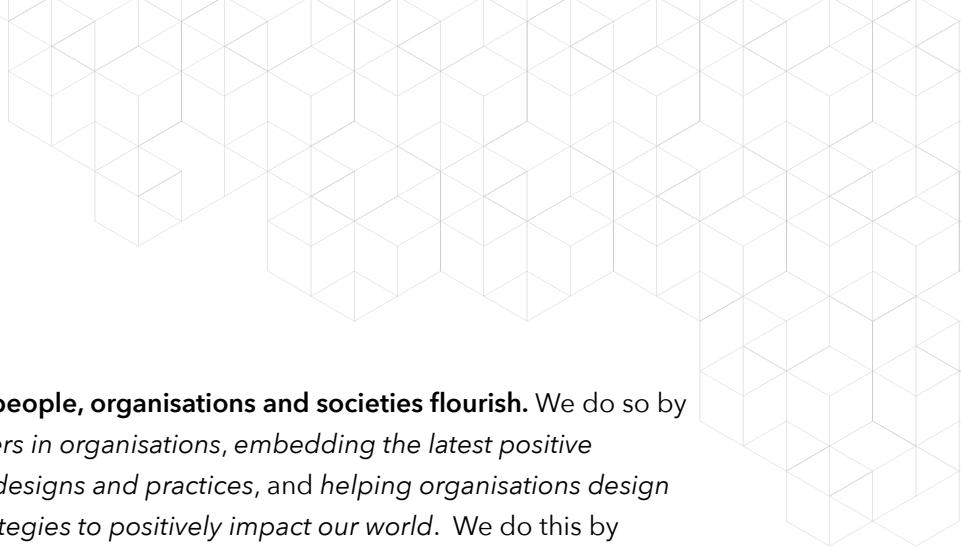


# PURPOSE+

We help people, organisations and societies flourish.



**At Purpose+ we aim to help people, organisations and societies flourish.** We do so by creating purpose driven leaders in organisations, embedding the latest positive psychology in organisational designs and practices, and helping organisations design and implement optimistic strategies to positively impact our world. We do this by bridging the gap between the research done on well-being<sup>1</sup> and the real lives people live day to day, and see ourselves as the catalyst for the pragmatic implementation of this scientific thinking.

## Why we exist: fundamental beliefs behind Purpose+

We exist because, despite a significant rise in GDP in most countries over the last century, just 17% of the world's population can be considered to be 'flourishing' at the moment.<sup>2</sup>

Why should we care about well-being? Well-being (or 'flourishing', the word for someone who's doing really well in his/her own subjective experience) has historically been seen as the highest pursuit in life, or, in Aristotle's words, the 'one things that can be pursued for its own sake'<sup>3</sup>. But there are more reasons to pursue a population, and organisations, that do well. Firstly, we believe the present lack in personal flourishing to be one of the underlying reasons for the fact that as human beings we've so far been unable to deal effectively with many of the overarching problems we face as a species (e.g. climate change, income & capital distribution, extinction of species, world hunger, deforestation, wars etc.). We believe that in order to look beyond current boundaries, paradoxes and conflicts - we should learn to view the world from a different perspective: a perspective of wonder, abundance and oneness. For people to change this perspective - the so-called move from ego to ecosystem focus<sup>4</sup> - it seems personal flourishing is an important catalyst<sup>5</sup> (albeit not the only required solution). Secondly, the link between happiness and great performance (at work, in life, in sports, in the

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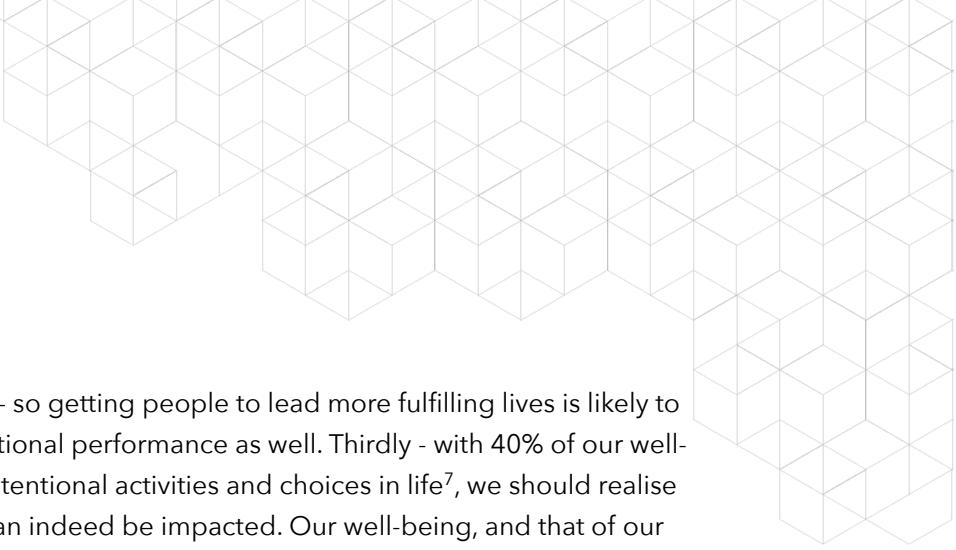
<sup>1</sup> Well-being defined as doing well on Positive Emotions, Engagement, Relationships, Meaning, Accomplishment (PERMA, Seligman, 2011)

<sup>2</sup> Source: Oxford Handbook of Happiness, 2013 (based on European Social Survey data, research done by Huppert and So, Cambridge)

<sup>3</sup> Aristotle mentions this in his book the Nicomachean Ethics, in which he discusses how 'men should best live their lives.'

<sup>4</sup> Source: Otto Scharmer, MIT

<sup>5</sup> Barbara Fredrickson's broaden-and-build theory, 2004



army) has proven to be solid<sup>6</sup> - so getting people to lead more fulfilling lives is likely to impact personal and organisational performance as well. Thirdly - with 40% of our well-being impacted by our own intentional activities and choices in life<sup>7</sup>, we should realise that our levels of well-being can indeed be impacted. Our well-being, and that of our organisations, is a dynamic state, and we can learn to view their life, and business, in a different way.

Why focus on organisations? We believe that organisations are key players in society and influence many people's lives. Real changes in the world should therefore include serious changes in the way we work with each other. The heart of this matter is to re-connect organisations to purpose (e.g. 'meaningful business', with 'meaning makers' as leaders), in order to create organisations that are truly fitting for human beings, and help them solve the challenges we face as a species in the 21st century. We envision organisations that are willing to put purpose next to financial statistics on the first page of their annual reports, with long term goals and investors that are willing to accept this. We dream of leaders that are being assessed on 'meaningful impact delivered' AND 'profitability', and we want to feel that people are fully engaged again with the mission they are working towards. The fact that many organisations face serious difficulties with this at the moment (trust in organisations and their leaders to do the right thing is at an historical low point<sup>8</sup>; less than one in five employees truly engaged at work<sup>9</sup>) - only strengthens these points: organisations need it now more than ever.

### **How we work at Purpose+: Choices and Rituals**

1. We commit to putting long-term meaning first at all times, because we intend to be a role model for meaningful business paradigm. We choose to 'do good', instead of classic and outdated 'don't be evil' statements.<sup>10</sup>
  - A. We measure success with two KPIs for everyone in our network: 'meaning' (M) and 'profit' (P). When challenged, meanings weighs twice as much as profit. These KPIs are how we define success, and they are central to our business

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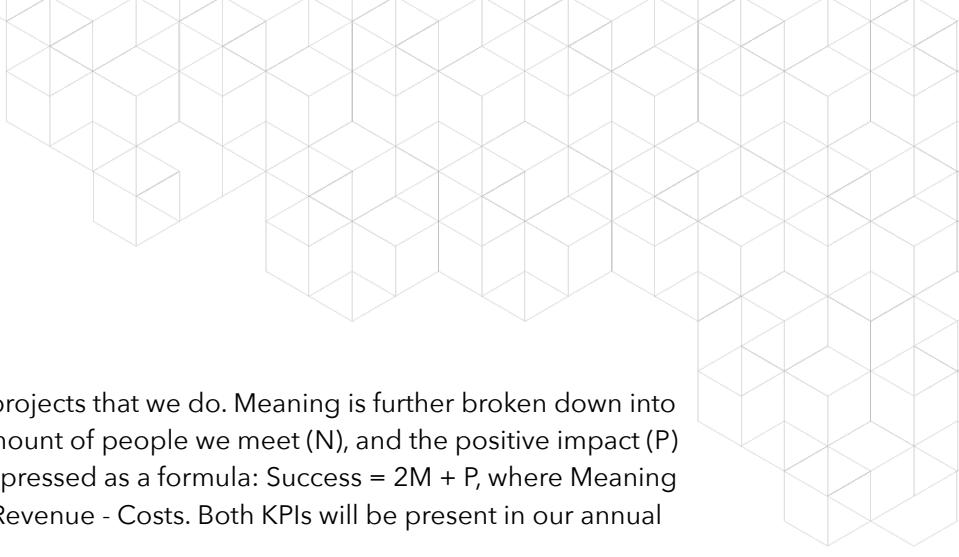
<sup>6</sup> Lubyomirski, 2005; iOpener research discussed in Happiness at Work, 2010.

<sup>7</sup> Sonja Lubyomirski, The How of Happiness, 2010 (also called; the happiness formula, 50-10-40)

<sup>8</sup> Source: Gallup

<sup>9</sup> Source: Towers Watson, Gary Hamel

<sup>10</sup> Source: Google

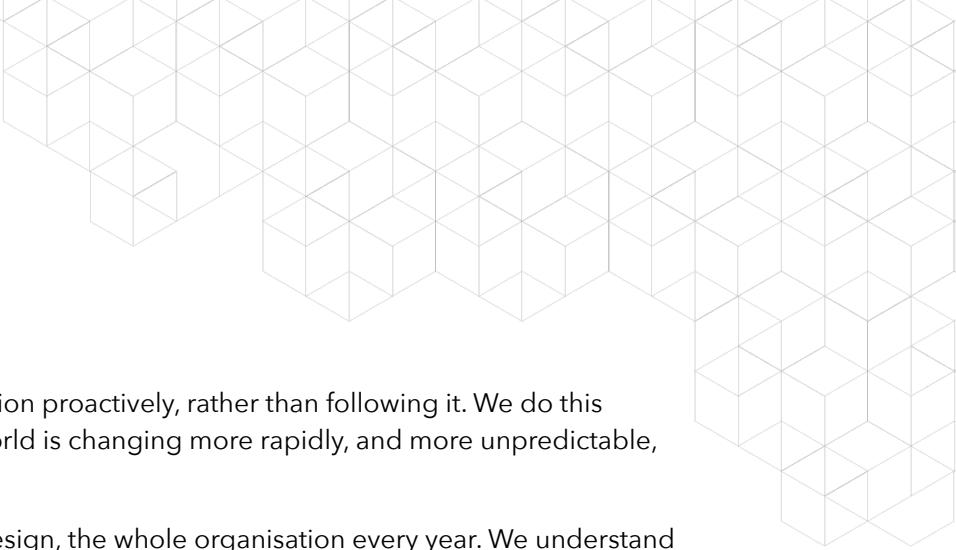


strategy and all the projects that we do. Meaning is further broken down into two components: amount of people we meet (N), and the positive impact (P) we have on them. Expressed as a formula: Success = 2M + P, where Meaning = N \* P and Profit = Revenue - Costs. Both KPIs will be present in our annual reports.

- B. We transfer 10% of our yearly profit of the organisation as a whole to purely meaningful projects around the globe - which may or may not be profitable - or we set up our projects ourselves for a similar amount if we believe them to be more impactful. We'll do this in good and bad times of business.
  - C. We will regularly support meaningful projects done through our network that are not profitable. Our management will review project proposals in this area on an individual basis.
  - D. We will exercise strong 'feedback culture' within the organisation to help each other stay true to the cause.
  - E. Our employees do not receive a 'top-down' target; instead they will be asked to write a 'meaning maker' statement based on their ambitions, strengths and capabilities. This document contains agreements with specific individuals that are relevant for success and will be updated on an annual basis.
  - F. We do not participate in projects that we do not consider to be meaningful.
2. We choose to view people - and their actions and intentions - in a positive light. We will meet people with compassion, and trust that most people on this planet are aiming to contribute something positive and are in search for well-being. We commit to keeping this mindset, even when faced with unfairness.
3. We work strengths-based, and utilising, respecting and building on the strengths of each individual present in our network.
- A. All teams for projects are selected on strengths-based criteria; meaning that all strengths (defined as the overlap between passion and performance<sup>11</sup>) of team members are known to everybody and shared in every project meeting.
  - B. We provide strengths-based feedback for each other regularly in projects in order to help people develop build their strengths further.

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<sup>11</sup> Source: Tal Ben-Shahar, former happiness teacher at Harvard University

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4. We choose to lead innovation proactively, rather than following it. We do this because we believe the world is changing more rapidly, and more unpredictable, than ever before.<sup>12</sup>
    - A. We review, and re-design, the whole organisation every year. We understand that real change means reinventing yourself regularly, and asking feedback from outside sources.
    - B. We provide all executives with time for meaningful innovation on a monthly basis. We believe in the 'slow down to speed up' credo, where real innovation only happens when people have the right information available in their mind and can therefore explore divergent opinions.
    - C. We work in an 'highly aligned, but loosely coupled' model<sup>13</sup>; where different hubs and countries can exist largely independently, and are free to explore new ways of doing business.
  5. We choose to share all information on the nature of positive organisations, and individual well-being, openly with everybody that is in need for it. We believe that - when it comes to the science of what makes us happier - there can be no 'intellectual property'.
    - A. We do not use terms like 'intellectual property' - and will never charge a client money for the use of 'our materials' - since they are in essence not ours. Our materials are free for all to use.
    - B. We provide all people in the network (including clients) with all the relevant information in the P+University and P+Innovation Center when they ask for it.

In short - we will create a role model for business that's truly meaningful - with the science of well-being at the core of how we work. We aspire to be a source of happiness for those around us - while remaining resilient, inspired and happy ourselves,

Yours sincerely,

Rens ter Weijde, Founder of Purpose+

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<sup>12</sup> Source: Wespoint's VUCCA concept, Black Swan (Nassim Nicholas Taleb; 2008), Resilience (Zolly, Healy; 2011); Umair Hague, Harvard Business Review

<sup>13</sup> With thanks for the wording to Netflix' culture deck

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