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Corporation

This company meets the  
highest standards of social  
and environmental impact

SHOREMOUNT

# Purposeful Direction

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Micael Johnstone & John Featherby

# Why did you choose this workshop?

# Measurement

# Deep challenges that are systemic, organisational and personal

Navigating these issues is now a prerequisite if companies wish to survive, let alone thrive.

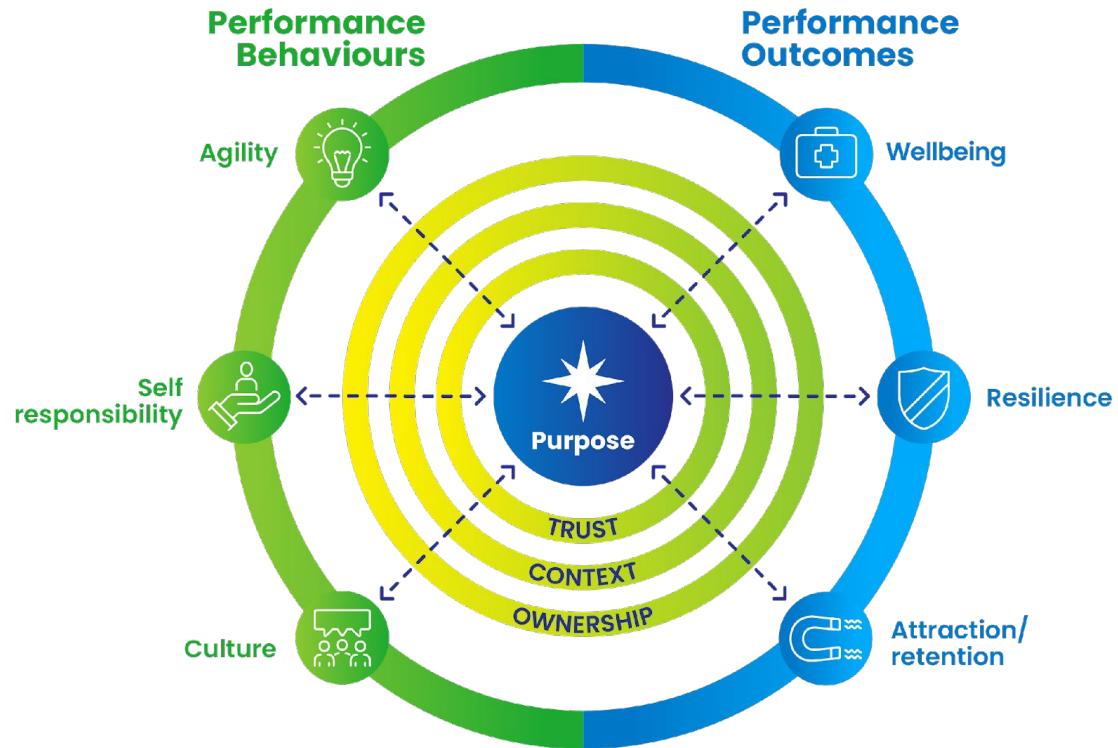
SYSTEMIC	ORGANISATIONAL	PERSONAL
Interdependent, networked reality.	Attracting and retaining great people.	Hunger for meaningful life and work.
Unprecedented pace of change.	Inability to respond fast to the market.	Record stress and burnout.
Extinction level ecological crises.	Low engagement and ownership.	Lack of time to invest in family/friends.
Information explosion, digital disruption.	Increasing supply chain risks.	Desire for spiritual and moral integrity.
Breaking down of boundaries.	Suffocating bureaucratisation.	Want for more autonomy and choice.
Hyper short strategic cycles.	Traditional structures not working.	Need more community and belonging.
Increasingly uncertain geopolitics.	A need to become radically innovative.	Tired of dealing with internal politics.
Rapidly evolving regulatory landscape.	Rising, effective stakeholder concerns.	Ever shrinking shelf life of expertise.

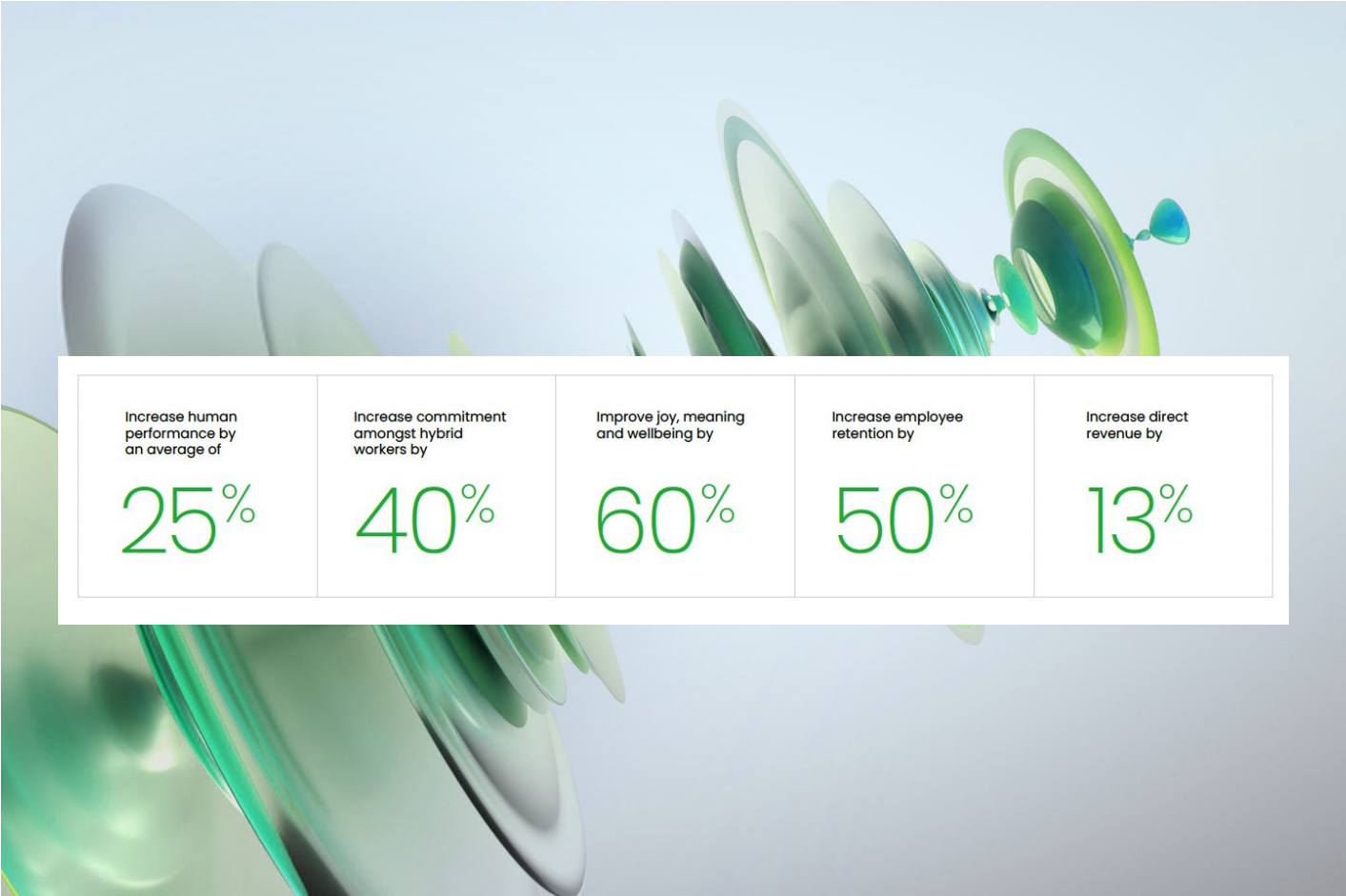


# Contexis Index® All Companies

Comparison of Contexis Index® and Purpose for all companies to have taken the Index







Increase human  
performance by  
an average of

25%

Increase commitment  
amongst hybrid  
workers by

40%

Improve joy, meaning  
and wellbeing by

60%

Increase employee  
retention by

50%

Increase direct  
revenue by

13%

# Motivation





**Many symptoms  
Fewer root causes**

*“We cannot solve our problems with the same thinking we used when we created them.”*

Albert Einstein

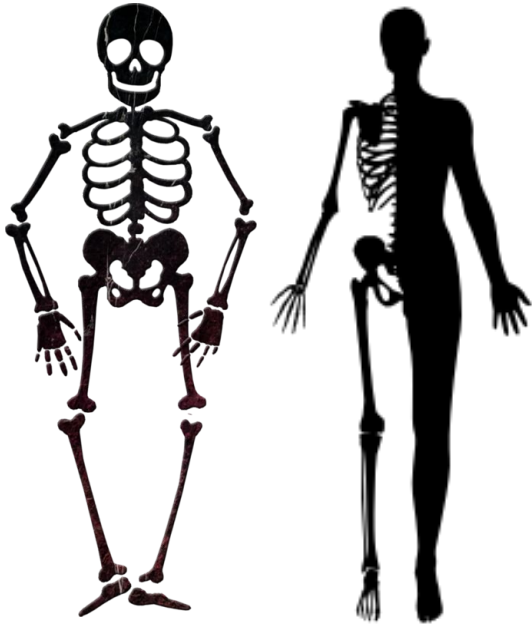
**Different type of destination/outcome  
Different type of journey/approach**



A Reading  
SYLLABVS  
for Calligraphy  
& Paleography

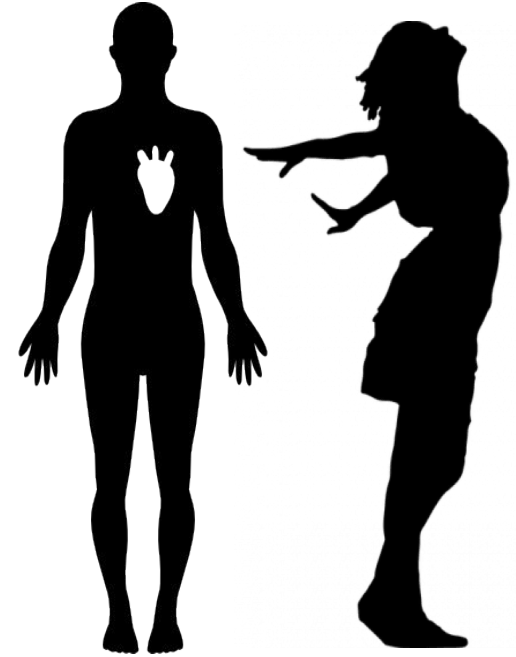
REED COLLEGE · MCMLXXXII





*"For the first time since the industrial revolution, you cannot build a company fit for the future without building one that is fit for human beings. And we should be grateful we've been given this chance. Because the management pioneers of 100 years ago were trying to work against the grain of what it means to be human. We're not."*

Prof. Gary Hamel  
Wall Street Journal's  
"Most Influential Thinker"



Measuring someone's physical attributes only tells you so much about a person. To know them fully requires a more relational, storytelling approach. Same with an organisation: metrics alone aren't enough.

# In practice

# Lessons Learned: Top Tips

## Measurement

Check your motivations

Survey on relevant data

Understand what and why

Targeted interventions

Codesigned by measured

[FAQ Links](#)

## Motivation

Get real about this

Language and space

Small group dialogues

Personal, team, company

Go outside of business



# Some Design Principles

# THE LEADERSHIP ROLE

## INWARD THINKING FOR THE TEAM ITSELF

### FOR THE INDIVIDUAL

#### MINDSET

What is a more life-giving way for me to think?

#### PURPOSE

What does a purposeful life look like for me?

### FOR THE TEAM

#### VISION OF GREATNESS

What are our hopes and dreams for this team?

#### RELATIONSHIP QUALITY

How could our relationships be more healthy?

## OUTWARD THINKING FOR THE BROADER WHOLE

### CORE MISSION

What unique value do we offer to our customers?

### BOUNDARIES

What constraints and limits need to be applied?

### SERVICE

How do we resource the front line with what it needs?

### EXPECTED RESULTS

What outcomes are exchanged for freedom?

### DESIGN PRINCIPLES

What characteristics will define the change effort?

### SPOTLIGHTING

What are the difficult issues and areas of promise?

## Maximise local choice and ownership

- Courageously place as much authority and decision making as possible where work is actually being done: with front line employees
- Creating a choice for people in exchange for ownership of results is what creates accountability

## Let measurements and controls serve the core workers

- Measurements are best designed by those being measured: this prioritises relevance over monitoring
- Value the long term and qualitative. Plus, not everything that matters can be measured
- Consider valuable inputs (eg creativity and failure) as well as outputs

## Reframe management and service

- Everybody should be doing something core to the business: the higher the level, the more critical this is
- Leadership is required but primarily to set boundaries and direction as opposed to details of delivery
- Bosses should see themselves as bankers and brokers for teams, not a customer to be served by lower levels

## Yield on consistency across groups and support local solutions

- Standardisation works against local expression and the ability to meet the customer in context
- The centre has the burden of proof as to why it should standardise (laws etc): local has benefit of the doubt
- If standardisation is required, have teams of workers determine how to meet them

## Distribute power, prosperity and privilege

- Use simple reward schemes everyone understands
- Additional rewards should be geared more to teams than to individuals
- Goal is to pay everyone as much as possible but, equally, no automatic increases for business as usual given now there is accountability for results

## Deglorify management as a job title and demystify the staff functions

- Minimise management and central staff jobs: core workers should have a strong voice in the value that managers add, just as managers do to employees
- Allow line functions to decide what core services they want, not assume their imposition on everyone
- Allow central staff to sell their services externally

## End secrecy

- Support and encourage full disclosure as the default: knowledge is power so spread it everywhere
- Have widespread business training: people can't make decisions without understanding consequences
- The more sensitive the issue, the more it needs discussing, particularly in groups. Tell the truth bluntly

## Build a culture of promises

- Freedom and choice doesn't come for free and personal responsibility is the price paid for it
- If employees want autonomy, promising to operate in the interest of the whole and deliver is the price
- Peer to peer agreements on results promised can be agreed within local team contexts

# Workshop



# What crossroads do you find yourself at?



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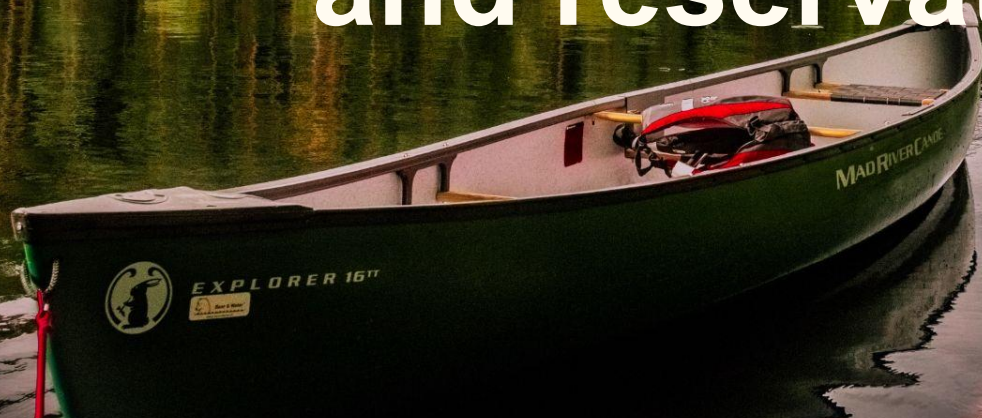


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# What are your doubts and reservations?



# Why ask yourself the “doubts and reservations” question?

- The very reason we want a different way is because we doubt the current one. Doubt is not an inconvenient truth but a driver.
- Our sense of purpose comes alive when we recognise we have concerns attached to it. The mix of uncertainty and value is what tells us that it matters.
- We otherwise default to the “how” questions. “How” questions like “how much will it cost?” or “how long will it take?” are not simply logistical questions but reflect our doubts, in this case of whether something is possible or worth it. Rooting out those doubts helps us stare down the questions that really test how much something matters to us. In the case of the above, they transform into “what price am I prepared to pay?” and “how much commitment do I have?”
- If we are in leadership we have to accept that people are as worried (if not more so) about our trustworthiness as they are our talents. We see in everyone else their selfishness and fears. Let’s start with our own because asking this question of ourselves is what will create the internal integrity we need to do this well.
- We can’t ask of others what we won’t ask of ourselves.
- If we don’t address our own doubts we will spend too much time worrying about the doubts of others.
- Knowing how to deal with doubts reduces our anxieties over the need to persuade everyone and save them from themselves.

# Why ask others the “doubts and reservations” question?

- If you use only positive messaging to present the idea of a more purpose led organisation (or indeed any change effort) via, say, persuasion and inspiration, the recipients don't really choose the new way forward: you have sold it to them. Having sold it to them, they now hold you responsible for delivering on the promises you have explicitly or implicitly suggested. Putting everyone's doubts and reservations into the dialogue shifts the process from a sales exercise to a choice, a choice that is accompanied by ownership amongst everyone involved.
- There will be doubts along the way. Making it culturally normal to address them keeps the context from becoming too stuck or toxic.
- People will talk about their doubts either way: your choice is whether that conversation happens in a controlled fashion or via whispers and gossip which can be incredibly destructive.
- Not being honest about what the journey might involve is manipulation and people know it. We have been sold ideas of absolute safety and self esteem via this and that product, service or pathway for decades and everyone is tired of it.
- People are more worried about their leaders' trustworthiness than they are their talents. Asking this questions builds that trust.
- An adventure with challenge is what draws us towards our best and a sense of fulfilment.

*But why, some say, the Moon? Why choose this as our goal? And they may well ask, why climb the highest mountain? Why, 35 years ago, fly the Atlantic? Why does Rice play Texas?*

*We choose to go to the Moon. We choose to go to the Moon... We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard; because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one we intend to win, and the others, too.*

**President John F. Kennedy, Rice University 12th September 1962**

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helping organisations to thrive  
in the new economy by  
making them more human,  
adaptable and purposeful.

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