

Leading with Purpose



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2/23/2023



**DEFINITENESS OF PURPOSE IS THE
STARTING POINT OF ALL ACHIEVEMENT.**
W. CLEMENT STONE

**“The two most important
days in your life are the day
you are born...*and the day
you find out why.*”**

~ Mark Twain

Purpose-driven Leadership

- ❑ *Explosion* of interest
- ❑ Executive's **most important role** - **steward** of organization's **purpose**
- ❑ Key to **exceptional performance**

Purpose

- Key to navigating **VUCA world**
- Few decisions obviously **right or wrong**

VUCA



Business Leaders

- ❑ Clearly articulate **organization's mission**

“Google's mission is to organize the world's information and make it universally accessible and useful”

– ™

Business Leaders

- ❑ Fewer than **20%** have strong sense of **own individual purpose**
- ❑ **Even fewer** can distill **purpose** into **concrete statement**

Business Leaders

- ❑ When **asked** to describe **own purpose**
- ❑ Fall back on **generic** and **nebulous**:
- ❑ *“Help others excel”*
- ❑ *“Ensure success”*
- ❑ *“Empower my people”*

Business Leaders

- Do not have **clear plan** for translating **purpose into action**
- Limit **aspirations**
- Fail to achieve** most ambitious **professional** and **personal goals**

Business Leaders

- ❑ *Find and define* **leadership purpose** and **put it to use**
- ❑ **Purpose** key to accelerating growth and **deepening impact** in both **professional** and **personal lives**

Business Leaders

- Process of *articulating* purpose
- Finding **courage** to live it
- 'Purpose to Impact'
- Most important **developmental task**

Dolf van den Brink

- ❑ President and CEO of Heineken USA
- ❑ Unique purpose statement — *"To be the wuxia master who saves the kingdom"*





Dolf van den Brink

- Reflect love of **Chinese Kung Fu** movies
- Wise skillful **warriors**

Dolf van den Brink

- ❑ **High-risk** situations
- ❑ Reviving challenged **legacy business** during extremely **difficult economic conditions**

Other Business Leaders

- ❑ **Retail operations chief** – *“Compelled to make things better whomever, wherever, however”*
- ❑ **Factory director in Egypt** – *“Create families that excel”*

Stay-at-home Mom

- ❑ *"To be the gentle, behind-the-scenes reason for success"*



Unilever

- Committed to purpose-driven leadership
- 'Purpose-to-impact' process
- Review progress over past 2 to 3 years

Purpose to Impact Process

- Step-by-step** framework
- Identify **purpose**
- Develop **impact plan** to achieve **concrete results**

F i n d

y o u r

p u r p o s e

“Most of us go to
our graves with
our song still
inside us,
unplayed.”

Oliver Wendell Holmes



Leadership Purpose

- Who** you are?
- What** makes you **distinctive**?

Leadership Purpose

- Entrepreneur or CEO
- Call center rep or software developer

Leadership Purpose

- Brand**
- Strengths** and **passions**
- Uniquely** you

Leadership Purpose

- Spring from **identity**
- Essence of who you are**

Leadership Purpose

- Not **education, experience, and skills**
- Not **professional title** limited to *current* **job** or **organization**

Leadership Purpose

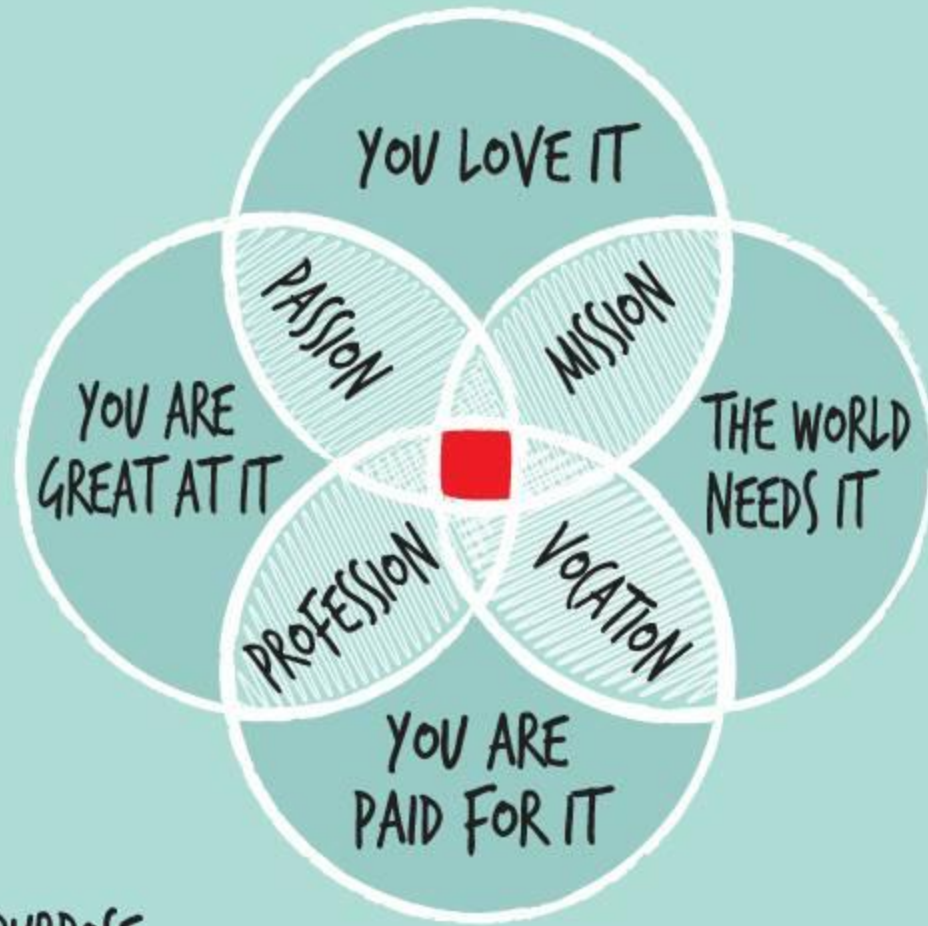
- ❑ CEO of Authentic Leadership Institute
- ❑ Not *"To lead Authentic Leadership Institute"*
- ❑ *"To wake you up and have you find that you are home."*

Leadership Purpose

- Not **jargon-filled** catch-all ("*Empower my team to achieve exceptional business results while delighting our customers*")
- Specific and personal**
- Resonate with you and you alone**

Leadership Purpose

- ❑ Don't have to be **aspirational** or **cause-based** (*"Save the whales"* or *"Feed the hungry"*)
- ❑ Not **what you think** it should be
- ❑ Who you **can't help** being
- ❑ Not necessarily **flattering** (*"Be the thorn in people's side that keeps them moving!"*).



■ -PURPOSE

"To be nobody but
yourself in a world
which is doing its best
day and night to make
you like everybody else
means to fight the
hardest battle which any
human being can fight
and never stop
fighting."

E.E Cummings

Finding Purpose

- ❑ Not **easy**
- ❑ Constantly **bombarded** by **powerful messages** (*from parents, bosses, management gurus, advertisers, celebrities*)

Finding Purpose

- ❑ **Should be** (*smarter, stronger, richer*)
- ❑ **How to lead** (*empower others, lead from behind, be authentic, distribute power*)



Finding Purpose

- “Be nobody but yourself”**
hard work
- When you have **clear sense of**
who you are
- Everything else follows
naturally

Finding Purpose

- ❑ Some people come to 'Purpose-to-Impact' journey with **natural bent** toward **introspection** and **reflection**
- ❑ Others find experience **uncomfortable** and **anxiety-provoking**

Finding Purpose

- ❑ Build **process** to express **individuality**
- ❑ **Step-by-step** practical guidance

Finding Purpose

- Mine **life story** for **common threads** and **major themes**
- Identify **core, lifelong strengths, values, and passions**
- Pursuits **energize** and bring **joy**

Finding Purpose

□ 3 Prompts

1. *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?*
2. *What are the two of your **most challenging life experiences**. How have they shaped you?*
3. *What do you **enjoy doing** in your life now that helps you sing your song?*

Finding Purpose

- Craft **clear, concise** and **declarative** *statement of purpose*
- Words in **purpose statement** must be **yours**
- Capture **essence**
- Call to **action**

Finding Purpose

- Address questions in **small group of peers**
- Impossible to identify by **yourself**
- Trusted colleagues or friends** act as mirrors

Finding Purpose

□ Examples

□ *Manager childhood passion - “discovery” missions*

□ *“Always find the frogs!”*

□ *Perfect for current role as senior VP of R&D*

Finding Purpose

□ Executive used 2 “crucible” life experiences to craft purpose

1. **Personal:** *Divorced young mother of 2, homeless and begging*
2. **Professional:** *Oversee company's retrenchment and help every employees find another job before letting them go*

Finding Purpose

- 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”*

Finding Purpose

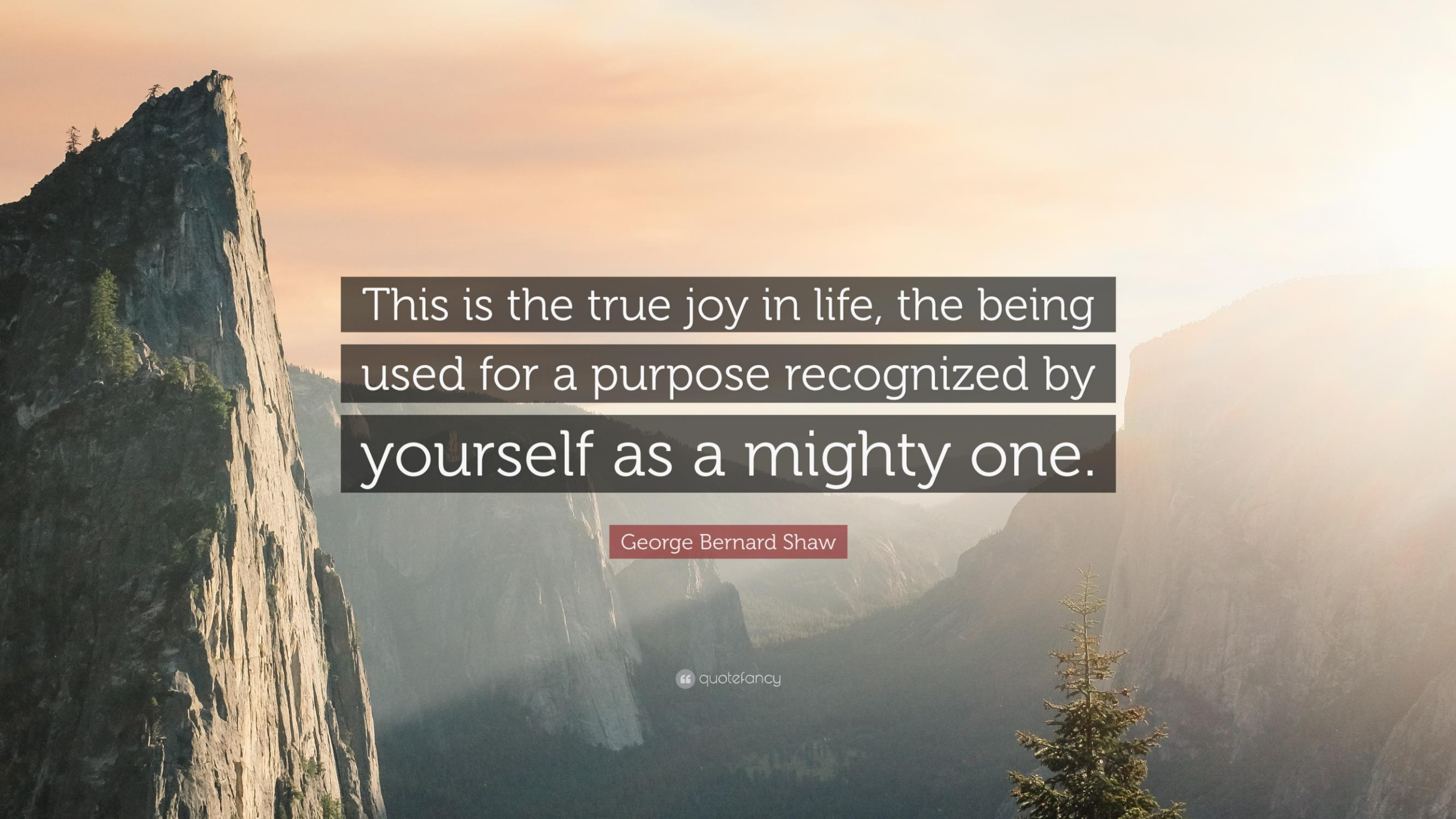
- See unifying thread
- Purpose Statements: **From Bad to Good**

Purpose Statements

Bad	Good
Lead new markets development to achieve business results	Eliminate "chaos"
Be a driver in infrastructure business ... as I balance family and work demands	Bring water and power to people who do not have it
Continually and consistently develop and facilitate growth and development of myself and others for great performance	With tenacity create brilliance



Purpose into Action



This is the true joy in life, the being
used for a purpose recognized by
yourself as a mighty one.

George Bernard Shaw

Leadership Purpose

- Clarifying purpose as leader **critical**
- Writing **statement** not enough
- Envision **impact** as result of living purpose

Leadership Purpose

- ❑ **Actions – not words – matter**
- ❑ **Impossible to fully live** into purpose **100% of the time**
- ❑ With **effort** and **careful planning** do it more **often, consciously, wholeheartedly** and **effectively**

Purpose-to-Impact Plans

- ❑ **Differ** from traditional **development plan**
- ❑ *Start with statement of **leadership purpose** not **business or career goal***
- ❑ *Take **holistic view of professional and personal life***

Purpose-to-Impact Plans

- ❑ Incorporate *meaningful, purpose-infused* language
- ❑ Envision **long-term opportunities** for **living purpose** (*3 to 5 years*)

Business Leaders

- Approach **development** in **purpose-driven way**
- More energized** in **current roles**

Heineken USA

□ 4 mottos

1. "Be brave"
2. "Decide and do"
3. "Hunt as pack"
4. "Take it personally"



**OPEN to
US all**

us open

Heineken

©2022 HEINEKEN® Original Lager Beer. Brewed in Holland, Imported by HEINEKEN USA, White Plains, NY.



Unilever executive Jostein Solheim

- ❑ Created **development plan** around **purpose**
- ❑ *"To be part of a **global movement** that makes **changing the world** seem **fun and achievable**"*



Unilever executive Jostein Solheim

- Stay on CEO of Ben & Jerry's business
- Not moving up corporate ladder

Purpose-to-Impact Plan

- ❑ Lifelong passion for sailing
- ❑ *"To harness all the elements to win the race"*
- ❑ Understanding what **motivates** us dramatically increases ability to achieve **big goals**

Purpose-to-Impact Plan

- Address **3 to 5 -year goals**
- Address **personal life**
- Setting **1-year goals** – most challenging
- Look at **key relationships** needed to turn plan into reality

Purpose-to-Impact Plan

- ❑ Stay true to **short- and long-term goals**
- ❑ Inspiring **courage, commitment, and focus**

Greatest leaders and companies

- ❑ Operate from different **set of assumptions**
- ❑ **Individual perspective** create **great value** and have **significant impact**
- ❑ Operate with **unique leadership purpose**

To be truly effective leader

- Do the same
- Clarify **purpose**
- Put it to work!

Purpose-Driven Leaders

- Passion for seeing **business succeed**
- Deep and authentic **emotional connection** for driving **mission success**
- Place **needs of team** and **accomplishment of goals** before themselves

Purpose-Driven Leaders

- Work with healthy **sense of urgency**
- Create **productive atmosphere**
- Have **personal direction or focus**

Purpose-Driven Leaders

- ❑ Keep **purpose** front and center as they make daily decisions
- ❑ Visualize **impact** on organization and on others
- ❑ Successfully overcome **obstacles** to achieve long-term, **sustainable results**

Leading with Purpose

Resilience

Resilient **thinking**

Resilient **behaviour**

Resilient **actions**

Leading with Purpose

- Find** the “**why**” in everything you do
- Know** the “**why**”
- Identify **uniqueness**

“If you can't figure out your purpose,
figure out your passion. For your
passion will lead you right into your
purpose.”

 BISHOP T.D. JAKES

Your gifts are not about
Leadership is not about
Your purpose is not about

YOU

A life of significance is about

SERVING

those who need your gifts, your
leadership, your purpose.

Kevin Hall, author "Aspire"



THANK

YOU!