

Q What opportunities are emerging from the current economic downturn?

A Redefine “success” to include “significance” by focusing on people and planet in addition to profits.

THESE DAYS, EVERYONE'S TRYING

to define “the new normal.” We see it in business journals; we hear it in executive forums: How has the recession changed the rules of business? Have my customers' expectations shifted? Are my employees looking for jobs elsewhere? How can we avoid missteps from the past?

We're faced with a choice. We can avoid, and hope things go back the way they were. We can adapt, which may only guarantee survival. Or we can innovate, and elevate the relationship between profits, people and planet. As futurist Joel Barker said, “Our past success will guarantee nothing in the future. We must challenge old rules and paradigms, and create a new path to the future.”

Up until now, success was defined by profit, return on investment or market share. Recent studies from Gallup and IBM clearly show economic success, employee engagement and community stewardship are interconnected to one another. Notice these statistics on employee engagement alone:

- >> Disengaged employees are twice as likely to experience depression and heart attacks as engaged employees.
- >> People with good friendships are seven times more engaged in their work.
- >> Total shareholder return is 20 percent higher in companies with high employee engagement versus companies with low engagement.



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Many are redefining success. Profit is critical for every business — it is the fuel that enables our companies to operate and grow. The purpose of a business is to provide a product or service people need or want.

Consider what a growing number of companies are doing by focusing on profit and two other worthy goal areas — people and planet. When we redefine success to include the culture and well-being of our employees, relationships with customers and vendors and our stewardship of our communities and planet, we build companies that create a significant, sustainable impact. What would it take for all of us to create such organizations of

transformation, which produce meaningful work, sustainability, business and social responsibility and work-life balance?

Business, more so than any other social institution (religious, political, civic), is the driving force for advancing and evolving human behavior. The journey requires a willingness to change, openness to new ideas and models, commitment, discipline and perseverance. Once on this journey, we'll develop new skills, inspire others and create significant impacts with and for our people, customers, community and the planet at large. Together, we can take the new normal and build something successful and significant. ■

HEART ATTACK and BRAIN ATTACK (Stroke) Have One Thing in Common:

Both Can be Prevented.

Know the major Warning Signs:

HEART ATTACK

- Chest Pain
- Pain that Spreads to the Shoulders, Jaw, Back or Arms
- Shortness of Breath
- Nausea

BRAIN ATTACK

- Numbness or Weakness of the Face, Arm or Leg
- Trouble Speaking
- Sudden Severe Headache

If you experience any of these, please call 911 immediately.



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