

# ETHICS

*"My idea of man's chief end was to enrich the world with things of beauty and have a fairly good time myself while doing so."*

*Robert Louis Stevenson*



# ETHICS

## WORKSHOP TECHNIQUES:

### **one: WORKING OUT WHY YOUR BUSINESS EXISTS**

How to use the Golden Circle principle to start getting your priorities right

### **two: DEFINING YOUR COMPANY'S ESSENTIAL INTENT**

How to distinguish between a bland set of values and an inspirational and concrete objective

### **three: WHAT DOES 'GREEN' MEAN?**

How to start creating a green business

### **four: THE 12 PRINCIPLES OF ETHICAL BUSINESS PRACTICE**

How to form the basis of business ethics

### **five: CREATING ETHICAL MARKETING PRINCIPLES**

How to understand the new principles of ethical marketing

### **six: THE GREEN MARKETING CHECKLIST**

How to ensure credibility for your green marketing claims

## RECOMMENDED READING:

- **Start With Why** – Simon Sinek
- **Why Should Anyone Work Here?** – Goffee & Jones
- **The New Rules of Green Marketing** - Ottman
- **Tell the Truth** – Unerman & Salem Baskin
- **Good Business** - Steve Hilton & Giles Gibbons
- **Screw Business As Usual** – Richard Branson

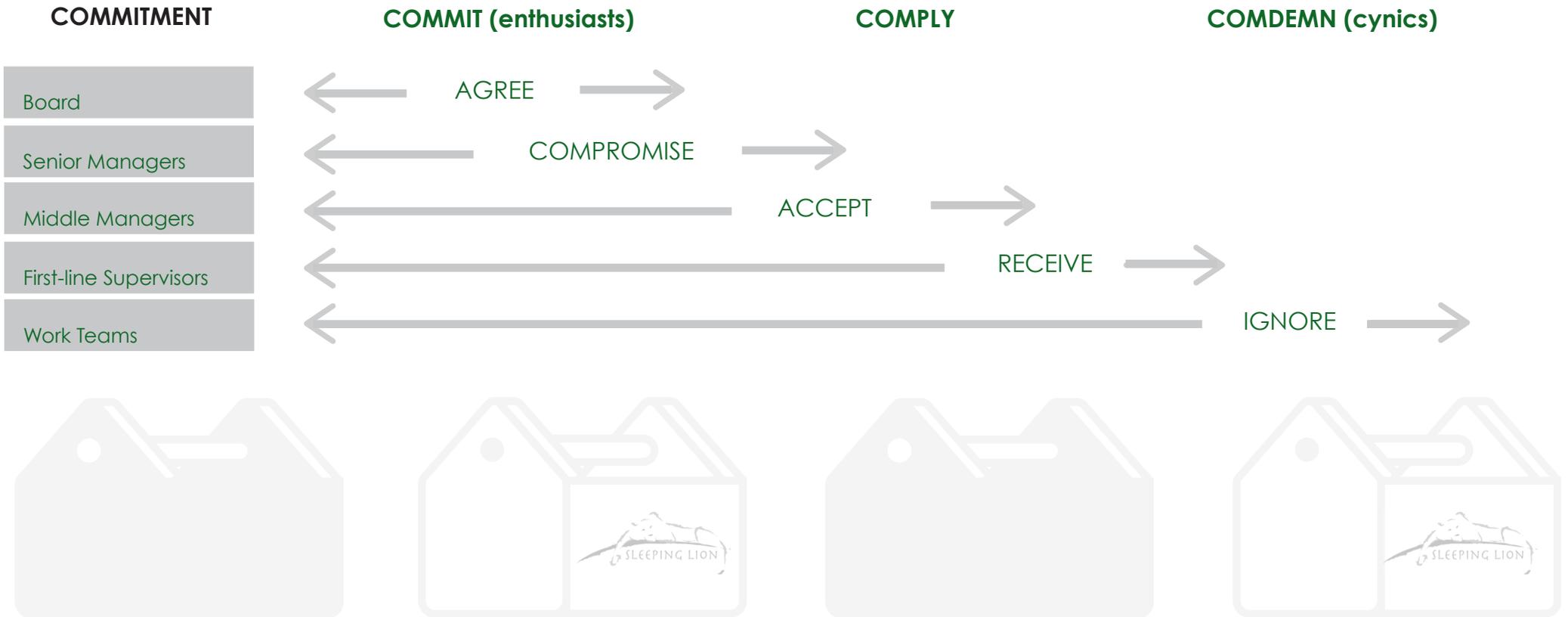


# INTRODUCTION: CORPORATE ETHICAL COMMITMENT

Modern companies should embrace the newly powerful ethical dimension of corporate leadership, as outlined in Pringle & Gordon's book Brand Manners. Customers, employees, government, pressure groups, journalists and opinion formers, suppliers, alliance partners, consumers - all of the stakeholders in a company are increasingly concerned with its position in the community. They question the contribution it is making to society, not just in the usual terms of profit and loss, but in the much wider sense of what it is putting back (in relationship to what it is taking out). Hence the rise in importance of social and community programmes, company-sponsored volunteering schemes and cause-related or social marketing campaigns.

But truly ethical companies understand that this integrity needs to run through the entire organisation. Without effective internal communication, principles can easily weaken in the face of day to day reality, as this diagram from the book nicely illustrates.

## CORPORATE ETHICAL COMMITMENT



# one: WORKING OUT WHY YOUR BUSINESS EXISTS

How to use the Golden Circle principle to start getting your priorities right

This comes from Simon Sinek's highly successful book, *Start With Why*. Most companies start by working out what they do, then work out how. They often don't get onto the 'why'. It's more effective to start with why, then move onto the how and what.

## WHAT

Every organisation on the planet knows WHAT they do. These are products they sell or the services they offer.

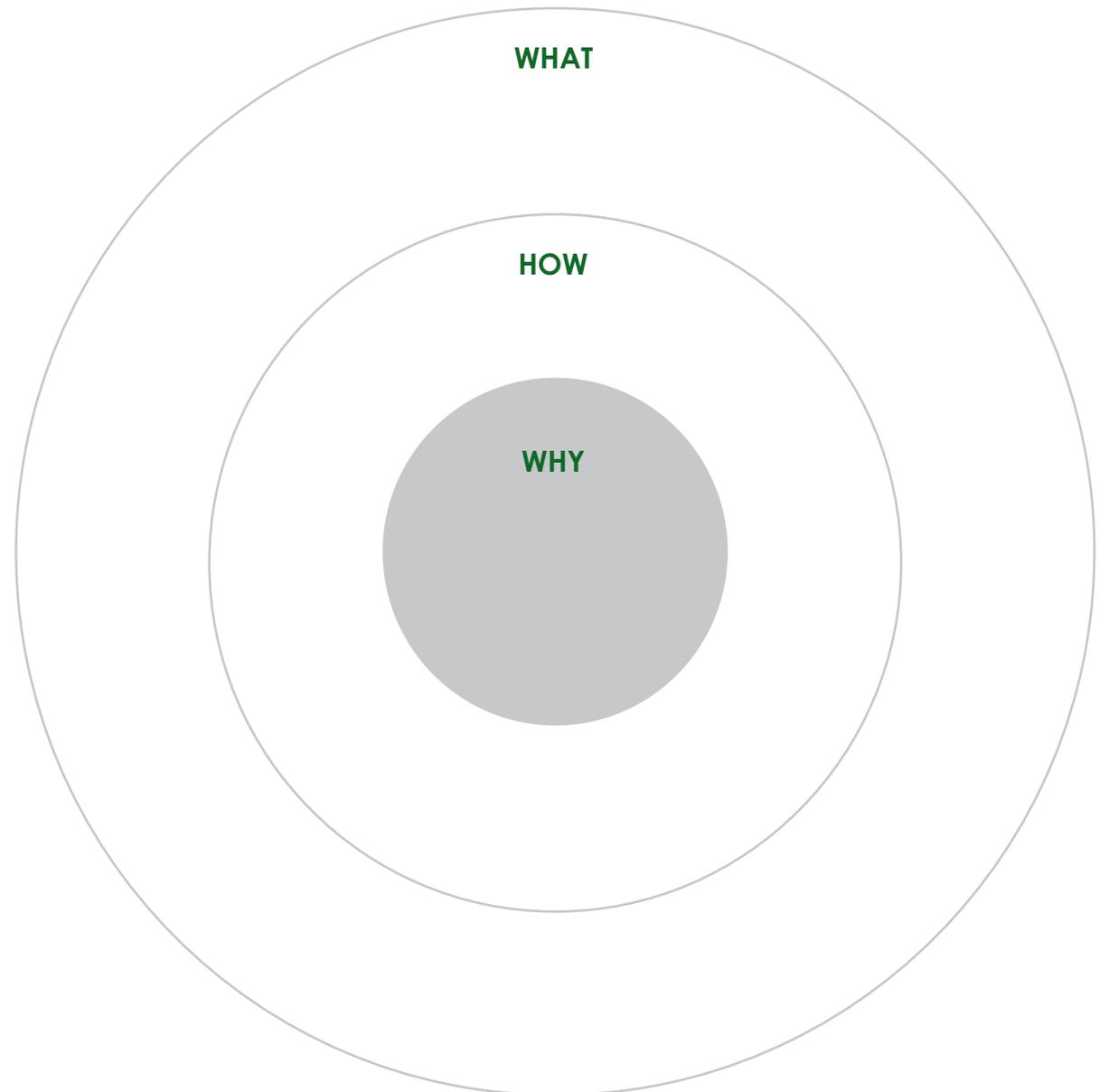
## HOW

Some organisations know HOW they do it. These are the things that make them special or set them apart from their competition.

## WHY

Very few organisations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organisation exists.

**EXERCISE:** First write down **WHAT** your company does in the outer circle. Then write in **HOW** you are special in the middle circle. Finally, consider **WHY** you exist and what your essential purpose is.



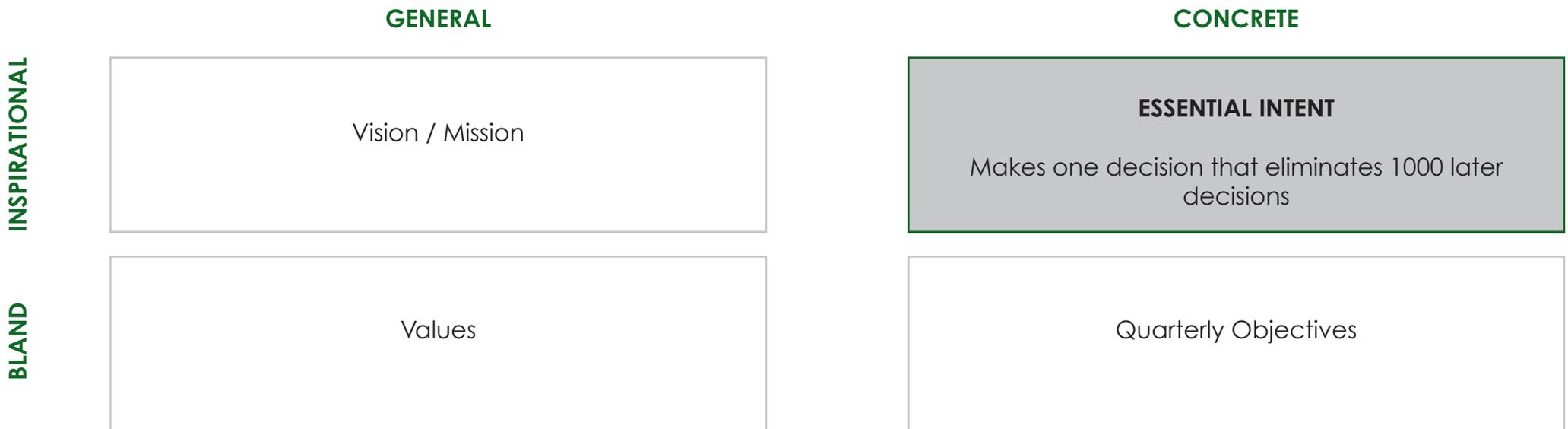
## two: DEFINING YOUR COMPANY'S ESSENTIAL INTENT

How to distinguish between a bland set of values and an inspirational and concrete objective

The idea of developing a company's essential intent comes from Greg McKeown's Essentialism. In the top left quadrant, there are vision and mission statements that sound inspirational but are so general that they are almost always ignored. In the bottom left is a set of vague general values that are usually too bland or generic to inspire any passion. Bottom right are shorter-term quarterly objectives - certainly clear and concrete but not very inspiring.

The essential intent must be both inspirational and concrete - one decision that eliminates a thousand later ones.

EXERCISE: Write your Essential Intent Statement.



### COMPANY ESSENTIAL INTENT STATEMENT

# three: WHAT DOES 'GREEN' MEAN?

How to start creating a green business

If you are just starting out on a road to a greener business, this can help understand the many areas you will need to consider (from Ottman's The New Rules of Marketing).

**EXERCISE:** Write down examples of applicable green behaviour within your business now and where you can improve.

	<b>RAW MATERIALS</b> Sustainably harvested, Biobased, Fair trade	<b>MANUFACTURING/PRODUCTION</b> Socially responsible, Low carbon footprint, Pesticide-free, Unbleached	<b>PACKAGING</b> Recycled, Non-aerosol Minimal	<b>DISTRIBUTION</b> Fuel-efficient, Local Reusable packaging
<b>NOW</b>				
<b>FUTURE</b>				
	<b>MARKETING</b> Ethical, Cause-related Transparent	<b>IN-USE</b> Low-fume, Resource-efficient Durable	<b>AFTER-USE</b> Recyclable, Refillable Reusable	<b>DISPOSAL</b> Landfill-safe, Compostable Biodegradable
<b>NOW</b>				
<b>FUTURE</b>				

## four: 12 PRINCIPLES OF ETHICAL BUSINESS PRACTICE

How to form the basis of good business ethics

EXERCISE: Can you provide evidence of good ethical practice within your business for each of these areas?

<b>HONESTY</b>	<b>INTEGRITY</b>	<b>KEEPING PROMISES</b>	<b>LOYALTY</b>	<b>FAIRNESS</b>	<b>CARING</b>
<b>RESPECT</b>	<b>OBEYING THE LAW</b>	<b>EXCELLENCE</b>	<b>LEADERSHIP</b>	<b>MORALE BUILDING</b>	<b>ACCOUNTABILITY</b>

# five: CREATING ETHICAL MARKETING PRINCIPLES

How to understand the new principles of ethical marketing

To adopt a new ethical approach to marketing you will need to challenge some of your existing habits and behaviours (from Ottman's The New Rules of Marketing).

EXERCISE: How are you challenging conventional marketing in your business?

	CONVENTIONAL MARKETING	GREEN MARKETING	YOUR BUSINESS
CONSUMERS	Consumers with lifestyles	People with lives	
PRODUCTS	Cradle to grave Products Globally sourced One size fits all	Cradle to cradle Services Locally sourced Regionally tailored	
MARKETING + COMMUNICATIONS	Product end-benefits Selling One-way communication Paid advertising	Values Educating + empowering Creating community Word of mouth	
CORPORATE	Secretive Reactive Independent + autonomous Competitive Departmentalised Short term-orientated/profit-maximising	Transparent Proactive Interdependent/allied with stakeholders Cooperative Holistic Long term-orientated	

## Six: THE GREEN MARKETING CHECKLIST

How to ensure credibility for your green marketing claims

Green or ethical practices must be supported from the top down to be genuine and become a true part of a company's culture. It is not just about a few 'green' marketing claims.

**EXERCISE:** Answer the following questions on a Scale of 1 - 5 (1 = low + 5 = high).  
What improvements can you make?

	SCALE 1-5	SUGGESTED IMPROVEMENTS
Do we have a genuine company-wide green culture?		
Does our CEO openly support sustainability? Do our stakeholders know it?		
Are our green marketing claims consistent with our corporate actions?		
Are our brand-related sustainability claims meaningful, specific, complete, and without exaggeration?		
Have we tested their believability among customers?		
Are we being transparent about the pollution our products represent as well as their environmental benefits?		
Are we being environmentally efficient with our marketing materials?		
Have we identified where online or digital media could work to reduce our use of paper?		
Are we using recycled and/or sustainably harvested paper and vegetable-based inks for our marketing communications?		

*"Some people take no mental exercise other than jumping to conclusions."*

*Harold Acton*



