health and safety.
- c. Provide working conditions that enhance each employee's well-being as citizens, family members, and capable and caring individuals.
- d. Be open and honest with employees in sharing information, limited only by legal and competitive constraints.
- e. Listen to employees and act in good faith on employee complaints and issues.
- f. Avoid discriminatory practices and provide equal treatment, opportunity and pay in areas such as gender, age, race, and religion.
- g. Support the employment of differently-abled people in places of work where they can be productive.
- h. Encourage and assist all employees in developing relevant skills and knowledge.
- i. Be sensitive to the impacts of unemployment and work with governments, employee groups and other agencies in addressing any employee dislocations.
- j. Ensure that all executive compensation and incentives further the achievement of long- term wealth creation, reward prudent risk management, and discourage excessive risk taking.
- k. Avoid illicit or abusive child labor practices.

Constructive Tendencies

As managers and representatives of business owners, Inquirers bring to employee management relations certain distinct orientations and skills. They can be open minded in listening to and giving thought to the views and recommendations of employees. They can be constructive in negotiations, looking for the big picture and win/win solutions that have a strategic character.

Inquirers are alert to changes coming up on the horizon. They can analyze work flow patterns and job requirements, designing optimal plans and processes. They can explain how different functions and parts of the company fit within an overall strategy.

Comfortable with discussing ideas and values, Inquirers can contribute to internal communications and the setting in place of norms and mission for the enterprise. They are culture workers providing vision and inspiration.

Subtractive Tendencies

Inquirers may not rush to resolution of issues or be the first in line when tough decisions must be made. They will tend to want to think more thoroughly about a situation, get more facts, have discussions, seek intellectual agreement on a common framework. When lines have to be drawn in relationships and negotiations, Inquirers may not be the best front line shock troops.

Inquirers can also be intellectually rigid at times, believing that their understanding of a situation is the best one under the circumstances, or the only one smart people can come to. They may not listen well at all. Their vision of employees can be that of cogs existing merely to fit within an engineered, top-down hierarchy of command and control.

Inquirers can also be distracted by new issues, information, possibilities. They are intrigued by thoughts, not so much by getting results.

3. SHAREHOLDERS

A responsible business acts with care and loyalty towards its shareholders and in good faith for the best interests of the corporation. Business therefore has a responsibility to:

- a. Apply professional and diligent management in order to secure fair, sustainable and competitive returns on shareholder investments.
- b. Disclose relevant information to shareholders, subject only to legal requirements and competitive constraints.
- c. Conserve, protect, and increase shareholder wealth.
- d. Respect shareholder views, complaints, and formal resolutions.

Constructive Tendencies

Inquirers will be especially adept at preparing disclosures and information for investors – both equity investors and creditors. Inquirers enjoy working with data, analyzing it, presenting it, and explaining the big picture. They get into questions and don't often feel threatened by them, providing answers and explanations.

They can be very helpful in making the case for attracting financial capital – either as number crunchers who have mastery of the relevant data at their fingertips or as conceptualizers who paint enthusiastically on a broad canvas to attract the confidence of investors in the future prospects and returns of the enterprise.

Subtractive Tendencies

The rationalizing and persuasive skills of Inquirers can over do it. They can fashion presentations, disclosures, data analysis that is misleading or comes close to being misleading. Their use of words and ideas may not be that tied to reality. They can maneuver around unpleasant realities and facts pointing to risks, cautions and potential set-backs.

4. SUPPLIERS

A responsible business treats its suppliers and subcontractors with fairness, truthfulness and mutual respect. Business therefore has a responsibility to:

- a. Pursue fairness and truthfulness in supplier and subcontractor relationships, including pricing, licensing, and payment in accordance with agreed terms of trade.
- b. Ensure that business supplier and subcontractor activities are free from coercion and threats.
- c. Foster long-term stability in the supplier relationships in return for value, quality, competitiveness and reliability.
- d. Share information with suppliers and integrate them into business planning.
- e. Seek, encourage and prefer suppliers and subcontractors whose employment practices respect human rights and dignity.
- f. Seek, encourage and prefer suppliers and subcontractors whose environmental practices meet best practice standards.

Constructive Tendencies

Inquirers will be open to the philosophy of the Quality Movement where suppliers, their expertise and their inventiveness can be integrated into a company's strategy, process technologies and product planning. Inquirers can reach outside the company to embrace data and factors that are part of the entire business model. Inquirers can easily engage suppliers in conversations about continuous improvement.

Subtractive Tendencies

The Inquirer may be so wedded to strategies and plans that have been developed within the company that they close the door to ideas and suggestions from suppliers. Inquirers may also look upon suppliers as fungible commodities, as production factors bought in the market whenever needed, one being as good as the next and none deserving of serious consideration.

5. COMPETITORS

A responsible business engages in fair competition which is a basic requirement for increasing the wealth of nations and ultimately for making possible the just distribution of goods and services. Business therefore has a responsibility to:

- a. Foster open markets for trade and investment.
- b. Promote competitive behavior that is socially and environmentally responsible and demonstrates mutual respect among competitors.
- c. Not participate in anti-competitive or collusive arrangements or tolerate questionable payments or favors to secure competitive advantage.
- d. Respect both tangible and intellectual property rights.
- e. Refuse to acquire commercial information through dishonest or unethical means, such as industrial espionage.

Constructive Tendencies

Inquirers can be most helpful in formulating sound strategies for competition. They are not bound to conventional “inside the box” thinking and can assess data and trends for new market opportunities, technologies, services that would have value-added appeal.

Narrow minded thinking often seeks only to compete through lower costs, driving the company into commodity pricing and making no use of brand equity strategies to build reputation and price above costs.

Inquirers also have constructive abilities to communicate the company’s brand image and message. This set of skills nicely complements any competitive strategy with appealing advertising and customer relations.

Subtractive Tendencies

Inquirers may be too impractical in their thinking about how best to compete. They may also enjoy a tendency to rationalize away discouraging trends or disappointing developments.

Unifiers may also give up too easily when they have concluded that trends are adverse or the game doesn’t seem to be worth the candle. They can rationalize their way into premature surrender by looking at the “big picture”, recasting company goals and objectives to say that the grapes weren’t that good for eating anyway.

6. COMMUNITIES

As a global corporate citizen, a responsible business actively contributes to good public policy and to human rights in the communities in which it operates. Business therefore has a responsibility to:

- a. Respect human rights and democratic institutions, and promote them wherever practicable.
- b. Recognize government's legitimate obligation to society at large and support public policies and practices that promote social capital.
- c. Promote harmonious relations between business and other segments of society.
- d. Collaborate with community initiatives seeking to raise standards of health, education, workplace safety and economic well-being.
- e. Promote sustainable development in order to preserve and enhance the physical environment while conserving the earth's resources.
- f. Support peace, security and the rule of law.
- g. Respect social diversity including local cultures and minority communities.
- h. Be a good corporate citizen through ongoing community investment and support for employee participation in community and civic affairs.

Constructive Tendencies

Inquirers are predisposed to put things in a social, cultural, religious, intellectual context. With this capacity in hand, they can more easily accommodate themselves to the role requirements of a business in its social setting. They are able without great difficulty to piece out the interrelationships, feedback loops and other exchanges that take place between a company and its surroundings. Inquirers are prone to be systems thinkers.

Inquirers can therefore more easily analyze complexities and future consequences in order to better position a company for long-term success and to help it ride the waves of change in the post-industrial global marketplace unfolding in a world that, through new information technologies, has become in many ways a village.

Inquirers should have no principled objection to the role that government plays in modern society. They will, for the most part, identify with abstract ideals such as human rights, democracy, and the alleviation of poverty, and other worthy social goals. They are unusually strong advocates for environmental sustainability.

Subtractive Tendencies

A risk posed by certain Inquirers is intellectual arrogance. They may not be open and flexible to outside ideas, practices, cultural demands, or government regulations that do not comply with their understanding of how things should work. In these settings, Inquirers can become somewhat argumentative and uncooperative.

Such Inquirers will resent government intrusion into the company's business through regulation as unjust and excessive. Personal participation in economic and social development for the society will not be a high priority for those who place their loyalties and identity with the company community.

Your Secondary Decision Style – ENTREPRENEUR

Power Tendencies

Entrepreneur/I decision-makers have a strong need for power. Their preferred form of power is personal, individualistic, charismatic, colored with emotions (including fear and greed), manipulative and deal based.

Their functional use of power is to be innovative, break out of the box, and achieve the remarkable.

Their dysfunctional use of power is to use the 48 laws of power to get their own way no matter what. They can easily set in motion destabilizing action/reaction cycles that undermine existing cultures and value hierarchies, putting a premium on competition, internecine rivalries and survival of the fittest.

GENERAL PRINCIPLES

PRINCIPLE 1 – *RESPECT STAKEHOLDERS BEYOND SHAREHOLDERS*

- A responsible business acknowledges its duty to contribute value to society through the wealth and employment it creates and the products and services it provides to consumers.
- A responsible business maintains its economic health and viability not just for shareholders, but also for other stakeholders.
- A responsible business respects the interests of, and acts with honesty and fairness towards, its customers, employees, suppliers, competitors, and the broader community.

Constructive Tendencies

The Entrepreneur is the lone ranger with sufficient self-confidence to believe that he or she can find new and clever ways to please stakeholders. The Entrepreneur likes to listen in order to find out how to please the customer and get a personal reward from the effort. Entrepreneurs are charismatic, well-spoken, entertaining and self-absorbed. They can be charmers and so helpful in attracting support from constituencies. They are good politicians and sellers of programs.

Entrepreneurs, however, are easily frustrated by rules and regulations and the limitations imposed by formal structures. They can lead others in new directions and keep up with changing times and methods. Entrepreneurs are innovative and will design new products and services to meet stakeholder needs. In this regard, they are key to helping companies be market sensitive and market relevant. They incubate the promise of business to produce goods and services that enhance standards of living.

Entrepreneurs bring back from the field good, detailed information about the needs, wants and circumstances of the different stakeholder constituencies.

Subtractive Tendencies

Entrepreneurs in their enthusiasm and operational savvy can be conniving, misleading and breakers of rules. They need close supervision to keep them within the bounds of expected accountability. Their needs for personal reward and to stand out for their individual achievements can generate resentment from peers and supervisors.

Entrepreneurs, in their desire to please certain stakeholder constituency of personal importance to themselves, will press and insinuate themselves to the point of connivance in order to get their way and enjoy personal mastery of the immediate situation. In this capacity, they may sway decision-making within the company away from considered judgments and strategic advantages towards tactical victories and the interests of a narrow few.

Entrepreneurs can bully to get their way, resist formal accountability relying instead on the satisfactions expressed by those they seek to please for a measure of success. And they will take excessive risks, without much thought as to who will bear the burden of fixing things if they are wrong. They prefer to go it alone rather than work with a team. Entrepreneurs have a tendency to over-promise in order to get recognition.

PRINCIPLE 2 – CONTRIBUTE TO ECONOMIC, SOCIAL AND ENVIRONMENTAL DEVELOPMENT

- A responsible business recognizes that business cannot sustainably prosper in societies that are failing or lacking in economic development.
- A responsible business therefore contributes to the economic, social and environmental development of the communities in which it operates, in order to sustain its essential 'operating' capital – financial, social, environmental, and all forms of goodwill.
- A responsible business enhances society through effective and prudent use of resources, free and fair competition, and innovation in technology and business practices.

Constructive Tendencies

The Entrepreneur can be the company's most astute and effective bridge between its business plan and wider environments. The Entrepreneur will enjoy developing personal knowledge and contacts with those in his or her wider environment. The Entrepreneur is taken with new opportunities, technologies, markets, services. He or she can respond at the edges of change where marginal utilities are not yet set in concrete; where innovation and early adoption open new business opportunities.

Subtractive Tendencies

Entrepreneurs may be too eager to forge ahead where markets are not soundly established or technology remains not fully scaled for reliable profitability. They may with great personal zeal over-sell the opportunities they see.

And, their networking contacts may be similar optimists living on hopes and possibilities and not really in positions to deliver paying customers or well-tested products and methodologies.

PRINCIPLE 3 – BUILD TRUST BY GOING BEYOND THE LETTER OF THE LAW

- A responsible business recognizes that some business behaviors, although legal, can nevertheless have adverse consequences for stakeholders.
- A responsible business therefore adheres to the spirit and intent behind the law, as well as the letter of the law, which requires conduct that goes beyond minimum legal obligations.
- A responsible business always operates with candor, truthfulness, and transparency, and keeps its promises.

Constructive Tendencies

Entrepreneurs like to build relationships so that they can gain support and buy-in to their way of thinking or acting. Thus, being trustworthy with key clients is an important behavior for them. Being open about their needs, wishes, aspirations, problems comes naturally to Entrepreneurs. They want to attract investors financially and emotionally. Entrepreneurs generally have a story to tell and enjoy telling it.

Subtractive Tendencies

Entrepreneurs are often out for themselves. Their need in these situations is to “take the money and run”. Thus, they are open to taking advantage of trusting relationships, not being fully candid, telling only what others want to hear, hiding what is worrisome, risky or problematic. They are ready to move on to new prospects, always looking for greener grass, and so may underestimate the value of building long-term relationships based on fixed credibility and stable character.

PRINCIPLE 4 – RESPECT RULES AND CONVENTIONS

- A responsible business respects the local cultures and traditions in the communities in which it operates, consistent with fundamental principles of fairness and equality.
- A responsible business, everywhere it operates, respects all applicable national and international laws, regulations and conventions, while trading fairly and competitively.

Constructive Tendencies

Entrepreneurs can thrive in the hurly-burly of competition. They like challenges to their skills, creative abilities and persuasive powers. They are the ones to build that better mousetrap that beats the competition with new features, lower prices, or other advantage in the eyes of customers. They try to find new ways of making progress when the status quo is unfriendly to their purposes.

Subtractive Tendencies

Entrepreneurs will enjoy the freedom and scope that comes with manipulating market equilibriums to their own advantage. Motivated by personal achievement, they will be flexible in setting up conditions that will enhance their market presence and power. Discounts, rebates, tying arrangements, special considerations – all appeal to the sales persona of Entrepreneurs though such practices may violate or infringe on the spirit of anti-competition laws and policies.

PRINCIPLE 5 – SUPPORT RESPONSIBLE GLOBALISATION

- A responsible business, as a participant in the global marketplace, supports open and fair multilateral trade.
- A responsible business supports reform of domestic rules and regulations where they unreasonably hinder global commerce.

Constructive Tendencies

Entrepreneurs can thrive where challenges are open to a wider range of solutions; they will seek out new customers, new sources of supply, new financial arrangements in the international setting without reservations. They seek to overcome market limitations and rigid restrictions on business activities. They like travel and meeting people. Experimentation and learning from others are comfortable habits for Entrepreneurs.

Subtractive Tendencies

Entrepreneurs may resist market opening measures if it would bring in new and formidable competition, especially competition on cost of production. Such outsourcing to foreign markets will limit the scope afforded them for success. They will be quick and clever in arguing for domestic protective measures that will lock-in their positional advantages. Becoming a big fish in a small pond is a meaningful incentive for Entrepreneurs.

PRINCIPLE 6 – RESPECT THE ENVIRONMENT

- A responsible business protects and, where possible, improves the environment, and avoids wasteful use of resources.
- A responsible business ensures that its operations comply with best environmental management practices consistent with meeting the needs of today without compromising the needs of future generations.

Constructive Tendencies

The Entrepreneur may be the most creative person when it comes to finding innovation solutions and in building constructive partnerships with NGOs and others seeking protection and remediation of the environment. Entrepreneurial skills will come in handy when new solutions are to be found, new technologies are to be adapted to existing plant and equipment requirements, and new marketing approaches are needed to find new customer networks, or to reposition the company with respect to existing customers and clients.

Subtractive Tendencies

Entrepreneurs may oversell the sustainable aspects of products and services to take advantage of public opinion and “green” preferences among consumers. Cost conscious Entrepreneurs may also overlook sound sustainable practices in order to get a price advantage. They may be less supportive of life-cycle product design requirements to minimize degradation of the environment, looking instead to immediate market payoffs for the company.

PRINCIPLE 7 – AVOID ILLICIT ACTIVITIES

- A responsible business does not participate in, or condone, corrupt practices, bribery, money laundering, or other illicit activities.
- A responsible business does not participate in or facilitate transactions linked to or supporting terrorist activities, drug trafficking or any other illicit activity.
- A responsible business actively supports the reduction and prevention of all such illegal and illicit activities.

Constructive Tendencies

Entrepreneurs can find it within themselves to expose illegal and illicit proposals and transactions in order to better insulate themselves from scandal and punishment. Entrepreneurs want personal success and do not want to be dragged down by the mistakes of others.

Subtractive Tendencies

Entrepreneurs may feel temptation to “walk on the wild side” or to put “one toe over the line” – or worse - to actually embrace illegal or illicit conduct that will bring them personal reward. Entrepreneurs can become rule-breakers given their commitment to self and their disregard for commonly applied rules and regulations.

With their insights and instinct for outreach, networking and building relationships, Entrepreneurs may favor or indulge in cronyism along with opportunities for involvement with unorthodox, dysfunctional, illicit transactions.

STAKEHOLDER MANAGEMENT GUIDELINES

1. CUSTOMERS

A responsible business treats its customers with respect and dignity. Business therefore has a responsibility to:

- a. Provide customers with the highest quality products and services consistent with their requirements.
- b. Treat customers fairly in all aspects of business transactions, including providing a high level of service and remedies for product or service problems or dissatisfaction.
- c. Ensure that the health and safety of customers is protected.
- d. Protect customers from harmful environmental impacts of products and services.
- e. Respect the human rights, dignity and the culture of customers in the way products and services are offered, marketed, and advertised.

Constructive Tendencies

Entrepreneurs can be masters of customer relations, marketing, advertising and sales. They are energized by contacts and relationships where they can shine, make a deal, find a way forward, develop rapport and get support for their own advancement. They bring back from the field vital information on customer preferences, needs, desires, fears, price points. They have their fingers on the pulse of new needs, demands, opportunities. They have the insights and stories that can drive market penetration.

Subtractive Tendencies

Depending on their incentive arrangements, Entrepreneurs can either go from sale to sale, racking up the individual achievement numbers and hitting their targets, or they can use their insights and charm to take time with each customer and bind them more permanently to the company.

Entrepreneurs, in order to make sales, please customers, hit their targets, will do what it takes. They may not fully disclose matters and conditions of the product or service. They may slide over harsher terms in contracts, painting a picture of the future with no dark or somber tones at all. Puffing and worse come easily to many Entrepreneurs.

Entrepreneurs will be tempted from time to time to cut corners, make special deals, affirm representations and warranties that go beyond company policy, all to make the sale and make the customer happy for the moment.

2. EMPLOYEES

A responsible business treats every employee with dignity and respects their interests. Business therefore has a responsibility to:

- a. Provide jobs and compensation that contribute to improved living standards.
- b. Provide working conditions that protect each employee's health and safety.
- c. Provide working conditions that enhance each employee's well-being as citizens, family members, and capable and caring individuals.
- d. Be open and honest with employees in sharing information, limited only by legal and competitive constraints.
- e. Listen to employees and act in good faith on employee complaints and issues.
- f. Avoid discriminatory practices and provide equal treatment, opportunity and pay in areas such as gender, age, race, and religion.
- g. Support the employment of differently-abled people in places of work where they can be productive.
- h. Encourage and assist all employees in developing relevant skills and knowledge.
- i. Be sensitive to the impacts of unemployment and work with governments, employee groups and other agencies in addressing any employee dislocations.
- j. Ensure that all executive compensation and incentives further the achievement of long- term wealth creation, reward prudent risk management, and discourage excessive risk taking.
- k. Avoid illicit or abusive child labor practices.

Constructive Tendencies

Entrepreneurs will enjoy gathering and mobilizing employees for new projects and challenges. Entrepreneurs will be excellent cheerleaders, giving directions and inspiration for taking initiatives, delivering excitement, and rushing into the breach.

They will point out advantages and opportunities and creatively respond to both threats and opportunities.

Subtractive Tendencies

Entrepreneurs, on the other hand, may be tempted to use employees for selfish reasons, pushing them out of the routine into projects and undertakings of merit mostly in the eyes of the Entrepreneur who initiated them. Entrepreneurs have a manipulative side that can either be or seem exploitative of those around them.

Self promoters, and largely unwilling to share credit and responsibility, Entrepreneurs do not make the best team players at times. They want to shine brightly in the company heavens, leaving others in the shadows.

3. SHAREHOLDERS

A responsible business acts with care and loyalty towards its shareholders and in good faith for the best interests of the corporation. Business therefore has a responsibility to:

- a. Apply professional and diligent management in order to secure fair, sustainable and competitive returns on shareholder investments.
- b. Disclose relevant information to shareholders, subject only to legal requirements and competitive constraints.
- c. Conserve, protect, and increase shareholder wealth. Respect shareholder views, complaints, and formal resolutions.
- d. Respect shareholder views, complaints, and formal resolutions.

Constructive Tendencies

Being such avid seekers of support, Entrepreneurs can be assigned to the task of acquiring capital – attracting equity investment, promoting the company and its prospects.

Subtractive Tendencies

Entrepreneurs may be less helpful to the company in their dealings with creditors. Creditors dislike risk and seek to tie down risk exposure with restrictive covenants. Entrepreneurs, on the other hand, take risks and don't like to be controlled or tied down.

Entrepreneurs also enjoy a tendency to over-promote and that cast of mind and presentation may mislead investors into thinking company prospects and initiatives are better and brighter than a cautious mind would calculate. Entrepreneurial enthusiasm tends to inflate the valuation of enterprise both as to prospects for future income and as to the capitalization multiplier.

4. SUPPLIERS

A responsible business treats its suppliers and subcontractors with fairness, truthfulness and mutual respect. Business therefore has a responsibility to:

- a. Pursue fairness and truthfulness in supplier and subcontractor relationships, including pricing, licensing, and payment in accordance with agreed terms of trade.
- b. Ensure that business supplier and subcontractor activities are free from coercion and threats.
- c. Foster long-term stability in the supplier relationships in return for value, quality, competitiveness and reliability.
- d. Share information with suppliers and integrate them into business planning.
- e. Seek, encourage and prefer suppliers and subcontractors whose employment practices respect human rights and dignity.
- f. Seek, encourage and prefer suppliers and subcontractors whose environmental practices meet best practice standards.

Constructive Tendencies

Entrepreneurs can engage suppliers creatively when the suppliers are in a position to provide inputs for a pet project of the Entrepreneur. When the Entrepreneur needs something to add into the mix supporting a new product, service, initiative, he or she should find it easy to charm and please the provider of such an input.

An Entrepreneur may also enjoy feeding back to suppliers impressions, lessons-learned, preferences from company clients and customers in order to get improved products or services from the supplier. Upgrading inputs from suppliers will support the Entrepreneur's ambitions to be successful in winning new business.

Subtractive Tendencies

Entrepreneurs will not, in most cases, be prone to interactions with suppliers, taking them as a given and as a presence that can't really help advance the Entrepreneur's interests very much.

5. COMPETITORS

A responsible business engages in fair competition which is a basic requirement for increasing the wealth of nations and ultimately for making possible the just distribution of goods and services. Business therefore has a responsibility to:

- a. Foster open markets for trade and investment.
- b. Promote competitive behavior that is socially and environmentally responsible and demonstrates mutual respect among competitors.
- c. Not participate in anti-competitive or collusive arrangements or tolerate questionable payments or favors to secure competitive advantage.
- d. Respect both tangible and intellectual property rights.
- e. Refuse to acquire commercial information through dishonest or unethical means, such as industrial espionage.

Constructive Tendencies

Entrepreneurs can be great, dynamic, unflagging competitors. Entrepreneurs bring back from the field good, detailed information about the needs, wants and circumstances of existing and potential customers. What they perceive and recommend as to what is needed to win market share should be listened to and studied by others assigned to develop marketing strategies.

Subtractive Tendencies

In order to win in the competition wars, Entrepreneurs can become the rule-breakers of the free market place. They too want to win, but personally as well as for the company. They will be sorely tempted to cut corners, take short cuts, make illicit payments, bribe to gain advantage with inside information or proprietary data, not respecting the intellectual property rights of others. They see themselves as the center of action and what is good for them, in their minds, should therefore be good for all.

They will not mind rigging markets or squeezing rivals in order to gain market power.

6. COMMUNITIES

As a global corporate citizen, a responsible business actively contributes to good public policy and to human rights in the communities in which it operates. Business therefore has a responsibility to:

- a. Respect human rights and democratic institutions, and promote them wherever practicable.
- b. Recognize government's legitimate obligation to society at large and support public policies and practices that promote social capital.
- c. Promote harmonious relations between business and other segments of society.
- d. Collaborate with community initiatives seeking to raise standards of health, education, workplace safety and economic well-being.
- e. Promote sustainable development in order to preserve and enhance the physical environment while conserving the earth's resources.
- f. Support peace, security and the rule of law.
- g. Respect social diversity including local cultures and minority communities.
- h. Be a good corporate citizen through ongoing community investment and support for employee participation in community and civic affairs.

Constructive Tendencies

Entrepreneurs can be excellent champions of reform and change when they have been oppressed or repressed. They can take the lead in innovation and creating new patterns of power. They will use company resources in these efforts without hesitation.

When Entrepreneurs can see their way to community involvement, they are eager, creative, delightful participants in such works. They can lead the team effort to accomplish cultural, communal, political or social objectives. They can be strong articulate civic leaders coming from the business community.

Subtractive Tendencies

Entrepreneurs can be the most vociferous opponents of government power and regulation. Tight social control is not often in the interest of Entrepreneurs. Such conditions clip their wings and constrain their freedom of movement and invention. Entrepreneurs like scope and flexibility. They want to make it on their own and not through subservience to higher powers.

In their desire to get ahead, Entrepreneurs will be open to evading, avoiding and even breaking government rules and regulations.

Improving the lives of others – their enjoyment of human rights or economic development – is not usually an important goal for Entrepreneurs. They will not be likely to urge company efforts in these directions.

Entrepreneurs are less likely to become involved in or support principle community engagement through volunteerism or charity unless the specific activity in question can enhance their power or prestige or advance their business interests.

Privacy Policy

Our policy for consumer privacy and data protection is based on fair information principles recognized internationally. We believe in trusted relationships with consumers and we are working toward that by delivering great services and safeguarding personal information.

Please read this Privacy Policy carefully, as once you use our website or our services you will be deemed to have read and accepted this Privacy Policy.

Confidentiality

Your DSI Personal Report will not be disseminated to anyone but you. If an Organizational Report is produced, all data will be aggregated in order to protect your identity.

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