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Stakeholder exclusion practices of responsible leaders: an investigation into the application of responsible leader values in stakeholder inclusion and exclusion

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Table 2 Responsible Leader Values and Stakeholder Selection

RL	Cited RL Driver	RL Function & Influence	RL Demonstrable Values (Schwartz, 2007)	Included Stakeholders	Excluded Stakeholders
Bridget (P)	Child abuse victim Experiential learning's transformative potential	• Founder & CEO • 20+ staff • Published Author • Key Note Speaker • Extensive global network • International presence	Power Achievement Self-direction Universalism* Benevolence* Security Stimulation	Children Those marginalised by society Those with a passion for education/outdoors Those who prioritise beneficiaries over money	Those prioritising monetary gain Self-interested individuals Those not valuing experiential learning's potential
Martha (P)	Upbringing Religion Critical thinker Supporting Brazilian street kids	• Founder & CEO • 9 staff • Presence in [city] Region • Networks across UK	Power Achievement Self-direction Universalism* Benevolence* Tradition Conformity Stimulation	Marginalised children Local community Those who see the potential of performing arts as education Those who value close knit teamwork	Those wanting self-direction Non team players Those not seeing the potential in excluded children
Lewis (P)	Direct exposure to extreme poverty in Asia Lack of confidence in neo-liberal economics Critical thinker	• Founder & CEO • 12 staff • Presence in [city] Region • Networks across UK	Power Achievement Self-direction Universalism * Benevolence * Stimulation	Independent businesses Lovers of the Arts Societies free thinkers Socialists	Large Multi-National Corporations Right wing thinkers Self-interested individuals Those who prioritise money

* = Value associated with responsible leadership   P – Proactive stakeholder selector   R – Reactive stakeholder selector

RL	Cited RL Driver	RL Function & Influence	RL Demonstrable Values (Schwartz, 2007)	Included Stakeholders	Excluded Stakeholders and Values
Richard (R)	Formative years in various subcultures Lack of confidence in neo-liberal economics Critical thinker	• Founder & 'leader ' [sic] of a Coop • approx' 6 members • Presence in [city] Region • Networks across UK • Politically active	Power Achievement Self-direction Universalism * Benevolence * Stimulation	Socialists Local community Coop members Local businesses Left wing groups (e.g. Transition Movement)	Right wing thinkers Self-interested individuals Those who prioritise money
Will (R)	Quaker boarding school and associated philosophy	• Founder & CEO • 2 staff + associates • Presence in [city] and N. of England • Networks across UK	Self-direction Universalism * Benevolence * Conformity Security Stimulation	Brain injury victims Health professionals 'Non hard-sell' tech suppliers	Hard-sell tech suppliers Those who prioritise money above beneficiary need
Peter (R)	Responding to an opportunity Upbringing	• Recruited MD • 25 staff • Presence in N. of England • Networks in [city] region	Universalism * Benevolence * Conformity Security	People with disabilities Housing authorities Public sector clients Fairness Respect	Self-interested individuals/organisations Those who prioritise money
Wesley (P)	Upbringing	• Recruited Dept. Director • 8 staff • Presence in [city] • Networks in [city]	Universalism * Benevolence * Conformity Security	Local community Those struggling to access health care Local charities Health care providers	Self-interested individuals Non team players Those who prioritise money above beneficiaries

* = Value associated with responsible leadership   P – Proactive stakeholder selector   R – Reactive stakeholder selector