

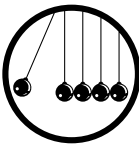
Chapter 3

Fortify Your Foundation

- Author Your Mission: Warm Goopy Center
- Dream Your Vision: Your Three-Year Destination
- Illustrate Your Values: Reputation



**Meaning/
Job Fit**



Impact



**Organizational
Fit**

“People don’t buy what you do. They buy why you do it.”

—Simon Sinek, marketing consultant and author of *Start With Why: How Great Leaders Inspire Everyone to Take Action*

Employees also buy *why*. According to Lindsay McGregor and Neel Doshi, co-founders of Vega Factor. “After surveying over 20,000 workers around the world, analyzing 50 major companies, conducting scores of experiments, and scouring the landscape of academic research in a range of disciplines, we came to one conclusion: *Why we work determines how well we work.*” Two of the ways your team assesses the factor of Organizational Fit is determining if they believe in your mission and if your values are similar to theirs.

Author a mission worth believing in, a vision worth working towards and values worth upholding.

Some of you may be thinking, “Oh no, not mission, vision and values again.” Eyes glaze over, heads loll back and audible snores can be heard.

Plenty of business books cover this topic. There’s a reason. It’s important and foundational. I would be remiss if I didn’t spend a few pages here suggesting that you exercise and eat better for your health. Just take into consideration Deloitte’s Core Beliefs & Culture Survey that found employees who work for organizations with a strong sense of purpose are more confident in their organization’s ability to deliver top quality products and service (65 percent) and focus on long-term sustainable growth (55 percent).

If you love your mission, vision and values and they resonate with your team, skip this chapter and head onwards and upwards. However if they’re stale, you can’t remember them or they feel “meh,” read on.

Author Your Mission: Warm Goey Center

Clearly explain how your organization makes the world a better place.

Think about a moving company. On the surface, its mission is to move belongings from A to B in good condition. While true, it’s not inspiring. It’s not inspiring because it doesn’t speak to WHY and HOW belongings are moved.

When I held orientation with a new group of crew-members, I would tell them, “Moving is one of the most stressful experiences people go through. People are not their best selves when they’re moving. They may also be dealing with the aftermath of a death or divorce. Then you come along and load all of their worldly possessions into your truck, and drive away. It’s your job to provide peace of mind. It’s your job to help people through one of the most difficult transitions in their

life. Our customers need to know you care about their belongings and about their lives. Our tagline ‘We Provide Peace of Mind, All in One Piece’ isn’t just a marketing slogan. It’s what we do every day, all day.”

It was amazing to watch many of these young men leave orientation with a peacock’s pride, knowing their work was important. They were no longer in a second-class job, to be mumbled under their breath at the family picnic. Being a mover meant they were not only strong and hard-working, but they were helping people through one of the most difficult transitions of their life. In addition to creating pride, this awareness brought forth impressive empathy when caring for our customers. They went the extra mile because it mattered. Because they mattered.

⋮ *People want to contribute. They want to achieve. They want to*
 ⋮ *make a difference. Connect them to what matters.*
 ⋮

Why does your organization exist in the world? Why do you do what you do? If you’re a for-profit company, yes, you exist to make money. But your service or product does more than that and so does your team. Your organization brings joy, solves a problem, provides ease or saves time. So do your team members. Connect those dots for them.

Good companies do this. Medtronic sends its engineers out into the world to see the medical devices they’ve made in action so they can viscerally watch and feel the purpose of their work. UCB Pharmaceuticals invites patients to executive meetings so the people in charge can hear about their work making a difference. Every workday each DaVita employee housed at headquarters walks by a dialysis treatment chair on the way to their desk.

I was presenting the concept of connecting the dots to a CEO peer group when a man raised his hand and said, “While I appreciate the concept, we make inner tubes for tractor tires. Not exactly inspiring stuff. We’re in manufacturing—we work all day in a plant where it smells, it’s dirty and it’s loud.”

I looked at him and said, “Are you kidding? What you do is essential! If you didn’t make the inner tubes for the tractor tires, then the tractor wouldn’t work, and if the tractor didn’t work, the fields wouldn’t be plowed and the food wouldn’t be harvested. Your inner tubes for tractor tires not only help support the success of farmers, they help feed and nourish our nation.”

Your mission is your gooey center. It is the warm, beating heart of why you do what you do. It's why you contribute your life to this work and ask others to do the same. **Your purpose is your mission. Your mission is your purpose. It speaks to WHY you exist, what you stand for and it reflects your core ideology.**



Action Jackson: Uncover Your Mission

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If you're struggling to come up with your mission, connect the dots. Keep asking "Why?" until you get to that **simple elegant nugget that's true**. Stop before it gets too existential or sounds like marketing propaganda. Start by watching Simon Sinek's TED Talk on "How Great Leaders Inspire Action (https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action).

Please note, while your mission ideally aligns with your marketing and desired reputation, it is more important for your mission to resonate with your team than with your clientele.

You will know you have hit the jackpot when your simple phrase gives you goosebumps and resonates with your top performers. It's easy to understand and repeat.

To uncover your gooey center, consider answering the questions below. Note those words that "pop" the most. Your concise, simple mission statement should consist of a strong verb and simple, tangible language.

- What would be lost if our organization ceased to exist?
- Why does what we do matter?
- How do we contribute to society?
- What joy do we bring? And why?
- What pain do we solve? And why?

Then ask why three more times.

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Dream Your Vision: Your Three-Year Destination

Time has gotten faster and attention spans shorter. Even more so if you're a smaller or newer organization. You need a measurable, attainable vision, one everyone can imagine three years from now.