
Holistic Stakeholder Value Matrix at Spiritual Companies

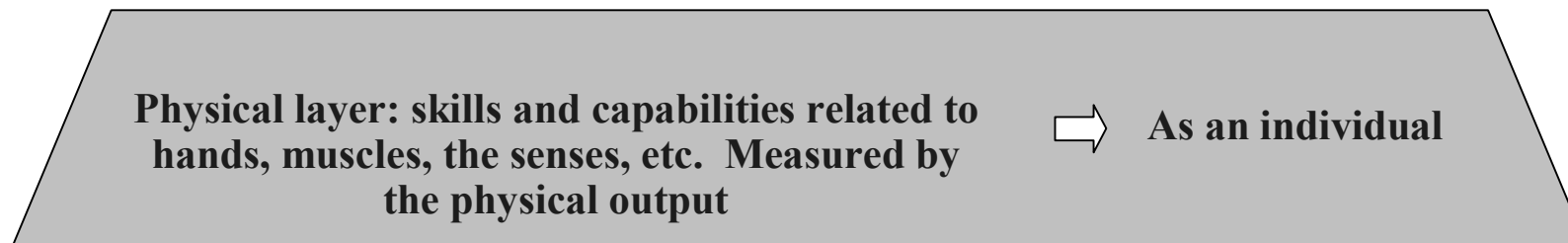
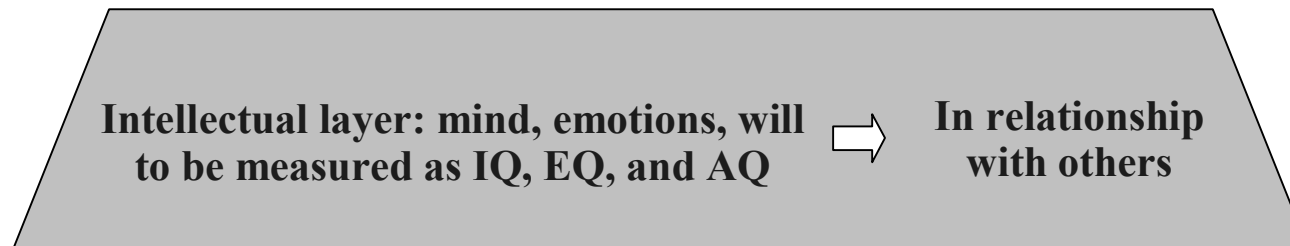
Presentation of Tibor Héjj at

„The Good Company Conference”

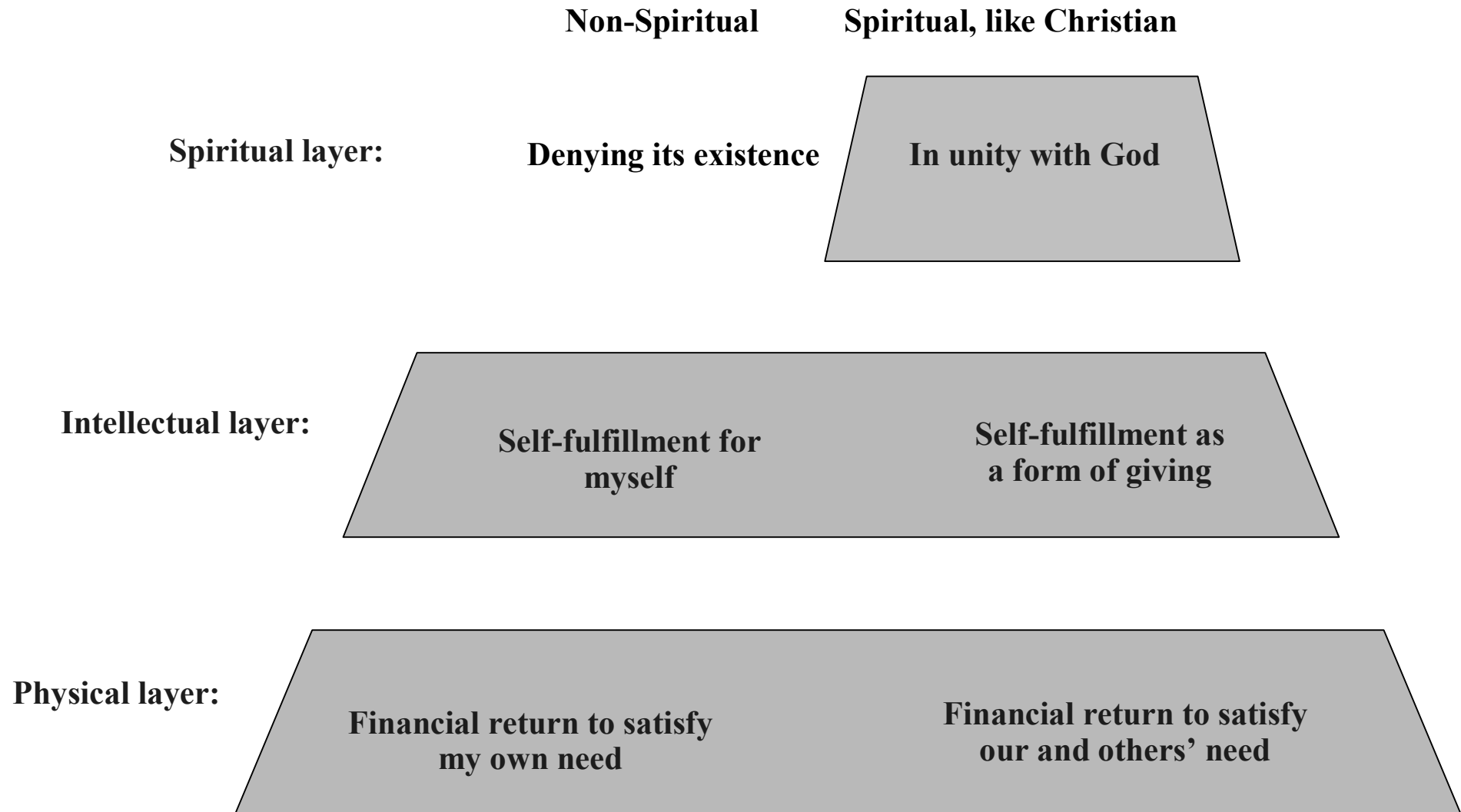
Rome, October 5-7th, 2006.

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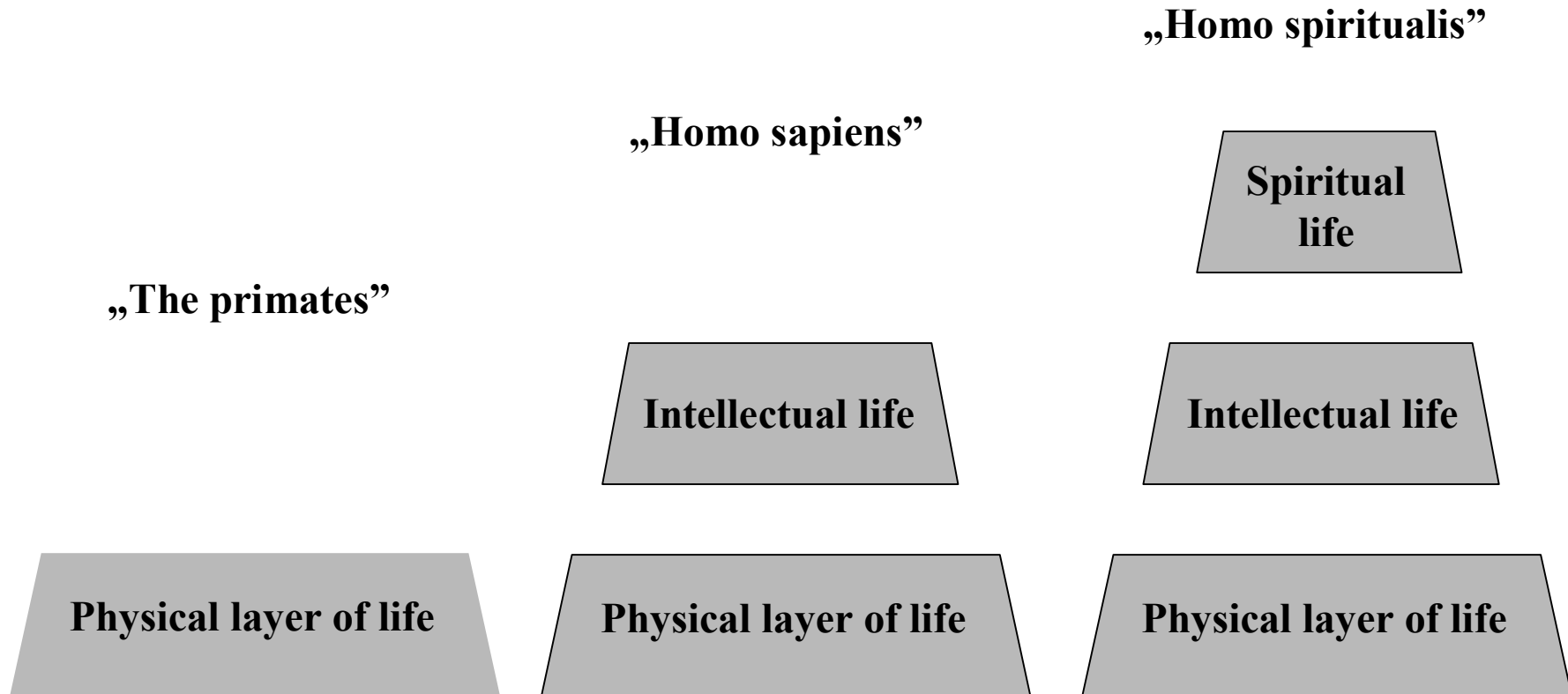
Human beings can have an identity of three layers



Achievements/results or „expected returns” are level-based and are aligned with our faith in spirituality

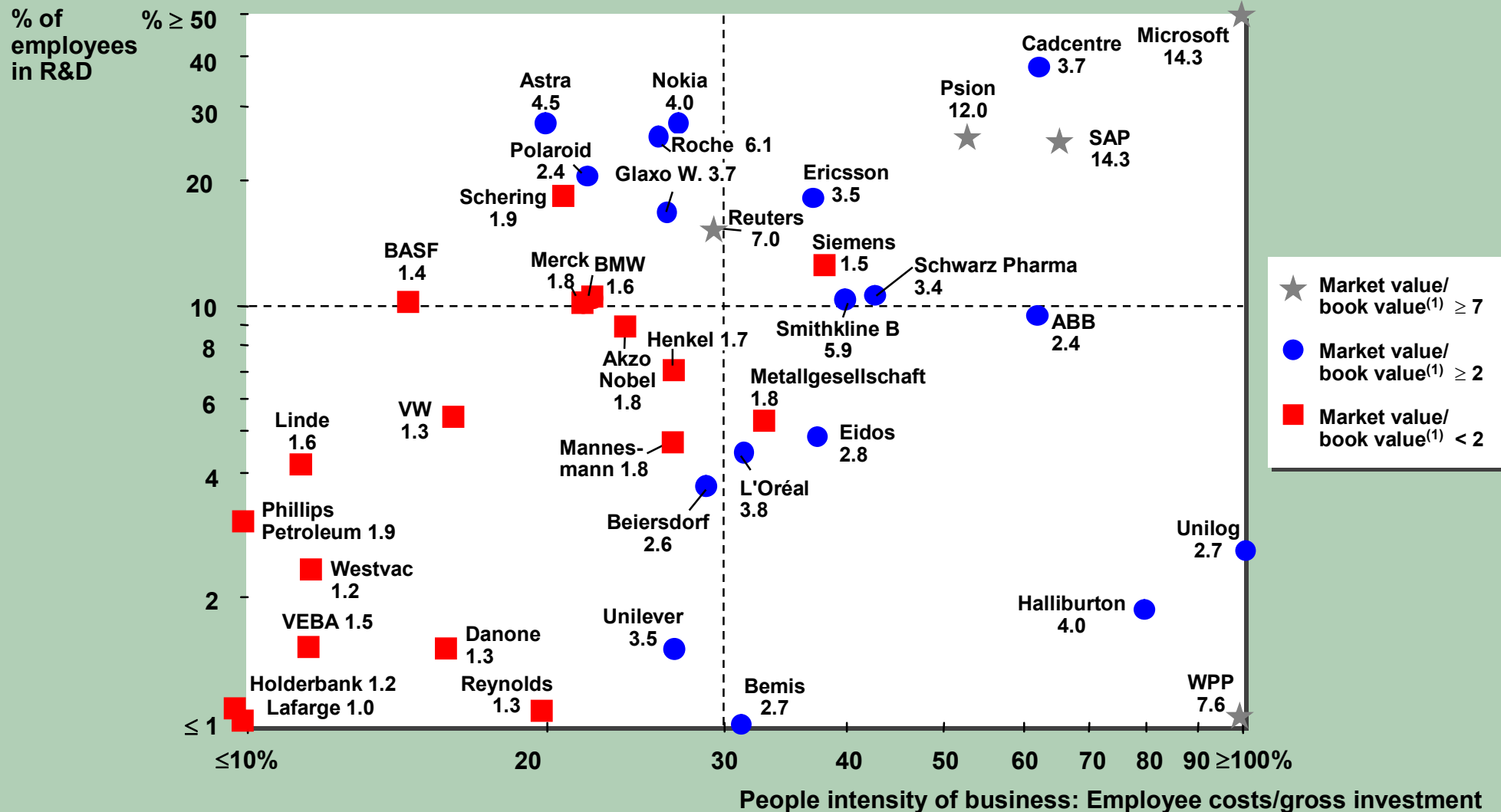


As a result we can define human beings in three ways – depending on which level their driving forces come from



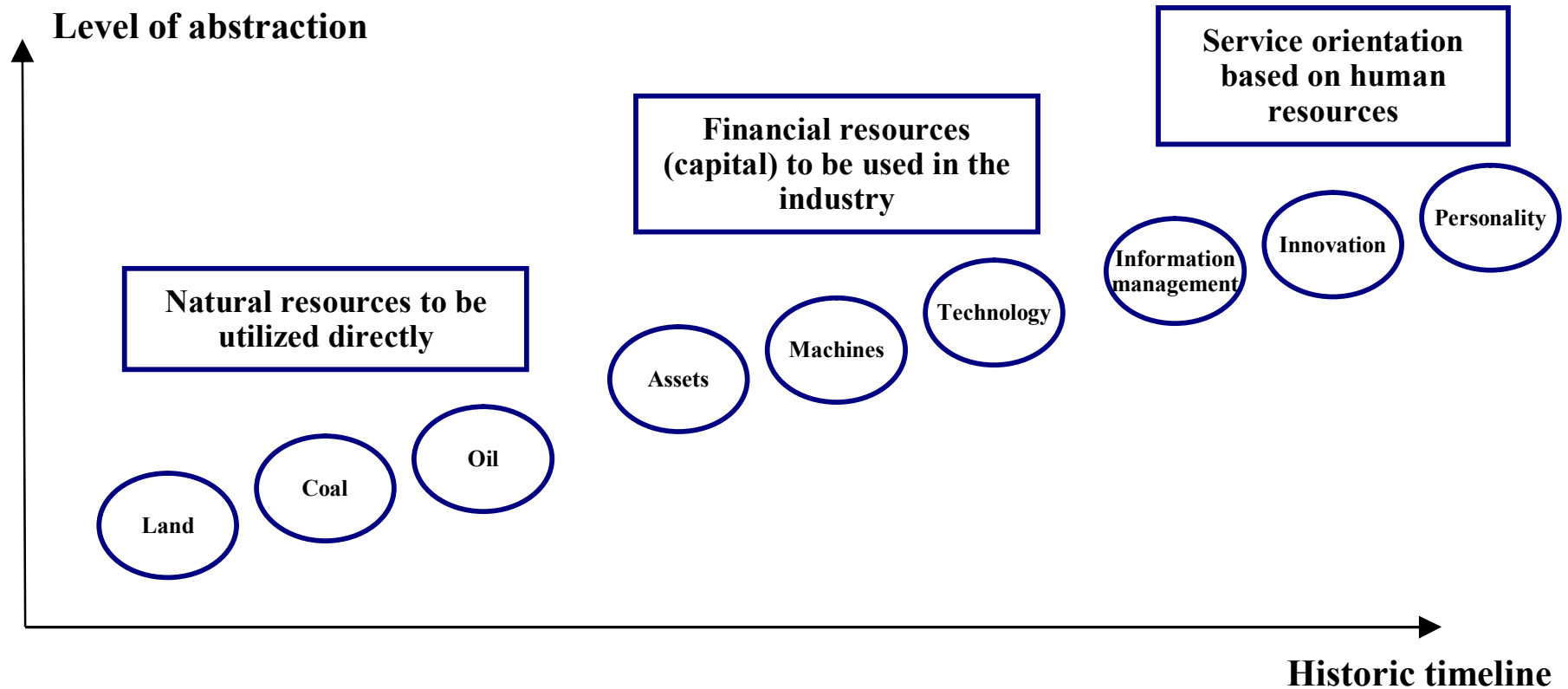
**Though not everybody, but most people get to the second stage.
Isn't it enough – at least in the economy/business?!...**

The impact of the intellectual capabilities, as value creating lever can already be measured at the valuation of the public companies



Source: BCG

The drivers with the proportionally highest value creation impact have changed in history – and show a trend!



It makes sense to further analyze the latest ones...

What really counts is more and more the person – or even personality!
The ideal leader is a **professional with spiritually driven personality**

**The enhancement of leadership dimensions in the past 20 years
(not instead of the previous ones but in addition to them!)**

Way and mode of value creation	Brand, intellectual property know-how	Leadership, Corporate culture, Team-synergies	Vision and adaptation to the environment	All the previous ones, but in the frame of a system
Necessary capabilities	Fine-tuned intellectual skills and capabilities	Motivation skills, Co-operation, Team spirit	Strategic approach, Cause and effect (“Big picture”)	Holistic, complex system approach
Measuring at selection of leaders	IQ, degrees, languages	Emotional intelligence (EQ), empathy, in-culturation	Assessment skills (AQ), commitment, adaptation skills	Value driven AND living accordingly (SQ)
The ideal corporate hero arche type	Successful lonely “work-aholic”	Leader = trainer	“After me!”	“For each other – with each other!”
	The 80’s	The 90’s	Nowadays	(Near) future

Thus the real challenge is: do we get stuck at the intellectual level?!

„Homo sapiens”

- We declare the intellectual level as the highest one
- This drives our approach towards the – only as immanent acknowledged – world
- I am in the middle – everything and everybody is a tool only
- Economy is a fight – I want to win, because then I am better off...
- ... because I will have more money, to be used for positional goods (as much as possible = consumerism)
- Economy, management and their methods are tools to achieve my goals

„Homo spiritualis”

- We accept the existence of spiritual level, too and acknowledge it as the highest level
- We think in a permanent „Weltanschauung”, the integration of immanent and transcendent
- While I love myself, the center of my life is God (in case of Christians: Holy Trinity)
- Economy: thinking in „we”, and in shared activities for the public good
- Our happiness is based on the relations of mutual love. Money is a right to take part in the re-allocation of goods
- Economy, management are possible fields for implementing love

Our spirituality can and should be intellectually founded, too

■ Do we see the system?

- God is the absolute, non-created Love. The features (and role model for us) of the Trinity-type love are: unlimited, ongoing, and mutual.
- Love is giving (totally) – this is why and how men have been created. Thus man – with all its aspects, including economy – is active part of God’s spiritual plan. This plan is good as a system and good for man – this is the message of the Gospel
- Through a series of revelations he lets us (at least partially) understand that
 - our mission is – in every aspect of life including economy – to prepare ourselves for mutual love, as completely as possible...
 - ... which – according to our vision – results in a merger into the Love of the Trinity...
 - ... and the strategy is to get aligned with God’s strategy

■ Do we acknowledge it?!

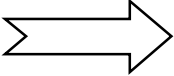
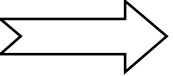
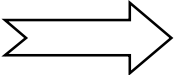
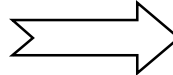
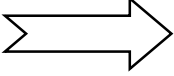
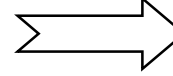
- „Admiring God” means: we accept and acknowledge God’s system as ours – „with all your heart,, and with all your soul, and with all your mind”

■ And the ultimate, most important question: do we implement it?!

- As much as we can, always and everywhere – even in economy!

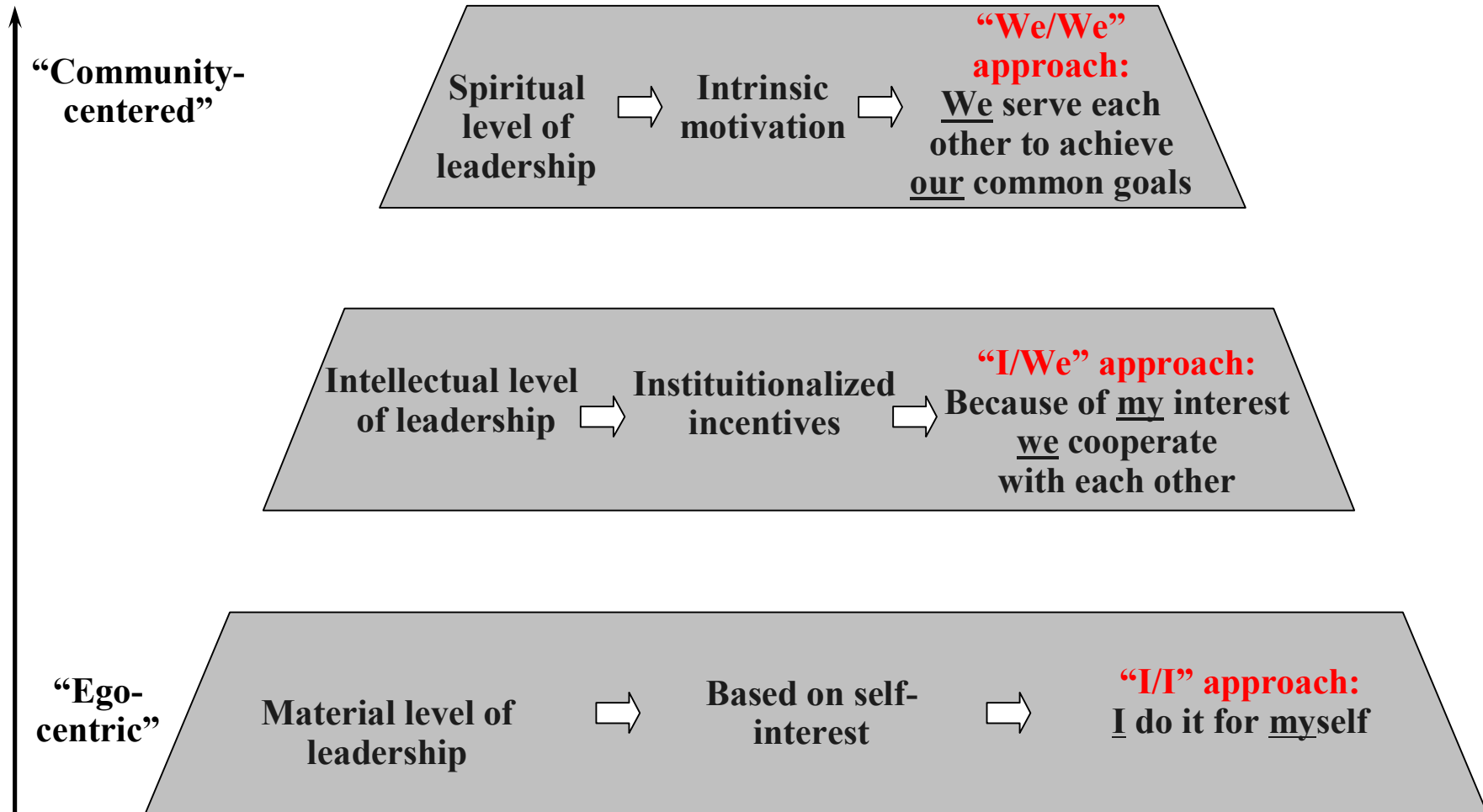
The Christian system gives a closely linked answer-set for the **mission-vision-strategy of both man and economy**

If we believe that man was created as the image of (the loving) God, then

		man's		and therefore the economy's
Mission:		to become similar to God		implementation of love in economy
Vision:		to be integrated into Trinity		„demo” of heaven
Strategy:		to act as a „homo spiritualis”		network of spiritual companies

Living accordingly is (would be) the real challenge of man and mankind!

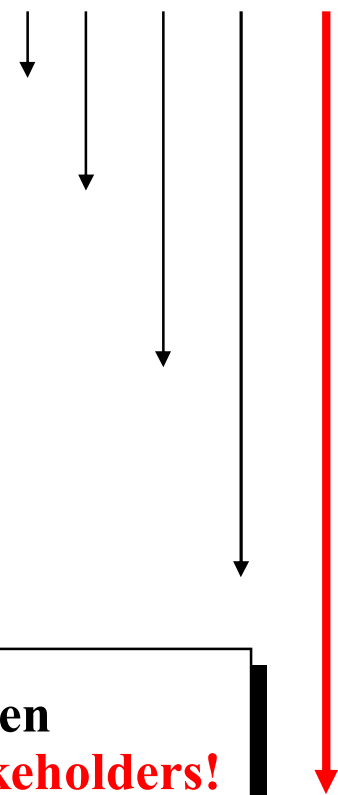
Now we realize, that even the leadership can be accordingly threefold. The levels show a trend from the individual to the community, too



The „We/We” approach forces us to switch from the shareholder- to a **holistic stakeholder-approach** (the real „common good”)

Only the extended stakeholder-approach can assure a balanced responsibility:

- Owner – founder, ultimate decision maker, who keeps the entity alive
- Managers – responsible for the operation
- Customers – paying for the products and services
- Employees – delivering added value
- Vendors – to be relied on (quality, time, cost)
- Creditors – believing in our future
- State – representing the macro environment (tax, etc.)
- Micro environment – local responsibility
- Next generation – environment protection, sustainability



... extending this list with the Christian approach, even the poor of the society to be supported are considered as stakeholders!

By combining the three layers with the broadest stakeholder approach we end up with the **Holistic Stakeholder Value Matrix**

Stakeholders Layers	Shareholder	Employees	Customers	Vendors	Society	Future generations	The poor
Spiritual							
Intellectual							
Material (Financial)							

Examples of business buzzwords – redefined in view of holistic stakeholder value approach

- **Team spirit:**
Instead of selfishness think in „We”, rather than „I”. Be aware, that the relations trigger value both for the company and for the personal happiness – and you get to the Gospel’s mutual love
- **Ergonomics:**
Implementing empathy, based on „love your neighbor, as you love yourself”
- **Environment protection:**
Responsibility for the future generations - „Do not steal!”
- **Quality:**
Not to be targeted because of an external „must”, but due to a voluntarily intrinsic approach based on the happiness of „it is better to give than to take”
- **Corporate culture:**
Cultures can be very strong differentiators, representing the value portfolio of the owners and managers. Directly linked to the different holistic stakeholder value matrix approaches
- **Value Statement:**
Take it seriously, not as marketing tricks! Implemented Value Statements do create financial, intellectual as well as spiritual values!

Continue the examples – re-think and re-define your whole business vocabulary!

Examples of business situations and methods – managed on the holistic stakeholder value approach basis

- **Keeping deadlines of payment** – instead of exercising unfair pressure on vendors to achieve lower prices by withholding/delaying justified payments. Intellectually sound and fair mgmt practice creates value at vendor both financially as well intellectually. May or may not create value at owner/financial box through long-term reliability, too.
- **Positive discrimination** – taking into account personal, family, and community aspects as well at the compensation system. Creating value at employee/financial box, while reducing at owner/financial but increased motivation and low HR attrition may even counterbalance the costs
- **Value driven HR selection** – resulting in better atmosphere and less cost spent on supervision, internal audit, security, forensic services
- **Role model managers** – creating team spirit (employee/intellectual value), resulting in innovations (owner/intellectual and financial box)
- **Donation as matching fund:** practicing the culture of giving and unity through matching fund: voluntary personal donation contribution matched with company donation. Financial or if pro bono work even intellectual value for the receivers. Unity as spiritual value created jointly by employees and employer. Higher level commitment, more loyalty – a win-win-win

Continue the examples – at your own company, in your own daily practice!