



The KBA Consulting Group Pty Limited  
ABN 74 065 438 879

Level 3, 650 Chapel Street  
South Yarra Victoria 3141 Australia

Telephone: 03 9024 8288

Facsimile: 03 9024 8240

Website: [www.kba.com.au](http://www.kba.com.au)

7 April 2013

Mr John Cupples  
Director  
Read Along Publishing

by Email

Dear John,

As requested, please find below a "Letter to the Reader" for Book 2 in the series, entitled *The Choice to Serve or Exploit*.

Best regards,

A handwritten signature in blue ink, appearing to read 'Denis Kilroy'.

Denis Kilroy  
**Managing Director**

## **The Choice to Serve or Exploit**

*A Wealth Creation Paradigm for the Third Millennium*

*Guiding Leadership Teams in perhaps their most fundamental choice – whether to consider their business and opportunity to serve society, or an opportunity to exploit it*

*by Denis Kilroy, with John Matthews & Mark Jankelson*

### **A Letter to the Reader**

*In **The Legacy of Good Leadership**, the reader was given a destination and a roadmap. The destination mirrored the belief that is not only possible, but also highly desirable, to build an enduring institution that that could create value for customers and wealth for shareholders on an ongoing basis – and do so in a way that at minimum preserved and in many cases enhanced community wellbeing. The roadmap was a clear way to get there.*

*The purpose of this book, **The Choice to Serve or Exploit**, is to provide a deeper philosophical underpinning for the material contained in Book 1. In a very simple sense, the message in this book is that the ends never justify the means. Instead the means qualify the ends.*

*If we go a bit deeper, then the underlying purpose of this book is to raise management consciousness. Consciousness in this context means our awareness of ourselves, and of the world around us; together with the thoughts, feelings and attitudes we have or hold in relation to both.*

*Raising consciousness means heightening our awareness through a better or more complete understanding – along a spectrum that potentially extends from ignorance to enlightenment.*

*In a business context, we can use the term regressive consciousness to represent a world view that regards individuals or companies as free-standing entities that are able to act in whatever manner they deem appropriate within the law, in order to maximise their wealth, their power or their economic advantage over other entities (be they companies, individuals or groups of individuals). Regressive consciousness leads to a dog-eat-dog existence where there is no genuine concern for others.*

*The term progressive consciousness can be used to represent a world view that regards individuals and companies as different entities that while separate in many respects and free to act independently, are nonetheless still all part of an integrated whole. The behaviour of one affects others in a positive or a negative way.*

*Fundamental to any attempt to raise management consciousness is a process of clarification of intent. Is it the intention of an individual manager or the management team to serve customers, end consumers and ultimately the wider community – or is their intention to exploit them?*

*Every business must make this fundamental choice. It can choose to act with the intention of truly serving its customers and the wider community. Or it can choose to act with the intention of exploiting them.*

*While a decision one way or the other is likely to lead to different outcomes, the real difference lies not in the outcomes, but in the underlying intention of the executives who control the business.*

*For example, poor construction work may remain hidden in a building for many years and ownership of the building may pass through many hands before the faults reveal themselves. There is even the chance that the faults will never surface and the builder who cut corners in order to save costs will never be called to account. But that builder did make a clear and conscious choice to exploit his client. His intention was unsound, regardless of the consequences.*

*The decision to act with the intention to serve, or to act with the intention to exploit, represents a conscious choice between two mutually exclusive alternatives.*

*Outcomes arising from actions might be positive or negative to varying degrees – but not the intentions. With intentions, the choice is black or white. There are no shades of grey.*

*Regardless of how subtly it is done, or how well it is disguised, those who act with the intention to exploit do so out of a regressive consciousness that sees business as little more than a dog-eat-dog competition for advantage, wealth or power acquired at the expense of others.*

*It need not be so. When combined with the destination and the roadmap provided in Book 1, **Book 2: The Choice to Serve or Exploit** places a beacon at the destination that has the potential to illuminate the entire journey – should a leadership team choose to light it.*