Foundation for change:
Building a shared understanding of purpose

The Purpose-in-Practice Community

Insights from the inaugural Lab of the Purpose-in-Practice Community,
January 2024

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Insight Summary:
## Building a Shared Understanding of Purpose

The purpose-led business movement is growing, with more desire than ever to transform business to be in service of people and the planet, profitably.

While practical and sustainable approaches to real transformation lack detail, people are continuously learning about what helps – and what doesn't. This report shares key lessons from the first 'Lab' of the Purpose-in-Practice Community – a community of practitioners catalysing change within their organisations.

In this Lab, we explored how businesses can build a solid foundation to create the necessary conditions for developing purpose-led strategies, investments, leadership styles and propositions, among other things.
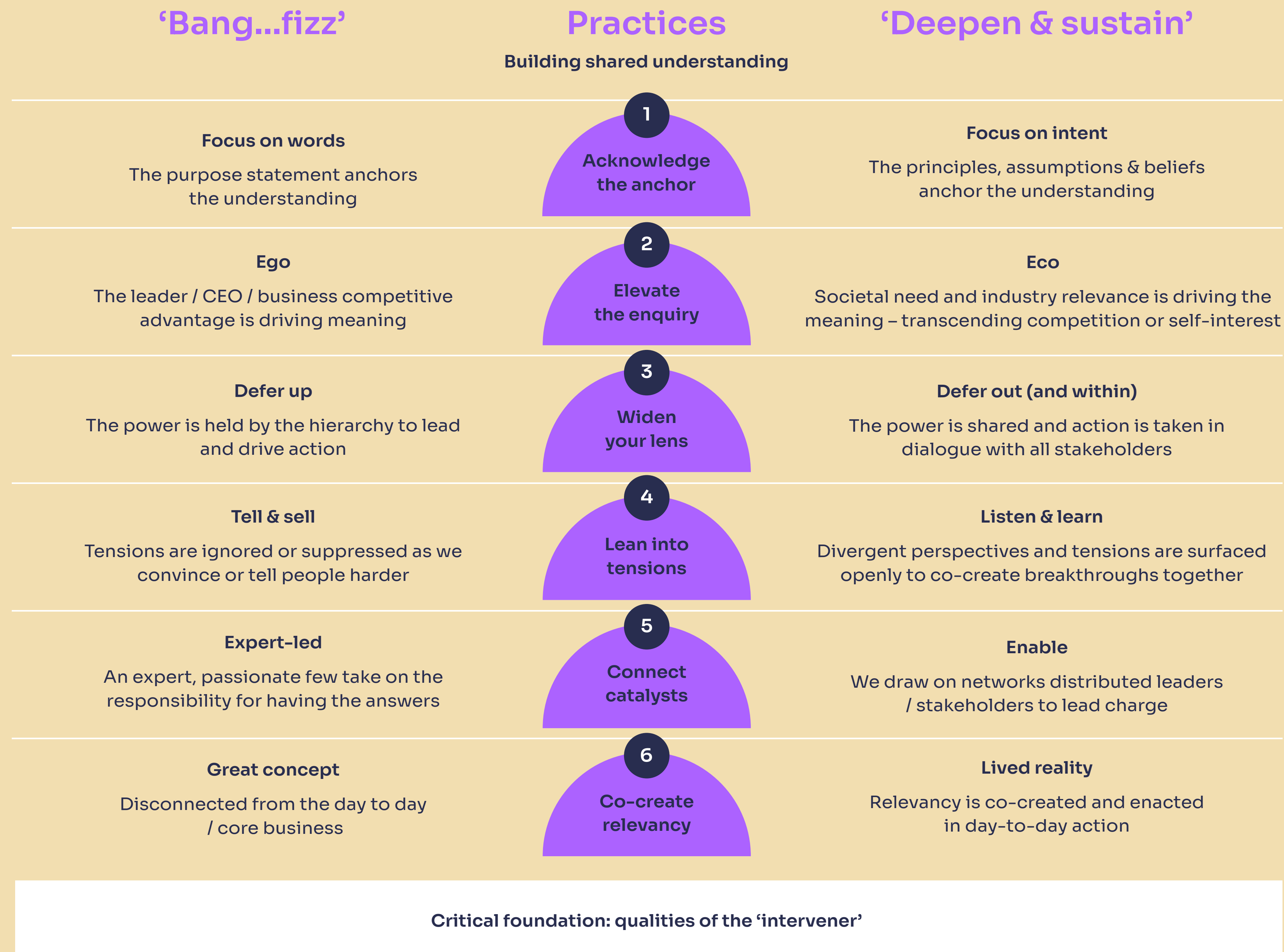
In summary, the community identified six practices that are likely to positively affect an organisation's ability to develop and sustain a commitment to purpose-driven business over time:

- **Acknowledge the anchor**
- **Elevate the enquiry**
- **Widen your lens**
- **Lean into tensions**
- **Connect catalysts**
- **Co-create relevancy**
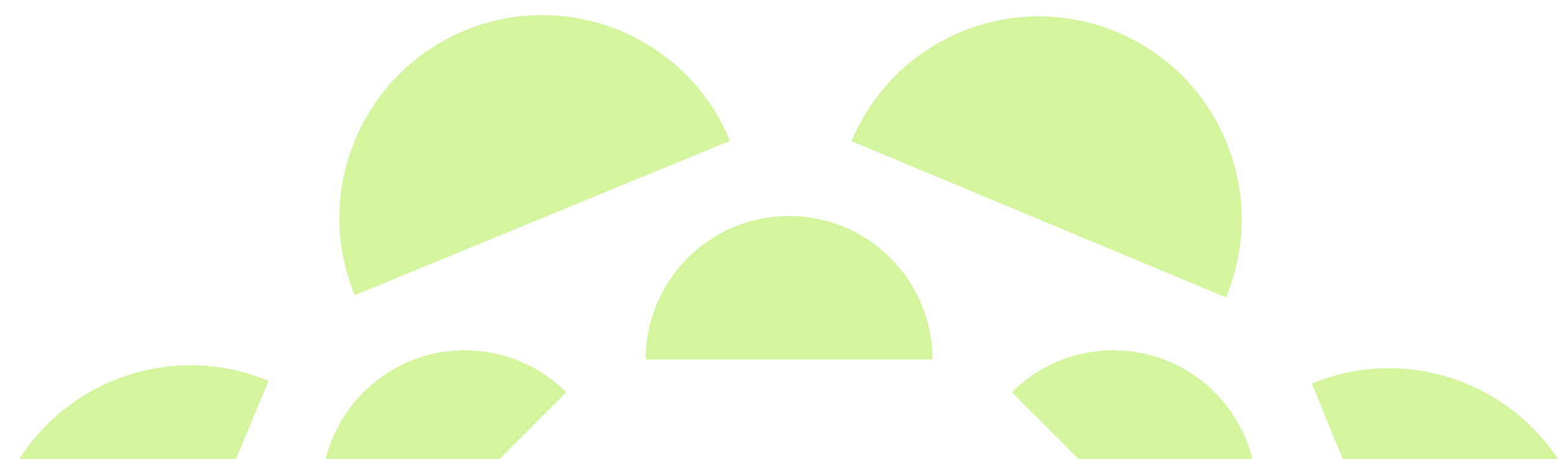
These practices, if done consistently, enable an organisation to build an understanding that sustains and deepens beyond the initial launch of a purpose statement, making purpose a part of the character of the business.

The visual opposite illustrates the shift (from left to right) these six practices intend to create:

Practices
Building shared understanding

'Bang…fizz'		'Deepen & sustain'
Focus on words The purpose statement anchors the understanding	**1** Acknowledge the anchor	**Focus on intent** The principles, assumptions & beliefs anchor the understanding
Ego The leader / CEO / business competitive advantage is driving meaning	**2** Elevate the enquiry	**Eco** Societal need and industry relevance is driving the meaning – transcending competition or self-interest
Defer up The power is held by the hierarchy to lead and drive action	**3** Widen your lens	**Defer out (and within)** The power is shared and action is taken in dialogue with all stakeholders
Tell & sell Tensions are ignored or suppressed as we convince or tell people harder	**4** Lean into tensions	**Listen & learn** Divergent perspectives and tensions are surfaced openly to co-create breakthroughs together
Expert–led An expert, passionate few take on the responsibility for having the answers	**5** Connect catalysts	**Enable** We draw on networks distributed leaders / stakeholders to lead charge
Great concept Disconnected from the day to day / core business	**6** Co-create relevancy	**Lived reality** Relevancy is co-created and enacted in day-to-day action

Critical foundation: qualities of the 'intervener'

We also identified six individual qualities for the person seeking to build shared understanding to develop to do this work well:

1. **Connect to intrinsic motivation**

2. **Value difference**

3. **Lean into fear and uncertainty**

4. **Learn from failure**

5. **Embrace emergence**

6. **Let go of individual control**

This dual focus on a practitioner's own capabilities, as well as an organisation's, is a common thread throughout our work and findings. We dig into these throughout this report, and have also developed an extensive **Playbook** to accompany our findings; the community's initial 'how to' guide for cultivating shared understanding of purpose-driven business over time.

> **The findings from this lab have given us a language for what we were experiencing and the practices to be able to intervene effectively. In particular we are taking steps to shift from words to intent and expanding from a group of experts to inspiring and upskilling others to lead for change**

– Katherine Wasser, Jaguar Landrover

Introduction:
The Purpose-in-Practice Community

The Purpose-in-Practice Community brings together 200+ business leaders and organisational change-makers to collectively explore how they can accelerate a transition that puts people and planet at the heart of business success.

Making this shift is complex and multi-layered, and there is no rulebook to follow. The process of becoming purpose-led not only involves substantial shifts in strategy and culture, but fundamental changes in the beliefs and assumptions that underpin how an organisation creates value for all its stakeholders and society as a whole.

To meet this depth and complexity, learning and experimenting with and alongside others with a shared intent is paramount. Together, the collaborative community hopes to develop the potential and power to contribute to changing the landscape of business, driving both organisational change and larger systemic shifts that creates the conditions for purpose-led businesses to thrive.

Aims of the community

To establish a community of practice for leaders seeking to accelerate their personal and company commitment to becoming truly purpose-led; releasing the full potential of such organisations in service of people and planet, and sustaining it through collective systems change.

Practitioner aims:

- To deepen relationships and grow networks of practitioners with shared intent and passion for change.

- To develop greater self- and systemic-awareness (through sharing, learning and reflecting with others).

- To practice and role-model purpose-led leadership.

Shared aims (for organisation / community):

- To deepen shared understanding of purpose-driven business principles – in personal and organisational practice.

- To build the capability, capacity and confidence to lead purpose-led business (capturing and sharing learning).

- To collaborate across boundaries to tackle complex issues; accelerating and amplifying collective impact.

System aims:

- To catalyse more energy, appetite and compelling cases for purpose-led business transition / practice. Together, to advocate and agitate for larger necessary systems shifts.

Inquiry: Community Labs

In 2022, the community members collectively identified and agreed our key topics of inquiry. The inquiry areas, referred to as 'Labs', are:

- **Lab 1: Building shared understanding**

- **Lab 2: Culture, engagement and experience**

- **Lab 3: Strategy, impact and performance**

- **Lab 4: Leadership and capability**

- **Lab 5: Decision making and dialogue**

- **Lab 6: Product and proposition**

- **Lab 7: Systems change**

Each Lab is powered by two community members and supported by facilitators.

This report shares key insights from Lab 1, which was powered by NatWest and Deloitte, facilitated by Laura Lewin and Simon Lamb and included 24 participants.

Lab 1: Building a Shared Understanding of Purpose
The Brief

We began with this Lab as we felt that, without establishing a shared understanding of purpose, any attempts to influence culture, strategy, leadership, decision-making or product development is incredibly difficult.

Context

The purpose-led business movement is growing. But there is no single, universally accepted set of guidelines on how to become a purpose-led business in practice. Conversations held in our Purpose-in-Practice Community demonstrate the broad range of perspectives that exist around what it means to be purpose-led.

Challenge

Whilst commitment to purpose-led business grows, so too does scepticism of the intent and efficacy of organisations to truly transform their business models to serve people and the planet, profitably. Part of this critique is the perceived nebulousness around what 'purpose-led' means in practice – particularly in challenging contexts. Those of us committed to transitioning business eco-systems towards greater health are torn between a) feeling a need to create (and perhaps impose) more clarity to preserve legitimacy of the movement and b) the recognition that this change might necessitate a more nuanced, evolving approach and range of perspectives.

Focus

Lab 1 inquiries focused on the practices and approaches of creating a shared understanding, rather than an exploration of the definition of purpose-led business.

Early in the Lab process, we concluded that helpful definitions and frameworks already exist. Instead, what we need as a community of practitioners are more effective approaches to creating and sustaining a shared understanding and commitment to purpose across an organisation. Crucially, we must also develop our capacity to meet resistance and navigate challenges. In other words, we need to shift the emphasis from 'what' to 'how'. We did, however, explore the need for a robust definition; one that directs business to be in service of people and the planet, challenging deeply held assumptions, beliefs and mental models

(illustrated by the iceberg model – see below) about the role of business in society, how business treats people, and business's relationship with the natural world. See examples and references that point to definitions [1] in the appendix.

**Iceberg: A way of looking at systems**
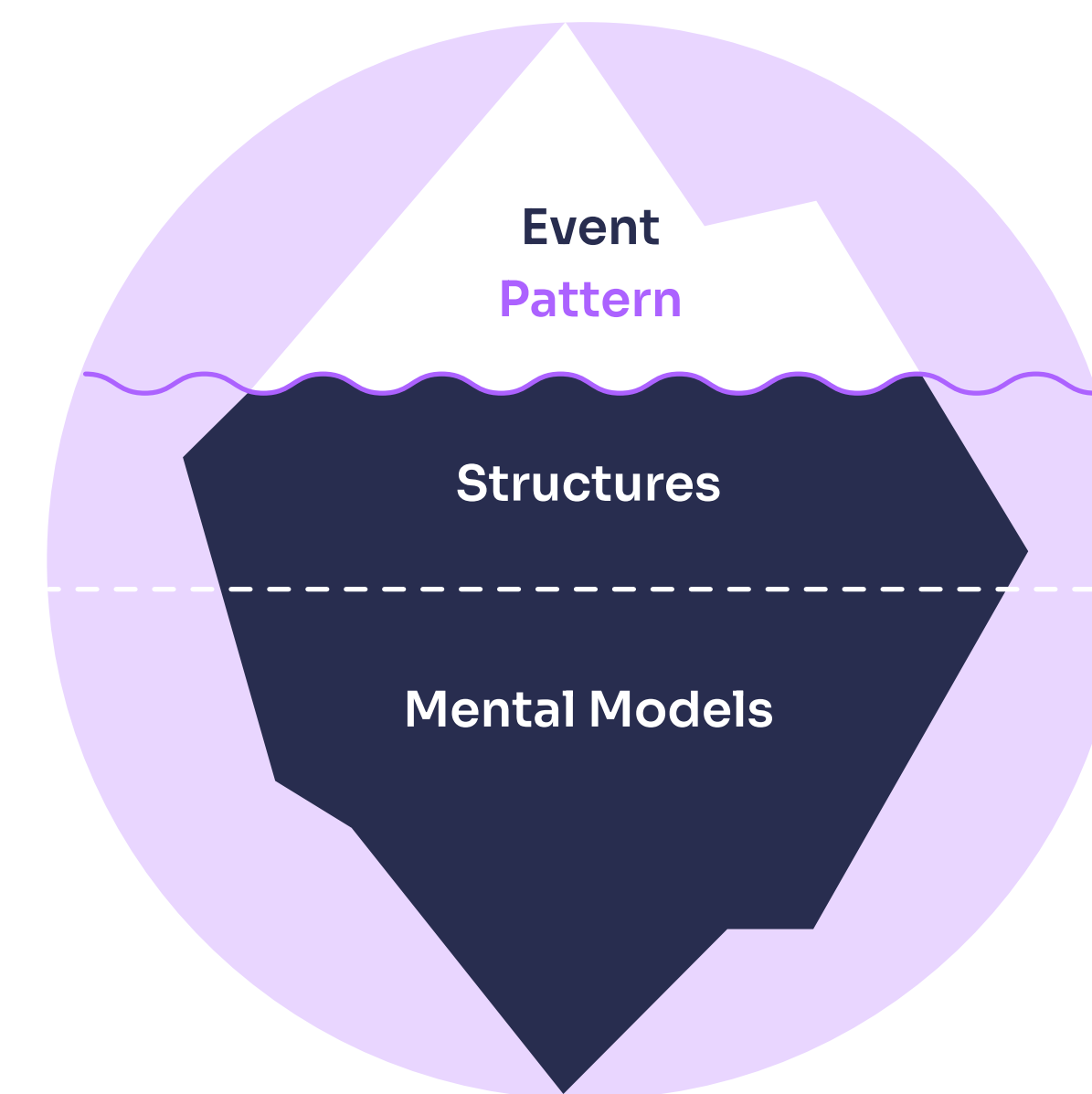
Iceberg model 1: In Lab 1, we explored how the current system is set up and sustained on a foundation of beliefs. When thinking about transforming an organisation or shifting a system, our curiosity needs to be at 'mental models' level, as illustrated by the iceberg model. The iceberg model is a way of understanding the origin of a problem. Rather than simply reacting to what's visible, we must go beneath what's apparent and identify the mental models and structures that cause the problems to exist in the first place.

The Process

To be effective in developing practices that anchor change at the level of shifting mental models, the facilitation and design process for Lab 1 needed to invite a depth of awareness and the ability to make sense of the current context we are working in. It was also important that insights led to action, not merely theory or ideas. There was therefore a focus on prototyping new ways of doing and being that allow us to truly create and sustain shared understanding and commitment to purpose-led business.

To create the conditions for new practices to emerge, Lab 1 design followed the Theory U process[2]; an awareness-based change methodology. Theory U invites depth and difference into an inquiry, encouraging people to let go of how things were done in the past, embrace new ideas and prototype new ways of doing things. Through this deep dive process, we sought not only a connection to the source of the problem, but a connection to each other, where Lab participants co-sensed issues and co-created practices.

Iceberg and Theory U Process

Event
Pattern

Structures

Mental Models
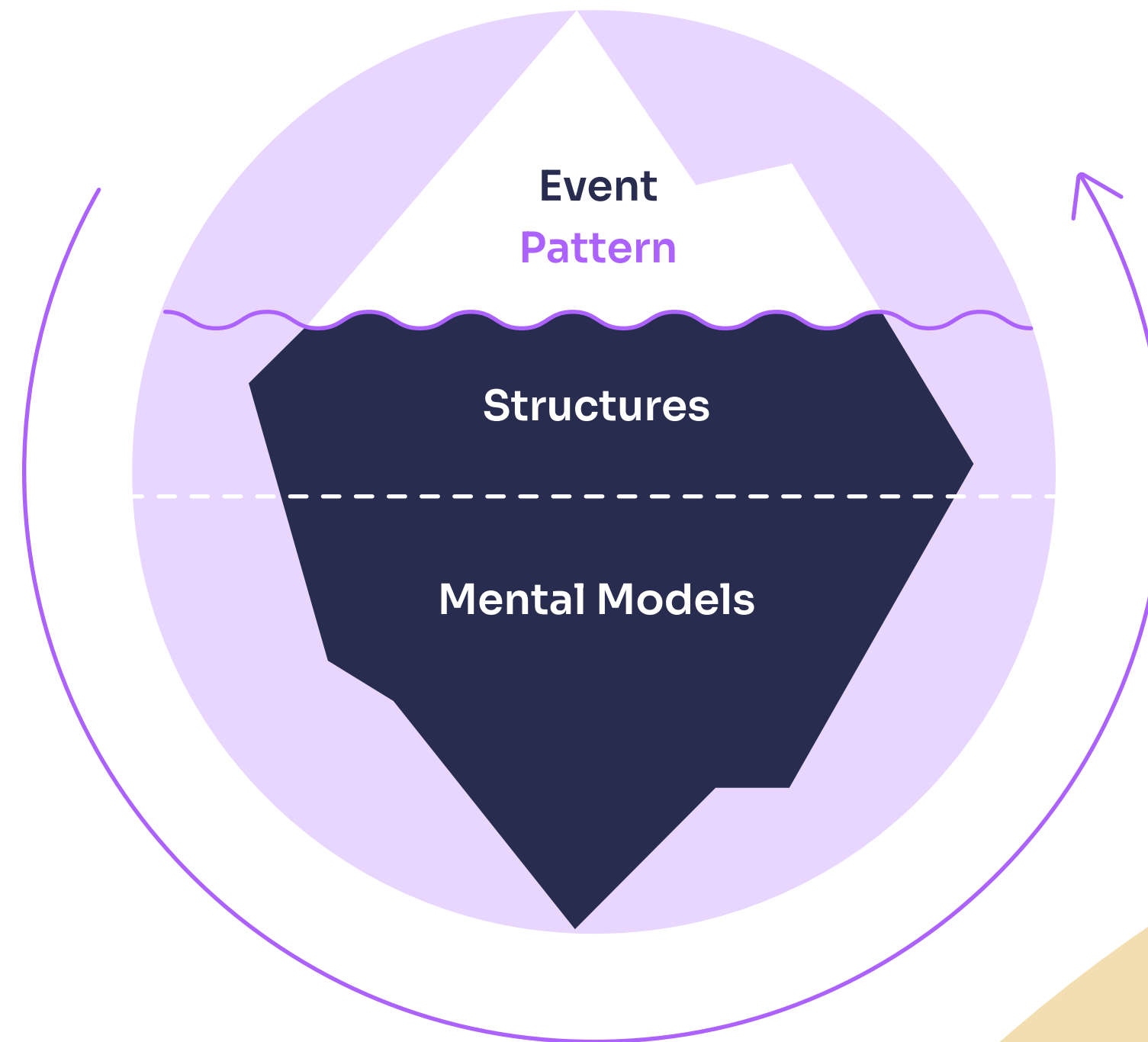
> Our breakthrough moment was realising that to genuinely build and sustain a shared understanding and commitment to purpose, we need to get curious and lean into tensions, rather than ignore them and work in silos. We tested techniques across our different organisations to see whether adopting a 'curious approach' to our everyday work– rather than a ' tell and sell' approach – would lead to positive outcomes. We were pleasantly surprised by the results

– Gethin Hine, Deloitte

Following this methodology, Lab 1 was designed over three stages. Throughout, we were encouraged to practise new skills during, and between, Lab sessions:

Stage 1

We explored the inquiry question in more depth and broke it down into three sub inquiries:

How do you build shared understanding?

What can we learn about what constitutes shared understanding? What can we learn about how to generate it? (i.e. What seems to work and what doesn't in different contexts?).

Who needs to build shared understanding?

Who leads on this? What can we learn about those who take accountability for building a shared understanding? Who needs to have a shared understanding for purpose-led cultivation to be successful? What do they need to know?

How do you sustain shared understanding?

What can we learn about how to sustain a shared understanding of what it means to be purpose-led after initial enthusiasm fades? How does it survive – or get shaped by – difficult contexts? Does it need to sustain or can it change?

The aim was to delve into each of these questions, gather insights and then step back and spot patterns across emerging findings. The group split into three, each aligned to a specific inquiry question and conducted 40+ interviews. During these, we sought to listen deeply to see how others could be seeing the problem, quieten our voices of judgement and allow our views to be altered by someone else's perspective. We also sought to interview people at the outer edges of our organisation and ecosystems, seeking out the voices seldom heard.

Stage 2

We then explored the insights and patterns emerging across all three questions. Creative exercises encouraged us to let go of what we think we know and to see commonalities that we couldn't see before. With this new heightened awareness, we identified mini experiments to test emerging hypotheses.

Stage 3

Having run our experiments within and across our organisations, we then reflected on our learnings to further crystalise our insights, with the aim of creating a practice guide to help community members and others.
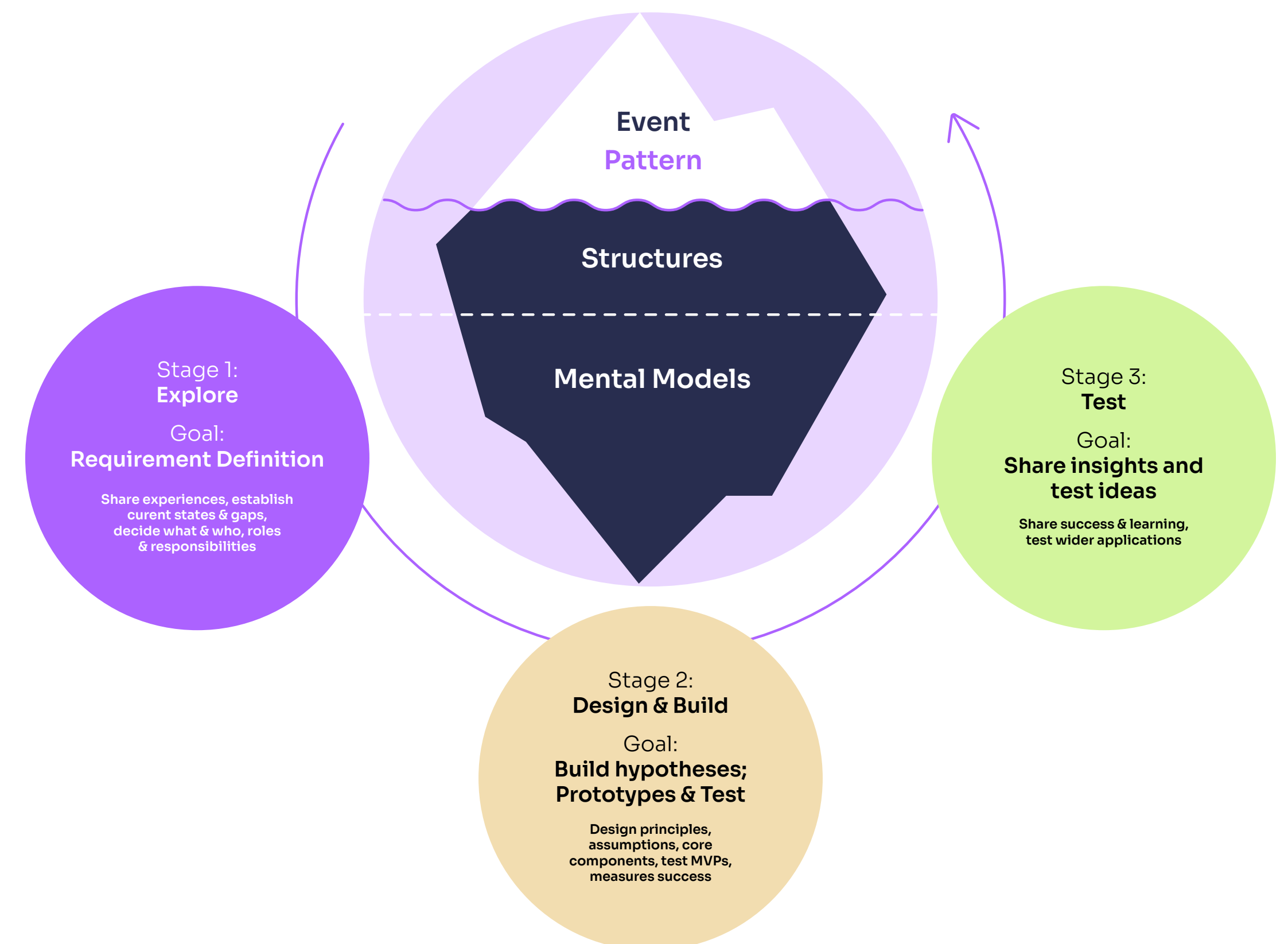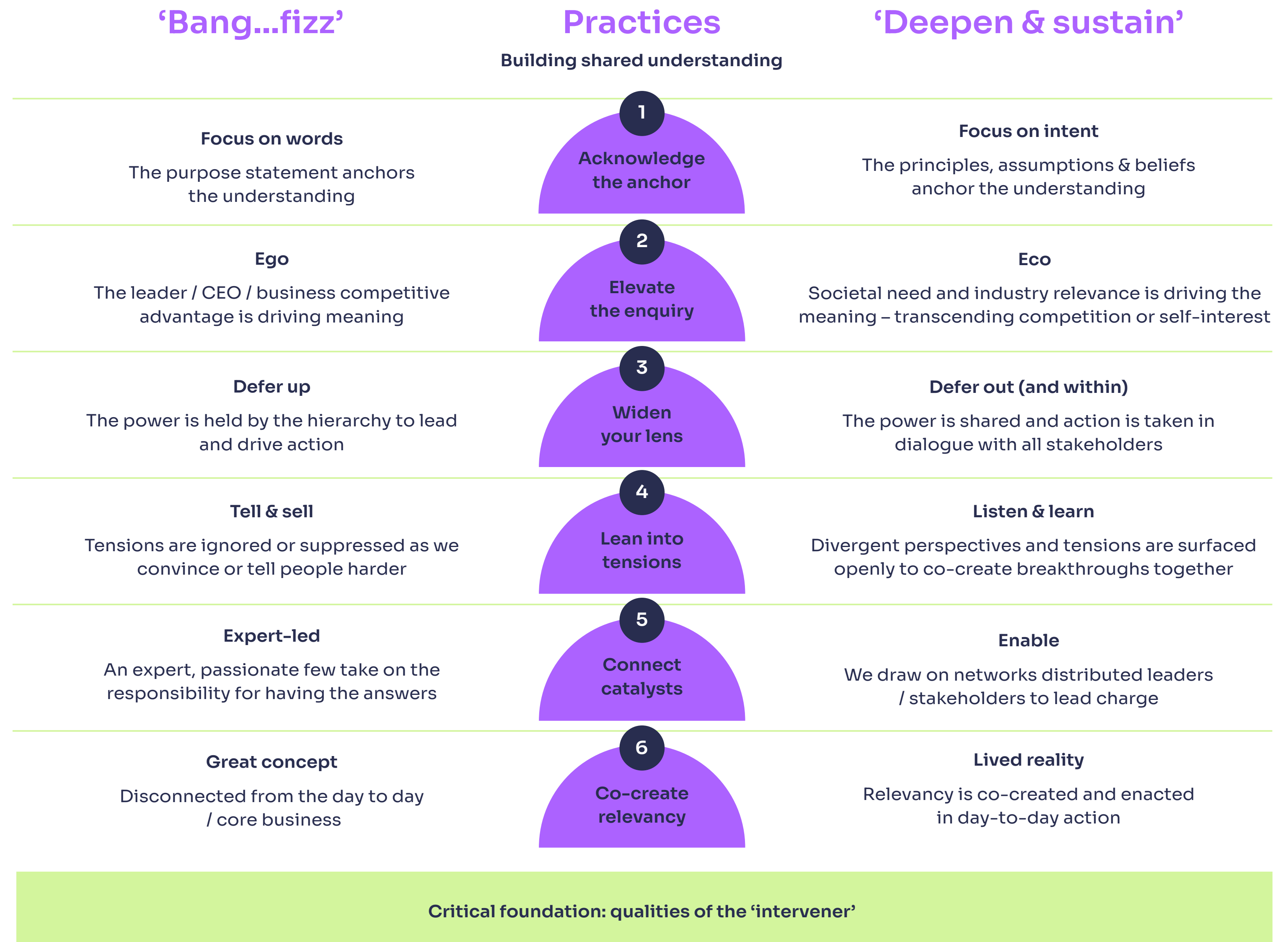
Insights: Foundation for Change

By creating space to explore our collective experiences and let go of the need for simple solutions, we were able to see our challenges and opportunities in a new light.

We started to acknowledge that creating and sustaining a shared understanding of purpose requires us to find new ways to approach our work; ways that often cut across hierarchy and challenge typical ways of working.

Often, without intending to, our approaches undermine our efforts and reinforce the mental models we are trying to shift. In order to effect lasting change, we have to be more thoughtful in how we create the conditions favourable for change to happen. Importantly, it's not about doing things 'to' and 'for' people but 'being with and alongside' them.

Together, we explored how companies that deliberately cultivate the conditions on the right of the diagram opposite could be better able to 'deepen and sustain' shared understanding of purpose over time. The conditions illustrated on the left, though some are necessary to create the energy and mandate for purpose (e.g. leadership commitment, passionate experts, well-articulated purpose statements), are not sufficient to sustain it in the long-term.

'Bang...fizz'	Practices	'Deepen & sustain'
	Building shared understanding	
Focus on words	**1** — Acknowledge the anchor	**Focus on intent**
The purpose statement anchors the understanding		The principles, assumptions & beliefs anchor the understanding
Ego	**2** — Elevate the enquiry	**Eco**
The leader / CEO / business competitive advantage is driving meaning		Societal need and industry relevance is driving the meaning – transcending competition or self-interest
Defer up	**3** — Widen your lens	**Defer out (and within)**
The power is held by the hierarchy to lead and drive action		The power is shared and action is taken in dialogue with all stakeholders
Tell & sell	**4** — Lean into tensions	**Listen & learn**
Tensions are ignored or suppressed as we convince or tell people harder		Divergent perspectives and tensions are surfaced openly to co-create breakthroughs together
Expert-led	**5** — Connect catalysts	**Enable**
An expert, passionate few take on the responsibility for having the answers		We draw on networks distributed leaders / stakeholders to lead charge
Great concept	**6** — Co-create relevancy	**Lived reality**
Disconnected from the day to day / core business		Relevancy is co-created and enacted in day-to-day action

Critical foundation: qualities of the 'intervener'

Potential Barriers
The 'bang-fizz' problem

We launched our purpose statement with a big bang, but the energy fizzled away and I've been trying to resuscitate it since.

This was an experience shared by a Lab member that many in the group energetically agreed with. Our community came to refer to this as the 'bang-fizz' phenomenon, which is a helpful metaphor when it comes to exploring the common traps we fall into when seeking to create and sustain purpose in our organisations.

Purpose, a bright twinkling guiding star, often starts with a bang, promising to provide much-needed direction for the business and meaning for people. But its twinkle fades away quietly. Why might that be? Here are a few insights on potential barriers building on the experiences and reflections from the group:

1. A focus on words and statements to drive change

"Finally! We have arrived at the perfectly crafted purpose statement that describes our reason for being. Now let's tell people, plaster it on the walls, shout it from the pulpit!"

Sound familiar? The purpose statement and narrative is hugely important. But, for most businesses to truly transform to be a force for good, we cannot rely on a statement of words and communications alone. Without exploring and discussing the intent and deep shifts in underlying beliefs and assumptions about how an organisation creates value for its stakeholders and society, the purpose statement – like T.S. Eliot's The Hollow Men – will be empty and ineffectual.

2. A focus on one person to drive purpose

A business might have a visionary CEO who is passionate about being purpose-led. But one person's passion can inadvertently stop others from developing their own desire, belief and commitment. This risks 'purpose compliance'; people going along with it but without developing a desire or belief for themselves about what it means to be purpose-led. This may work for a time – when the business is prospering, and stakeholders are happy. But what happens when context shifts, difficult trade-offs need to be navigated, challenges emerge, or CEOs leave? While it is absolutely necessary to have a CEO who is leading with purpose, purpose-led organisations are not a result of top-down compliance; they are co-created with people.

> **This is the way the world ends. Not with a bang but a whimper.**
>
> – T.S. Eliot, The Hollow Men

3. Defer up to leaders for answers

A charismatic leader or CEO, equipped with a purpose statement and led by passion, can unconsciously create the conditions for hero leadership, driving dependency throughout the organisation and unnecessarily reserving decisions to the hierarchy. People become passive consumers of the purpose and not active participants in it, deferring to leadership for answers. This, in turn, limits the potential of both the purpose and people.

4. Tell and sell hard

If people feel like their perspectives are not valued, their concerns are not being heard or they can't contribute their ideas, people start to complain and sink into apathy. Out of fear of losing momentum, we can fall into the trap of trying to convince people of the 'power of purpose' harder, further suppressing people's concerns and views.

5. Expert-led and working in silos

Purpose can be kept alight by a 'passionate few' in sustainability, CSR or HR teams who take on the weight of responsibility for driving change. By positioning themselves as experts, they reinforce the notion that others are passive consumers of purpose and not active participants.

6. Great concept, but detached from the day-to-day

When a passionate few take on the mantle of purpose in their organisation, they will never have the depth and breadth of understanding to create relevancy for people in diverse roles. Thus, the understanding of purpose remains conceptual and detached from most people's day-to-day reality.

The cumulative effect of falling into two or more of the above traps can create a perfect storm where purpose, once thought to be the bright guiding star, loses its shine.

Creating sustainable conditions
How can we leverage the best of the 'bang' while avoiding the 'fizz'?

Raising the level of understanding in an organisation about what being purpose-led means is a continuous endeavour. It's complex, adaptive and typically asks us to work at a level that is deeper and more personally meaningful and challenging than most of our habitual ways of working.

Accepting that we need to find new ways to avoid 'the fizz' and deepen and sustain our work – ways that cut across hierarchy and the 'normal way things are done around here' – we explored more favourable conditions for lasting change. These included:

1. Focus on intent

For a business to transform to be a consistent force for good, we cannot rely on a purpose statement alone to create change. What often inhibits change are limiting assumptions and beliefs that are tacit and unacknowledged, and hold a powerful grip on us, restricting what we imagine is possible to change.

For many businesses, the intent to become purpose-led is a fundamental shift in the beliefs and assumptions that underpin how an organisation creates value for all its stakeholders and society. This often goes unacknowledged. Focusing on intent, beyond the words of a purpose statement, invites us to leverage the power of generative dialogue and collective sense-making. Why? Because orienting towards the needs of people and the planet is not a task or communication challenge, it's a value-system; a way of being. For action to be authentic and sustained, the intent must be meaningful. How we make meaning is personal and a process – one that happens in relationship to past and current experience, and to others.

2. Focus on 'us', not 'me'

A purpose-led business creates value by serving society with competitive advantage and profit being an outcome of doing that well. In developing people's understanding of what it means to be a purpose-led business, it's important to create space to lift people out of the day-to-day, raising the ambition of what their collective intelligence, influence and experience could be in service of.

This level of aspiration can't be driven by the CEO or the communications department alone; people must be active participants in their own meaning-making. For example, having a closer connection to, and understanding of, the needs of their stakeholders. Contextualising the business's role in societal needs and industry relevancy can help to elevate people's aspirations and, as a result. deepen and sustain their understanding of their business purpose.

3. Defer out (by first looking within)

To create goods that are truly 'good', and services that truly 'serve', understanding the lived experience and needs of our stakeholders is vital. A useful starting point for navigating multiple needs is to look both 'inwards' and 'outwards' rather than 'upwards'. By encouraging employees to connect with the various roles they and their colleagues hold, such as their role as customers, community members, guardians of future generations or investors, they are better able to explore a business dilemma or decision through these various lenses. By looking inwards and outwards, while also paying attention to their colleagues' perspectives, employees start to engage with the complexity of purpose-led decision-making, rather than deferring upwards to leaders and seeking simple solutions. This, in turn, deepens their understanding of what it means to be a purpose-led organisation in practice.

This motivates people to seek the insight necessary to make purpose-led decisions and to have a voice in actively shaping their work for the better alongside others, thus fostering innovation, creativity and a sense of shared responsibility and agency.

4. Listen and learn

For people to engage in exploring what purpose means for them and their organisation, they need to believe that their perspective is heard and has value. Openly exploring different perspectives on the role of business in society can be uncomfortable and take time, but in the long-run cultivates a greater commitment to what it means to be a purpose-led business in practice.

In seeking to create a shared understanding of purpose, never aim for bland uniformity. Instead, seek healthy and robust dialogue, recognising that the best collective efforts emerge from environments that welcome challenge and hold a range of perspectives in creative tension. When divergent views are openly acknowledged rather than suppressed, tension can be harnessed to co-create meaning, active engagement, and breakthrough ideas.

In addition, tuning into those people who may seem at first to be cynical can offer insights into the hard and messy work.

5. Enable and connect catalysts

Creating a shared understanding and commitment to becoming purpose-led amongst leadership is important and necessary, but not sufficient. Change does not happen in a linear, top-down fashion – it evolves through both formal and informal networks in an organisation. Relationships with, and connections between, people are as important as formal hierarchical organisational structures in helping to drive change. Connecting 'catalysts', those with a high intrinsic motivation and desire to create change, helps to galvanise efforts. In particular, identifying and connecting people who can value different perspectives, tolerate ambiguity and uncertainty, are resilient to setbacks and are willing to voice uncomfortable views (as well as listen to uncomfortable views) can accelerate the understanding of purpose across an organisation. of reorienting a business to become purpose-led.

6. Co-create lived reality

Exploring intent is important. However, being overly conceptual or theoretical can result in purpose being perceived as too abstract and general to act upon or change behaviours. For purpose to be relevant to people's day-to-day roles, they need to be able to translate the concept into action; shaping their work for the better, and alongside others. It is through experimenting and experiencing the difference purpose can make (versus being told to believe it) that understanding deepens and commitment to change builds.

Personal Pitfalls

How could we be part of the problem? What barriers and traps are we falling into?

In Lab 1, we also noticed how important our own behaviour can be in impacting the quality of conversations, dialogue and exploration necessary for people to develop an understanding of purpose. This led to reflections from practitioners on the importance of recognising how conditioned we are to behave and interact in certain ways, and how this may unwittingly create resistance. For example, by:

1. **Chasing achievement**

   We see shared understanding as an end-state we 'achieve', as opposed to an ongoing process we are in a relationship with. Creating shared understanding is a practice, and practice is progress.

2. **Seeking perfection**

   We seek a frictionless end state and rigidly work towards that fixed outcome instead of sensing and facilitating the best next step. This requires accepting that there is no perfect state that is truly tension-free, and that to approach our work with such an assumption drains us of enjoying the present moment and leads to frustrations.

3. **Jumping to action**

   We are concerned that we are spending too much time talking about purpose and not 'doing' enough about it. However, we need to appreciate that dialogue, continuous sense-making and generative conversation are, in fact, part of the 'doing' because they create shared understanding, helping to inspire commitment and consistent action.

4. **Reinforcing hierarchies**

   We assume that the power to change is 'outside of ourselves' and, in turn, defer to leadership. Instead, we need to see the power within ourselves, as well as within the quality of relationships and networks we form.

5. **Layering more work on exhausted people (and ourselves)**

   Our own anxieties can lead us to jumping from one idea / solution to the next. Rather, we must allow space to reflect, learn and iterate on what we are already doing.

6. **Assuming we can control change**

   We find comfort in our project plans and communications efforts. However, we need to lean into the discomfort of surfacing and challenging beliefs, assumptions, mental models and move towards relationship-focused ways of driving change.

7. **Polarising**

   We have a tendency to reinforce polarised positions by seeking out 'believers' and making others feel they are 'wrong'. Instead, we must be curious, always assume positive intent and invite depth and difference.

8. **Taking on too much responsibility**

   Each of us can carry the burden of change instead of seeing change as relational / everyone's role.

9. **Positioning ourselves as the expert:**

   We feel the need to 'know the answers' and be the expert. Yet we need to broaden responsibility and cultivate continuous learning with and alongside others.

Further information and support

For further information about Lab 1's recommendations for building shared understanding – including guidance on running workshops and reflection exercises – download our **Playbook**. This is the community's initial 'how to' guide for cultivating shared understanding of purpose-driven business over time.

The Playbook outlines example approaches that may help you and your organisation to cultivate the organisational practices and personal qualities you require to be successful and more at ease with this work. This dual focus on your own capabilities, as well as your organisation's, is a common thread throughout our work and findings.

Drawn from the experiments and the experience of Lab 1 members, the playbook explores six practices to help create and sustain a shared understanding of purpose within organisations:

1. **Acknowledge the anchor**

2. **Elevate the inquiry**

3. **Widen your lens**

4. **Lean into tensions**

5. **Connect catalysts**

6. **Co-create relevancy**

We also identified six individual qualities for the person seeking to build shared understanding to develop to do this work well:

1. **Connect to intrinsic motivation**

2. **Valuing difference**

3. **Lean into fear and uncertainty**

4. **Learn from failure**

5. **Embracing emergence**

6. **Let go of individual control**

Purpose in Practice:
Building a shared understanding of purpose-driven business

Playbook

The Purpose-in-Practice Community

Acknowledgements

**The Purpose-in-Practice Community
is convened and supported by:**

Lab 1 was powered by:

Sue Brookes,
Imagine

Sue is the co-founder of The IMAGINE Collaborative Community, an award winning global Community of leaders from over 80 companies that have come together to co-design & build a better future of work for all. One that is more inclusive, flexible equitable & sustainable. Sue was formerly a founding member of Ochre House & Cielo the leading Global RPO companies & has spent her career championing innovation to build a better working world. Sue is part of the core team that co-created and runs The Purpose-in-Practice Community

Dee Corrigan,
A Blueprint for
Better Business

Dee leads corporate engagement at A Blueprint for Better Business, a charity which helps business to be guided and inspired by a purpose that benefits society. In her role, Dee works with leaders to think broadly and deeply about the change they want to lead for and why. She also facilitates forums to instigate learning and connections, and to stimulate a different way of thinking and behaving in business. Dee is part of the core team that co-created and runs The Purpose-in-Practice Community and is author of this document.

Gethin Hine,
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Gethin is an Associate Director within Deloitte's People & Purpose function.

Specialising in corporate purpose, his role spans multiple geographies across North and South Europe, and sees him lead on interventions which make an impact that matters for Deloitte's people, clients and society.

He is passionate about helping people and teams to discover what drives them, and using this as a catalyst for driving positive change through what they say and do.

Lauren Elliot,
NatWest

Lauren is Purpose Framework Manager working within NatWest's Strategy and Sustainable Banking Team.

Specialising in organisational development, Lauren enjoys uncovering, connecting and catalysing the best of human and organisational systems to create meaningful work and positive social impact. She is also part of the core team that co-created and runs the Purpose-in-Practice Community.

Acknowledgements

Lab 1 was facilitated by:

Laura Lewin,
Facilitator

Laura is a business psychologist with a 25-year track record facilitating development in individuals, teams and organisations. Extensively experienced at senior levels, her areas of expertise include strategy facilitation, culture change, one-to-one and team coaching and leadership development.

She works across the globe in both the private sector and NGOs, often in multi-stakeholder environments. Typically working with multi-cultural, senior teams, she has extensive experience in whole-scale organisational transformation. She is particularly interested in helping clients develop their competence in working with the challenges of sustainability.

Simon Lamb,
Purposeful Change LTD

With over 20 years of experience in organisation development, strategy, and transformation, Simon is passionate about helping individuals, teams, and organisations thrive in times of change. He is a co-founder and culture architect at a company that focuses on the well-being of organisational culture, and a founder and owner at Purposeful Change Ltd, a consultancy that helps organisations understand and work with the factors that enable or prevent adaptation to the emerging environment.

We are very grateful to all those who contributed insights, and in particular to the Lab enquiry teams:

- **Jo Alexander**
- **Sam Maguire – Clarasys**
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- **Laila Page – NatWest**
- **Louise Wynter – Turner & Townsend**
- **Lauren Elliot – NatWest**
- **Gethin Hine – Deloitte**
- **Soulla Kyriacou – A Blueprint for Better Business**
- **Dee Corrigan – A Blueprint for Better Business**
- **Juliet Earp**
- **Robin Stopford – Powervault**
- **Vivienne Meredith – Positive Momentum**

Appendix

1. Recommended frameworks

By 'purpose-driven', we are referring to businesses that have chosen to anchor their purpose and 'reason for being' with an intent to protect and serve broader society. There are a number of frameworks that businesses can draw on that:

- direct the business to be in service of people and planet

- challenge deeply held assumptions, beliefs and mental models about the role of business in society

- advocate for how business treats people and business' relationship with the natural world
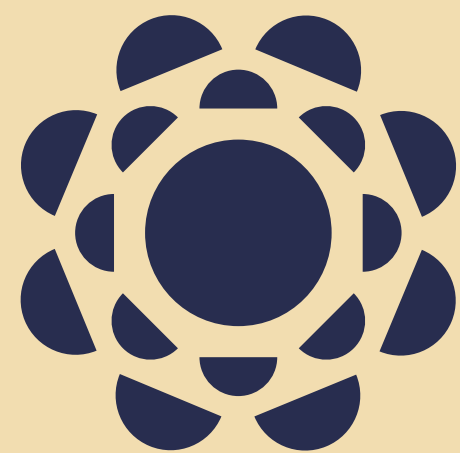
These include:

- A Blueprint for Better Business – Framework & Principles of Purpose-Led Business

- BSI's PAS 808 Standard- Purpose-Driven Organisations: Worldviews, Principles and Behaviours

- Forum for the Future – A compass for Just & Regenerative Business

- BCorp – B Impact Assessment

- Doughnut Economic Action Lab - DEAL (doughnuteconomics.org)

- The British Academy - future of the corporation – Policy & Practice for Purposeful Business | The British Academy

2. Theory U

Theory U is an awareness-based method for changing systems. Theory U blends systems thinking, innovation, and leading change from the viewpoint of an evolving human consciousness. Drawing on the Massachusetts Institute of Technology (MIT) tradition of action research and learning by doing, Theory U has evolved over two decades of experimentation and refinement by a global community of practitioners.

Thank you

The Purpose-in-Practice Community