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# Leading a New Paradigm Organization

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# What We Will Cover

- The features of old-paradigm organizations
- The features of new-paradigm organizations
- High performance cultures
- Non-hierarchical structures
- Organizational higher purpose methods

# Old Paradigm Organizations

- Structured hierarchically
- Money is the primary source of motivation
- Results primarily measured financially
- Little emotional attachment to the mission, vision and values (if they exist)

# Motivating Individuals with Money

- Herzberg et. al. showed that salary is a “hygiene factor.”
- Higher levels of compensation do not produce higher levels of engagement or productivity.
- The use of extrinsic rewards to motivate performance have the opposite effect (except in very specific circumstances)

# New Paradigm Organizations

- Values (emphasis on higher levels in the Barrett system)
- Higher purpose
- Structure suited to the organization's higher purpose and values
- Culture that stimulates intrinsic motivators and higher order needs

# New Paradigm Cultures

- Values-driven
- Learning
- Collaborative
- Purpose-driven

# Collaborative Structures and Cultures

- The Collaborative Way
- True Collaboration
- Holacracy
- The Collaborative Operating System

# Organizational Higher Purpose

- Answers the question, “Why are we here?”
- Must be emotionally compelling.
- Can be found either indirectly or directly.



# Indirect Purpose Methods

- Creative project
- Answer questions about the organization
- Look at the organization's history and why it was founded
- Yield more approximate, less compelling purpose information

# Direct Purpose Methods

- Assume the purpose already exists (but is unconscious)
- “Download,” rather than create, the purpose
- Do not rely on history, patterns, or the conscious mind
- Yield highly accurate, compelling purpose information

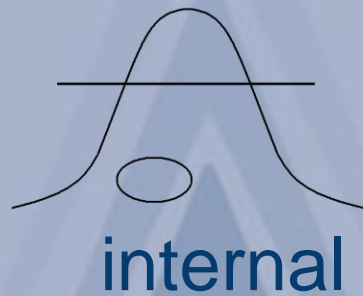
# Direct Purpose Methods

- Written active imagination
- Guided visualization
- Voice Dialogue
- “Direct access”

# Trusted Sources

Universal

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# Organizational Purposes (simple)

- “To make people happy” (Walt Disney)
- “To improve people’s lives” (Procter & Gamble)
- “To prevent and alleviate human suffering” (Red Cross)



# Higher Purpose Examples

“We are a positive glow of love, joy, respect and goodwill. Our blessing is to unleash and develop people to their maximum potential and empower them to transform the world. Our mission is to make society the best it can be.”

# Higher Purpose Examples

“We are Love in motion. Our blessing is to illuminate and inspire souls and awaken consciousness with daring love that produces transformation and union with the heart. Our mission is to give the light of freedom to the hearts of the world.”

# Higher Purpose Examples

“We are the source of human inspiration. Our blessing is to guide people to walk in their right path.”

# Next Steps

- Ask about the purpose of every significant activity (“What is the intent of this meeting?” “Why are we creating this product?”)
- Ask your subordinates about their goals, dreams and purpose, and support them in achieving them.
- Apply the “passion test” to the things you spend your time doing.

## Next Steps (cont.)

- Only hire people who have a personal vision or purpose.
- Challenge the use of extrinsic rewards at your company (e.g. pay-for-performance, bonuses, etc.)
- Find ways to stimulate people's intrinsic motivations.
- Find your life's purpose! Make your role a direct expression of why you're here.



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"Success, like happiness, cannot be pursued: it must ensue... as the unintended side effect of one's personal dedication to a cause greater than oneself."

– Viktor Frankl (Austrian psychiatrist and Holocaust survivor)