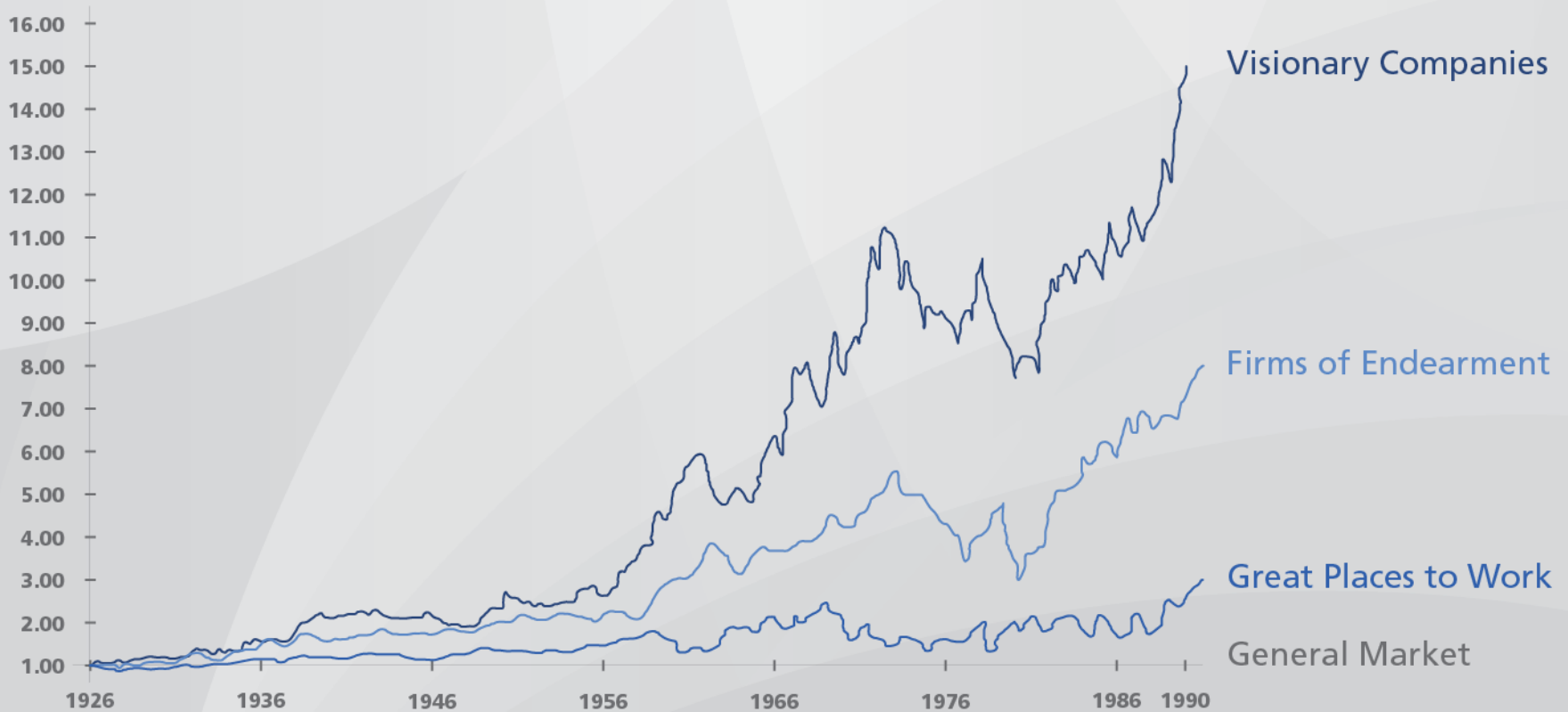


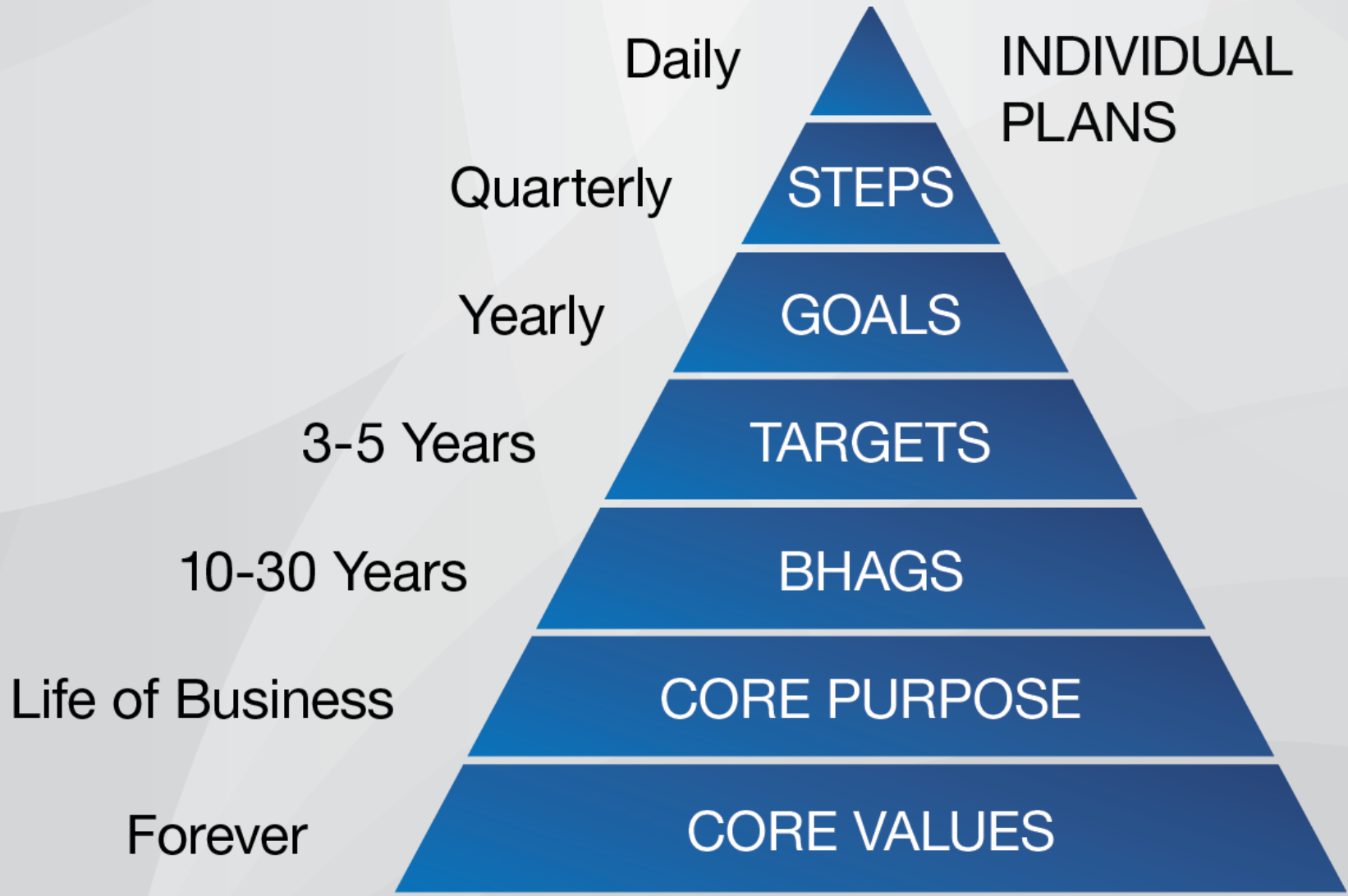
The Purpose Test

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Return on “Values Driven”



Values Driven Execution



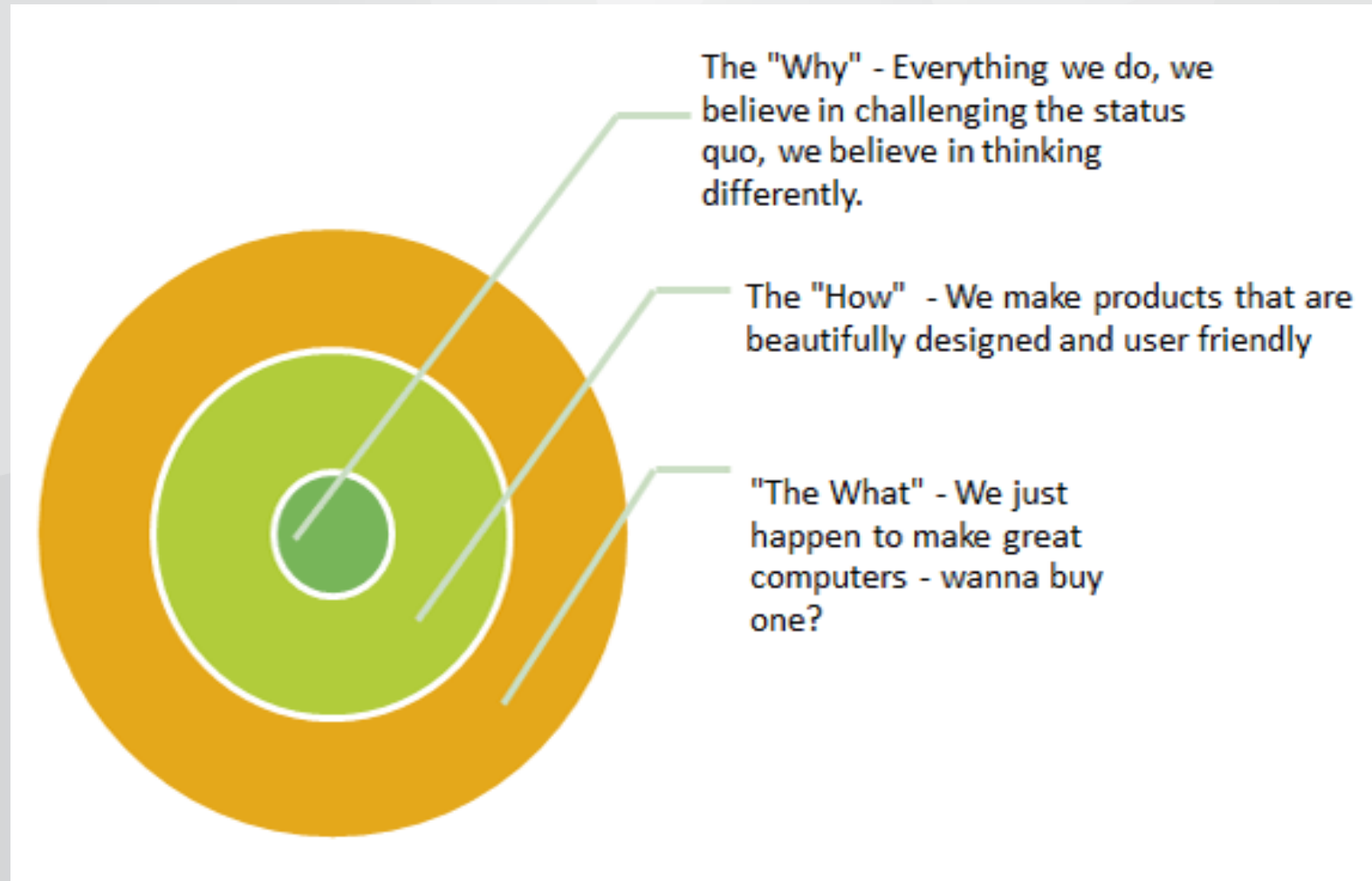
What is a Core Purpose?

- ❑ A reason for being beyond making money.
- ❑ Your Why?
- ❑ What would be missing in the world if your organization ceased to exist.

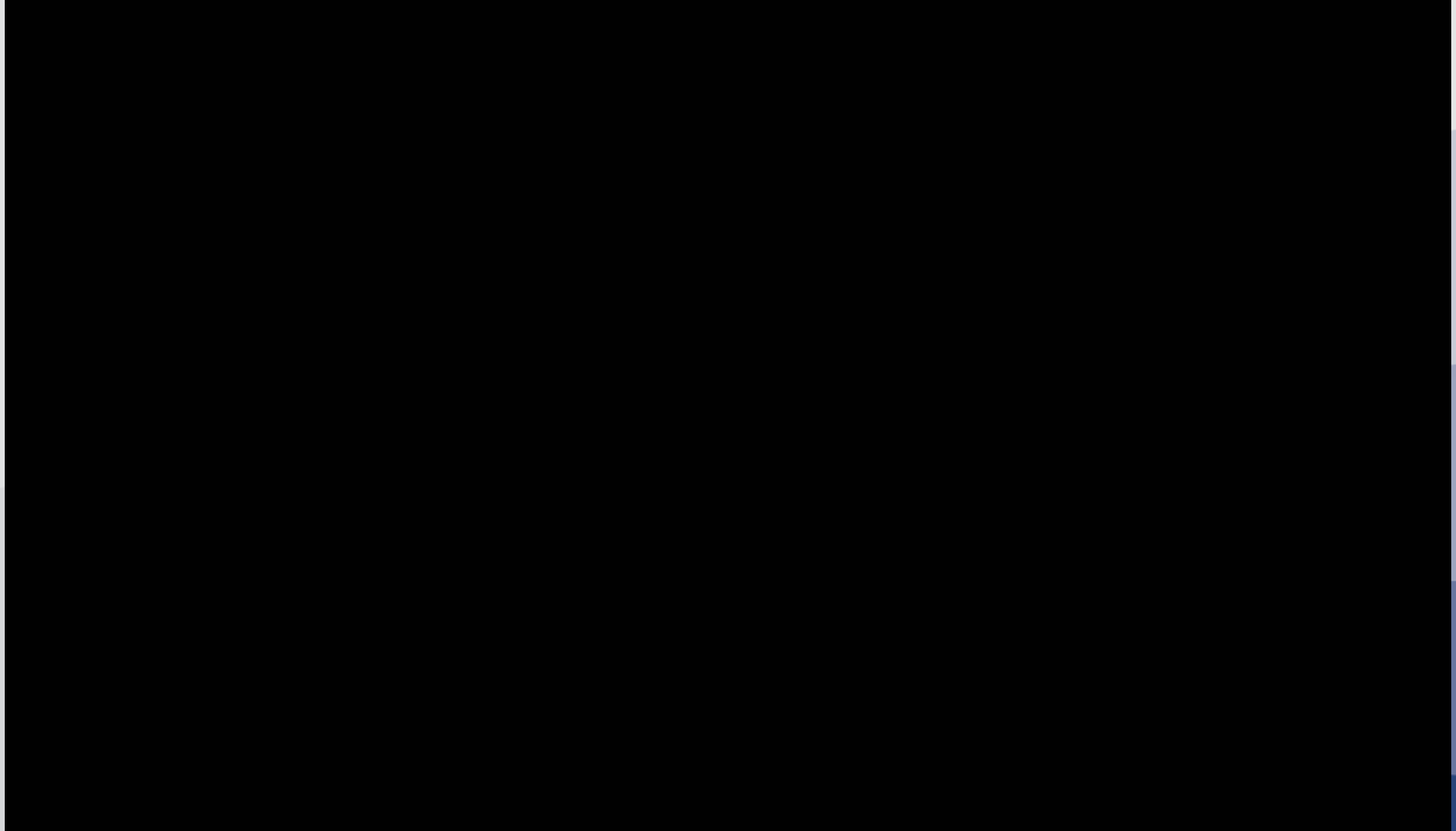
How do we find It?

- ❑ Ask your Key Leaders & “A+” Players:
 - ❑ How do we contribute to a better world?
 - ❑ Keep asking “Why?” until you come up with an idealistic reason for your company’s existence.
 - ❑ The goal is an idealistic reason for your company’s existence. We will get tactical later.
 - ❑ Don’t fear idealism. It is what moves people’s souls...

Golden Circle for Apple



Purpose: Proctor & Gamble



P & G's Purpose

We will provide branded products and services of superior quality and value that improve the lives of the world's consumers.

Core Purpose Tests

- Is it inspiring?
- Does it make you proud to be associated with the organization?
- Is it based on our competitive advantage?
- Is it focused on customer needs?
- Is it how we want to be remembered?
- Is it realistic/authentic?
- Is it short, memorable and to the point?
- Will it be valid 100 years from now?

Core Purpose/Mission Examples

3M – To solve unsolved problems innovatively.

Toastmasters International – To make effective oral communication a worldwide reality.

Merck – To preserve and improve human life

Better Business Bureau – To promote and foster the highest ethical relationship between business and the public.

Walt Disney – To make people happy.

Red Cross – To provide relief to victims of disaster and help people prevent, prepare for and respond to emergencies.

Zappos – To deliver happiness.

The Vision Test

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5 Steps to Your BHAV

1. Gather senior staff and key employees
2. Ask them to define success 5, 10, 15 years from now – The Article Exercise
3. Pair similar ideas
4. Pick the best
5. Test against the checklist

Vision



Vision – Why the Moon?

- Because it is hard, not easy
- Organize and measure our best
- To accept the challenge
- To win

BHAV Checklist

- Is it inspiring?
- Does it give employees a sense of purpose?
- Is it clear, compelling and easy to grasp?
- Will you be able to tell when you have achieved it?
- Is it a stretch goal (50-70% chance)?
- Will it require a quantum leap in the capabilities and characteristics of the organization?

BHAV Examples

Heinz: To be the world's premier food company, offering nutritious, superior tasting foods to people everywhere.

Toastmasters International: To empower people to achieve their full potential and realize their dreams.

Wal-Mart – Become a \$125 billion company by 2000.
Made in 1990 @ \$32B.

Amazon – To be the earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.

Vision or Big Hairy Audacious Goal

Includes:

- **Vision Statement** – A short, concise statement of your organization's future state.
- **Vivid Description** – A list of words and phrases that describes what the future state looks like.

The Values Test

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values driven results

What are Core Values?

- Guiding principles that never change
- Enduring, passionate and distinctive core beliefs
- Sets the organization apart
- Uniquely defines
- Drive how everyone acts

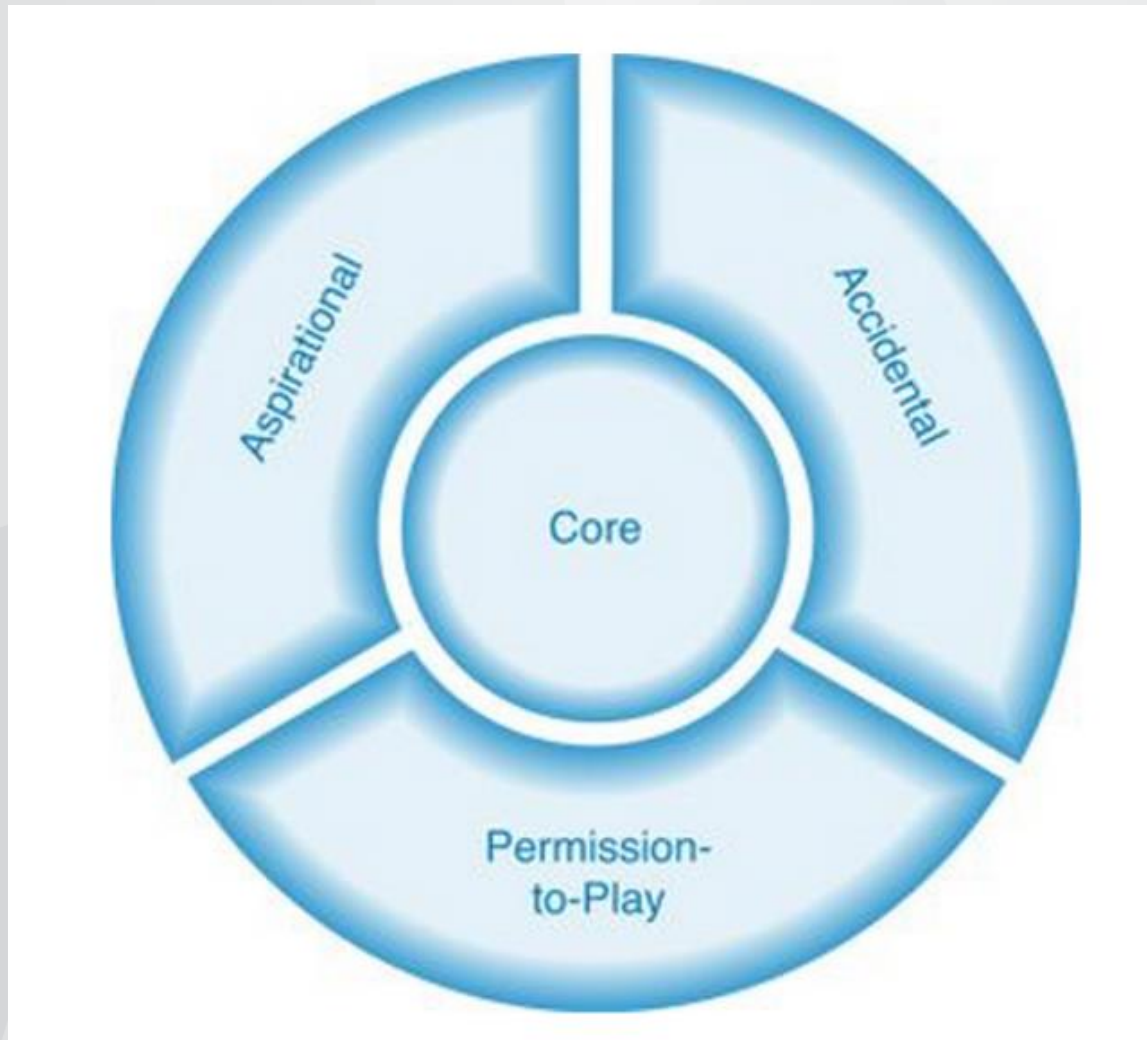
Find Your Core Values

- Ask these questions:
 - What are the core values that you hold yourself to?
 - What are the core values of your “ideal” employee? Your worst (high performer)?
- Examine against the against the tests.
- Fewer the better.
- Make it Unique – Create short phrases (floor sweeper)
- Rank the values

Core Values Tests

- Would you build a new organization around this value?
- Does your leadership live this value today?
- Would you hold true to this value if it cost you \$, even your business?
- Does it differentiate you?
- Would you quit/sell the company before giving up this value?

Types of Values



Types of Values

Aspirational – Wants/Wishes to Have

- Is this trait natural for us?
- Has it been apparent in the organization for a long time?
- Does it take hard work to cultivate?

Types of Values

Permission to Play – Minimum Behavioral Stds.

- Would our company be able to credibly claim that we model this value better than 99% of the companies in our industry?

Types of Values

Accidental – Unintentional, not Required

- Is this value a requirement for our culture and success in the future?

Southwest Airlines

- Profitable 40 of 42 years
- Largest U.S. carrier
- “Best Place to Work”
- Most unionized, but never had a strike
- Highest paid employees, use 30% fewer

What are Core Values?

“We always felt that people should be treated right as a matter of morality. Then, incidentally, that turned out to be good business, too. But the motivation wasn’t strategy, it was core values”

Herb Kelleher – Southwest Airlines

Core Values – The Southwest Way

- Warrior Spirit
- Servant's Heart / Golden Rule
- Fun-LUvIng Attitude

Implementing Values

- Short Course

1. Educate
2. Hire
3. Fire
4. Evaluate / Reward



Business Strategy

In order to achieve Values Driven Results, a solid, air-tight strategy must be planned and executed. At Fowler and Company we work closely with you to assess, align, and provide accountability so that your business and leadership thrives for the long term. [Read More](#)

Performance Improvement

Miscommunication, flawed internal processes, unproductive meetings, poor capital management – these are just a few workplace problems we work with our clients to solve. Fowler and Company will help you iron out the kinks and improve your organization's performance across the board. [Read More](#)

Execution Coaching

Coaching works. The best athletes in the world all have one thing in common – great coaches. Business leaders need great coaches for the same reasons elite athletes do. Fowler & Company helps lead your executives and teams to the results you desire. [Read More](#)