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## Corporate Leadership

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**CORPORATE LEADERSHIP**

**A THESIS**

**In the Degree of Bachelor Arts**

**In the Department of Management**

**of the College of St. Benedict/St. John's Univeristy**


**by Sarah Gravelle**


**May, 1998**


**Corporate Leadership  
Honors Thesis**

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## **Background Information**

This thesis has survived an unusual journey. The research emerged from my internship with Lisa Dopp in the Leadership Initiative Office at the College of St. Benedict/St. John's University. After beginning research on the mission statements of the Fortune 100 companies, an opportunity for honors within my major was presented to me by my faculty moderator, Wendy Klepetar. Excited by the possibilities, I also, however, realized the reality of the extremely short time line that approached. I was in my final semester and most honors students begin their Honors Thesis work in the Spring of their Junior year. Yet, my enthusiasm carried me to the Director of the Honors Thesis Program, Margaret Cook's, office to explore my opportunity with this program. With Ms. Cook's approval, I quickly began the process that produced this thesis. In this thesis, I was able to combine my passion for leadership and the corporate structure to create a paper that articulated the findings of my research of the Fortune 50 mission statements.

I am very grateful for the assistance that so many people have provided in a multitude of ways. The most sincere of thanks go to Lisa Dopp, Wendy Klepetar, Virginia Arthur for participating on my committee, reading drafts, and renewing my enthusiasm. Another person to whom I owe much gratitude is my friend, Stacey Langer. She volunteered to proof a number of copies and "suffered" through many hours of reading with me; her assistance was so valuable. Thanks to everyone and I hope you enjoy!

“Often people attempt to live their lives backwards; they try to have more things, or more money, in order to do more of what they want, so they will be happier. The way it actually works is in reverse. You must first be who you really are, then do what you need to do, in order to have what you want” (Hendricks 1). Corporations too are focusing in a reverse order. Corporate missions statements currently identify the most prevalent goal of organizations to be profit seeking. Therefore, corporations must initiate an emergent form of leadership that encompasses the importance of values and relationships into the philosophies that articulate the organizational direction.

In order to reflect the company’s philosophies, most utilize mission statements (Falsey 4). Establishing a mission statement begins with identifying the business’ activities. This requires consideration of who the customers are, what they need, and what technology and philosophies are used in order to satisfy the customers. The way in which these details are articulated vary from company to company. The mission statement, then, offers a unique representation of a company’s character, values, and priorities while defining the customers and how their needs will be satisfied.

Although mission statements will offer the uniqueness of the organization, these statements should integrate 8 components that represent corporations. The following sections define the purpose of the organization by articulating the customer market, product and service, geographic domain, technology, concern for survival, philosophy, self-concept, and concern for

public image. An example of each component is illustrated through the following excerpts from a variety of mission statements:

1.	<b>Customer Market</b>	We believe our first responsibility is to the doctors, to mothers, and all others who use our products and services. (Johnson & Johnson)
2.	<b>Product and Service</b>	AMAX's principal products are molybdenum, coal, iron ore, copper, lead, zinc, petroleum, and natural gas, potash, phosphates, nickel, tungsters, silver, gold, and magnesium. (AMAX)
3.	<b>Geographic Domain</b>	We are dedicated to the total success of Corning Glass Works as a worldwide competitor. (Corning Glass)
4.	<b>Technology</b>	Control Data is in the business of applying microelectronics and computer technology in two general areas; computer-related hardware and computing-enhancing services, which include computation, information, education, and finance. (Control Data)
5.	<b>Concern for Survival</b>	In this respect, the company will conduct its operations as prudently and will provide the profits and growth which will assure Hoover's ultimate success. (Hoover Universal)
6.	<b>Philosophy</b>	We believe human development to be the worthiest of goals of civilization and independence to be the superior condition for nurturing growth in the capabilities of people. (Sun Company)
7.	<b>Self-concept</b>	Hoover Universal is a diversified, multi-industry corporation with strong manufacturing capabilities, entrepreneurial policies, and individual business unit autonomy. (Hoover Universal)
8.	<b>Concern for Public Image</b>	Also, we must be responsive to the broader concerns of the public, including especially the general desire for improvement in the quality of life, equal opportunity for all, and the constructive use of natural resources. (Sun Company)

(Pearce 1992)

Along with these 8 standard components, many mission statements also articulate the organizational values. These values are often compiled by management in an attempt to identify the organizational consistency and goals. Furthermore, the values that represent the integrity are often used as selling points or marketing tools for the organizations. Values do exist within the corporate world. But do these values accurately represent the organizations? One study indicated that nearly all employees knew a value statement existed, but only 60% believed the company was authentic. The surveyor, surprised by the low number, described the result to a consultant who specialized in these surveys. The consultant responded that this percentage was high (Stewart 138). It is clear that organizations are attempting to identify values. Many, however, are not doing so in an accurate, authentic manner.

It has been established that mission statements should include the 8 standard components and, ideally, accurate corporate values. An inherent question in presenting this information is; do mission statement in today's business environment integrate these components? Are these components realistic or idealistic? In order to address these questions, I began researching the mission statements of Fortune 100 companies.

I began my research by collecting the list of the Fortune 100 companies as of April 28, 1997. Mission statements were obtained from both the companies'

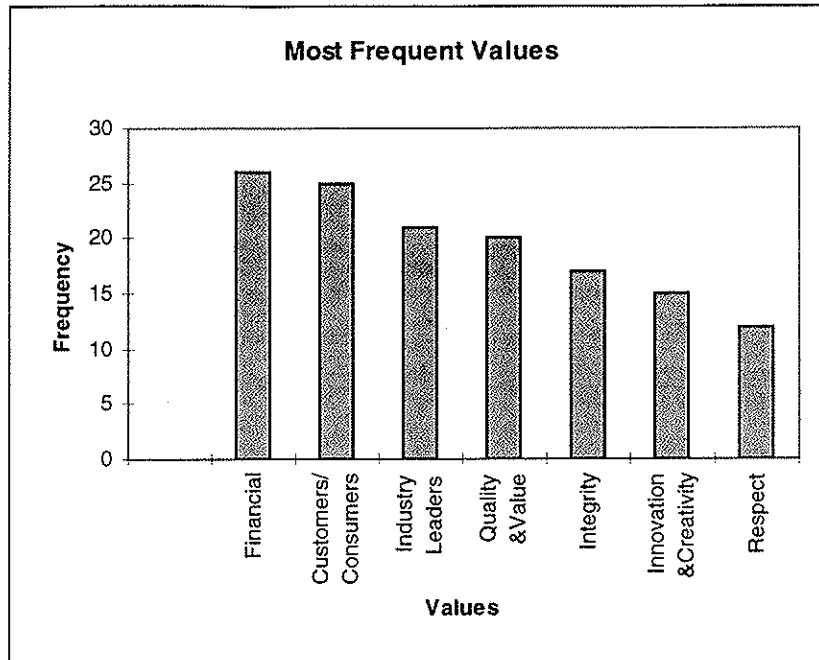
Internet locations and directly from the organizations. As time progressed, I began a more intense investigation of the first fifty companies.

The Fortune 50 mission statements were individually analyzed by recording the frequency of terms that indicated the organizational values. The frequencies were then compiled into graphical representations (Appendix A).

My analysis of these mission statements demonstrates the values most often articulated include:

- ◆ financial profit or success,
- ◆ consumers or customers,
- ◆ leadership within the industry,
- ◆ quality and value of products,
- ◆ integrity,
- ◆ innovation and creativity, and
- ◆ respect.





The findings of a 1996 Fortune survey were remarkably similar. This survey identified the following most frequent values:

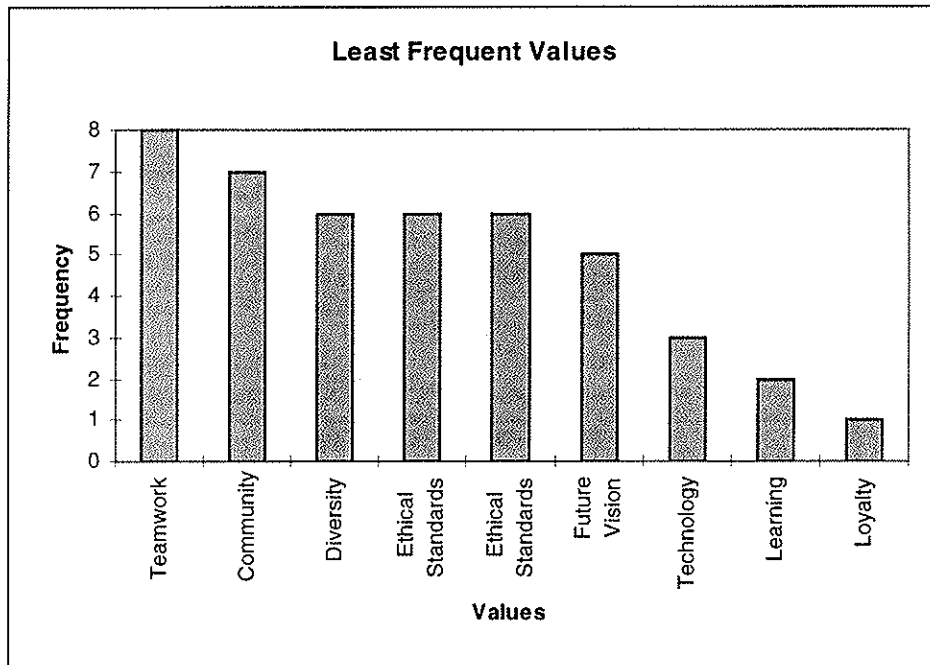
- ◆ quality,
- ◆ integrity,
- ◆ respect for individuals, and
- ◆ profitability.

(Stewart 138).

During my analysis I also discovered that the least frequent values include:

- ◆ learning,
- ◆ technology,
- ◆ future vision,
- ◆ ethical standards,

- ◆ diversity,
- ◆ community,
- ◆ teamwork, and
- ◆ loyalty.



As my analysis shows, companies are confining the direction of their organizations by excluding the importance of learning, diversity, and the community; to name a few. It is clear that the mission statements of companies tend to sacrifice many essential values while focusing merely on the primary profit-seeking value. Therefore, the corporate world must initiate a drastic change which will start with redefining the leadership within their organizations.

This redefinition of leadership needs to evolve from the old-boys network which required accomplishing things through other people within the hierarchy to the emerging definition which involves assisting each other to achieve a shared vision or goal (Fagiano 5). This definition of leadership implies a shift in values away from simply seeking profits.

Redefining leadership will involve a commitment to rethinking the way in which organizations have operated for many years. Not only will the definition of leadership need to change but also individuals' skills, goals, and values of leadership will be redefined. "The old definition of leadership is to get things done through other people...(and) the new definition...is to help others do the things they know need to be done to achieve the common vision" (Fagiano 5). This emerging definition represents an inclusive, value-oriented approach to meaningful business activities.

Why is it important to establish this form of leadership and separate from the traditional profit-seeking form of management? Given the power and impact of corporations on society, it is clear that their vision must extend beyond profit to public interest. Furthermore, the organizations that value profits as their primary motivation allow for unethical practices in the name of being profitable. One study demonstrated such practices with the following data; "a surprising 65 percent of 158 experienced business people...believed that the typical to mid to upper level manager of a large firm believes that profits should be given priority over product safety" (Krohe 16). In situations where profits are the primary

value, there are other pertinent values being excluded, thus creating an ethical void at the center of large business enterprises (Krohe 17). The traditional management practices perpetuate the ethical void in business. On the other hand, the suggested leadership replenishes this void currently emerging from the business world.

Separation from the traditional profit-seeking values toward the emerging form of leadership will distinguish traditional managers from emergent leaders. The “crucial difference between managers and leaders lies in the conceptions they hold, deep in their psyches, of chaos and order. Leaders tolerate chaos and lack of structure and are thus prepared to keep answers in suspense, avoiding premature closure on important issues. Managers seek order and control and are almost compulsively addicted to disposing of problems even before they understand their potential significance.” (Sifonis 164). Why is it important for emergent leaders to approach their work differently than traditional managers by allowing for chaos? Chaos allows leaders to let go of certain things and still create a well-determined, well-ordered education. Furthermore, those who promote chaos believe that one cannot have a truly creative or transformative solution unless the organization is willing to walk through chaos, deal with confusion, and feel overwhelmed and uncertain (Wheatley 9). Within the emergent leadership, the emergent leader’s performance exceeds that of a traditional manager due to emphasis on meaningful contributions such as learning and empowerment.

In order to evolve from the old definition to the new, individuals and organizations must begin to realize that there are essential skills beyond the typical sought after efficiency. This emerging form of leadership will prize efficiency but not with the same regard as it has been historically. Skills that will need to become more recognized include honesty, fairness, self-knowledge, focus on meaningful contribution, and spirituality. People who practice this form of leadership call forth the best of themselves and others and they strive for a keen distant vision and up close focus. Furthermore, these leaders promote an openness to change, a special sense of humor, balance, and an unusual self-discipline (Hendricks 1). These skills will allow an environment that emphasizes personal empowerment and learning.

Beyond these skills, leaders of organizations must realize the significance of these relationships in which they participate. Estes, author of *Tyranny of the Bottom Line*, says that corporations must be held accountable to customers, employees, the community, and society as a whole (Estes 222). The significance of these relationships lies in the networks that they create. The relationships form "interdependent systems that may consist of families, organizations, subgroups within organizations, communities, the natural environment, the economy, and so on" (Allen et al 8). Furthermore, in order to understand relationships as an integral part of leadership, one must look at the web created by relationships. Emergent leadership realizes that this web exemplifies the

interdependence of relationships. Through these relationships, all groups or systems, regardless of size, may influence another in their interactions (Allen 8).

Jonathon Edwards, a philosopher, discusses individuals in relation to this interdependent web. 'One alone is nothing.' He asked whether a sense of identity comes from being separate, from being individual, distinct from others, or from being connected to others. His answer is 'being is nothing, but proportion.' Our identity is shaped by others (Chappell 15). Can this theory expand beyond individuals into the corporate world? Since corporations influence and are influenced by many other factors, they do not exist solely as separate profit-making entities. Therefore, the relationships that create their identity as an interdependent web include their external and internal environments; customers, employees, owners or shareholders, suppliers, environment, community, and government. Within emergent leadership, these relationships evolve into a vision that integrate the organizational responsibility into the components of the web.

Integrating this form of leadership includes not only redefining leadership and promoting new skills and relationships but also recognizing values as an essential component of this emerging leadership. These are the values that comprise the organizational uniqueness and emerge from the employee culture. In order for these values to be functional within the company, they must emerge from and be representative of the organization, not just created at the whim and desire of the management team. These "values don't sprout in the CEO's office

or the HR department; they don't bloom on organizational trellises, the armature of boundaries and lines where the company ends and the world begins. They grow out of core professional skills, communities of practice. They grow where all the ladders start: in the work, not the organizational chart" (Stewart 3).

Therefore, these values emerge from the individuals and their work within the organization, giving each company a unique compilation of values based on the work and the individuals that comprise the organization.

Each day employees merge these organizational values with their personal values. An individual's values are shaped early by parents, teachers, friends, religious leaders, heroes, and fictional idols that model right from wrong. Furthermore, life experiences along with the social, political, and technological influences contribute to the shaping of one's perceptions of what is right and what is wrong (Deblieux 6). The shape of one's values may match those of the corporation or they may contradict. Ideally, corporate values should represent the values of the employees. Therefore, by employees integrating individual values into their daily work, they too are reflecting the organizational values within their daily interactions.

This redefinition of leadership involves more than changing the words that are used within the corporate world. Simply substituting 'leadership team' for 'hierarchy or old boys network' or 'values' for 'management goals' will not produce an evolution of organizational leadership. In order to replenish the ethical void within organizations, this emergent leadership necessitates a new

emphasis and understanding of the essential skills for learning, empowerment, and increased efficiency. Furthermore, this emergent leadership is based largely on relationships and values that emerge from within the organization.

Redefining leadership encompasses a variety of components from skills to relationships to values. How do individuals or organizations begin changes that integrate this form of leadership? The integration of leadership is a process that does not have just one beginning point. The organizations and individuals must assess the needs of the organizations and find an appropriate initiation.

From the various beginning points many options emerge for organizations and individuals. Having options allows these groups to fulfill the needs of their organizations. Many options are appearing rapidly from authors, scholars, organizations, and many other sources. The following paragraphs introduce some of these effective options that will be helpful with the integration of emergent leadership into the corporate world.

An essential component for change within organizations is the shift in language, not just changing 'manager' to 'leader.' But integrating the skills and cultural changes into a language change. This shift not only changes definitions within the organization but also includes the way in which organizational communication occurs. Practicing emergent leadership will allow the priority of communication to be understanding, learning, and sharing, not just the traditional telling and directing. Examples that individuals may use include:

When...	...one might say...
Strong views are expressed without	<i>"You may be right, but I'd like to</i>



any reasoning or illustration...	<i>understand more. What leads you to believe...?"</i>
The discussion goes off on an apparent tangent...	<i>"I'm unclear how that connects to what we've been saying. Can you say how you see it as relevant?"</i>
You doubt the relevance of your own thoughts...	<i>"This may not be relevant now. If so, let me know and I will wait."</i>
Two members pursue a topic of length while others observe...	<i>"I'd like to give my reaction to what you two have said so far, and then see what you and others think."</i>
Several views are advocated at once...	<i>"We now have three ideas on the table (say what they are). I suggest we address them one at a time..."</i>
A negative reaction is perceived coming from another person...	<i>"When you said (give illustration)...I had the impression you were feeling (fill in the emotion). If so, I'd like to understand what upset you. Is there something I've said or done?"</i>
You perceive a negative reaction in yourself...	<i>"This may be more my problem than yours, but when you said (give illustration)... I felt...Am I misunderstanding what you said or intended?"</i>
Other appear uninfluenceable...	<i>"Is there anything that I can say or do that would convince you otherwise?"</i>

(Senge 263)

These examples illustrate situations in which an individual may initiate change in their language patterns by emphasizing awareness of their own communication in relation to others. This awareness can be used to promote participation, understanding, and learning which are key components of emergent leadership.

An additional tool that may be used in order to promote inclusive participation within the organization is the Scanlon Plan. This approach contains four principles:

Principles	Explanation
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1. Identity	Individuals should feel they belong and that they are meaningfully involved and responsible.
2. Participation	Employees should feel that they not only have the possibility of influencing the decision process, but the responsibility to do so.
3. Equity	Individuals should realize a fair return for their personal investments.
4. Accountability:	They should be responsible within their respective jobs for the overall success of the organization.

The Scanlon Plan definitely is not a traditional means of running a corporation, nor is it the easiest. The purpose of this plan, however, is to better communication, participation, and performance (Stackhouse 574).

*The Ecology of Leadership* provides practical guidelines for creating change. Individuals can apply these suggestions to their organizations.

- ◆ Connection is the key.
- ◆ Leadership needs to facilitate an environment that fosters individual growth, trust, and organizational learning.
- ◆ Tension is a positive force in organizational learning.
- ◆ Reflect on the process.
- ◆ Articulate the core purpose and values of the organization.
- ◆ Attach the form of the organization to the purpose instead of the purpose to the form.
- ◆ Reward risk-taking.

The first guideline, connection is the key, suggests that the an emphasis on connection and communication creates relationships that enhance the flow of

information within the organization. The authors state that leadership needs to facilitate an environment that fosters individual growth, trust, and organizational learning allowing emergent organizations to meet the complex challenges they face. The organizational response involves leaders practicing the skills that are consistent with emergent leadership, thus allowing these values to emerge. Believing that tension is a positive force in organizational learning implies that a collaborative, cohesive environment must allow conflict. A collaborative approach allows differences to be explored in a respectful and frank manner. Allowing these differences often results in a greater understanding and more comprehensive solutions. Reflecting on the process involves questioning both the self and group in order to reflect and learn from the organizational actions. The fifth guideline suggest to articulate the core purpose and values of the organization in order to provide a consistent direction for the company and as a comparison for organizational actions and decisions to ensure their appropriateness. Attaching the form of the organization to the purpose instead of the purpose to the form allows the form to emerge from the purpose creates an environment that prides the flexibility of the form. This flexibility is essential and is grounded then in the purpose. The final guideline rewards risk-taking which promotes individuals introducing new viewpoints, speculating on long term impact of decisions, and will allow new voices to be heard. These guidelines provide an initial direction for individuals and

organizations that wish to transition toward this emergent leadership (Allen et al 15).

This emergent form of leadership necessitates individuals taking initiative within their organizations. These individuals then practice within groups. Therefore, it is important to discuss group activities that can assist these leadership processes.

A struggle that many groups encounter is 'Where do we get started?' An activity that assists in answering this question is called 'Designing a Learning Organization.' The purpose is to ask the team to design its own process based on its priorities, thus answering the initial question. This activity can be used for groups of 10 to 200 people and can last four hours to two days. There are six steps listed in the table below.

Steps	Description
1. Establishing the groups	Divide the group into two sections, equal in size. Section A will operate as the keepers of the vision, those who present an image of what the learning organization could be. Section B will maintain a grasp of current reality, recognizing the strengths and weaknesses. Then divide Section A and B into working team, ideally, with five to six people.
2. Divergent thinking	For forty-five minutes or more, each team should discuss the following questions relevant to their section, in any order: Section A: 1. What would we have, that we don't have now, if we had a learning organization? 2. What action steps might we take to achieve those visions? What policies and practices would be worthwhile? Section B: 1. What are the present barriers and obstacles to becoming a learning organization?

	<p>2. What would we want to change or eliminate? What policies should be eliminated? What practices abandoned?</p> <p>3. What elements of the organization already support learning?</p> <p>After discussion have the groups move their discussion toward actions steps.</p>
3. Clarity	In the same teams, have the groups begin to consolidate the ideas from step 2 into ten or twelve coherent points, numbering each point.
4. Convergent thinking	In the same teams, trim the list down to three items. Some will be eliminated immediately. Others will be defended. Give all individuals an opportunity to explain their reasoning, and to challenge the reasoning of others.
5. Presentations and priorities	Each A team presents its top three suggestions. Each B team introduces their three barriers or obstacles. Follow each presentation with a skillful discussion. In larger groups, the discussion will occur between the two presenting groups. In groups of twenty-five or less, the discussion will involve everyone. A consensus need not be reached. But do make sure everyone's opinions are heard. The goal of this step is to find three key projects.
6. Implementation	Create task forces for each of the chosen projects. This committee will attempt an action, note the results, learn, and report back to the larger group within thirty to sixty days.

(Senge et al 53)

This exercise provides groups the opportunity to discuss their vision and organizational barriers while establishing projects for implementation. The process outline in this activity is consistent with the emerging form of leadership.

Another valuable group exercise, "Backing into a Vision," is helpful in discussing group goals and integrating personal values. The activity is designed for a group that has previously been formed and lasts approximately one hour.

The four steps of questions are listed in the table below.

Question	Description
Have you ever been part of a	Answer as individuals, speaking to the group.

really great team?	'A great team' can be defined in any way. But it should be a team to which individuals felt personally committed, used body and soul, and achieved extraordinary results. Think back to that experience.
What was different about this team?	People do 'good work' all the time. Talk about what felt truly special about participating on that team. Responses should be written and posted for the group to see.
How can we, as a team, create those kinds of feelings here?	Ask each other: "What could we do (achieve, accomplish, create together) that would rekindle the same feelings we remember from those really great teams?" Brainstorm ideas and find one that fits for everyone. This conversation leads to the fourth question...
What would we commit ourselves to?	The groups as a whole commit itself to one or more initiatives, often including individual commitments for parts of the task. This results in a shared vision. This may not be reached in the first session, it may require a second.

(Senge et al 340)

The discussion, values, and commitment developed in this exercise begin the leadership processes expected of emergent organizations. Furthermore, this exercise results in a commitment to a common vision.

Another author, Tom Chappel, who addresses organizational mission and vision offers other suggestions on how to implement a mission:

1. Select a committee using inclusive practices and make sure that all areas of the organization have representation. If the company is spread over several locations, create a committee for each.
2. Plan company events that focus initially on the objective of getting to know one another better. Traditional company recreations (picnics, outings, games)

or fellowship events (retreats, assemblies, celebration breaks) usually can do the trick.

3. Plan and design, with the help of human resource professionals, communications workshops, company-wide. Let a few of the principles of the new mission statement be the focus of discussion. Be intentional about listening and sharing. Don't be defensive. Let the employees speak their mind, and record their feedback. To prove you were listening, make the results public- the good, the bad, and the ugly.
4. Celebrate the changes within the company that align with the mission.
5. Reward people who are living the mission, where appropriate.

Chappel's suggestions integrate the importance of diversity, relationships, learning and understanding, celebration of change, and rewards. These components are essential to organizations in their transformation toward emergent leadership.

Beyond these suggestions for the mission statements, organizations must begin integrating the essential missing values into the organization. Research indicates that values such as loyalty, commitment, passion or spirit, and diversity are rarely articulated in current mission statements. Other values that have frequently been omitted from mission statements include action, learning, change, and ethical standards (Appendix A). These are the values that emergent leadership necessitates in order for organizations to be sustainable for the future.

These values must be nurtured within the organizational culture and then be integrated into the philosophies and missions of the organizations.

There are many conversations, activities, and events that can occur to promote the leadership that is being necessitated by the corporate world. The above examples provide a beginning point for individuals or groups that are searching to integrate leadership into their organizations. The compiled activities address key issues of emergent leadership that include language change, inclusive activity, common vision, projects within the vision, and mission statements. There are a plenitude of additional sources that offer other valuable suggestions not only on these issues but others.

Emergent leadership is necessitated by the future. "In the 21<sup>st</sup> century unleashing innovation and creativity will not be sufficient to guarantee success. In the next century success will also hinge on whether, in the eyes of its employees and society-at-large, the company is a trusted member of the community and a good global citizen" (Barren 15). Organizations can establish their integrity and commitment both to the community and as a global citizen by the evolution from the bottom line to leadership, values, and relationships. "Who you are is becoming just as important as what you sell. The values that corporations stand for are increasingly affecting their ability to hire the best people and sell their products or services" (Barren 15). "Successful business leaders in the 21<sup>st</sup> century will need to find a dynamic balance among the interests of the corporation, the interests of the workers and the interests of



society as a whole. Successful organizations in the 21<sup>st</sup> century will be those that complete their transformation and live out values that support the common good” (Barren 16). The future success of organizations is dependent upon their commitment to practices within the emergent form of leadership.

It is clear that the corporate world must not focus only on the bottom line and profits in determining the organizational direction. These practices not only allow for unethical actions but also ignore essential relationships and values that comprise the organization. In turn, organizations must initiate the transformation toward leadership that encompasses those relationships and values. The manner in which organizations may demonstrate their commitment to emergent leadership is through their mission statements. These statements will not only articulate their direction of the company but also integrate the essential emergent values that represent the culture. Commitment to emergent leadership will also involve integrating skills that promote meaningful contributions through empowerment and learning. Furthermore, organizations will begin to understand their interdependence and their web of relationships. The responsibility of this leadership process falls on each individual within organizations. There are a multitude of manners to approach the transformation. Therefore, it is necessary to find activities, questions, and exercises that are consistent with the emergent organizational philosophy and leadership. As a result of the current ethical void at the center of the corporate world, the replenishment of this void requires that “corporations (realize they) exist only

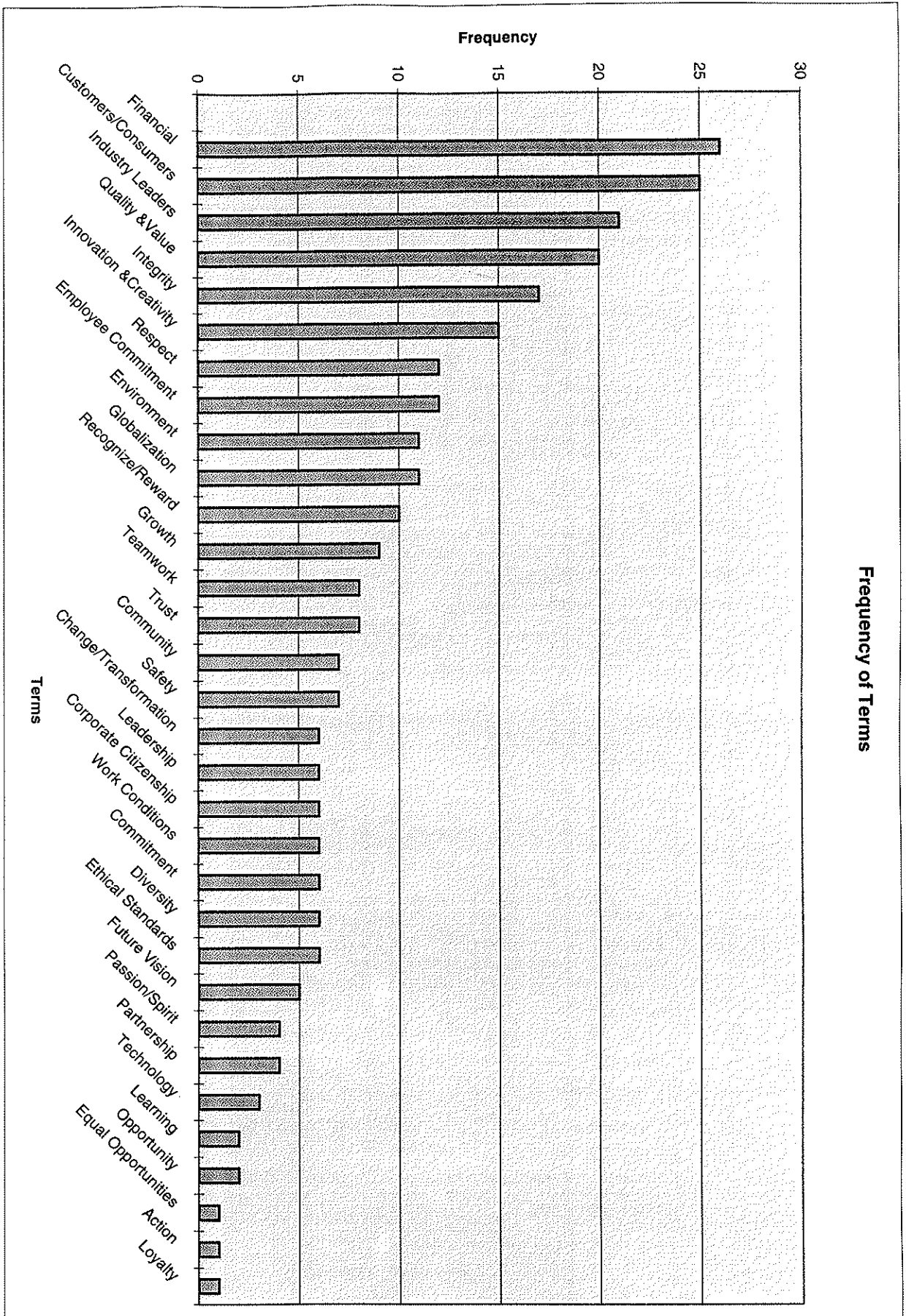
because they are created and safeguarded by our institutions; and it is our right and our duty to see that they work in harmony with these institutions...The first requisite is knowledge, full and complete; knowledge which may be made public to the world." This statement was made in 1901 by Theodore Roosevelt. It demonstrates that businesses must not only practice this emergent leadership but also return to the early purpose of organizations, harmonious institutions providing quality products and services for the common good of society.

Given the research I have done with mission statements of corporations, I would suggest further research in some areas. Mission statements will not always provide an accurate representation of the organizational culture. Further research could provide useful data. One area of research may include an in depth investigation of the organizational culture and the presence of values. One means of providing this data is to conduct interviews with individual within the organization.

## Appendix A

<b>Term</b>	<b>Frequency</b>
Financial	26
Customers/Consumers	25
Industry Leaders	21
Quality & Value	20
Integrity	17
Innovation & Creativity	15
Respect	12
Employee Commitment	12
Environment	11
Globalization	11
Recognize/Reward	10
Growth	9
Teamwork	8
Trust	8
Community	7
Safety	7
Change/Transformation	6
Leadership	6
Corporate Citizenship	6
Work Conditions	6
Commitment	6
Diversity	6
Ethical Standards	6
Future Vision	5
Passion/Spirit	4
Partnership	4
Technology	3
Learning	2
Opportunity	2
Equal Opportunities	1
Action	1
Loyalty	1

Frequency of Terms



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