The Purpose-Driven Enterprise Initiative

An Invitation to Engage

About the Initiative
ICEDR, the world’s premier network for developing talent around the globe, is launching an initiative on The Purpose-Driven Enterprise. These are companies anchored by a shared sense of why they exist, what they want to do, and how their values will serve as guideposts as they strive to execute next-generation strategic ambitions. This holds true in good times and bad.

Over the past few years, we have engaged with several leading companies that fit this description. We have also engaged with organizations striving to become more mission-driven. These companies have convinced us of the importance of putting purpose at the heart of companies’ core business models.

Tell us your story!
As we launch this initiative we invite you to engage with us. We want to learn about your company—where have you been? Where do you want to go? Why? Join a collection of companies whose stories will be shared in a variety of outlets, from articles and a book to live events hosted by ICEDR.

Benefits of Participating

Get Your Company’s Story Heard. As we gather stories for this initiative, we will utilize them in various outlets, from Harvard Business Review to a book on companies with a shared sense of collective ambition. We will also showcase stories at ICEDR events worldwide. We want to hear your company's story—no matter what stage of the process you are in.

Receive Guidance in Shaping Your Company’s Collective Ambition. Douglas Ready, a Visiting Professor at London Business School and Founder & President of ICEDR, has developed a research-based tool that allows companies to map their Collective Ambition. This tool, The Collective Ambition Compass (depicted on the following page), has already been used in several leading companies as the primary tool for leading large-scale change efforts. The Compass has also proved useful for companies seeking to codify the integration of purpose, vision, strategic and operational priorities, brand, values, and desired leader behaviors. Many have also used it to develop capability maps and other analytical tools. Your participation in this initiative comes with the opportunity to have our team map your Collective Ambition.

*Participation is free of charge. Participation involves our team interviewing a select set of employees at your company, including some C-level

PARTICIPATE NOW!
For more information, contact Emily Stecker at estecker@icedr.org.
What We Have Learned:
Purpose-Driven Enterprises are organizations that are clear about why they exist. Whether they lead their industry or are in the midst of a turnaround, these are companies in which employees from all levels know why the company exists, what it seeks to accomplish, the direction in which they need to go, and how living by a set of shared core values will get them there.

We have observed seven core elements that work in concert in The Purpose-Driven Enterprise:
- Purpose (“why we exist”)
- Vision (“big goals we want to accomplish”)
- Tangible Targets (“what success will look like”)
- Strategic & Operational Priorities (“what we need to focus on”)
- Brand Promise (“our promises to various stakeholders”)
- Values/Principles (“what is core to building our desired organizational climate”)
- Leader Behaviors (“the leadership behaviors we value”)

Douglas Ready, ICEDR’s Founder & President and a Visiting Professor at London Business School, developed The Collective Ambition Compass to show how these core elements work in support of each other:

The Collective Ambition Compass
In the midst of the tremendous complexity, competition and change that all organizations face today, being a Purpose-Driven Enterprise may matter more than ever before. In the course of our engagement with participating companies, we will speak with employees from all levels of the organization, exploring what it means to be a Purpose-Driven Enterprise.

Some of the questions we will be exploring with participating organizations:

- In times when delivering value to customers and shareholders seems to reign supreme, why should a company concern itself with the idea of leading with a sense of purpose? In a sense, why does purpose matter? What changes in the global economy are making Purpose-Driven Enterprises more important? What might threaten their survival?

- Our proposition is that the seven elements contained in The Collective Ambition Compass (depicted on the previous page) are the core elements of The Purpose-Driven Enterprise. Please tell us a story of how you have integrated these (or other) elements into a compelling story in your company to drive change?

- Under which scenarios might leading with purpose have the most impact for your organization? (i.e., during a merger or acquisition, when faced with a need to change organizational culture, a changing business model or competitive landscape, etc.).

- What role does leadership play in shaping and implementing a company’s purpose and vision? How can leaders ensure there is employee buy-in at all levels of the organization?

- How might leadership development initiatives cascade from a Purpose-Driven Enterprise’s purpose, vision, strategic and operational priorities, brand promise, and values?

- Who is the “customer” of the Purpose-Driven Enterprise? In other words, is the message the same for employees, customers, investors, and communities? If not, how might it be adapted for various stakeholders while maintaining integrity and alignment with the purpose?

- How do you measure or know that being a Purpose-Driven Enterprise is also translating into economic value and competitive advantage?

*Most of all, we want to know your company’s story. Where have you been? Where are you going? Why?*
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ICEDR is the world’s premier resource for corporations and business schools developing leadership talent around the globe.

While the Purpose-Driven Enterprise Initiative is an ICEDR project, non-partner companies are encouraged to participate!

About ICEDR

ICEDR is an international, partnership-driven alliance of over forty leading global corporations and more than twenty exemplary business schools. ICEDR has emerged as the world’s premier resource for the professional development of development professionals.

Through ICEDR, partner companies and business schools engage in high-quality exchange in the areas of:

- The global management of talent
- Building and sustaining global organizational capability
- Innovations in change leadership
- Effective approaches to advising the top management team

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