“My experience is what I agree to pay attention to”

William James
“For the moment what we pay attention to is reality”

William James
COMPONENTS OF ATTENTION MANAGEMENT

- Rules To Direct Your Attention
- Keys To Improve Your Attention
- Steps To Sustain Your Attention
- Codes To Control Your Attention
- Tools To Defend Your Attention

The Attention Management Process
RULES TO DIRECT YOUR ATTENTION

Identifying Authentic Purpose
PURPOSE AND ATTENTION
RULES TO DIRECT YOUR ATTENTION

- Setting Important Goals
- Managing Memorable Meetings
- Identifying Authentic Purpose
- Guiding Effective Execution
“Directing attention where it needs to go is a primal task of leadership”

Daniel Goleman
“The greatest need of the human being is for a sense of meaning and purpose in life”

Victor E Frankl
“Where the needs of the world and your talents cross, there lies your purpose”

Aristotle
“Where purpose remains unclear, attention cannot be truly focused”
THE GUIDING QUARTET FOR ATTENTION FOCUS

Purpose: Why are we here?

Mission: What do we do?

Vision: Where are we going?

Values: How will we operate?
PURPOSE | MISSION | VISION | VALUES

Purpose: Why are we here?

Mission: What do we do?

Vision: Where are we going?

Values: How will we operate?
PURPOSE
AND
VUCA
MANAGING ORGANISATIONS IN A VUCA WORLD

**VOLATILITY**
Change dynamics are increasingly rapid

**UNCERTAINTY**
Present events are extremely unpredictable

**COMPLEXITY**
Decision factors are multiple and correlated

**AMBIGUITY**
Causal relationships are completely unclear
PURPOSE AND VUCA IN DESIGN THINKING

Validity
Meeting desirable relevant objectives

Reliability
Producing consistent predictable outcomes
“we sell cameras and film”
“we capture people’s memories for safe retrieval”
“we sell encyclopedias”
“we summarise knowledge for easy access”
“we organise the world’s information and make it universally accessible and useful”
MANAGING ORGANISATIONS IN A VUCA WORLD

**VISION**
- Identity of purpose
- Trust to collaborate
- Alignment of attention

**UNDERSTANDING**
- Curiosity to learn
- Empathy to listen
- Openness to explore

**CLARITY**
- Ability to simplify
- Systems thinking skill
- Harnessing of intuition

**AGILITY**
- Readiness to adapt
- Capacity to innovate
- Willingness to empower
PURPOSE AND GROWTH
“An organisation driven by purpose and values outperforms the market by 15:1, and outperforms comparison companies by 6:1”

Jim Collins/Jerry Porras
# FIRMS OF ENDEARMENT vs S&P INDEX

## TABLE A-1

Investment performance of *Firms of Endearment* companies versus the S&P 500, 1996 to 2011

<table>
<thead>
<tr>
<th>Return</th>
<th>Fifteen-year</th>
<th>Ten-year</th>
<th>Five-year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cumulative</td>
<td>Annualized</td>
<td>Cumulative</td>
</tr>
<tr>
<td>FoE(^a)</td>
<td>1,646.1%</td>
<td>21.0%</td>
<td>254.4%</td>
</tr>
<tr>
<td>S&amp;P 500(^b)</td>
<td>157.0%</td>
<td>6.5%</td>
<td>30.7%</td>
</tr>
</tbody>
</table>

Note: company returns are total returns with dividends reinvested and compounded.
\(^a\) Companies from *Firms of Endearment*, updated by authors.
\(^b\) Standard & Poor’s index of five hundred U.S. companies.
FIRMS OF ENDEARMENT vs GTG vs S&P

![Graph showing performance comparison between US Firms of Endearment, Non-US Firms of Endearment, Good to Great Companies, and S&P 500 over 5, 10, and 15 years.](image)
“Organisations who centre their business on improving people’s lives have a growth rate triple that of their competitors”

Jim Stengel
PURPOSE AND RECRUITMENT
THE SCIENCE OF PURPOSE IN RECRUITMENT

Learning: Correlation to Purpose doubles the chance of learning something new every day.

Hiring: 70.00% of Millennials want to work in an organisation with strong Purpose.

Profitability: 91.00% of executives linked clear corporate Purpose directly to profitability.

Strategy: Global CEOs rate Purpose as one of the top 3 things to focus on. + (Ethics | Values).

Productivity: Known Purpose quadruples the likelihood of staff engagement at work.
“Our deepest desire is to make a difference in the world – and our darkest fear is that we won’t”

Lisa MacLeod
PURPOSE
STORIES
“Whole Foods, Whole People, Whole Planet”
“3M. Science. Applied to Life.™.”
"3M is a global innovation company that never stops inventing. Over the years, our innovations have improved daily life for hundreds of millions of people all over the world... Every day at 3M, one idea always leads to the next, igniting momentum to make progress possible around the world"
"3M is a global **innovation** company that never stops inventing. Over the years, our **innovations** have improved daily life for hundreds of millions of people all over the world... Every day at 3M, one idea always leads to the next, igniting momentum to make progress possible around the world"

3M – Who We Are
“cradle those who cradle them”
“Remember Everything”
“Our goal at Evernote is to build everyone’s permanent trusted lifetime external brain”
“think different”
“we democratize the skies”
Other airlines charge up to $120 roundtrip on Southwest Airlines®

BAGS FLY FREE®

First and second checked bags. Baggage weight and size limits apply.
“always igniting your curiosity”
"To satisfy curiosity and make a difference in people's lives by providing the highest quality content, services and products that entertain, engage and enlighten."

John Hendricks
Discovery Communications Founder, 1982
A Curious Discovery
An Entrepreneur’s Story

John Hendricks
Founder and Chairman of Discovery Communications
“When we review staff work plans every year, we look for attributes that drive satisfying curiosity as the things we will reward.

Everything we do: management, HR, production is about curiosity”.

Adria Alpert Romm
Discovery Communications, Chief HR Officer, 2010
THE TRANSMFORMING POWER OF PURPOSE

Focused on What
Brand
Adverts
Seller/Buyer
Next Quarter

Focused on Why
Stand
Actions
Giver/Receiver
Next Quarter Century

Purpose
THE TRANSFORMING POWER OF PURPOSE

Employees
Customers
Contracts
Communications

Purpose

Missionaries
Advocates
Covenants
Communities
Transformational
THE TRANSFORMING POWER OF PURPOSE

Point of Difference
Market-driven
Competitive
Social Responsibility
Loyalty

Point of View
Ethos-driven
Distinctive
Social Opportunity
Love

Purpose
“Purpose is the underpinning and overriding reason an enterprise exists. As such it unifies its people and guides all its actions”

Nikos Mourkogiannis
USING PURPOSE TO ENCOURAGE ALIGNMENT

**Alignment**
Work that provides specific spiritual and emotional commitment

**Engagement**
Work that promotes direct physical and mental involvement
USING PURPOSE TO NURTURE FULFILMENT

Fulfilment
Work that encourages community, purpose and growth

Achievement
Work that encompasses autonomy, accomplishment and mastery
AUTHENTIC PURPOSE DIRECTS ATTENTION

- transcends time
- teaches truth
- transforms behaviour
- inspires commitment
- tells a story
- unifies everyone
“Purpose is not The What The Where or The Who Purpose is the Why”
“Purpose is the primary source of an organisation’s achievement”
“Purpose gives you direction
Strategy gives you directions”

“Purpose is your Why
Strategy is your How”

“Purpose is timeless
Strategy is timely”
PURPOSE QUESTION ONE

How do you make a difference to your clients and what problem do you solve for them?
PURPOSE QUESTION TWO

If your organisation was gone tomorrow, what would your industry and the country lose?
What one thing about your organisation would you change, and what would you never change?
“Clarity of purpose sets the direction of focused attention”
THANK YOU FOR YOUR ATTENTION
we inspire focus
to enable individuals
to direct their whole attention
to achieving the important