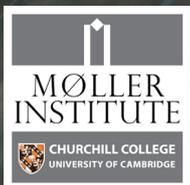


# Power of Purpose Symposium II

Igniting organisational purpose to drive business performance and societal impact



December 2018

Past, Present, Future by Geoffrey Clarke RA, Image courtesy of the artist's estate, Pangolin, London. Photograph by Damien Vickers.



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# → Introduction – Gillian Secrett and Cynthia Cherrey

## Does purpose impact stakeholder and shareholder value?

The Power of Purpose Symposium was launched in 2017 as a joint venture between the Møller Institute and the International Leadership Association (ILA). The symposium grew out of a need to bring theory and practice together to expand our understanding of the power that purpose can have in an organisation. Studies and research show that it is increasingly important that organisations embrace purpose and consider the value that they create for society as well as their shareholders (Kanter, 2011; Stengel, 2011). In August 2019, the Business Roundtable redefined their Statement on the Purpose of a Corporation, signed by 181 CEOs from American businesses who commit to ‘deliver value to all [stakeholders], for the future success of our companies, our communities and our country’ (Business Roundtable, 2019). This is a significant step forward in the recognition of the power of purpose in businesses. Indeed, as society enters a new era of market-place disruption and digital transformation, organisational purpose can drive performance and support efforts to achieve the overarching 17 global sustainability goals established by the United Nations.

We first explored the critical role of purpose as a unifying factor for successful organisations, individuals and leaders at the inaugural 2017 Power of Purpose Symposium. It brought together academia and industry leaders from the US, Denmark, New Zealand, Sweden, Mexico, Australia, and the UK to examine how purpose impacts stakeholder and shareholder value. On 14 December 2018, we convened the second Power of Purpose Symposium at the Møller Institute, Churchill College, in the University of Cambridge. We brought together international esteemed business leaders and leadership scholars, CEOs, Managers, and HR Directors from companies including Allen & Overy, Coloplast, T-Systems, MetLife, KPMG and Unilever to continue the global conversation on purpose. A complete list of organisations can be found in the Acknowledgements section.

Building on the first symposium, the focus this time was on how to implement purpose and use it to enhance business performance. Contributions from the symposium show that establishing and engaging with organisational purpose is an ongoing journey. Participants delved into how purpose drives employee engagement and how it is channelled by organisations to benefit society as well as shareholders and stakeholders. The symposium specifically focused on **exploring the critical question: How can we ignite organisational purpose to drive business performance and societal impact?**

In this context and to answer this question, the viewpoint that came out of the event was to consider “business performance” as an organisation’s increased employee and customer engagement due to a genuine purpose that everyone, customers, employees, shareholders and others, support. This confidence and assurance consequently has a positive long-term financial impact as customers are motivated to engage with more meaningful brands, and employees’ heightened engagement improves productivity.

When considering business performance as the engagement of all stakeholders, the outcomes of the symposium lead us to coalesce on four key findings that ignite organisational purpose – employees, the organisation, its leadership and the environment/context – all of which are inextricably connected, particularly employees and organisation. Our findings are as follows:

- ◆ **Employees:** engaging and attracting purpose-led employees is critical.
- ◆ **Organisation:** embracing purpose encourages organisational stability and longevity.
- ◆ **Leadership:** fostering collective capacity to engage all in meaningful work.
- ◆ **Environment/context:** the changing landscape of the 21st century is increasing the value of purpose.

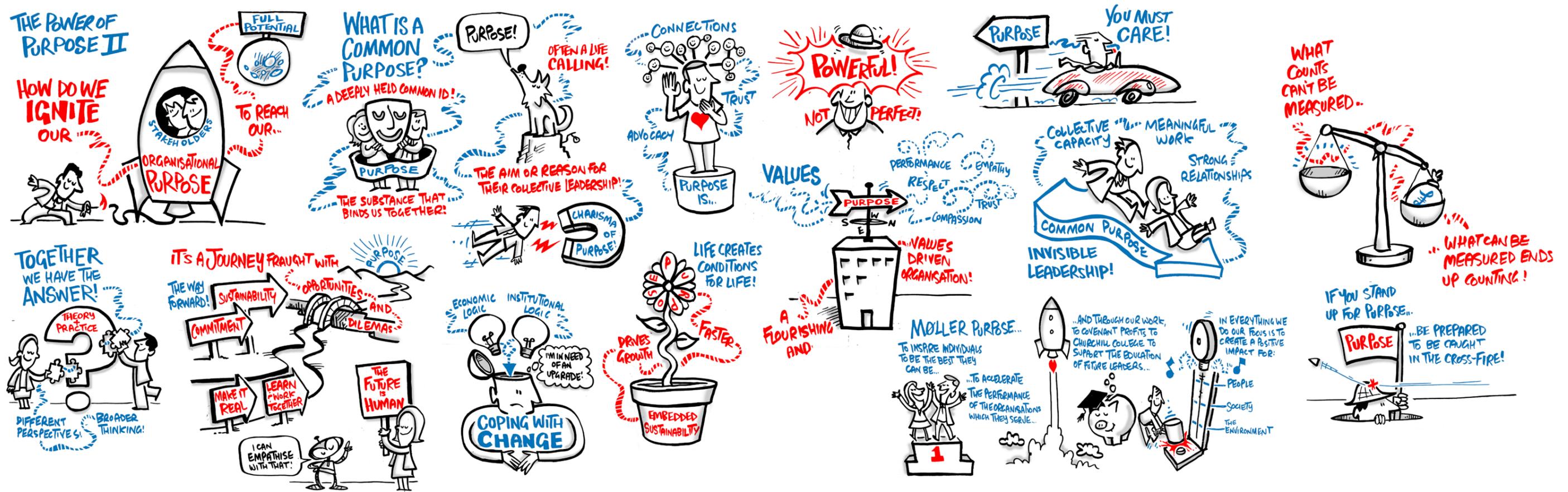
This report will detail the outcomes of the Power of Purpose Symposium II. The report begins with a visual summary of the symposium. It is followed by an overview of the event that presents research on the value of purpose and details testimonials from Unilever and Magnetrol. Next, three case studies explored during the symposium workshops demonstrate how companies currently approach organisational purpose as facilitated by symposium models. The paper ends with a summary of key findings, and a conclusion to consolidate these outputs and suggest further research areas.

Over the past two years of the Power of Purpose Symposium, we have been inspired by organisational commitment to purpose and the greater acknowledgment of its significance within a constantly shifting and ambiguous global context. Please enjoy our findings and join us in our journey to unleash the power of purpose.

Sincerely,

Gillian Secrett, CEO, Møller Institute  
Cynthia Cherrey, CEO, International Leadership Association

# Visual Summary of the Power of Purpose Symposium II



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## ➔ Overview of the Event

Participants in the 2018 Power of Purpose symposium travelled from around the world to explore a range of questions around the topic of organisational purpose. In particular, the event focused on how companies can shape their own organisational purpose, embed it in their culture and increase performance. Hickman and Sorensen define common purpose, also referred to as organisational purpose, as a calling or sense of common destiny that binds people to one another and is the reason behind a group's collective leadership. At its core, 'common purpose is more than a mission statement. It connects with an individual's personal values and their sense of self' (Hickman and Sorensen, 2013).

The group were keen to achieve a greater understanding of the global conversation on purpose and learn from each other about how organisational purpose is used to ignite organisational performance. Other key themes in the room included learning how to practically apply purpose within a business and contribute to the broader network, how to shift from a focus on profit to purpose, impact *and* profit, and how to develop purpose-led leaders for the future.

Using models introduced by the facilitators, participants reviewed their organisation's purpose, examined how purpose is embedded into organisations, and discussed how to measure and validate the impact of purpose within an organisation. The four models of organisational purpose, illustrated and explained in more detail in the Appendices, take organisations through a journey of self-discovery to find their own path to purpose and how to implement it. Utilising this combination of models shapes a method that allows organisations to reflect on their current purpose and the principles of a purpose-driven business, craft their own organisational purpose, create a plan to embed that purpose into their strategy, and finally ensure that purpose-led leaders are equipped to support their organisational purpose.

The first model, 'Five Principles of a Purpose Driven Business', was presented by Charles Wookey from A Blueprint for Better Business. The model outlines five principles that organisations can embrace to drive business performance and societal impact. It offers companies a glimpse into how purpose-led organisations should look to aspire to an end-goal. Wookey advocates a powerful shift by international organisations to integrate all five of these principles into their core strategy, rather than simply having Corporate Social Responsibility (CSR) campaigns as an offshoot of their business plan. Similar to other

presenters and attendees, he questioned whether CSR campaigns allow companies to overlook some of their irresponsible actions. The five principles of A Blueprint for Better Business's model of a purpose-driven business are:

- ◆ Has a purpose which delivers long-term sustainable performance
- ◆ Honest and fair with customers and suppliers
- ◆ A responsible and responsive employer
- ◆ A good citizen
- ◆ A guardian for future generations (A Blueprint for Better Business, 2014)

Drawing on Charles's emphasis on embracing new responsibilities for a better future, Sudhanshu Palsule emphasised that as society becomes more digitised and complex, 'the need to become more human is more imperative than ever' (Palsule, 2018a). A central component of being human is the value that we derive from purpose. Palsule hypothesised that the value of purpose will continue to grow as we progress further into the 21st century. Already, historical data demonstrates that purpose-led organisations outperform companies that lack a common purpose (Stengel, 2011, p. 1). At the same time, the millennial generation appears to place an increased amount of value on working for purpose-led organisations that benefit society compared to previous generations. Another factor that seems to be driving up the value of purpose is an increasingly ambiguous and complex global environment. In this context, purpose provides individuals with direction and meaning (Palsule, 2018a). Furthermore, purpose becomes a differentiator for businesses and individuals in an economy where formal knowledge and information is accessible at one's fingertips. Finally, on an individual level, scientific research shows that an increased sense of purpose creates positive changes to the human brain (Palsule, 2018a).

During the Symposium, Unilever's Chief Learning Officer, Tim Munden, and LabVantage Solutions' CEO, John Heiser, provided participants with two compelling examples of organisations that have embraced organisational purpose. Unilever is a British-Dutch organisation with 165,000 employees worldwide that produces consumer goods, including food, cleaning agents, and personal care products. While the original purpose of the organisation was to 'make cleanliness commonplace' (Munden, 2018), its purpose has evolved to recognise that to succeed requires 'the highest standards of corporate behaviour towards everyone we work with, the communities we touch, and the environment on which we have an impact' (Unilever, 2019). As their Chief Learning Officer, Tim Munden aids Unilever and its employees in finding purpose. Munden's presentation detailed how Unilever has chosen to embrace both organisational and individual purpose to drive their organisational transformation. Munden described how Unilever operates on the belief that 'companies with purpose last, brands with purpose grow, and people with purpose thrive'



(Munden, 2018). The company's purpose-led approach to business is driven by their desire to make sustainable living commonplace in society, as they feel that companies cannot continue to receive business in an unsustainable world.

Munden stressed the symbiotic relationship between organisational purpose and individual purpose. Unilever strives to activate purposeful leadership in its employees to drive their organisational transformation. On an individual level, they view purpose as a sound that lives in your heart and that is vital to physical and mental wellbeing (Munden, 2018). Unilever's standards of leadership focus on an employee's 'inner game' and 'outer game'. The company aims to foster leaders that are purposeful and agile on the inside, while outwardly successful as talent catalysts that exhibit high performance, business acumen, and consumer love.

Unilever delivers their purpose through their Sustainable Living Plan, which outlines the company's blueprint to simultaneously grow their business while positively impacting society. Munden stressed that embracing purpose does not give a company a pass on performance. Over the course of 2018, the company's net profit rose by 51% to 9.8 billion euros (\$58.3 billion) (Associated Press, 2019). Unilever operates as 'responsible capitalists' who are looking to drive shareholder value in the short and long term at the same time as creating a societal impact. The goals of Unilever's Sustainable Living Plan include improving the health and well-being of more than 1 billion people, reducing their environmental impact by half, and enhancing the livelihoods of millions of people (Unilever, 2019b). Unilever has chosen to embed their purpose-led sustainability plan into their business model rather than adapt a corporate social responsibility (CSR) model. Munden believes that CSR models can enable organisations to justify engaging in irresponsible behaviour that they attempt to redeem through more responsible actions.

Tim Munden and Unilever have experienced first-hand the rewards of embracing organisational purpose and have seen it drive users, create 'talkability', and attract millennials. However, in embracing organisational purpose, Munden offered that organisations will experience new dilemmas and must be willing to grapple with negative feedback and backlash from sceptical critics. For instance, there is the potential that a company's purpose will conflict with ideas in other parts of the world where they have clients. Despite these challenges, Munden views the embracing of a human-centred approach to business based on purpose as the best way forward for organisations as the world changes and our use of technology grows.

A second industry testimonial by John Heiser detailed how the company Magnetrol embraced purpose to create a flourishing, values-driven organisation. Heiser was employed by Magnetrol, a family-owned company headquartered in Illinois, USA that develops and manufactures level and flow process control instruments, at a time when the company

had become stagnant and was struggling to attract talent. As the President and Chief Operating Officer of the company, Heiser was tasked with helping the business evolve by creating a cultural shift and change in their approach to business. Heiser employed the Enhanced Stakeholder Collaboration Model to refocus the company around the purpose of 'a flourishing, values-driven organisation' (Heiser, 2018). Additionally, Magnetrol created three core company values: 1) performance, no excuses 2) everyone deserves special treatment, and 3) business is a social institution.

Heiser took Magnetrol in a new direction in which the company championed the human condition and business was viewed as a social institution. Magnetrol worked to invest in both their employees and the community by incorporating full tuition reimbursement, employee volunteer days, a philanthropy committee, and strategic community partnerships. They also chose to work with non-profit organisation, Aspire, which assists clients with developmental disabilities, including those on the autism palate, to lead successful, full lives. Magnetrol partnered with Aspire to identify and hire individuals into the company, matching company organisational needs with client skill sets. This partnership is allowing Magnetrol to find skilled, engaged employees who create real value both for the organisation and society. At the same time, it was vital for the company to rebuild trust and drive alignment between the employees' value structure and their organisational purpose. This was done through an appreciative inquiry process and by encouraging employees to give voice to their values. Similar to Unilever, Magnetrol's acceptance of a purpose-led business strategy did not come without challenges. Heiser viewed top leadership acceptance of this new direction as crucial to success and replaced some senior staff who did not align with developing a value-driven company.

The success seen in both organisations propelled the subsequent symposium workshop discussion. To support the incorporation of purpose in an organisation, Sudhanshu Palsule and the Møller Institute's CEO, Gillian Secrett, presented a framework for organisational reflection on purpose (see Appendix I). The framework is a concept devised by Sudhanshu Palsule and Michael Chavez from their forthcoming book, *Rehumanizing Leadership: Putting Purpose Back in Business*. Gillian Secrett presented the example of the Møller Institute's purpose: 'to inspire individuals to be the best they can be, to accelerate the performance of the organisations which they serve and have a positive impact on society and the environment. Through our work, we covenant all profits to Churchill College to support the education of future leaders'. This purpose aligns with the framework by taking into account both outside-in and inside-out perspectives. The framework also proposes that there are four main categories for organisations to uncover and craft their organisational purpose. These four categories are: context, capabilities, customer, and caring (Palsule and Chavez, 2019). The categories of 'context' and 'customer' provide an outside-in perspective. These are



never in the control of the organisation, but are critical perspectives that shape purpose. Conversely, the categories of ‘capabilities’ and ‘caring’ offer an inside-out perspective by considering aspects within the organisation, notably its people. Chavez’s and Palsule’s framework leads organisations through reflection by encouraging them to answer a question for each category. The main questions that organisations need to answer to craft their purpose are:

- ◆ **Context:** What is happening in the world that creates an opportunity for the company to contribute?
- ◆ **Capabilities:** What does the company uniquely provide the world and what can they uniquely do?
- ◆ **Customer:** What do the people that the company serves need and want in their experiences of life?
- ◆ **Caring:** What motivates and energises the company’s people?

Approaching purpose in this way helped participants to reconsider their purpose and really focus on discussing the ‘why’: why purpose is fundamental to successful organisations; the ‘why’ behind creating purpose so there is true meaning and value driving the organisation.

Palsule proceeded to explore the significance of the connection between purpose and leadership, stating ‘great leadership requires clear purpose’ (Palsule, 2018b). When talking about leaders, he encouraged participants to expand their concept of a leader to include every person at their organisation rather than solely the senior team. Palsule and participants explored a Venn diagram (diagram 1) based on an interview with AMEX’s Chief Human Relations Officer Chris Cox (2018).



Diagram 1  
©Sudhanshu Palsule, 2018

Cox hypothesises that great leaders can find their purpose at the nexus of four different factors: business needs it most, you care about it, you’re really good at it, and it fits your story. In his interview, Cox contends that it is crucial for a person’s skills and abilities to align with their career direction and purpose (2018). At the same time, a leader’s purpose should fit into the story of their life, spark their interest, and be in demand by the business community. Ultimately, finding individual purpose as a leader requires ‘time to craft our story and think about ourselves’ (Palsule, 2018b). This is what will ultimately provide the authenticity behind purpose to drive true meaning and value in an organisation.

Understanding the significance of a clear purpose and how leaders can influence it within an organisation, Dr Gill Robinson Hickman described the five steps to embed in organisational purpose, known as the Sorenson/Hickman model (Hickman and Sorenson, 2013, p.82, full model can be found in Appendix II). Over the course of their research on leadership and purpose in workplaces, Hickman and Sorenson found that linking purpose and culture is key when embedding organisational purpose. The workshop focused on two of the five significant steps to encourage participants to think of new ways in which purpose can become incorporated in the workplace culture:

### Engaging members in meaningful work

Hickman and Sorenson referred to Joanna Ciulla’s definition of meaningful work as tasks that individuals view as ‘morally worthy’ (2013, p. 225). Their research found that people are drawn to jobs and organisations that provide them with meaningful work and have a purpose that aligns with their belief system.

### Facilitating a strong bond or relationship

This step is based around Hickman and Sorenson’s finding that strong bonds develop between employees in atmospheres in which a sense of purpose is infused into an employee’s everyday life. Symposium participants found that strong workplace bonds fuelled employee performance. They proposed that organisations support this by decreasing boundaries and labels placed on employees and eliminating the emotional undertones of hierarchy that prevent individuals from feeling fully human.



# Case studies

Detailed below are three separate cases analysed by symposium participants. The cases emerged from the discussion work using previously outlined models introduced during the symposium: the Framework of Organisational Purpose (Model 2) and the model on embedding organisational purpose (Model 3). As detailed earlier in this report, the Framework of Organisational Purpose maintains that four factors contribute to an organisation's purpose: (1) the context in which the organisation operates, (2) the unique capabilities of the company, (3) the needs of the organisation's customers, and (4) the motivations that drive the organisation's employees to care (Palsule and Chavez, 2019).

These cases provide insight into how businesses ignite organisational purpose to drive business performance and societal impact. These cases represent examples of the challenges and opportunities in fostering purpose-led organisations. Each case was selected and analysed by a table of seven to eight participants and subsequently presented to the entire symposium. Participants then had an opportunity to ask questions and provide feedback on each case.

## Case Study 1: Royal Air Force's Tedder Leadership Academy

The UK's Royal Air Force (RAF) Tedder Leadership Academy was selected by a table of participants to analyse its purpose and the dilemmas that it faces in embedding organisational purpose. The RAF is a part of the UK government and operates within a larger coalition of countries (NATO) to keep the UK secure and protected. The Tedder Leadership Academy provides leadership training and education to all ranks of the Royal Air Force. The participants utilised the Framework of Organisational Purpose to uncover the context, capabilities, customer-base and motivations that drive the organisation. The group uncovered that the Academy operates within a world with rapidly changing technology that is increasingly affecting how the military operates and the skills needed by service members. The Tedder Academy services the entirety of the RAF; it aims to support people to be their best selves and do their best work. The Academy is charged with helping to empower service members and inspire confidence. It is uniquely equipped with the ability to invest in service personnel and provide them with consistent insight on leadership. Staff members at the academy are motivated to transfer skills to Royal Air Force members to prepare them for crisis situations and ensure that each individual has the opportunity to rise as a leader.

The Tedder Leadership Academy's purpose is 'to inspire individuals to be the best they can be'. However, in attempting to deliver this purpose, participants believe the Tedder Academy faces several challenges that need to be overcome. First, the Tedder team is small and is trying to influence an organisation of 35,000 people. Second, the Academy primarily focuses on training officers although the Academy's mandate is to train all ranks of the military. The group concluded and advised that as a result of the discussions, leadership needs to occur at all levels of the military, both officer and enlisted, in order for the military to properly deliver its mandate.

## Case Study 2: South Africa's grape industry

A second organisation analysed by symposium participants was Schoonbee Langoed, a South African family-owned farm that produces citrus, grapes, and crops. The company's context, capabilities, customer needs, and motivations align with their purpose to be the first to market with unparalleled table grapes and citrus by leveraging innovation. Schoonbee Langoed operates in a world of increasingly conscious capitalism and advanced technology. Environmentally, there is a growing concern over climate change and food insecurity. Schoonbee Langoed's customers are concerned with the traceability of their produce and want to know that it was produced with the highest levels of integrity and quality.

The company is unique in their unparalleled high quality of produce and the advanced technology that it utilises. They employ netting to protect fruit from potential environmental damages, utilise the latest technology in their packaging, have erected a solar power-generating plant, and installed a computerised irrigation system in their vineyard. They also have the competitive advantage of a two-week window to pick grapes at a prime time in the Southern Hemisphere as a result of their geographic proximity. They use that time period to supply a large part of the world with grapes before other farms. The company and its employees are motivated to be environmentally friendly and create a positive social impact.

One of the challenges discussed when embedding organisational purpose at a farm like Schoonbee Langoed's was how to make manual work meaningful. Schoonbee Langoed strives to help employees link their jobs to meaning and so they encourage seeing the task of picking grapes keeps people around the world from going hungry. That task is necessary in order for people to be fed; their owners and employees can feel proud that their produce is resulting in people leading healthier lives. However, the question arose in the group of whether or not other farms can find purpose when their produce contributes to products that have a negative impact on society, such as tobacco.

## Case Study 3: The Møller Institute

A final case that was examined at the symposium was the Møller Institute itself, which was established at Churchill College in 1992 to extend the access and reach of the world-renowned University of Cambridge to positively impact society. Danish shipping magnate Mærsk Mc-Kinney Møller's vision and benefaction to Churchill College created a 'Centre for Excellence' to unite business and academia for executive education. The Møller Institute was inspired by a sense of gratitude to Sir Winston Churchill for his role in supporting the freedom of Denmark at the end of the second world war.

The Møller Institute, with its values-based leadership approach, is unique with its genuine purpose behind its work 'to inspire individuals to be the best they can be'. The Institute develops leaders and organisations to transform themselves amidst global uncertainty, and international and innovative competition to create real value for all stakeholders. As a growing enterprise, a key challenge that the Møller Institute faces is developing internal structure and processes to maximise the potential of its emerging market position. Participants concluded that leading with the team's engagement and already purpose-driven attitude was key to the successful alignment and integration of the education and residential elements of the business to deliver its customer promise: 'you are at the heart of everything that we do'.



# → Key Findings: Key Symposium Themes & Stakeholder Impacts



## 1. Employees: Engaging and attracting purpose-led employees is critical

- ◆ The latest generations, and rapidly growing members of the workforce, have different incentives and are drawn to work that is meaningful and creates an impact.
- ◆ Employees need to buy into an organisation's purpose in order for an organisation to transform and thrive.
- ◆ Employees are the best agents of change in an organisation. They have an additional drive to perform when their values align with an organisation's purpose.

## 2. Organisation: Embracing purpose encourages organisational stability and longevity

- ◆ Each organisation's purpose is unique and cannot be replicated.
- ◆ The infusion of purpose into an organisation through its leadership, values and employees can help increase longevity by causing a positive shift in culture and change in business approach.
- ◆ Companies can increase profits by creating value for society.

## 3. Leadership: Fostering collective capacity to engage all in meaningful work, including leaders who are emotionally and professionally engaged in living this purpose

- ◆ Constant reflection and transparency from senior teams is needed within organisations to ensure that the common purpose is up to date.
- ◆ Organisational purpose that is relevant and honest and in line with the leader's own values can drive performance and increase growth.

## 4. Environment/context: The changing landscape of the 21st century is increasing the value of purpose

- ◆ It is vital that organisations consider the outside-in perspective to find their purpose.
- ◆ The value of purpose will increase as the world becomes more digitally wired and society has the need to feel more 'human'.
- ◆ It is imperative that organisations contribute to creating a better and more sustainable world in order for them to continue doing business.
- ◆ Purpose can provide organisations and individuals with direction in an increasingly ambiguous global context.

The most significant point to note about these findings is that they are not isolated, but are intrinsically linked. The first two elements, employees and organisation, are key to igniting purpose: the organisation must foster and nurture a purpose to begin with, in order to engage employees who need to be purpose-led and values-led individuals themselves. When both of these elements are fulfilled, leadership can begin to drive and support the organisation's culture to further embed and ignite purpose, which will help to situate the organisation and its individuals within an ever-changing and turbulent context.

As such, the connected nature of these four areas of purpose means that it is only when considered and implemented all together that the true power of purpose can be felt on an individual, organisational and contextual level. Working with all these areas ignites purpose to drive business performance due to the increased levels of employee and customer engagement as a result of being purpose-driven and motivated by meaningful work. As a by-product, the organisation will have greater longevity, increasing performance that will promote long-term impact.



## → Conclusion

The 2018 Power of Purpose Symposium reinforced the capacity, growing interest, and engagement of businesses to drive business performance, and at the same time create a positive social impact. The two actions are not mutually exclusive. Company testimonials, data, and academic research from the symposium suggest that both will occur when organisations embrace purpose. The ignition of organisational purpose is a journey of company contemplation that includes organisational self-reflection, the crafting and embedding of purpose, and bolstering of purpose-led leaders. While the symposium introduced a road map for companies to follow to ignite their organisational purpose, each company's path to purpose is unique and must reflect their individualised experience, vision and ambition for their business.

In addition to giving participants new capacities and ideas, the Power of Purpose Symposium II raised new questions on the topic of purpose that will require additional research and reflection moving forward. From the context of a society that is in the midst of a digital transformation and is operating in an environment that is increasingly volatile, uncertain, complex, and ambiguous, (Giles, 2018) some significant questions that could be considered in the future include:

- ◆ Does CSR hide the authenticity that society needs?
- ◆ How should organisations that stand up for purpose prepare to deal with backlash and public scrutiny?
- ◆ How does the power of purpose help organisations stay relevant in an increasingly digital world?
- ◆ How should purpose-led organisations deal with customers in areas of the world that have conflicting ideas on purpose or no purpose?

- ◆ What lessons can be taken from other periods of rapid societal change to improve leadership?
- ◆ Can organisations develop leaders who are purpose-led and compassionate or do they need to recruit individuals who possess certain characteristics?
- ◆ How do you measure the impact of organisational purpose over time?

The first Power of Purpose Symposium I explored the definition of purpose and how we shape an organisation's purpose. This symposium (Power of Purpose II) delved into organisational models, how to implement purpose and case studies to understand purpose and create lasting impact. Modern businesses and the prevalence of new technology in an increasingly digitally connected world has opened up opportunities for organisations to find new solutions to old problems in a socially responsible manner. At the same time, a new generation of the work force is demanding work that is meaningful and creates a positive impact: employees want to know that their work is contributing to the advancement of society. Organisations also have additional incentives to create societal impact that include business longevity and profit maximisation by providing products and services that generate positive value for society while contributing to a more sustainable planet. By embracing organisational purpose, companies no longer have to make the difficult choice between creating societal impact or driving business performance: alignment of organisational purpose facilitates both.

Written by:

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## → Acknowledgements

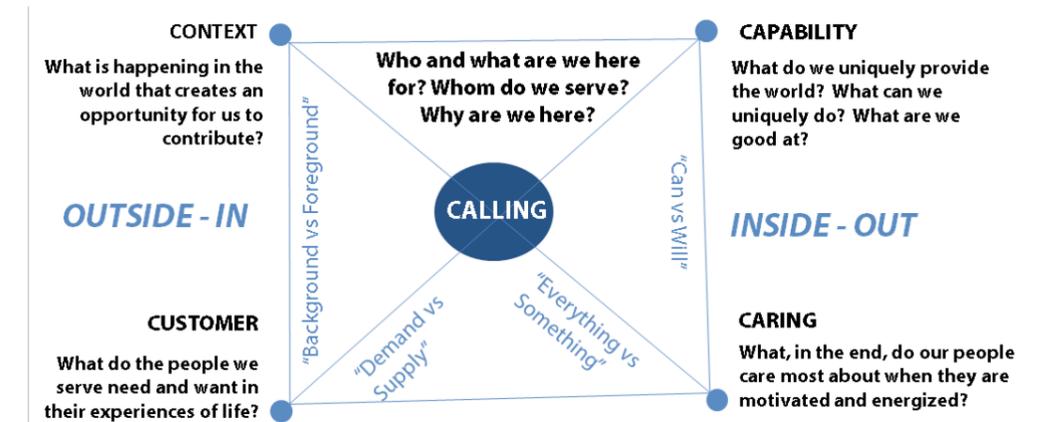
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- ◆ PervasID
- ◆ Adair International Ltd
- ◆ Tedder Academy
- ◆ Robinson Consultants Ltd
- ◆ Walden University
- ◆ University of Cumbria
- ◆ University of St. Thomas
- ◆ Centre for Trust, Peace and Social Relations at Coventry University
- ◆ MetLife
- ◆ KPMG
- ◆ GSK
- ◆ Schoonbee Landgoed

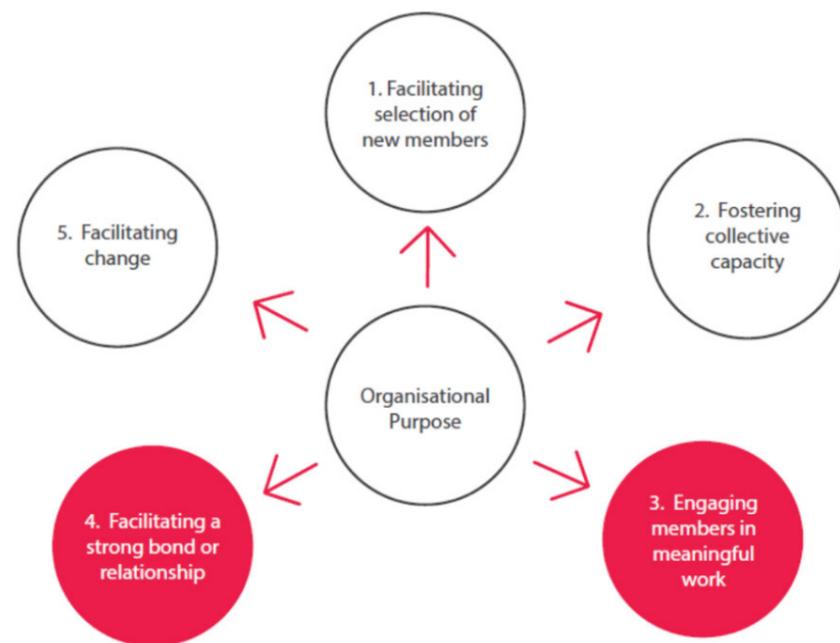
## → Appendices

Appendix I - Framework of organisational purpose, presented by Sudhanshu Palsule





## Appendix II - Embedding organisational purpose, presented by Dr Gill Hickman



The five steps include:

- ◆ Facilitating selection of new members

Hickman and Sorensen's research led them to realise that an organisation's selection and on-boarding process for its employees or members is the foundation to ensuring that the organisation is purpose-led.

- ◆ Fostering collective capacity

The Power of Invisible Leadership defines collective capacity as 'members contributing their best efforts to the shared work of the group' (Hickman and Sorensen, 2013, p. 97). Working collectively allows employees to develop a broader understanding of their organisation by helping them see the bigger picture beyond their individual role.

- ◆ Engaging members in meaningful work

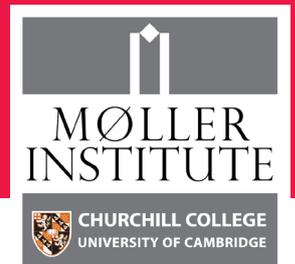
Hickman and Sorensen referred to Joanna Ciulla's definition of meaningful work as tasks that individuals view as 'morally worthy' (2013, p. 225). Their research found that people are drawn to jobs and organisations that provide them with meaningful work and have a purpose that aligns with their belief system. Participants in the Power to Purpose Symposium II suggested that shared experiences, a focus on an organisation's local impacts, and an elimination of the quantification of employee's annual work outputs can aid in creating meaningful work. Additionally, participants shared their belief that people can find meaning out of even the most repetitive and 'dirty' jobs when they focus on the facet of their work that they enjoy.

- ◆ Facilitating a strong bond or relationship

This step is based around Hickman and Sorensen's finding that strong bonds develop between employees in atmospheres in which a sense of purpose is infused into an employee's every day life (2013). Symposium participants found that strong workplace bonds fuelled employee performance. They proposed that organisations support this by decreasing boundaries and labels placed on employees and eliminating the emotional undertones of hierarchy that prevent individuals from feeling fully human.

- ◆ Facilitating change

Hickman and Sorensen contend that as organisations are subject to constant change, leaders need to facilitate change within the proper context (2013). Leaders of purpose-led organisations must 'remain true to the culture of inclusion, participation, transparency, trust, and care in bringing about organisational change' (Hickman and Sorensen, 2013, p. 101).



## Further information

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