

Realise the Vision!

[of sustainable development]

**AnyBodyCan's
research based model of social and community enterprise,
incorporates a customer-led 'Social Marketing' approach
to strategic planning and operational management.**

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Section 1

1.1. AnyBodyCan is a membership organisation and a company limited by guarantee. The company was established with the primary aim of assisting the development of an enterprising and entrepreneurial culture within all sectors of the economy. AnyBodyCan works in a series of partnerships with other agencies and organisations, specifically those which promote the social and economic inclusion of people who are disabled or otherwise disadvantaged. AnyBodyCan's innovative processes are designed to be neither 'top-down' nor 'bottom-up', but 'inside-out' making use of the existing strengths of the people who wish to create and develop social and community enterprises.

1.2. James Dixon, the Research and Development Director of AnyBodyCan Ltd., spent the first 20 years of his career in the Commercial Sector, including 6 years as a Marketing Director in the international consumer goods market before turning his attention to the organic food market. As Marketing Director of The International Farm Verified Organic Programme and co-founder of The Organic Food Manufacturers Association, he contributed to the development of retail packs of 'guaranteed' organic products which opened up the way for sales via mainstream retailers. After a four year career break studying and practicing counselling psychology, James joined Alcohol Concern and then SCOPE where he worked as a Community Development Officer assisting local groups to become more 'enterprising' in their search for 'alternative' sources of funding. Throughout 1999 James studied Social Entrepreneurship under the direction of the late Michael Young at The Institute of Community Studies. Returning to the North East in 2000 he joined two other Social Entrepreneurs, Steve Manchee and Philip Angier, to form AnyBodyCan. Initially AnyBodyCan was a programme, within The Newcastle Healthy City Project, funded by The Northern Rock Foundation and The Scarman Trust's Community Champions Fund, before becoming an independent Social and Community Enterprise Support Agency in 2001.

During 2005/6 James completed a programme of research for a Master of Studies Degree in Community Enterprise at The Judge Business School, Cambridge University, with financial support from The Northern Rock Foundation and The Monument Trust. During the programme he studied the origin, current development and future potential of social and community enterprise in an attempt to identify some of the 'drivers' and some of the 'pitfalls' inherent within this developing sector of the economy.

1.3. The Research, conducted by James Dixon, while studying at Cambridge University, focused upon the potential role of Resource Based Theory (Penrose, 1959) and Strategy Maps (Kaplin & Norton, 2004) in developing a strategic marketing approach for social and community enterprise. During the research it became clear, however, that there were significant problems being experienced by the eight organisations studied, relating to basic operational matters. In particular there was a lack of clarity in issues of leadership, team roles and the key activities being undertaken. The research suggested that those organisations and communities, wishing to realise their vision of sustainable social and community enterprise development, might wish to consider incorporating operational management and strategy mapping processes into the traditional values, vision, mission & outcomes framework, as in Figure 1.

Section 2

2.1. Social and Community Enterprise

Although the terms ‘social enterprise’ and ‘community enterprise’ are relatively new, the underlying concept of dual responsibility [business efficiency and social benefit] is not. As long ago as 1977, Drucker was writing about the role of organisational leaders in relation to social responsibility. Although he was at that time addressing the leaders of commercial shareholding businesses, much of what he had to say, is arguably of relevance to those social and community enterprises which are today embracing a ‘social business model’ (DTI, 2002). In his 1977 book, *People and Performance*, he wrote:

“Although, in a pluralist society, responsibility for the ‘common good’ is a problem that is never solved, all institutions including business enterprises must concern themselves with the problems of society”.

Drucker also maintained that all enterprises must cover costs and accumulate capital by economic performance. He warned that enterprises which assumed social responsibilities which it could not support economically were in fact irresponsible.

For social and community enterprises to embrace both economic and social aims and objectives, they will need to be able to adapt to a changing environment as well as maintaining an alignment around their existing activities. This dual focus has been described as “ambidexterity” by Birkinshaw (2006) and by Tushman and Reilly (2004). Social and community enterprises seeking to achieve self sufficiency through engaging competitively in the market place might usefully be described as ‘hybrids’. Smallbone et al. (2001) used the term to describe a situation as being simultaneously a benefit and a detriment, Pharoah et al. (2004) to describe the blending of the public, private and charitable sectors and Tracey et al. (2004), to describe the fusion of social and wealth creation goals. For Pharoah et al. (2004) being a hybrid can lead to innovation, opportunity and growth, but also to inherent tensions and contradictions, as well as sometimes being portrayed as a sort of ‘peaches and cream’ combination in which both social and economic returns can be achieved. Since 2001 there has been considerable growth in the amount of attention given to social and community enterprise, some of it based upon ‘hype’ and unrealistic expectation. Increasingly the subject is becoming linked with the UK Government’s public service reforms.

2.2. Public Service Reforms

“In every developed country, there is a central issue for Governments: people want better and higher standards of public service without paying higher rates of tax. Governments therefore face a productivity imperative. Having tried a ‘command and control’ model and a ‘quasi-market’ model they are now introducing a third model in which the Government contracts with [or delegates responsibility to] service providers and holds them accountable”.(Barber, 2006).

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Since the 1980's, a central theme underpinning the reform of public services in western economies has been the emphasis on re-orientating service provision around the user. Motivated by political and economic pressures to enhance their efficiency and effectiveness, providers are increasingly being required to redesign their service delivery processes. Higher levels of expectations from service users, are also adding to the pressure for change (Lynn, 1998 and Laing and Hogg 2002). Farnham and Horton (1993), and Pollitt (1993), comment that the resulting restructuring and reorientation has been characterised by efforts to replicate private sector management culture and practices within public sector settings. Sometimes referred to as 'new public management', this concept has been critiqued as lacking focus and precision (Dunleavy and Hood, 1994; Ferlie et al., 1996). At its core, however, is a fundamental change in the relationship between service providers and users. This relationship between provider and user is increasingly being expressed in consumerist terms, with the rights of service users, both individually and collectively, being emphasised (Walsh, 1994; Keaney, 1999). This changing relationship has seen the application of commercially derived marketing concepts reflected in the panoply of policy initiatives which have been introduced by successive governments (Laing and Hogg, 2002). The underlying assumption behind these initiatives appears to have been that they would effectively force providers to become more responsive to users (Power, 1997), resulting in greater choice, improved quality and, in time, lower costs. Laing and Hogg (2002) suggest that the effectiveness of such initiatives is, however, dependent on the willingness of consumers to change their patterns of behaviour and to renegotiate their relationship with service professionals. Confirming the absence of a consensus, Witzell, writing in 1991, noted that:

“In spite of sustained pressure from government initiatives to promote consumer focused service provision, there appears to be a widespread reluctance to embrace marketing concepts as a means of both understanding and managing the inherent uncertainty of this new environment”.

Within the changing market for public service provision, Patton (2003) detects convergence towards private commercial sector values, strategy processes and methods which are driven by a policy discourse which gives a high value to models derived from the private commercial sector. Patton also notes that these models are often perceived as the most effective mechanism for creating wealth and opportunity. Llewellyn and Tappin (2003) see organisations, which are dependent or regulated by the state, as being increasingly expected to apply models and methods derived from the private commercial sector. Social and community enterprises may increasingly wish to mimic the perceived success of those who advocate the social business model and who are heralded in the policy literature (DTI, 2002), but if they are to embrace this model then they must come to terms with the rules and effects of the market. Traditional attempts to control or limit market forces usually depend upon convergent thinking to focus on clear problems and upon providing well known solutions. Order, simplicity, routine, clear responsibilities, unambiguous measurement systems and predictability are the bedrock of convergent thinking (Foster and Kaplin, 2001). Foster and Kaplin suggest that the core skills of divergent thinking; conversation, observation and reflection should not be seen as replacements for convergent thinking but as being of equal importance. By reducing or eliminating those processes that stifle optimum performance, the twin goals of achieving both economic and social aims and objectives becomes more likely. Shifting the organisation's focus, from minimising risk to facilitating creativity, can achieve a similar effect.

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The changes that are taking place in the way that public services are delivered may be seen as an example of what Bonini et al. (2006), refer to as socio-political ‘megatrends’ that are rapidly changing the lives of individuals, communities and societies. Bonini et al warn of the rising tide of consumer expectations among stakeholders and quote examples of this trend as being: “*shifting values and social norms, rising inequalities, discontinuities in resources and the ubiquity of technology*”. Organisations in all sectors of the economy may be challenged, by the presence of these trends, to review their strategies before embarking upon programmes designed to reflect the changes. An understanding of marketing and of customer value propositions in particular, might assist social and community enterprises to develop sustainable growth strategies which take advantage of these trends. In the changing market for public service provision there may be opportunities as well as difficulties for those enterprises able to mount an appropriate response.

2.3. Cultural Lock-in

Foster and Kaplin (2001) agree with Schumpeter’s (1934) view that organisations need to change at the pace and scale of the market. Foster and Kaplin explore the idea that all organisations need to abandon assumptions of continuity or ‘cultural lock-in’ and tackle the cultural barriers that make it hard to change, even in the face of clear market threats or opportunities. In their book they argue that cultural lock-in is caused by the formation, within organisations, of hidden sets of rules or mental models that, once formed, are difficult to change. At their best they are the core concepts of the organisation, the beliefs and assumptions, the cause-and-effect relationships, but when they become out of sync with the reality of the market in which they operate, they cause managers to make poor decisions and to suppress those people with genuine vision. Outside of the organisation, the market simply waits for the forces at play to work out – for new organisations to be created and older ones to close. Simons (1995) wrote “*The right of any corporation (organisation) to exist is not perpetual but has to be continuously earned*”, while Foster and Kaplin, (2001) went on to say that:

*“Markets create more surprise and innovation than do organisations.
Markets operate on the assumption of discontinuity while organisations
assume continuity. The difference is profound!”*

Marketing activity, which places value on innovation, can be seen to have a role in community development through the practice of exchanging values with others (Gronroos, 1996). Furthermore, greater benefits can accrue to both partners if these exchange relationships are enduring. It is the management of these long-term relationships that has become a dominant concern for marketing managers (Kotler et. al.1999).

Section 3

3.1. Marketing

The rise of consumerism has been extensively documented. Gabriel and Lang (1995), for example, discuss at length the reasons why the consumer has become part of the daily reality in western developed economies. Traditionally marketing views consumers as *“being rational beings seeking to maximise the benefits of personal acts of choice”* (du Gay and Salaman, 1992). In the environment of the commercial sector, consumers (customers) are put first and led to have increasing expectations. Marketing, put simply, places the customer at the centre of the exchange relationship (Kotler et. al., 2003).

“I always say to myself, listen to the voice of the customer. That’s the fundamental essence of marketing”. (Ishizaka, 2004).

Willmott (2001) argues that: *“consumers expect businesses, of all kinds, to be transparently honest, fair and socially and environmentally conscious”*. A significant number of social and community enterprises arguably incorporate much of what Willmott defines as a citizen brand, *“which embodies social values that define the company’s relationship with society, employees and investors”*. Allan (2004) was also presenting the case for social brands when he wrote:

“Consumers are seeking new opportunities to express their values, creating a market for social enterprises able to identify their own customer value proposition”.

Brands are intangible assets that can provide a competitive advantage in the market place if positioned in such a way as to articulate what is the service/product on offer, who are the target audience and what are the benefits Vishwanath and Mark (1999). Blackett (2003), Kapferer (2004) and Klein (2000) all agree that social brands may assist social and community enterprises to break out of limiting niche markets, following the example of the Fair Trade movement. Fair Trade products are being marketed by both social enterprises and commercial companies alike suggesting that it is possible to combine social aims and business objectives. Roberts (2004), when drawing the attention of commercial companies to the need for them to make claims as to their social responsibilities, wrote that:

“Any business must make sense economically, but there are now new imperatives. The business must also be environmentally and socially sustainable over time. We need to guarantee that the foundations are in place for sustainable enterprises across all dimensions”.

Roberts, whose declared mission is to develop a relationship with his client’s consumers which he describes as being *‘loyalty beyond reason’* lists in his book entitled *‘Lovemarks; the future beyond brands’* (2004), some of what he believes to be the essential ingredients within a company’s value proposition. They include: the nurturing of integrity, accepting responsibility, generating trust, offering value, delivering great design and ensuring that service transactions are transformed into relationships. What social or community enterprise would not want to include such values within their own customer value proposition?

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Allan (2004) wrote that:

“Social Enterprise’s twin offer of a business and a social offer may have more in common with mainstream marketing than it first appears”. “Social Enterprises will need to be based on sound marketing principles and a commitment to their underlying values”.

Anderson et al. (2006) suggest that, in the competition for public service delivery contracts, the way in which each organisation, regardless of sector, is able to identify, define and promote its customer value proposition will become increasingly important. Kaplin and Norton’s Theory of Strategy Maps (2004) places this customer value proposition within their ‘customer perspective’, one of three ‘perspectives’ that they state should be included within any measurable organisational strategy. The customer value proposition is a way of describing the tangible and intangible resources available to be promoted as value, and exchanged with customers. The concept brings together Resource Based Theory (RBT) and the theory of Strategy Maps within the wider theory of Strategic Marketing (Figure 2).

Today both public and commercial sector organisations use the ideas and rhetoric of marketing to legitimise change, offering the creation of markets as the solution to a wide range of problems (Brownlie et al., 1999). An example of the public sector’s interest in linking social enterprises with the market for public service provision, came from a consultation meeting on ‘Social Enterprise in Primary Medical Services’ held in Manchester in November 2005, where it was reported that *“many people inside and outside of the NHS (National Health Service) are interested in how social enterprises can deliver services”* (Social Enterprise Network, 2005). Bob Allan, of the National Consumer Council, provided confirmation of this interest when writing in 2004 that *“the public sector, which is looking for new service delivery models, is a major market and growth area for social enterprises”*.

3.2 Social Marketing

There are some health care professionals such as Lowry et al. (2002) who argue in favour of using what they describe as *“social marketing”* techniques (Kotler et al., 2002) in order to improve the take-up of public health services such as smoking cessation programmes. The first recorded use of the term social marketing appears to have been by Kotler and Zaltman, (1971) when they wrote that it was *“the use of marketing principles and techniques to advance a social cause, idea or behaviour”*. In the USA, where the concept and practice of social marketing is well established, there is an on-going debate as to whether or not social marketing is really the same as commercial sector marketing.

“Social, or socially responsible, marketing has many similarities with commercial sector marketing, in that a customer orientation is primary; exchange theory is fundamental [where perceived benefits must equal or exceed the perceived costs]; market research must be on-going [in order to understand the specific needs, desires and attitudes of existing and potential customers]; audiences must be segmented, [with strategies tailored to each segment] and results should be measurable and used to inform improvements in service levels. (Kotler et al, 2002)

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Figure 2 - Marketing Strategy Model

Section 4

4.1. Operational Management [Leadership, team roles and enterprise activities]

4.1.1. Leadership

Social and community enterprises generally accept that they have a responsibility to aim for both sound business and social outcomes, often referred to as a *'double bottom line'* objective (Pharoah et al., 1998). This requirement, to produce outcomes which are sometimes paradoxical, requires a high level of leadership ability to be present within the organisation. If the success of the enterprise is also dependent upon the effective co-ordination and partnership with the statutory, commercial and community sectors of the economy, then the quality of leadership needs to be very high indeed if it is to successfully interface with the predominant leadership approaches of these three sectors (Figure 3). The double bottom line requirement obliges social and community enterprises to actively engage both with statutory and commercial sector leadership practices as well as remaining true to those of the community sector. This means that the enterprises are required to operate within a complex environment and are constantly exposed to paradoxical and often conflicting decision making processes.

James Dixon's research concluded that social and community enterprises do not have to make a simple choice between the predominant leadership approaches such as the command-and-control leadership approach of the statutory sector the shared leadership approach of the voluntary and community sector or the transformational approach of the commercial sector. Social and community enterprises are free to, if they wish, embrace a more dynamic scenario in which an approach to the question of leadership can be distilled from among a range of established theories and practices. Such an approach would need to be acceptable to their stakeholders and be able to be replicated and taught to others. Whether this approach is based upon the *'integrated model'* advocated by Locke (2003) or upon the *'best fit approach'* advocated by Handy (1993) is less important than the fact that responsibility for leadership is not left to any one person within the organisation. In Locke's model there is a requirement for real leadership to be provided by a Chief Executive who allows both influence and ideas to flow to him/her from below while developing a top management team who work together and influence each other. In the best fit approach of Handy, there is a recognition that the requirements of the leader, the subordinates, the task and the environment must fit together.

In his book 'Understanding Organisations', Handy (1993) concludes that:

"Whatever terms are used there is a role for leadership, although it is likely to be a complex one, riddled with ambiguity, incompatibility and conflict".

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While this arguably provides an accurate description of the leadership role within many social and community enterprises the research concluded that the sector might benefit by embracing this ambiguity and adopting the approach of *'authentic leadership'* (Lee, 2003). This does not imply making a compromise in which neither personal nor organisational goals are fully satisfied but it implies shaping new possibilities for individuals and for the organisation. Lee claimed that developing authentic leadership is one of the key challenges facing organisations and needs to encompass all four quadrants of Figure 4.

4.1.2. Team Roles: Envisioning, Enabling and Enacting.

The idea of the organisation as a living and dynamic system of interconnected relationships and networks of influence, rather than a traditional view of it being a machine-like collection of inputs/outputs, may be attractive to some social and community enterprises. This *'organic approach'* (Marshall, 1920), if adopted, requires an appropriate leadership approach. Sykes (1999, 2002) extends and develops Penrose's (1959) analogy of the caterpillar and the butterfly to describe the metamorphosis of the growth of enterprises including those in the *'not-for-profit'* or *'value-led'* sectors of the economy. In his model, individual differences need to be recognised and embraced to maximise their personal development, and change is seen as a positive learning experience. Sykes argues that for an enterprise to go through the stages of growth and development there are 3 essential leadership characteristics, which he refers to as the 3E's; Envisioning, Enabling and Enacting. These attributes are the basis for representative types characterised by other management development commentators including Belbin (1981) and Myers Briggs (1995). While Sykes acknowledges that organic models of organisation development and growth are not universally supported he maintains that *"they do appear to have an intuitive logic: birth, growth and death"*.

4.1.3. Enterprise Activities: Marketing, Production and Finance.

In their 2004 book, *Strategy Maps*, Kaplan and Norton argue in favour of the central leadership team having three key strategic perspectives: 'creating value', 'managing the value' and 'exchanging the value'. These three perspectives are very similar to Sirolli's Management Trinity (1999) which he describes as being: *"The ability to produce the service, to financially manage the service and to market the service"*. Sirolli argues that the Management Trinity cannot be competently carried out by any one person and so therefore all enterprises must rely on a team in order to carry out even its basic function.

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Figure 3: The Social and Community Enterprise Sector’s requirement to interface with the predominant leadership approaches of other sectors of the economy.

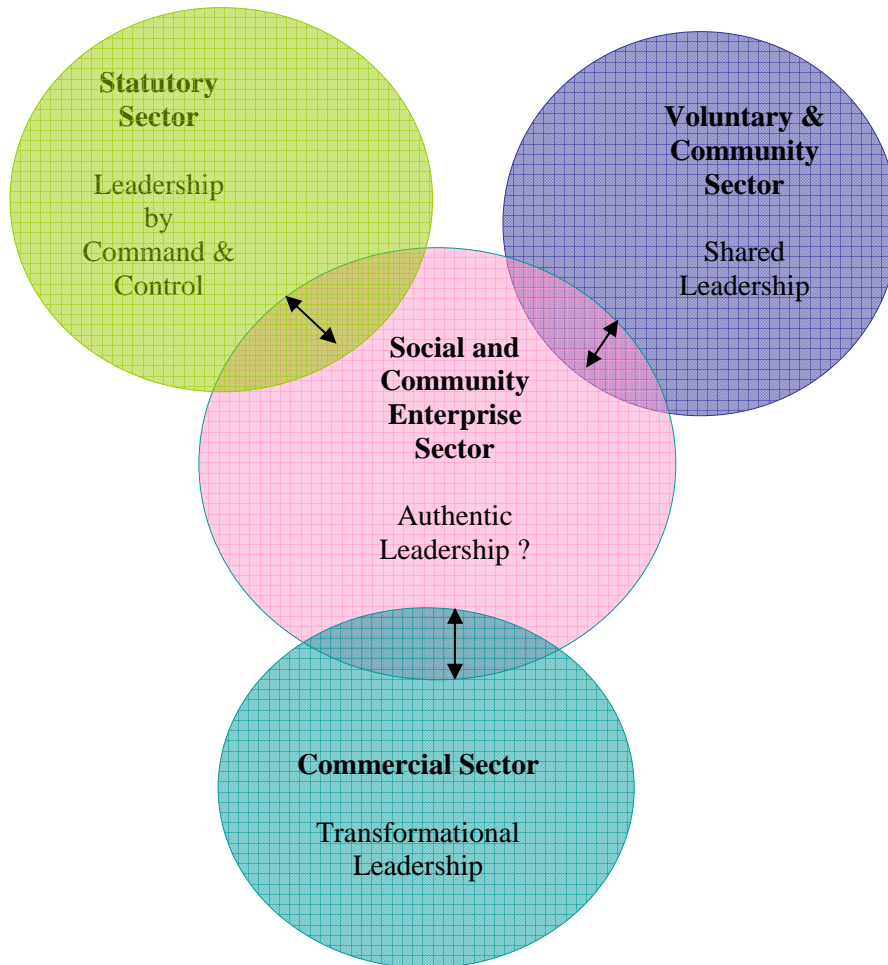


Figure 4: Authentic Leadership [Adapted from a table in Leadership Coaching. Lee, 2003]

<ul style="list-style-type: none"> • Self-awareness • Self-confidence • Managing emotions • Motivating self 	Personal Development		<ul style="list-style-type: none"> • Managing priorities • Communication skills • Team management • Business knowledge
People Focus	Self-awareness	Skills and capabilities	Task Focus
	Motivational leadership	Business leadership	
<ul style="list-style-type: none"> • Understanding others • Developing others • Inspiring trust & commitment • Managing relationships 	Organisational Development		<ul style="list-style-type: none"> • Influencing strategy • Managing complexity • Organisational awareness • Managing change

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4.2. **Strategy Maps:** – Converting intangible assets into customer value [Figure 5]

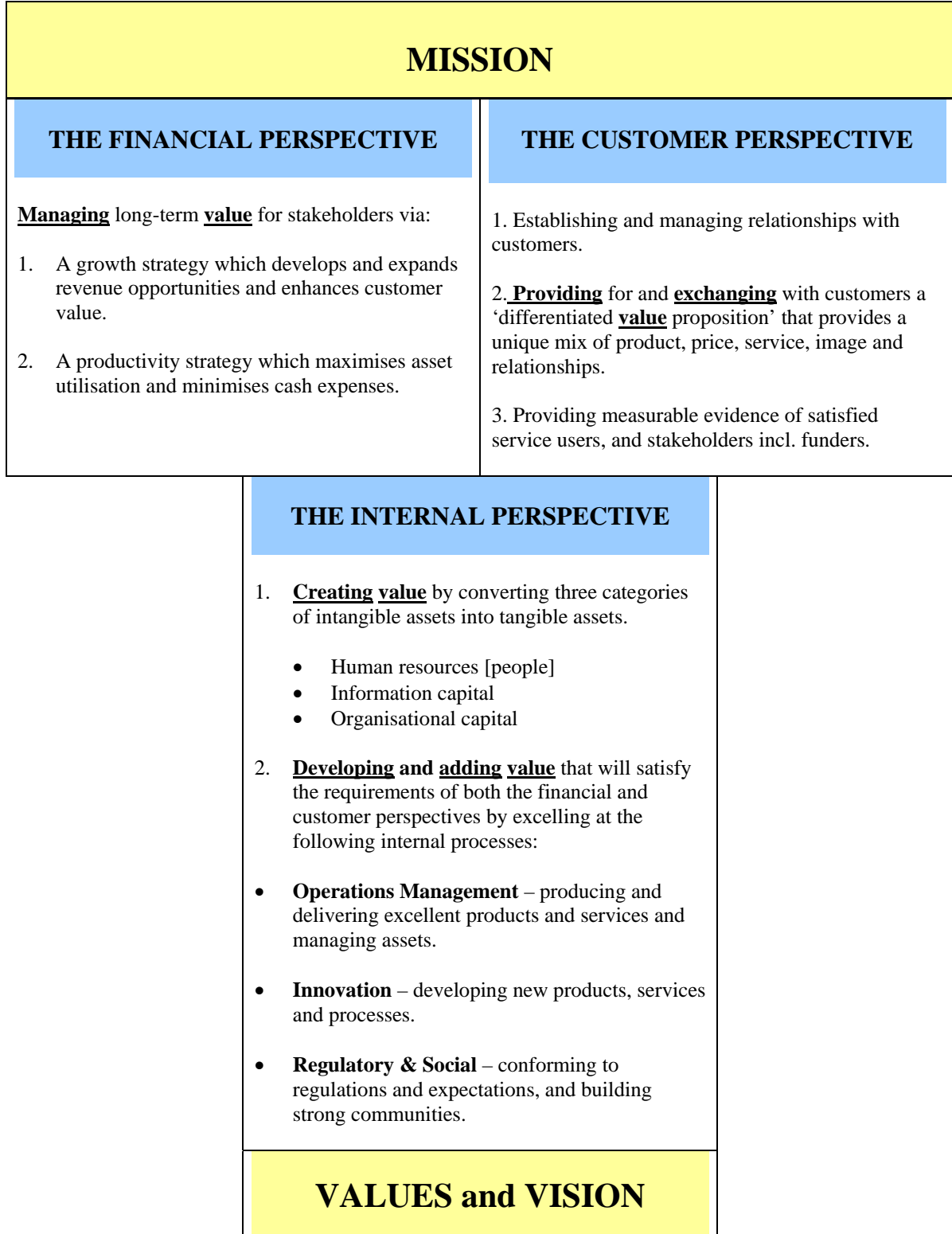
Kaplin and Norton began their collaborative research, into how enterprises might measure their non-financial performance, in 1990. Two of the concepts which arose from their research, and which have become central to their theory of strategy maps, outlined in their 2004 book ‘Strategy Maps’, are the customer perspective and the internal perspective. The customer perspective revolves around the need to provide for a measurable and differentiated customer value proposition, while the internal perspective emphasises the need for creating value and for having customer management processes. In the private commercial sector it is usual for the consumer/customer to both receive the service and to pay for it, with the two roles being complimentary. In the social and community enterprise sector however, it is not unusual for the two roles to be separated, with one group (the recipients, service users, beneficiaries, clients or consumers) receiving the service and the other (donors and contractors), paying for it. In this situation it is not always immediately clear who is the customer. The Kaplin and Norton approach encourages organisations to develop objectives for both recipients and donors and to see both groups as being customers. By placing the customer perspective concomitant with the financial perspective, Kaplin and Norton signal the importance of satisfying both donors and the service users. This awareness and understanding, by Kaplin and Norton, of the characteristics of social and community enterprise was recognised by Butler, (2005), while reviewing their 2004 book, when he commented that: “*Strategy Maps are suitable for both the private and public sectors and for both profit and non-profit organisations*”.

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Figure 5

A Model Strategy Map

(Adapted from a model in the book ‘Strategy Maps’ by Kaplan and Norton (2004).



Section 5

5.1. Social and Community Enterprise Development;

The innovative AnyBodyCan “inside – out” model of social and community enterprise organisational development [Figure 6], incorporating the AnyBodyCan ‘Be Enterprising’ programmes [Coaching and Facilitation] and The AnyBodyCan Enterprise Circle [Hosting and Incubation], emerged during the AnyBodyCan ‘pilot’ programme hosted by The Newcastle Healthy City Project during 2000/1. The model incorporates some of the theoretical ideas of:

The model’s processes are designed to be neither top-down nor bottom-up (both of which are hierarchical) but ‘inside-out’, making use of the existing strengths of the people who wish to develop the organisation. They are not designed to be prescriptive but may be helpful in encouraging people and organisations to recognise where they are on the change continuum and so be better able to anticipate and deal with conditions of change.

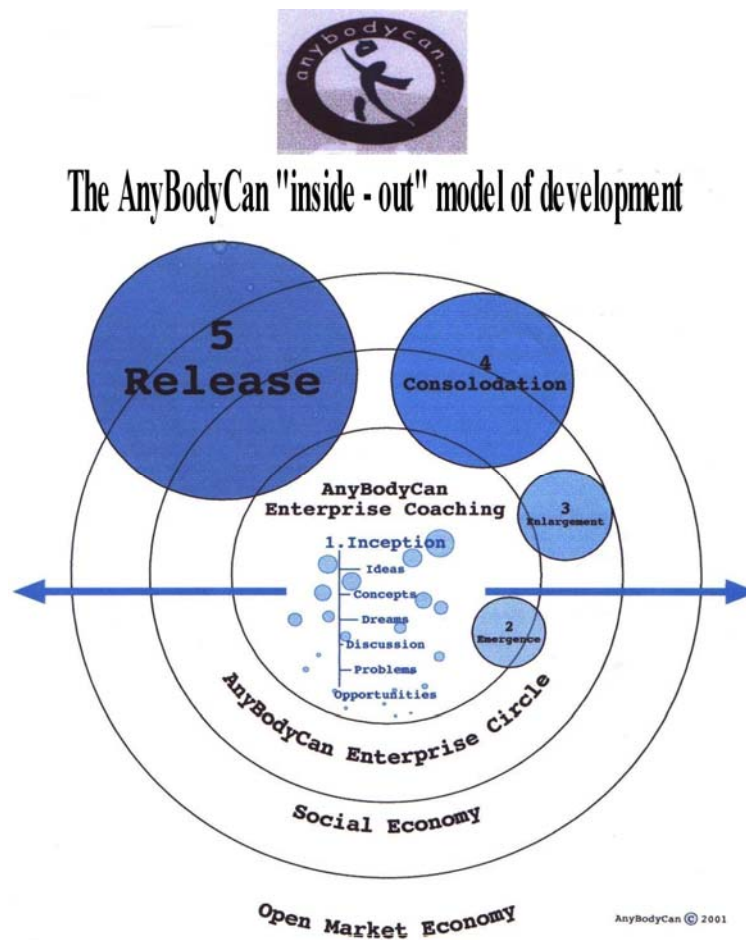


Figure 6

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5.2. AnyBodyCan ‘Be Enterprising’ [Coaching and Facilitation]

‘Be Enterprising’ coaching places value on the principles of Personal Vision, Personal Leadership and Personal Management while encouraging people and organisations to accept the inevitability of change and to see it as a positive learning experience. The process of metamorphosis is often uncomfortable but is necessary in order to achieve growth and long term success that is:

- Economically viable
- Socially inclusive
- Environmentally sustainable

A coaching and facilitation programme can inspire directors, managers and staff to mobilise themselves and others to higher levels of effectiveness and satisfaction. The ‘Be Enterprising’ programme has three levels:

5.2.1. Pre-Employability Coaching - [Self Discovery]

Pre-Employability Coaching provides a seamless progression route to enable disabled and otherwise disadvantaged people to engage with established training and development programmes. The programme offers the opportunity of overcoming social and economic exclusion by becoming employed, self employed or by gaining positions of responsibility within the voluntary and community sectors. The coaching model was developed during 2002 with the assistance of a “Global Grant” from the Tyne & Wear Learning & Skills Council and it was refined and further developed in Sunderland, within the pre-employability activities component of the TyneWear Partnerships EQUAL programme. The programme assists candidates to discover and identify their own inherent skills and abilities, build confidence and motivation, and investigate future goals and how to achieve them. Participation in the programme is anticipated to lead to candidates having a more realistic view of themselves as individuals; able to express their needs and wants in a positive way, and to be able to identify a suitable positive output for themselves.

5.2.2. Enterprise Coaching Programme - [Skills Development]

5.2.3. Leadership Coaching Programme - [Awareness & Insight]

5.3. The AnyBodyCan Enterprise Circle [Incubation, Hosting and Partnerships]

The AnyBodyCan enterprise circle was established to create employment opportunities for disabled and otherwise disadvantaged people, and is a cluster of ‘market oriented’ social and community enterprises. Each management team within the enterprise circle has a flat, non-hierarchical design in which employees are highly empowered and involved and where information is fluid and continuous and where improvement is emphasised throughout. Success within each team requires a firm foundation of integrity, a shared vision and a leadership style that: -

- Recognises the need for different roles and talents
- Changes to reflect new circumstances
- Develops an “encouragement culture”
- Shares objectives and information

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