

## **Exercise**

This is a two step exercise that helps make the connection between business success and culture.

### **Step 1**

**Define 'business success', beyond financial results, for the organisation in a clear and concise way**

Do this by:

1. Considering success in the five dimensions listed below<sup>1</sup>.
  2. Decide whether success is for the short, medium, or long term (or a combination of these)
  3. Agreeing what success in these dimensions (collectively and independently) would look like
- Social, to address conditions that affect us all, including poverty, violence, injustice, education, public health, and labor and human rights
  - Economic, to help people and businesses meet their economic needs—for people: securing food, water, shelter, and creature comforts; for businesses: turning a profit
  - Environmental, to protect and restore the Earth—for example, by controlling climate change, preserving natural resources, and preventing waste
  - Cultural, to protect and value the diversity through which communities manifest their identity and cultivate traditions across generations
  - Political, to work with governments and legislators in an ethical way, to manage conflicts of interest, and to compete fairly

### **Step 2.**

Identify the cultural assets that add value to the organisation and will help drive business success. Assess how effectively these assets are being nurtured in the pursuit of success.

---

<sup>1</sup> Adapted from: Webach, A. (2009) Strategy for Sustainability. Harvard Business Press