

Application Guide

CORPORATE PURPOSE WITH CAROL TOMÉ



BOTTOM LINE:

Successful leaders align behaviors and values with their company's purpose.

KEY TAKEAWAYS

- I. Choosing to invest in the people of your company simply because it's the right thing to do will lead to greater success for your company.
 - A. When you take care of the associates, they will take care of the customers, and the stock price will take care of itself.
 - B. When you take care of the stakeholders and the community, people will feel safe and secure — even in the midst of times that are anything but safe and secure.
 - C. In the past, people have feared the idea of taking a back seat to purpose because shareholders don't necessarily care if you have a purpose; they're just looking at spreadsheets and success rates. This is shifting because having a solid company purpose can create environments where productivity will flourish.
- II. Purpose will come with a cost.
 - A. In Carol's early days with UPS, she made a decision with her team to stop delivering a product that brought in roughly two hundred million dollars of revenue because it did not align with the purpose of the company.
 1. They lost profits but maintained purpose. It was an easy decision for them because of the value they put on company purposes.
 2. You don't know if you are working *on purpose* until it costs you.
 - B. Company culture must align with company purpose. When the two are not aligned, the company may not be as purposeful as it originally set out to be.
 1. A key indicator of associate satisfaction is if the company behaviors align with the company values.
 2. Management teams must be trained first and held accountable to upholding behaviors that align with the company values.
 - a. Behaviors are what matter and they must be modeled first.
 - b. If behaviors do not align with values, something needs to change, regardless of the numerical deliverables / product successes.
- III. There is no end game when it comes to purpose.
 - A. We must constantly invest in this.
 - B. We must become comfortable having regular uncomfortable conversations.
 - C. We must make it our goal to make a difference with the people and the community.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION

1. How do you and your organization invest in the community and the people you're selling to or influencing?

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2. What are the key things in your organization that you will not sacrifice or alter no matter what it could cost? Have these things been challenged before? What did you learn when faced with that challenge?
3. What do you think healthy accountability looks like?
4. What are your team's core values? How are the people that are expected to live out these values held accountable?
5. How does your leadership team model appropriate behaviors in your organization?