



The Christian Association  
of Business Executives

# PRINCIPLES FOR THOSE IN BUSINESS RESOURCE PACK

Principles Document and  
Guide on how to put the  
Principles into Practice

‘Personal leadership is about instilling appropriate values in individuals and teams – the Principles can act as a very useful enabler in this context’

*Philip Green, Chief Executive, United Utilities plc*

CABE is a fellowship of Christians in business life who share common concerns, offer mutual support and seek to promote the application of Christian principles in the working environment.

The motivation for the Principles document was to engage directly with those CABE is pledged to support – Christian men and women working in organisational or business life. So we have drawn up something which is both relevant personally and simple and easy to engage with.

The Principles Guide arose from a need to address the questions ‘what do we do with the document?’ and ‘how do we put them into practice at work?’. The Guide can help us assess the degree to which we demonstrate the Principles in what we do and then to compare this with what we aspire to in the future.

We hope that we have gone some way towards meeting these objectives through this pack but would welcome further suggestions on our website: [www.principlesforbusiness.com](http://www.principlesforbusiness.com)

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# PRINCIPLES

## FOR THOSE IN BUSINESS

### PRIORITY AIMS

① **'Serve wholeheartedly**, as if you were serving the Lord, not men and women, because you know that the Lord will reward everyone for whatever good he does.'

*Ephesians 6 v 7, 8*

② **Strive for excellence**: As leaders we strive for excellence in all that we undertake, and aim to play a full part in contributing to the overall success of an organisation. We are serving God directly through carrying out such activities effectively, as well as the actual business in which we work; it may be a strictly commercial organisation, a public service or a not-for-profit charity.

③ **Create wealth**: We affirm the principle of wealth creation as a process through which the resulting economic prosperity has the potential for benefiting humanity throughout the world. However, we shall challenge whether the particular form of wealth creation in which we engage is contributing to the Kingdom of God. Within a single business, we aim to fulfil our role in achieving acceptable financial and operating returns that will benefit appropriately all stakeholders in the business.

④ **Achieve targets**: We strive to assist in developing and setting targets for business goals which, when achieved, will lead to a successful and sustainable business. We aim to contribute personally to a successful financial outcome through target achievement by our own endeavours. We shall uphold the principle of wealth creation by taking all possible steps to achieve optimum business results, whether commercially or not-for-profit.

⑤ **Attain vision**: Healthy organisations have a strong and shared vision for the future of their business. We seek to contribute to a strategic vision for whichever organisation we belong to and intend to help optimise the way forward for this business and its employees. We hope to be visionary in the expression and witness of our personal faith in Christ, both at work and in our local communities.

⑥ **Work ethically**: Business ethics are essential in guiding employees and managers in their actions. Leading businesses care how results are obtained and will choose the course of highest integrity in guiding their affairs, avoiding such malpractices as price collusion. Honesty is not subject to criticism in any culture. Compliance with the law, and required business accounting regulation and practice, will be the duty of each employee.

## CORPORATE VALUES

**7 Trust** lies at the heart of any successful and enduring personal or business relationship, so each organisation will do everything possible to establish and maintain the trust of all its stakeholders. We strive, as individuals and leaders, to build trust within our teams, particularly as managers and directors, and aim to take specific steps to achieve this vital objective.

**8 Customer relationships** are of primary significance for any business. Success depends on the ability to satisfy ever-changing customer needs. We expect to be innovative and responsive while delivering high quality goods and services. We will respond to customers' complaints effectively and with seriousness and respect. We seek to safeguard in confidence all customer information, both corporate and personal.

**9 Employees** create the distinctive competence and capability of each organisation. We seek to develop imaginative, fair employee policies that will encourage colleagues to work effectively, and to find real meaning and purpose in their roles that will embrace body, mind and spirit. We aim to be open and honest with all staff members, and seek to reinforce clear and fair terms of employment and related remuneration. Through establishing supportive relationships we aim to show our concern and help motivate team members. We expect to provide equal opportunities in the workplace, and encourage staff to develop new skills and progress their careers.

**10 Diversity:** We are committed to maintaining a workplace enriched by diversity, and characterised by open communication, trust and fair treatment for all employees, business partners or visitors irrespective of race/colour, gender, age, sexual orientation, class, creed or education.

**11 Providers of capital** play an essential part in a successful business. We seek to enhance the long-term value of our business by running it responsibly and successfully, so that this participation will be rewarded fairly and appropriately. We shall contribute fully to the achievement of the financial success of the business so that this may be realised.

**12 Suppliers** depend on sales to the business for their commercial prosperity, and we expect to establish open and honest working relationships with all suppliers. Our aim is that each supplier should provide a high quality and reliable service for the goods and services procured, at an acceptable price. We seek to pay suppliers in accordance with agreed terms, and aim to procure goods and services from those who demonstrate good ethical practice.

**13 Community and environmental interests** are major concerns in society. We aim to encourage businesses to maintain appropriate environmental standards and to pay due attention to the specific interests of the local community. We strive to conduct business in accord with applicable environmental laws and regulations, while seeking to improve environmental performance. In addition, we expect to encourage businesses to develop and implement realistic

corporate social responsibility programmes that will be demonstrably beneficial to the wider community.

**14 Stewardship**, making the best possible use of and conserving scarce resources, is a vital objective from both a corporate and an individual perspective. This presents an opportunity for creative solutions, and possibly the adoption of counter-cultural approaches, that will avoid waste and use resources more sparingly through some form of recycling.

**15 Corporate reputation:** A well founded reputation for scrupulous dealings with customers, employees, investors and suppliers is a priceless asset. Such reputations depend on the effective leadership of directors and managers in relation to employees and the external bodies representing stakeholder interests. Businesses should take every opportunity to implement ethical practices and to introduce imaginative external initiatives. Such reputable practices, with a demonstrable commitment to quality, should form part of every Annual Report.

**16 Life balance** continues to be a struggle for everyone in today's world of work. The challenge is to achieve a balance between commitment to the organisation and to family, local church, community and life beyond work. Accepting that no perfect solution is possible, we strive to enable a fair allocation of commitment, time and energy between these varying demands. We aim to persuade senior colleagues to adopt family-friendly working practices, and we expect, as a leader, to apply this flexibility within our area of responsibility.

## PERSONAL QUALITIES

**17 Personal behaviour:** 'As God's chosen ones, holy and beloved, clothe yourselves with compassion, kindness, humility, meekness and patience. Bear with one another and, if anyone has a complaint against another, forgive each other; just as the Lord has forgiven you, so you must also forgive. Above all, clothe yourselves with love, which binds everything together in perfect harmony. And let the peace of Christ rule in your hearts, to which indeed you were called in the one body. And be thankful.'

*Colossians 3 v 12-17*

**18 Commitment:** We aim to be faithful and committed in all the tasks and roles we undertake, adopting an approach actively supported by prayer. We seek to balance this commitment in relation to the various calls upon our time, so that each aspect of our lives is allocated a fair span of energy and attention. It is our aim to demonstrate personal integrity in all such decisions we take, aiming to serve one another with humility, which admits that we have nothing that we have not received and acknowledges our insufficiency.

**19 Serving others** will be a hallmark of our lives, balanced by a choice of priorities that determine which individuals or group of people are appropriate for our personal attention at any given time. We always seek to be genuinely interested in the lives of the people we meet and discern their needs. This may lead us to make a sacrificial choice through opting for the least attractive alternative when faced with competing demands.

**20 Courage:** We seek to follow the strength of our convictions rather than accept automatically the views and decisions that are put to us. We are prepared to face opposition firmly based on these heartfelt and tested convictions, but strive to find bridges which provide solutions that are generally acceptable to others. This quality requires an underlying strength and preparedness to speak out for the truth. We draw on our faith to affirm a stand that may be unpopular, but which we believe to be the right course of action to be taken.

**21 Justice:** In each situation we meet we aim to exercise justice, and to discern the appropriate balancing of rights and claims in a given human context. We recognise fairness to be a concept that is good in itself, since it calls on us to put ourselves in the place of others and act accordingly: 'Do to others as you would have them do to you'. We seek to reach conclusions that are unselfish and tempered by moderation, involving self-control to deter us from exerting undue personal influence.

**22 Openness and honesty** in all dealings is a key aim, so that this will stimulate trust in every encounter. We strive to avoid deceitful actions and to display integrity in all the activities with which we are involved. We seek to build a personal reputation for trust and reliability, so that there may be a genuine responsiveness in situations with others that might otherwise be fraught. It is our aim to be known as someone who is entirely reliable and upon whom one can depend in times of difficulty.

**23 Resourcefulness:** We endeavour to respond positively to whatever events and occurrences that may befall us, even if completely unexpected and critical in nature, such as an accident or explosion. We believe that our inner faith will give us a resilience to address such situations pragmatically, and enable us to assess priorities for assisting those adversely affected. We rely on our faith to provide us with a positive outlook, even in the darkest of circumstances, seeing that our life view is set in the context of eternity rather than the current moment.

**24 Creativity:** Inherent in the majority of human beings is the capability to think beyond the confines of everyday existence; we support a view that takes advantage of this God-given creativity. We believe that such creativity draws upon the latent talents and skills that lie below the surface and is essentially a force for good. We recognise that progress is normally achieved through the introduction of new concepts, and that this can bring with it the need for change, which can be painful.

**25 Joyfulness,** which we hope will be demonstrated through the grace and beauty of divine joy in our lives. We delight in fun and laughter, rejoicing in the world, its beauty and its living creatures. We aim to mix freely with all people, ready to bind up the broken-hearted, and to bring joy into the lives of others. We strive to carry within us an inner peace and happiness which others may perceive, even if they do not know its source.

**26 Care:** We aim to show a sympathetic response to all we meet during the course of our professional and business lives. Inspired as disciples by love, we seek to practice an ongoing caring relationship with work colleagues, family and friends. Where it may be necessary to take tough decisions in our work, the implications for those affected will never be far from our thoughts. Wherever possible we seek to ameliorate adverse effects of decisions and endeavour to give gladly of ourselves, remembering that genuine love frequently involves sacrifice.

**27 Forgiveness:** We aim to practice a forgiving approach when experiencing painful opposition or personal attacks. It will be our intention to adopt a conciliatory approach that, despite implicit rights or wrongs, will enable the particular event to be set aside and forgotten, so that the parties involved may move on. If this may mean that difficult personal exchanges will be necessary, we see it as beneficial to come to terms with the reality of each situation for those issues to be resolved.

**28 Prayerfulness:** We seek through prayer to discern the divine will for our lives; we recognise that we cannot fulfil these aims unless our lives are supported by prayer. We use prayer as the means of communicating with God and seek to pray regularly, whether daily in specific times of prayer or from time to time in our working lives. Our purpose will be both to listen to God and to offer given situations for His blessing. We aim to give ourselves the necessary time to make such prayers possible, and regard attention to prayer as a priority for our personal spiritual development.

**29 Interpersonal behaviour:** 'Love must be sincere. Hate what is evil; cling to what is good. Be devoted to one another in brotherly love. Honour one another above yourselves. Never be lacking in zeal, but keep your spiritual fervour, serving the Lord. Be joyful in hope, patient in affliction, faithful in prayer. Share with God's people who are in need. Practice hospitality.'  
*Romans 12 v 9-13*

**30 Maintaining personal integrity:** We are committed, in the face of so many temptations, distractions and personal difficulties that beset us, to remain true to ourselves and to faith in our God. We are reminded that nothing whatsoever can separate us from the love of Christ, and we are determined to live our lives according to our perception of God's will for us personally.

**31 Contributing financially:** We all expect to give generously when discharging our community responsibilities, based on the widely recognised principle of tithing. For those of us who are highly paid because of market circumstances, we strive to give a disproportionately higher level of our assets and income to community or charitable ventures that we feel committed to or are inspired by.

# PRINCIPLES GUIDE

## HOW TO PUT THE PRINCIPLES INTO PRACTICE

### How can individuals and organisations live the Principles?

The Principles were written for those who work in business. They provide a sound and robust framework within which business can be conducted honourably and responsibly. At the same time they help to develop personal values and standards.

For many of us, reading and studying the Principles is easy. The greater challenge is to apply them in our working lives.

This Guide aims to focus wholly on HOW individuals and organisations can do this.

### The challenge of using Principles

The challenge is for each of us to examine how we conduct our personal and business life and consider how we can improve in some way.

The Guide can help, as we first look at our lives and assess the degree to which we demonstrate the Principles in what we do and then to compare this with what we aspire to in the future.

In doing this we are developing a map of the 'gaps' between where we are today and where we would like to get to. This then leaves us to consider how we can go about closing the gaps.

### Individuals and organisations

The Principles are designed for use both by individuals and organisations. In each case we can use the Principles as benchmarks to assess the quality of the outcomes we create either as an individual or as part of a group or organisation.

The Guide looks at the three aspects of Principles in turn:

- **Priority Aims**
- **Corporate Values**
- **Personal Qualities**

## Using the Principles Guide

This Guide has been set out in six Steps, each of which is complete in itself, though when the six are taken together they will give an individual who completes the guide a series of rewarding insights.

The six Steps are:

**STEP ONE:** Getting started

**STEP TWO:** Setting priorities

**STEP THREE:** Using Principles at work

**STEP FOUR:** Addressing gaps in corporate values

**STEP FIVE:** Addressing gaps in personal qualities

**STEP SIX:** Learning from the Principles Guide

(Additional resources can be found on our website: [www.principlesforbusiness.com](http://www.principlesforbusiness.com))

### Before you start there are a number of things to consider.

- The Guide works just as well in 'bites' as in bigger 'chunks'. Many people find it helpful to use it and then come back to it
- The Guide works well as promoting a meaningful dialogue with another, someone with your interests at heart – mentor, boss, colleague, spouse, partner or friend
- The Guide is helpful in times of change or challenge. The Guide can help in putting things into a new context and give clues on what direction to take.

## STEP ONE Getting started

We all need to take personal leadership in giving our beliefs a chance to become part of our day-to-day life. The barrier for most of us is to know how to take the first step and this is where the Guide can help.

### THREE THINGS TO START WITH

- **Read** the Principles.
- **Take** your diary or calendar and give yourself time each day to study one of the Principles (there are 31 Principles, so this gives a month to cover them all).
- **Discuss** the Principles with a friend. Give them a copy and then learn from each other's reactions.

## STEP TWO Setting priorities

The Principles identify six Priority Aims which are listed in a random order (no single aim is identified as being more important than another).

The chart overleaf identifies each of the Aims with a brief additional descriptor. (The full version is in the Principles document in the first part of this book.)

First read the Principles, then score yourself on the past year, on whether based on your activities, you have given a High (H), Medium (M) or Low (L) priority to each of the priority aims.

Then write yourself a note under each priority aim which confirms what is going well and what you can improve on (including giving a higher priority to one of the aims).

<b>PRINCIPLES</b> <b>PRIORITY AIMS</b>	<b>● WHAT IS GOING WELL</b> <b>■ WHAT CAN IMPROVE</b>
<p><b>1 Serve wholeheartedly</b> in personal, family and work life</p> <p>Your priority (H/M/L)</p>	<p>●</p> <p>■</p>
<p><b>2 Strive for excellence</b> Strive for excellence in all we do</p> <p>Your priority (H/M/L)</p>	<p>●</p> <p>■</p>
<p><b>3 Create wealth</b> Achieve acceptable returns which benefit all stakeholders</p> <p>Your priority (H/M/L)</p>	<p>●</p> <p>■</p>
<p><b>4 Achieve targets</b> Achieve targets which will sustain successful business</p> <p>Your priority (H/M/L)</p>	<p>●</p> <p>■</p>
<p><b>5 Attain vision</b> Demonstrate our faith at work and in the community</p> <p>Your priority (H/M/L)</p>	<p>●</p> <p>■</p>
<p><b>6 Work ethically</b> Choose the course of highest integrity</p> <p>Your priority (H/M/L)</p>	<p>●</p> <p>■</p>

## STEP THREE

### Using Principles at work

**The Principles identify ten Values of great significance at work.**

#### THREE THINGS TO CONSIDER

- **Is there any dialogue on Values** at work: a place and time given to individuals to speak their mind? Consider introducing the discussion of Values from time to time at regular team and organisation meetings.
- **Are your organisation's Values reflected** in the way people work; in induction, training and day-to-day work processes? Are there changes you could influence to ensure these areas deliver a clear idea of what the organisation stands for and aspires to.
- **Do people actually care** about how other employees, customers, suppliers, competitors and the public are treated? Consider reviewing feedback on how the organisation/team/group is doing.

### Corporate Values

The Values organisations demonstrate can create a real difference in the way they perform. The best organisations use their shared Corporate Values as a way for their stakeholders (their employees, customers, shareholders, the public and the community), to gain a good understanding of:

- **Where their organisation is going** – its future direction
- **What their organisation stands for** – what it says it will deliver
- **How their organisation behaves** – what it actually delivers

Organisations that succeed in this area do this through engaging their employees and stakeholders in dialogue on their chosen direction and how well they are delivering. This creates a distinctive character for the organisation which is recognised and respected by their stakeholders and empowers employees.

In the turbulence of life in the 21st century, organisations really do need Principles to guide them, both when tough decisions are made around a boardroom table and when an employee lifts the phone to speak to a customer.

## STEP FOUR

### Addressing 'gaps' in corporate values

**The Principles identify ten Corporate Values of great significance, the things that we all strive to attain in business life. The question is how well are we doing in each of our organisations?**

As with the Priority Aims the Values are listed in a random order. The chart opposite identifies each of the Corporate Values with a brief additional descriptor.

First read the Principles and then score your organisation/team/group on the past year, identifying the current level of attainment for each Value. (Excellent =4, Good =3, Average =2 and Poor =1 Corporate Values demonstrated within your organisation.) Then continue by scoring (1 to 4) on what you believe your organisation aspires to. (Realistically, few organisations would score themselves as having the highest aspirations in every area at one time, though they might seek to move in this direction over time.)

# EXAMPLE

## CORPORATE VALUES GAP ANALYSIS

SCORE: Excellent = 4    Good = 3    Average = 2    Poor = 1

<b>CORPORATE VALUES</b> The Values I see at work in my organisation	<b>A</b> Current Level	<b>B</b> Aspired Level	<b>GAP(s) and                      OPPORTUNITIES                      FOR DEVELOPMENT</b>
<b>7</b> A culture of <b>trust</b>	2	3	<b>GAP: -1</b> A potential weakness to address <b>COMMENT:</b> Identify example of weakness and area for improvement
<b>8</b> <b>Customer relationships</b>	3	3	<b>GAP: 0</b> Expectations met but can we do better? <b>COMMENT:</b> Give example of how this can be achieved
<b>9</b> <b>Employee relations</b>	4	3	<b>GAP: +1</b> A strength to build on  <b>COMMENT:</b> Give example of how this can be achieved
<b>10</b> Use of the <b>diversity</b> available to us	1	3	<b>GAP: -2</b> A significant weakness to address as a high priority <b>COMMENT:</b> Give example of how this can be achieved

Once you have scored the ten values and identified the gaps, then you will be able to start identifying opportunities to improve either by closing a perceived gap or building on a perceived strength.

This exercise is helpful as it allows organisations to map out their strengths and weaknesses and develop an agenda for the future. **This approach is equally effective for the assessment of a whole organisation, group or work team.**

# CORPORATE VALUES GAP ANALYSIS

SCORE: Excellent = 4    Good = 3    Average = 2    Poor = 1

<b>CORPORATE VALUES</b>	<b>A</b> Current Level	<b>B</b> Aspired Level	<b>GAP(s) and OPPORTUNITIES FOR DEVELOPMENT</b>
The Values I see at work in my organisation			
7 A culture of <b>trust</b>			GAP:  COMMENT:
8 <b>Customer relations</b>			GAP:  COMMENT:
9 <b>Employee relations</b>			GAP:  COMMENT:
10 Use of the <b>diversity</b> available to us			GAP:  COMMENT:
11 Returns for the <b>providers of capital</b>			GAP:  COMMENT:

# CORPORATE VALUES GAP ANALYSIS

SCORE: Excellent = 4    Good = 3    Average = 2    Poor = 1

<b>CORPORATE VALUES</b> The Values I see at work in my organisation	<b>A</b> Current Level	<b>B</b> Aspired Level	<b>GAP(s) and                      OPPORTUNITIES                      FOR DEVELOPMENT</b>
<b>12</b> Relations with suppliers			GAP:  COMMENT:
<b>13</b> Responsible care of <b>community                      and environmental                      interests</b>			GAP:  COMMENT:
<b>14</b> Responsible use of resources through <b>Stewardship</b>			GAP:  COMMENT:
<b>15</b> Corporate reputation			GAP:  COMMENT:
<b>16</b> Ability to address <b>Life Balance</b> issues			GAP:  COMMENT:

## STEP FIVE

### Addressing 'gaps' in personal qualities

Within our personal life we strive to exemplify and be role models in demonstrating outstanding qualities. The Principles identify 15 of great significance.

#### THREE THINGS TO CONSIDER

- Do you pride yourself on any particular personal quality?
- Do you demonstrate your personal qualities to the same degree inside and outside work?
- Do you seek feedback on how your personal qualities are seen by others?

## Personal Qualities

The Personal Qualities Gap Analysis will give you insight into how you can draw closer to living the Principles. Once again the Gap Analysis of personal qualities uses self-assessment.

Your analysis should be based on your assessment of yourself over the past 12 months, taking into consideration large/small, routine and demanding pieces of work.

People often judge themselves too harshly in gap analysis. One valuable approach is to share the Gap Analysis with someone who knows you well and has your interests at heart. Very often this can help individuals form a candid and realistic assessment.

## PERSONAL QUALITIES GAP ANALYSIS

SCORE: Excellent = 4    Good = 3    Average = 2    Poor = 1

PERSONAL QUALITIES The Personal Qualities others see in me	A Current Level	B Aspired Level	GAP(s) and OPPORTUNITIES FOR DEVELOPMENT
<b>17</b> Personal behaviour which is beyond reproach			<b>GAP:</b>  <b>COMMENT:</b>
<b>18</b> Commitment in all you do			<b>GAP:</b>  <b>COMMENT:</b>

# PERSONAL QUALITIES GAP ANALYSIS

SCORE: Excellent = 4    Good = 3    Average = 2    Poor = 1

<b>PERSONAL QUALITIES</b> The Personal Qualities others see in me	<b>A</b> Current Level	<b>B</b> Aspired Level	<b>GAP(s) and OPPORTUNITIES FOR DEVELOPMENT</b>
<b>19</b> <b>Serving Others</b> is a hallmark of your life			<b>GAP:</b>  <b>COMMENT:</b>
<b>20</b> <b>Courage</b> in following your convictions			<b>GAP:</b>  <b>COMMENT:</b>
<b>21</b> <b>Justice</b> in your decision making			<b>GAP:</b>  <b>COMMENT:</b>
<b>22</b> <b>Openness and honesty</b> in all your dealings			<b>GAP:</b>  <b>COMMENT:</b>
<b>23</b> <b>Resourcefulness</b> in facing setbacks you may face			<b>GAP:</b>  <b>COMMENT:</b>

# PERSONAL QUALITIES GAP ANALYSIS

SCORE: Excellent = 4    Good = 3    Average = 2    Poor = 1

<b>PERSONAL QUALITIES</b> The Personal Qualities others see in me	<b>A</b> Current Level	<b>B</b> Aspired Level	<b>GAP(s) and OPPORTUNITIES FOR DEVELOPMENT</b>
<b>24 Creativity</b> that makes full use of your talents			GAP:  COMMENT:
<b>25 Joyfulness</b> in your life and in bringing it to others			GAP:  COMMENT:
<b>26 Care</b> in your life for work colleagues, family and friends			GAP:  COMMENT:
<b>27 Forgiveness –</b> bearing no grievances in your life			GAP:  COMMENT:
<b>28 Prayerfulness</b> in the development of personal and work life			GAP:  COMMENT:

# PERSONAL QUALITIES GAP ANALYSIS

SCORE: Excellent = 4    Good = 3    Average = 2    Poor = 1

<b>PERSONAL QUALITIES</b> The Personal Qualities others see in me	<b>A</b> Current Level	<b>B</b> Aspired Level	<b>GAP(s) and OPPORTUNITIES FOR DEVELOPMENT</b>
<b>29 Interpersonal behaviour</b> which honours others above yourself			GAP:  COMMENT:
<b>30 Maintaining personal integrity</b> – being true to yourself			GAP:  COMMENT:
<b>31 Contributing financially</b> – according to your means			GAP:  COMMENT:

## STEP SIX

### Learning from the Principles Guide

Step Six offers individuals the opportunity to summarise what they have learned through using the Guide. You may want to review this after 6-12 months, to consider what has changed and renew your commitment to learn from the Principles.

## PRINCIPLES PRIORITY AIMS

What are your  
Priority Aims?

What can you improve  
and how?

## CORPORATE VALUES

What Gaps in  
Corporate Values  
did you find in your  
Organisation/Team/Group?

What do you plan to do  
to close Gaps you found?

## PERSONAL QUALITIES

**What Gaps did you find in your Personal Qualities?**

**What plans do you have to close Gaps you found?**

## OTHER LEARNING

**Consider what you have got out of using the Guide.**

**Write notes on any things you may wish to return to in the future (in 6-12 months).**

## USES OF THE GUIDE

We hope that those who have worked through the Guide so far have found some insight into their Priorities, have learnt the extent to which Corporate Values have meaning in their workplace and have found how they are doing in achieving the personal behaviours that they hold as most important in their personal and business life. Of course the Guide can be used by itself, but it also can be used in the following settings:

### INDIVIDUALS

- **Mentors** and those with our interests at heart. Input through the Guide can be helpful in an informal context. Ask for 'feedback from a friend' on 'how am I doing'?
- **Appraisal.** For those who participate in an Appraisal process in the workplace, using the Principles Guide can be a valuable way to prepare for an appraisal session.
- **360 Degree Feedback.** This form of Feedback or Appraisal has become more and more important in the workplace, particularly for senior people intent on staying in touch with the broad range of individuals who see them working in different roles. Feedback on Principles via the Principles Guide can also be a valuable addition to 360 Degree Feedback.

### GROUPS, TEAMS AND ORGANISATIONS

- **Customer Feedback.** Often high performing organisations seek feedback from their customers to enable them to improve their performance. This information as a survey or individual feedback, can also be reviewed against a Principles Guide template.
- **Business Ethics Reviews.** Many organisations conduct regular, often annual, sessions for employees where compliance with company policies is discussed. The Principles Guide can bring new life to such a review. Using the Guide in that context will enable individuals and teams check out 'how are we doing'?
- **Corporate Social Responsibility.** An increasing number of organisations have their own CSR Programmes which, though they may vary in their form and content, all have in common the goal of encouraging stakeholders to take their responsibilities seriously. To do this many CSR Programmes seek to assess their effectiveness, the extent to which they are moving toward their goals, through an internal self audit process. The Principles Guide and its template can play an important role in such a process.

**RESOURCES ON THE WEBSITE:** [principles for business.com](http://principlesforbusiness.com)

You will find additional resources on Principles and how they can be used with the Guide on our website at [www.principlesforbusiness.com](http://www.principlesforbusiness.com)

Look at the case studies on the website on how people use the Principles.  
If you wish to share your own story please contact us.

# HOW ABOUT JOINING CABE?

**The Christian Association of Business Executives**

*(Registered Charity 256182) was founded in 1938.*

CABE aims to support Christians who work in business and commerce by exploring the relationship between the faith that they profess and the world in which they work.

We affirm that this work is a valuable and necessary part of God's creation, and that in it Christians have a unique and special contribution to offer.

In asserting the positive role to be filled by the business community, CABE also calls upon individual Christians to bring the values and moral teachings of Christianity to bear upon the manner in which the business process is conducted.

You are warmly invited to become a member of CABE to support and participate in our various initiatives.

Membership costs £30 per year.

## **Activities include:**

- The annual Hugh Kay Memorial Lecture
- CABE papers by Christian business leaders
- Fellowship suppers with discussion
- 'Principles in Business' seminars and events

**If you would like to join CABE, please  
contact our Membership Secretary**

**Jackie McMillan**

**40 Napier Road**

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[jackiemcmillan@onetel.com](mailto:jackiemcmillan@onetel.com)

with your name, address, phone numbers and email address.

Full details regarding CABE and  
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