

# COLUMNIST



**Andrew Thornton**

## A measure of success

**Tracking the effects of changes made and listening to feedback are vital to the success of a heartfelt convenience store**

**T**he old adage, ‘what gets measured gets done’, is arguably truer today than ever. I knew that when we developed the idea of running a business heartfully, that we would need to be able to measure the impact of the changes we put in place.

Earlier in the year, I shared how we used our ‘human potential’ model to measure the impact of the changes we made at Thornton’s Budgens.

As compared with a control store (a nearby Budgens), we were using 8% more of our human potential and our sales were 10% higher – a pretty direct correlation. This data was generated by everyone at the store taking an online questionnaire.

We have deepened this process through the creation of the ‘heart’ culture model, which aligns with the dimensions of a heartfelt business that we have developed.

These dimensions come from our practical fieldwork with or-

ganisations we work with.

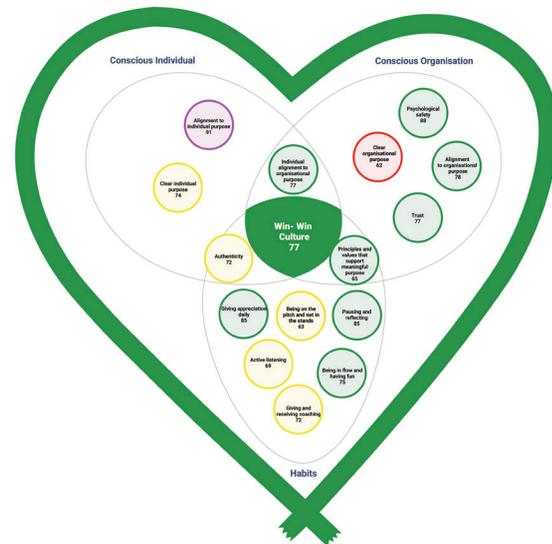
The endgame of a heartfelt business is the creation of a win-win culture. I’d say it’s a ‘win-win-win-win-win’ culture, with a win for your team, customers, suppliers, community and shareholders, and the environment.

There are three overall areas that need to develop – having a conscious organisation, having conscious individuals within it and having the habits to support this. The graphic shows – with dummy data – how these three areas interact and the specific dimensions that operate within each. For example, one of the keys to a conscious organisation is psychological safety, as is having a clear organisational purpose – I have written previously about the importance of these.

With the conscious individual, being clear on their own individual purpose is really important – particularly for people in leadership positions – as is being authentic.

For people to be able to be au-

**HEART Culture Model**



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thentic, they need to feel psychologically safe and trust the company culture – so you can start to see how the different dimensions interact with each other.

The final area is habits – these are the things that an organisation encourages to deliver the culture it wants.

It is hardly rocket science to realise that if you want an open-hearted culture with people being authentically themselves, it’s a good idea to encourage active listening and giving appreciation.

The power of this tool is two-fold. First, you can use the data to help make decisions about how to proceed. Were the enclosed chart to be a real organisation, I’d be concerned about the lack of a clear organisational purpose and values or principles to support one.

I’d be encouraged by the level of psychological safety, and suggest the lower scores for trust and authenticity were affected by the lack of a clear purpose.

The second use is ongoing measurement. Say you had agreed to do some work on developing your clear purpose, post that work you could measure how your scores have changed, in that area and also the impact on other areas.

Used on an ongoing basis, the model also provides an early-warning system of problems ahead.

*Andrew Thornton is the former owner of Thornton’s Budgens, founder of Heart in Business and co-author of ‘Putting the Heart Back into Business’, available for purchase now from [heartinbusiness.org/book](http://heartinbusiness.org/book)*

### ★ Run your own ‘heart’ survey

**+** YOU CAN DO this with any team you work with – your management team, a team in a specific store etc. With this team, select 10 dimensions you’d like to measure. Choose the ones that seem most relevant to you as a team – feel free to introduce your own dimension(s) if you are aware of specific issues. Make sure that, as a team, you are clear on what each dimension means – for example, ‘for us, trust means...’. Get each team member to rate this team out of 10 on each dimension, and then calculate an average for the team. As I outlined above, use these scores to discuss the current situation and identify a dimension or two you wish to develop. Develop actions, implement those actions and repeat the process.