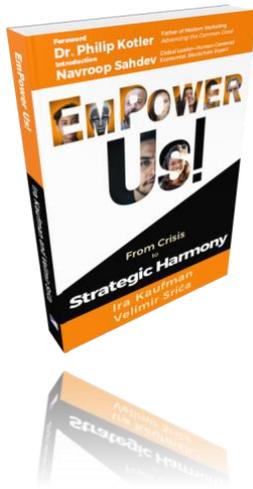


CONGRUENCE

Business as usual is a clear and present existential threat.

Now is the big pivot point. It's about choosing to cooperate with the perceived enemy: the momentum of deconstruction that has lately exposed the rotted foundation of business in society. Choosing to retire the old legacy machinery of shareowner capitalism, and to rise from the ashes in communion with the living system, rather than preying upon it.



Pioneering organizations foresaw this over the past few decades. And they got ahead of the 'selective sustainability' curve that devoured so much resource and goodwill. These companies are the profitable frontrunners in today's migration to what's called stakeholder capitalism, and other labels that suggest a focus on systemic wellbeing.

It's useful to have those examples handy especially today. Now's the time to rise into the new model, when the appetite for meaning and the necessity to restore equilibrium in economic and natural systems is widely characterized as urgent.

Two watchwords might be useful for the leader on this transition path now:

a Felt Sense of Humanity, and Congruence.

First, motivation matters: prepare to manage your internal state. You may notice the pull of habit, implicit biases, the tug of your legacy expertise and old identity rising to soothe uncertainty and fear, and divert your path. We can count on such very human resistance to change.

But we have each other as champions as we move ahead together. And in our own souls sits the wisdom of all peoples to keep us from turning back from our human family: The Golden Rule, treat others as you would want to be treated.

Alive with this intrinsic motivation to support the wellbeing of humanity, the leader will intentionally manage the congruence of their own behavior.

Second, that's when the leader empowers others' congruence with supportive tools, skills and above all, systems. One of the essential systems to create right now is Brand Congruence/ Corporate Governance: to reconstitute the trustworthiness of what a company's brand 'says' and the impact of what the corporation actually does behind the scenes.

In another fraught period the master of system change, W. Edwards Deming made it clear why: 'A bad system will beat a good [person] every time'.

-- **Elsie Maio**

CEO, Humanity, Inc, home of
The SoulBrandingSM Institute
www.soulbranding.com