

# Positive Impact 2023 report

QUOLUX™



*If not us, who?  
If not now, when?  
If not here, where?*



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**Charities and skills accelerators we have worked with and supported:**

Caring for Communities and People (CCP), Gloucestershire Counselling Services (GCS), WellChild, The Nelson Trust, Friends of Westonbirt Arboretum (FOWA), Gloucestershire Engineering Training (GET), AccXel and SkillSteps

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# Welcome

Welcome to our first **'Positive Impact' report**. The aim of the report is to provide you with an insight into the **Positive Impact** we have made in 2023 through a better understanding of how we continue to advance **purpose-led leadership** amongst leaders of small and medium-sized businesses (SMB).

If we may, we'd like to share with you a very proud moment for us:

***QuoLux™ is now B Corp Certified, becoming part of a global community of businesses that are leading a movement for an inclusive, equitable and regenerative economy.***

At a recent **Q+** meeting, **Gary Smith**, Founder and Director of **Optimising IT**, who are also B Corp Certified, said to a group of fellow LEAD™ graduates:

***Being a B Corp is what QuoLux™ does: encouraging you to be good to your people, your clients, your supply chain, your community and the planet.***

We are also very proud of the feedback we have received from **Cordell Ray MBE, CEO, Caring for Communities and People (CCP)**, who said:

Looking at the pedigree and quality of the businesses who work with QuoLux™ speaks volumes about the company – undeniable and awesome to be amongst!

Gary's and Cordell's kind comments inspired us to do more and communicate more about the Positive Impact our community of businesses make!

In the report then, we share our impact results alongside the real-life stories from our clients, colleagues and stakeholders to bring alive the work we do and shine a light on the marvellous work our clients do.

We believe **Positive Impact** is best seen in their workplace and their communities where their leadership takes place.

Our purpose is to **#InspireBelief** in everything we do, building people's self-belief to positively act and say, **"Yes, I can"**. Our ongoing mission is to support leaders to be the best they can be who in turn inspire their colleagues to say, **"Yes, we can"**.

When that happens, positive change occurs.

In the last year, we have worked closely with **Professor Steve Kempster** to integrate purpose-led leadership and **Good Dividends** into our flagship leadership program, **LEAD™**, and into our strategic development program, **GOLD™** as well as into our leadership of innovation program, **GAIN™**.

For societies and the world we live in to improve, we need purpose-led leadership.

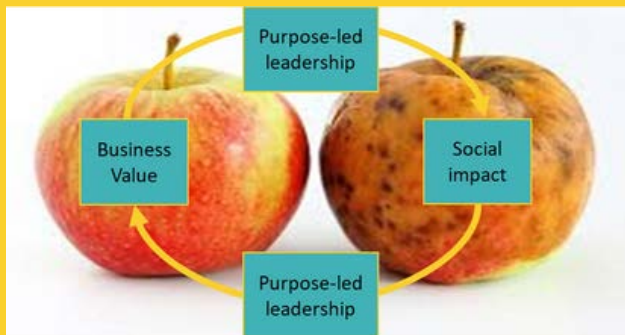


Figure 1: A system of purpose-led leadership

Purpose-led leadership is an important driver connecting the communities we live in and the value organisations deliver. Improving **social impact** whilst advancing **business value** is a challenge business leaders face. In Figure 1, social impact (some may call it social value or social responsibility) is the blemished apple which is typically not considered or underserved hence its duller appearance. Business value is the area organisations often pay more attention to and try to shine.

We suggest that purpose-led leadership is the vital connection ensuring a greater balance between social impact and business value – the challenge is to shine both apples.

This cycle of purpose-led leadership – social impact – purpose-led leadership – business value – purpose-led leadership is at the centre of **Good Dividends**, an approach and a value we hold dear.

Later in the report we'll discuss the work we have undertaken to advance Good Dividends and how a number of businesses have adopted a Good Dividends approach.

Undoubtedly the next decade will bring challenges which we will approach, as we always have, by staying true to our values, continuing with our mission to **'support leaders to be the best they can be'** while working towards our purpose to **#InspireBelief**.

Thank you for being on the journey with us.



Rachael, Stewart & Jo

# Our Focus

This year we have simplified the communication of what we do into the Continuous Development model with its three interlocking circles:

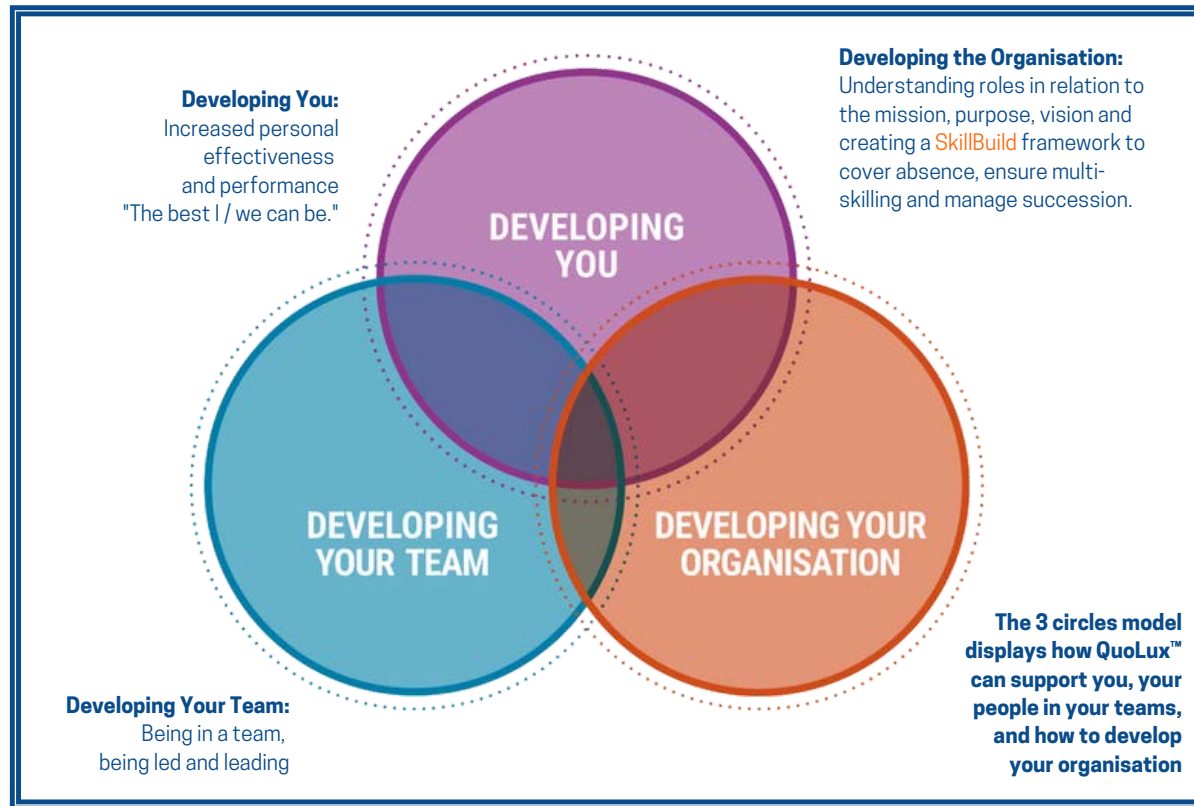


Figure 2: QuoLux™ Continuous Development model

We are encouraging people to think more deeply about their own development, developing their teams, their organisation and beyond to the difference they make in their communities and to the planet.



Within all 3 circles there are five areas of focus that have driven our strategic approach with leaders of SMB, the work we plan to do within the B Corp community, and our application of the United Nations Sustainable Development Goals (SDGs) to tackle the issues facing business, society and the planet. Our areas of focus are:

**1. Purpose-led leadership development and quality adult education: SDG4**

**2. Employee engagement and good work for all: SDG 8**

**3. Regenerative business and Good Dividends: SDG 8**

**4. Innovation: SDG 9 and productivity: SDG 12**

**5. Communityship: SDG 17**



We are delighted to share with you the progress we have made generating social and business value in each of these five areas and how a growing number of our clients have also made significant social impact whilst meeting their company goals and achieving business value.

# Celebrating a Decade of Making A Difference

QuoLux™ celebrated its 10th year of delivering the **LEAD™** program – a decade of **Making A Difference** in our approach to leadership and continuing our mission to support leaders at all levels in SMBs to be the best they can be.

Since it was founded, QuoLux™ has understood that enhancing **self-belief** (viewed as confidence by others) is the greatest contribution any leadership program or course can give to the SMB community. From our inception, our plan was to help hundreds of businesses in the West of England to develop and grow – in turn generating new vibrant and growing businesses for the local economy – all built on the platform of leadership skills that we promote and deliver. This then positions QuoLux™ as the authority, a leading light, on business leadership training.

## Four powerful principles underpin our approach when working with business leaders:



**Experience** – building on a leader’s experience of running their own company, department or team.



**Interaction** – creating a community for delegates to learn from peers, coaches and facilitators so that businesspeople can improve relationships with others through more effective questioning, coaching and problem solving.



**Application** – learning business tools, techniques and approaches that can immediately be applied and put into practice. A ‘bird’s nest approach’ encourages participants to connect their everyday working life to relevant models and frameworks.



**Motivation to be better leaders** – on-going support to make full use of each person’s talents, capacity and potential so that they can become more self-directed and recognised by others to be doing so.

Solving problems that lead to action are an important and everyday challenge in SMBs.

“

*The single most impressive dynamic of the QuoLux™ programs is the power of solving problems through close networking and using simple approaches to diagnose and resolve.*

John Oliver OBE  
Masterclass speaker

”

When someone does what John outlines above, applies that to themselves or in their business and then steps back and thinks / reflects on it, this leads to an increase in self-belief and the feeling of **“Yes, I can”** be an effective leader.

The transformation of **Warren Canicon** at **Taylor & Taylor** has been amazing:

“

*LEAD™ enabled me to understand myself and become a better leader. It has really helped me to explore my leadership practice – before coming on the course I would have told myself ‘I’ve been doing well for years’ but now I believe I can do better and know how to get there in a more efficient, effective and purposeful way.*

”

We were warmed when **Jo Buik** at **KW Bell Group** said:

“



*LEADlight has been like someone switching on a lightbulb for me. I'm confident to be seen and heard and more importantly, confident to approach my directors with ideas.*

”

**Camella Cephas** shone during an 8-month bespoke program we created for **WSP Solicitors**:

“

*The bespoke program was a game changer for me! When I started, I was suffering with imposter syndrome and questioning whether I had what it takes to be a leader. The program provided me with information, knowledge and tools to develop my leadership and management skills, and confidence, which I now use in my role.*

”





Much has changed since the first cohort of 15 business leaders began their leadership journey in 2012 with a LEAD™ Masterclass by Sir Chris Bonington.

In the last 12 months, almost 400 people chose to develop themselves with us demonstrating that leaders of SMB will invest in high-quality training and for multiple people in their organisations. Thank you.



# Knowing your numbers

Over the last 12 months we've worked with:



After coming on LEAD™, on average delegates report their company has recorded a:



**THE 5 B CORP PILLARS &  
QUOLUX™ SCORE  
WITH THE BENCHMARK FOR OUR SECTOR**

Pillar	QuoLux™ Score	Benchmark	Performance to Benchmark (%)
Governance	18.8 / 25	8.4 / 25	224%
Colleagues	30.2 / 50	22.2 / 50	136%
Community	15.5 / 50	14.8 / 50	105%
Environment	7.3 / 20	4.3 / 20	170%
Customers	15.6 / 35	12.2 / 35	128%
<b>Total</b>	<b>87.4 / 200</b>	<b>81/200</b>	<b>108%</b>

**QuoLux™ is outperforming the B Corp benchmark for our sector across all 5 Pillars and the SDG baseline.**

Another measure with B Corp is the **Sustainable Development Goals (SDG) baseline**.

This scores our engagement on social and environmental issues, including topics like stakeholder engagement, supply chain management, governance and SDG integration.

Elsewhere, we discuss our work in relation to SDG 4, 8, 9, 12 & 17.



## Our workplace research publications and impact



# Purpose-led leadership

## A shift to regenerative business practice: SDG 8

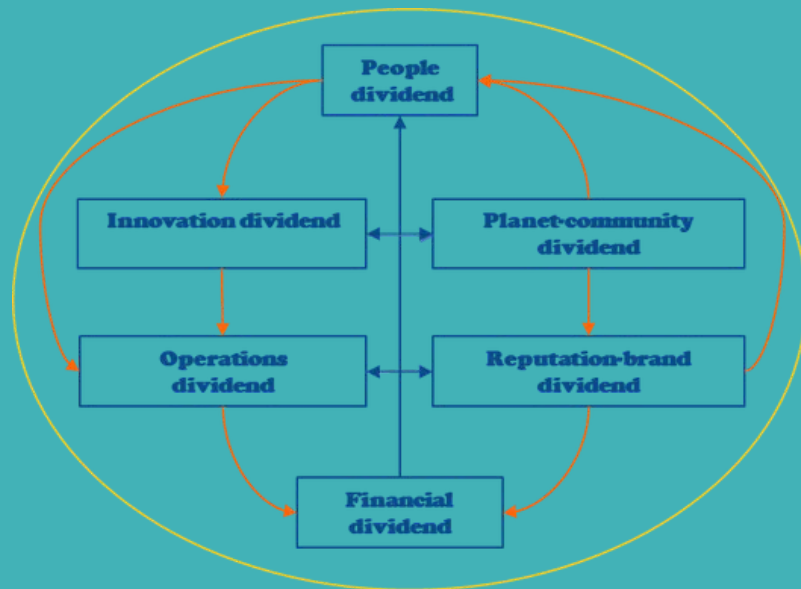
Our world is changing rapidly, people’s expectations of businesses have changed forcing organisations to re-evaluate what it means to be successful, where profits, people, and planet are all part of the equation.

We are seeing, and we are hearing from our clients who are receiving feedback from their clients, that consumers want companies to go well beyond sustainability and actively ‘do more good’ for the planet and humanity’s future health and well-being.

Consumers and invested employees expect brands and employers to take a responsible stance and positively contribute to society. These attitudes and expectations accelerated during the global COVID-19 pandemic and are here to stay.

We believe becoming a regenerative business is a good thing to do.

### A regenerative business is one that gives back more to our planet and society than it takes



Since 2016, we have worked with **Professor Steve Kempster** to advance Good Dividends. It’s heartening to see a growing number of our clients adopting a **Good Dividends** approach which is consistent with aiming to become a regenerative business.

The essence of regenerative business is to ‘do more good’, not simply the damage control of ‘do less harm’. Whereas a sustainable company is concerned with reducing its ecological footprint, a regenerative company boldly and positively takes measures to increase its socio-ecological footprint by regenerating the health of individuals, communities and the planet. By investing in the six elements in Figure 3, six connected and reinforcing good dividends are created.

Figure 3: Six Good Dividends of a regenerative business creating social impact and business value

QuoLux™ has taken a major step forward in advancing regenerative business practice and encouraging others to consider making a 'step change'. To support positive-minded businesses, we have integrated purpose-led leadership and **Good Dividends** into our flagship leadership program, **LEAD™**, into our strategic development program, **GOLD™**, and into our leadership of innovation program, **GAIN™**, giving people the time and support to make transformational change in what they do.

# GOOD I ✓ IDENDS

“

Good Dividends has regenerative value creation at its core. It provides business leaders with a model and tools designed to be implemented through a thoughtful process.

Dr Randall Zindler,  
Regenerative Alliance

”

“

Good Dividends has involved us reviewing and defining our purpose – supporting organisations to be a force for good. Collectively clarifying and agreeing it has ensured we have a guiding principle to follow in all that we do. It has also ensured we examine, review and improve our own social impact.

Sam Kandiyali,  
Target PR

”

A regenerative business has a clear purpose, goals and values, which are understood and acted upon throughout the company and implemented along the entire supply chain. At every stage people and the planet are prioritised. We know that these are all points that chime with many of our delegates on our programs and speaks to the activities of B Corp certified companies.



***There is more to work than making money.***

***As a Board, we asked ourselves,***

***'How does engaging with Good Dividends help our business?'***

**Luke Freeman, MF Freeman**

We also captured Luke's visionary statement below which we use on our programs to help other business leaders make a connection between the SDGs and their business:

*"It's not what you do for the SDGs that matter. Rather, it's what you can take from the SDGs to guide you."*

# Employee Engagement and Good Work for all: SDG 8

SDG 8 is one of the most important and relevant goals to QuoLux™ and what we do. SDG 8 focuses on ‘**good work and economic growth**’ – and as you already have seen, a move towards becoming a regenerative business using **Good Dividends**.

Research confirms that an engaged organisation is **22%** more productive than a disengaged one. With only **9%** of the UK workforce engaged (Gallup, 2022), it’s important for leaders to consider how to create an environment where their people can give their best.

The impact of QuoLux™ is most evident in our clients workplace.

**We believe “Good Work” is best seen through the work that our clients do and the ‘good’ that they are doing inside their businesses, with their people in their teams and out to the wider community.**

This was fully in view at **Taylor & Taylor’s inaugural Recognition awards** where a number of people within the 200+ organisation were recognised for their commitment. It was humbling to watch the recipients with their beaming smiles and tears of joy come to the stage to receive their awards. The energy in the room was testament to how much these awards meant.

We spoke of the transformation in **Warren Canicon’s** leadership. Understanding that recognition is a key element of employee engagement drove Warren, together with his colleague **Anna Clews** who is a LEADlight Alumna, to create the recognition awards.





# Q+ Showcase: Spotlight good practice

This year we invited ten leaders from 9 different companies to demonstrate the positive impact that they have made in their organisations and their communities at the inaugural Q+ Showcase. Almost 100 peers from local businesses listened attentively to stories and key messages from:



## **Justin Young, Operations Director**

Justin spoke about the Transformational Change at Cotteswold Dairy and the value creation on their Good Dividends journey, including the engagement of prisoners to address, in part, the challenges of recruitment.



## **Kirsty Day, Director of Recovery Services**

Kirsty discussed how using LEAD™ tools has enabled The Nelson Trust to become more focused on what 'good work' truly means to the charity and what 'good work' should be signposted to other charities.



## **Andy Barham, Managing Director**

Andy shared how Premiere Kitchens are 'Changing lives for the better' (their purpose) by 'Becoming Purposeful' through the 4P's of their corporate goals (Planet, People, Productivity and Profit) underpinned by the 3C's values (caring, courage and commitment).

It's vital in any organisation to develop the next generation of leaders and managers and three local companies did just that where four of their junior / middle leaders dazzled the audience with their stories of change:

### Forge Motorsport

Jemma King, Accounts Manager, and Ryan Maycroft, Business Resource Manager, presented the new 1:1, appraisal process and performance reviews that they helped create.

### SK Heating & Cooling

Leigh Smith, Chief Engineer, revealed 'The Model Engineer' – the output from his LEADlight project – and a model that many clients have been in to see in action.

### Stewart Golf

Neil Birt, Production Supervisor, went through his recommendations to his Board of a Recognition System for individuals and teams.

**Next up were leaders from two different organisations who tackled organisational development in two different ways.**

**Zac Cosgrove, MD, Cosgrove & Drew**, highlighted the issue most businesses face – recruiting and retaining staff – and how his company has tackled this head-on with the SkillBuild framework and Skill Bands within Skill Steps at each of the 7 Skill Levels within the framework. Their imaginative approach has seen the company recognised nationally in the UK Culture Awards for the best in-house development program.

**Tom Workman, Head of Trading & Data, Creed Foodservice**, shared how his company have invested in the development of 40 of their managers as they engage with our new How-To range of digital assets as part of the Creed Foodservice Leadership Program.



Finally, **Cordell Ray MBE** spoke passionately about the work that his company, **Caring for Communities & People (CCP)**, do and he invited many to join him in 'The Big Sleep Out' which raised almost £100,000 for homelessness.

It was truly wonderful to feel the highly charged atmosphere in the room as peers spoke passionately about the positive changes that they made in their organisations. This was summed up by **George Smith, MD, Walford Timber**, who said:

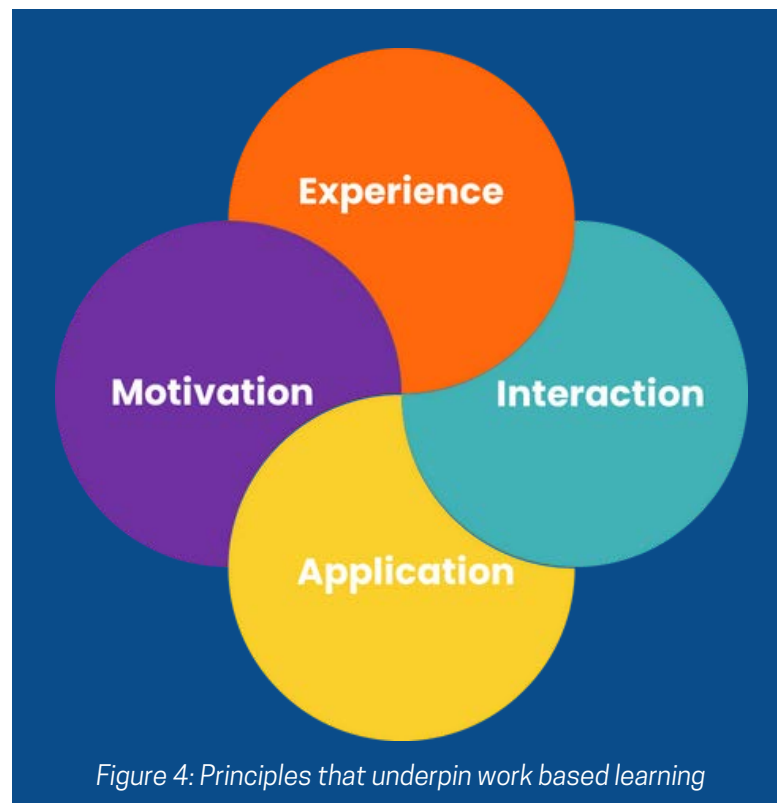


*Learning is so powerful, and in many ways more meaningful, when you hear the words come from others that have been through the same program as you. It shows you that positive change can happen.*



# Quality Adult Education: SDG 4

We outlined on page 7 the four principles that underpin our approach when working with business leaders:



A key advancement during the last year has been the promotion of the 3 circle Continuous Development model (see page 5), the importance of developing leadership at all levels, and the increasing understanding that we all have a part to play in our teams, companies and the community. Here are some of the highlights across our in-person programs and online courses:

# LEADlight

We have seen a record number of junior and middle managers join **LEADlight** delivering some of the most impactful workplace projects we have seen.

This year, two groups of 'middle leaders' have taken part in our **LEADlight** program from businesses across a wide range of sectors including manufacturing, construction, charity, engineering and the care sector. They were introduced to tools, techniques and approaches to help them to develop their own skills and awareness, improve the performance of their teams and to prepare them for potential senior management responsibilities.



As part of the program, delegates complete a work-based project during which they carry out research on an employee engagement challenge in their team, department and / or organisation and at the end of the program they present their findings along with their recommendations for next steps or actions to help bring about positive change.

## **Over the last year, project topics have included:**

- Creating a learning environment for all
- Improving team and 1-2-1 meetings
- Developing a recognition framework
- Agreeing a set of values and behaviours for the organisation
- Using a Skills Matrix to improve training and development opportunities in the business
- Increasing self-awareness and personal leadership style

**Sophie Pegler, Premiere Kitchens**, focused on her personal leadership style for her project:

*I cannot recommend LEADlight enough as I have learnt so much to help me grow as a leader and as an individual.*

**Ryan Behan, SK Refrigeration Heating and Cooling** looked at Skills Matrices and SkillBuild:

*A brilliant course which really helped me to look at things differently and has helped me to develop as a leader. I am sure I will continue to use what I have learnt throughout my career.*

Presenting the final project to a panel of senior business leaders is quite daunting for the **LEADlight** delegates but it gives them a taste of what it is like making a business case and recommendations to a Board, which stands them in good stead for the future.



# Online and Hybrid courses

COVID has had a massive impact on people and in the world of work. It has said that technology moved forward 10 years in a matter of months and online learning is one area that has taken off.

We have worked with a number of far-sighted organisations who wanted to embrace technology to develop their people including **Caring for Communities & People, WSP Solicitors** and **Saracen Care**, who have used our online courses and encouraged their colleagues to embrace e-learning. This has enabled their employees to take a self-paced approach to their learning and development. They also participated in facilitated Think Tank coaching sessions where their key learning points were shared and discussed, as well as identifying and agreeing actions to implement and embed that learning.

**Judi Bonham** kindly fed back the impact e-learning has had at **WSP Solicitors**:



“

*With many new, emerging leaders within the business, the QuoLux™ program provided us with the flexibility to meet their development needs in line with our strategic direction. Being able to provide Directors and Managers from varied disciplines a relevant and engaging learning experience as one group was very important.*

”

# Our trilogy: LEAD™ – GOLD™ – GAIN™

Our trilogy of programs **LEAD™ – GOLD™ – GAIN™** continue to be our main focus and remain most popular. Almost 400 people have enrolled on one or more of our programs. More than ever the world needs effective leadership, and a refresh of all our marketing material highlights that **LEAD™** is entry point #1 for those looking to develop themselves, their business and the community.

We graduated **LEAD™** Cohorts 18 & 19 just as Cohorts 20 & 21 began their 10-month journey and we welcomed our very own, **Jo Draper**, as a new **LEAD™** Masterclass speaker who weaved together Emotional Intelligence with Employee Engagement to Build a Team Enterprise .

This year was the first year that we ran 5 **GOLD™** Cohorts concurrently including the first overseas program.

The increased demand indicates the growing popularity with businesspeople in developing their strategic understanding. New Business Plan, Business-versus-Actual and Dashboard templates were all launched and continue to remain a powerful aspect. **GOLD™** Cohorts 7, 8 & 9 all graduated and Cohorts 10 and 11 commenced the 12-month program.



“

*I found LEAD™ enlightening, inspiring and rewarding. I entered the course wanting to understand more about business leadership, and I exited it as a better, more understanding and confident person.*

**Matt Cleevely, Cleevely Motors  
LEAD™ Cohort 18**

”





We also graduated **GAIN™** Cohorts 4 & 5 as Cohort 6 began exploring the leadership of innovation.

It truly is inspiring working with so many leaders from different businesses over such long periods of time and seeing at first-hand the transformations in them, their teams and their organisations.

This is wonderfully captured by **Mark Stewart** from award-winning **Stewart Golf**:

“

*It cannot be underestimated how much of an impact QuoLux™ has had on Stewart Golf. The experience of going through LEAD™, GOLD™ and GAIN™ has been transformational for the business and for me personally, and LEADlight™ has further embedded the language of leadership, reflection and positive culture within our organisation. Many of the QuoLux™ models and theories are in daily use, resulting in increased confidence for the future of the business.*

”



# MBA 2013 – 2023: The first 10 years ... and the next

We are obviously deeply proud of our practical leadership, strategy and innovation programs and those that graduate from them. Over the last decade, half the people who come on **LEAD™** go on to have their learning accredited to obtain a **Postgraduate Certificate**, and over 80% of those who do our **GOLD™** and **GAIN™** programs undertake the **Diploma** and the **MBA (Leading Business)**. We have pioneered work based learning and are recognised as leaders in this field. We have demonstrated that learning in business is every bit as rigorous as those choosing to study in the classroom but with the benefit of being of much practical use rather than just theoretical.

The strength of our programs have been recognised in their own right, so going forward, businesspeople who complete **LEAD™ – GOLD™ – GAIN™** can then enter directly to the final **MBA** project stage at the **University of Gloucestershire**. This is recognition of the strength and quality of our programs but also reflects highly on all those who have over the last 10 years been the pioneers of this new way of learning. See the difference what a **'Leading Business'** qualification has made to so many:



# Innovation: SDG 9 & Productivity: SDG 12

7

Another two SDGs that guide what we do are SDG #9 with its focus on innovation and its link to industry (businesses, charities and social enterprises), and SDG #12 where more thought is required to increase productivity whilst being more responsible.

We continue to invest heavily in digitisation (turning paper-based information digital) and digitalisation (transforming processes into digital technologies) both in using and developing new technologies but also in employing people. We are delighted that **Simon Townsend** joined us as Head of Digital Transformation – the very title signals our strategic intent. The last year has seen many major innovations, such as **How-To** and **DigiTools**, released to the market with much uptake and impact.

## How-To: digital assets available any time for everyone

Pioneering the advancement of How-To are:

- **Chris Creed** and **Martin Holmes** at **Creed Foodservice**
- **Luke Freeman** and colleagues **Rachel Addison** and **Dave McGill** at **MF Freeman**

Between them, almost 100 of their colleagues are using the tools, techniques and approaches learned on **How-To** when they need them most – in the moment when they are performing their role.





Success has been immediate. Indeed, in a recent ‘Best Companies’ survey, **Creed Foodservice** were delighted to find that the confidence employees had in their leaders/managers had increased by over 10% points and much of that had come from their involvement in the use of How-To. On the bespoke **Creed Foodservice Leadership program** – co-designed by **Creed Foodservice** and ourselves – two sets of leadership themes are released quarterly for managers to work through ahead of a three-month review led by QuoLux™.

**Chris Creed** observed:

*The difference inside the company is transformational, enabling an already good culture become even better.*

**Rosie Ward, Technical Manager at Creed Foodservice** notes:

*The How-To’s have given me the tools to manage better. I had an idea of what management was, but I have really benefited from the How-To’s and their reflective sections.*

*“I don’t think many new managers can say that their company has put the time and resource into developing their managers and I’m very fortunate to be a part of this.*

Award-winning housebuilder, developer and contractor, **MF Freeman**, has taken a different approach by releasing How-To monthly with monthly reviews, but again a major change in engagement is apparent to all and is captured by **Grant Kibble, Assistant Plant Manager**:

“

*I'm really enjoying the How To's - it's a big learning curve for me. I didn't realise how much more there is to managing yourself/others. If I had to sum it up in a few words it would be that I feel the How-To's are a pivotal part in my journey to becoming a successful manager/leader in the future.*

”



**It is inspiring to see the impact that blending e-learning with regular reflective meetings has on people new to management.**

# SkillBuild

The How-To range sits within our innovative SkillBuild framework.



Figure 5: How-To ... SkillBuild

A key aspect in ‘**Developing your organisation**’ (DO) is **SkillBuild** which has 7 **Skill Levels**.

Within the framework sits **Skills Matrices** with prioritised skills.

There are 5 **Skill Steps**. People’s development can be measured through **Skill Steps** and displayed in the **Skills Matrices**.

There is an extensive range of digital **How-To** assets for people, at any level, to access.

## SkillBuild - The How-To range sits within the innovative SkillBuild framework.

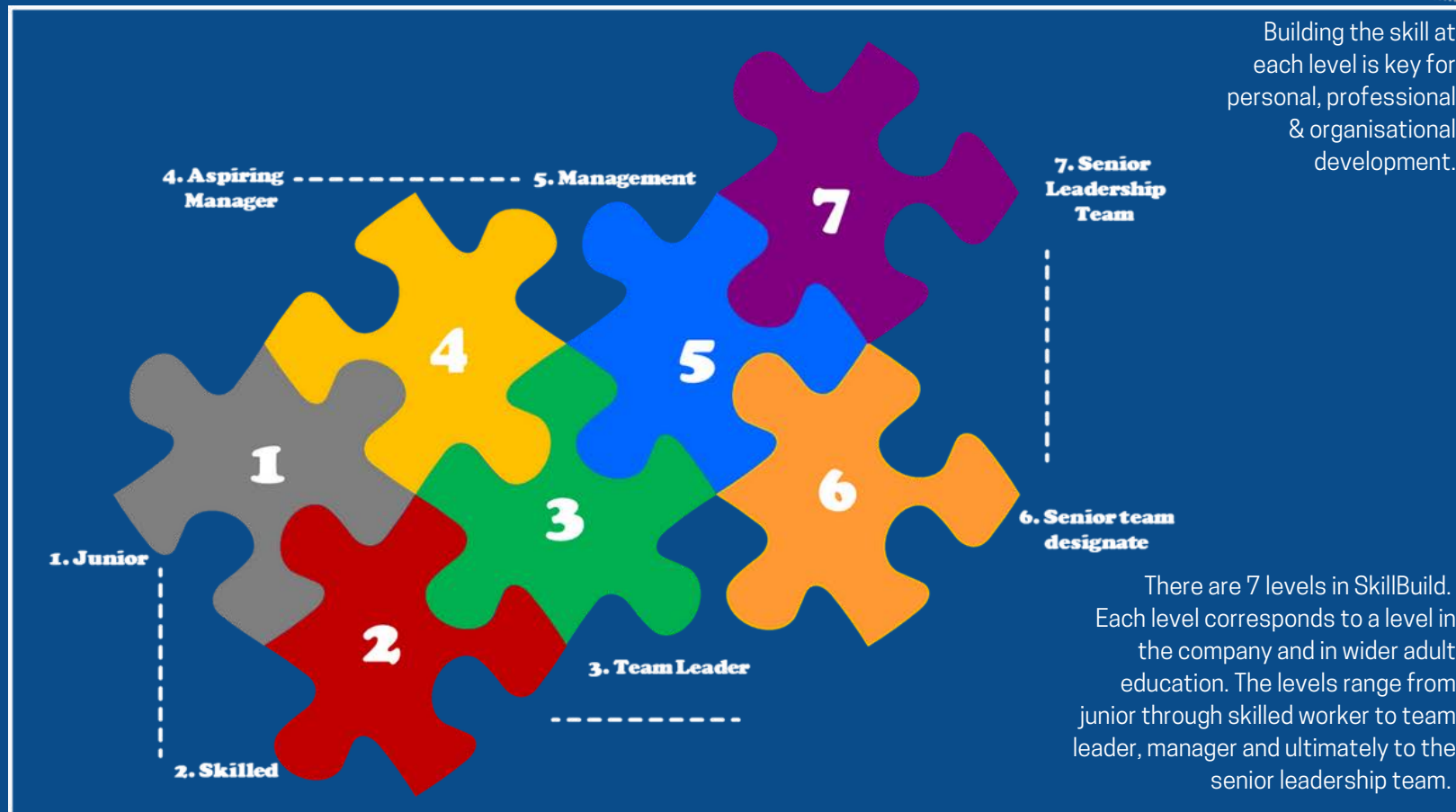


Figure 6: SkillBuild and 7 Skill Levels

**Cosgrove & Drew** and **Caring for Communities and People (CCP)** are two companies that have been inspired by **SkillBuild** framework and the related **How-To** and have now structured their organisations to reflect the **Skill Levels**. Both have also introduced **Skill Bands** for each level thus imaginatively linking pay to personal and professional development.

It speaks to the strength and versatility of the **How-To** range that different organisations can use the same tools but apply them in different ways to meet their own needs.

Innovation is delivering much impact.

# DigiTools

Another major advance that has had much positive impact is the development of the **DigiTools** range. **DigiTools** is our name for the range of digital tools we have developed for businesspeople and leaders at all levels. They are online resources that enable companies to gain greater insight into an area of their organisation easier and faster than traditional paper-based questionnaires, surveys or desktop analysis. The **DigiTools** are web/database based and can be accessed from anywhere, anytime by everyone via URL, or in some instances via QR codes.

Many of the tools can be tailored and branded to the organisation, are mobile-friendly, and create reports and graphs that can either be produced by the company's own team or by QuoLux™ for them.

A number of the **DigiTools** are also used in our in-person programs providing delegates with immediate feedback on themselves.





# MAD ideas that are Making a Difference

We have taken a giant step forward in ideas management with the release of the MAD ideas system.

**MAD** is a client managed system (provided by QuoLux™) that allows companies to digitally collect and transform ideas from their employees into continuous improvement actions in order to improve business performance. No ideas are lost; all ideas are now heard and captured. At the core of **MAD** is a process of capture-evaluate-prioritise-develop-implement where all employees are encouraged to come forward with ideas – after all it is the people doing the job who know best how to make improvements – and all employees can comment/like each other's ideas thus building engagement.

We have piloted **MAD** with the support of the senior leaders and the new Continuous Improvement team at **Forge Motorsport** who have been superb in providing companywide feedback and suggestions on enhancing user experience.

QuoLux™  
MAKING A DIFFERENCE  
*'Making today better than yesterday'*

HOME CREATE VIEW MANAGE ADMIN REPORTS HELP LOGOUT

ACME WIDGETS

### YOUR DASHBOARD

**SUBMIT IDEA**

Share your MAD Idea with the **ACME Widgets** team and Make A Difference



SCAN ME

I have submitted 7 Ideas  
5 of my ideas recently updated  
6 ideas have been shared with me

3 new ideas this week  
76 ideas from 31 people in total

1 ideas completed this week  
37 ideas in total are complete

4 likes and 2 comments this week  
145 likes and 9 comments in total

13 people engaged this week  
36 people have engaged in total

Last login: 2023-06-02 07:44:03  
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*'Go on and have a go!  
Scan me!'*

In the first 8 weeks of the **Forge Motorsport** pilot, over two-thirds of employees had provided one or more ideas for improvements. **Pete Miles** said:

“

*We now capture all our ideas. Previously, I'd have heard less than 10%. We're so much more innovative.*

”

**Jon Hill and Ryan Maycroft** are two members of the CI team who shared:

“

*The MAD system has been revolutionary in the way our team suggest and implement ideas throughout the business. Everyone now has a voice that is being heard.*

”

**MAD is now available to all and we believe it is a key part of building an engaged organisation – it's Making A Difference (MAD).**



## YourView employee survey

Another major **DigiTools** initiative is the **YourView** employee engagement survey. **YourView** does what it says on the tin. It obtains the views of all employees anonymously. There are 60 multiple-choice questions with each question tied back to one of the 10 key factors that improve engagement in an organisation. There are 7 additional free-flow questions where employees can suggest strengths, highlight weaknesses, opportunities and threats. A written report displays results split by team/department/site most relevant to the organisation which are presented back to the company and then cascaded down through the business.

**Cotteswold Dairy**, who are great supporters of what we do, were first to use **YourView**, and business leader, **George Workman** notes:



“

*The YourView employee engagement survey is extremely useful and has enabled us to focus on specifics in certain departments.*

”

# 360 Feedback

On our programs, feedback from employees is a key developmental area as it reinforces what business leaders are good at but highlights areas for improvement, blindspots and suggests elements that they can stop doing.

**Stop-Start-Continue** and **Peer Reviews** have always been a favourite and these have now been added to with a **‘Leading Team Enterprise’** survey that is completed by both the leader and the team that provides a comparison between the views and a report of suggested actions.

These 4 **DigiTools** can either be used on their own or in combination to provide a richer view of how a person leads, with anonymous reports containing suggestions to improve.

**Konstantin Petrov, Saracen Care** commented:

“The tools and strategies I gained from QuoLux™ have had an invaluable impact on my professional development and have enhanced my leadership style, with evident results in the performance of my team and the business overall.”



## PULSE survey

The aim of **PULSE** is to help businesses to get better at what they do. There are 20 **PULSE** points designed to measure what matters, including the key metric of employee Net Promoter Score (eNPS).

The **PULSE DigiTool** is a 100% anonymous survey that acts as a “temperature check” enabling business leaders to check on the overall health of their organisation across different teams, departments, sites.

**PULSE** only takes a few minutes to complete and encourages active employee participation. **PULSE** makes it easy to collect, understand, and act on employee feedback. It helps to identify opportunities to make meaningful impact by focusing on the drivers of engagement and hotspots across teams and departments.

With only 9% of UK employees engaged in the workplace, regular use of **PULSE** to gain employees' views provides a feedback loop and benchmarks progress from one period to the next (month-on-month or quarter-on-quarter).

This approach improves employee engagement, plots trends and links improvements back to actions. **PULSE** should be used between the annual **YourView** employee survey.



# Effectively Leading People DigiTool

**Effectively Leading People (ELP)** is the main model of leadership we now use across all our programs and services. There is not a 'one size fits all' approach to leadership which is a big relief to many of our clients. Being able to adapt your leadership style to a situation (task) is a skill that can be learned.

The **ELP DigiTool** is used on **LEAD™** and **LEADlight** as well as being available for use by businesses to help develop leadership inside their companies. We are seeing it used now at interview stage to check a candidate's preferred leadership style and their ability to be flexible. The **ELP DigiTool** is being used inside teams as well to ensure its correct use and to spread its understanding amongst team members.

In **Alimex Malaysia**, **Managing Director Malcolm Hohls** is going one step further and tying in the colours of **ELP** with skill development in **Skill Steps** and their new **Skills Matrix** as well as linking it to the same colours within the decision-making model.

Malcolm is delighted that different models connect:

*The simplicity of the colours now enables me to link roles, decision-making authorities, and skills development with the appropriate leadership.*

## Balanced Teams

Just like **ELP**, **Balanced Teams DigiTool** is the main teamworking model we use on **LEAD™** and **LEADlight** to assess someone's preferred role in a team. **Balanced Teams** is also used to help construct better teams with greater balance of roles.

**Balanced Teams DigiTool** is being deployed by companies at interview stage to help select a better fit. It is also being used with existing teams to assist in team structure.

## Planning2Win

**Planning2Win** is an online simulation designed specifically for SMBs to help business leaders, managers and staff gain a better understanding of business planning and market strategy.

With 70% of companies not having a business plan, **Planning2Win** provides an opportunity for companies to learn how to out-perform their competitors.

30 of **Andrew Hopcraft's** colleagues at the **National Composites Centre** used the simulation:

## Learning Styles

A **Learning Styles** questionnaire is embraced by clients to help them to better understand how they prefer to learn. This helps them while they are working with us on our programs and also as they apply the new tools, techniques and approaches in their business.

Some are using the **Learning Styles DigiTool** with their colleagues back in the workplace as that enables them to understand each other better and communicate more effectively by presenting information that better engages people.

“

Planning2Win was a really useful program for the NCC. It gave a shared perspective and understanding on our approach to the segments our teams face and helped us to understand and create the value propositions we needed.

”

# Good Dividends

We have worked with **Professor Steve Kempster** to develop 3 new **Good Dividends DigiTools** that are free for use on our newly created **Good Dividends** website – [www.GoodDividends.com](http://www.GoodDividends.com).

Over a 100 different business leaders from different organisations have benefitted from the **SDG Configurator**, **Good Dividends Business Evaluation** and **Leadership Mirror**. All 3 tools have captured the imagination of many. Indeed, we were pleased to partner with the **Purposeful Leadership Project**, who ran the Leadership track at the **Business for Good Summit** in Amsterdam offering all the participants the **Good Dividends Leadership Mirror**.



**Professor Steve Kempster** and QuoLux™ have worked together again on a pioneering new program with **Lancaster University Management School** called **Good Growth**. A pilot is underway with 14 SMB leaders all of whom have engaged with a range of **Good Dividends** tools to bring purpose-led leadership into their organisations. The tools have been integrated with a digitised Business Plan providing delegates with a plan and a dashboard.

**Helen Wilkinson, Knowledge Exchange Development Manager, Lancaster University Management School** kindly acknowledged:

“

We would like to thank QuoLux™ for all their hard work in creating such a comprehensive Business Planning Toolkit for our Good Growth program. With their insight and expertise in the development of the toolkit, it has totally exceeded our expectations of what we are now able to offer our program delegates and will elevate the experience and outcomes for them.

”



# Communityship: SDG 17

Management guru, **Henry Mintzberg** was first to coin the phrase, **communityship**.

It is one we like as we believe it goes much further than the word 'partnership' which is typically associated with SDG 17.

**Communityship** is where community members take responsibility for a community's growth and development. As leaders we need to recognise that we have a stake in the communities that we operate within.

Since the formation of QuoLux™, we have worked with and supported charities and skills accelerators.

**In the last year we have witnessed at close-hand the development of peers in the following charities:**





In addition, **CCP** kindly invited Stewart to speak at their first Away Day since lockdown and over 200 felt how difficult it is to change.  
**Hands up if you agree!**

**Nicola Bird** is a graduate of LEAD™ (Cohort 15) and GOLD™ (Cohort 6) and is the Managing Director at **AccXel**. We are very proud to have helped her express her vision of an apprentice training centre for construction workers which she then realised. This then led to the agreement of using **SkillSteps** and its subsequent development. Jo created and delivers the Leadership track on the **AccXel** Skill Steps 3, 4 and 5. Stewart has been appointed Chair of the Board of Governors supporting Nicola and her sister **Natalie** (LEAD™ Cohort 18) in the further development of the centre.



# Shaping the future: Business as a Force for Good™ / B The Change

As we said at the beginning of the Positive Impact report we are very proud to become a B Corp.

For many years we have worked with companies who are also B Corp Certified.

We are deeply grateful for the following words from **George Herbert, MD** of 5th generation **Hobbs House Bakery** who recently celebrated 100 years in business:

“Hobbs House Bakery has been working with QuoLux™ for the past 7 years, sending many of our senior team on LEAD™ and LEADlight courses. It was whilst shadowing at Pukka Herbs that I was introduced to the B Corp movement, the accreditation fitted well with our family business values (we certified in 2019) and helped us to define and improve the benefits to our people, our communities, and the planet.

Both QuoLux™ and B Corp have aided us in being a better business, giving us great foundations and a framework for growth for the future. We truly believe at Hobbs House Bakery that businesses should be a force for good and it is brilliant to see that QuoLux™ in becoming a B Corp has committed to this as well.

”

We are really proud to receive congratulations from the co-founder of **Pukka Herbs, Tim Westwell**:



Congratulations on becoming a B Corp. Pukka Herbs was one of the Founding members of the UK B Corp movement and we worked with QuoLux™ during a critical period when the company was growing exponentially. As I hadn't done this before, I found the structure from QuoLux™ and their advice invaluable, especially as Pukka Herbs' core purpose based mission was to hold true and be in balance with profitability. The combination of taking time out at QuoLux™ and their experienced business insights contributed highly to our success.



We are committed to being a **'force for good'**, to **'B the Change'** and indeed have changed our articles of association accordingly. Creator of the QuoLux™ brand over a decade ago and more recently **Marketing Director** at **Pukka Herbs, Fox** notes:



QuoLux™ has always been focused on the best and right ways to help people - a principle at the core of what it means to be a B Corp. Their successful accreditation is therefore no surprise. Alongside this has been direct involvement in businesses like Pukka Herbs - helping to ensure brands like this continue to pioneer sustainability as part of the commercial success. Gaining B Corp status only serves to validate something that has been true from the start with QuoLux™. Bravo.



We have also signed up to the **Better Business Act**. We'd encourage all organisations to consider becoming a B Corp and strongly urge organisations to support the **Better Business Act**.

**77% of the UK public believe business should have a legal responsibility to planet and people**

Source: Opinium, 2023

The number of businesses driving impact for communities, the planet and people is growing - and so is the momentum for the change proposed in the **Better Business Act**.

We believe business has the potential to be the greatest mechanism on the planet to enhance humanity, if it can galvanise purpose-led leadership to generate **Good Dividends**.

Society needs more from business. Creating a future by going beyond 'business as usual' and developing a purpose is of paramount importance for all.

We must be aware that the threats to humanity cannot be solved by governments alone. We offer up **Good Dividends** for leaders who wish to embrace a purpose-led approach as a better way of doing business for people, the planet and their communities whilst boosting the bottom-line.

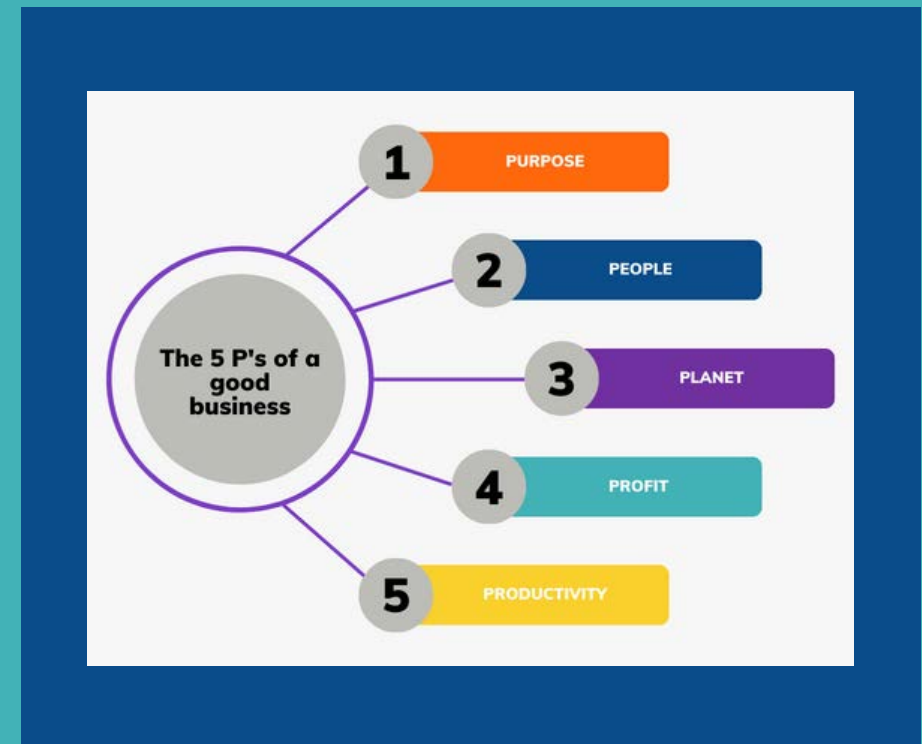


Figure 7: The 5P's of a good business:  
Purpose – People – Planet – Profit – Productivity

# What the next 12 months hold...

Let's keep it simple with a '1-2-3' –  
our promise of more of the same:

1. Our unwavering support to help you to become the best you can be
2. To #InspireBelief in all that we do
3. To continue to innovate to make businesses, communities and the world a better place.



**We look forward to working with you  
... and it could all start now with a**

**CLICK**

## **We would like to thank:**

- Our clients for believing in us**
- Our Masterclass speakers who continue to inspire**
- Our suppliers for supporting our journey**
- Our wider group of stakeholders for your interest**
- Our families for your continued love and support**