

The Unifying PRAGMATIST Decision Style

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

Your Primary Decision Style - PRAGMATIST

Your Leadership Action-Initiates
Your Leadership Core Value-Order
Your Behavior Domain-Action/Movement

Your Secondary Decision Style - UNIFIER

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

Your Personal Decision Styles Profile

Your Primary Decision Style — PRAGMATIST

Power Tendencies

Pragmatist/Do decision-makers have a modest need for power. Their preferred form of power is relational, interdependent sharing of responsibility in order to accomplish a common goal. Their personal dominance is of less importance to them than a sense of accomplishment in a job well done.

Their functional use of power is cooperation, collaboration, and respectful use of authority within its formal limits.

Their dysfunctional use of power is to concentrate on short term results and avoid taking responsibility for long term consequences through a stubborn refusal to cooperate.

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

Pragmatists put shoulder to the wheel, nose to the grindstone and get the job done. They deliver on plans, achieve benchmarks and hit targets - not being distracted by selfish concerns or worries over distracting considerations. They are very comfortable with reality and are creative when it comes to dealing with the unexpected and figuring out tactically how to make plans come to life.

Pragmatists are open to all who can help them get the job done. They welcome constructive comments and contributions, working easily with others who are part of getting things done.

Pragmatists follow through on plans and care about outcomes. They celebrate results. They can relate to all stakeholders within the framework of their job descriptions and their assigned goals and objectives.

Subtractive Tendencies

Pragmatists can be users of people in order to accomplish their short term objectives. If, in doing what they are told, Pragmatists come to realize that the planned results are not that fitting for the intended beneficiaries, they will tend to put aside such concerns and just get on with the job as they have been instructed. Thus, Pragmatists will not be the most engaged with a range of stakeholder concerns and interests.

Pragmatists can be stodgy and repetitive, unresponsive to larger concerns about the long term consequences of what they are doing for any stakeholder group. If told to build a bridge, they will build a bridge without worry over why they are building a bridge or whether they are building the right kind of bridge. Theirs is not to reason why.

In the story about the three masons working on a cathedral (one says he is cutting stone; a second says he is building a wall; and the third says he is building a cathedral for the glory of God), the Pragmatist is the one who thinks he or she is cutting stones. That is what the job immediately at hand is all about. And yet, without good, dedicated stone cutters, the cathedral can never be built.

The Pragmatist can fall into habits of tunnel vision and narrow focus, overlooking the interests of some stakeholders when told to get a certain job done.

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

Pragmatists put shoulder to the wheel, nose to the grindstone and get the job done. They deliver on the promise of business development and take advantage of new opportunities, not being distracted by selfish concerns or worries over distracting considerations. They are very comfortable with reality and are creative when it comes to dealing with the unexpected and figuring out tactically how to make plans come to life.

Pragmatists can adjust to working in many different settings around the world. They can interact easily with many kinds of people – as long as their colleagues are equally pragmatic. They are not skilled in dealing effectively with counterparts who are either very formal and bureaucratic or indirect and subtle in communications. Pragmatists have short fuses where delay is being tolerated or rationalized by others or meetings run on and on for no apparent reason.

Pragmatists are open to all who can help them get the job done. They welcome constructive comments and contributions, working easily with others who are part of getting things done.

Pragmatists follow through on plans and care about outcomes. They celebrate results.

Subtractive Tendencies

Pragmatists may not always have the patience necessary for the implementation of projects, or the negotiation of joint ventures, which are common in multi-national companies and trans-national markets.

Pragmatists, due to their more narrow focus on getting immediate results, may not embrace with enthusiasm more long-range, or socially far-reaching, goals that embrace more than making today's sale or fixing today's problem.

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

Pragmatists easily put candor and sincerity into play within work teams. They are comfortable being open with those who are helping them achieve present goals and objectives.

Pragmatists tend to keep their word as it relates to getting the job done. And they don't like to be misled by others for that raises impediments to accomplishment. Mutual reliance among team members is a given for Pragmatists.

Subtractive Tendencies

Pragmatists can be users of people in order to accomplish their short term objectives. They may not disclose all that is material if doing so will “make waves” or bring up dissention, more discussions, or appeals to higher authority for re-consideration.

Beyond the immediate work group, Pragmatists need little interaction or engagement. Thus, they are not prone to excessive transparency. Similarly, they have little need to think of longer term implications of behavior on the general level of credibility enjoyed by the business. Pragmatists tend to focus on the short-term.

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

Pragmatists will work under conditions of intense market competition and where anti-competitive practices are in place. Pragmatists will accept the reality in which they find themselves and make the best of circumstances to improvise and get the job done.

Subtractive Tendencies

Pragmatists can be users of people in order to accomplish their short term objectives. From this perspective, they may, on balance, prefer arrangements where they are less subject to the pulls and pressures of competitive forces. Setting goals – say quarterly sales targets – and achieving them is easier where market forces are in restraint and a company's market power can prevail over both customers and suppliers.

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

Pragmatists like the scope for problem solving and accomplishment that international sourcing and transactions open up. Pragmatists are also comfortable working effectively with colleagues from different countries and cultures when all are focused on team goals and objectives.

Subtractive Tendencies

Pragmatists may prove to be skeptical of more complex and long-range transactions. They would prefer the quick, direct, immediate response to a task and that may imply keeping closer to home for inputs.

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

Pragmatists will contribute more than their fair share to solving problems that arise in seeking to be more sustainable in business practices and operations. They will see the challenges of sustainability as opportunity for success and accomplishment.

Pragmatists will hover around specific solutions that apply hard technical knowledge to getting results out the door. They will be good at reducing waste and increasing efficiencies.

Subtractive Tendencies

Pragmatists will be comfortable with the “same old, same old” and will not eagerly embrace changes and innovations. They will perhaps more comfortably keep doing repetitively what has been approved in the past and what has given results in the past.

Pragmatists will be less likely to worry about externalities created by current methods and technologies as those consequences fall far from their arena of work.

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

Where illegal or illicit behaviors raise a threat of exposure or police involvement, Pragmatists will be the first to object and refuse to go along. The behaviors threaten important goals of the Pragmatists in accomplishing expected results. Pragmatists do not like to have their powers compromised by foolish actions on the part of others. They have a high need to avoid distractions and “trouble”. The intensely personal agendas of others, which so often lie behind illegal or illicit activity, are not important to Pragmatists as they lie quite outside group goals.

Subtractive Tendencies

Pragmatists, frankly, can get in the way of rooting out illegal and illicit practices and dysfunctional behaviors. They don't like to make waves, preferring to get on with the job at hand. If the illegal or illicit behaviors don't disturb their routine, they may not object or complain about such activities on the part of others.

If the objectionable behaviors occur on the part of those outside the company but who are involved with the company as suppliers, customers, etc., then Pragmatists may find it important to overlook the behaviors as long as the company's immediate interests are furthered in the transaction. Pragmatists can easily look the other way when necessary.

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

Pragmatists bring follow-through and support to customer relations. They are happy to be in the trenches with customers, seeking things from their point of view if there is a problem or a job to be done. Pragmatists are excellent people to assign to joint project ordered up by a client or to customer service teams where the customer relationship is a complex and prolonged one.

Subtractive Tendencies

If Pragmatists are assigned to customer support or sales where customers come and go on a one time basis and are engaged in repeat transactions, Pragmatists are not placed where they can put their best feet forward for the company. In those conditions, the Pragmatist will tend to get the job done fast, complete the assignment, check the accomplishment box but not engage with the customer in any level of quality or depth. The Pragmatist, unless tasked, will not automatically take the initiative to turn the sale into a relationship with the company.

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

Pragmatists can readily and easily identify with employees. They see themselves as employees more than leaders. Their leadership style is team based, more managerial than visionary. They work by means of consultations, meetings, discussions of problem solving. They tend not to stand on ceremony or position and resent too much formalism if it is not getting the job done.

Pragmatists are frank and open and effective in negotiations when both sides are seeking consensus on how to constructively move forward together.

Subtractive Tendencies

Pragmatists don't like to rock the boat or make waves. They work within the circumstances given to them. Thus, they will not go out of their way to constructively engage with employees if doing so is not the company practice. They will fit in to the mode of engagement, cultural style and political biases of those above them in the company hierarchy.

Pragmatists in senior positions will be less likely to take a long-term view of the company and how to develop its human capital.

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

Pragmatists acknowledge the power and influence of investors – both equity owners and creditors. They will generally and happily do what is necessary to keep investors happy and supportive. Pragmatists take the world as it is given to them and get down to the task at hand. If that is earning returns for owners, so be it; Pragmatists will get the earnings. If that is complying with the letter and the spirit of securities laws with respect to disclosure, insider trading, etc., they will comply.

Pragmatists, however, will also point out the need of the company to draw on the support and inputs of other stakeholders – especially of customers and employees. Pragmatists live in a world of synergies and mutual interdependence. They feel a need to go with wherever power is flowing and that is to maximize prospects for the company as an ongoing entity. A healthy relation between the company and its investors – equity and debt – is one of tension where the financial claims of investors must be balanced against the interests and claims of those who provide the business with its profits – customers, employees, and suppliers – and of those in the community who condition the market environment in which the company must conduct its business.

Subtractive Tendencies

Pragmatists will not be the first line of defense for other stakeholders against the claims of stockholders. They will acknowledge the interests of other stakeholders as well.

Pragmatists are not committed as a matter of principle to full and fair disclosure to investors, but more to what is practical and efficient at any given time. Their preference for disclosure is for the immediate facts at hand and tabulated results. They will be less dedicated to consideration and disclosure of future risks and imponderables or reflective of possible over-the-horizon shifts in market conditions and consumer preferences.

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

Pragmatists will work easily and constructively with suppliers within the current production paradigm. Suppliers will be taken by Pragmatists at face value as part of the work team, providing important inputs and intellectual problem-solving resources.

Subtractive Tendencies

Being realists, Pragmatists will from time to time take suppliers as a given, without engaging them deeply. The Pragmatist does not overly enjoy relationships for the sake of just getting to know people. If the supplier is not that important to the task, a Pragmatist will just use them instrumentally and clinically in arms-length transaction modes of behavior.

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

Pragmatists follow through on plans and care about outcomes. They celebrate results. They are the boots on the ground in the competition wars. They deliver regularly, day in and day out.

And, they will tend to be ethical and to follow the rules in going about their sales and marketing assignments. They are not driven by any need to excel, just to hit their targets and pull their weight.

Subtractive Tendencies

Pragmatists may not be the most responsive or creative competitors. They will keep to the model set before them and to what they know has worked in the past. They may not focus on the fact that their actions have become less and less effective or that contrary market forces are gathering.

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

Pragmatists are open to extending their activities outside the company to society if doing so is practical, focused and would tend to bring immediate rewards and satisfactions in the arena of accomplishment. They have no principled objection to government involvement in business and will be open to good collaborative working relationships with relevant government officials. They tend to take a team approach to getting the job finished and government agents can be accepted as part of the total team working on the problem at hand.

Pragmatists will be helpful to a company in working through its engagements with community through volunteerism and charitable works.

Subtractive Tendencies

Crusades for reform of government and social norms such as promoting human rights or saving the environment, do not, as a rule, appeal to Pragmatists. Their participation in such efforts will wait until prospects for success loom large and change is on its way. The comfortable scope of engagement for Pragmatists is closer to home. They will not encourage the company to engage in such macro social and political enterprises.

Pragmatists will also resent government interference, rules and regulations if they are not practical and constructive, and especially, if such rules and regulations are getting in the way of the Pragmatist's accomplishment of business objectives. From society's perspective, this resistance on the part of Pragmatists to certain government policies can be constructive in pointing out dysfunction, over reach, or stupidity on the part of government.

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.

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