

The **Four C's** of a Positive Impact Program

Our experience and research support the framework below as the guiding principles to creating a successful positive impact strategy. This framework provides actionable information around the fundamental building blocks of a positive impact program while still providing flexibility to create a custom positive impact program for the needs of your organization. While some organizations have already mastered certain aspects of our framework, others are starting from scratch. We encourage you to use the Four C's as a guide to help your organization constantly improve its positive impact programs.

Commit

► Why This Is Important:

88% of people believe that the level of employee involvement in change implementation directly depends on the level of leadership commitment.
- Deloitte

Things to Consider:

- Make positive impact a C-Suite conversation by having an executive champion.
- Ensure the entire leadership team agrees on the importance and goals related to positive impact.
- Embed positive impact throughout your organization's culture.

Connect

► Why This Is Important:

94% of employees agree that it is important for companies to not just be profitable, but to be mindful of their impact on the environment and society.
- Gallup

Things to Consider:

- Use your organization's mission, vision and values as the deciding factors for whether or not to pursue certain positive impact programs.
- Engage all your stakeholders in your impact strategy, and remember that employees are stakeholders too. Your company must align your strategy to their needs and concerns.
- Connect stakeholders to your mission by providing ways to get them involved to solidify an emotional connection between them and your business.

Communicate

► Why This Is Important:

Only 17% of employees strongly agree there's open communication throughout all levels of their company.
- Gallup

Things to Consider:

- Identify the channels you will use to communicate with your employees and drive awareness of positive impact programs.
- Make messaging consistent across all positive impact programs.
- Foster employee to employee communication to help spread the word about positive impact programs.

Change

► Why This Is Important:

70% of business transformation efforts fail due to lack of engagement. A component to successful behavior change is a clear vision.
- Gartner

Things to Consider:

- Use data and industry benchmarks to identify quantitative goals related to your positive impact initiatives.
- Map every specific program back to the goals to understand how each program is contributing to your goal.
- Celebrate wins no matter how small; meeting your goals means change and progress is happening.