

# Be! AMAZING

Virgin Unite  
makes positive  
change in the  
world!



SOUTHWEST  
AIRLINES  
Purpose and  
Vision



PUMA  
Environmental  
Profit  
& Loss

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Be AMAZING

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# !Credits 2



# unite

## Virgin Unite connects amazing people and great ideas to make positive change happen in the world.



Our aim is to help revolutionize the way that governments, businesses and the social sector work together – driving business as a force for good. This is based on the belief that this is the only way we can address the scale and urgency of the challenges facing the world today.

Stop saving the world start reinventing it We're all about getting the right people together with the right ideas (and a little entrepreneurial magic) to help build a better world for everyone. It's time for a revolution – a good one that is!



We truly believe all businesses can be a force for good in the world. And this starts with our very own group of Virgin businesses.

Established in 2005 we have grown to a global team of 24 people with Jean Oelwang leading the team. Virgin Unite has offices in the UK, Australia, South Africa, the US and Canada – but we go wherever there are unacceptable issues

across the world.

In all we do, we are extremely privileged to be supported by a large community who 'never accept the unacceptable' and believe that business must be a force for good, and that doing well in business and being good go hand in hand.

Together we focus on two core areas, incubating new approaches to global leadership and working with businesses to drive business as a force for good.

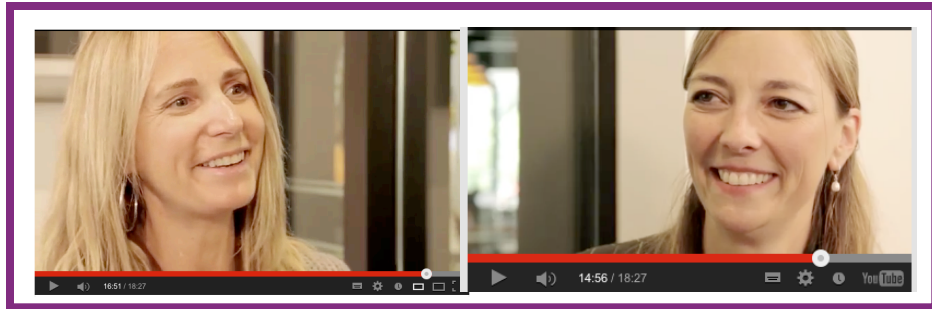
### Business as a Force for Good

Transforming businesses to value both people and the planet in all they do - starting with our wonderful 200 Virgin Group businesses.

## Global Leadership Initiatives

Virgin Unite works closely with partners to incubate new approaches to gaps in global leadership. We identify the gap, build the plan, find partners, recruit great management teams and then launch these new initiatives, such as The Elders, The Carbon War Room and most recently The B Team.

Virgin Unite are incredibly lucky in that 100%, yes all of our overheads, are covered by Richard Branson and the Virgin Group, meaning that all donations received, go direct to the frontline where they are needed most. For more information, go to [www.VirginUnite.com](http://www.VirginUnite.com)



Exclusive Interview with Jean Oelwang. Find out how Virgin Unite got started, the great work they are doing, and what it's like to work for Richard Branson. Go to [www.TheEngageBook.com](http://www.TheEngageBook.com) to get access.





# SOUTHWEST AIRLINES Purpose and Vision



You work for a Company of People, not a Company of products or promises.

You work alongside the best People in the world; People committed to a common Purpose:

To connect People to what's important in their lives through friendly, reliable, and low-cost air travel.

A Purpose much bigger than ourselves.

We can never rest on our laurels, thinking we've arrived.

We must always continue to be hungry and humble—never complacent.

Because more than 100 million Customers rely on us every year to connect them to important events—safely.

It's a pretty sacred responsibility.

Because of you:

A business person can close the deal of a lifetime.

A child from the Heartland can encounter the majesty of the ocean.

A father can hold his daughter for the first time.

And, a daughter can make it home in time to hug her father for the last time.

These experiences are irreplaceable.

Twenty dollars too high or 20 minutes too late and those experiences vanish—forever.

By maintaining our low costs, we are an airline People can afford to fly.

By reliably delivering on our promise, we are an airline People can trust.

By offering friendly Customer Service, we are an airline People can love.

This Purpose—offering air travel that is friendly, reliable, and low-cost—

enables us to offer Customers a better way.

And together, they mean the difference between success and failure.

Between an experience won and a connection lost.

No one connects People better than we do.

You're part of an amazing legacy, and you're the catalyst for an exciting future.

And whether you're on the ground or in the air, in an office or at a gate, what we've created is worth anything and everything to keep, because hardly anyone else has it.

And You do. We do. Together.

Our Vision is to become the World's Most Loved, Most Flown, and Most Profitable Airline.

You inspire and deliver this Vision.

You are the heart of our Purpose.

You are Southwest Airlines.



IN JANUARY 1988 SOUTHWEST LEADERS came together and crafted our Mission Statement. That statement serves us well—and represents the foundation for who we are as a Company. Later came a Vision to give America the Freedom to Fly. But what happens when you achieve your goal? What then?

We had achieved our previous goal of giving America the Freedom to Fly. We did it. The skies have been liberated. Today, three out of every four Americans have flown at least once in their life. A figure that has tripled since the start of Southwest Airlines.

Never wanting to rest on our laurels, it was time to set a new Vision for the future of Southwest Airlines. Our future. Nearly 25 years later, in January 2013, our Southwest Leaders once again gathered to solidify our Company's Purpose and our Vision.

The phrases in our Purpose and Vision may seem new—but the core of what they mean is as enduring as our red bellies. Knowing our Purpose is vital, especially as we seek to serve new destinations, win new Customers, and expand our boundaries. Our compass will always point "Southwest." We are a Company devoted to our Employees, dedicated to our Customers, and determined to provide a good return to our Shareholders. But how do we bring that to life?

## OUR PURPOSE: Why do we exist?

In considering our Purpose, it answers for us WHY we exist. Why do we get up in the morning? Why does our work really matter? What can we do that no one else can?

We exist to connect People to what's important in their lives through friendly, reliable, and low-cost air travel.

As Gary said at the Message to the Field: "In the midst of all the change—in the world, in our industry, and in our Company—one can get confused. I suppose that's understandable. Unlike many companies, though, Southwest's Purpose is very clear. We exist to connect people to what's important in their lives through friendly, reliable, and low-cost air travel. That was true in 1971. It is true now. And, it has been true at every point in between. ... It was the Greek philosopher Aristotle who said, 'Where your talents and the needs of the world cross, there lies your calling.' Our talent is friendly, reliable, and low-cost air travel. And, the world needs us—especially during difficult times. The gift that we can offer is our Servant's Hearts—humanity, compassion, empathy."

Other airlines can claim to connect people—but ONLY Southwest Airlines can do it with friendly, reliable, AND low-cost air travel. The magic is in the "and." We provide a unique combination, and our People are the secret to delivering on our one-of-a-kind brand.

## OUR VISION: What do we aspire to be?

Our Vision casts a dream for the future. What do we want to achieve that is audacious, ambitious, and aspirational? Where are we headed?

Our Vision is to become the World's Most Loved, Most Flown, and Most Profitable Airline.

For years we've been honored as one of Fortune magazine's most admired Companies in the world—all while serving one country on the map. What happens when we challenge our borders? When we set new horizons? When we set out to introduce the People of the world to the People of Southwest Airlines?



Gary laid it out at the Message: “We are also changing because we want to, because we aspire—not just to be better—but, to be the best. We are the best in America. We can be the best in the world.”

**OUR VALUES: How do we behave?**

Defining our values tells us what principles will guide us along our journey.

Our values have not changed. When “Living the Southwest Way” became part of our vocabulary in 2005, this concept described the qualities of the People who had built Southwest Airlines—and it became the standard for those who would continue to carry us forward.

**Live the Southwest Way**

**Warrior Spirit**

**Servant’s Heart**

**Fun-LUVing Attitude**

We also have defined what it means to “Work the Southwest Way.” This provides us guideposts and criteria for how we work as Employees. Safety must always be top of mind. Reliability is core to our business. Friendly Customer Service applies whether you’re talking about Internal or External Customers. And we must be low cost or our future is jeopardized.

**Work the Southwest Way**

**Safety and Reliability**

**Friendly Customer Service**

**Low Costs**

**OUR MISSION: Who are we on the inside?**

Our Mission is our foundation. It’s the bedrock we are built upon and we must

continue to embrace the actions and attributes of our Mission. Our Mission Statement has not changed because it is enduring.

The Mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

**TO OUR EMPLOYEES**

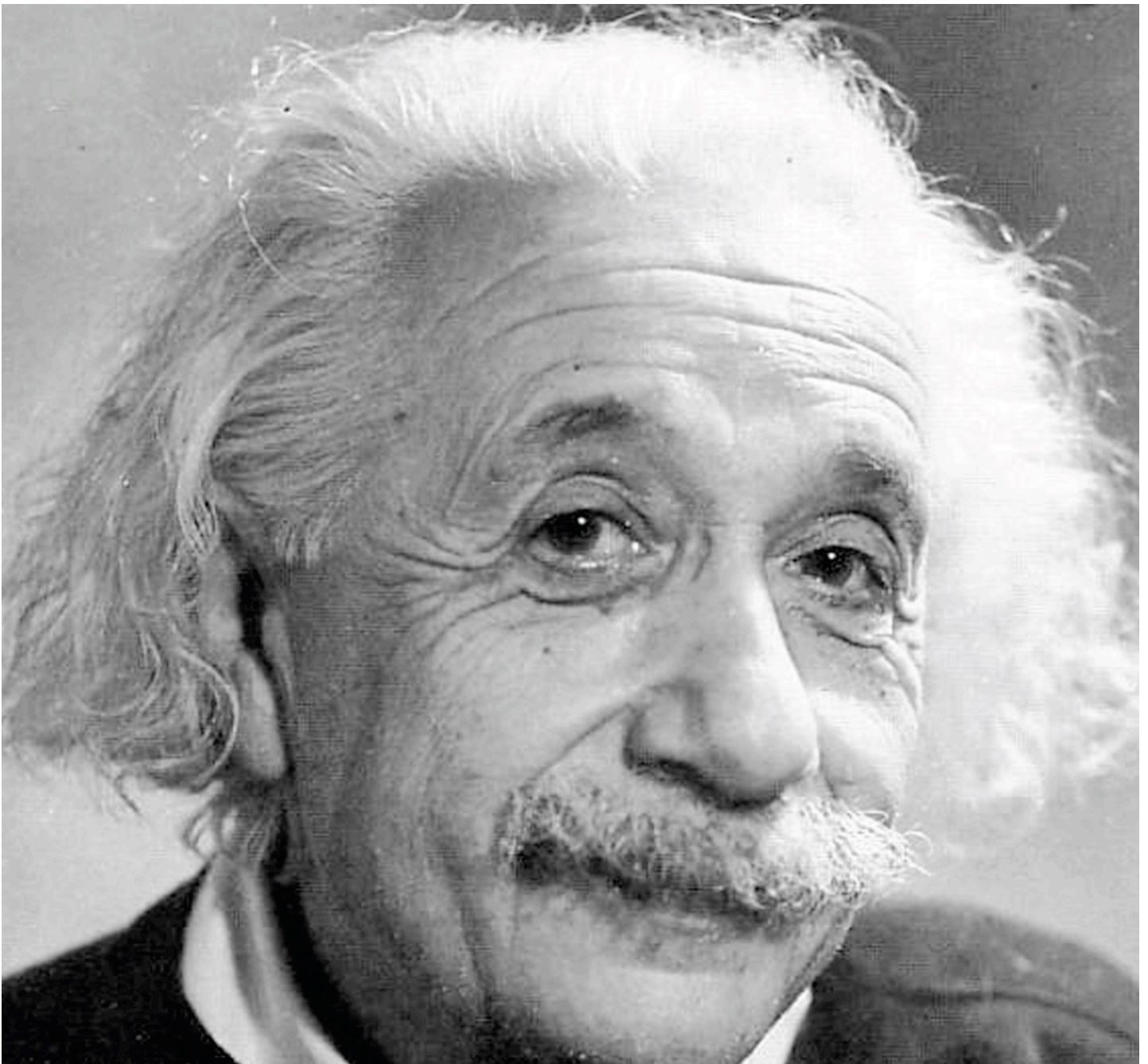
*We are committed to provide our Employees a stable work environment with equal opportunity for learning and personal growth. Creativity and innovation are encouraged for improving the effectiveness of Southwest Airlines. Above all, Employees will be provided the same concern, respect, and caring attitude within the organization that they are expected to share externally with every Southwest Customer.*

So, in short, we are the same Employee-centered, Customer-oriented Southwest Airlines we’ve always been. Our Purpose, Vision, Values, and Mission set the tone for who we are, where we’re going, and how we will get there.

That doesn’t mean we won’t change—in fact, just the opposite. Knowing who we are and what we stand for gives us the Freedom to change to stay relevant. As Gary said, “Staying true to our purpose, oddly enough, demands continual change—because the world changes.”

HOW we serve Customers will change. But serving Customers will be a constant. HOW our work environment looks and feels will change. But the fact that we will take care of Employees will be a constant. HOW we operate will change. But being Safe and reliable are not negotiable. HOW we maximize revenue will change. But the fact that we must be financially secure is a constant. We are fortunate to work for a Company that believes in a Purpose much bigger than ourselves and a Vision that casts a dream for the future.

**“SOUTHWEST**  
*is a*  
**GREAT**  
*place to*  
**WORK,**  
*and brings*  
**THE GREATEST**  
**JOY,**  
*because*  
**WE**  
**HAVE SUCH**  
*meaningful*  
**PURPOSE.”**  
*-Gary Kelly*



We cannot solve our  
problems with the same level  
of thinking that created them.  
~Albert Einstein

# 7 Lessons

from Building a  
\$15-Million-a-Year

# Lifestyle Business

with No Loans, VCs or Angel Money



Since we started Mindvalley, we've blossomed into an award-winning company with over 100 employees and annual revenues past \$15 million, becoming a leading investment company of personal development online. But best of all, we did it without ever having to take any funds or loans, which means that I still own 100% of my business. I started with \$2,000, and the climb was hard and long. I almost lost it all on multiple occasions. If I could advise younger entrepreneurs today, here's what I would say:

## 1. Your College Degree is Meaningless

I (barely) graduated from the University of Michigan. In university I focused on volunteer work, traveling, books on entrepreneurship, photography and

theatre work. I never got good at ONE thing. But having exposure to many different things helped give me an edge as an entrepreneur. Don't waste your time pursuing the perfect GPA. Instead, embrace the idea of a generalist education. I majored in Computer Engineering and minored in Performing Arts. This, in retrospect, was a smart decision. Your college degree is meaningless. Your college EXPERIENCE is what matters.

## 2. Don't Quit Your Day Job Too Soon

Quitting your day job is a dumb mistake. You're going to need cash flow to survive and to buy web services like hosting and email solutions. Your day job provides security till you can break even or get funding. Of course, make sure your day job doesn't require you to

work ludicrous hours. Dumb entrepreneurs take the most risk. Good ones look for safe, sure bets, plan ahead and manage cash flow well.

## 3. Business Plans are Mostly Bull

My first two companies failed. Both were planned out in detail on business plans. Yet Mindvalley when it started had no plan and no vision past two years. It was a simple idea scratched out on a napkin.

The goal was not millions, nor was it build and flip. It was about figuring out a way to hack together a business that would help me survive in New York City. Start with a vision. Then develop a model to make that vision a reality. Work tirelessly towards building a beta – but be prepared to pivot and move rapidly as you learn.



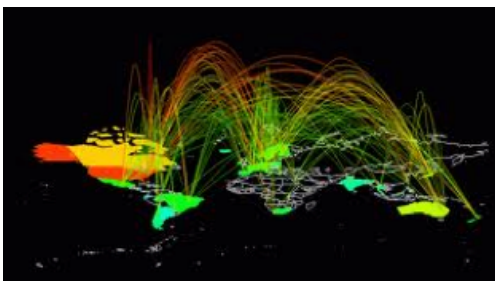
#### 4. Control Your Equity

I was too generous with equity and ended up giving up half my company to a former business partner. If I had been smarter, I would have saved on equity and instead created a performance-based bonus scheme.

Never go 50/50. Always make a list of what each partner is bringing to the table and split accordingly.

Don't just give away a part of your business to a friend just to have a company. Always make them buy their stake. Use a vesting period: your partner should commit to X number of years and only earn the equity upon completion. Have a shareholder's agreement that stipulates exactly how much to buy back each share when the time comes to part ways.

#### 5. Forge Networks and Learn to Connect



I join a lot of networking groups. Much of my inspiration comes from

the people I've met in these groups. I'm amazed at how many entrepreneurs suggest that conferences or networking groups are useless. The trick is to get into the right ones. I didn't join my first group till 2008, FIVE years after I started out. My business exploded as a result. It wasn't just the contacts. You can accelerate your business by meeting others who inspire you because they've already done the things you dream of.

#### 6. No other Skill is as Important as Sales & Marketing

If there is one skill I feel is most crucial to entrepreneurial success. It's the ability to sell. I used to scoff at the idea, but in 2001 the bubble burst in Silicon Valley and 14,000 people lost their jobs. I blasted my resume to numerous ads on Craigslist and finally got a job at a startup. But here's the catch – it was pure sales. If I could not close, I would not get paid. Ever see the movie Boiler Room? There were days that reminded me of that movie. But boy did I learn to sell and market. That made ALL the difference.

#### 7. Don't Build Crap for the Sake of Making a Buck.

If I ran a company like Coke or McDonalds, I'd be depressed. Exactly what benefit would I be providing to the world by making high-fructose corn syrup and junk food seem cool? I believe these companies were started with good intentions but have since lost their soul, existing for stockholder value. In that famous Apple ad, "Here's to the Crazy Ones", Steve Jobs contributed only one line – "push humanity forward". That's what real entrepreneurs do. Peter Diamandis is taking mankind to space. Richard

Branson adds fun, quality service and cheekiness to old entrenched industries. I believe in teaching the world new things that enrich the human potential. You don't have to save the world – just try not to mess it up for our children.





## ONE OF OUR AMBASSADORS...

Zoe is the fourth American woman to earn her International Federation of Mountain Guides Associations status, the highest level of credential available to professional mountain guides. When she's not guiding or climbing in her backyard, Chamonix, France, Zoe's on

international expeditions or climbing trips throughout North America. Although Zoe considers herself a climbing "jack-of-all-trades," alpine climbing is her passion.

# patagonia®

## Working together with their customers and making a difference...

### WE BELIEVE... In Our Common Waters

Imagine the path taken by a drop of rain from the time it hits the ground to when it reaches a river, ground water, or the ocean. Any pollutant it picks up on its journey can become part of the problem.

Clean water is under assault. The latest EPA National Water Quality Inventory indicates that agriculture is the leading contributor to water quality impairments, degrading 60 percent of impaired river miles and half of impaired lake acreage. In the United States alone, agricultural pollution accounts for 60 percent of contamination in rivers and lakes.

Patagonia's own industry is not immune. Right after agriculture, textile manufacturing is the next largest polluter worldwide. "Causing no unnecessary harm" is part of our mission statement at

Patagonia. And nowhere is that more important than reducing our impacts on our freshwater resources. We began working with bluesign® technologies in 2000. bluesign® is an independent group of chemists, based in Switzerland, who audit the energy, water and chemical usage of "system partners." System partners are primarily textile mills and finishers, which pay bluesign® to help them achieve continuous, long-term environmental improvement and other, often cost-saving, efficiencies.

Any fabric you see that's bluesign® approved is manufactured using best practices in the efficient use of energy and water, consumer safety, water emissions, air emissions, and occupational health and safety.



## Take Action

We've learned over the years that along with educating ourselves about environmental issues comes the responsibility to take action. Here are some urgent actions related to freshwater scarcity that need your support.



A multi-national energy scheme to construct five huge dams in one of Chile's wildest regions – the region that inspired our company's name—was approved in May, 2011, but critics charge that the approval process was marred by a flawed environmental impact assessment, and serious conflicts of interest on the part of commission members.



Patagonia Europe supports the Rome-based organization CRBM - Mani Tese, which, since 2008, has protested HidroAysén because it is dangerous, obsolete and unnecessary.



Nearly 95 percent of your water footprint is hidden in the food you eat, the energy you use, and the products and services you rely on. Get a clear picture of your water use with National Geographic's Water Footprint Calculator.

The John Lewis Partnership's seven principles define how we run our business. They are as relevant today as they were when they were set out by our founder, John Spedan Lewis, in our constitution



## PURPOSE

The Partnership's ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business. Because the Partnership is owned in trust for its members, they share the responsibilities of ownership as well as its rewards profit, knowledge and power.

## PROFIT

The Partnership aims to make sufficient profit from its trading operations to sustain its commercial vitality, to finance its continued development and to distribute a share of those profits each year to its members, and to enable it to undertake other activities consistent with its ultimate purpose.



# Employee Ownership as a Model!

## POWER

Power in the Partnership is shared between three governing authorities:

the Partnership Council—representing Partners as a whole most of its members are elected by Partners. Its main role is to hold our management to account, to influence policy and to make key governance decisions. Partnership Council has the power to discuss, to ask questions, and to make recommendations on any subject and elects five directors to the Partnership board.

the Partnership Board—the John Lewis Partnership board is responsible for the proper management of the Partnership's commercial activity. Members of the Partnership Board include the

Chairman, five directors appointed by the Chairman, five directors elected by the Partnership Council who provide a direct link with the Partnership's democratic structure and three non-executive directors. the Chairman The Chairman has personal responsibility for ensuring that the Partnership retains its distinctive character and democratic vitality.



## MEMBERS

The Partnership aims to employ people of ability and integrity who are committed to working together and to supporting its Principles. Relationships are based on mutual respect and courtesy, with as much equality between its members as differences of responsibility permit. The Partnership aims to recognize their individual contributions and reward them fairly.

## CUSTOMERS

The Partnership aims to deal honestly with its customers and secure their loyalty and trust by providing outstanding choice, value and service.

## BUSINESS RELATIONSHIPS

The Partnership aims to conduct all its business relationships with integrity and courtesy and to honor scrupulously every business agreement.

*Being a 'force for good' in the community has always been part of the Partnership's vision and our Partners offer their time to support local, regional and national initiatives that help to build more vibrant, economically sustainable communities.*



## THE COMMUNITY

The Partnership aims to obey the spirit as well as the letter of the law and to contribute to the wellbeing of the communities where it operates.



Our approach involves:

- ✓ devoting time to community initiatives and building community relationships
- ✓ volunteering, fundraising and donating to charity
- ✓ continuing our Golden Jubilee Trust secondment scheme
- ✓ engaging with communities where new shops are being built to ensure integration
- ✓ offering sustainable employment opportunities in town centres.

We like to get practically involved at a local level. The Partnership encourages close links between Partners, schools, institutions, charities and local authorities. We recognize that the benefits are mutual: Partners are proud of helping to improve and support local communities, and community work also helps them to develop their own skills and experience.

*'My being in the office meant that Diversity Role Models was able to do more strategising on how to grow the organisation, as I was doing much of the hands-on stuff. It's been a great experience and I genuinely feel like I've made a big difference.'*

# PUMA Environmental Profit & Loss !



## A New Way of Thinking

*New PUMA Shoe and T-Shirt impact the Environment by a third less than Conventional Products*

Sportlifestyle Company PUMA publishes first-ever Product Environmental Profit and Loss Analysis identifying and comparing environmental impacts of more sustainable and conventional products across production and consumer life phases in Euros and Cents

Did you know that 31 waste disposal trucks are needed to clear the waste that 100,000 pairs of conventional sneakers cause during the production process and consumer life until their owners throw them away and they end up in landfills or incinerators? This is an insight gained from our first PUMA Product Environmental Profit and Loss (EP&L) Account for four

selected footwear and apparel styles.

We have started to extend the groundbreaking PUMA E P&L from 2010 to the product level and applied the analysis to two more sustainable and two conventional products: a pair of our biodegradable PUMA InCycle Basket shoes and a biodegradable cotton PUMA T-shirt versus a pair of the conventional retro PUMA Suede shoes and a conventional cotton PUMA T-shirt. This helps us to establish whether our efforts to become a more sustainable company and develop more sustainable products are in fact making a positive difference. This first-ever PUMA Environmental

Profit and Loss Account for products is a big step forward on our mission journey to become the world's most desirable and sustainable Sportlifestyle company.

### What does the PUMA Product E P&L demonstrate?

The PUMA Product E P&L, which we developed with the support of PPR's sustainability department PPR HOME as well as consulting firms Trucost and PwC, furthermore revealed that our new biodegradable PUMA shoe InCycle Basket and the biodegradable cotton T-shirt cause 31% less environmental impacts than their

conventional counterparts. The analysis focussed on the environmental impacts caused by Greenhouse Gas (GHG) emissions, waste and air pollution as well as the use of natural resources such as water and land along the entire value chain from the generation of raw materials and production processes to the consumer phase when our customers use, wash, dry, iron and finally dispose of the products.

More importantly, our PUMA Product E P&L cleverly values these environmental impacts and attaches a price tag of Euros and Cents. We do not expect our customers to absorb the costs of these impacts, but we believe it is necessary to make their extent clear for consumers.

By showing environmental costs in Euros and Cents, our new PUMA Product E P&L visualizes the environmental impacts PUMA products cause and makes comparing products in terms of sustainability easy for everyone. It therefore serves as a powerful assessment tool for comparing the sustainability of different products.

Dr. Richard Mattison, Chief Executive of Trucost said: “Environmental impacts traditionally have different units of measurement, making it difficult to compare the overall environmental impact of different products and this can be confusing for consumers. One product may have a high water impact, another may be more carbon intensive or cause more pollution. Measuring the

environmental impact in Euros and Cents allows companies to create an overall metric for each product that takes into account many different environmental factors. The PUMA Product E P&L allows company managers to embed sustainability within everyday product design and procurement decisions and provides consumers with information on which products are better for the planet.”



Our PUMA Product E P&L also delivered a few valuable findings of a more sustainable consumer lifestyle when doing your laundry that we would like to share with you:

**Start to mitigate your footprint now and reduce the emission of Greenhouse Gases by 32% and the Water Consumption by 21% when doing your laundry by:**



- ✓ **Decreasing the average temperature by 32% from 44 degrees to 30 degrees Celsius.**
- ✓ **Decreasing the average use of detergent by 25% from 100g to 75g.**
- ✓ **Increasing the average washing load by 25% from 2.8kg to 3.5kg.**
- ✓ **Decreasing the use of dryer and ironing by 25%.**

# ! Change ● Music



How did the creators of GORE-TEX® products -worn by outdoor enthusiasts and people with active lifestyles all over the world - invent a new kind of guitar string?

Although manufacturers have coated their guitar strings for many years to make them last longer by protecting them from perspiration, oil, and dirt, the coating severely compromised the quality of the sound.

Gore had no presence in the music industry until one associate envisioned a completely new type of guitar string that would prevent string contamination, last longer, and be more comfortable for musicians to play. Relying on the company's unique culture and mentoring system to support his efforts, he formed a cross-functional team—including Michael and John—to make it happen.

Each member of the Gore team had the knowledge and know-how needed to develop this exciting new product. With the entrepreneurial spirit characteristic of Gore, they took this innovative concept to the marketplace in less than two years.

But the team's commitment to integrity didn't stop in the lab. They asked 15,000 musicians to test the new strings for sound quality before the product was introduced. Since then, revolutionary ELIXIR® Strings have inspired a generation of musicians all over the world to pick up their guitars and play. And their ELIXIR® Strings experience and the challenges they overcame have changed their lives, too. Here are their stories.



*Imagine a job where you can follow your passion and apply your knowledge to develop a revolutionary product in a new industry for your company.*



# A Culture That Fosters Creativity

*John first joined Gore as an intern as he was earning his engineering degree. Although he now works in Gore's Fine Filtration Products business, he was a key member of the ELIXIR® Strings team for several years.*

John learned about the company through some friends at college who were doing co-ops at Gore. From his friends' experiences, John says, "It sounded like Gore was a great place to work; a place to make money and have fun. It also sounded like a company that fostered creative thought; development; and new, innovative products—and if you had an idea for making a better product or a new product, they let you work on it. So I was definitely interested in working for Gore."

This initial perception proved to be true. John interviewed with Gore on campus and was offered an internship with the industrial dry filtration business in machine design. He says, "I was really able to design things on my own with input from others even though I was still in college. I thought, "Wow, there's a lot of freedom for me to be able to do these things," and I really enjoyed it. I was there for seven months, and I stayed on board after that, doing my senior design project with Gore and working part-time until I graduated."

At Gore, we believe it's important to do something you're passionate about. We encourage associates to find work that motivates them to be successful. Once he joined Gore

full-time, says John, "I heard that we were developing guitar strings, and I got excited because I'm a musician. When I was a kid I thought that working in the music industry would be awesome. I got the chance to try some of the strings on my guitar when the team was just doing trials, and I realized the product was great. I started networking to make it known that I'd love to get a chance to work with that business." And his efforts paid off. Explains John, "Although I wasn't involved in the grassroots effort of getting the ELIXIR® Strings off the ground, I joined the team two years later."

Using ELIXIR® Strings as an example—which last three to five times longer than ordinary strings while delivering great tone—John says, "I think our approach to products is unique: making something that fulfills a need that nothing else can. I think it reinforces the value customers see in the brand, and when they see something new coming out, it really influences them to try it. That's what's important to me."

John says that working at Gore has taught him patience. "To develop a product that's really good, you have to be patient. The more constructive time you can put into this kind of

effort, the more it pays off in the end. I've also learned that you need to think strategically, because not all ideas work out. Some of the most interesting concepts never even make it to the market."

"Our culture is based on freedom, commitment, and creativity," says John, "so we need to hire really good people. That's really exciting, and you get energized by it because you feel like each person is making a difference. I believe in how we treat our customers and our suppliers, that we have a good reputation, and that it's everybody's job to be a part of that."

John's not alone in his enthusiasm. "If you walk into any plant, and you start talking to folks, you'll find out they're passionate about what they do. We're doing something a little different here. Gore provides me with an outlet for creativity. It's a great place to work, and I've always been very happy with my decision to join Gore."



**Learn More**

Visit [elixirstings.com](http://elixirstings.com) to learn more about ELIXIR® Strings and related products.

# Whole Planet Foundation®



**Whole Planet Foundation is a private, nonprofit organization established by Whole Foods Market.**

We provide grants to microfinance institutions in Latin America, Africa and Asia who in turn develop and offer microenterprise loan programs, training and other financial services to the self-employed poor.

Whole Planet Foundation's mission is poverty alleviation in developing-world communities where Whole Foods Market® sources products. Through microcredit, we seek to unleash the energy and creativity of every human being we work with in order to create wealth and prosperity in emerging economies. Whole Planet Foundation® partners with microfinance institutions in Latin America, Africa and Asia. Learn more at [www.wholeplanetfoundation.org](http://www.wholeplanetfoundation.org).

Whole Planet Foundation was born out of Whole Foods Market's desire to give something back to those who have helped us succeed while focusing on the persistent problem of world poverty and hunger. The foundation was formed with the entrepreneurial spirit of Whole Foods Market in partnership with Professor Muhammad Yunus and Grameen Bank, co-recipients of 2006 Nobel Peace Prize.

*"Microcredit ignites the tiny economic engines of the rejected underclass of society. Once a large number of tiny engines start working, the stage can be set for bigger things." ~ Muhammad Yunus*



Involving Team Members in the mission of the Whole Planet Foundation is an opportunity to live out the core purpose of the company, extending love and compassion to the whole world.

Whole Foods Market Team Members have donated over \$4.5 million through paycheck contributions to alleviate poverty worldwide through Whole Planet Foundation.

The Foundation funds microlending programs in Africa, Asia and Latin America, to provide microentrepreneurs like Nagamma in India, where Whole Foods Market sources cashews, the opportunity to create or expand a home-based business and lift themselves and their families out of poverty. Through trusted microfinance partners like One Acre Fund in Kenya, where Whole Foods Market sources coffee, Whole Planet Foundation is alleviating poverty in 57 countries supporting more than 1.6 million people with the chance for a better life.



## Kate Specialty Team Member WFM Brighton

"Because I'm a recent Team Member Volunteer, it's no surprise that I donate to the Whole Planet Foundation from every paycheck. In Peru, I was privileged to meet dozens of microcredit loan recipients. They were each so gracious and thankful. They welcomed me into their homes, where they proudly introduced me to their families and showed me what they had been able to achieve with the money. I was so eager to thank them for the experience, but they insisted on thanking me and telling me how wonderful it was to meet someone who helped make their loan possible. So, of course, having seen the farms and met the grandchildren whose lives will be better and healthier and more productive, I want to give. But what really amazes me is how many other Team Members want to give—especially those who haven't visited a loan recipient, but have simply heard the stories and felt moved by the work of the Foundation. I feel proud to work with people who are very firmly based in Boston, but feel invested in communities around the globe."

***Team Members are so passionate about the mission of Whole Planet Foundation, they donated over \$1 million in 2012 alone!***



Musicians for Microcredit™ is another initiative started by Whole Planet Foundation in 2011 as a way to engage the music community and its fans to raise awareness and funds. From digital album and track downloads to in-store performances and benefit concerts, we seek to partner with like-minded musicians and organizations to empower women around the world to change their own lives.

Through partnership with Inspire and Four Winds Trading Company, Whole Planet Foundation recently launched Download for a Difference, a digital download initiative that supports our mission through tracks from today's leading artists. \$5 gives you access to tracks from Bonnie Raitt, The Civil Wars, The Alabama Shakes, Ingrid Michaelson, Andrew Bird, Grace Potter & the Nocturnals, Matt Costa, Josie Dunne, Josh Ritter, Tim Hanaeur, Phox, Tyrone Wells, Katie Herzig, Wye Oak, OK Sweetheart, Deer Tick, Ivan & Alyosha and Foreign Fields.



**WE BELIEVE**

in a new way of doing  
business

# TOMS

As we look into the future, we're sharing how our giving has evolved and will continue to grow.



## WE'VE GIVEN 10 MILLION PAIRS OF SHOES TO CHILDREN IN NEED, TEACHING US 10 MILLION LESSONS.

Over the past seven years, we've listened and learned with every pair of new shoes given. With the support of our amazing network of Giving Partners and the continued support of our community, we've reached this major milestone and proven that business can fuel good and sustain giving.

We're seeing remarkable results with shoe giving. Shoes are helping improve school attendance and enrollment.

They're combined with screenings to combat malnutrition. They're given in conjunction with medication to fight hookworm.

Further, our model is one that can work beyond shoes. Since we launched TOMS Eyewear, we've helped restore sight to more than 150,000 individuals around the world. And we look forward to finding new ways to help others. One for One.®

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## WE ARE PRODUCING GIVING SHOES IN THE REGIONS WHERE WE GIVE THEM.

We currently make Giving Pairs in Ethiopia, Kenya, Argentina and China. Within two years, we will produce one third of our Giving Shoes in the regions where we give them. By producing more shoes locally we will create and support jobs in places where they are needed. We are testing production in India and are looking to expand manufacturing in Africa and other regions.

In Haiti, we are in the early stages of getting production off the ground. We've also partnered with local artists to create a line of hand-painted shoes for our customers - helping create and support jobs in a place where we also give.

And we're looking to offer more styles that feature locally produced textiles.

Our sight giving empowers communities and supports sustainable eye-care organizations in the developing world. We work with locally based organizations that train residents to provide professional care. So it's an investment in clinics, people and even local jobs.



## WE'VE GIVEN 10 MILLION PAIRS OF SHOES TO CHILDREN IN NEED, TEACHING US 10 MILLION LESSONS.

When we began in 2006, our giving was managed by just two people. Since then we've hired a Chief Giving Officer and built a team of more than 20 individuals dedicated to every aspect of giving, including strategic planning, logistical support, program development and impact measurement. And our team brings a world of know-how, with significant experience in public health and at NGOs.

## WE'VE GIVEN MILLIONS OF DOLLARS TO ORGANIZATIONS THAT HELP THOSE IN NEED.

Our work in the field has also inspired us to make significant contributions to helping end podoconiosis, a painful and stigmatizing form of elephantiasis that afflicts millions of people who live and work barefoot in silica-rich volcanic soil. We're giving shoes to

children to prevent the next generation from getting it, and investing in research, mapping, expansion of treatment programs and clinics, community education, patient rehabilitation and advocacy.

## WE ARE HELPING OTHER COMPANIES SUCCEED AT GIVING.

When we started there weren't many companies like us. Today, we're inspired by the growing number of social entrepreneurs who make giving an everyday reality. Together with their customers, they're providing food, water, shelter, medicine, school supplies, mosquito nets, soccer balls and so much more to people in need.

We want social entrepreneurs to succeed, so we're developing ways to use our platform to support their ventures. In addition, the Start Something That Matters Foundation has begun to help innovators bring their ideas to life, and we can't wait to see what the future holds.

## OUR MISSION

The Mission of the Ben & Jerry's Foundation is to engage Ben & Jerry's employees in philanthropy and social change work; to give back to our Vermont communities; and to support grassroots progressive social change organizations around the country.

Our interests are in furthering social justice, protecting the environment and supporting sustainable food systems.

We are committed to supporting non-violent, thoughtful and strategic approaches. Our philanthropy is led by Ben & Jerry's employees who serve on committees that review grants.

Giving back to our Vermont communities happens primarily through the small grants programs and the community service projects of the Community Action Teams at the company's three Vermont sites.

## WHAT WE DO?

The Foundation awards about \$1.8 million annually to eligible organizations across the country and in Vermont. Our philanthropy is employee-led by non-management, employee advisory groups who consider

proposals and recommend grants. The Foundation administers five grant programs, listed below. All of our grant programs utilize an on-line application process.



# ! Giving Is Having More

## WHO WE ARE?

In everything we do, the Ben & Jerry's Foundation strives to apply our mission and values, including with our investment policies and our relationships with employees.

### HISTORY - THEN AND NOW

Ben & Jerry's Homemade Inc. was founded on a belief in "linked prosperity". It meant that as the company grew and prospered the benefits would go not just to shareholders but also to employees and the community. In 1985 the company undertook a public stock offering to support its ongoing growth. The Ben & Jerry's Foundation was created at the same time, with an initial gift from Ben of 50,000 shares and an unprecedented decision of the company's Board of Directors to commit 7 1/2% of the company's annual pretax profits to philanthropy.

When the Foundation was started, it was with a belief that the company and the Foundation were distinct. The company's role was to generate profits that the Foundation gave away. In 1991 the Foundation and company staff held a retreat with experts in social change work and philanthropy to think about the Foundation's strategies and effectiveness. The message from the retreat was that a real opportunity was being missed by not involving employees in the Foundation's work. What better way to communicate the company's progressive values than by empowering employees to participate in decision-making?

This led to a complete redesign of the grantmaking process to include employees directly in grants decisions. Through the creation of Community Action Teams at each site and employee members on the Employee Advisory Committee, decision-making was placed in employees' hands.

In 2000 the company was acquired by Unilever, a global company with over 400 brands ([www.unilever.com](http://www.unilever.com)). Unilever continues to support the Foundation through an annual grant that takes into account Ben & Jerry's ice cream sales. For 2009 this amounted to \$2 million. The Foundation is deeply grateful to Unilever for this ongoing support.

The history of the Ben & Jerry's Foundation has been and continues to be one of steadfast dedication to involving employees, giving back to Vermont communities and supporting progressive social justice work.

# ! GRANTEES

## NATIONAL GRASSROOTS GRANT FARM WORKER PESTICIDE PROJECT



FWPP is working to end farm worker community exposures to agricultural pesticides. FWPP acts as an advocate, organizer, educator and researcher. By leveraging resources for and with the farm worker community, FWPP advocates policies and programs that move growers away from pesticides that hurt farm workers and families and to alternatives that are truly safe, just and sustainable.

## NATIONAL GRASSROOTS GRANT CENTER FOR IMMIGRANT FAMILIES



CIF is a collectively-run organization of immigrant women of color. The Escuela Popular de Mujeres/ Women's Popular Education Program, works to engage participants in a process of individual and collective empowerment, reflection, leadership development, and organizing for change.

## NATIONAL GRASSROOTS GRANT FARM WORKER PESTICIDE PROJECT



The UWA is an organization of low-wage workers and day laborers who are organizing for better wages and working conditions. Using a combination of strategic corporate accountability campaigns, worker-run cooperatives, leadership development, and ally support, UWA is working to overcome the barriers workers face in ensuring their basic economic human rights.

## NATIONAL GRASSROOTS GRANT RED ROCK PICTURES - SPLIT ESTATE



Red Rock Pictures have completed their film, Split Estate, about the devastating impact of natural gas drilling in the Colorado Rockies and New Mexico's San Juan Basin and particularly the impact on surface land owners. Funding for the project is to develop outreach & training materials to be used for a broad audience. The plan is to create both a community and a classroom screening guide to empower audiences to channel their reactions into positive action.



**WE BELIEVE**

in the power of the people  
and their passion.



# Achievers

## 2013 Trends in Recognition: Four Best Practices to Positively Impact Employee Success

### Trend 1: Embrace Peer-to-Peer Recognition in Every Direction.

The reality is many companies are doing this today. They're not just allowing peer-to-peer recognition and opening it up to every employee, they're actually allocating budgets to allow any employee to recognize and reward any other employee on a weekly basis, or at their discretion. Crazy? Not at all.

The fact is, once you identify the key behaviors that promote your company values and drive Employee Success, the act of peer-to-peer recognition has many valuable benefits. These include:

- ✓ Amplify the daily reinforcement of behaviors your company believes in
- ✓ What gets recognized, gets repeated, so you'll see more of those behaviors

- ✓ Recognition drives employee's intrinsic motivation, increasing their engagement
- ✓ Quickly identify key performers – and high potentials
- ✓ Weed out non-performing employees
- ✓ Begin to identify potential leaders who embrace recognition and do it naturally

Think of how powerful this is. Assuming you can trust the employees you've hired (and if not, why did you hire them?) you have leveraged the whole organization to promote desired behaviors on an ongoing basis.

And if you don't think people will participate, think again. There are hundreds of successful companies we've worked with that have implemented a program and have seen tremendous usage and measurable success beyond their wildest imagination.

### Trend 2: Recognize Performance, Not Presence

Companies are making a shift. Even more, now on the heels of the financial crisis, organizations are scrutinizing budgets and ensuring there is a return on investment on all costs. One of the costs under scrutiny is annual years of service programs. It's a \$46 billion market in North America that arguably isn't providing any value to organizations. If you think that's a harsh statement, ask yourself if you've ever worked any harder, or stayed with a job an extra day to receive a long service award. It's also doubtful that service awards will be a draw for candidates in the recruiting process.

So what's the problem with years of service programs? All they do is reward people for sitting in their seat and breathing. In fact, every employee, whether they're a top performer, high potential, average or non-productive employee, gets recognized and rewarded equally.

#### Remember Etch-a-Sketch? Of course you do!

The beauty of Etch-a-Sketch was that with one swoop, everything was erased. Now think of your of current recognition program. Erase the recognition practices (or lack thereof) that you have today. And picture every single employee having the ability to formally and publically recognize anyone else in the company – top-down, bottom-up, side-to-side – for any of the behaviors or values you've identified as a foundation of how your company should operate. Picture it: the new junior recruit recognizing the CEO.

Back on Henry Ford's assembly line, this wasn't such a bad idea. But over the years, it's become a standard HR practice – possibly to our detriment. Only recently, companies have started to realize that they can make better use of that budget with meaningful recognition programs that impact and drive day to day behaviors for the benefit of the business.

This doesn't mean you should ignore levels of service, but it can be done with very little budget or none at all. The trend is that companies are focusing on making an impact on recognition daily as opposed to annually. Another good reason for this? The 2009 US Department of Labor study shows that the average employee tenure is 1.8 years. Most employees never see their five-year service award. But if they're being recognized on a daily basis, there's a good chance you might retain them for years (even if you never promise them a gold watch).

Need more convincing? According to Gallup poll, companies with with large numbers of disengaged workers

experience much lower productivity, and these employers experienced over 51 percent higher turnover than their peers. Additionally, almost 50 percent of employees polled said they would leave their job for a company that clearly recognized employees for their efforts and contributions. Finally, among respondents who stated they plan to search for a new job this year, only 24 percent are satisfied with recognition received at work. This presents a clear opportunity for improvement.

According to Gallup, companies with large numbers of disengaged workers experience much lower productivity, and these employers experienced over 51 percent higher turnover than their peers.<sup>19</sup>

51%



## Trend 3: Leverage the Power of Social Employee Recognition

With the world going much more social, social employee recognition has made it to the workplace. Organizations are encouraging and allowing employees to recognize their peers and utilizing new SaaS technologies to let them share it on a social platform for everyone to see.

This has become impactful because it amplifies daily recognition and helps reinforce desired behaviors to drive employee success. Furthermore, it highlights key performers in an organization and identifies high-potentials.

Social employee recognition isn't only amplified one way, but also allows employees to interact with each other in real-time and acknowledge their teammates' accomplishments. How many of us ever feel in the dark about others' job responsibilities, especially in different departments? This facilitates constant communication among employees, regardless of geographic location and time zone, and helps align them with the bigger picture.

However, the real benefit of this trend is when your start sharing on all social media platforms outside of the company.

It might sound crazy at first, but when companies are doing it and they're getting great results. So many companies spend endless hours and dollars trying to create a positive, powerful social media presence. With social recognition, you provide an outlet for positive messaging to help support your employer brand and make your employees more engaged and productive. In other words, everybody is #winning.

External social employee recognition means sharing an internal recognition across the individual employees' external networks including Facebook, Twitter and LinkedIn. It's optional, but it plays to people's intrinsic motivations. For the same reason that people share little details about their lives to create an online persona, they'll want to share to their successes in the office through social recognitions.

The benefits? There's a constant flow of positive content related to your company. You build an attractive employer brand, and set your company up for social recruiting. You can even follow best practices and link recognitions to information about hiring. Who wouldn't want to work for a company that recognizes their employees? It's a competitive advantage that doesn't only attract great new talent, it helps retain the A players you already have.

## Trend 4: Use Data to Identify High Performers and High Potentials

So with all the great recognition technology out there that enables recognition and feedback daily, you have a mountain of data that should be leveraged. The next trend is using that data to identify who is up and coming in the company and who you should focus on developing and promoting.

What data? Well think about all of your most recognized employees. They must be doing something right. Data from recognition platforms provide insight into who's living the corporate values daily so you can get more understanding of what makes employees successful. Understanding your top performers helps you find more of them.

Also, think about people in your company that are recognizing others all the time. This gives great insight into

current or potential leadership that believes in recognition – one of the fundamental principles of a great leader. One of Gallup's Q12 specifies that great leaders recognize employees once a week.

How about the leaders that aren't recognizing? With that data you can also find training opportunities or have one-on-one conversations to support your recognition and performance culture.

Companies are beginning to use this type of data to support performance management and all other elements of the employee lifecycle. Any insight HR departments and companies can gain on top or bottom performers can be used to make decisions that will impact employee and business success.

### Want to create a culture of recognition? Ask these questions at your next leadership meeting

- 01 **What's our current culture?** Every company has one ■
- 02 **What do we want our culture to be?** Establish some core values.
- 03 **What do we value?** Are we recognizing staff for living our values or company objectives?
- 04 **Do our systems and processes help or hinder?** Bolt culture into the way you measure and maintain the business.
- 05 **What are our leaders like as role models?** Your culture cannot thrive unless leaders set an example to inspire employees

# Achievers

*The Achievers mission is to Change the Way the World Works. We are accomplishing this by helping companies around the world recognize and reward positive employee behaviors on a daily basis resulting in higher employee engagement and better business results. With our award-winning technology, unmatched customer service and industry-leading expertise we have powered the world's most successful rewards and recognition programs.*



# To Engage or Not To Engage...



That is the question. Employee engagement is a hot topic right now because leaders are realizing just how much the lack of engagement is affecting their bottom line. According to the latest research from Gallup, it's costing businesses \$450 - \$550 billion annually in lost productivity—and that is only in the US. Over 70% of employees are not engaged and these figures are consistent around the world.

I have spent the last year and a half researching engagement in companies, trying to figure out why some companies are doing well, growing, expanding, and their employees seem really happy and engaged while most others seem to be struggling. I wanted to figure out why that was.

Engage is a word of French origin from 15th century: "en gage", which means "to make a pledge". When we tried to find a good definition of engage with regards to the workplace, none of them encompassed the full essence of what we believe engagement means. So I came up with another one:

***Engage: to have full attention, commitment, enthusiasm, passion, and purpose for your work, to be wholeheartedly involved in and contribute positively to an organization.***

What we discovered in looking at companies like TOMS, Virgin, Zappos, PUMA, and Southwest Airlines (among many others) is that they are putting their people first.

The focus has shifted from profit driven to people development.

This does not mean that they are not concerned about making a profit—quite the opposite. They understand that when they have engaged employees that love their work, they are taking good care of their customers, and that makes them even more profitable in the long run.

In an era where the corporate world has treated employees as numbers, cutting costs through layoffs while the management takes home big bonuses, the lack of trust in corporations has plummeted. There is no loyalty or engagement when corporate cultures are driven by fear and control...and it is not a sustainable model. We are seeing businesses struggling not only because of the external market conditions but also largely in part because of the lack of engagement. The research is now showing the root cause, not just the symptoms.

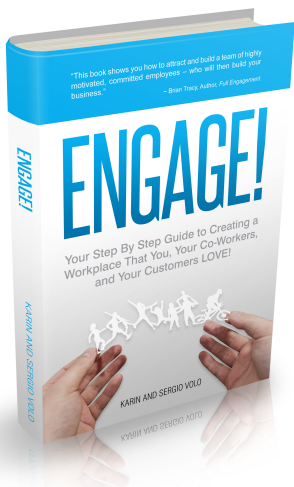
It's time to find a new way of doing business.

Which is why we are so excited to share some of the Most Amazing Companies on this planet right now.





*Karin Volo, an expert in engagement, career, personal and organizational development, is known as the Evolution Expert. With over 15 years experience working with executive search, leadership mentoring as well as professional inspirational speaking. Karin is the co-author of ENGAGE! and co-founder of Evoloshen—helping companies reach their full potential through employee engagement. You can find out more about Karin and how to create an Amazing Company at [www.Evoloshen.com](http://www.Evoloshen.com).*



These model companies are showing us the way to a new business mindset, a new way of creating a company culture where people can thrive. Which means the business will also thrive.

There are several conditions that need to be in place to have true engagement. This is how we developed our 5 Cultural Keys—or the 5 C's as we like to refer to them. Because it's not just about the culture, or the customer service, or the recognition, or the purpose, or the level of happiness and well being. Focusing on any of these is a great start to getting your employees engaged. But when there is a combination of these five keys, that's where the magic really starts to happen.

The 5 C's that we outline in our book Engage! are: **Collaboration, Creativity, Connection, Celebration, and Contribution**. All companies will have elements of some of these already existing and some of the best companies do have a higher percentage already working in the organization.

**Collaboration** is more than just team work. It's taking it to the next level. It's going beyond the "US and THEM" thinking and bringing in a "WE" mentality. There is a genuine caring that extends beyond the co-workers to the customers and to humanity and our planet as a whole.

**Creativity** is encouraging the innovation to emerge from within. Employees often have the best ideas but are not always heard in most companies. But in the Most Amazing Companies, they empower their employees to be creative, to take risks, and look at mistakes as learning opportunities.

**Connection** is rising to the top largely because technology is changing the way we communicate. The employees feel a strong connection to their company when they share the same values and buy into the same purpose. Customers are now much more empowered through transparency and the ability to make more informed decisions and they are looking for companies that have a

message and purpose in alignment with their beliefs. Everyone wants to feel that connection and that is achieved with open communication about values and purpose.

**Celebration** is something that most people seem to be lacking in their lives. Everyone could use more fun and recognition. Who doesn't want to be acknowledged for a job well done or appreciated for who they are? We've unfortunately become a society that is too busy to stop and enjoy our accomplishments, whether they are small or large. It's important to look at what is going well, to appreciate and celebrate that.

**Contribution** is the final key and this is what gives employees the motivation and fulfillment that what they are doing matters. It makes a difference. This is a basic human need that companies have the greatest opportunity to fulfill when it is done well. Giving back and doing good things in the world IS good for business. Building businesses with a higher purpose will attract the right people who will help to grow the business.

Businesses have the greatest opportunity to make a difference, not only for their employees and customers, but for their employees' families, our communities, and society. The combination of these cultural keys is our roadmap to a new way of doing business.

It's time to evolve and see the global changes coming as a huge opportunity to make the world a better place for all.





# Quest!!!

## The Most Amazing Company Quest!



If you are a leader in a company and looking to maximize the potential of your organization, you're in the right place!

Disengagement at work has become a global epidemic...but not for **The Most Amazing Companies**... not for companies like TOMS, Virgin, Zappos, PUMA, Southwest Airlines, HCL Technologies, and many others. They are leading the way to a new business mindset.

We believe companies have a huge opportunity to create a working environment and unique experience that your employees and customers love. Which is why we've created the TMAC Quest.

All athletes need a great training program that is engaging and brings out the best in their abilities. Evoloshen's Most Amazing Company Quest is a **business triathlon** where we train teams within organizations to bring out the best within the company through **people engagement**.

- 🌐 Be a part of the solution, not a part of the problem!
- 🌐 Bring out the best in your people!
- 🌐 Create a thriving culture
- 🌐 Turn your employees and your customers into Raving Fans
- 🌐 Tap into the full potential of your organization

Join the game changers and cutting edge companies that are leading the way to a new way of doing business.

Be a part of the **quest** to make the world a better place for all.

Apply for the Most Amazing Company Quest at [www.TheMostAmazingCompany.com](http://www.TheMostAmazingCompany.com) for full details.