

**Authentic Investor evening – London – 21 July 2016**  
**Summary and potential areas for action**

***Overall summary***

**Key values and concepts include:**

**trust, empathy, compassion, understanding others' perspectives, going beyond 'either/or' thinking, being present, community, openness, shared learning, shared humanity, honesty, listening**

- Very strong agreement that values, culture and personal authenticity matter crucially and are the 'elephant in the room' of responsible investment – and the investment system as a whole; and that investment institutions do not 'value values' or encourage their expression;
- There is a real hunger among people in the investment industry who are committed to sustainability for more human connection and a community that is qualitatively different from the existing task-focused collaboration.
- We know more than we share. We can learn from each other on how to make progress in our organisations, and work together to develop ways to influence at higher levels.
- We need senior-level role models of leaders with integrity who are open about their values; and a vision of what we want - these two together would form a narrative of 'the new normal'. Not being part of this 'new normal' will become uncomfortable and unacceptable.
- We need to understand the characteristics of organisational cultures that support authenticity and values-based decision-making, and to promote these.

***Authentic Investor: potential areas for action***

**Building a human community** – networking, as our 'whole selves', to sustain and strengthen a sense of purpose and shared values

**Making values visible** – highlighting role models of leaders with values and integrity

**Sharing and learning** – open, trust-based sharing of experience on working within organisations to extend influence to the most senior levels

**Nurturing organisational and systemic culture** – identifying and promoting organisational cultures that value the whole person; promoting this across the whole financial system

**Developing the whole investor** - personal development for senior people and others

**Empowering trustees** – strategy development, investment beliefs, understanding investment managers' culture and values

## **Annex - Flipchart notes – clustered roughly into themes**

### **1. What are my needs?**

#### *Personal*

- Community, collaboration, shared humanity
- Leverage the power of the network
- Take time to connect with colleagues in groups
- Feel less alone
- Bridging between different professionals and world views
- Relentless positivity and approval
- Optimism
- Personal compassion and appreciation
- A trusted space to be honest
- Mentoring
- Time to invest in family and friends
- Ability to shape my role/be empowered
- Safe framework that others can work in
- Patience

#### *Organisational*

- Leaders with values
- Role models of integrity
- Organisations with values
- Shared value/wider responsibility
- CEO objectives aligned with values
- Separate CEO compensation from lifestyle and personal worth
- More listening

#### *System*

- A different model of growth
- Longer time horizons
- Enlightened trustees and advisors

#### *Generic*

- Empathy
- Being present
- Hold a vision of possibility

### **2. What's in the way (of my meeting my needs/living out my values to the full)?**

#### *Personal*

- Isolation
- Too busy with little things

- Being ‘in the freezer’
- Inertia
- Risk aversion, fear
- Not being honest with trusted friends about what is really happening
- Competition

*Organisational*

- ‘Either/or’ thinking
- Bounded rationality
- Political thinking
- Focus on making money rather than creating value
- Double standards in relation to culture and values
- Big corporate culture

*System*

- Quarterly reporting
- Lack of positive investment beliefs
- Short-termism

**3. What’s already working**

- This workshop
- More women getting into senior roles
- Young people are more aware of sustainability issues
- Voice of pension funds as clients
- Collaborative work on shareholder resolutions
- Promoting best practice

**4. Areas for action**

- Cultivate the sense of community – for open, honest, authentic sharing
- Share and amplify what’s already working
- Share tactical ideas to use to influence the top in organisations: purpose and mission
- Be proud of what we’ve achieved; celebrate courageous people
- Make the discussion about values and culture mainstream
- Create a vision for values, culture and authenticity – personal and organisational (cf Davis Review on women on boards)

**Quotes from the opening circle: Why did you come here tonight?**

- “There is so much good stuff we downplay and hide in our work, which I’d love to see us being bolder about to claim back our sense of purpose.”
- “I believe in the power of community, leveraging our positions for a common purpose.”
- “To have real conversations with real people and share a learning experience.”
- “My work challenges my faith and my faith challenges my work.”
- “I think this is important.”

- “There is so much compromising that I do in my day job, creating low-hanging-fruit-change that doesn’t address the iceberg in front of me.”
- “We have lost all connection to nature. We say ‘we have to save the planet’, but we are part of the planet! We are destroying the planet because we’re not respecting our own humanity.”
- “We owe it to our kids to be actively working on this and to make them aware of what’s happening.”
- “The last four weeks since Brexit have felt like four months... But there is also huge opportunity in recognizing the disconnect between places across the UK, between humans and nature etc.”
- “I lost my values somewhere along the way.”
- “I’d like to explore what I can bring to the table.”

#### **Quotes from the closing circle: What energized you the most this evening?**

- “Seeing the world from someone else’s point of view (which is key in being able to shift other people’s values).”
- “Peer-to-peer learning”
- “Being our authentic selves.”
- “This is quite difficult, but we’re in a room full of courageous people. Let’s not underestimate the power of that!”
- “I sense that something might happen from here that is even more remarkably transformative than we could imagine right now.”
- “Truly owning our vision and values.”
- “The personal connections I made this evening.”
- “Learning from each other.”
- “Influencing organisations straight at the top.”
- “Starting to build networks that will have ripple effects.”
- “All the ideas that have come out of today.”
- “Amplifying what’s working and holding a vision of a different future.”
- “Making sustainable investment the new future, a new trend which no one wants to miss out on [comparison to the norm of having a gender balance in every board].”
- “Honesty.”
- “Questioning our assumptions and reconnecting with what we really value in life.”
- “Creating a community.”
- “Reconnecting the heart and the head, value and values.”