

# DO THE RIGHT THING

## Business Strategy ◇ Organisational Values ◇ Decision Making ◇ Teamwork

How confident are you that individuals working in your organisation consistently apply the values of the organisation when making business decisions? Is there a framework to help people gather their thoughts and help them to consider the situation from a number of different perspectives? Do you feel there is a good balance between the need to maximize short-term performance and considering the organisations long-term survival, and the trust and loyalty of stakeholders?

### Objectives

Do the Right Thing encourages participants to:

- Make business decisions referenced to a set of values.
- Explicitly consider the impact of their decisions on a range of stakeholders.
- Recognise the importance of Leadership Trust and consider how to build and sustain it.
- Explore the drivers for Corporate Reputation and consider its impact on overall business performance.



### How it works

Do the Right Thing is a business simulation that encourages debate about important decisions using a decision making framework to align business decisions with organisational values.

The participants are divided into teams that compete against each other. Each team represents a newly-instated senior management team of a company running a national grocery business based in the UK. The teams' performance is assessed using three measures:

- Financial results measured by Return on Capital Employed.
- Employees' perception of the company measured by a 'Trust Index'.
- External stakeholder perceptions of the company measured by a 'Reputation Index'.

Combined, these three measures create a ranking for each team that represents a 'level of admiration' and the overall objective is to be the 'Most Admired Company'. Each team receives their own results and a central scoreboard records key information for each team over the course of the simulation game.

The simulation has been designed for four teams and three teams are required as a minimum. Team size can vary between 3 and 5 participants. So, a minimum of 9 participants and a maximum of 20.

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### What participants will be doing

In each decision period the participants will be discussing, in their team, three strategic business decisions and deciding which course of action would be most appropriate for them. The participants will be evaluating their options taking into account the key stakeholders in the business, the stated values of the business and an agreed decision-making process. Material for two discussion sessions where the whole group can consider the drivers for and impact of leadership trust and corporate reputation on the sustainability of a business are available. A final review session can be used to consider the ideas covered during the debate and their implications for decision-making on a day to day basis.

### Audience

The simulation is designed for all those within an organisation who have some responsibility for making decisions which will impact on the credibility of the business in the eyes of key stakeholders and for ensuring long-term sustainability through the provision of sufficient profit.

### Using the simulation Do the Right Thing

Do the Right Thing is a flexible activity that can be used in a variety of different formats. Options include:

- A one day facilitated event. E.g. to support an initiative to improve corporate governance.
- A series of linked sessions spread across a number of days or weeks. E.g. lunch and learn sessions.
- Incorporation into a wider development programme. E.g. as part of a wider leadership development programme.

### The cost

As a guideline a one-day facilitated event using the standard material will cost £2,600 plus VAT and expenses. Please contact us for prices for shorter bite sized sessions, incorporation into to a wider development programme and customised materials.

