

Exploring a draft purpose statement

Overview and objectives

This workshop is aimed at a senior leadership team to help them to explore a draft purpose statement.

- In the context of Blueprint's view of what makes a good purpose statement/narrative, invite views on the draft purpose statement and in so doing deepen the understanding of and commitment to becoming purpose-led
- Challenge the team to consider how their purpose statement/narrative could shape their strategy, their relationship with stakeholders and the development of their culture (i.e. words are one thing, but what's really at play?)
- Create a shared ownership of the process and a shared view of the intentions/motivations that will direct how and where they go as a group from here

Workshop Outline [duration: 1½ hours]

Timings	Content	Outcomes	Notes for facilitators / Resources
5 minutes	<p>Welcome</p> <p>Workshop Aims:</p> <ul style="list-style-type: none"> • Explore views on the draft purpose statement • Consider how the purpose statement could shape strategy and culture • Explore next steps <p>Provide an overview agenda.</p>	Attendees are clear on what to expect from the session and how the session will be run.	Note: It may be appropriate to co-create ground rules with the group.

Timings	Content	Outcomes	Notes for facilitators / Resources
10 minutes	<p>Context setting - Recap Blueprint for Better Business perspective on purpose & purpose statements / narrative</p> <ul style="list-style-type: none"> • The power of purpose: <ul style="list-style-type: none"> ○ directs and guides decision taking, setting a clear direction of travel for the business as a whole - <i>and</i> ○ moves people to commit to a shared worthwhile endeavour • Purpose statement/narrative– articulation of why and how a company shows up in the world <ul style="list-style-type: none"> • Authentic, inspiring, practical • Better world that exists because the business is a success. 	<p>Short presentation to help frame the workshop & deepen understanding of what being purpose-led means, drawing on Blueprint thinking</p> <p>Provide insight so enable the team to self-assess their purpose statement based on same criteria</p>	<p><u>Resources:</u></p> <p>Sample slide – what does it mean to be purpose led See: https://www.blueprintforbusiness.org/what-is-purpose/ Video at: https://youtu.be/ikxh3gM1BQ8 Links to relevant sections of the Knowledge base</p>
30 minutes	<p>Group reflections on the current statement</p> <p>Hear from everyone, each person builds on another person’s points. Take a few minutes to consider these questions.</p> <ul style="list-style-type: none"> • Is the draft purpose statement authentic to what the business does and could do? • Is the statement inspiring – is there enough stretch? • Is the statement practical – can it be used to take decisions and decide what <u>not</u> to do? • If the business is successful in 10 years, what is the ‘better world’ that results from that success? 	<p>Give the tools and framing for the team to self-assess the draft purpose statement</p>	<p>Facilitator to draw out key point and add reflections</p>

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30 minutes	<p>What will change because this is your purpose?</p> <p>Imagine it is 2030, because this is your purpose what is different about:</p> <ul style="list-style-type: none"> • Your approach to making investment decisions? • Your relationship with suppliers? • Your relationship with the communities you operate in? • Your relationship with your investors? • How you lead your teams? <p>The reason the commitment to purpose and dialogue is in the middle of Blueprint's Five Principles is because purpose is the animating reason which connects all the relationships on which the business success depends.</p> <ul style="list-style-type: none"> • How does the purpose statement animate these relationships? And strengthen connection? 	<p>Explore what the Purpose statement might look like in practice</p> <p>Facilitator to draw out key points and add reflections</p>	<p>Note: If the team struggle to see how your purpose statement will guide decisions and change how they show up every day, then this is not the right purpose statement. If it doesn't throw up dilemmas, then it's also not right.</p> <p><u>Resources:</u> Slide: Blueprint Principles & link to knowledge base section on principles Also see blogs: https://www.linkedin.com/pulse/overcoming-pitfalls-developing-purpose-statement-corrigan/</p>

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10 min	<p>Next steps discussion</p> <p>Discuss if more work is required on the statement and what the next steps could be.</p> <p>If the team are largely happy with the purpose statement then:</p> <ul style="list-style-type: none"> • Share views on what you see as sensible next steps? • What do you see as the best approach to engaging the business? • What would you like to avoid? • How do you avoid this becoming only about HR or comms? • How will this be different to other change initiatives and why? • How will your role model the essence of this purpose? 	Encourage collective ownership	<p><u>Notes</u></p> <p>Words on a wall, doesn't change anything – cognitive dissonance...if this doesn't change how the business operates day-to-day, then don't do this</p> <p>Purpose is not about being nice (altruism), if I do something on purpose I do it with intent. Don't avoid difficult decisions or hide them</p> <p>Focus on character not reputation – be clear on the intention/motivation.</p> <p>“Character is like a tree and reputation like a shadow. The shadow is what we think of it; the tree is the real thing. “Abraham Lincoln</p> <p>Be aware of siloed thinking :</p> <p>https://www.linkedin.com/pulse/purpose-leading-strategy-deirdre-dee-corrigan/</p> <p>Break limiting cycles, shift to virtuous circles (e.g. relationship with supply chain)</p> <p>Resources:</p> <p>https://www.blueprintforbusiness.org/blogs/purpose-is-not-being-nice/</p> <p>Links to culture & leadership section of knowledgebase</p>
5 min	<p>Wrap up</p> <p>Final questions & reflections</p>		Note: may want to surface what is not being said.