



**STRATEGY +
LEADERSHIP 2.0**
**HOW TO
THINK, EXECUTE,
AND WIN
IN A CONSCIOUS
WORLD**

STRATECO

THE RULES OF THE GAME ARE CHANGING

Around the globe, consumers are making more conscious choices when purchasing products and services. With a common desire to do less harm and serve more meaningfully, CEO's too are shifting from a myopic focus on profitability to a broader focus on how business decisions impact people and planet in the context of maximizing profit.

The theory is there. The desire is there. What's missing is the How.

How can your organization make the shift to a more values-based approach – and drive profit and growth?

We've dedicated our business lives to answering this question – to helping organizations drive value in a way that mitigates harm to the greatest extent possible, and supports the elevation of humanity to the greatest extent possible.

Contrary to conventional wisdom, there need not be trade offs; excellence in business and ethical business are not mutually exclusive. In fact, the evidence shows that powerfully integrating the two can be the key to unleashing growth.

In the coming pages, we analyze recent trends among business thought leaders, extract their essence, and – drawing on our experience with clients – provide practical insight into how the shift can happen for you.

We hope this perspective helps you take the first conscious steps toward your organization's highest potential.

To your prosperity and fulfilment,


NICK CADUC


MIKAEL MEIR

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BUSINESS-AS-USUAL IS AT A TIPPING POINT

Since the Industrial Revolution, the core purpose of business has been simple and irrefutable: Create shareholder value. More than 30 years ago, economist Milton Friedman asserted that the sole social responsibility of business is to increase profits. Generations of business school students were taught that there is only one goal. Maximize profit in the short term, we believed, and everything else would work out in the long run, including the elevation of society as a whole. Except it hasn't turned out that way.

7 GAME-CHANGERS THAT EXPLAIN WHY STANDARD PRACTICE WON'T WORK ANYMORE

1. SYSTEMIC INSTABILITY

Sub-prime mortgage fallout; the global financial meltdown; the sovereign debt crisis; the US government shutdown. Markets, governments, and communities are trapped on a roller coaster of boom and bust. US retirement savings alone have plunged by nearly \$30 trillion.¹ The myopic – and sometimes reckless – pursuit of profit has amplified financial volatility, with enormous societal cost.

2. DEMOGRAPHIC SEA CHANGE

For the first time in history, the majority of the world's population is over 40.² Greater maturity often means a shift in values, toward purpose, responsibility, and legacy, and away from short-term “zero sum” thinking. This tide is beginning to be reflected by more conscious leaders who are shifting how their companies are run. Meanwhile, Millennials under the age of 30 are bringing their own values to the workforce and the marketplace, coupling greater sensitivity to the social responsibilities of business with a desire for greater meaning in their lives.

3. MASS TRANSPARENCY

In an increasingly interconnected world where digital technology and social media proliferate, the cracks in the system appear instantly. Organizations that make a positive impact are rewarded with greater immediacy, while questionable behavior can destroy a brand overnight, through viral revolt. With nowhere to hide, reputational risk has increased exponentially.

4. CONSUMERS RISING

Consumers have become more distrustful and demanding. The approval rating for business by the general public is 19%, the lowest in history. 80% of Americans believe business is too concerned with making a profit and not concerned enough with its responsibilities to workers, consumers and the environment.³ A growing number of consumers are seeking out and choosing products and services from firms that are authentically rooted in humanistic values – and rejecting companies that lack them.

STANDARD PRACTICE



5. PLANETARY IMPACT

As the global population rises, our demands upon the earth increase. 17% of the Amazon Rainforest has been lost since 1970; the threat of “peak oil” looms. Meanwhile, each year of the 21st century has ranked among the 14 hottest since record keeping began in 1880. Sea levels are climbing; the polar ice caps and glaciers are melting.⁴ As Al Gore said in his Academy Award-winning documentary *An Inconvenient Truth*, “Future generations may well have occasion to ask themselves, ‘What were our parents thinking? Why didn’t they wake up when they had a chance?’”

6. EMOTIONAL BUILDUP

According to century-old research firm The Conference Board, over half of Americans hate their jobs.⁵ Employees are disengaged. Executives wonder what they’ve given years of their lives to. Anxiety, depression, addiction and suicide are all on the rise.⁶

7. SYSTEMS THINKING

Our shared worldview has shifted, mirroring the evolution in science from a mechanistic Newtonian understanding to a Quantum one. The rise of systems thinking recognizes that everything is related. To address complicated challenges in an uncertain world, open, adaptive systems trump hierarchical, command-and-control structures focused on isolated variables.

1. Roger C. Altman, “The Great Crash, 2008: A Geopolitical Setback for the West”, *Foreign Affairs*, January/February 2009.
2. Raj Sisodia, Jagdish Sheth and David B. Wolfe, *Firms of Endearment: How World-Class Companies Profit from Passion and Purpose* (New Jersey: Wharton School Publishing, 2007) xvii.
3. Yankelovich Consulting, “A Crisis of Confidence: Rebuilding the Bonds of Trust – State of Consumer Trust”: http://www.compad.com.au/cms/prinfluences/workstation/upFiles/955316.State_of_Consumer_Trust_Report_-_Final_for_Distribution.pdf (Accessed July 2, 2013).
4. World Wildlife Fund, “Threats & Climate Change”: <http://worldwildlife.org/threats/climate-change> (Accessed July 14, 2013).
5. Mark C. Crowley, “The Sharp Drop-Off in Worker Happiness – And What Your Company Can Do About It”, *Fast Company*: <http://www.fastcompany.com/1835578/sharp-drop-worker-happiness-and-what-your-company-can-do-about-it> (Accessed June 20, 2013).
6. Bruce Levine, “How Our Society Breeds Anxiety, Depression, and Dysfunction”, *Salon.com*: http://www.salon.com/2013/08/26/how_our_society_breeds_anxiety_depression_and_dysfunction_partner/ (Accessed October 15, 2013).

A BETTER WAY
HAS BECOME

CLEAR

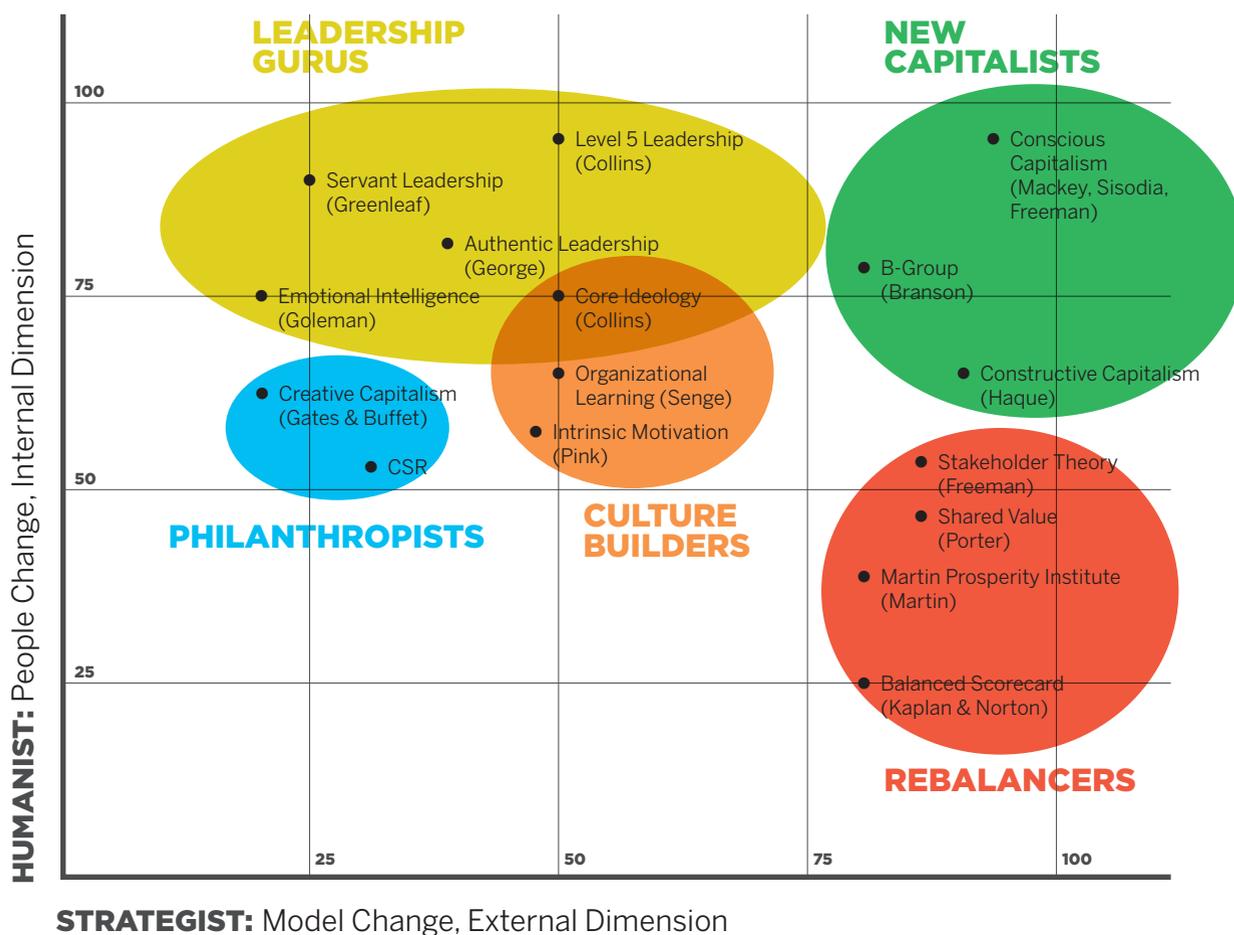
Management theorists have long struggled with the tension between short-term profits and sustainable long-term value. But it's only in recent years that they've begun to converge on a common solution.

Such thinking, originally developed by Professor Edward Freeman in the mid-80's, has now moved from the fringe to the mainstream, led by figures like Harvard Business School's Michael Porter, Whole Foods CEO John Mackey, and Virgin Chairman and CEO Richard Branson. Most important, market-based evidence shows that companies that operate in line with this new paradigm vastly outperform the competition.

THE THEORETICAL LANDSCAPE

Five tribes represent different schools of thought in management thinking and practice in recent years.

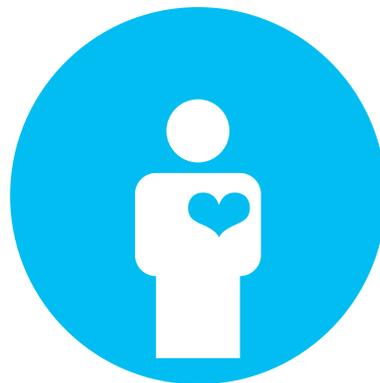
Generally speaking, they vary on two dimensions: the degree to which they are humanists, focused on the value of human development and wellbeing; and the degree to which they are strategists, or focused on optimizing the operating models that underlie business.



THOUGHT LEADERSHIP TRIBES (1983-2013)



Five tribes
representing
different
schools
of thought



1 THE PHILANTHROPISTS

The term “corporate social responsibility” (CSR) first came into common use in the late 1960s. Born of the belief that companies should give back to their communities, it was quickly relegated to its own silo: necessary “charitable initiatives” divorced from the power centers of the corporation. More recently, Warren Buffett and Bill Gates have championed Creative Capitalism, which uses market-based solutions to solve problems previously assigned to the non-profit and public sectors. Even when successful, however, these efforts remain a world apart, locked in “do good” divisions or projects without connection to how organizations operate more widely.



2 THE LEADERSHIP GURUS

The command-and-control model of leadership that arose from the Industrial Age was designed to drive productivity, specialization, and process improvement. But the innovation, agility and responsiveness required to succeed in our service-based economy demands something different: relationship-based leadership rooted in self-awareness, character and authenticity. Jim Collins discovered the paradoxical – and disproportionately valuable – combination of intense drive and deep humility that characterizes Level 5 Leadership; Bill George pinpointed the power of “authenticity” in his 2007 book *True North*. Meanwhile, Robert Greenleaf’s pioneering treatise on Servant Leadership has made disciples of many leading CEOs, including the chief executives of Starbucks, Herman Miller, Wegmans, and Southwest Airlines.



3 THE CULTURE BUILDERS

The causal relationship between intrinsic motivation and productivity now anchors our understanding of organizational behavior. The importance of developing shared purpose and vision, while nurturing autonomy for employees and enabling their movement toward personal mastery, has been established by Jim Collins, Daniel Pink, and others. Meanwhile, Peter Senge’s seminal book, *The Fifth Discipline*, integrated many of these perspectives to introduce systems thinking to the company, defining the mental models and behaviours that underpin the self-aware, learning organization.



4 THE REBALANCERS

Nearly 30 years ago, Edward Freeman's pioneering work in Stakeholder theory recommended considering the interests of multiple stakeholders, of which shareholders are only one. In the 90s, Robert Kaplan and David Norton took a different but related approach: recognizing that the bottom line alone fails to provide a balanced view of organizational performance, they conceived the "Balanced Scorecard," which also measures success in terms of customers, internal processes, and employee growth. Most recently, Harvard Business School's Michael Porter has espoused Shared Value, providing a model for business to simultaneously enrich shareholders and create wider social and economic benefit.



5 THE NEW CAPITALISTS

Now, a new guard is synthesizing many of the tenets of previous tribes. Even more important, they are putting these principles into practice. Virgin CEO Richard Branson has launched the B-Group, dedicated to providing a "Plan B" for business that puts people and planet alongside profits. In *Conscious Capitalism*, Professor Raj Sisodia and Whole Foods CEO, John Mackey, make a strong case for how conscious culture, leadership and higher purpose intersect with an orientation toward delivering value across a network of stakeholders.



THIS IS THE NEW PARADIGM

Different thought leaders might use different words, but the message is clear: Stakeholder Strategy and Purposeful Leadership form the foundation for a more prosperous and fulfilling way to work.

STAKEHOLDER STRATEGY

After a century of focusing on investors to the detriment of other stakeholders, a new model of strategy has emerged.

Pioneered by Edward Freeman, evolved by Michael Porter, and practiced by CEOs like John Mackey, Stakeholder Strategy aims to more meaningfully connect an organization to all of the vital constituencies that nourish it: customers, employees, suppliers, investors, community and planet. Conscious leaders deliver solutions that serve the full spectrum of their stakeholders, instead of trading off between them. By doing so, they maximize enterprise value.

Stakeholder Strategy calls for a different brand of leadership: one that is more expansive, more clear on its purpose, and more focused on serving others. Accordingly, organizations that embrace Stakeholder Strategy are almost always anchored by Purposeful Leadership.

PURPOSEFUL LEADERSHIP

Command-and-control leadership undermines autonomy, engagement, and mastery at every level. A new kind of leader is needed to navigate a more complex, unpredictable, and highly competitive world.

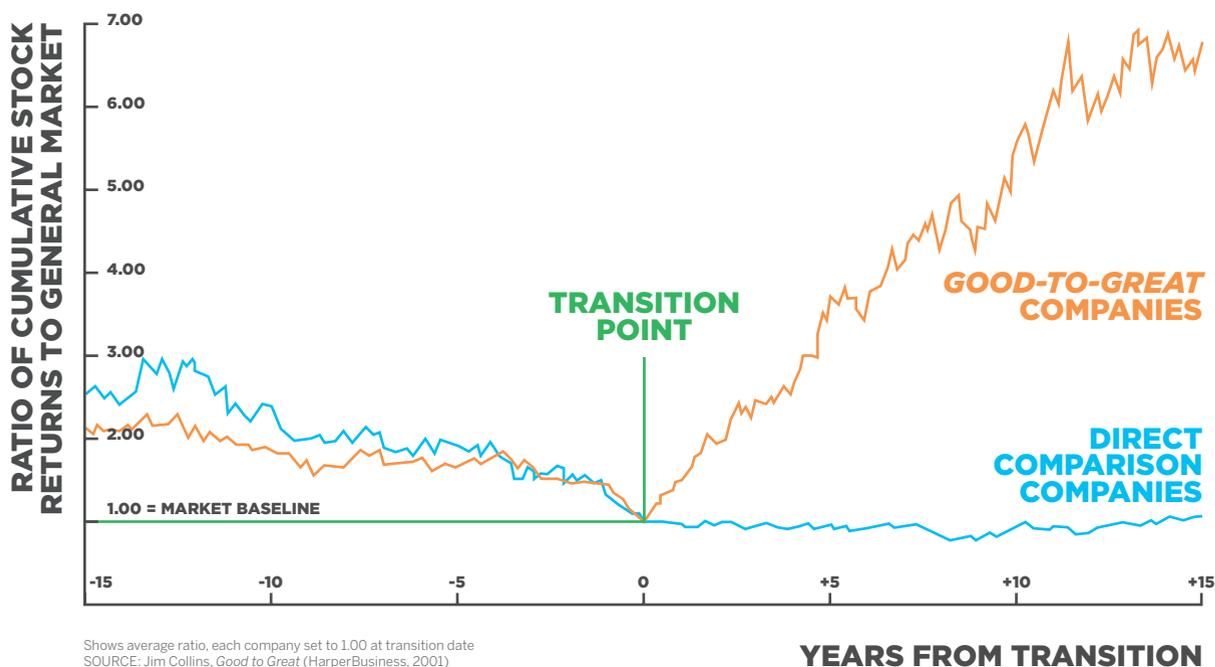
As Goleman, Senge, and others have shown, the highest performing leaders are self-aware. They are able to observe themselves and their patterns, to be authentic and present with others, and to consciously grow as leaders. Such leaders often naturally recognize that their role is to serve others, rather than control them.

Self-aware leaders build healthier cultures. One primary reason is that they are purpose-guided. They are clearer on both their own purpose and on the organization's purpose beyond profit. Using this as a decision-making filter, they embed purpose as a guiding compass for the organization. When it comes to the complexities of serving multiple stakeholders, this authentic clarity of purpose is critical.

COMPANIES THAT MAKE THE SHIFT SEE EXTRAORDINARY GAINS

The notion that only a command-and-control focus on profit can deliver the returns investors demand is a myth. In fact, the opposite is true. Evidence shows that businesses that follow the new paradigm far outperform their competition.

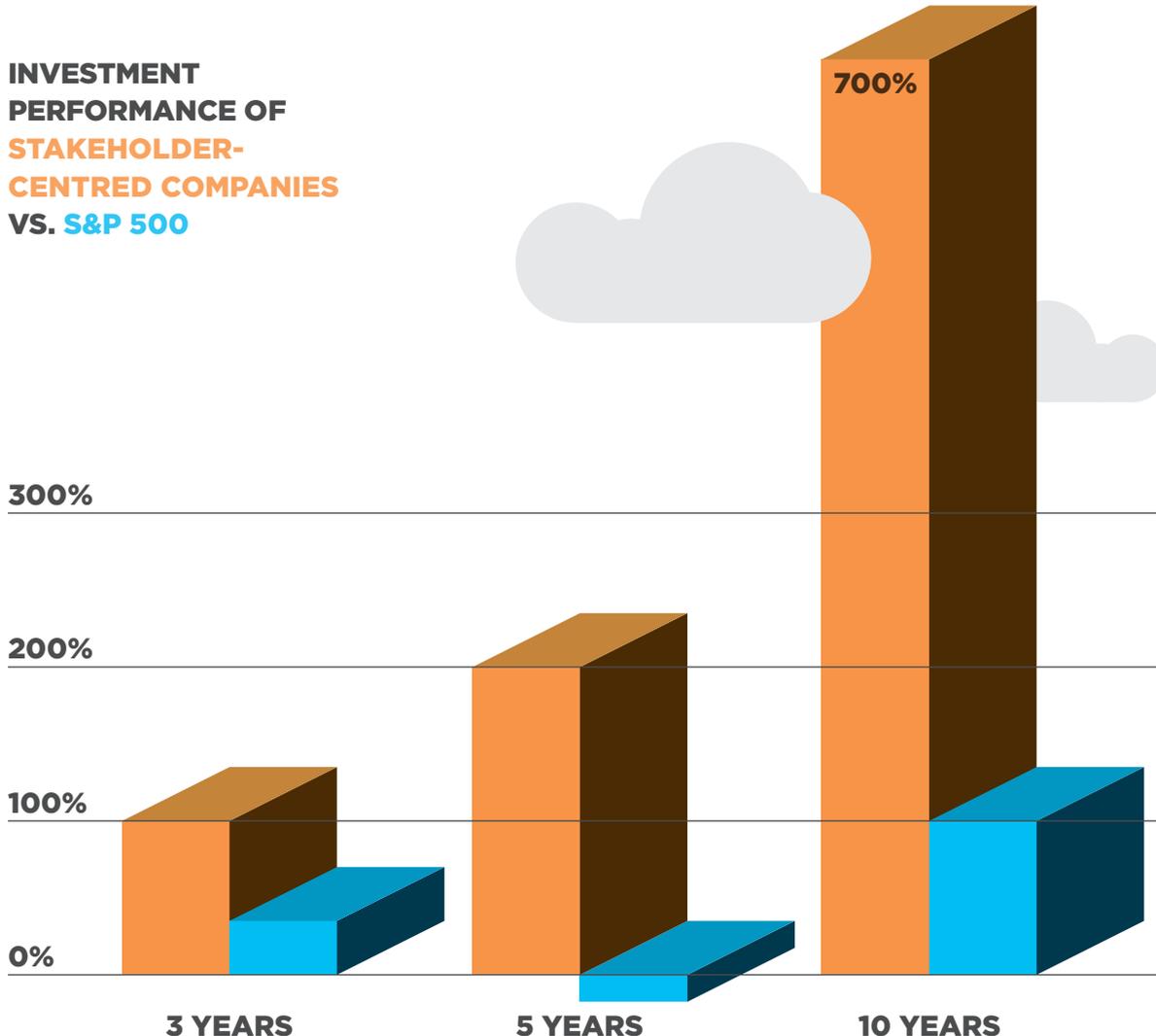
The *Good to Great* companies made famous by management researcher Jim Collins achieved cumulative stock returns 6.9 times the market over fifteen years. In his analysis of factors driving these companies' transition to greatness, Collins discovered that every single one was overseen by "Level 5 Leadership" – CEOs who displayed a paradoxical combination of intense professional drive and deep personal humility. The companies with this leadership pursued their vision with disciplined strategic focus.



THE RESULTS ARE IMPRESSIVE

In *Firms of Endearment: The Pursuit of Purpose and Profit*, Rajendra Sisodia, David Wolfe, and Jagdish Sheth identified 30 companies that represent good test cases for the new paradigm. These companies are not simply anchored in Purposeful Leadership like the *Good to Great* companies are. These industry leaders do something more: they make conscious efforts to maximize total stakeholder value.

The results are impressive: the *Firms of Endearment* companies didn't simply outperform the S&P over 10 years; they outperformed *Good to Great* companies by over 300%.



SOURCE: Rajendra Sisodia, Jagdish Sheth and David B. Wolfe, *Firms of Endearment: How World-Class Companies Profit from Passion and Purpose* (Wharton School Publishing, 2007)

THE HURDLE IS THE “HOW”

When academics, markets, society, and our own consciences are advocating for a new model, why have so few made the shift? In our work with organizations, the most common reasons for resistance to change can be summed up by three objections.

“THIS IS RISKY!”

The new paradigm flies in the face of everything leaders have been trained to do. With most organizations habitually prioritizing the short-term over the long-term, the belief that “the bottom line is all that matters” comes from the top down. Deeply entrenched, this forms the basis for most compensation structures.

“I’M TOO BUSY GETTING WORK DONE...”

Facing the pace of global change, most executives run hard and fast. They put out fire after fire, reacting to realities on the ground in real-time. The downside is that this way of working translates into a kind of auto-pilot. Put simply, there never seems to be time or space to step back, look within, see the big picture, and consider a different approach.

“THEORIES ARE NICE, BUT HOW DO WE DO THIS?”

A superior theory is well and good, but in the absence of practical guidance, most organizations simply don’t know where to start or how to proceed. The prospect of making the shift feels like boiling the ocean – overwhelming, unrealistic, and impossible.



Fortunately, the How is simpler than it seems. Leaders don't have to do a 180° overnight. With the right intention, they can cultivate Stakeholder Strategy and Purposeful Leadership by embedding a few small but significant changes in their current practice.

"This will drive the next wave of innovation and productivity growth in the global economy."

MICHAEL PORTER

THE WAY FORWARD IS PAVED WITH CONSCIOUS HABITS

In most organizations, the basic conditions required to develop Stakeholder Strategy and Purposeful Leadership are already in place. There is an established strategic and annual planning cycle. There is a commitment to leadership development. There are systems for measuring performance. The secret is not to blow up everything and reinvent the wheel – it's to embed conscious habits in existing processes to facilitate a shift over time.



SHARED INTENTION

It's deceptively simple, but absolutely critical: Leaders must commit to the idea that a more holistic stakeholder focus is meant to increase profit, rather than hamper it. Then, make a conscious decision to make the shift, by integrating stakeholder optimization and purposeful leadership into internal planning and strategy execution.

FAMILIAR ANCHORS

Rather than introducing new models, adjust familiar frameworks to facilitate the new way of working. For instance, a traditional SWOT analysis can be completed for each stakeholder group: customers, employees, suppliers, investors, community and planet. This expands the universe of opportunities to choose from, enabling a more robust strategic plan.

CLOSED LOOPS

Set clear goals, and then provide regular checkpoints to track performance and collaboratively remove obstacles. This ensures that plans adapt quickly to changing conditions. It also holds leaders and teams accountable and ensures everyone has the support they need. Closed loops help transform temporary efforts into the consistent, conscious habits that define high performing firms.

CRUCIBLE LEADERSHIP

Traditionally, leadership training occurs in isolation, divorced from strategy development. But for purposeful leadership to take hold, it must be practiced in the context of everyday business. Use the development of strategic direction, annual plans, and ongoing execution as a crucible to develop the strengths and consciousness of individual leaders.

WHY STRATECO?

Strateco is a new breed of management consulting firm that seamlessly integrates Strategy with Leadership.

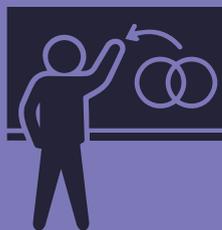
We help organizations create, integrate and execute winning strategies, while developing higher functioning leaders.

Stakeholder Strategy and Purposeful Leadership ground every phase of our work. Most engagements are staffed by both a Strategy Consultant and a Leadership Guide, so that the development of leaders is fully integrated with strategy and execution. The outcome is high-performing strategy that's adaptable to change, an aligned and accountable team empowered to execute, and increased market share and profit.



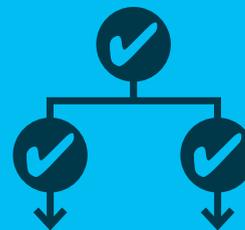
1. STRATEGY + LEADERSHIP

We catalyze the development of your strategic advantage, leaders, and culture



2. ALIGNMENT

We facilitate annual planning for increased stakeholder value, accountability, and performance



3. EXECUTION

We provide ongoing strategy checkpoints and executive coaching to help leaders achieve their goals

ABOUT THE AUTHORS



NICK CADUC

Nick Caduc is a co-founder and Managing Partner at Strateco. He has served more than 100 companies around the globe, including Air Canada, BFGoodrich, CIBC, TD Bank, Hallmark, Kraft, Rolls-Royce, SickKids Hospital, University of Toronto, and the Young President's Organization (YPO). Prior to Strateco, Nick held a number of senior management positions at Exxon / Imperial Oil. He has lectured on strategy at the University of Toronto's Rotman School of Business.



MIKAEL MEIR

Mikael Meir is a co-founder and Partner at Strateco. Combining 15 years of experience as a successful entrepreneur, venture capitalist and CEO, with 8 years of research and practice in behavioral change, psychodynamic theory and mindfulness practices, Mikael coaches a broad range of CEOs and senior executives. He is a frequent speaker on Capitalism 2.0 and the power of ethical leadership and strategy. Mikael teaches Ethics in Finance at the Schulich School of Business.

READING LIST

**THE HAPPINESS ADVANTAGE:
THE SEVEN PRINCIPLES OF
POSITIVE PSYCHOLOGY THAT
FUEL SUCCESS AND
PERFORMANCE AT WORK**

by Shawn Achor (Crown Business, 2010)

ON BECOMING A LEADER

by Warren Bennis
(Addison-Wesley, 1989)

**CAPITALISM AT RISK:
RETHINKING THE ROLE OF
BUSINESS**

by Joseph L. Bower, Herman B. Leonard
and Lynn S. Paine (Harvard Business
School Publishing, 2011)

**HOW WILL YOU MEASURE
YOUR LIFE**

by Clayton M. Christensen,
James Allworth, Karen Dillon
(HarperCollins, 2012)

GREAT BY CHOICE

by Jim Collins and Morten T. Hansen
(HarperCollins Publishers, 2011)

HOW THE MIGHTY FALL

by Jim Collins (HarperCollins
Publishers, 2008)

GOOD TO GREAT

by Jim Collins (HarperCollins, 2001)

**BUILT TO LAST:
SUCCESSFUL HABITS OF
VISIONARY COMPANIES**

by Jim Collins (HarperCollins, 1994)

**THE ESSENTIAL DRUCKER:
THE BEST SIXTY YEARS OF PETER
DRUCKER'S ESSENTIAL
WRITINGS ON MANAGEMENT**

by Peter F. Drucker (HarperCollins, 2008)

MAN'S SEARCH FOR MEANING

by Viktor Frankl, Harold S. Kushner and
William J. Winslade (Beacon Press, 1959)

**STAKEHOLDER THEORY:
THE STATE OF THE ART**

by R. Edward Freeman, et al
(Cambridge University Press, 2010)

**STRATEGIC MANAGEMENT:
A STAKEHOLDER APPROACH**

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(Cambridge University Press, 1984)

**TRUE NORTH: DISCOVER
YOUR AUTHENTIC LEADERSHIP**

by Bill George, David Gergen
and Peter Sims (Jossey Bass, 2007)

**FOCUS: THE HIDDEN
DRIVER OF EXCELLENCE**

by Daniel Goleman
(HarperCollins Publishers, 2013)

READING LIST
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**LEADERSHIP: THE POWER
OF EMOTIONAL INTELLIGENCE**

by Daniel Goleman
(More Than Sound, 2011)

**EMOTIONAL INTELLIGENCE:
WHY IT CAN MATTER MORE THAN IQ**

by Daniel Goleman
(Bantam Books, 1996)

**SERVANT LEADERSHIP: A JOURNEY
INTO THE NATURE OF LEGITIMATE
POWER AND GREATNESS**

by Robert K. Greenleaf
(Paulist Press, 2002)

**THE NEW CAPITALIST MANIFESTO:
BUILDING A DISRUPTIVELY
BETTER BUSINESS**

by Umair Haque (Harvard
Business School Publishing, 2011)

**SYNCHRONICITY:
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by Joe Jaworsky and Peter M. Senge
(Berrett-Koehler, 2011)

**THE BALANCED
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by Robert S. Kaplan and
David P. Norton (Harvard Business
School Publishing, 1996)

**CONSCIOUS BUSINESS:
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VALUE THROUGH VALUES**

by Fred Kofman, Peter M. Senge
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**THE FIVE DYSFUNCTIONS OF
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**THE ONLY WAY TO WIN:
HOW BUILDING
CHARACTER DRIVES
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GREATER FULFILLMENT
IN BUSINESS AND LIFE**

by Jim Loehr
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**CONSCIOUS CAPITALISM:
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by John Mackey, Rajendra S. Sisodia
and Bill George (Harvard
Business School Publishing, 2013)

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Publishing, 2012)

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by Daniel Pink
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ORGANIZATIONS ARE WORKING
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A SUSTAINABLE WORLD**

by Peter M. Senge, et al
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**PRESENCE:
HUMAN PURPOSE AND
THE FIELD OF THE FUTURE**

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**THE FIFTH DISCIPLINE:
THE ART AND PRACTICE OF
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by Peter M. Senge
(Currency, 1990)

**START WITH WHY:
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by Simon Sinek
(Penguin Group, 2009)

**FIRMS OF ENDEARMENT:
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PASSION AND PURPOSE**

by Rajendra S. Sisodia, David B. Wolfe
and Jagdish N. Sheth
(Wharton School Publishing, 2007)

**LEADERSHIP AND THE NEW
SCIENCE: DISCOVERING
ORDER IN A CHAOTIC WORLD**

by Margaret J. Wheatley
(Berrett-Koehler, 1999)

“As we look ahead into the next century, leaders will be those who empower others.”

BILL GATES

“Only a life lived for others is a life worthwhile.”

ALBERT EINSTEIN

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

JACK WELCH

“Know thyself”

INSCRIBED AT THE TEMPLE WALL

AT DELPHI IN GREECE DURING THE SIX CENTURY B.C.

“Our vision of the future is a world in which the purpose of business is to be a driving force for social, environmental and economic benefit.”

RICHARD BRANSON

“The purpose of the corporation must be redefined as creating shared value, not just profit per se. This will drive the next wave of innovation and productivity growth in the global economy.”

MICHAEL PORTER

“Life is never made unbearable by circumstances, but only by lack of meaning and purpose.”

VIKTOR E. FRANKL

“When the best leader’s work is done the people say, ‘We did it ourselves.’”

LAO TZU

“If your actions inspire others to dream, learn more, do more and become more you are a leader”

JOHN QUINCY ADAMS

“Culture eats strategy for breakfast”

PETER DRUCKER

“Good leaders must first become good servants.”

ROBERT GREENLEAF

“Everybody can be great because anybody can serve. You don’t have to have a college degree to serve. You don’t have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love.”

MARTIN LUTHER KING, JR.

Strateco is a new breed of management consulting firm that seamlessly integrates Strategy with Leadership.

We help organizations create, integrate and execute winning strategies, while developing higher functioning leaders.

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