



THE PRAGUE PROGRAMME

Part 3 (of 12): Purpose

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THE RELENTLESS PURSUIT OF ENGAGEMENT

When you look around the corporate world, most **CEOs** and management teams **hope and wish** for higher **employee engagement**. It is a no brainer that higher employee engagement should have a **positive impact** on individual, team and company/organizational **performance**.

It all comes down to how you **stimulate an employee**, or any other stakeholder associated with the organization, to make that **extra effort**; to walk the extra mile for the benefit of the organization and its goals. Basically, how do you stimulate the person to invest extra, discretionary effort to generate **greater business and societal value**?

The tough question is - **Why would someone in a corporation break into a sweat for greater business value, when most of that greater business value only ends up benefitting the shareholder?**

You can stimulate with **external factors**; like financial and non-financial recognition, stretch goals and the joy of achieving them, inspiring and motivating training or teambuilding and bonding but how sustainable is it? How much momentum is created and how much does it cost?

THE POWER OF INTRINSIC MOTIVATION

You can also stimulate **intrinsic motivation**. This involves performing an action because you enjoy it, not because you are trying to earn a reward. Stimulating intrinsic motivation usually proves to be **self-reinforcing, more effective, sustainable and efficient** over time.

Besides the autonomy of the individual (the freedom and ability to make their own decisions and maintain a certain level of control), mastery (the ability to exercise their strengths and to develop them further) and the essential sense of progress, the satisfaction that comes with a heightened **sense of contribution to a higher meaning** and purpose is the key driver to intrinsic motivation ([Simon Sinek: "Start with Why"](#)).

THE IMPACT OF PURPOSE ON BUSINESS PERFORMANCE AND VALUE

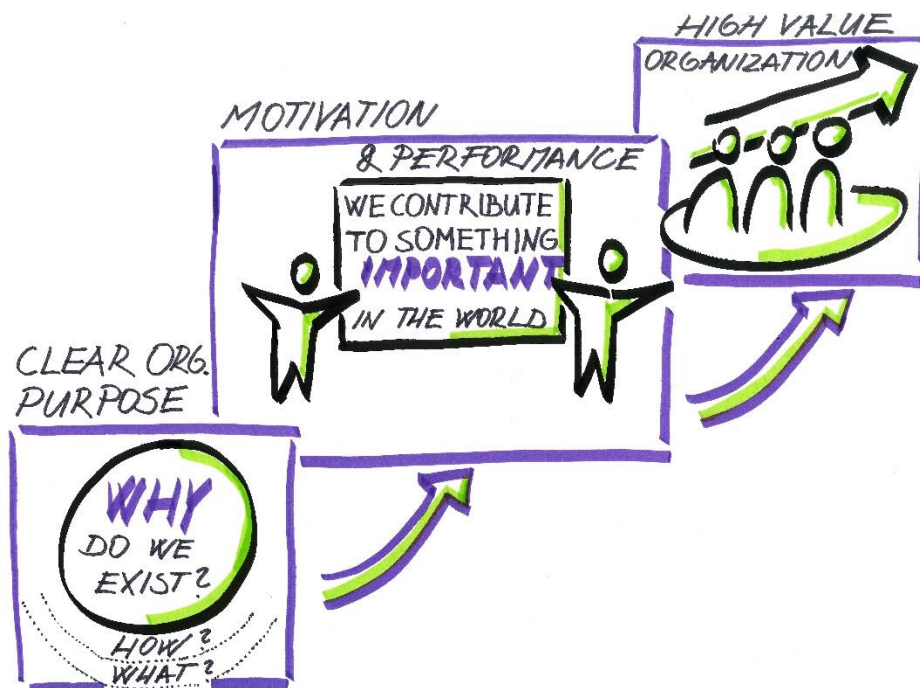
I believe that connecting a personal **vision with the purpose** of an organization is one of the most powerful ways for higher **utilisation of everyone's potential** within the organization and for generating **extraordinary added value**.

Utilizing the power of Purpose requires 3 things:

1. A clear statement of organizational purpose
2. Clarification of personal vision
3. Connecting 1) a 2)

Some corporations have an appealing purpose anchored in their DNA: e.g. Volvo Cars - "By 2020 no one should be killed or seriously injured in a new Volvo car.", or SpaceX - "To enable the space flight capabilities necessary to make human life multi-planetary" or, more specifically, "to enable a self-sustaining human civilization on Mars." Other enterprises are not that lucky in terms of clarity of purpose; partly because they operate in a more "ordinary" or simply duller business. However, a lack of purpose doesn't have to mean the show is over. Read, for example, the first part of [Ken Blanchard's](#) book [Gung Ho!](#) on how to create inspiration in a factory environment: **letting employees know their job contributes to something important in the world** so that they work with purpose and therefore dedication.

INTRINSIC MOTIVATION



Authentic purpose helps to create a workplace where everyone chooses to bring energy, passion, and a positive attitude to the job every day. Passion and purpose sparkle with creativity and courage to invent experiment and take risks. They fuel perseverance in overcoming obstacles; they motivate to stand up again after 'hitting the wall'; they multiply internal powers that are necessary for finishing the task to the successful end. Ultimately, **purpose and passion are the true drivers of real life-long learning.**

THE ROLE OF MATURE THINKING IN PEOPLE MANAGEMENT

A mature human governance approach can be the **key catalyst** in terms of clarifying the organization's purpose within the leadership team and for cascading it down (see [Patrick Lencioni's](#) book [The Advantage](#), the 1st key question to be answered by the leadership team is "Why do we

exist?"). Connecting the personal vision of the leadership team to making the most of human talent and capabilities is the source of highly mature and high value organizations. The most important piece of the puzzle here is the **imprint of the organization's purpose on its organizational culture** so that everybody plans and acts based on common norms and values that are in line with a crystal-clear purpose. In this quest, **mature human governance practice** is the key player and contributor.

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