The DOer's Guide to
PURPOSEFUL ORGANIZATIONS

The five building blocks to transform with purpose, tools to get you started, and a list of inspiring leaders.
At The DO School, so much of the inspiring work we do with our partners occurs in the space where a clear and meaningful purpose is combined with a passionate drive to innovate. We believe that the more individuals, communities, and organizations are prepared to act in this way, the more enabled our society becomes to solve the pressing challenges of our time.

It is incredible for us to see how concepts our founders were discussing years ago are now part of a widely used lexicon. Purpose is no longer an alternative, it is becoming the new norm. And is that a good thing? Customers, employees, and even shareholders are expecting a return on purpose. Is becoming a more purposeful organization just a trend, the current Zeitgeist, or is it here to stay? More importantly, will it lead to overall social good or is it perhaps a new packaging on the same way of doing business?

We were curious to both expand our own learnings and experience, and to curate a wide discussion on purposeful organizations. We wanted to learn from best practices and experts, to share and exchange tools, and to widen the overall knowledge base. During this process, we conducted interviews, captured thought leadership pieces, and voted on a list of important DOers & Shakers for all of us to aspire to. Additionally, our own experiences as well as the preparation for this Purposeful Organization initiative led us to ‘package’ our current approach into a set of building blocks. We engaged our community both around the topic as a whole and within the context of these building blocks. We wanted to test our assumptions and provoke meaningful dialogue about what makes a more purposeful organization.

This publication is both a culmination and a celebration of the initiative. Many thanks to all of the old and new friends who made this possible.

We hope that this publication will lead to more dialogue and collaboration. Looking forward to hearing your thoughts.

Warm Regards,
Scott Goldner, The DO School
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In the spirit of co-creation, we gathered together a steering committee of experts from organizations like BMW, Deutsche Bahn, Leader’s Quest as well as impressive impact entrepreneurs to share their insights. The steering committee played a large role in helping us create and curate the Purposeful Organizations journey.
1. NAVRINA SINGH, Product Leader, Microsoft AI  
2. SAYO AYODELE, Partner, Leader’s Quest  
3. PETER SCHWARZENBAUER, Member of Board of Management, BMW AG  
4. RYAN GERSAVA, CEO, Virtualahan  
5. URSULA SCHÜTZE-KREILKAMP, Head of Leadership Development, Deutsche Bahn AG  
6. NIHAL AHMED, Founder, Limitless  
7. SARA NIESE, Lead Expert, The DO School
Having worked in the automotive industry for over 35 years, Peter Schwarzenbauer, Member of BMW AG’s Board of Management, was brought up in the age of the Faster, Higher, Farther mantra. Today, with that mantra having lost all meaning, Peter uses purpose as his orientation guideline in both his personal and professional life and throughout his mentoring efforts.
Can you tell us a little bit about your backstory and what you do at BMW? What has been your purpose when you look back at your career?

I have worked in the auto industry for over 35 years. During this time, I have seen a lot of transformation - transformation that many people think has yet to come, but we are firmly in the middle of it. This transformation is not only relevant to the automotive industry. In fact, it’s not industry-specific at all, it affects our entire ecosystem - how we understand the economy and even democracy. Where do we still need to make changes and what will last for the next 50 years.

I was brought up in the age of the Faster, Higher, Farther mantra. We must not make the mistake of looking back at that time and presenting it too negatively. Faster, Higher, Farther made huge steps forward for both the national economy and the overall prosperity of the people. The question is, when will this mantra no longer apply to the whole system? In my opinion, that time is now, and so the issue of purpose has come full circle. Today, we experience the pressure to consider the purpose of the economy in a functioning system.

You have been a mentor and advisor to many entrepreneurs, intrapreneurs and changemakers - what advice do you give them?

The first thing I advise everyone is that you need to accept that not everyone will understand you immediately. I say this to all entrepreneurs and intrapreneurs. This simple outlook is key to success. Additionally, I also ask them about their personal purpose - Why are you doing this and how does this reflect you?

In the past few weeks the discussion around purpose has been prominent in the media. What role does purpose play when transforming the future?

A company, regardless of its size, can only survive if it is aware of its own “why”. While this all sounds quite simple initially, my experience is why that purpose, especially in transformation scenarios, is crucial if you want to survive the tsunami of change that sweeps over you.
What are the opportunities and challenges that you see and to what extent are they relevant in the conversation?

Purpose is an orientation guideline. It is not the answer to everything, but it should equip people within an organization with a sense of direction. I am a strong advocate of the fact that the bottom line is not just about great processes, organizational tools, and modern IT systems. Such things don’t help if you don’t have the people on board. As a board member, I have plenty of meetings with colleagues of younger generations leading the discussion around culture and purpose for us. In the long run, companies need the right talents who are eager to further develop the company. A company can only attract and retain the right talent if it can communicate to them authentically that they are doing something that makes sense to them.

Let’s now turn our focus from the individual to the organization: which 3 keywords would you use to define a purpose-driven organization?

Value-based, transparent and impact-oriented.

Some define purpose as the invitation to employees to participate. What role does purpose play for people’s success within a company? And for the company’s success in the future?

By transparent, as I mentioned above, I mean participation. When I act transparently, people also feel more involved because they know how decisions are made. The paradigm of the Higher, Faster, Farther economy does not result in happiness, yet happy employees always lead companies to success.

How does BMW measure and assess impact? Can you give some concrete examples?

In 1972, at a time when sustainability was not yet a hot topic, BMW hired its first Sustainability Manager in the Munich plant. We also began to analyze our
value chain in terms of eco-efficiency. Today, it’s difficult to say where exactly the various parts originate from. We have over 1,000 suppliers, who in turn have their own suppliers. As a first step, we have agreed on eco-efficiency guidelines with our first tier suppliers, as well as ethical and working standards, which are regularly monitored. Since 1995, we have been measuring how we are improving; between 1995 and 2020, we aim to achieve a 45% overall improvement and we’re already quite close. The same applies to CO2 pollution, with an optimization value of 50% over the same period. The Executive Board deals with this issue twice a year. If we take a closer look at our factories in Europe, we can see that by the end of 2019 all European factories will be carbon-neutral. We aim to have all our factories worldwide carbon-neutral by 2020.

**How do you engage with your purpose outside of your organization?**

At the very least, I’ve changed my own personal motivation in my direct environment. I have an urge for change and improvement. I’m a big believer in the fact that if everyone would realize their own motivation, we would have a melting pot of purpose at the end, which would be a great improvement.

**Is there someone that you feel is a trailblazer when it comes to being purposeful? Who would you recommend as a DOer and Shaker in Purposeful Organizations?**

I myself have always dealt well with transformation and change. I have seen many who are on the same path as me to Purposeful Transformation. Nobody has really managed and really arrived yet. If I had to name one company that is close, it would have to be Adidas.
Connecting the ‘why’ with the ‘what’ and ‘how’ of an organization’s day-to-day operations is critical to not just the bottom line, but also fostering a motivated, passionate, and happy team. Organizations that lay the foundation for purposeful work create a deeper sense of meaning, more shared ownership, and commitment. This first building block is a crucial start to forming a purposeful organization.
Aligning purpose amongst employees and the company often comes down to a unique operating model. Robert Bueninck, Klarna’s General Manager in the DACH region, explains how the Swedish company’s progressive approach to encouraging more bottom-up initiatives instills a sense of purpose across Klarna.
Tell us a bit about your role at Klarna

I am Klarna’s General Manager in the DACH region, so Germany, Austria and Switzerland. At Klarna, we are organized in a slightly different way, as we have so-called “teams” and “domains” that tackle various problem spaces. I am domain lead of the DACH domain. The purpose of the DACH domain is to drive growth and innovation in the region and set up the right go-to market strategies for various new product offerings.

What is Klarna’s greater purpose?

At the end we have multiple purposes. Our main purpose has always been to become the world’s favorite way to buy by standing out from the crowd and providing a great service for our costumers. We want to make payments a fun, joyful and smooth experience to make people’s lives easier.

What are Klarna’s biggest assets in becoming more purpose-driven?

At the end of the day we are, like any other company, in the people business. Our colleagues have a specific mindset and are naturally open to changes and new developments. At Klarna, we really try to actively embrace this kind of culture to facilitate speed and innovation.

What role does purpose play in peoples’ success at Klarna?

In general, if you look at a person’s motivation, it always comes down to having a feeling of purpose and of belonging to something bigger. It’s a constant challenge to establish this particular feeling and passion throughout an organization, of course, but it can be incredibly rewarding at the same time.

How does Klarna encourage employees to explore their purpose?

We encourage employees to think entrepreneurially and identify room for improvement. Klarna’s operating model has been deliberately designed to allow
employees to do this, as we have turned the traditional management pyramid upside down. We have approximately 300 startups within our organization and these teams work with us on both a permanent and non-permanent basis. Everyone at Klarna has the opportunity to found a new startup so-to-speak, which naturally makes it easier to find purpose. Once you spot something that you really want to explore or develop further, you can pitch it to the VP and CxO level. I function as a sort of Venture Capitalist to whom team members can come and pitch their ideas. This is most common in the product space, but applies to all areas. We have found that this helps to remove silo working styles, fosters cross-collaboration across departments and encourages a more bottom-up approach. This kind of system has been in our DNA from the very beginning and increases the shared responsibility for the outcome. While it may be confusing for employees at first, it can be extremely fruitful and rewarding in the long-run.

**Has Klarna set any impact goals this year?**

We have a goal to be CO2 neutral by the end of the year. How do we do this? For example, we have an annual event called Smoooth Week, where everyone in the organization comes together to exchange knowledge, learnings and experiences. This year, it takes place in Berlin and the majority of our colleagues who are based in Europe will arrive via train. Some brave ones, including our CTO, will even cycle from Stockholm to Berlin. Furthermore, we recently entered a Swedish environmental competition, which we actually won because of our radical measures to drive environmental changes: for instance, we are currently reducing our domestic flights, we introduced vegan weeks in the Stockholm office, and we decreased the amount of letters we send out each month. And there is more to come.

**While becoming carbon-neutral is very topical right now, what do you envision to be future challenges in becoming more purposeful?**

We are a very tech-heavy company and something we’ve been struggling with for a long time is how male-dominated the FinTech industry is. We want Klarna
to be a lot more mixed in this respect. We have organized numerous women in tech events and female-only hackathons, but it still proves to be quite challenging to attract more women in FinTech. That is why we recently changed our employer branding efforts and we are excited to see how our workforce will change in the months to come.

**What is your advice to other organizations trying to adapt a more purposeful way of working?**

I think the definition of a career needs to be retaught. We need to transform our image of a successful career, the rewards that it entails, and the idea of career progression. We need to start rewarding people to move sideways, change path, and do something different. We believe the more freedom you give to people, the more responsibility people will take over and hence easier find their personal purpose in their professional lives.
BUILD YOUR OWN PURPOSE CARD

For the Create & Align Your Purpose building block, we’ve chosen a tool that helps you identify your personal purpose and figure out what drives you within your organization. By starting with the individual ‘why’ of each employee, and then allowing them to connect their personal purpose with the company’s purpose, you’ll establish a clear connection between your team and your organization’s mission.

Purpose
A simple tool to identify your personal purpose.

Checklist
• 15-20 minutes
• Pens
• Worksheet

Instructions
Spend 15-20 minutes reflecting and filling out the Purpose Card.
Purpose Card

Build your purpose statement by identifying your passion, purpose and impact.

MY PASSION(S):

MY PURPOSE:

MY IMPACT...

...in current area of work:

...when taking on new ventures:

WRITE YOUR PURPOSE STATEMENT HERE, FOR EXAMPLE:

I want to do <<PASSION>> to achieve or change <<PURPOSE/IMPACT>>

Your logo/favorite image:
In today’s world of hyper-transparency, your people are your primary source of authenticity. Too many businesses/brand leaders waste time seeking the perfect cause fit. Focus on real issues that your teammates and fans care about, do it with passion, tenacity and humility. Admit when you’re wrong, learn, and keep going like hell.
SHIFTING MINDSETS

When an organization is filled with team members who can apply different and appropriate mindsets to new challenges and opportunities, they are better prepared to succeed through times of change and disruption. By first identifying common mindsets, individuals can then apply them to relevant challenges within their organizations.
Unlocking the full potential of your team comes down to changing perception and thinking. But how do we navigate mindsets across organizational and cultural boundaries? Nicola Wainwright, Senior HR Manager at Otto International, China, sat down to share her experience mediating the dynamic exchange that is shifting mindsets.
Tell us a bit about your backstory and what you do at OI?

I’m originally from the UK, I started my working life in Australia and then spent seven years in Hong Kong mainly working in talent management and employee engagement. I’ve been with the Otto Group for over two years and just moved to Shanghai to manage the HR function across five offices in China. “Tailor-made” and individual solutions for our customers are part of our business strategy. However, from a people perspective, this can be a harder concept to apply. My remit is to align all the China offices from an HR perspective and connect to the wider global organization.

Do you encounter any major cultural differences working in China and if so, how do you handle them?

Personally, I am focused on leading by example and immersing myself in learning about the Chinese way of working before trying to put any formalized plans in place. We’ve been running a number of training programs that focus on working across cultures and experience-sharing. Confucius said “all people are the same, just their habits differ.” I try to show that it’s okay to be open and make mistakes, even as a manager, you learn and grow every day. There is no right or wrong, good or bad when it comes to personality, just behaviors that we can adapt to suit the situation and get the best result. Using the Hofstede Six Dimensions has helped me to dig deeper into these differences and their similarities to help drive the conversation beyond stereotypes. This activity is certainly generating more open conversations and awareness for our teams about different mindsets and ways of working.

It sounds like shifting mindsets in such a large global corporation can be quite challenging. Could you expand on that?

Yes, absolutely. Shifting mindsets and ways of working is an important topic for us as a company and our new direction to act on a global level, adapting to the changing world around us. It’s not just bringing together a culturally diverse
group of people but our own traditional ways of working. While our vision really drives home the global aspect of the company and moving away from operating at a country/market level, it takes time. We need to continue to recognize that every company is a living, breathing and ever-changing thing. The business strategy which was relevant 20-30 years ago may not be relevant anymore and it’s the same with company culture. Interestingly, many people can respect and embrace change in their personal lives – think, no mobile phones 30 years ago and now you could not ‘survive’ without one! But somehow people are seemingly not so accepting in their professional lives. I believe such cultural change should be driven incrementally. Interestingly, I think many companies are going through such changes, adapting to external pressures including digitalization (e.g. AI, social media) and leveraging global synergies effectively and efficiently.

**Could you give some examples of initiatives or projects you’ve undertaken in order to combat this?**

Simon Sinek says, “You don’t hire for skills, you hire attitude. You can always teach skills.”

Just last year we started to look at the ‘how’ as well as the ‘what’ we do from a people performance perspective. Before this, we focused on being KPI-driven and not so much on the soft skill competencies. For example, even if you’re killing it with KPIs but you’re not collaborating with your colleagues, it doesn’t work holistically to drive a high performance culture. And this is why we’re now focusing on both the ‘why’ and the ‘how’. So, we have defined our OI leadership competencies, whether you lead yourself or a team or a function, and these have been built into our performance appraisal process as well as our learning and development programs for general staff and managers.

Another initiative we’ve just started is our workshop on giving and receiving feedback. Simple feedback for certain cultures, including the Chinese culture, usually happens when you’ve done something wrong or made a mistake, the message is sugar-coated and is only delivered from managers down to their
staff. This can sometimes be perceived as negative criticism if not done in an effective way. So with this training, we are giving our employees the tools for having a clear and specific conversation and using role play to help them practice these techniques in a safe space. We want to encourage and drive the behavior of our employees to have positive and constructive feedback conversations to help motivate and improve themselves and their colleagues. We will run follow-up sessions later this year to see if they have embraced the saying “practice makes perfect!”

**How would a more purposeful HR department look at OI?**

You have to start with defining the ‘why’ - why you are here. Whatever your role in an organization, you will have a purpose, a contribution that you make and each individual should be aware of that. On a broader level, an organization’s purpose needs to be constantly on the leadership agenda, just as much as the financial results of the company health check for example. Raising that awareness and starting a dialog is the first step and for me, that’s where HR adds value.

**Do you have an idea of how you might go about measuring shifting mindsets?**

That’s the million dollar question! For me, I think if you have the right directions and have the right foundation, you don’t need to measure, because it will show in employee engagement, business results and ultimately, profit!

**How does a purposeful organization look to you from an HR perspective?**

When the company’s culture and the company’s vision are truly aligned and working in harmony, this is a purposeful organization for me – when people feel they are making a genuine contribution to the business.
Nihal Ahmed, a DO School fellow and member of the Purposeful Organizations steering committee, shares his experience of building mindsets within organizations and a tool he himself uses to do so.
Our world is at the cusp of disruption with large-scale shifts impacting the workforce - the education system of the industrial era optimized itself to prepare students for jobs that are increasingly being handled by software and technology today. Therefore, placing more focus on developing the core mindsets such as emotional intelligence, self-discovery and self-awareness, problem-solving, leadership, teamwork, and empathy are more relevant now than ever before, yet it is still not taught in universities; thereby widening the talent gap further.*

According to the Job Outlook Survey in 2014, employers believe that the candidates who demonstrate strong mindsets are best suited to succeed in the modern workplace and experts believe that for the first time since the industrial revolution the mindset has overtaken the skillset in terms of employer focus. When asked in the UK whether they preferred predicting the mindset of the staff they would desire in 10 years from now, or the skill set; 97% said mindset. Organizations are beginning to recognize this, but some don’t know where to begin.

So, how can an organization build these mindsets? Below is a concept I learned from my mentor Akshay Cherian.

**VUJA DE:**

A flipside of Deja Vu, Vuja De invites you to look at what you’ve seen before, but through a different lens. It is a way to build an entrepreneurial mindset by exercising one’s curiosities to build, connect, and take apart some existing notions by asking the following in everyday situations:

**Why:** Questioning everything: Why do I do this? Why does it matter to me and my team?

**Why not:** Challenging the status quo.

**What if...:** Dreaming and reimagining a future.

**How might we...:** Framing for change and getting ready for possibilities.

*Ashoka, “Two Sides Of The Same Coin: The Employment Crisis And The Education Crisis,” forbes.com*
A fun activity to do with your team is to think of alternate uses of objects from the office. Have your team exercise the Vuja De side of their brains by taking walks, daydreaming, creating metaphors, and seeing things from a child-like lens. Some great inventions have emerged this way, and this will enable you and your team to develop the unique perspective and skills that the world will value.

Vuja De in action
While working in India, I collaborated with Project DEFY an organization that build ‘nooks’ – democratically run, self-learning spaces that operate without teachers and without the traditional structure and conditioning that schools often entail. The model by design is Vuja De in action.

This model drives students to build their own space, create a set of ground-rules and values, build their individual and community visions and values, then identify their interests, and develop projects that either satisfy their curiosities or solve problems around them while building entrepreneurial and creative capacities. This is a community of people aged 8-75 with very different backgrounds, education levels, dispositions, and motivation– yet aligned to a common purpose. These communities have a similar diverse structure as regular teams within organizations, except they are from rural villages in India, some lacking human rights, while others are struggling with substance abuse. Over a few months, they learnt to question everything and to break free from that stifling environment purely through applying the child-like mindset by asking ‘why not’, ‘what if’, and ‘how might we’. Many students, most of whom lack formal education, created motion-sensing solar-powered street lights, rainwater harvesting solutions, air coolers and more.

They became an island of progressive thought, an engine of innovation and a beacon of hope and inclusion. This can very much be your organization’s story too. This is how powerful Vuja De could be.

Start by asking, ‘How might we begin?’
MINDSET INVENTORY

For our Shifting Mindsets building block, we’ve chosen to focus on a tool that helps you first identify the different mindsets within your organization before you begin to shift them. By really understanding your team’s mindsets, you will gain an overview of your current mindset landscape.

Purpose
A tool to help individuals with identifying the various mindsets in order to be able to shift between them according to the requirements of a specific task.

Checklist
- 45 - 60 minutes
- 12 mindset posters
- Post-its (3 color variations) and pens

Instructions
- Place the 12 different mindset posters on a wall or board and allow the group to reflect on them. ✨ 10 minutes
- Give every member 6 post-its (2 of each color) and ask them to write their name on all of them. Each post-it color should represent one of the following areas:
  - Mindsets that you often apply/use
  - Mindsets you wish to use more often
  - Mindsets that you might struggle to use ✨ 5 minutes
- Invite the group to place their post-its on the relevant poster. ✨ 5 minutes
- Allow time to reflect on the board together and identify where the group’s strengths and weaknesses are and where there might be confusion. ✨ 15 minutes
- Break up into smaller groups and assign each group a mindset. Give them time to brainstorm ways to develop and activate that mindset. ✨ 15 minutes
- Come back together and discuss as a group. ✨ 10 minutes
Child’s Mindset
Big Picture Mindset
Purposeful Mindset
Lateral Mindset
Uncertainty Mindset
Scientist’s Mindset
Empathy Mindset
Collaboration Mindset
Impact Mindset
Urgency Mindset
Resilience Mindset
Abundance Mindset
Today, purpose has become a buzzword. Others are finally joining a movement, of which I consider myself an active participant, that has aimed to prove for the past 30 years that a shareholder-oriented capitalism is ultimately self-destructive.
BECOME NETWORKED & HARNES A GLOBAL ECOSYSTEM

Purposeful organizations need to be plugged in to an interconnected ecosystem of diverse resources, technologies, and skills. Organizations that successfully build and harness vibrant networks access new ideas and ways of working that drive innovation and development.
Reflecting on the Business Roundtable in August, Sayo Ayodele, Partner at Leader’s Quest, shares her thoughts on the importance of creating value for all stakeholders, as opposed to just shareholders and profit. Sayo’s key takeaways include deep listening, embracing complexity, courageous leadership, and a networked ecosystem.
At the end of August, the Business Roundtable, a business lobby group that represents some of the world’s most influential companies, put out a public statement declaring that the purpose of business is to create value for all stakeholders. This represents a significant departure from the past 50 years – during which shareholders and profit were the primary (if not only) concern for business. There is widespread skepticism about whether this announcement is just rhetoric. Are these companies truly intending to evolve their businesses to be of service to all stakeholders?

While this announcement is at this stage, just words on a sheet of paper, it speaks to a changing zeitgeist. Businesses feel a need to, at the very least, pay lip service to the fact that they are thoughtful about their role in society. This demand is coming from 1) consumers - are increasingly putting their money towards brands and companies that represent their values; 2) investors - who are increasingly evaluating their investments on the basis of environmental, social and governance criteria; 3) from within businesses where employees are demanding more of their employers. Data shows that younger generations want to work in organisations that represent their values. Businesses also know that they are not isolated from some of the global challenges that we face. Some businesses recognise that issues like climate change represent a threat to their supply chain. A shifting political environment in response to social and economic challenges has also led businesses to preempt any regulatory action that might result from shifting political tides.

Whatever the rationale, I applaud the decision and the announcement. My personal experience of working with senior leaders of some of the world’s largest companies over the past decade is that the significant majority want to build more purposeful organisations. The question is often what that means and how their business can implement it. How does a company go about “serving all stakeholders” to use the language of the Business Roundtable?

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1 David Gelles & David Yaffe-Bellany, “Shareholder Value Is No Longer Everything, Top CEOs Say”, nytimes.com, 2 Larry Alton, “How Millennials Are Reshaping What’s Important In Corporate Culture”, forbes.com, 3 Kate Taylor, “The smart reason the world’s largest candy maker is hiring meteorologists”, businessinsider.de
In 2016, we at Leaders’ Quest in collaboration with a partner organisation called Meteos asked this question of the UK’s financial system in a project called BankingFutures⁴. The central question of the project was how to build a healthier, more resilient, and inclusive financial sector. To do this, we recognised the need to create a multistakeholder group that brought diverse perspectives into the conversation. The group included leading bankers, investors, regulators and civil society for a multi-year conversation about the nature of the change required.

Here are some of my personal learnings:

• **Serving stakeholders starts with listening**
  Serving all stakeholders begins with including them as part of the conversation in a meaningful way. As part of the BankingFutures project, we made it a point to listen to all the stakeholders of the UK’s financial system. We heard from employees who shared their sense of what it meant to them to work in a sector that they believed really added value to society and could have an even greater impact. We spoke to investors who were exploring how to navigate the changing nature of risk. We spoke to regulators grappling with the question of how to encourage investment while safeguarding consumers. We listened to individuals that had been made homeless by the financial crisis. At the end of it, we came away better informed about the various perspectives and more equipped to make relevant and appropriate recommendations about how to build a healthier and more resilient financial sector.

• **Embracing complexity and navigating through dilemmas**
  For companies exploring how to become more purposeful, there are some simple and quick wins (such as paying and treating employees and suppliers fairly). But often the questions and solutions are much more nuanced. For example, we know from the evidence that we need to take urgent action on the environment and that business has a huge role to play in that. Who speaks on behalf of the environment and society? As part of becoming a purposeful organisation that is taking action on the environment, a business may decide to double down on its recycling policy or encourage its employees to cycle to work. This is noble

⁴ leadersquest.org/banking-futures
and important. But all the evidence shows that businesses should be aligning any environmental action or policy with science-based targets5 – which are carbon emissions targets that are aligned with a 1.5-degree pathway. Failing this, a strategy can be important but not particularly meaningful. Getting clear on the facts about what it means to serve a variety of stakeholders requires ongoing conversations with those stakeholders and with experts. Being part of a dynamic network or coalition of organisations such as We Mean Business, who can help businesses understand what it means to, for example, make meaningful action on climate change is extremely important.

• **Recognise that purpose is a journey, not a destination**
  Just as business models need to evolve to reflect the changing demands of consumers, so must purpose evolve to reflect changing business models, and evolving social and environmental needs. Joining up with a network of experts can help businesses focus on where there is critical and meaningful action to take today and where there is time to ensure we are building a dynamic and thoughtful approach.

• **Bold action requires courageous leadership and systemic change**
  It’s not easy for leaders in today’s business sector to take action - public and governmental scrutiny is incredibly high. Getting investors and boards on side isn’t always easy. Bold action requires courageous leadership that is willing to be ambitious, listen, be open to feedback, and be willing to adapt as our societal needs evolve.

  It’s also helpful to be part of a networked ecosystem of like-minded leaders or companies working towards a collective shift. A company trying to embed purpose in isolation is likely to find their journey challenging. Companies, consumers, investors, employees, industry groups are all part of an entrenched system of business as usual. Companies therefore often have little incentive to make meaningful changes to their approach or business; there is a significant risk with little guarantee of reward. Coalitions that includes businesses, investors and consumers making collective progress can trigger a race to the top.

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5 sciencebasedtargets.org
UNLOCKING A BROADER SENSE OF LEADERSHIP

As a purposeful organization, establishing a truly networked ecosystem can only come about with a shared vision, values and unifying principles. Marwa Farouq, Vice President People, Organization and Culture at Teach For All, explains how collectively dismantling the organizational hierarchy has had immense impact across their global network.
What does purpose mean for you and your work and how do you interact with purpose on a regular basis?

My purpose in life is to contribute to building the world that I want my children to live in. A place where connectivity is at the center of relationships, a place where we can connect over differences as opposed to undermine them. At Teach For All, our purpose is to foster collective leadership with communities so that all children can fulfill their potential. In my role, I look at how we, as an organization, can unleash this same type of collective leadership within our organization and, in turn, model the world we want to create.

How have you gone about trying to unleash this type of collective leadership?

As an organization working with partners all around the world, we were focused on making sure that the people who are actually doing the work could be the decision makers or have a greater influence on our organizational strategy. We have focused on bringing a lot of people with diverse backgrounds and skills into our organization, but our layers of management were getting in the way from decisions being close to the work and reflecting the diversity of experience. We asked ourselves, “How do we utilize our people in the diverse ways that we bring them into our organization? How do we bring decision-making closer to the work?”

In the spirit of this goal, we put these questions out to the organization and formed a number of cross-functional groups from every level and background. Once their findings and recommendations were collected, we came together as the senior team to discuss the results. We met via video conference with the entire organization, which was the first time a Senior Team meeting had been open to the entire organization. During the meeting, we collectively decided to dismantle the senior team altogether and unlock a broader sense of leadership across the organization.
This was our transformational moment. I believe this decision to abolish our senior team was one of the bravest decisions that we’ve made in our organization.

**What happened after that decision?**

Dismantling our hierarchy has encouraged us to work more flexibly and it’s still a work in progress. Since then, we have experimented with how we can be more aware of the talents that our staff brings into our organization. We decided that people would be encouraged and challenged to participate in cross-functional work and that leadership development would be the responsibility of staff members themselves. Additionally, we have been working over the past couple of years to shift the traditional role of the manager from managing people towards managing the work.

I’ll take myself as an example of this change. I oversee People, Organization and Culture; I work on developing the theory of leadership within the organization and sometimes help our partner organizations with their performance management systems for example. I also work on developing early stage organizations in the Middle East and North Africa region. I wear these different hats because of the paradigm that Teach For All has encouraged, which looks at me as a human being with different talents, not a box in a chart.

**Your organization empowers and engages with a network of organizations around the world. Is it ever a challenge to strike a balance between this autonomy that everyone is granted and also leading your general standard of business? Are there any challenges that arise?**

Teach For All’s global network is comprised of independent organizations. The global organization within the network—which I work for—doesn’t manage them, rather our mandate is to catalyze their impact by fostering learning across borders. Our network has a shared vision, values and unifying principles that unite it. All network partners align with these principles before joining the network and these form our anchor, or as you say, “the standard of business”. We see
tremendous power in having independent organizations innovate and adapt in their own country context, because we are able to learn so much from how each partner organization is adapting our shared approach.

**Something that we’ve come across a lot in our journey so far is working with the UN’s Sustainable Development Goals (SDGs) and the complexity thereof. We were wondering, how does Teach For All interact with SDGs?**

We see our work as foundational to achieving the sustainable development goals. Our approach is rooted in the idea that the global education crisis is complex and achieving SDG4 to ensure quality, equitable education for all will require not one, but many solutions driven by local leaders working at all levels of the system e.g. classrooms, communities; ministries, etc.

To truly achieve sustainable change in education, we need these local leaders, grounded in the consequences of educational inequity and who understand what it takes...
to put disadvantaged students on a different trajectory to be collectively leading change in their own contexts.

Likewise, similarities in the nature of educational inequity from country to country and in the classrooms that are overcoming those inequities mean that there are shareable solutions that can be leveraged through global learning platforms. Only by tapping into our most precious resource—the leaders of tomorrow—and sharing solutions across borders can we foster local capacity and innovation to catalyze the kind of dramatic, sustainable systems change required to meet the vision of SDG4.

Our global network is itself an infrastructure aimed at sharing the type of knowledge and innovations needed to achieve this vision.

Of course no SDG exists in isolation and achieving SDG4 is closely linked to progress in other SDGs for health, poverty, etc. But, what is true across all SDGs is that sustainable progress cannot be achieved without local leadership capacity
and what we have found is that leadership is a skill that can be taught and cultivated for collective impact.

**Could you say more about how you align impact measurement with a network and delivering a greater impact? How do you align with the independent organizations when tracking impact?**

It’s a multidimensional process at Teach For All. We’ve identified six 10-year intended outcomes for our network and these drive our work and what we measure. We have an impact measurement team, which is called the DREAM (Data Research Evaluation and Measurement) Team. They look across the network at the organization level, and support network partners in thinking through their own impact measurements and indicators. They also support our global organization teams think through their own data, evaluation and impact measurements.

**Do you have any advice on how to engage networks in a more purposeful way? How does one create the most value through their network?**

First, ground your network in a shared vision, purpose and values. We have multiple conversations with individuals and organizations that are early in the process of working towards joining the network in order to do exactly this. Then we have conversations to inspire curiosity within their own contexts and support them in reflecting on how Teach For All’s approach and values apply to them and the impact this work would have in their communities and countries.

Second, take a facilitator role instead of a manager role. Staff members of Teach For All’s global organization share learning and resources across our network and facilitate connection and collaboration among network partners. We try to reflect that in every facet of our way of working. One of the trickiest things with a network is that sometimes the relationship between the global organization and the network will be viewed as top-down. At Teach For All we are deeply keen on the relationship being a true network, an ongoing cycle of learning and expanding impact.
STAKEHOLDER MAPPING

For the Become Networked & Harness a Global Ecosystem building block, we chose a tool that will help you identify the people that can make or break a project. As a purposeful organization, it’s important to understand your community before engaging it.

Purpose
This tool will enable you to identify project stakeholders, undertake a stakeholder analysis and strategically manage different stakeholder groups.

Checklist
- ☺ 45 minutes
- Whiteboard & markers
- Post-its and pens

Instructions
- Brainstorm with your team and compile a list of stakeholders for your project. Write each individual stakeholder or stakeholder group on a post-it note to place on the whiteboard later. Bear the below factors in mind:
  - Who influences or affects your project financially, emotionally or logistically?
  - Who is affected by your project (positively and negatively)?
  - Who has the power to influence important project stakeholders and should these influencers be stakeholders in their own right?
  - Consider both formal and informal actors. ☺ 20 minutes
- Map out a power-interest matrix on the whiteboard (see below example). 
  ⏰15 minutes

- Discuss as a team where exactly the stakeholder post-its should be placed on the matrix based on their current power and interest.

- With a marker, divide the matrix into 4 quadrants and discuss ⏰10 minutes
  - The lower left quadrant is made up of low impact stakeholders, which require monitoring.
  - The lower right quadrant stakeholders are influencers. It’s important to engage with them in order to keep on pushing your project forward.
  - The upper right quadrant includes your supporters. These need to be kept satisfied as they have a lot of power to influence your project.
  - The upper left quadrant includes your key stakeholders. These require full engagement and management to guarantee the success of your project.

**Stakeholder Analysis Map**

![Stakeholder Analysis Map Diagram]

- Person A
- Person B
- Person C
- Person D
- Group 1
- Group 2
- Group 3
- Group 4
Purposeful DOing is being mindful of the outcome of every task you execute and how it contributes to your overall vision that translates into positive systemic impact.

Ryan Gersava  
CEO and Founder of Virtualahan
Co-creation is the ‘how’ of purposeful work. It brings together a diverse mix of both internal and external experts and co-creators. This open, creative, and collaborative approach encourages experimentation and generates innovative solutions and fresh perspectives.
With the enormous breadth of selection customers now face, there’s a growing need for organizations to co-create better with their user base. Brad Richards, Head of Innovation at The DO School, walks us through the co-creation method.
Innovating is not easy. Finding the right people to work with can also be challenging, but changing how your team thinks about innovation and finding an aligned purpose is even harder. Yet, at The DO School, we stand by the testaments that the organizations of the future will be the ones that innovate, that co-create with the most relevant stakeholders and lastly, those that have a purpose that resonates with consumers and colleagues alike. Here I want to discuss probably the most unique pillar in our innovation strategy: co-creation.

There is a growing need for organizations to co-create better with their user base, simply because of the breadth of selection the customer now has. Factors like geography, market saturation or even pure marketing power don’t hold as much weight as they used to before technology democratized business overall. If customers know what they want, they can find it and have it delivered to their door. Organizations are realizing this and are acknowledging this. Allowing customers to sit at the head of the table with input on an organization’s product development gives them a real sense of value of the brand and an overall better image for the organization.

When people want to approach co-creation, the usual process happens. Talk directly to your customers, find out what they want, and build it for them. Clean, simple, old. This is an extremely linear methodology to an abstract construct of answering the loaded question of “what do you want from us in an organization?” It’s unfair from both sides to expect forward-thinking results from a very basic method. Organizations are setting themselves up for failure by completely outsourcing the ownership to the consumer who in turn feels somewhat overwhelmed by the sheer vagueness of the question. Finding out what needs to be done within an organization is more than just listening to your customers but also telling them what you stand for and exactly how they can be a part of it.

How we approach any co-creation session is explaining that this is multi-tiered, time-consuming and overall, a tedious approach. Meaningful work is difficult? Who would have thought! Yet it will yield much more relevant and purposeful results if slightly more effort is put into it. The players involved in our co-crea-
tion method are four-fold and in order for TRUE co-creation to work, all players are essential.

The first player is the organization of dedicated individuals. I stress the word “dedicated”. In order for people to resonate with an organization, it needs to be perceived that there is some thought and care put into this topic of interest. Also, the reason the organization is the most important part is the fact that the missions, challenges and results of the co-creation process stem from what this organization ultimately needs.

The second aspect is the co-creators. This is where we define it differently. A co-creation group is a set of people, ranging in age, sex, country of origin and academic/professional background. We then have them work on a specific challenge that the organization puts forward, thus framing the output they require. The challenge can range from building new technologies in the fashion industry to increasing employee involvement in the customer journey. The point here remains simple: showcase a problem that people can relate to and allow them to discover solutions.

The third aspect that we bring in is expertise. We feel it is essential to get external experts with complementary input to give perspective on the challenge from multiple angles. Not only do we bring in specific industry expertise that are directly related to the challenge, but we also find it beneficial to bring in what we call, lateral experts. People with extensive insight in the field that may not be directly challenge-related but offer a complimentary perspective. For example would be if we’re looking into how people interact with each other and communicate, maybe a biologist who studies how animals interact on a genetic level. The most important aspect is simply recognizing that external industry expertise are essential in order for organizational bias not to cloud the results of the co-creation process.

The last pillar is of course effective facilitation. With our team of experts in facilitating this process, utilizing the DO School method of Dream, Focus, Plan,
Do, we help push our co-creators to ideate, conceptualize and execute around the challenge for our partner.

Our approach to co-creation is done in a way that is open without any constructs. In doing this, we allow people to be free to think, yet aligned at all times with the organizational goals. At the end of a co-creation process, it gives the organization numerous benefits such as output around a relevant topic, a larger network of brand aligned people and a new brand identity with a unique approach to their customer base. Doing something different and new is the only way organizations can move forward. Co-creation is not the only answer to all of the problems, but listening to the people that matter most to your organization definitely can’t hurt.
8-4-2 IDEATION

For the co-creation building block, we’ve chosen to focus on a tool that helps teams with ideation, an integral part of any co-creation process. With new co-creation teams, it can often be difficult to start the ideation phase. To get unstuck, we like to use the 8-4-2 Ideation.

Purpose
An ideation tool to generate and narrow down new ideas.

Checklist
- ☑️ 45 minutes
- One 8-4-2 worksheet per person
- Large post-its & pens

Instructions
- Introduce the brainstorming tool and distribute worksheet. Ask group to split up in teams of 3 people. ☑️ 5 minutes
- The ideation takes place in 3 rounds: ☑️ 20 minutes
- Each person writes down 8 ideas in the first row of the worksheet
- Each person passes their worksheet to their neighbor. Each person reads the ideas they have received and combines them / selects the most promising / turns the given ones into new ideas with the goal of narrowing it down to 4 ideas that are filled into the second column of the worksheet.
- Each person passes their worksheet to their neighbor. Repeat the process of Round 2 to end with 2 final ideas on the worksheet.
- Each person shares the two final ideas to identify and eliminate potential doubles. After discussion, the group selects and writes down the 3 to 4 favorite ideas (on large post-its) that were produced in the group. ☑️ 10 minutes
- Each team briefly shares their ideas in the plenum. Facilitator collects and clusters post-its into final idea board. ☑️ 10 minutes
Co-creation and purpose belong together because it has to be connective. If purpose is not connective, it’s an ideology and forced on someone. Purpose is something that has to be co-created. The two go hand in hand.

Sara Niese
Lead Expert, The DO School
Any transformation, either small or large, requires buy-in from the entire organization – meaning everyone must be a part of the journey. Therefore, you need to mobilize your employees and engage them in the process from the very beginning. Create interesting ways for them to drive change and join the transformation with you.
Purpose, the motor of organizational transformation: we spoke with Yosi Sergant, Chief Cultural Organizer of TaskForce and Expert at The DO School, to discuss the role of culture in mobilizing employees to drive purposeful DOing.
Could you tell us a little bit about your backstory and what you do at Task Force?

I come from a mixed communications background. I found most of the marketing that I was working on was impersonal, and in my PR work, people were asking for press, but were not doing anything press-worthy. I wanted to do something more compelling. Then I was approached to join the Obama campaign by Valerie Jarrett, Obama’s mentor. As a nonpolitical insider, I never felt invited to participate in the political conversation in a way that was meaningful in my life. I knew that if I felt excluded from the conversation that I probably was not alone. With that in mind, we set out to open that conversation and create a nonpolitical dialogue around politics.

After that, I started Taskforce, taking along what I learned on the Obama campaign. Politics is where some of the people are some of the time. Culture is where we all are all of the time. At the core of what we believe is that there has never been a social movement built without artists and culture at the tip of social change. We ask ourselves: what would happen if artists were invited in to the process at the beginning? At Taskforce, we believe we can accelerate change this way.

What does purpose mean to you on both a personal and professional level?

For me, it’s about intention. I’ve been raised with a sense of “Tikkun olam”, which is a mandate in the Jewish faith for each person to be a part of the reparation of anything that’s broken. There is a certain feeling of worth that comes from doing good work, no matter what it is. At some point, I asked myself, “how much good is my good work doing?”. As the fulfillment from doing good work diminished, I sought fulfillment from purposeful work.

This purposeful work as an individual was separated from who I was as an employee. Once I married these two people, the hole I felt around fulfillment started to be filled. Not only was I doing more purposeful work, but the purpose in my
work had also started to match the purpose in my life. Of course, fulfillment and purpose are constantly in flux, but the purposefulness in my work has still not diminished. The more I deepen what exactly purposeful work is for me, the more I need to alter the way I work. It’s important to evolve with that change in order to fulfill your sense of purpose.

**How do we mobilize employees to feel this kind of purpose alignment?**

The company should shift with its employees all at once. It is not that the purpose of a business should change and then the employees must come along - a real dynamic change shouldn’t feel forced, it should feel organic. This change should be done in unison with employees; they should be part of that process from the beginning. A popular saying for us in our purpose-driven work is “nothing about us without us.”

You cannot engage in the process of change without involving those who are most affected by that change. In a business, your employees are the ones who are most affected. They are not cogs; they are organic parts of the structure and integral in decision-making processes.

**Where should one look when starting a movement with their employees?**

Think of the micro-communities within those larger communities or organizations. The easiest approach would be to find people who are already invested in your particular change like environmentalism, for example. If this is not immediately obvious, then find groups that are mission-related, such as gardening groups. Then see how you can create pathways for those people into alignment.

Often times, companies don’t do enough to create culture, communication or interaction with their people. Sometimes it is about creating pools of communication inside of companies. It’s about moving beyond a transactional experience and acknowledging how much time they will be investing alongside you. Map what your employees care about and align it with your organization’s purpose. That is where mobilization around purpose resonates its highest.
Is there a way that you would measure impact in mobilizing employees within a company?

I have not yet found an effective way to do this. I can track reach for a given event that I organize, but culture will never be able to be measured the way marketing is measured. That’s a hard reality for data-driven businesses. In my opinion, we fall short in purposeful work because we try to apply incorrect and temporal measurements to things that should be looked at over the long term. It’s important to remember that some things are worth investing in even if their short-term measurements are not as quick or impactful as the long-term evaluation. “Are they connected to your purpose?” should be the question that you are looking at the deepest.
If I were to look for an indicator, I would look at affinity branding. For example, Coca-Cola brands and measures itself not solely based on purchasing, but also on happiness and the concept of connecting a feeling to a product. This comes with the understanding that if you feel a certain way about the product, then you are more likely to be affected by the marketing of that product in a very different way. And that same kind of marketing can be done within companies and movements. Maybe it’s not measuring the clicks on your website, but the extra hours spent by your employees that week. The way you measure can express a great deal about affinity and purpose alignment, which will have more of an impact than any other call to action in the long run.

What is the common thread connecting movements?

The real goal in this work is when personal purpose, company mission and the whole human can align. A movement is shaped and built by the people internally who are going to be doing the work and externally by the people who are going to be affected by the work. That triangulation is where I tend to see businesses who have employees that are super excited about working there, about the purpose of their work and the business outcomes of the business. Harnessing this alignment helps businesses effectively shift culture and behavior and drive organizational transformation from within.
PEER COACHING

For the Mobilizing Employees building block, we’ve chosen to focus on a tool that helps engage teams and collaboratively solve challenges. With specific roles and a clear structure broken down into different stages, teams will be encouraged to approach challenges with different perspectives on a situation.

Purpose
A structured group discussion to solve a specific challenge on almost any given topic.

Checklist
- 1.5 hours
- 4 people min.

Instructions
- Define the roles of your team: 2 minutes
  - 1 case giver: The person who shares the challenge and presents it.
  - 3 (min.) coaches: The people who listen to the challenge.
  - 1 coach should also act as timekeeper
  - 1 coach should also act as notetaker

- Case giver presents the challenge 15 minutes
  - Describe the current situation - issues, key players, examples, etc.
  - Describe what you think you need to learn.
  - Explain to the coaches what you want them to focus on.
  - Explain what outcomes you would like from this session.

- Moment of stillness 3 minutes
  Think about what feelings, thoughts or images this provoked.
• **Mirroring** 🔄 **25 minutes**
Coaches mirror their feelings, thoughts and images to the case giver. Case giver takes this in and tries to learn from others reframing their situation.

• **Generative dialogue** 🔄 **20 minutes**
The case giver should begin by describing what resonated with them. Coaches ask more questions, give advice, offer solutions and think about next steps.

• **Closing remarks** 🔄 **10 minutes**
Coaches share final thoughts and key takeaways. Case giver shares key takeaways, feelings and feedback on the process.
Once we have our purpose, it becomes a question of activation. Put it into the strategy and the culture with coherence and authenticity. Leadership needs to connect with it at the individual level. This gives the opportunity to amplify and activate purpose at a deeper level across the organization.

Tom Moore
Managing Partner at Mandalah
After leading several successful transformations in Italy, Corrado Passera founded illimity with the aim of identifying and supporting innovative businesses that would be otherwise left without financing. When it comes to transformation with authenticity and responsibility, Corrado provides insight on what it takes to deliver as a purposeful organization.
As a leader, what does purposeful DOing mean to you?

There are a lot of people who do a lot of things. People, who are very committed to their jobs and do not necessarily see a purpose in what they do. As a DOer, purpose is a strong booster for your activity because you also have evidence that what you do is not only useful for you and your company but also for the community. Throughout my career I have tried to marry the two components: shareholder perspective or economic results and community purpose evaluation.

Can you tell us a little bit about your professional career and what you do and want to achieve at illimity?

When I was running Olivetti, the company was a symbol of a different style of management. It was close to bankruptcy and I decided to take on the position CEO because I could not bear the idea that Olivetti might disappear. Believe me, it took a tremendous effort to innovate and transform an IT company into a tele-communication company. The idea was to save a flag of responsible capitalism. If we look at another case, the Post Office represented the Italian negativity at the end of 1990. Back then if you wanted to make an example of what went wrong in Italy, the Post Office was the metaphor for it. I wanted to prove the potential for innovation and transformation to create value and dignity in public-owned companies. At the Post Office, the transformation was a purpose-led effort. After these two transformations I went into finance as the CEO of Banca Intesa where I focused on the community purpose of the financial sector. In my opinion, banks should be measured in their contribution to the development of a country. We did a lot in that respect at Intesa and created an impact, non-profit bank, Banca Prossima, which is still one of the most prominent examples of a bank focusing on the social sector.

Last year I founded illimity, a new kind of bank that wants to contribute to better growth in Italy. We focus on companies that have the potential to grow or be restructured. While other banks don’t provide financial means for these purposes, this is what we are here to do. We help second tier small and medium-sized
enterprises (SMEs) with our investment, as well as those that have non-performing loans and are unlikely to pay (UTP). We want to be “utile” (In Italian it stands for profitable and useful).

**When you say illimity aims to help SMEs and UTPs to generate profits and be useful to the community, how does illimity measure and assess impact?**

We know that there is a large number of companies in Italy that have the potential to grow more but don’t have the financial means to do so. In order to identify the hidden value we apply data science techniques to go beyond industry and financial metrics. We do that with companies that were formerly in trouble (e.g. they have bad balance sheets) as well when we try to look beyond the mistakes made in the past.

We measure our impact through the business we do, because if we succeed in making companies successful or restructuring them to create value, this is evidence that we are not only profitable but also useful.

**Would you argue that SMEs or family-owned companies are more aligned to their purpose than large corporations?**

Purpose is not monopolized by any category of company. There are large companies with a clear purpose and others that are just sharks. There are SMEs with a clear long-term purpose and others that live their day-to-day life trying to maximize shareholder results.

Today, purpose has become a sort of buzzword. I am happy that others are finally joining the group of people, of which I consider myself a part, who have aimed to prove for the past 30 years that shareholder-oriented capitalism becomes self-destructive.

In the last 20 years, particularly in the Anglo-Saxon countries, the debate regarding which kind of economic system we need was won by the New Liberals. Now
we are witnessing a mindset shift to what me and like-minded leaders have emphasized for years. Whether this shift is sincere, we will have to see. I hope that it is more than just a marketing device.

**Are you referring to the letter of the Business Roundtable that was signed by 181 CEOs?**

Yes, in the letter they say that our responsibility is not only to our shareholders. It is like saying water is wet. They are late. There is no evidence demonstrating how sincere they are. Frankly, it seems that they are just trying to cover their backs after a couple of decades where only short-term profit targets ruled their behavior.

**As a word of advice to our broader community, in your opinion, how can we make sure to bring purpose to life?**

Purpose in itself is an empty word. We have to fill the concept of purpose with something very real. We have different stakeholders managing a company. There are the shareholders who have given us the capital. There are the employees. There are the suppliers and the community at large. My advice to those shareholder-oriented companies is: prove that you are investing in your people. Let’s see how much you put into training, job enrichment, welfare, smart work, and participation in company life. All of this is very measurable and are indicators for your ‘why’, ‘how’ and ‘what’. Is your company making your employees richer? Not from an economic point of view but a human point of view. Are you making their lives better? Are we making their family lives possible? Are you guaranteeing gender-equality? And so on.
You’ve spoken, we’ve heard. The Top 25 DOers and Shakers were nominated by The DO School community and represent those they consider the most influential individuals in purposeful organizations. These individuals and their companies are utilizing purpose and innovative working methods to make a positive impact in society.
1. **Zahra Amber, Founder, NAMYR - Pakistan**: Namyr is an online marketplace for local women artisans that also promotes the cultural knowledge of indigenous artisans and works on cultural IP rights of artisans.

2. **Alexis Olans Haass, Director, Sustainability, Business Strategy & Business Development, ADIDAS - Germany**: Haass and her team foster innovation in sustainability through open, co-creative formats across the Adidas creative network, leveraging expertise for novel system design.

3. **Florian Klages, CHRO, AXEL SPRINGER - Germany**: After a successful purposeful transformation across the entire group, Klages continues to strengthen the relevance of the purpose to each of his employees.

4. **Anne Hidalgo, Mayor of Paris, CITY OF PARIS - France**: Hidalgo utilizes purpose to push for a sustainable city that benefits all citizens. She is leading the C-40 network of metropolitan mayors working to confront pressing climate challenges.

5. **Ayala Group, TG Limcaoco, CFO and Sustainability Officer, AYALA - Philippines**: Under TG’s guidance, Ayala launched the Ayala Sustainability Blueprint, a framework that allows business units to champion specific UN SDGs and make significant impact in sectors that would benefit the most.

6. **Hans Vestberg, CEO, UN FOUNDATION - USA**: Hans Vestberg has utilized his Verizon 2.0 to purposefully transform Verizon into a customer- and 5G-centric organization. Additionally, Vestberg advocates for the use of technology to support sustainable and inclusive growth.

7. **Saskia Bruysten, Co-Founder, YUNUS SOCIAL BUSINESS - Germany**: In addition to providing venture funding to social entrepreneurs, Bruysten and team support long-term engagement to ensure the success of startups, serving as a catalyst for purposeful organization.

8. **Christian Kroll, Founder and CEO, ECOSIA - Germany**: Kroll and team demonstrate what business can do when it moves beyond profit as the bottom line. Ecosia utilizes community engagement to leverage the scale of its impact.
9. **Tobias Goj**, Manager Director, DACH Region, OATLY - Germany/Sweden: By spearheading the CO2 product labeling, Oatly is demonstrating what it means to build a movement by activating purpose, engaging community, and mobilizing employees.

10. **Luciano Alves Abrantes**, Head of Digital Innovation, NATURA & CO. - Brazil: Abrantes has created invitation for intrapreneurship by utilizing purpose and empowering employees. He is expanding this and creating movement for employees to join in and innovate Natura.

11. **Soh Siew Choo & Lee Yan Hong**, DBS BANK SINGAPORE - Singapore: With initiatives such as the HR Break-a-thon and their recent tech transformation, Siew Choo and Yan Hong demonstrate how purpose-driven leaders can unleash innovation and transformation.

12. **Grant Robertson**, PM Jacinda Ardern, GOVERNMENT OF NEW ZEALAND - New Zealand: Appointed finance minister by Jacinda Ardern and tasked to create wellbeing budget, Grant Robertson has emphasized citizen-centric policy design and the multidimensional qualities of life beyond GDP.

13. **Roshan Paul and Ilaina Rabbat**, Co-Founders, AMANI INSTITUTE - Kenya: Paul and Rabbat have built a global organization dedicated to helping individuals find their purpose. By bridging higher education to employment, Amani helps form tomorrow’s leader and provides a support network.

14. **Ting Lee**, Sustainability Program Manager, SEPHORA - USA/Germany: Lee’s work at Sephora incorporates a holistic view of the company to develop strategies for high impact solutions for sustainability.

15. **Isabelle Kocher**, CEO, ENGIE - France: In order to become a leader in zero carbon transition to energy, Kocher launched a transformation that creates agile structures to promote employee mobilization and foster new mindsets.

16. **Audrey Williams-Lee**, SVP of Human Resources & Philanthropy, HYATT - USA: Williams-Lee supports senior leadership in identifying the programs that will help them achieve positive social impact for Hyatt’s community in line with their organizational purpose.

17. **Oliver Elamine**, CEO, ALSTRIA - Germany: Elamine and alstria are spearheading a networked initiative to create thinktanks to examine how real estate can be built for inclusion and reevaluate its role for community.
18. **Vittorio Ragazzini, CEO, AUTOGRILL - Italy**: Ragazzini have demonstrated how purpose and storytelling can be harnessed to align a vast network of franchises and propel transformation in line with core values and purpose.

19. **David Ehrich, Co-Founder, PETAL - USA**: Ehrich is transforming the industry by coordinating with a diverse network of financial actors to create a platform for communities that are underserved due to credit score barriers.

20. **Robin Hu, Head Sustainability and Stewardship Group, TEMASEK - Singapore**: Hu’s work both within Temasek and his advocacy, demonstrates how businesses can develop products and investment for impact and make impact in the lives of their community.

21. **Kenny Choi & Zhong Sheng, Co-Founders, BOTTLEDREAM - China**: Choi and Sheng seek to become the leaders of social innovation in China by tapping into a network of changemakers to create content and curate products for good.

22. **Julian Ugarte Fuentes, Executive Director, SOCIALAB - Chile**: Fuentes’ work utilizes a challenge-based model to address pressing issues in Central and South America. Socialab’s co-creative methods help develop innovative solutions together with its large network.

23. **Katrina Rathie, KING & WOOD MALLESONS - Australia**: Rathie is helping to advance female representation in her organization and as it’s broadly practiced in Australia to create a movement of diversity and inclusion in law and media.

24. **Anthony Casalena, Founder & CEO, SQUARESPACE - USA**: Since the inception of SquareSpace, Cassalena has democratized access to web-based development tools while also maintaining a democratized internal structure while scaling.

25. **Jack Ma, Founder, ALIBABA GROUP, China**: With an inspiring rags to riches story, Ma is responsible for the company’s ethos of putting the customer first and encouraging innovation amongst employees to keep up with the rapidly-changing e-commerce industry.
We set out on the Purposeful Organizations journey in July to understand how leaders and experts see purpose-driven transformation embodied within organizations. Over the months, our conversations filled our building blocks with living examples of how transformation is best manifested. Below you’ll find our key takeaways for becoming a purposeful organization.
CREATE AND ALIGN YOUR PURPOSE

1. Set purpose in a greater context
As Peter Schwarzenbauer, Member of the Board of BMW, stated, the era of “higher, faster, farther” is over. Businesses are increasingly relying on purpose to orient themselves toward success. Purpose, however, is not a given. Purpose must always be seen in a greater context because it helps nobody and nothing in isolation. It needs to be filled with values that reflect stakeholders and it is strongest when it is transparent and impact-oriented.

2. Make an invitation to contribute
Support employees in understanding their individual purpose and how it connects to their division, the company, and the world. Make purpose something that is engaged in the day-to-day and draw awareness to it. As Nicola Wainwright puts it, “Whatever your role in an organization, you will have a purpose, a contribution that you make and each individual should be aware of that.” Dismantling hierarchies, sharing a purpose, and creating structures that promote creativity form the foundation for intrapreneurship and ensure long-term success.

SHIFT MINDSETS

3. Mindsets sustain innovation and success in the long term
Uncertainty and constant change has driven organizations to value mindsets over skill sets. As Alexandra Grahe, Deputy Human Resource Manager at H&M, stated, “Transformation processes all start with your look and feel toward situations. Judging the situation, taking decisions, choosing which actions you take and the created results.” In effect, mindsets help your organization remain dynamic and adaptable. Supporting mindset growth is no simple undertaking, but is an investment in individuals that can sustain innovation and success in the long term.

4. Take inventory of your mindsets
Mindsets can be developed within your teams. Take stock of what is already present and what is missing, then figure out how you can build from there. In international teams and settings, culture plays a large role. When navigating mindsets, it’s also important to have an awareness of cultural mindsets and how work around mindsets will need to accommodate this.
MOBILIZE EMPLOYEES

5. Integrate employees in the creative process to drive innovation forward
Yosi Sergant said it best with his team mantra: “Nothing about us without us”. Leave behind the conception that employees are part of a machine and instead see their whole person. Challenge them to be entrepreneurs and change makers. This can help them find their ‘why’ and develop their purpose, thereby breaking down silos, working cross-functionally, and unleashing productivity and innovation. Give them the space to thrive and drive ideas forward.

6. Create channels for communication and listen to your employees
When creating a movement, it is important to really understand your employees and how they work and to listen to them - this must be done in a meaningful way. They offer the insight that you will need in order to make better informed and balanced decisions. Map what your employees care about and align it with your organization’s purpose. According to Yosi Sergant, Founder of Task Force, this is where mobilization around purpose resonates its highest. This is how organizations like Ben & Jerry’s adapt seemingly unrelated causes to mission.

7. Place purpose on the leadership agenda
Leadership needs to acknowledge purpose as a determining factor of success alongside financial measures and company health. Purpose can help leaders navigate decision-making in line with a shared understanding within the company. As Marwa Farouq shared, examining your purpose and your environment as a leader may show you that traditional leadership structures are not favorable for collective action and more collective leadership may be needed in order to achieve the outcomes to which you aspire.

WORK AS CO-CREATORS

8. Utilize co-creation as a purpose-driven means to innovate
Co-creation is a dynamic process that can help you create more innovative and robust ideas. This requires you to leverage the strength of your network to create your co-creation team by integrating both internal and external stakeholders. However, when doing so, you introduce diverse, moving parts. Careful oversight, facilitation, and purpose can ensure that you arrive at your intended outcome.
BECOME NETWORKED & HARNESS A GLOBAL ECOSYSTEM

9. Maximize resources and impact by partnering with those working in your area
Creating a network of experts ensures businesses avoid duplication of work that is already done better elsewhere and focus on finding spaces for critical and meaningful action. Networks provide an array of resources and knowledge so that organizations are equipped to deliver impact in ever changing environments. As Sayo Ayodele posited, “Coalitions that include businesses, investors and consumers making collective progress can trigger a race to the top.”

10. Ground your network in a shared vision and values
Creating a network allows an organization to scale impact, promote independent innovation, and adapt locally relevant solutions. But how does an organization ensure cohesion with so many distinct actors? As Marwa Farouq, VP of People, Organization, and Culture at Teach For All, informed us, make your theory of change and values the guiding star for your engagement. Similar to co-creation, view yourself as a facilitator that enables everyone to play a part. Provide the purpose that activates everyone in the network.

11. Engage community members where they are, as they are
Authentic engagement means seeing the individual in their fullness. Make sure that you clearly understand and know how to serve your internal and external stakeholders and don’t expect them to come to you. You will have to put in the effort and time to connect with them. This requires you to understand how they want to be engaged. Create online and offline spaces and various formats for engagement, so that you can engage people where they are, as they are.
The DO School is a global organization that enables a purposeful economy that is sustainable and innovative. We’re powered by a community of DOers, innovators, and experts from 100+ countries. Through our unique methodology, we support businesses to transform with purpose: to turn co-created ideas into action, equip people to lead and build movements, and create real change.

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