

THE ONE PAGE

# ON PURPOSE®

---

BUSINESS/LIFE PLAN

ANDREW C DARBYSHIRE FAICD  
[www.AndrewDarbyshire.com](http://www.AndrewDarbyshire.com)

# **ON PURPOSE®**

An Andrew Darbyshire book. August 2010

All rights reserved.

Copyright 2010 by Andrew Darbyshire

No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without permission in writing from the publisher.

**Copyright 2010, Andrew Darbyshire**

## **THE ONE PAGE 'ON PURPOSE®' BUSINESS/LIFE PLAN**

Did you know that a lack of purpose is the key reason why some surveys are reporting up to 75% of employees are not engaged in their work? Imagine what it means to have less than 25% of the entire workforce actually 'into' their work. The rest are just turning up for their pay check. Not only is that really sad in my view, but it affects everything from how we are served, the quality of the products we are buying and the prices we're paying.

Let me explain that last bit further. You see if product quality is low, or service is bad, then the cost of the goods (based on a reject cost recovery level) is usually higher than it should be. If someone's not paying attention at the manufacturing plant because they are bored or they simply don't care, then the rate of returns goes up and someone has to pay for it. This of course is built into the overall cost of goods sold.

Three quarter of the people working at checkouts, cafes, driving buses, teaching our kids, are only there because they feel they have to be, and would rather be doing something else. Many of them don't even know what it is they would rather be doing – they are apathetic and tired, and not even thinking about things like purpose. But, imagine if managers everywhere explained to their people that there's a really good reason for the work they do, and that those reasons are what fuel the passions and energy for the other 25% of workers who say they are engaged in their work. Sometimes this can be like a giant light bulb going off for people – having a sense of purpose is simply a matter of believing in what you are doing because you are aligned with your strengths, which is usually what you enjoy doing most, and your passions, which are evoked by your emotions.

Of course some people when you explain this still won't get it or care, and some will decide that they'd rather do something else and if they jump off your bus and onto something else that does give them that sense of purpose, then do yourself and your company a favour and just wish them well and wave them goodbye. That's a must, because you really do need to have engaged people on your team.

So if you are a manager who decides to flick this switch and help your people to understand the meaning of purpose and why it's important, there is a good chance you will need some tools to help you help them to get ON PURPOSE® properly. When you have a team who's purpose is aligned with each individual team members purpose, they feed each other and vice versa.

First, it's critical for you to understand that if your business is ever going to function independently of you, you'll need to discard outdated thinking. Vision and Mission statements are what I am referring to here. How often do you see the "experts" preach the importance of them, but at the same time, not able to recite their Vision or Mission.

I challenge any organisation to survey their staff to determine how many can, at a moments notice, recite their companies Vision and Mission. I doubt many employee's would be able to, let alone know what they are, what they mean, or understand the impact they are supposed to have on the organisation's reason for being.

However, a clearly stated purpose, is something that every employee can and should understand. Disneyland is a great example of this; Disney's purpose is not to have the best theme parks in the world, but simply to "Make People Happy". From the person selling tickets to the guy sweeping Main Street, all the way up to the senior managers; if they are not making people happy, they are not ON PURPOSE®, and must immediately stop what they are doing and re-evaluate their reasons for being there at all.

Another great company that understands the reason for being ON PURPOSE® is Apple. When Steve Jobs returned to the company the most important thing he did was reaffirm and give a voice to Apple's purpose which as Kevin Maney wrote in USA Today back in 2000, it is to be a counterculture maker of "insanely great" computers.

Here's my easy formula or identifying your own or your organisation's purpose. And yes you can make this a simple exercise for your staff to do as well as having a think-tank around the board room table or staff room.

Start by listing your strengths. Then list your passions. Once you have a comprehensive list of each, go down your strengths list and start matching them with each of your passions. When you come across the combination that resonates most strongly with your vision, this will be where your purpose resides, to clarify your vision. I much prefer using this process than the old commonly used SWOT analysis because I believe that what we think about we create, so instead of listing your weaknesses and threats, this process encourages you to focus on your strengths and passions.

**Let's take an example of a Design Company:**

**Strengths**

Great people  
Talented Designers  
Creative Integration  
Smart IT Systems  
International Clients  
Knowledge of Ag Industry

**Passions**

Helping people in Farming  
Innovations in contracting  
Eradicating World Hunger

**Common Elements:**  
People, Agriculture/Farming, Design/Innovation,

*NOTE: The words don't have to match exactly but find where the common links are ie Agriculture & Farming*

**PURPOSE:**  
*Support Global Agricultural Innovation*

**GOALS**

Create a platform for engineers to articulate their designs and find collaboration partners globally  
Enable integrated sharing of ideas  
Known as THE #1 smart ideas and design studio for Agricultural Technology Partners

**ACTIONS TO TAKE** to achieve stated goals

Generally your purpose statement should be three and no more than five words.

- The first word, the action word, should be a verb such as; Make, Move, Create, Develop, Be, Teach.
- The second word, the about word, should be a noun or pronoun, such as; Children, People, Customers, Our Community, The World.
- And the third word, the outcome, an adjective, such as; Safe, Happy, Wealthy, Efficient, Productive, Secure, Successful.

One of my not for profit roles is as the Chairman of CAPRA. CAPRA stands for, Child Abuse Prevention Research Australia and is a centre within the Faculty of Medicine Nursing and Health Sciences at Monash University.

When I took over as Chair of CAPRA, I immediately replaced the Vision and Mission statements of: *"We look forward to a world where child abuse, neglect and murder have been substantially reduced"* and *"We will develop evidence to support policy and practice change that will fulfil our vision"* with a single purpose statement of **"To Make Children Safe"**. The logical adaptation of this which is now incorporated in our logo is "Making Children Safe".

### **Purpose is why we do what we do**

I believe that when you know **Why** you are doing something; the reason behind your activity and where you want to get to, then the **How** follows quite naturally. For example, if I am meeting with someone I want committed to support CAPRA, and I go into our meeting with the purpose of making children safe, I am much more compelling and focused. If a CAPRA researcher is working on improving documentation or writing a paper to present their research outcomes and it is late at night, and they focus on the purpose of making children safe, this purpose may give them the necessary energy to work through the night if needed. If however they just viewed their work as documenting research outcomes with no clear inspiring purpose, they may not be driven to work as tirelessly.

Ask yourself these three questions. If you are struggling to answer them clearly and easily, then I recommend you go through the exercise on the previous page and work with your team to come up with the answers so that everyone is aligned and ON PURPOSE®

1. What's your purpose?
2. How does it impact your team?
3. How is what you do significant in the lives of others?

Be something and give something.

I propose that you get together, and put aside a few hours to really get clear on your purpose. You can do this around a board room, over a working dinner, or go off-site for a half a day and keep going until you really grasp it.

Start by asking the question,; Why Are We Here? Then evaluate your strengths and passions – both individually and collectively – as outlined in the above exercise and then get consensus on what your company purpose is. Once you have that agreed to, then play with the words to really find how you can articulate your purpose, position it within your company so that everyone understands it and believes it. Total buy-in is really important here. Then tear down any remnants of wordy mission and vision statements you have on your walls, and replace them with the clear and concise purpose you have agreed to. Then create your goals that are aligned with your purpose. Out of your goals will come the specific actions required to achieve your purpose. When the going gets tough and you become frustrated and weary or are about to give up, refer back to your purpose and it will inspire you to keep going. If you follow these simple steps, you are assured of ultimate success. Whenever a team member is performing an action that is not aligned with your purpose, it is much easier to point it out and ask them to stop.

What you'll notice when everyone on your team is working ON PURPOSE® is that team work is easier, focus on the projects undertaken is sharper, and the community spirit extends more easily to the customers who are part of that purpose.

So in summary, to achieve what ever you want in life follow these three simple steps;

Step 1:           Decide on the purpose of why you want something.

Step 2:           Set your goals that are aligned with your purpose.

Step 3:           Focus on success and never give up.

*When you know WHY, the HOW follows naturally...*

*Get 'ON PURPOSE®' and get moving!*

NOTE: ON PURPOSE® is a registered trademark of Andrew Darbyshire.