

- What is a Company For? - RSA lecture – 1990:
www.growthinternational.com/resources/Charles+Handy+1990.pdf
- And What is a Business For? – HBR December 2002:
<https://hbr.org/2002/12/whats-a-business-for>
- Purpose of the Corporation:
<http://www.purposeofcorporation.org>
- Prof Lynn Stout:
<https://www.youtube.com/watch?v=ZzztBF9nprA>
- The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public (Berrett-Koehler, 2012)



Charles Handy



Purpose is

“an explicitly stated vision and authentic belief that defines the value that the company seeks to create for itself and society, directs key business decisions in the way value is created, aligns everyone in the business towards a common goal, guides how the company engages its stakeholders, and provides the organization with courage to foster positive change.”

Source: ALL IN: The Future of Business Leadership (forthcoming June 2018)



Should business have a broader social purpose?

Combining profit and purpose:

<https://www.cokecce.com/insights/combining-profit-and-purpose>

Businesses should have social purpose

88%

of current leaders

90%

of future leaders

agree

Combining profit and purpose – Cranfield - 2014

Businesses have a clear social purpose

Nearly



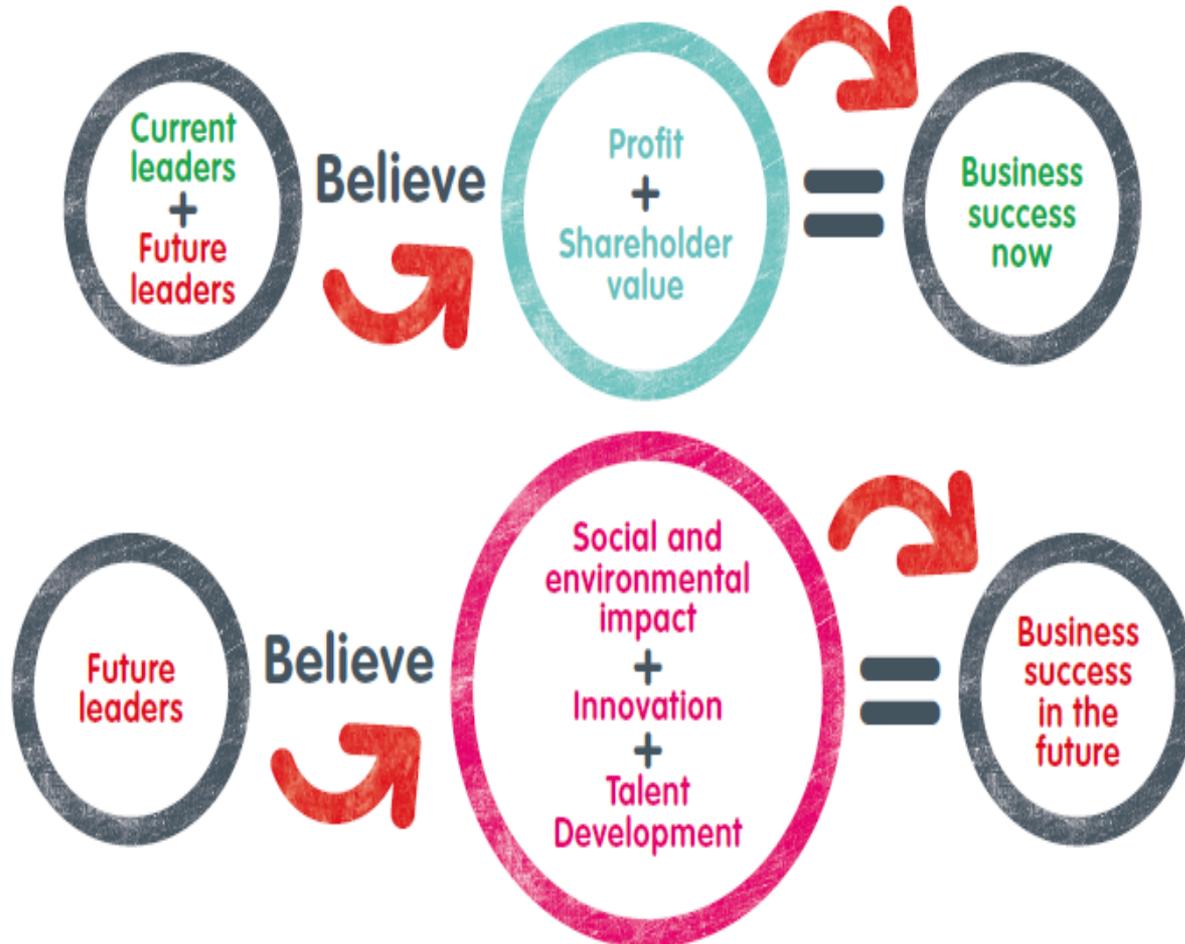
current leaders agree

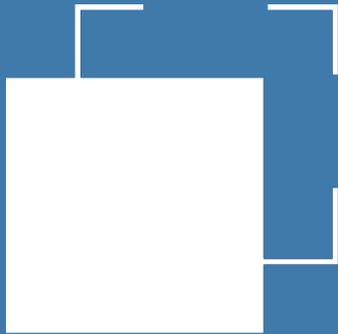
However only



future leaders agree

What will deliver business success?





a blueprint for better business

Uniting corporate purpose and personal values to serve society



@Blueprint4Biz

Purpose of Purpose

- To **inspire** people to contribute personal energy to a collective venture
 - Reveal the **human face** of what the organization is working to achieve
 - Ensure an **authentic** connection between what the organisation believes, what it says, what it means and what it does
 - Enable people to make **practical** choices about what they do day to day, using the purpose as a constant reference point
 - Enabling people to have a **legitimate voice** where matters of purpose are concerned, both within and beyond the organization
 - Re-enforce the **mutuality of dependence** between **business** people and **society** - fostering the dignity and fulfilment of people and the flourishing of society.
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- Source: Blueprint for Better Business

What should a Purpose be?

Inspiring:

- ❏ Does it identify the people who are the intended beneficiaries of the purpose (the human face of the purpose)?
- ❏ Is it directed at what is done or produced or at the beneficial outcomes sought?

Authentic:

- ❏ How does what is said compare to what the organisation actually does?
- ❏ How prominent is the purpose in communications?

Practical:

- ❏ Is it clear enough so that choices can be made?
- ❏ Can it be used to review what services / products should be provided/ acquired/retained?
- ❏ Can it be used to encourage and reward behaviours?



Enablers of Purpose

- Being authentic and believable; corresponding to what the company is about
- Linking to business performance and social good, and guiding decision-making
- Having senior leadership buy-in and being supported by their evangelism
- Building understanding, increasing engagement and mobilizing actions among employees and other stakeholders
- Demonstrating flexibility in order to stay relevant as societal expectations and needs shift over time

- *All In – forthcoming – June 2018*



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