

# PURPOSE TRENDS REPORT

A selection of what has been published about Purpose in November 2022



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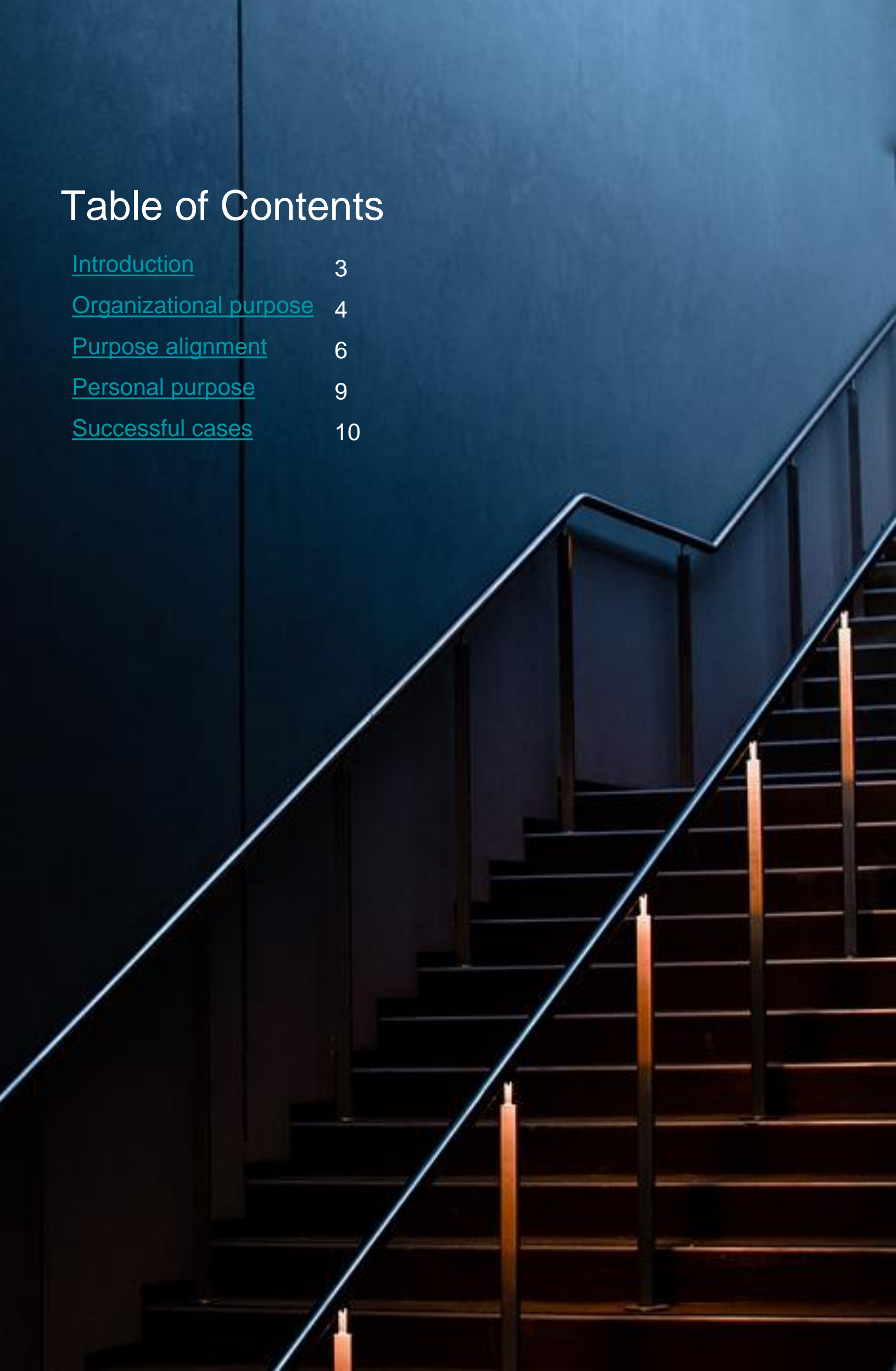
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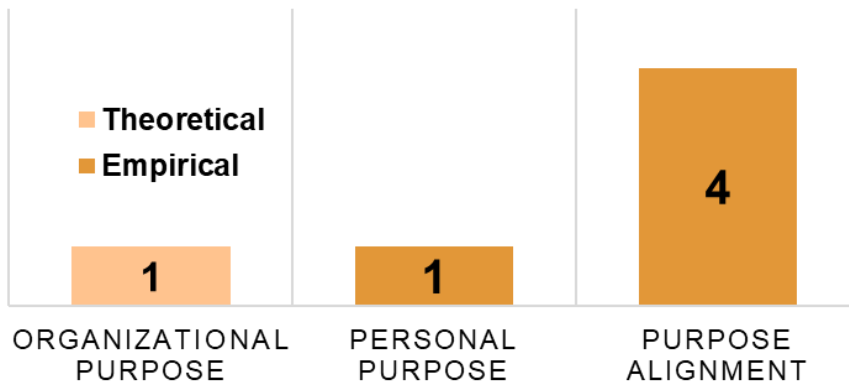
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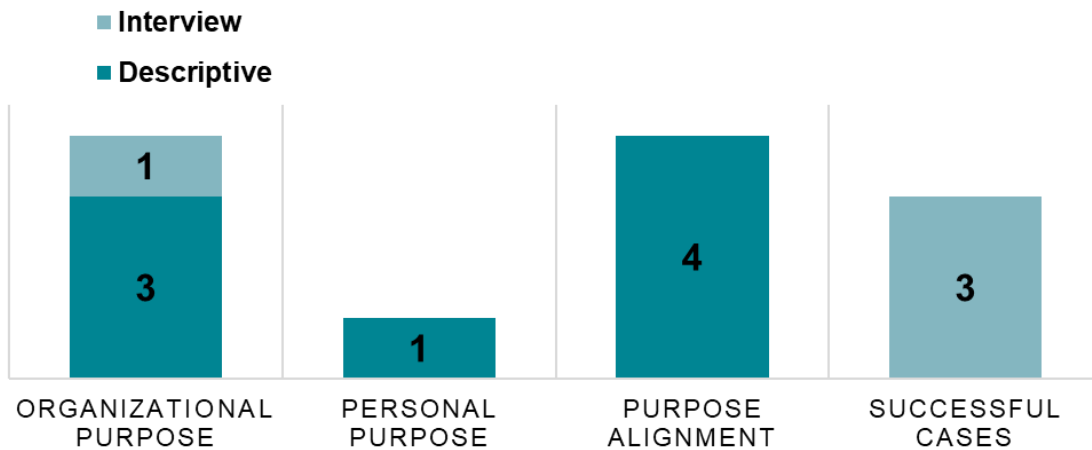
# INTRODUCTION

*In this report, we want to synthesize the most relevant about corporate purpose published in November 2022. For this aim, we did a content search (using selected keywords) in Scopus and Google Scholar for academic publications; and diffusion magazines and other trusted sites for articles. We selected relevant publications about organizational purpose, purpose alignment, and personal purpose. Also, we include some successful cases that show how corporate purpose has been implemented. Bellow, we present statistics about the selected literature.*

## ACADEMIC PUBLICATIONS - NOVEMBER 2022



## ARTICLES - NOVEMBER 2022



*Some academic documents and articles argue that people desire a sense of transcendence, meaningful and purposeful work, and service to others. Other academic documents sustain that firms have responded to the above by building organizational cultures that foster purpose, community, and recognition of employee contributions.*

*Some articles define purpose as the why and reason for being, the north star helping navigate the decisions. Other articles say that purpose answers: what would the world lose if the organization disappeared? Complementarily, Some academic documents define the purpose as an intention to accomplish something meaningful to the self and the world beyond the self.*

*Some academic documents relate purpose with organizational identification and sustain that more empowered employees are more satisfied with their work and are more likely to identify with their organization, which affects their behavior. Some articles propose that creating a concise, specific, and meaningful purpose statement unifies stakeholders and allows all parties to find the deeper meaning behind their contributions. Additionally, other articles sustain that people who feel connected to a clear purpose have more clarity and adaptability than average peers.*

*Finally, this report presents the case of Chloé and Unilever ANZ, organizations that have implemented corporate purpose.*

## *Academic publications (1)*

### **The strategy–identity nexus: The relevance of their temporal interplay to climate change**

Strategic Organization, JCR Q2 [see online](#)

**Abstract:** Grand Challenges have stimulated a search for new solutions at the interplay between fields and disciplines which previously have been separated. In this essay, I argue that a further development of temporal interplay between strategy and organizational identity may enrich studies of Grand Challenges, exemplified by how actors respond to climate change. This interplay is motivated by recent elaborations of the differences in temporality between strategy and organizational identity from a distinction between a dominant focus on the future (strategy) or the past (organizational identity) to a conceptualization of the differences in temporal structures between them. Using management research to contribute to the fight against climate change, sustained temporal interplay between strategy and organizational identity can advance our understanding of how organizations may act now for future climate goals. I suggest questions for future research focused on making an impact.

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[...] It is the ability of narratives to connect “who we were” and “who we aspire to become” that resonates with organizational identity. Also, the classic concept of “purpose” has pervaded the business and consulting vocabulary [...] Here, the question of “why are we here?” has encouraged multiple companies [...] to reflect on what it requires to be relevant to society in future.

”

### **Creating Purpose In Your Business**

Marco van Kalleveen, Forbes [see online](#)

It sustains that having an intact and relevant purpose is fundamental to any enterprise's health, direction, and impact. It highlights the importance of having a unified idea of an organization's purpose. The above unifies stakeholders and helps parties look at their contributions' more profound meaning.

### **Ranjay Gulati: How Deep Purpose Drives Extraordinary Performance**

Steve Denning, Forbes [see online](#)

It proposes that thinking in purpose goes back to foundational principles: Why does this enterprise exist? By answering the above question, implementing organizational strategy becomes easier. Further, it highlights that deep purpose can help create a positive work environment and create value for shareholders, customers, employees, and society.

### **Startups Need an ESG Strategy**

Bruce Simpson and Cait Brumme, Harvard Business Review [see online](#)

It describes purpose as more than branding and public relationships. Purpose answers what the world would lose if the organization disappeared. Further, it presents the relationship between purpose and ESG: purpose without ESG is neither measurable nor strategic, and ESG without purpose isn't focused enough on the few crucial topics underpinning the organization's strategy.

### **Top Mistakes Leaders Make When Implementing An Organization's Mission Statement**

Quora, Forbes [see online](#)

It sustains that one of the biggest mistakes leaders make when implementing an organization's purpose statement is confusing it with a purpose statement. It argues that the purpose statement is a starting point; what matters is what the organization does with it. The above means translating principles stated in the purpose to the organization's actions. The above is what gets employees to align into purpose statements.



## *Academic publications (4)*

### **Environmentally specific servant leadership and voluntary pro-environmental behavior in the context of green operations: A serial mediation path**

Frontiers in Psychology, JCR Q1, [see online](#)

**Abstract:** Green operations of organizations and enhancement of corporate social responsibility hinges upon leaders. This study investigated the influential role performed by environmentally specific servant leadership in provoking voluntary pro-environmental behavior of employees. The findings illuminate a serial chain mediation model that originates as a result of environmentally specific servant leadership and leads toward psychological empowerment, and organizational identity, ultimately leading toward voluntary pro-environmental behavior. Data from the textile sector of Pakistan uncovered that environmentally specific servant leadership prompted the voluntary pro-environmental behavior of employees. Moreover, environmentally specific servant leadership was significantly linked with voluntary pro-environmental behavior through psychological empowerment. The study supports the serial mediation of psychological empowerment and organizational identity in stirring voluntary pro-environmental behavior. An organizational psychological mechanism has been unraveled that can help organizations achieve a high level of sustainability and can serve as a catalyst for organizational green operations.

### **Interpretation of successful and failed events in entrepreneurial firms: Acknowledgement practice under uncertainty**

International Small Business Journal: Researching Entrepreneurship, JCR Q1, [see online](#)

**Abstract:** Event interpretation and acknowledgement drive behaviour and identity formation in organisations. Extant studies exploring this link have focused on large, stable organisations. We extend these studies to entrepreneurial contexts where individual behaviour and organisational identity are especially fluid. We analyse narratives of success and failure in entrepreneurial firms to identify and explore acknowledgement practice, which is the ad-hoc action (or inaction) of organisational actors and groups responding to observed events. We explore how uncertainty affects event interpretation and acknowledgement. Within entrepreneurial contexts, we show that event interpretation and acknowledgement biases influence responses to success and failure. The combination of these biases reveals four broad emergent organisational characteristics, which have important implications for organisational identity.

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The nature, purpose and interpreted meaning of an organisation is constructed from the formal and informal conversations, gossip and dialogues amongst individual members.

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## Spiritual leadership and corporate social entrepreneurial orientation: the mediating role of workplace spirituality

Leadership and Organization Development Journal, JCR Q2, [see online](#)

**Abstract:** Purpose: The main aim of this study is to examine a moderated–mediated model empirically to understand whether and how spiritual leadership (SL) affects corporate social entrepreneurial orientation (SEO) with the role of workplace spirituality (WS). Design/methodology/approach: The study adopts a sample of 524 key role employees at 76 four–five-star hotels and tourism firms in Ho Chi Minh City of Vietnam, using a partial least square structural equation model (PLS-SEM). Findings: SL of social entrepreneurs can vigorously promote corporate SEO's formation and development, with WS's mediating role. Originality/value: This study demonstrates how SL and WS can help organisations achieve higher corporate SEO levels in contradictory empirical evidence and a lack of theoretical framework.

“ Employees are viewed as spiritual beings who require mental healthcare in the workplace, a sense of purpose and meaning in their work and connectedness with one another. ”

## The impact of employees' pro-environmental behaviors on corporate green innovation performance: The mediating effect of green organizational identity

Frontiers in Psychology, JCR Q1, [see online](#)

**Abstract:** Employees' behaviors, as well as the employees' pro-environmental behaviors (PEB), affect the company in many dimensions. Although green innovation performance (GIP) has become an important measurement of a corporate's green development, research investigating PEB from the employees' perspective remains scarce, especially in emerging markets. Therefore, in this study, we developed an original framework to explore the effects of employees' PEB on corporate GIP and examined the underlying mechanism by conducting a survey in China. The results of the empirical analysis showed that employees' PEB increases corporate GIP by positively influencing green organizational identity (GOI). In addition, we also proved how leaders' PEB positively influences GIP, whereas innovation resistance (both technology resistance and resource resistance) has a negative effect on GIP. This study attempted to contribute to theoretical research and practical decision-making in the field of green organizational behavior.

### How Executive Teams Shape a Company's Purpose

Ron Carucci and Garry Ridge, Harvard Business Review [see online](#)

It sustains that when organizations have an authentic purpose, their employees have more clarity and adaptability than average peers and better behaviors. Further, this article presents factors that indicate the degree to which purpose has a meaningful impact on performance.

“ Having a purpose isn't the same as having a purpose statement. You live a purpose; you recite a purpose statement. ”

### How To Fulfill Your Workplace Purpose And Increase Employee Retention

Glenn Llopis, Forbes [see online](#)

It explains why it is essential to help employees see how their sense of purpose connects to the organization's larger purpose. It sustains that employees, customers, and partners want to feel a sense of purpose, and they will leave the company, if necessary, to find it.

### The Leadership Challenge: 5 Ways To Deliver Value In Uncertain Times

Dr. Richard Osibanjo, Forbes [see online](#)

It proposes tips to help organizations' leaders when the going gets tough. One of them implies that leaders should unite the workforce around a common purpose, prioritizing the "why" over the "what" and "how" when communicating with their teams. It also sustains that employees assess whether their leaders practice what they preach or if the organization's purpose is just a statement.

### Winning In The Purpose Era: The Forgotten Role Of Branding

On Marketing, Forbes [see online](#)

It sustains that employees want to have meaning and be doing something that benefits society. For the above, it maintains that the way to provide a purpose that resonates is to ensure that it encourages programs that address societal challenges.





## *Academic publications (1)*

### **Understanding how youth develop a purpose: A qualitative study among Chinese emerging adults**

Current Psychology Journal, JCR Q2, [see online](#)

Understanding how youth develop a purpose in life could provide guidance for cultivating a positive purpose. This study explored this topic in a Chinese cultural context using in-depth interviews of 41 participants. Furthermore, we identified factors that are particularly important to a beyond-the-self purpose by comparing this with a self-oriented purpose. The findings revealed three pathways to purpose: proactive processes, involving active effort characterized by self-exploration and deepened self-knowledge; transformative processes, characterized by negative or positive major transformative life events; and reactive processes, involving the formation of purpose through external cultural and personal influences. Additionally, the findings indicate that compassion, gratitude, and family support are of particular importance for the development of a beyond-the-self purpose. These findings extend the existing theories and findings of purpose development; consequently, could help develop purpose-fostering interventions that aim to cultivate a positive purpose among youth. © 2021, The Author(s), under exclusive licence to Springer Science+Business Media, LLC part of Springer Nature.

## *Articles (1)*

### **How To Define And Live Your Purpose**

William Arruda, Forbes, [see online](#)

It says that purpose is difficult to define but essential. It sustains that the effort one spends defining your purpose is sometimes proportional to its importance in achieving self-actualization and living a life of meaning. Further, it presents some guidelines to identify a purpose.

“

Knowing your purpose is important. In fact, it is critical to reaching your fullest potential leading a meaning life. You can think of your purpose as your north star, helping you navigate the decisions that will either steer you off course or put the wind on your sails.

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## Articles (3)

### Can High-End Fashion And Sustainability Co-Exist? Chloé Has Designs On Style With Purpose

[see online](#) & [see online](#)

*"Women Forward. For a fairer future. To bring positive impact to people & the planet."*

Chloé is an organization that focuses on purpose, which considers a source of competitive advantage. The company sustains that at the core of its fundamental values is the belief that modern luxury needs to take more responsibility for its impact on society and the environment. Chloé makes strategic decisions based on the above principle.

The logo for Chloé, featuring the brand name in a bold, black, serif font.

### How Nicky Sparshott And Unilever ANZ Are 'Doubling Down' On Purpose (Part One)

### How Nicky Sparshott And Unilever ANZ Are 'Doubling Down' On Purpose (Part Two)

[see online](#), [see online](#) & [see online](#)

*"To make sustainable living commonplace"*

They sustain that Unilever is an organization where values drive decision-making in a context in which purpose and profits matter. For the company, the purpose is about the community, but it's also about the environmental impact. The company wants profitable growth, but it wants to have a regenerative impact on the planet as well. Additionally, it intends to contribute to a fairer and more socially inclusive world.

The Unilever logo, featuring a stylized blue 'U' filled with intricate floral and leaf patterns, with the word 'Unilever' written in a blue, cursive font below it.

