

## A. 8 Things that will make millennials happy at work

1. The following image was taken from <https://www.jobable.com/blog/8-things-millennials-happy-work>. What is the point of the image?
2. To what extent do you agree with it?
3. To what extent do you think it differs from what makes other generations happy at work?



## B. Organisational culture

1. Match each expression on the left with a synonym on the right.
 

<p>i. to be awash with</p> <p>ii. to bolster</p> <p>iii. to thrive</p> <p>iv. to pursue</p> <p>v. ties</p> <p>vi. to stand the test</p> <p>vii. hue and cry</p> <p>viii. undoing</p>	<p>a. to prop up, support</p> <p>b. to follow</p> <p>c. to be proved valid</p> <p>d. to grow and develop well</p> <p>e. loud, possibly panicky, discussion</p> <p>f. relationships</p> <p>g. to be full of</p> <p>h. cause of failure</p>
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2. Complete each space with one word.

### What holds the modern company together?

by Rob Goffee and Gareth Jones

Harvard Business Review, December 1996

1. The organizational world is awash with talk of corporate culture – and for good reason. Culture has become a powerful [1.]\_\_\_\_\_ to hold a company together against a tidal wave of pressures for disintegration, such as decentralization, de-layering, and downsizing. [2.]\_\_\_\_\_ the same time, traditional mechanisms for integration –
5. hierarchies and control systems, among other devices – are proving costly and ineffective.

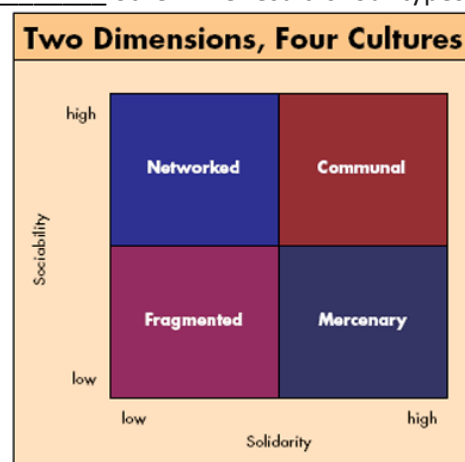
Culture, then, is [3.]\_\_\_\_\_ remains to bolster a company's identity as one organization. Without culture, a company lacks values, direction, and purpose.

- [4.]\_\_\_\_\_ that matter? For the answer, just observe any company with a strong culture—and then compare it to [5.]\_\_\_\_\_ without. But what is corporate culture? Perhaps more important, is there one right culture for every organization? And if the answer is no—which we firmly believe—how can [6.]\_\_\_\_\_ manager change an organization's culture? Those three questions are the subject of this article.

- Culture, in a word, is community. [7.]\_\_\_\_\_ is an outcome of how people relate to one another. Communities exist at work just as they [8.]\_\_\_\_\_ outside the commercial arena. Like families, villages, schools, and clubs, businesses rest on patterns of social interaction that sustain them over [9.]\_\_\_\_\_ or are their undoing. They are built on shared interests and mutual obligations and thrive on cooperation and friendships. It is [10.]\_\_\_\_\_ of the commonality of all
20. communities that we believe a business's culture can be better understood when viewed through the [11.]\_\_\_\_\_ lens that has illuminated the study of human organizations for nearly 150 years.

That is the lens of sociology, which [12.]\_\_\_\_\_ community into two types of distinct human relations: sociability and solidarity. Briefly, *sociability* is a measure of sincere friendliness among members [13.]\_\_\_\_\_ a community. *Solidarity* is a measure of a community's ability to pursue shared objectives quickly and effectively, regardless of personal ties. These two categories may at first [14.]\_\_\_\_\_ not to capture the whole range of human behaviors, but they have stood the test of close scrutiny, in [15.]\_\_\_\_\_ academia and the field.

30. What do sociability and solidarity have to do with culture? The answer comes when you plot the dimensions against [16.]\_\_\_\_\_ other. The result is four types of community: networked, mercenary, fragmented, and communal. None of these [17.]\_\_\_\_\_ is "the best." In
35. fact, each is appropriate for different business environments. In other words, managers need not begin the hue and cry for one cultural type over another. Instead, they must know how
40. [18.]\_\_\_\_\_ assess their own culture and whether it fits the competitive situation. [19.]\_\_\_\_\_ then can they consider the delicate techniques for transforming it. ...



Source: <https://hbr.org/1996/11/what-holds-the-modern-company-together>

3. What do you think the organizational culture of the English 2 class is? Why?

4. Use the following questions to identify the community culture of the English 2 class.

What is your organization's culture?			
To assess your organization's level of <b>sociability</b> , answer the following questions:	low	medium	high
1. People here try to make friends and to keep their relationships strong.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. People here get along very well.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. People in our group often socialize outside the office.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. People here really like one another.	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. When people leave our group, we stay in touch.	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. People here do favors for others because they like one another.	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. People here often confide in one another about personal matters.	<input type="text"/>	<input type="text"/>	<input type="text"/>
To assess your organization's level of <b>solidarity</b> , answer the following questions:			
1. Our group (organization, division, unit, team) understands and shares the same business objectives.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Work gets done effectively and productively.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Our group takes strong action to address poor performance.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Our collective will to win is high.	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. When opportunities for competitive advantage arise, we move quickly to capitalize on them.	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. We share the same strategic goals.	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. We know who the competition is.	<input type="text"/>	<input type="text"/>	<input type="text"/>

Source: <https://hbr.org/1996/11/what-holds-the-modern-company-together>

- To what extent do the results conform to your expectations?
- Written assignment  
What is organizational culture and why is it important to staff morale? (Max. 1 page)

### C. Engagement

- Consider the cartoon. What is its point?  
To what extent do you agree with it?
- How would you define employee engagement?
- How would you measure it?



4. Choose the best explanation for the underlined expression.
1. When you grapple with something, you
    - a) try to deal with or understand something difficult.
    - b) plan everything down to the last detail.
  2. Murkiness is a noun that is derived from the adjective murky, which means
    - a) innovative.
    - b) unclear.
  3. Attrition in a company refers to
    - a) the rate of growth, as measured by new positions.
    - b) the percentage of workers who leave the company.
  4. Your peers are
    - a) people the same age as you.
    - b) similar organizations to yours.
  5. In a low-turnover organization,
    - a) the staff tends to be stable.
    - b) the revenues are not growing.
  6. If something has bottom-line implications,
    - a) it only affects the lowest level of the organization.
    - b) it affects all levels of the organization.
  7. When you oversimplify something, you
    - a) reduce it to a more abstract form.
    - b) do not consider all the implications.
  8. You would pull a lever in order to
    - a) cause something to happen.
    - b) play a joke on someone.
  9. When you gauge something, you
    - a) explain it clearly.
    - b) measure it.
  10. In a self-reported survey,
    - a) the respondents report their feelings and perceptions.
    - b) the researcher evaluates his/her colleagues' actions.
  11. When you go above and beyond your duties, you
    - a) exaggerate the amount of hard work needed.
    - b) do more than you have to.
  12. A worker can become burned out when he/she
    - a) works too hard for too long.
    - b) does not meet his/her task deadlines.
  13. When you track something, you
    - a) follow in the footsteps of another person and replicate their career.
    - b) record measurements over time to see changes.
  14. People who stick around
    - a) tend to stay because they want to.
    - b) become stuck in a job and cannot move on.
  15. A strategy that yields results
    - a) produces results.
    - b) hinders results.
  16. A brat is
    - a) a badly behaved, annoying child.
    - b) someone who does not work hard.
5. The text 'The two sides of employee engagement' by Sean Graber was published in the *Harvard Business Review*, 4 December 2015. Use the prompts below to create questions to obtain the information that is missing from the text.

## Student A: page 5

- |             |              |
|-------------|--------------|
| 1. Why      |              |
| 2. How long | 12. What     |
| 4. What     | 14. What     |
| 6. What     | 16. What     |
| 8. What     | 18. How      |
| 10. What    | 20. How/What |

## Student B: page 6

- |             |          |
|-------------|----------|
| 1. Why      |          |
| 3. What     | 13. What |
| 5. Why      | 15. What |
| 7. How/What | 17. How  |
| 9. Why      | 19. What |
| 11. How     | 21. What |

### Student A: The two sides of employee engagement

Each year, companies are spending nearly three-quarters of a billion dollars [1.] ..... , yet you'll get wildly inconsistent answers if you ask managers what that means. Academics, consultants, and leaders have been grappling with that question [2] ..... Their working definitions range from the simple ("discretionary effort") to the mind-bending ("[4.] ....."). That murkiness is a problem because there are still signs that engagement – whatever it is – needs to be managed. In a Gallup survey, for instance, organizations whose employees reported high engagement had 25% to 65% less attrition than their peers, depending on [6.] ..... They also received higher marks in productivity and customer satisfaction. So, defining engagement more clearly isn't just a philosophical exercise. It has bottom-line implications.

For the most part, companies oversimplify things by viewing personal satisfaction as a proxy for engagement. As a result, they miss key behavioral signals. What use are Mary's positive thoughts about her manager, for example, if she is not giving her maximum effort at work every day? Other companies use [8.] ..... to examine employees' behaviors and organizational performance but then fail to take individuals' perceptions into account. John may be interacting with clients outside work, but is he happy doing so, or is he burned out and miserable?

It's critical to look at all these factors – employees' perceptions and behaviors, and their effect on company performance – to figure out which levers to pull to engage the individual who work for you. The levers that matter to Mary won't be the same as those that matter to John.

When my colleagues and I work with organizations, we conduct surveys and interviews to gauge employees' perceptions in six areas: [10.] ..... We also examine self-reported behaviors in six categories: level of effort, personal development, company loyalty, recreation, relationships, and temperament. We arrived at these metrics by reviewing the academic literature on employee engagement and filling in the gaps with questions about what people actually do, such as going above and beyond direct job responsibilities. This approach enables organizations without people analytics capabilities to start seeing [12.] ..... Those that already gather and analyze on-the-job behavioral data can use surveys and interviews to capture additional information, such as whether or not their employees are searching for new jobs. Then, over time, organizations can track [14.] ..... and how it relates to key performance indicators (KPIs), such as sales, customer satisfaction, and attrition.

Returning to our hypothetical examples of Mary and John, we can see how measuring just perceptions or behaviors could mischaracterize their engagement. We know that Mary has a positive view of her manager, but does that make her an All Star employee? Maybe she's doing just enough to get by, declining [16.] ..... , and refusing additional learning and development opportunities. That would tell us that she's actually a Brat who needs an extra push. John is showing outward signs of engagement by putting in extra time with clients, but could he be a Workhorse or a Martyr who is suffering in silence? We can find out by [18.] .....

This holistic approach to understanding engagement will yield more-detailed insights into what makes people stick around and do their best work. Instead of viewing engagement in terms of [20.] ..... , organizations will be able to understand how employees perceive them, how that perception relates to their behavior, and in aggregate, how those factors drive bottom-line performance. If organizations don't dig deep like this, they risk misunderstanding their employees and missing out on all the benefits of high engagement.

Source: <https://hbr.org/2015/12/the-two-sides-of-employee-engagement>

### Student B: The two sides of employee engagement

Each year, companies are spending nearly three-quarters of a billion dollars [1.]....., yet you'll get wildly inconsistent answers if you ask managers what that means. Academics, consultants, and leaders have been grappling with that question for decades. Their working definitions range from the simple ("[3.].....") to the mind-bending ("complex nomological network encompassing trait, state, and behavioral constructs"). That murkiness is a problem because [5.]..... In a Gallup survey, for instance, organizations whose employees reported high engagement had 25% to 65% less attrition than their peers, depending on whether they were traditionally low- or high-turnover organizations. They also received higher marks in productivity and customer satisfaction. So, defining engagement more clearly isn't just a philosophical exercise. It has bottom-line implications.

For the most part, companies oversimplify things by viewing [7.]..... as a proxy for engagement. As a result, they miss key behavioral signals. What use are Mary's positive thoughts about her manager, for example, if she is not giving her maximum effort at work every day? Other companies use people analytics to examine employees' behaviors and organizational performance but then fail to take individuals' perceptions into account. John may be interacting with clients outside work, but is he happy doing so, or is he burned out and miserable?

It's critical to look at all these factors – employees' perceptions and behaviors, and their effect on company performance – [9.]..... The levers that matter to Mary won't be the same as those that matter to John.

When my colleagues and I work with organizations, we conduct surveys and interviews to gauge employees' perceptions in six areas: culture, job function, advancement, company leadership, management, and total rewards. We also examine self-reported behaviors in six categories: level of effort, personal development, company loyalty, recreation, relationships, and temperament. We arrived at these metrics by [11.]....., such as going above and beyond direct job responsibilities. This approach enables organizations without people analytics capabilities to start seeing relationships between employees' perceptions and actions. Those that already gather and analyze on-the-job behavioral data can [13.]..... to capture additional information, such as whether or not their employees are searching for new jobs. Then, over time, organizations can track how their employees' engagement changes and how it relates to key performance indicators (KPIs), such as sales, customer satisfaction, and attrition.

Returning to our hypothetical examples of Mary and John, we can see how measuring just perceptions or behaviors could [15.]..... We know that Mary has a positive view of her manager, but does that make her an All Star employee? Maybe she's doing just enough to get by, declining to help her colleagues, and refusing additional learning and development opportunities. That would tell us that she's actually a Brat who needs an extra push. John is showing outward signs of engagement by [17.]....., but could he be a Workhorse or a Martyr who is suffering in silence? We can find out by looking at how he perceives the meaning of his work, his opportunities for advancement, and his total compensation.

This holistic approach to understanding engagement will yield [19.]..... Instead of viewing engagement in terms of low, medium, and high, organizations will be able to understand how employees perceive them, how that perception relates to their behavior, and in aggregate, how those factors drive bottom-line performance. If organizations don't dig deep like this, [21.]..... and missing out on all the benefits of high engagement.

Source: <https://hbr.org/2015/12/the-two-sides-of-employee-engagement>

<b>PERCEPTIONS [of satisfaction]</b>	Positive	Brat	Under-achiever	All Star
	Indifferent	Delinquent	Drifter	Workhorse
	Negative	Saboteur	Cynic	Martyr
		Destructive	Neutral	Constructive
		<b>BEHAVIORS</b>		

Figure 1. 9 Employee Engagement Archetypes

Source : <https://hbr.org/2015/12/the-two-sides-of-employee-engagement>

6. Consider the archetypes in figure 1. To what extent could they apply to situations other than work?
7. How does engagement differ from motivation?
8. What could you do to improve the engagement of
  - a. a brat,
  - b. a drifter,
  - c. a martyr?

**D. From purpose to impact**

1. Match the expression on the left with a synonym on the right (*i.-vi = a.-f.; vii.-xii. = g.-l.*).

i. To be prone to	a. To become interested in again/ begin again
ii. To distill	b. To use ingenuity to survive a difficult experience
iii. To revel in	c. To be likely to suffer from
iv. To reengage	d. To ask strangers for money
v. To use your wits	e. To condense
vi. To beg	f. To really enjoy

vii. To have a natural bent (for)	g. To grow/develop really well
viii. To get back on your feet	h. To become independent/happy again
ix. To barricade	i. To imagine
x. To envision	j. To fuel
xi. To stoke	k. To block
xii. To thrive	l. To be innately good (at something)

2. What do these expressions have in common?

a. sing your song    make you tick    speak to you    resonate with you

b. turmoil    unrest    looting

3. Match each expression on the right with one similar in meaning on the left (*i.-vi = a.-f.; vii.-xii. = g.-l.*).

i. steward	a. the reduction of costs in response to economic hardship
ii. retrenchment	b. road
iii. pathway	c. something you do
iv. common thread	d. person responsible for looking after
v. pursuit	e. chain of similar ideas/things
vi. pond	f. small permanent pool of water

vii. ally	g. spike
viii. thorn	h. supportive friend
ix. crucible	i. situation of severe trial that leads to something new
x. nebulous	j. unclear
xi. flagging	k. complimentary
xii. flattering	l. feeling unenthusiastic

4. What are the differences between *purpose*, *goal* and *objective*?
5. Create a statement that embodies your personal purpose in life and work.
6. The four parts (A, B, C and D) make up an article from the Harvard Business review on personal development (<https://hbr.org/2014/05/from-purpose-to-impact>). Each part contains two sentences that do not belong to the part.

i. Read your section to identify the sentences that do not belong. Underline the 'alien' sentences.

ii. Reread your section. As you read, make notes in the margins on what the text says about purpose-driven leadership and the examples given. DO NOT UNDERLINE. This will force you to be brief. These notes will be used to summarise the content of your section. Your oral summary should include a general overview of the purpose and topic of the section, detailed information on the ideas and concepts, as well as examples to illustrate them. Ignore the 'alien' sentences.

iii. Using your notes, orally summarise the information from your section to the other members in your group. Do not read or quote from it. As you listen to the other students' summaries, identify the texts from which your two isolated 'alien' sentences came.

iv. As a group, WITHOUT SHOWING each other your texts or sentences, recreate the original text. Student A begins.



## From purpose to impact

by Nick Craig and Scott. A. Snook  
Harvard Business Review, May 2014

### Part A

Over the past five years, there's been an explosion of interest in purpose-driven leadership. Academics argue persuasively that an executive's most important role is to be a steward of the organization's purpose. Business experts make the case that purpose is a key to exceptional performance, while psychologists describe it as the pathway to greater well-being. Doctors have even found that people with purpose in their lives are less prone to disease. Purpose is increasingly being touted as the key to navigating the complex, volatile, ambiguous world we face today, where strategy is ever changing and few decisions are obviously right or wrong.

Despite this growing understanding, however, a big challenge remains. They take a holistic view of professional and personal life rather than ignore the fact that you have a family or outside interests and commitments. Even fewer can distill their purpose into a concrete statement. They may be able to clearly articulate their organization's mission. Think of Google's "To organize the world's information and make it universally accessible and useful," or Charles Schwab's "A relentless ally for the individual investor." But when asked to describe their own purpose, they typically fall back on something generic and nebulous: "Help others excel." "Ensure success." "Empower my people." Just as problematic, hardly any of them have a clear plan for translating purpose into action. As a result, they limit their aspirations and often fail to achieve their most ambitious professional and personal goals.

Our purpose is to change that—to help executives find and define their leadership purpose and put it to use. ... Indeed, we believe that the process of articulating your purpose and finding the courage to live it—what we call *purpose to impact*—is the single most important developmental task you can undertake as a leader.

Consider Dolf van den Brink, the president and CEO of Heineken USA. Working with us, he identified a decidedly unique purpose statement—"To be the wuxia master who saves the kingdom"—which reflects his love of Chinese kung fu movies, the inspiration he takes from the wise, skillful warriors in them, and the realization that he, too, revels in high-risk situations that compel him to take action. With that impetus, he was able to create a plan for reviving a challenged legacy business during extremely difficult economic conditions. ...

We've seen similar results outside the corporate world. Kathi Snook (Scott's wife) is a retired army colonel who'd been struggling to reengage in work after several years as a stay-at-home mom. But after nailing her purpose statement—"To be the gentle, behind-the-scenes, kick-in-the-ass reason for success," something she'd done throughout her military career and with her kids—she decided to run for a hotly contested school committee seat, and won.

And we've implemented this thinking across organizations. ... Many [leaders] have seen dramatic results, ranging from two-step promotions to sustained improvement in business results. Purpose is not a list of the education, experience, and skills you've gathered in your life. In this article, we share our step-by-step framework to start you down the same path. We'll explain how to identify your purpose and then develop an impact plan to achieve concrete results.

## From purpose to impact

by Nick Craig and Scott. A. Snook  
Harvard Business Review, May 2014

### Part B

#### What Is Purpose?

Your leadership purpose is who you are and what makes you distinctive. Whether you're an entrepreneur at a start-up or the CEO of a *Fortune*500 company, a call center rep or a software developer, your purpose is your brand, what you're driven to achieve, the magic that makes you tick. It's not *what* you do, it's *how* you do your job and *why*—the strengths and passions you bring to the table no matter where you're seated. Although you may express your purpose in different ways in different contexts, it's what everyone close to you recognizes as uniquely you and would miss most if you were gone.

When Kathi shared her purpose statement with her family and friends, the response was instantaneous and overwhelming: "Yes! That's you—all business, all the time!" In every role and every context—as captain of the army gymnastics team, as a math teacher at West Point, informally with her family and friends—she had always led from behind, a gentle but forceful catalyst for others' success. Through this new lens, she was able to see herself—and her future—more clearly. When Dolf van den Brink revealed his newly articulated purpose to his wife, she easily recognized the "wuxia master" who had led his employees through the turmoil of serious fighting and unrest in the Congo and was now ready to attack the challenges at Heineken USA head-on.

At its core, your leadership purpose springs from your identity, the essence of who you are. To be a truly effective leader, you must do the same. We'll use ourselves as examples: The fact that Scott is a retired army colonel with an MBA and a PhD is not his purpose. His purpose is "to help others live more 'meaning-full' lives." Purpose is also not a professional title, limited to your current job or organization. Nick's purpose is not "To lead the Authentic Leadership Institute." That's his job. His purpose is "To wake you up and have you find that you are home." He has been doing just that since he was a teenager, and if you sit next to him on the shuttle from Boston to New York, he'll wake you up (figuratively), too. He simply can't help himself.

Purpose is definitely not some jargon-filled catch-all ("Empower my team to achieve exceptional business results while delighting our customers"). In our work training thousands of managers at organizations from GE [General Electric] to the Girl Scouts, and teaching an equal number of executives and students at Harvard Business School, we've found that fewer than 20% of leaders have a strong sense of their own individual purpose. It doesn't have to be aspirational or cause-based ("Save the whales" or "Feed the hungry"). And it's not what you think it should be. It's who you can't help being. In fact, it might not necessarily be all that flattering ("Be the thorn in people's side that keeps them moving!").

## From purpose to impact

by Nick Craig and Scott. A. Snook  
Harvard Business Review, May 2014

### Part C

#### How Do you Find It?

Finding your leadership purpose is not easy. If it were, we'd all know exactly why we're here and be living that purpose every minute of every day. ... We are constantly bombarded by powerful messages (from parents, bosses, management gurus, advertisers, celebrities) about what we should be (smarter, stronger, richer) and about how to lead (empower others, lead from behind, be authentic, distribute power). To figure out who you are in such a world, let alone "be nobody but yourself," is indeed hard work. However, our experience shows that when you have a clear sense of who you are, everything else follows naturally.

Some people will come to the purpose-to-impact journey with a natural bent toward introspection and reflection. It should be specific and personal, resonating with you and you alone. A few will just roll their eyes. We've worked with leaders of all stripes and can attest that even the most skeptical discover personal and professional value in the experience. ... The key to engaging both the dreamers and the skeptics is to build a process that has room to express individuality but also offers step-by-step practical guidance.

The first task is to mine your life story for common threads and major themes. The point is to identify your core, lifelong strengths, values, and passions—those pursuits that energize you and bring you joy. We use a variety of prompts but have found three to be most effective:

- What did you especially love doing when you were a child, before the world told you what you should or shouldn't like or do? Describe a moment and how it made you feel.
- Tell us about two of your most challenging life experiences. How have they shaped you?
- What do you enjoy doing in your life now that helps you sing your song?

We strongly recommend grappling with these questions in a small group of a few peers, because we've found that it's almost impossible for people to identify their leadership purpose by themselves. You can't get a clear picture of yourself without trusted colleagues or friends to act as mirrors.

After this reflective work, take a shot at crafting a clear, concise, and declarative statement of purpose: "My leadership purpose is \_\_\_\_\_." The words in your purpose statement must be yours. They must capture your essence. And they must call you to action.

To give you an idea of how the process works, consider the experiences of a few executives. When we asked one manager about her childhood passions, she told us about growing up in rural Scotland and delighting in "discovery" missions. One day, she and a friend set out determined to find frogs and spent the whole day going from pond to pond, turning over every stone. Most important, the vast majority tell us they've developed a new ability to thrive in even the most challenging times. The purpose statement she later crafted—"Always find the frogs!"—is perfect for her current role as the senior VP of R&D for her company.

Another executive used two "crucible" life experiences to craft her purpose. The first was personal: Years before, as a divorced young mother of two, she found herself homeless and begging on the street, but she used her wits to get back on her feet. The second was professional: During the economic crisis of 2008, she had to oversee her company's retrenchment from Asia and was tasked with closing the flagship operation in the region. Despite the near hopeless job environment, she was able to help every one of her employees find another job before letting them go. After discussing these stories with her group, she shifted her purpose statement from "Continually and consistently develop and facilitate the growth and development of myself and others leading to great performance" to "With tenacity, create brilliance."

Dolf came to his "wuxia master" statement after exploring not only his film preferences but also his extraordinary crucible experience in the Congo, when militants were threatening the brewery he managed and he had to order it barricaded to protect his employees and prevent looting. As you review your stories, you will see a unifying thread, just as these executives did. Pull it, and you'll uncover your purpose. (The exhibit "Purpose Statements: From Bad to Good" offers a sampling of purpose statements.)

## From purpose to impact

by Nick Craig and Scott. A. Snook  
Harvard Business Review, May 2014

### Part D

#### How Do You Put Your Purpose into Action?

Clarifying your purpose as a leader is critical, but writing the statement is not enough. You must also envision the impact you'll have on your world as a result of living your purpose. Your actions—not your words—are what really matter. Of course, it's virtually impossible for any of us to fully live into our purpose 100% of the time. But with work and careful planning, we can do it more often, more consciously, wholeheartedly, and effectively.

Purpose-to-impact plans differ from traditional development plans in several important ways: They start with a statement of leadership purpose rather than of a business or career goal. Just before dark, she discovered a single frog and was triumphant. They incorporate meaningful, purpose-infused language to create a document that speaks to you, not just to any person in your job or role. They force you to envision long-term opportunities for living your purpose (three to five years out) and then help you to work backward from there (two years out, one year, six months, three months, 30 days) to set specific goals for achieving them.

When executives approach development in this purpose-driven way, their aspirations—for instance, Kathi's decision to get involved in the school board ...—are stoked. Leaders also become more energized in their current roles. Dolf's impact plan inspired him to tackle his role at Heineken USA with four mottos for his team: "Be brave," "Decide and do," "Hunt as a pack," and "Take it personally." ...

Executives tell us that their individual purpose-to-impact plans help them stay true to their short- and long-term goals, inspiring courage, commitment, and focus. When they're frustrated or flagging, they pull out the plans to remind themselves what they want to accomplish and how they'll succeed. ... Dolf van den Brink said: "I'm much clearer on where I really can contribute and where not. I have full clarity on the kind of roles I aspire to and can make explicit choices along the way." What creates the greatest leaders and companies? Each of them operates from a slightly different set of assumptions about the world, their industry, what can or can't be done. That individual perspective allows them to create great value and have significant impact. They all operate with a unique leadership purpose. Others will find the experience uncomfortable and anxiety-provoking. Clarify your purpose, and put it to work.

7. As a group, complete the table with information from the boxes.

Eliminate “chaos”	Lead new markets department to achieve exceptional business results	
Continually and consistently develop and facilitate the growth and development of myself and others leading to great performance	Be a driver in the infrastructure business that allows each person to achieve their needed outcomes while also mastering the new drivers of our business as I balance my family and work demands	
	Bring water and power to the 2 billion people who do not have it	With tenacity, create brilliance

PURPOSE STATEMENTS	
FROM BAD ...	TO GOOD

8. Place each feature in the correct column, matching the corresponding features.

Uses meaningful, purpose-infused language	Focuses on the future, working backward	Elicits a statement of leadership purpose that explains how you will lead
Measures success using metrics tied to the firm’s mission and goals	Is focused on weaknesses to address performance	Ignores goals and responsibilities outside the office
Use standard business language	Is focused on strengths to realize career aspirations	States a business- or career-driven goal
Focuses on the present, working forward		Sets incremental goals related to living your leadership purpose
Is generic; addresses the job or role		Takes a holistic view of work and family
		Is unique to you; addresses who you are as a leader

PURPOSE-TO-IMPACT PLANNING	TRADITIONAL DEVELOPMENT PLANNING

9. How appropriate is the idea of purpose to impact planning for young graduates?
10. In your groups, use the questions to help explore each member's life to redraft your purpose statements.
  - a. What did you especially love doing when you were a child, before the world told you what you should or shouldn't like or do? Describe a moment and how it made you feel.
  - b. Tell us about two of your most challenging life experiences. How have they shaped you?
  - c. What do you enjoy doing in your life now that helps you sing your song?