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LBS Ref: CS-18-010
HBS Ref: LBS148
June 2018

Andrew Thornton: Putting Heart into Business

Andrew Thornton is an entrepreneur who has run companies for over 30 years. At the age of 24 he founded a retail consultancy and worked globally – mostly in the US and Europe – with clients like Marks & Spencer, BP, PepsiCo, Spar and Unilever. Driven from a young age to make his mark on world business, he gained distinctions in both his undergraduate and graduate business degrees at University College, Dublin, before taking a role at Mars. He burned through the ranks and worked four different jobs over 18 months, ending his stint there as Sales Research Manager. Throughout the 17 years Andrew ran his agency, he bought two properties, got married, had two children and established himself as one of the biggest players in international retail strategy. But it wasn't enough. At the peak of his career, Andrew felt empty.

Today, he believes that a 'heart-centred' approach is the only way to run a business. What is a heart-centred approach? "Leading with the heart is about being authentically yourself, and enabling others to be authentically themselves," says Andrew. "That starts with the top. Leading with the head has led us to where we are now: a profits-focused, numbers culture, where people are treated like machines.

"Starting from childhood, our command and control-based culture tells us what to do and punishes us if we don't comply. Ingrained systems that give little reward or recognition for good work exist at every level of education and in all industries, all around the world."

That's all very well, you might say. But how does this relate to running a business? Making a profit is what businesses exist to do. And that must involve commands and controls. The team at Thornton's Budgens say otherwise. When Andrew put heart-centred principles into every fibre of its business, he turned falling sales figures around to year-on-year growth. Staff started to stay instead of leave. How did he do it?

This case was prepared by Alexandra Falconer under the supervision of Randall S. Peterson, Professor of Organisational Behaviour at London Business School. London Business School cases are developed solely as the basis for class discussion and are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management

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How it all began

As a graduate trainee for Mars, Andrew had moved to London from his home country, Ireland, at the age of 21. At 42, he had what he describes as a spiritual crisis. Despite being disillusioned for some time with leading the consultancy, the paralysis of the US after 9/11 meant half of his clients vanished. “With consultancy, you have to keep reinventing yourself,” he says. “I said to my partners that I didn’t think I had another reinvention in me. At the time, I didn’t realise the significance of those words.”

He threw himself into the next pitch anyway – for British American Tobacco. His firm was pitching with the advertising agency WPP and were on track for a buy-out. Andrew sunk all his hopes into the pitch, promising himself that if it was successful, he would go off and “do something else.”

They didn’t win the pitch, and, as Andrew discovered later, the job got pulled anyway. “That was a low point,” he says. “What was I going to do? I had two young kids. My sons were 10 and 12. I couldn’t just chuck it in. My then wife would not have been happy if I’d said: “Let’s go and tend llamas in Peru.” I had a personal coach and she helped me see that that I had financial assets in property: we owned a flat in London and a cottage in Sussex we were living in. I could afford to live for a couple of years without bringing any money in.”

Andrew’s marriage ended not long afterwards. Searching for purpose and meaning after his life had been upended, he began to explore personal development. Not being of a material bent, he didn’t buy a sports car or fill a cellar with whiskey. Instead, because business is at his core, he bought two supermarkets. His partners at the consultancy had bought him out for very little, but it was enough to use as a down-payment to buy a Budgens store in Crouch End, north London, in 2006. A year later, he bought the Belsize Park store, too, a few miles away, next to Hampstead Heath. Business was up and down until Waitrose opened next to the Crouch End store in 2010 and sucked all his customers away. Profits were now falling in both stores and he was losing more staff than he wanted.

Andrew had reached crisis point. He had witnessed enough of the cut-throat, hyper-competitive nature of the food retail industry to realise something had to change – both within it and in himself. He knew there had to be another way.

After three months in India on a sabbatical, he returned to spend a year talking to people about heart in business and what it meant, getting together a few like-minded friends whom he’d met on his journey and forming the organisation Heart in Business to “inspire and advise companies on growing people and growing business to full potential for a better society”.

In front of him now lay an incredible opportunity that his life thus far had laid the perfect foundations for. He had the means to put all of his learning and his deepest convictions into action by running his own retail business – Thornton’s Budgens – heartfully, under the principles of his burgeoning consultancy, Heart in Business. That business operates today on exactly the same mission and principles Andrew developed at its birth.

Heart in Business: The mission

Our mission at Heart in Business is “growing people, growing businesses to full potential for a better society.” Our dream is of companies where we have a purpose. Companies that make a broader contribution to society and see the world beyond the next set of quarterly profits. Companies where we consider all our stakeholders – our employees, our community, our planet and of course, our shareholders. And where we know that this focus will still deliver very good returns for shareholders.

Companies that care about the impact on people, whether those people work in our company, are customers or live in the community in which we operate. Companies that access the full human potential of their employees, where everyone is doing the job they love doing rather the one they are good at, a place where there is passion, self-leadership, authenticity, and love, where we are all making a difference, we are all heard and understood, we all hear and understand our colleagues.

Companies where there is heartfelt leadership, where we co-create plans and where wealth flows. Companies where people are themselves without fear of judgment or punishment.

Companies that care about our planet, that consider future generations, companies that take into account what we are leaving behind for our children and grandchildren. This is our dream of how companies will thrive in the future; indeed some companies already are. In fact, at Heart in Business Limited, we believe this is the only way forward.

This is not just the story of how one man's mid-life crisis led to the transformation of a north London supermarket. It's a lesson in why you need to create happiness to grow true success.

Heart in Business and Thornton's Budgens

In July 2011 the psychologist Martin Seligman told then British Prime Minister David Cameron that if he wanted the UK to be truly prosperous, he needed to give wellbeing the same weight as financial wealth. Seligman – the creator of what is now known as ‘positive psychology’ – says that “the goal of good government is not just the alleviating of misery but the building of wellbeing.” In his positive psychology model, Seligman created a framework for wellbeing made up of five building blocks, summed up by the acronym PERMA: positive emotion, engagement, relationships, meaning and accomplishment.

Source: Seligman PERMA model <https://positivepsychologyprogram.com/perma-model/>

Andrew knew in 2011 what David Cameron didn't: that true success can never be solely about profit.

His first priority on the ground was to invest significantly in the human potential of Thornton's Budgens by coaching some of the staff and leadership team to release their creativity at work. Through the Heart Programme, a third of the 80 employees were mentored to explore ways they could unlock the power of their passions at work, to gain a sense of pride and empowerment.

It was a live experiment and a risk. But by directly applying the principles he believed in to his retail business, Andrew was able to learn instantly the effects of this approach. By 2016, like-for-like sales were growing at 5%, while neighbouring stores' figures continued to decline, and the average length of service was 54% longer. Today, everything the team at Heart in Business does has been road-tested at Thornton's Budgens.

Now Andrew could see the evidence – in his sales figures – that his deeply held beliefs about human potential and freedom at work had tangible and powerful effects in the real world. But while he knew that to be the case, he had a hunch that he might need a more concrete way of proving that harnessing the creativity of his people was responsible for the turnaround of his business. A solution came in the form of Mark Vandeneijnde and Sujith Ravindran from the global assessment, training and coaching organisation Being at Full Potential. Their Human Potential Assessment tool exists to measure how much human potential an organisation is realising and utilising. Consisting of 83 questions from which four states and 23 dimensions can be derived, these measures are used to quantify how much of an organisation's human potential is currently being expressed and what it needs to focus on to improve.

Long-time friend and mentor Lawrence Bloom, Secretary General of the Be Earth Foundation, introduced Andrew to Mark and Sujith. Andrew says: "They're the hand and you're the glove. I had this vision of building a heart index – a way of measuring the heart of a company. And that's what these guys have done with the Human Potential Assessment tool. Mark is former Head of Research for Procter and Gamble Europe. He too got disillusioned with the corporate world. We had followed a similar path, travelled the world, interviewed people and realised that we were interested in human potential. When he developed the tool he found that there was a direct correlation between how much of their potential people were using and how happy they were. Which is not a surprise, but it's nice to be able to prove it. Until we used that tool, there was no way to show to anyone that the success we've had with the Belsize Park store is down to the people. It allows you to prove that when people are using their potential, you sell more."

There was just one problem: Andrew had brought Mark and Sujith in too late to show the difference between Thornton's Budgens before and after the Heart programme. The programme was up and running. The four states and 23 dimensions are measured by the insights gained from in-depth interviews with staff. There was no data available from the time before the Heart Programme started. But they were surrounded – in the middle of north London – by other Budgens stores which were not run along Heart in Business principles. A 'control' store was chosen for comparison and the manager agreed for all his staff to take the survey.

Thornton's Budgens rated above the control store on every single measure (see **Exhibit 1**).

Key findings from the Human Potential Assessment

Applying Heart in Business principles to Thornton's Budgens has had a direct impact on business performance, reversing sales growth from -7% in 2014 to +5% in 2016. The control store went from +2% to -5%, in line with other, similar UK food retailers.

Soon after the first coaching sessions with the leadership team, new concessions began to appear on the shop floor. The team had decided to use their knowledge of the local community to experiment with what they could offer in the shop. A juice bar and a sushi bar were soon introduced, and flourished.

Coaching meetings also revealed enthusiasm among all the staff to engage more with the local community. Staff were keen to offer more targeted product ranges and make the store more visually appealing. Team members with creative leanings were encouraged to put their talents to work in the shop. Take Sealan, who runs the fruit and vegetable department. "He had shut his creativity away," explains Andrew. "In one meeting we were talking about flow and he said he was really creative and he loved building things. So he started building these really great tomato displays. He has grown physically – he literally looks taller, he's more confident. He used to be very quiet but now he's tapped into his experimentation and play, his whole persona has changed. The tomato displays are famous in Belsize Park. People bring their newborn babies in to take photos of them among piles of tomatoes!"

Daniel Frohwein met Andrew on an adventure weekend known as 'The Iron Man of the personal development world.' The Warrior Adventure Weekend takes men through their personal breaking point in order to find a sense of mission. Afterwards, organisers encourage participants to continue the work by joining local circles. Andrew and Daniel both joined the Belsize Park circle, where Andrew approached Daniel to help him. Jim, the store manager at Thornton's Budgens, had retired after a 20-year stint, leaving a considerable hole to fill. But Andrew didn't want another store manager. He wanted something different. "He said to me: 'You've got retail experience. You've got coaching experience. You've got higher purpose'", says Daniel. "So that's how I got here."

His remit is to build on the current culture shift and to engage people from a more holistic perspective, empowering them to self-lead and overcome the barriers that typically exist in corporate environments. "I'm here to grow the people and grow the business," he says. "I have two titles. One is Head Coach and one is Team Leader. My brief was to shift and continue the shift through the way I work with people and change processes."

As a leader, Daniel defines success as growing others. Jack Welch, former CEO of General Electric – famous for growing the company by 4,000% during his tenure – once said: "Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." Daniel has prioritised this above all else: 30 people have recently gone on an English course. "In retail the big issue is cultural differences," he says. "Nearly every retailer in the country that has more than 20 people has cliques. We have here a pan-Russian group, with the Bulgarians, the Russians and the

Lithuanians; we have Bangladeshis; we have Sri Lankans; we have some North Africans and we have Middle Easterners. I'm the only Englishman in the place. Andrew is Irish. So the English course will not only improve their English, but bring them together and bond them."

Daniel says that for both business and personal change to happen, he creates emotional safety first. 'Psychological safety', which shares many defining characteristics with emotional safety, is a term coined by Harvard Business School professor Amy Edmonson, described as "the shared belief that a team is safe for interpersonal risk-taking." Leaders create psychological safety in their organisations by three paths: Framing work as learning, rather than execution; acknowledging their fallibility; and modelling curiosity by asking a lot of questions.

When Daniel arrived, people were scared. They thought their jobs were at risk, or that they would be found out for past misdemeanours. "Jim, who had been leading, had been here a very long time", Daniel explains. "People had literally grown up with him. All of a sudden he was just gone and it happened quickly. My job was emotional safety first, then I got into one-to-ones with all the people and started to create change. After that I started to look at the business processes."

Daniel set up his own company when he was 30; an advertising and marketing agency producing communications. He wanted to create a different kind of company, instead of another outfit "where the editor and art director could fight and have their egos playing out." Despite purposely creating a structure where teams could work together constructively, he couldn't escape the "nasty business practices" of his clients. After a three-year sabbatical doing community work in the media, he wound down his agency and began to train in executive coaching. "I'm interested in how people relate to each other and where their blocks are. That's where my purpose lies."

Daniel has also set up the 'Change and Promotions Team', drawn from non-management staff, to encourage all staff to enact change and innovation. National and international celebrations and festivals provide rich opportunities for collaboration. A group has just been formed to decide the new products the store will stock. "Lots of people have never been heard and now I'm asking them to make their own decisions. I ask them what they would do if they were running the place. It's sinking in", he says. "They've seen that I'm following up. They've seen that the shop is improving and that sales are beginning to rise. We're beginning to turn a corner. An upward trend is happening. They felt pressure. They were initially taken off the shop floor, so when they went back on the shop floor, more work needed to be done. So I've put in place an extra budget that allows me to put in extra resources around when I'm taking people away, creating the space to grow. They were really excited about that because it was the first time they were given budget to spend. These are non-managers. They may not have a lot, but they're getting choices and they're being empowered. Simple choices and simple empowerment."

Daniel says there's no formula for what he's doing, but there is a clear set of rules and principles: consistency, integrity, sharing, fairness and understanding. His mission in life is to help people realise

their potential. “People need to be clear about their purpose”, he says. “Once they’re clear about that, I look at performance. What bits do you want to change? Someone might say ‘Communications and accountability.’ So I’ll say, ‘What part of communications and accountability? Is it eye language, body language? I’ll ask them to rate themselves. How good are they out of 100 right now, if 100 is where they’ll be when they’re at their optimum level? Then I’ll ask them to ask their colleagues to mark them on it. They’ll get their colleagues feedback on how they are.”

A higher level of human potential is being utilised in Thornton’s Budgens compared to the control store

(see **Exhibit 2**)

Is realising human potential is the key to creating happier workplaces? Andrew’s friend and colleague Mark Vandeneijnde, Co-Founder of Being at Full Potential, says that our true potential originates from a deeper place within, a place of inner fulfilment. He and Sujith found that full potential reveals itself when people ignite the human spirit and find opportunities to utilise their unique gifts and talents in service of a meaningful cause, as part of an abundant and aligned approach to life.

Mark and Sujith have found that the deeper we step into our human potential – by expressing each one of the 23 dimensions on their Human Potential Assessment – the happier and more fulfilled we will be.

The pair have identified the mindsets or attitudes contributing to human potential realisation. The eight ‘Being Attitudes’ (see **Exhibit 3**) can be measured and cultivated as part of an organisation’s culture.

With the prevailing global corporate culture as it is – with an emphasis on productivity alone – much potential is wasted, say Mark and Sujith. Companies will always focus on productivity, which is both natural and necessary. But by ignoring the importance of releasing the human potential of employees, people become disengaged and less productive. “If organisations are able to evolve their cultures around these eight Being Attitudes, they will automatically create the conditions for employees to express their potential and deliver breakthroughs in performance,” they say. The iceberg diagram (see **Exhibit 4**) illustrates the relationship between the eight BEING Attitudes at the bottom, Human Potential Realisation (i.e. the four Being *States* in the centre) and the typical critical organisational performance metrics at the top.

The 30% of Thornton's Budgens employees who received Heart Programme coaching scored higher than the ones who did not

(see **Exhibit 5**)

It was this finding that drove home the need to Andrew to get a dedicated full-time coach for all the team to benefit from being at their full potential. Daniel, who started at the store in 2018, immediately got to work. With 64% of the human potential in the store being utilised, there was still room to grow.

When the team members were asked what their strongest asset was, the answer, for the vast majority, was customer orientation. They were right. Customer orientation received the highest score on the Human Potential Assessment. When the team was asked how it could grow collectively stronger, every single member chose self-leadership. It was a moment when everything shifted for Andrew. "Four or five people all said the same thing simultaneously," he says. "Running businesses the old way, I would have said inventiveness. Of course, if you focus on self-leadership, your inventiveness goes up naturally. And we have so much more inventiveness, so much more innovation happening now across the company that didn't happen before. The ultimate test on this journey was when Jim – the old manager – retired and was replaced by Daniel. He's not a store manager, he's a coach. Bringing Daniel in came directly from the team's answer to that question. For example, if the group had said they want to focus on getting things done, something completely different would have happened."

Self-leadership

The self-leadership team are department heads who "wish to empower themselves and self-lead", says Daniel. It meets on the first Thursday of every month and soon, every fortnight, for discussion and development. "In the first one I said, 'I've only known you two weeks but here's what I like and see and respect in each of you. Then I said, 'Right, would anybody here like to honour anyone?' And everyone did. It was a beautiful moment because no one had ever done that before. By then I'd already had one coaching session with each of them. Generally, the first coaching session is trust-building, and deciding on a few goals that look easy. Then the second session gets a bit grittier and by the third session we're looking at sabotage behaviour. In the last meeting I broke them up into groups and did listening exercises. Good listening, bad listening, and really being empathic to each other. We've done lots of workshops. In a typical retailer – why bother invest in people? Keep your people costs at the bottom, get your margins right, keep your marketing slick. Here, the employees get spoiled!"

Cohesion among the staff is key. "There's no point in efficiency and product service leadership without staff closeness. Somebody might have a complaint or a criticism and they'll come to me. I'll say I'm happy to hear you, but why don't you go and talk to them? What kind of advice would you give them? It's about letting them get on with fixing their stuff."

Daniel is available for advice at any time, but he's not there to give solutions. He's there to guide people towards their own answers. "They know they can come and talk to me anytime. If they don't get what they need from their line manager, they might come and tell me. I tell them to go back and ask a different way. If they still don't get it then they come to me again. Then I go to their line manager and say that someone has come to me with some issues, how can I help? You're saying no to them about something. How can I help? Either we get together and resolve it, or the line manager will say we can't. That's the practicality of it. We try and give people the jobs they want to do. That's part of the ethos. But the truth is that you can't do 100% of what you want in a job. There's a trade-off between practicality and ideas and we're finding and addressing and redressing that line as much as we can.

But what do the people think?

Paola is from Italy and started work at Thornton's Budgens four years ago. She improved margins on the sandwich counter by building on the standard British offerings of tuna or egg mayo and providing options like speck ham, brie and mushrooms, as well as upgrading the bread and salads. She has recently been promoted to an administrative role in the store.

She says: "I was very shy when I started here. After a few months I saw that we had a Heart Programme meeting and I was very scared. I knew we needed to share our feelings and I didn't want to go. Sometimes when you're pushed to do something it's good. I had colleagues helping me to understand the questions, so from that time I started to realise that I didn't need to be scared because there were people helping me. Andrew is not just trying to build a business. He's building personalities and relationships.

"You feel that you are not just a number. You are a person. You have the freedom to say anything you want to say. I'm usually careful not to say what I think, but they have showed me that you can let people know how you feel. Most jobs give you skills or give you potential, but this one has changed me as a person. I'm always grateful because I look at me four years ago and I look at me now and the change is so big.

"On the sandwich counter they gave me and my colleagues the opportunity to bring our own ideas. Then one colleague from Bulgaria brought in some amazing feta. It was very popular with the customers. It was only a little more expensive but we sold more and made more money.

The biggest lesson I will take away from this job is to respect people. We can be different but we can all live together. I want to teach that to my own kids. Another lesson is to not be scared of challenges. Maybe they won't always go the way you hoped, but there is always another chance to have another go and do better!"

Shanthy is in the Senior Leadership Team at Thornton's Budgens, as Financial Controller. She says her biggest challenge with the Heart Programme has been encouraging people to find their own solutions, because at first it took more time to enable people to find their own answers. Now, that early effort has paid off: "I was so used to just giving people solutions that I had to stop myself from doing it. It's quicker to do that most of the time. Forcing them to think took time. At the start it was hard but now it's easier. Thornton's Budgens doesn't run like a traditional supermarket. There's a lot of cross-functional working. One department doesn't do anything without considering how that will affect all the other departments. There's a lot of freedom. If you want to introduce a product it's up to the manager of that line. You don't have to check with senior management.

"I'm more confident. Because there's a freedom to make your own decisions, you're forced to make them because if you ask somebody what decision to make it won't look good! I push myself more to find a solution to a problem before I run to a manager. It's useful not just in work but in everything else too. It's made me more proactive and independent."

An imperfect world

Andrew and Daniel are visibly proud of the store. Just two weeks ago, a suspected armed robber held up the Post Office within the shop by waving around what turned out to be two sawn-off pipes. After being jumped on by security, Daniel managed to wrestle the money off the thief, who was then taken away and convicted. Andrew says that it took him less than two hours to see the good that would come out of the incident: a strengthening of the team. On the store's WhatsApp group later on in the day, staff shared messages saying how safe they had felt in the middle of what could have been a lethal event.

Daniel says: "I don't want to say we're a paradise because we're not there yet. There will be days where it looks like any other place, but most days it doesn't. When I hear that a member of staff, on a winter's day, brought customers' shopping to them by hand because our delivery vans couldn't drive on the slippery roads, you know that our people care, and it comes from the top. Me and Andrew and Shanthy are committed to putting our hearts into this business and into everything we do."

In a perfect situation Andrew would pay all his staff more. "I don't want to be paying anyone less than a London living wage. We're in a brutally competitive sector. Only collectively can we create the wealth. It's not a magic wand, there's not a pot of gold sitting there. It's not like I'm a multimillionaire and everyone else is on slave labour!"

Despite his desire to give everybody a pay rise, Andrew knows that financial rewards alone aren't enough to motivate or keep staff. That's what author and researcher Alfie Kohn said in 1993 and it's what the majority of evidence still stacks up to today. Kohn found that while rewards are effective at producing temporary compliance, they are "strikingly ineffective at producing lasting changes in

attitude or behaviour.” Andrew’s experience backs up the claim. When Lidl recently upped its wages to £9.20 an hour, the Budgens control store down the road lost a high number of staff. Thornton’s Budgens didn’t lose one. Andrew says: “We don’t pay what Lidl pays yet, but people stay. Maybe they could get 50p more an hour somewhere else but they don’t leave. There’s other reasons why people stay with a company.

“Pay is commonly number three in the list of reasons why people stay in their jobs: numbers one and two are almost always something to do with purpose. People stay in their jobs because somebody is supporting them, or they can see progression, or they feel they can make a difference. Every study is different but money is never at the top.”

Despite their achievements, Andrew says that Thornton’s Budgens and Heart in Business is “only just starting.” The Heart Programme started four years ago. After that time, he’s happy to say that they know what works and they know what doesn’t, but for him these projects are a part of him and, as such, a work in progress. What doesn’t work? “We were using hypnotic recordings to help people connect with their inner selves,” he says, “but we didn’t create the time to do it properly and it was all a bit haphazard. And prior to Jim retiring we were still a bit schizophrenic with self-leadership. I’d be off doing other things and then things would revert back to command and control. It takes a real concerted effort. You have to be structured and disciplined and definitely not soft. If people want to behave in the old way then they can’t stay.”

Emotional contagion

Psychologists define emotional contagion as the tendency to automatically mimic and synchronise expressions, vocalisations, postures and movements with those of another person and, consequently, to converge emotionally. Emotional contagion has been with humans since the dawn of our species. In a time before language, if people could recognise fear as a result of feeling afraid by looking at someone else who was afraid, they were more likely to survive. Even a crying newborn baby has the power to set off a whole ward.

Andrew says: “Emotional contagion is incredibly powerful. I have seen the positive energy that develops in people and how that shifts around to other people. I saw that with Sealan when he made the tomato display. I saw how he became energetic and engaged and spread that to the people around him and inspired them to make similar displays. There’s a woman who’s been shopping in the store for 18 years. She says that the faces she’s seeing in the store are on the same people, but now they’re completely different. It’s definitely contagious. If people want to be grumpy and miserable they become isolated and they leave. They feel out of place. When you’re recruiting people, a positive energy attracts that sort of person. The people that come to interview now are brave and energetic and more willing to be themselves.”

Shanthy agrees that emotions at work are 'catching'. She says: "How you feel at work affects your home life. And how we feel at work affects other people at work. If someone is moaning because their delivery hasn't been put out or whatever, it affects you. With this way of working, that doesn't often happen because everyone helps everyone else!"

Shanthy says that happy people make a place work better and that having the freedom to make choices helps people blossom and brings out talents and everyone's full effort; "You don't just clock in and clock out. You're encouraged to bring your whole self to work."

Surma is Head Buyer at the store. She returned from an extended maternity leave four years ago. Since then, she's witnessed the energy and productivity of the staff grow alongside the integration of Heart in Business into Thornton's Budgens. "When I had coaching two years ago, there were five of us involved and we were all trained to become coaches within the store," she says. "Then, I sensed how big the changes were. We found our strengths and we used that programme to coach our colleagues through the same process afterwards. It made us closer and a lot more understanding of each other. It gave me such confidence. I had worked here for so long that I had become reserved. But then I realised 'yes! I can do that!'"

She says the Heart Programme has allowed her to be happy: with her colleagues, her work, and her environment. Before the programme she was afraid to take risks and make mistakes. "Now that fear is taken away", she says. "It makes a massive difference to work that way."

Heart in global business

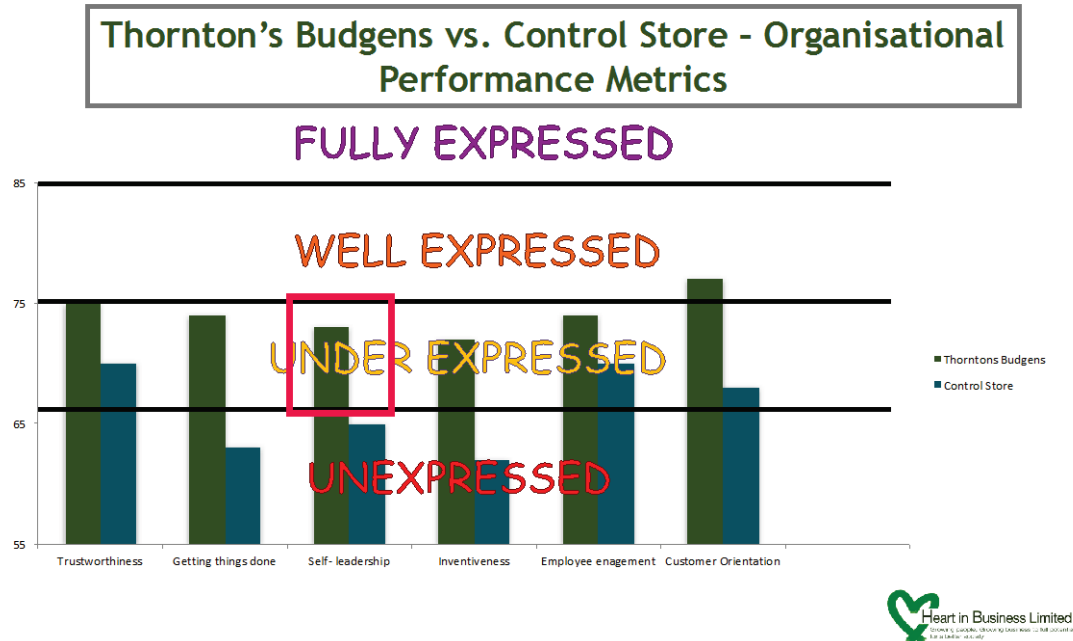
If he were an MBA student today, Andrew says he would seek out the companies that are aligned with heartfelt principles, write to them about his successes, tell them he likes what they do and ask to come and work for them. "Unless of course you're already a senior executive in which case you'll have enough clout to make this happen in your own company. If you're not, then go and make it happen somewhere else. Find someone who is doing it already and help them in that process."

In business and in war, the bullies are the ones who will push the weak ones. "We have to be strong," Daniel says. "As I teach my kids, and as I teach everyone who will listen, be kind and strong. Don't overdo it. Don't be too strong, don't be too kind. In business there will always be someone who is stronger than you, who will shaft you, and there will be a group of customers who will go over to them. But you develop an honest reputation for your team and your people, and your people love each other, and that's what money can't buy."

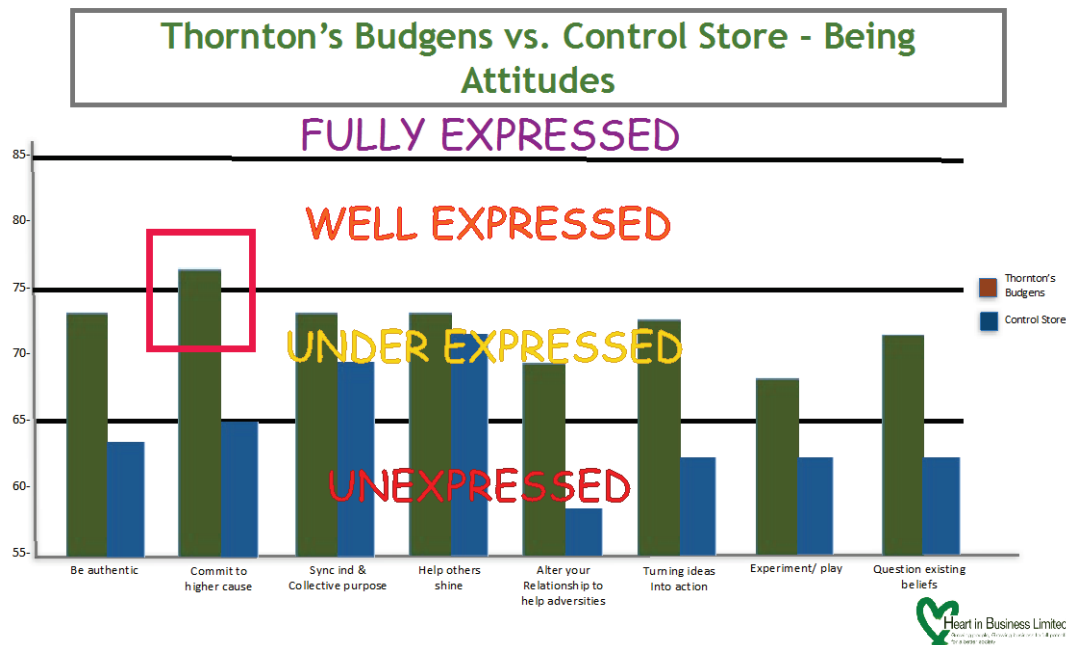
Heart in Business is a certified Benefit Corporation. Benefit Corporations maximise benefit for all their stakeholders, not just the shareholders. There are 2,500 'B-Corps' in the world now: Ben and Jerry's

is a B-Corp, Danone is in the process of becoming one, and Unilever is considering it, according to Andrew. “Danone will have a competitive advantage in the long term – they will soon start to see the benefits. Big corporations will start to look at other big corporations and start to follow. But it’s not happening tomorrow. If the CEO of Danone came up to me tomorrow and asked for advice, I’d tell him or her to start with themselves. It’s got to start with yourself. How can you be more authentic? How can your board be more authentic? How can you align your life purpose with your organisation? Because if you’re leading an organisation and you don’t know what your life purpose is, it’s not going to work.”

And how about businesses that want to make the journey but have not started? Andrew started at the top in his business, by approaching management differently. Certainly, senior management needs to buy into the idea for this work, but at the same time people in the organisation need to see a change in management for them to start acting differently. Is it a chicken-and-egg problem, where we do not know which come first – unhelpful management or dysfunctional culture? Versus heartfelt management and productive culture? Or can we really simply change the way we manage as individual managers and start the change?

Exhibit 1: Thornton's Budgens vs. Control Store

Source: Heart in Business <http://heartinbusiness.org/>



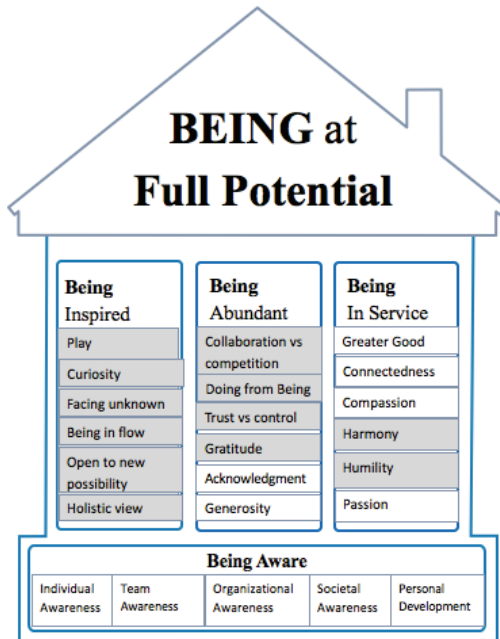
Source: Heart in Business <http://heartinbusiness.org/>

Key measures	Thornton's Budgens	Control Budgens	Performance Variance
% Human Potential utilised	64	59	+ 8%
Sales (2016 vs. 2015)	+5%	-5%	+ 10%
Average length of service	3.4 years	2.2 years	+ 54%

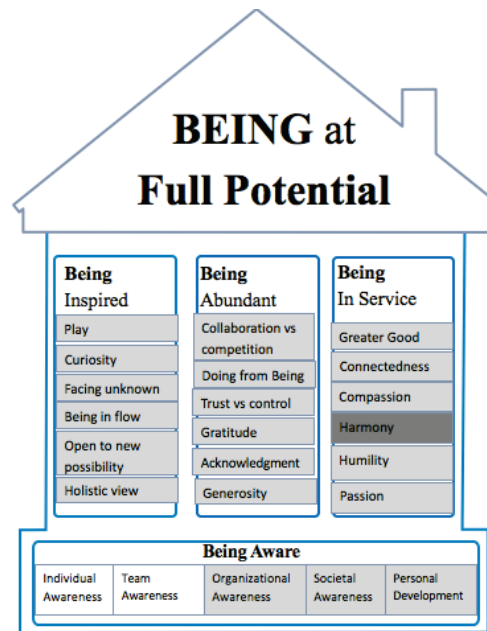
Source: Andrew Thornton

Exhibit 2: A higher level of human potential is being utilised in Thornton's Budgens compared to the control store

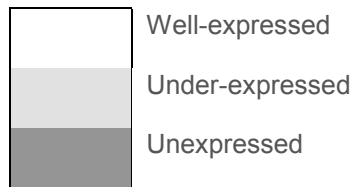
Thornton's Budgens



Control store



Key



Source: Andrew Thornton

Exhibit 3: Being Attitudes

Number	BEING Attitude	Qualifiers/ Characteristics	Definition
1	Live in a State of Enquiry	Curiosity, questioning the status quo	Measures the individual's willingness to honestly reflect on his/her own thinking and assumptions when challenges arise
2	Fierce Authenticity	Fearless in addressing issues/challenges, being truthful	Measures how truthfully and openly the individual reveals himself/herself to his/her various stakeholders
3	Harness the Intuitive Mind	Using your intuition, taking action in uncertainty	Measures the ability of an individual to access his/her deeper knowing in order to navigate through complex situations and develop concrete actions
4	Relentless Experimentation & Play	Taking risks, trying out new things	Measures the extent to which an individual embraces uncertainty and genuinely encourages playful experimentation
5	Helping Others Shine	Using each other's strengths, collaborative	Measures how well an individual uses his/her intuition/gut-sense to navigate through complex situations, understand motives and make decisions
6	Alter Relationship to all Adversities	Positive mindset, attitude of overcoming obstacles/setbacks	Measures the individual's willingness to accept and open-heartedly engage with any challenge that comes his/her way
7	Commit to a Higher Cause	Embody higher values/ethics/morals, seeing meaning in their work.	Measures the extent to which the individual is able to align ALL of his/her activities behind an inspiring long term vision
8	Synchronize Individual & Collective Purpose	Dedication to the company, selfless	Measures an individual's ability to leverage the passions and talents of people in order to meet and exceed the deliverables of the organization

Source: "Being at Full Potential" - <http://www.beingatfullpotential.com/>

Exhibit 4: Relationship between the eight BEING Attitudes, the four BEING States, and typical organisational performance metrics



Source: Andrew Thornton

Exhibit 5: Comparison of Thornton's Budgens employees who received Heart Programme coaching vs employees who did not

	Thornton's Budgens coached employees	Thornton's Budgens non-coached employees	Control store
Self-leadership			
Getting things done	75		
Trustworthiness	75	76	
Inventiveness			
Employee engagement	77		
Customer orientation	77	76	

Key

	Well-expressed
	Under-expressed
	Unexpressed

Source: Andrew Thornton