

Mastering Purposeful Leadership



Purposeful Leadership is a new style of leadership that prioritizes the activities and actions that will deliver on an organization's Purpose in a way that guides, inspires and engages its stakeholder community.

Purposeful Leadership is expressed by a core set of beliefs, principles and practices.

The Core Beliefs of Purposeful Leadership

Purposeful leadership is built on three core beliefs:

- 1** The beliefs that humans are inherently social in nature and are driven to contribute to others; and that these two attributes are expressed through organizations that exist to solve a specific problem in the world.

We call that solution its 'single common purpose'. By 'single' we mean it is the only purpose of the organization. By 'common' we mean it is shared by others within the organization. In other words, organizations exist to fulfill on its 'single common purpose'.

- 2** The belief that an organization's success and ultimate survival is determined by its relationship with its stakeholder world, both internal and external to the organization.

The more engaged and committed the stakeholders, the more likely the success of the organization. The stakeholder world is the totality of all of its stakeholders or individuals or groups of individuals inside and outside the organization that impact or are impacted by the organization's actions. An organization's 'Stakeholder Community' is a subset of the stakeholder world, which contains those stakeholders that have the most significant impact on its success, and are most impacted by the actions of the organization.

- 3** The belief that when an organization expresses its common and single purpose in a way that is inspiring and important to its Stakeholder Community, it will have an opportunity to harness the power and resources of that community.

When a purpose is clear and shared throughout an organization's Stakeholder Community, research shows that the power of purpose to transform is unleashed.



Why Purpose?

Research consistently finds that man's search for purpose in all that we do is a fundamental desire. We define organizational purpose as the reason for an organization's existence in the world that solves a meaningful and important problem.

Each organization must discover a purpose which is meaningful and important to its Stakeholder Community to foster sustainable engagement. By meaningful, we mean clear, significant, relevant, and worthwhile. By important we mean that purpose should inspire action amongst its stakeholders.

We refer to this single common purpose as Purpose (with a capital P). We believe that sustained Stakeholder Community engagement is fundamental to achieving organizational success and that Purpose plays a critical role in causing engagement with an organization's many different stakeholder groups, especially employees.

Employees in purposeful organizations...

- Are 42% more likely to regularly experience contentment (Leider, 2009)
- Have a 20% longer tenure where they work (NYU/Imperative, 2015)
- Are 50% more likely to be leaders, be promoted (NYU/Imperative, 2015)
- Are 64% more fulfilled at work (NYU/Imperative, 2015)
- Are 4x more likely to be engaged

Purpose...

- Is ranked the #1 factor in job satisfaction, and is more than 2x more important than the next factor, organizational leadership.

And...

- In the private sector, purpose-driven companies outperform the market by 15:1 —and outperform comparison companies by 6:1 (Collins, Porras, 2001)



The Pathway to Purposeful Leadership

Having a Purpose is not enough. It must be clarified and then be the source of all actions delivered consistently to its Stakeholder Community. Purposeful Leaders build purposeful organizations by taking on specific practices that will enable the organization to discover and embrace their Purpose and to design and engage their Stakeholder Community in a more powerful and aligned way.

We call these practices and the principles they are built upon Purposeful Leadership. The principles and practices are grouped into four areas:

- **Purpose Embraced** provides practices to help leaders discover and measure Purpose
- **Stakeholders Engaged** provides practices to help leaders create their Stakeholder Community (i.e. their key stakeholders) and express Purpose in a way that engages this Community
- **Strategy Aligned** provides practices to help leaders design and manage a business model and culture that will support their organization's Purpose
- **Actions Aligned** provides practices to help leaders and employees stay focused and fully engaged in achieving their organization's Purpose

We believe that leaders and their employees that embrace these principles and practices will build lasting organizations that matter.

