

seymourjohn

The purpose-driven organisation

A guide for growth and sustainability

Helping people and organisations thrive
www.seymourjohn.com

sj



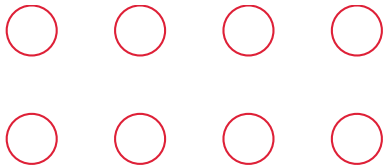
The business case

“A sense of purpose provides employees with a reason to come to work beyond just a paycheck [sic] and helps companies navigate through challenges with a moral compass.” Indra Nooyi, Former CEO of PepsiCo

Establish your true north

The world’s best-performing companies share one key driver: a clearly defined purpose. This book offers tips and hints that will help you find yours. It offers strategies and exercises to define and articulate a compelling purpose that aligns with your values, turning it from an abstract concept into a powerful guiding force for organisational success.

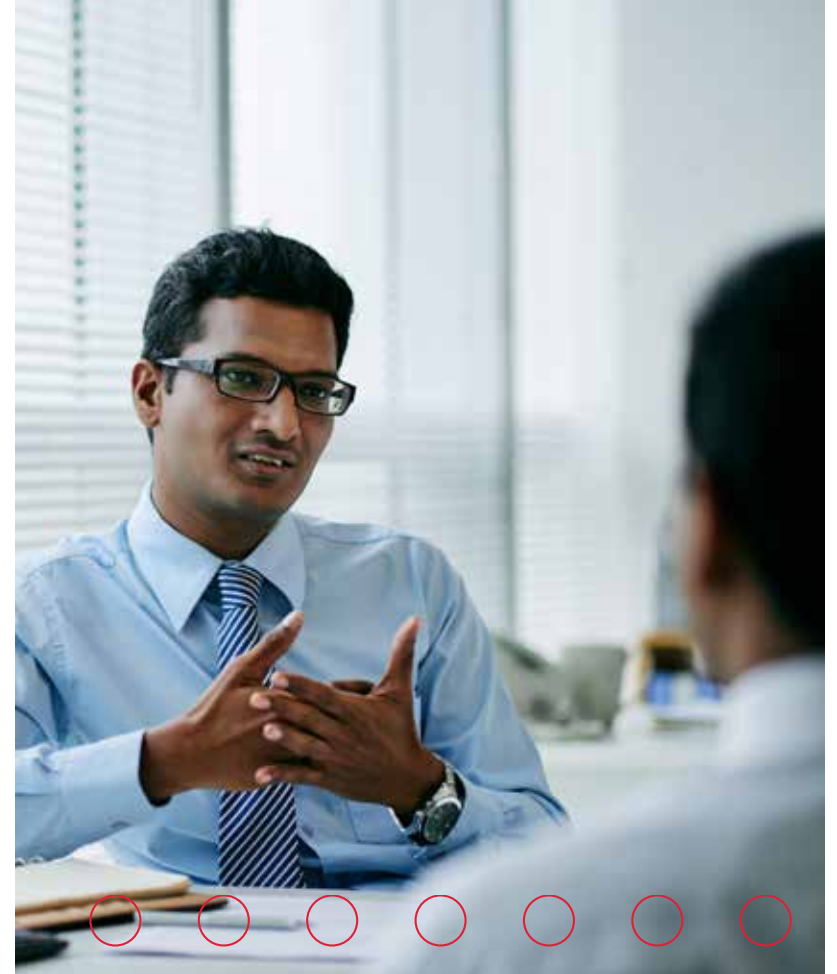
Discover why organisations fuelled by a deeper mission consistently outperform their peers, driving innovation and fostering resilience. Learn how you can transform purpose from a concept into a catalyst for growth.



What does a purpose-driven organisation look like?

Purpose-driven organisations are defined by their higher purpose – a reason for existing beyond just the financial. They seek to make a positive impact on the world around them, whether through environmental sustainability, social responsibility, or other meaningful endeavours such as technological innovation or improving the lives of people through their products and services. They focus on creating a positive workplace culture, fostering employee engagement and well-being.

“Great companies have great purposes. If you are working on something exciting that you really care about, you don’t have to be pushed. The vision pulls you.” Tim Cook, CEO of Apple





The rise in purpose-driven organisations

The ascent of purpose-driven organisations has been propelled by the change in both consumer and employee preferences. Both groups want to support businesses that align with their values and contribute positively to society. Top talent seeks employers that provide a sense of purpose to their work.

Against a backdrop of rising costs, flatlining growth, and an insolvency rate that is at its highest since 2009, purpose-driven organisations are finding ways to succeed. By engaging with their communities, adapting to address societal challenges, and prioritising employee well-being, they are bucking the business-closure trend to ensure continuing relevance.

“The business of business is improving the state of the world. If you are not helping make the world a better place, then you’re not in business. Companies that prioritise a broader purpose are not just successful; they’re sustainable.” Marc Benioff, CEO of Salesforce

Competitive advantage

Purpose-driven organisations outperform their competitors. Operating under the banner of shared purpose enhances:

Growth: purpose-driven organisations attract a loyal customer base by connecting with them on a deeper more meaningful level, driving innovation, and expansion.

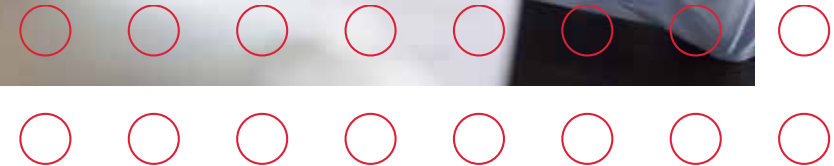
Profitability: authentic commitment to a mission can command premium prices and foster customer loyalty, enhancing financial performance.

Employee satisfaction: purpose-driven work leads to more engaged and satisfied employees, reducing turnover and boosting productivity.

Resilience: their strong sense of purpose guides them through economic challenges and crises.

“Every activity that is not aligned with your purpose is a waste of resources.”

Michael Kouly, leadership expert, author, and educator.

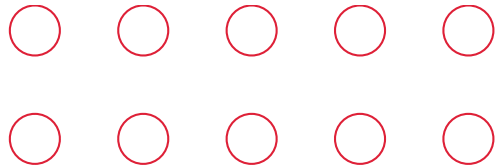


Talent attraction and retention

Purpose-driven organisations are magnets for high-performing individuals seeking meaningful work. They have a track record of not only attracting but also retaining employees who find greater satisfaction when they believe their work contributes to a higher purpose, leading to long-term commitment.

“An extraordinary business starts with extraordinary people. Extraordinary people start with purpose.”

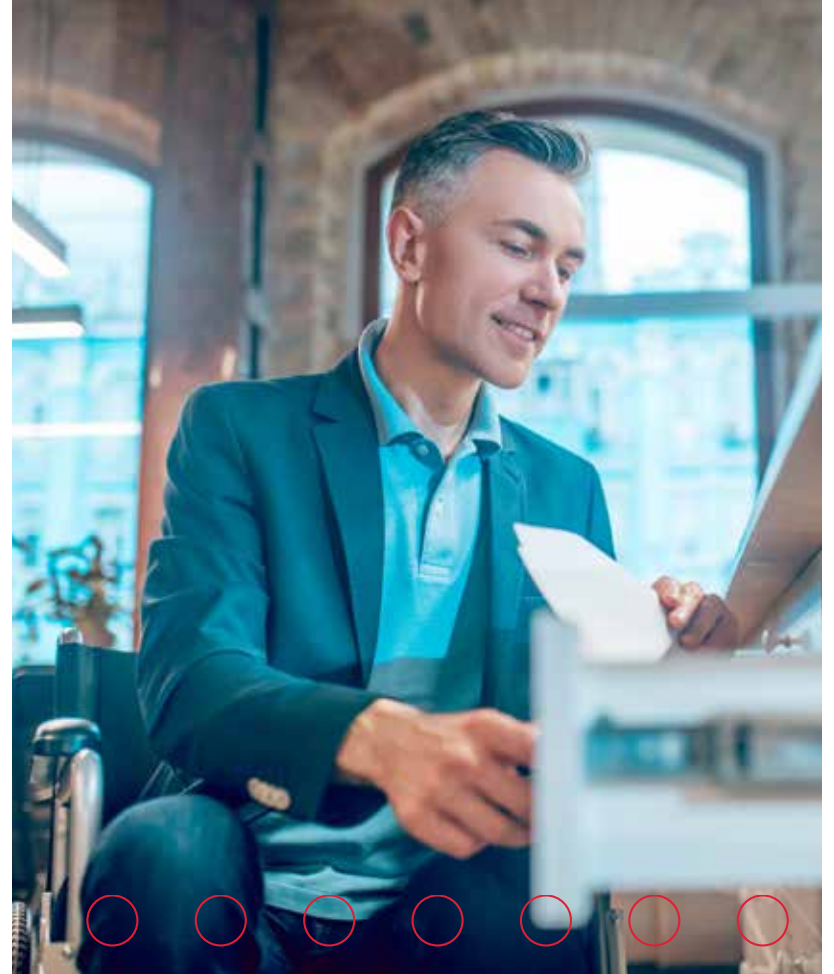
Jesper Lowgren, digital transformation expert



Navigating challenges with a values-led culture

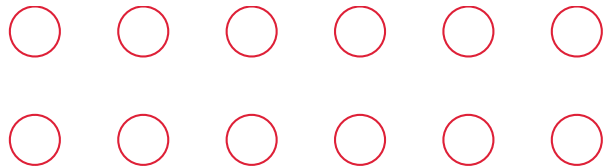
Purpose-driven organisations are better equipped to navigate today's well-documented challenges. Their shared commitment to the mission serves as a guiding force, fostering collaboration, commitment, positivity, and productivity. A purpose-driven approach is proven to create a stronger, more resilient entity that can weather future storms with a unified and aligned culture.

“Every company has to have a sense of purpose beyond just making money. It has to stand for something. It should have a reason for being that is about more than just profits. This purpose should be an essential part of the company's DNA.” Satya Nadella, CEO of Microsoft



In brief

Purpose-driven organisations are at the forefront of a transformative era in business. They excel in growth, profitability, and employee satisfaction, while also remaining relevant and resilient during times of challenge. Businesses leading with a clear mission are poised not only to thrive but also to make a positive difference.



seymourjohn

Defining your organisational purpose: A step-by-step guide

This step-by-step guide will help you define your organisational purpose, engage your employees, effectively communicate it, and keep it alive and relevant.



1 Reflection and self-discovery

Start by reflecting on your organisation's journey, values, and aspirations. What led to its creation? What principles drive your work? What kind of impact do you want to make? This introspection lays the foundation for your purpose.

2 Employee involvement

Your employees hold invaluable insights. Involve them in the process through workshops, surveys, and open discussions. Encourage them to share what they believe sets your organisation apart and what its purpose should be. This inclusivity not only enriches your purpose but also fosters a sense of collective ownership among your team.

3 Crafting your authentic purpose statement

Using insights from leadership and employees, craft a concise and powerful purpose statement. Avoid platitudes and make it authentic. It should articulate why your organisation exists and the positive change it seeks to create; make it clear and inspiring.

4 Test and refine

Share your purpose statement with stakeholders and gather feedback. Collaboratively refine it to ensure it resonates with those it touches.

5 Communicate purpose internally

Internally, launch a purpose campaign. Use storytelling to make your purpose relatable and memorable. Incorporate it into employee onboarding and training, and make it a constant message throughout the employee lifecycle.

6 Embed purpose in decision-making

Encourage employees at all levels to consider your purpose when making decisions. This alignment ensures your purpose remains ingrained in your company culture. Recognise and reward employees who embody your purpose.

7 Communicate purpose externally

Share your purpose with the world and use it as a magnet for customers and partners. Showcase it through marketing materials, your website, and social media.

8 Regularly revisit and reflect

Periodically revisit your purpose statement and reflect on its relevance and impact. As your organisation evolves, your purpose may need adjustments to stay aligned with your mission and values.

9 Celebrate purpose-driven successes

Highlight and celebrate the positive impact your organisation achieves through its purpose. Share stories of how your purpose has made a difference, both internally and externally. Recognition and celebration keep your purpose alive and inspire ongoing dedication.

Defining your organisational purpose is a journey that requires introspection and collaboration. When done right, it becomes the north star that influences decisions, inspires employees, and attracts value-aligned customers and talent. By following this guide, you can craft a purpose that not only defines your organisation but also empowers it to create meaningful change.

From communication to action: making purpose tangible in the workplace

We've laid out the steps for defining and communicating your business purpose, but having a well-defined purpose is not enough; it must be embedded at the core of your company. Organisations that successfully translate their purpose into actionable initiatives and everyday behaviours reap the rewards of increased engagement, employee job satisfaction, and talent retention.



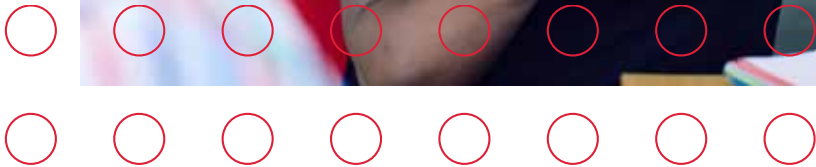
Translating purpose into action

Align goals with purpose: Every project, initiative, and decision should reflect and support your overarching mission, making the connection clear to employees.

Empowerment: Encourage employees to take ownership of purpose-driven initiatives. Grant them the autonomy to propose, implement, and drive projects that contribute to the company's purpose. And celebrate and reward them when they are successful.

Integrate purpose into everyday behaviours: For example, if your purpose is environmental sustainability, implement policies that reduce waste and promote eco-friendly practices within the workplace.

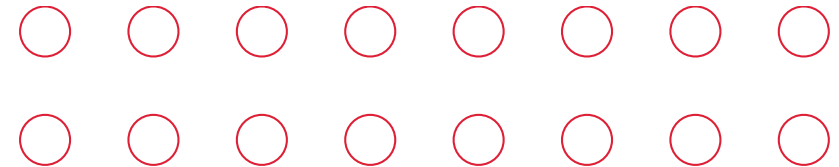
Communicate the impact: Share success stories, progress updates, and how employees' contributions are making a difference. Transparency reinforces the connection between their work and the broader purpose.



CASE STUDY:

Ella's Kitchen – cooking up success

Ella's Kitchen, a UK-based organic baby and toddler food company, exemplifies purpose-driven practices in the food industry. The company is built on the belief that every child should have the opportunity to eat better and discover healthy food. Ella's Kitchen not only focuses on providing nutritious and organic food but also places a strong emphasis on sustainable and environmentally friendly practices. The company's commitment to reducing its carbon footprint and using ethically sourced ingredients aligns with its mission of nourishing children and the planet. Ella's Kitchen showcases how purpose-driven initiatives can be seamlessly integrated into a business model, creating a brand that resonates with health-conscious parents and environmentally aware consumers alike.

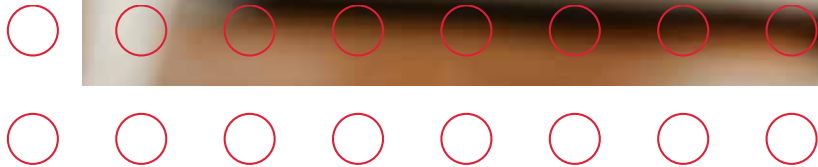


Performance management and purpose

Performance management is a linchpin in making purpose tangible. Set performance goals aligned with your purpose and regularly assess employees' progress. Recognise and reward those actively contributing to purpose-driven initiatives, reinforcing their significance.

The impact on your people

- Employees connected to a meaningful purpose via performance goals and aligned initiatives are more engaged, leading to increased productivity and creativity.
- A sense of purpose adds depth and fulfilment to work, contributing to job satisfaction.
- Employees who believe in their company's purpose are more likely to be retained, reducing turnover and associated costs.



How purpose fuels innovation and creativity in the workplace

In a rapidly changing world, innovation and creativity are essential for staying competitive and driving growth. A powerful catalyst for this is a clear sense of purpose.

Inspiring meaningful work

When employees understand how their efforts align with the company's purpose (one to which they themselves are compelled to contribute to), they are more motivated and engaged, fuelling creativity and innovation as they strive to succeed.

A well-defined purpose provides a framework for identifying and prioritising projects that align with the company's mission. Purpose-driven projects inspire creativity and innovation when employees see the direct impact of their work on the higher purpose.

Fostering risk-taking

A sense of purpose often emboldens employees to take calculated risks. When they believe in the larger mission, they are more willing to explore unconventional ideas and approaches, leading to breakthrough innovations.



Attracting and retaining top talent

Top talent seeks organisations with a compelling purpose. A clear mission statement not only attracts skilled individuals but also retains them. Purpose-driven employees are more likely to stay loyal to an organisation that shares their values and provides meaningful work.

Nurturing a collaborative culture

A shared sense of purpose fosters collaboration. When employees are united by a common goal, they are more likely to work together, share ideas, and collaborate on innovative projects.



Building adaptability and resilience

A purpose-driven organisation is better equipped to adapt to change and weather challenges. The clarity of purpose provides direction during turbulent times and encourages employees to find innovative solutions to emerging problems.

Enabling a long-term vision

Purpose transcends short-term goals and allows organisations to focus on a long-term vision. This perspective encourages investments in research, development, and innovation that may take years to yield results.

Celebrating innovation

Celebrating and rewarding recognition reinforces the importance of creativity and encourages employees to continue pushing the boundaries of what's possible.

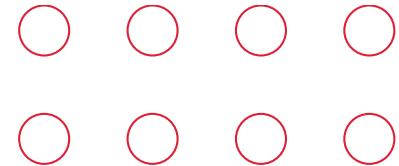


Case Study:

Tesla – Driving the future with purpose

A standout example of a purpose-driven organisation is Tesla. Its overarching mission is to accelerate the world's transition to sustainable energy. The company's commitment to sustainability extends from its innovative electric vehicles to solar energy solutions and energy storage products. The company's success is not solely measured in financial terms, it is also deeply tied to its impact on environmental sustainability. Tesla showcases how a clear, meaningful purpose can drive innovation, attract top talent, and transform an entire industry.

Purpose is a powerful driver of innovation and creativity in the workplace. By embracing and nurturing a clear sense of purpose, organisations can unlock the full creative potential of their employees and drive sustained innovation and growth.



Persuaded by the power of purpose?

If you would like to know more or need help defining, articulating, embedding or disseminating your company's purpose, please do not hesitate to get in touch.

Kate Hardcastle
Director, People & Change
07885 565548
kate@seymourjohn.com

Helping people and
organisations thrive

www.seymourjohn.com

seymourjohn