

CONTENTS

Preface xiii

Introduction: lives transformed by purpose 1

PART ONE Why purpose is central to performance 9

01 Effective leadership: it's all in the mind 11

Purpose changes your brain chemistry 12

Purpose – values – goals 13

Purpose also matters to the young 14

Avoid threat, find reward 15

Inside the brains of leaders 18

How to build inspired motivation 19

Words can change your brain 20

02 The purpose movement: a growing global conversation 23

How purpose-led business can help restore trust 26

Purpose: an underutilized asset 27

Purpose brings wide-ranging benefits 30

The gap between future leaders and current leaders 31

Why leaders should focus on relationships, purpose and values 32

More communication needed between leaders and investors 34

The golden thread that delivers short- and long-term success 38

Purpose, values and goals must be aligned 39

03 Purpose and employee engagement: why giving employees a greater sense of purpose is every leader's job 43

Billions being lost globally 45

Disengaged employees cause catastrophes 46

How engagement helps you as a leader	47
What are the attributes of an engaged employee?	50
Willing to work does not necessarily mean able to work	50
Wanted in leaders: purpose, vision, values and stretching goals	51
The power of respect: the most important ingredient in leaders	52
The 12 principles of inspiring leadership communication	55

04 How purpose powers better results... and the leadership behaviours that do most to unlock discretionary effort from employees 63

How you need to behave as a leader to inspire more effort from your team	64
Terrible listeners	66
The important manager behaviours: as seen by employees	67
The most important behaviours in a manager, according to research?	69
The top eight behaviours of inspiring managers	71
Managers tend to overrate their performance	72
Two-thirds of employees say they regularly put in extra effort at work	73
The inspiration gap that creates the productivity gap	74
The secret to encouraging discretionary effort	76
The four most important management behaviours	76

05 The value of values: how culture contributes to a sense of purpose and to better results 79

Values are beliefs in action	80
Global surveys show values are valued	81
Four out of 10 people believe business is unethical	84
Values create more agile teams	85
Embedding values is not easy to do, but it brings dividends	85
Values should be liberating and measured	87
Understand the different types of values	87

06 Measuring the value of purpose: meeting the needs of customers and, in so doing, creating long-term value for all stakeholders 91

Changing the way business thinks and acts	92
Intangible assets – the real drivers of success	93

Trust is an intangible asset of enormous worth 95
 Purpose delivers trust, and higher growth rates 96
 If purpose is about creating value for all, how do you best track
 long-term value creation? 98
 Your value-creation story = competitive edge 99
 Integrated reporting helps to account for purpose 100
 Integrated reporting enables better decisions 102

PART TWO People with purpose: how leaders use purpose in their own organizations 105

07 From surviving to thriving: the importance of a long-term vision 107

Business is not investing for long-term growth 108
 Get value from shareholders, not just for them 109
 From surviving to thriving 110
 Sustainability versus thrivability 112
 Create an audacious 10- to 30-year vision 114
 The difference between a long-term vision and purpose 115
 When you achieve your long-term vision, set another one 116
 A qualitative long-term vision 117
 Changing the world 118

08 Authentic purpose: start with the customer to truly engage with people inside and outside your organization 123

Other than profit, what kind of purpose? 124
 Mission is different to purpose 126
 Companies with a customer purpose outperform 126
 Customers want to be respected 128
 An emotional bond is your Teflon layer 129
 Deliver the promise and respect the customer 130
 Making customer care your purpose 133
 Use language that resonates with customers 135
 You have to resonate with employees, too 136
 Give your customers an authentic experience 139
 Staying true to your purpose over decades 141
 What makes a corporate purpose authentic? 142
 Success from staying ruthlessly true to your purpose 143

- 09 Culture is your competitive edge: how leaders align purpose and values to create winning teams 147**
- Middle managers bring the culture to life, or kill it 150
 - Beware of barriers that prevent people from living the values 152
 - If you have the wrong values, change them 156
 - To understand culture, put your leaders in the front line 157
 - Your values bond customers to the brand 159
 - A strong set of values empowers and energizes people 161
- 10 A framework for success: how leaders create alignment by putting purpose, values, vision and goals on a single page 167**
- Employees want to contribute to strategic goals 168
 - How Monarch Airlines came back from the brink by aligning the company 170
 - A framework for success 174
 - How a new purpose vision and values framework turned around a critical health-care business 176
 - Allow employees to translate the goals to their worlds 181
 - How to cascade the goals so they create alignment 182
- 11 Purposeful conversations: how leaders embed their vision and values and align their organizations 185**
- Alignment is a dynamic, ongoing process 187
 - Encourage and enable managers to have purposeful conversations 190
 - Purposeful conversations drive better business results 192
 - Your managers have to live the purpose and values, and be models of the behaviours you require 193
 - Hold up a mirror to encourage change 197
- PART THREE Leading with purpose: what you need to do 203**
-
- 12 Define your own purpose: you can't inspire your team if you are not inspired yourself 205**
- Why you must liberate your passion through your values 207
 - Start by finding your strengths 208

In order to know others, you must first know yourself...	209
Do a 360-degree strengths test	210
Purpose gives you courage	212
A starting place	213
Bringing out your best	220
Purpose makes you charismatic	221
Be visible, be consistent and be true to your values	222
The right values create value	224

13 The purpose framework: how to create the tool that gives everyone in your team a sense of purpose

Be sure you all understand and agree the terminology	229
Balancing people with purpose and profit	230
How to balance a results focus with a relationships focus	231
The purpose framework	233
In summary	242

The resources

Your guide to the purpose framework	246
The questions that will help you to understand your own inspiration quotient	248

Acknowledgements 251

Index 263