



WORKSHOP I

Communicating Organizational Purpose with Employee Engagement

This workshop will address the critical role of CEO's in creating value for the organization by aligning the mission and purpose of the organization with the business strategies, culture, brand and employee engagement by putting people first.

Understanding an organization's purpose helps the Board, leadership and employees answer "yes" to these critical questions: "**Why Am I Here**" and "**What Difference Do I Make?**"

A strong mission (what do we do?) and purpose (why are we here?) promotes brand differentiation, consumer passion, and brand engagement of employees, consumers and communities. Unfortunately according to a Gallup Study meta-analysis of 49,928 business units across 192 organizations representing 49 different industries in 34 countries only about 40% of employees truly know and understand what their company stands for and what makes its brand different from its competitors.

This Lack of Brand Awareness is Not a Marketing Problem. It is a Mission-Driven Leadership problem.

Why is mission such a powerful driver of organizational performance?

- *Mission Drives Loyalty across Generations with Millennials in particular seeking it in the workplace*
- *Mission Fosters Customer Engagement*
- *Mission Improves Strategic Alignment establishing and balancing priorities, goals and aligning rewards*
- *Mission Brings Clarity, Commitment and Dedication*
- *Mission Can Be Measured connecting and enabling work behaviors to the company's ultimate purpose*

A company's brand has symbolic meaning that originates with its underlying mission and purpose. If a brand is to become iconic it has to express its unique purpose in the world. Such a deep brand purpose starts with speaking to an underlying unmet consumer need that requires resolving. Engaging employees in work teams that speak to this need requires leaders to

engage an individual employee's sense of purpose and working to connect that to the mission and purpose of the organization.

The power of purpose then becomes not just a sophisticated branding exercise but a process that puts employees first in the evolution of the organization by exploring each individual employee's sense of meaning and purpose in the context of the vision of the organization to meet its purpose and meaning in the market to its customers.

"It's easy to state a purpose and state a set of values. It's much harder to enact them in the organization because it requires you to continually search for consistency across many disciplines and many activities. You can't just adopt it ... It has to be driven, operationally and in depth, by the CEO and the top leadership team. That takes a lot of skill and understanding to do well, which is why so few companies really can pull it off." Michael Beer, the Cahners-Rabb Professor of Business Administration, Emeritus, at Harvard Business School

Purpose driven companies have increased productivity coupled with increased employee satisfaction and engagement scores. In the Harvard reported study, "The Business Case for Purpose", executives at companies that prioritized purpose said that providing employees with a sense of meaning and fulfillment created value for the customer while then making a positive social impact on their community.

"It is more important that the purpose resonates with the employees than with the customers. If it doesn't happen there, then the customers will [catch on] very quickly," said Raj Sisodia, author of *Conscious Capitalism* and FW Olin Distinguished Professor of Global Business and Whole Foods Market Research Scholar in Conscious Capitalism at Babson College.

This workshop will explore ways in which organizations can "Compete with Purpose." We will explore the critical emotional motivators that drive employee and consumer engagement that leadership must strategically address. Workshop participants will also be presented with an exercise that can be used to engage employees in a personal exploration of how their own need for purpose can create synergy with the mission and purpose of the organization. This process can be adapted to create "Purpose Driven Teams" charged with optimizing the mission and purpose of the organization.