

## The Unifying INQUIRER Decision Style

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

### Your Primary Decision Style - INQUIRER

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

### Your Secondary Decision Style - UNIFIER

Your Leadership Action-Affiliates  
Your Leadership Core Value-Acceptance  
Your Behavior Domain-Heart/Senses

## 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 - Unifier**

### **Power Tendencies**

Unifiers/We decision-makers have a strong need for power. The form of power they seek is positional authority; the ability to give orders based on hierarchy, rules and regulations. They excel in the use of managerial power in rational/bureaucratic structures.

Their functional use of power is to make the organization align with its formal objectives.

Their dysfunctional use of power is to cause the organization to shift from rigorous achievement of its formal objectives to secure the more short-sighted, selfish power needs of individuals in key positions. They can without difficulty put a premium on competition, internecine rivalries and survival of the fittest as the mode of success within the organization.

Other dysfunctional consequences following on the use of power by some Unifiers/We decision-makers are enforced conformity of subordinates and peers and insensitive consideration of others in general.

## **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**

Unifiers bring important powers of motivation and sound instincts for implementation to Principle #1. Unifiers build the team – the social group that carries out the operations of the business. They set group practices and maintain group norms. They defend the company’s culture against subversion.

Unifiers act on their concern for fairness within organizational ranks and due recognition and reward for those who pull their weight. They are loyalists and will stand steady when others grow hesitant or think of jumping ship in times of doubt.

#### **Subtractive Tendencies**

Unifiers are more likely to be loyal to stockholders than to stakeholders. They accept the formal logic of the corporation where the owners are in charge because they hold the stock and the organization is morally bound to respond to their financial interests above all else. Stakeholders by definition of their roles are likely to be considered as standing “outside” the business and so to merit less solicitude. This bias on the part of Unifiers leads to short-term thinking and win/lose trade-offs to benefit the interest of shareholders without full consideration of consequences and feedback loops among actions and responses to actions.

From the perspective of business ethics, Unifiers pose a challenge. They will be unlikely whistle-blowers where stakeholders, even in this case, stockholders, are being shortchanged. Unifiers protect the organization and its members from harm and disrepute. They will cover for the mistakes and omissions of their colleagues.

## **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**

Unifiers will attempt to bring their organization into alignment with the task at hand. The Unifier understands that the work of meeting public expectations is a joint responsibility and that a team needs to be built around the project. Unifiers exert energies towards centralization of thought and effort – the better to have efficient task management.

Unifiers stress feedback and process within the organization. They are loyal and devoted, nourishing all within the team to keep morale high. They bring distinct advantages to bear within far-flung multinational enterprises. They counter the centripetal forces of localism with loyalty to the headquarters of the global organization.

Unifiers will tend to keep the organization from drifting into too many simultaneous initiatives and well-intentioned projects.

### **Subtractive Tendencies**

If the beneficiaries of proposed company actions are not seen as within the network of relationships important to the Unifier, the Unifier will slack off in commitment and follow-through. The Unifier is not highly motivated to serve perceived “outsiders”. This will be especially true if the efforts are to sell in foreign markets or promote development for those far away. So, newcomers, marginal outliers and those from different cultures will not be well served by Unifiers. Compliance with internal company norms and practices is a prerequisite for being accepted into a caring relationship for Unifiers. They will have a tendency to ask “What’s in it for us?”

### **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**

Unifiers will value whatever contributes to the credibility and stability of their team or organization. They will not want scandal or loss of reputation to happen. What tarnishes the group, tarnishes them.

### **Subtractive Tendencies**

Unifiers make a significant distinction in their conduct between those “inside” the group or organization and those on the “outside”. Thus, they will tend not to value highly the claims of outsiders to know what is really going on in the “inside”. The first instinct of Unifiers is to protect the organization and so they will treat any proposed disclosure with caution and reluctance. They underestimate the need of their organization to rely on others and so to build credibility in the minds of others with a commitment to candor and sincerity.

## **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**

If cutthroat market actions backfire, Unifiers may not support them out of concern for the reputation of the company. Unifiers will look to the advantages of business practices not just according to legal technicalities. Thus, they may not want their company to violate unstated norms of the community with which they also identify. They want the group to be secure and prosperous, safe and sound, preferring accustomed practices over sharp dealings to attain that end.

### **Subtractive Tendencies**

With their strong sense of belonging to a group, Unifiers will not be prone to accept the burdens and risks of full-throttle competition; such risks will appear too threatening to the company's immediate interest. And, further, since Unifiers are usually satisfied with the status quo, strict competition promises to marginalize habitual behaviors and relationships. The "creative destruction" of modern capitalism does not sit very well with Unifiers. They would prefer to "fix" markets to maintain accustomed order and discipline.

## **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**

In multinational enterprises, Unifiers will lead the way in embracing and working with people from many different geographical and cultural backgrounds. Once someone becomes a colleague and has demonstrated membership in the group or company by participation and sacrifice for the common good, Unifiers will take that person at face value as a colleague.

### **Subtractive Tendencies**

Unifiers are most likely to push off opportunities to engage with international players as they prefer to work with the known and the already reliable and loyal. They will voice skepticism as to the value of going to outsiders and far away.

Unifiers with strong identity ties to local communities will be prone to argue for protective trade restrictions to enhance local market returns.

## **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**

Unifiers will want the organization to be sustainable over the long run, both financially and environmentally. They will also bristle when the company comes under threat of losing reputation for conducting unsustainable environmental practices, providing a good measure of best practices that will have wide support within the organization.

### **Subtractive Tendencies**

With their strong loyalty to the organization and to other team members, Unifiers may resent criticisms from the outside or accusations that the organization is ethically deficient in that it doesn't care about the environment.

## **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**

Internally, the instincts of Unifiers are to avoid and eliminate actions that conflict with stated norms and practices within the company or group. This tendency will motivate their opposition to illegal and illicit activities. Unifiers will also be prone to protect the organization from harm done by a few who do not follow rules and regulations, who embezzle or otherwise misuse data and resources for personal advancement. Unifiers can be loyal whistle-blowers in service to group reputation and integrity.

### **Subtractive Tendencies**

With their habits of loyalty to the organization or the work group, Unifiers may find themselves easily persuaded of the necessity to protect, excuse, or even cover up for colleagues who have crossed the line of illegality or illicit behavior. Unifiers will not want to expose those on the inside who are part of the power structure of the organization. Unifiers will feel a pull towards going along to get along when they should speak out and raise objections.

When Unifiers join an organization that is dysfunctional and indulges in illegal or illicit activities, they can be easily socialized into participation in such practices. They will follow workplace practices more than aspirational organizational codes of conduct.

# 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 Unifiers identify with customers and clients, they will deliver excellent levels of service and support. Unifiers can care unusually thoroughly about those whom they perceive to be part of their circle or community. They will go the extra mile to provide good customer satisfaction, honor warranties, accept returns without cavil, and be responsive on help lines and with product information.

### **Subtractive Tendencies**

Unifiers may fall into a perception myopia where customers are seen to be outsiders to the firm, strangers who are to be treated clinically, almost with reluctance and disdain. The Unifier works best with those who come within the circle of colleagues and membership in some chosen collective. Unifiers are therefore prone to take advantage of those to whom they feel no loyalty or other bond of mutual dependency.



## **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**

Unifiers can be most constructive in labor-management relations. They would bring all employees into one big, happy family. They set forth rules and regulations, establish procedures, provide recognition and advancement for members of the organization. In this frame of mind, Unifiers will take up employee concerns with genuine concern and interest. They see the employees as "insiders", as valuable contributors to organizational success.

Unifiers don't question the value of investing in the human capital of those who are part of the enterprise to make it, through them, stronger and more technically competent in the future.

### **Subtractive Tendencies**

If, however, Unifiers tend to identify with the company as an entity or with its owners, then they will fall into a tendency to draw lines between the company and its employees. They will use legal formalisms, rules, regulations and cold personal relationships to keep employees "in their place". They will interact with employees as if they were strangers, outsiders to the organization.

From this perspective, Unifiers can easily succumb to the authoritarian traits of petty bureaucrats, stressing status, position, and using proper channels of authority. They will try to build top-down organizational cultures with unquestioned loyalty rising up to senior managers.

Unifiers are often drawn to office politics vis-à-vis colleagues; they are defenders of red tape and procedures and don't like to get involved emotionally with those who are not part of the "team".

### **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**

Unifiers will be quite responsive, in most cases, to the interests and claims of equity owners. They will want the owners as persons driving the enterprise to be satisfied with management and results of operations.

Unifiers can develop good working relationships with creditors when they become convinced that the creditors have the best interest of the firm in mind and are seeking, almost as joint venturers, to promote organizational success.

### **Subtractive Tendencies**

If equity owners are institutions – hedge funds, pension funds, mutual funds – Unifiers may have a tendency to view them as in competition with insiders as to who will run the company. Institutional investors will, in general, not appear to Unifiers as being as open to mutuality of relationship as will individuals as stockholders. Institutional investors may well be seen as parasitic – as living off the hard work and profitability of the enterprise and not contribute to it. This will be particularly true if pressure from institutional investors – and from individuals if for similar reasons – is to have the company respond to securities market valuations and prices for the advantage of the investor and not necessarily for the good of company insiders. In these cases, Unifiers will most likely prefer to be cold to equity investors and to resist demands for disclosures.

With respect to creditors, Unifiers may tend to see them as adversaries – outsiders demanding too much from the organization. Unifiers will not likely be open to extensive engagement and close collaboration with banks and other creditors.

#### **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**

Unifiers will work best with suppliers once they see them as “part of the team”. Then Unifiers will respond to their needs, provide prompt payment, integrate them into company planning cycles.

### **Subtractive Tendencies**

Unifiers will not work well with suppliers as long as the suppliers are perceived to be “outsiders” and independent contractors to be bargained with at arms-length in win/lose negotiations. From this perspective, Unifiers will see suppliers as sellers to be “squeezed” in order to benefit the organization which has claim on the Unifier’s loyalty and identity.

## **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**

Unifiers will want to win in competition; they will try to rally the troops, keep up morale, and keep the company’s powder dry so that it will be feisty and determined in the market place. Unifiers will want to score points for their side. They will be steady in the trenches.

## **Subtractive Tendencies**

Unifiers in the main will be tough to cut-throat competitors. They will be out to crush the opposition and will be open to doing whatever it takes to get market share or steal customers from rivals. They want their team to win, but they will not usually show flair or flexibility in their competitive tactics, holding to what has worked for the organization or the team in the past.

Unifiers will see that accumulating market power for the company is almost by definition a good thing. They will be prone to fixing markets and entering into collusive arrangements that help their company gain or keep market share or sell at close to cartel and monopoly prices (or buy haughtily from suppliers who are driven into obedience by the company's purchasing 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**

The attitudes and behaviors of Unifiers in the setting of a company's community relations will turn on the extent to which the Unifier identifies with the community as his or her own. If the identification with the community is robust, the Unifier will fully engage in activities that promote community well-being.

The stance taken by Unifiers will turn on the terms of citizenship identification: in which community does the Unifier want to be a citizen in good standing?

### **Subtractive Tendencies**

If, on the other hand, Unifiers identify more with their company than with society or the culture at large, they will question why the company has to make economic "sacrifices" on behalf of outsiders. The quality of government, human rights and democracy in the society at large will not be of much moment to these Unifiers. They will question the role of government in regulating company affairs.

## **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.

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