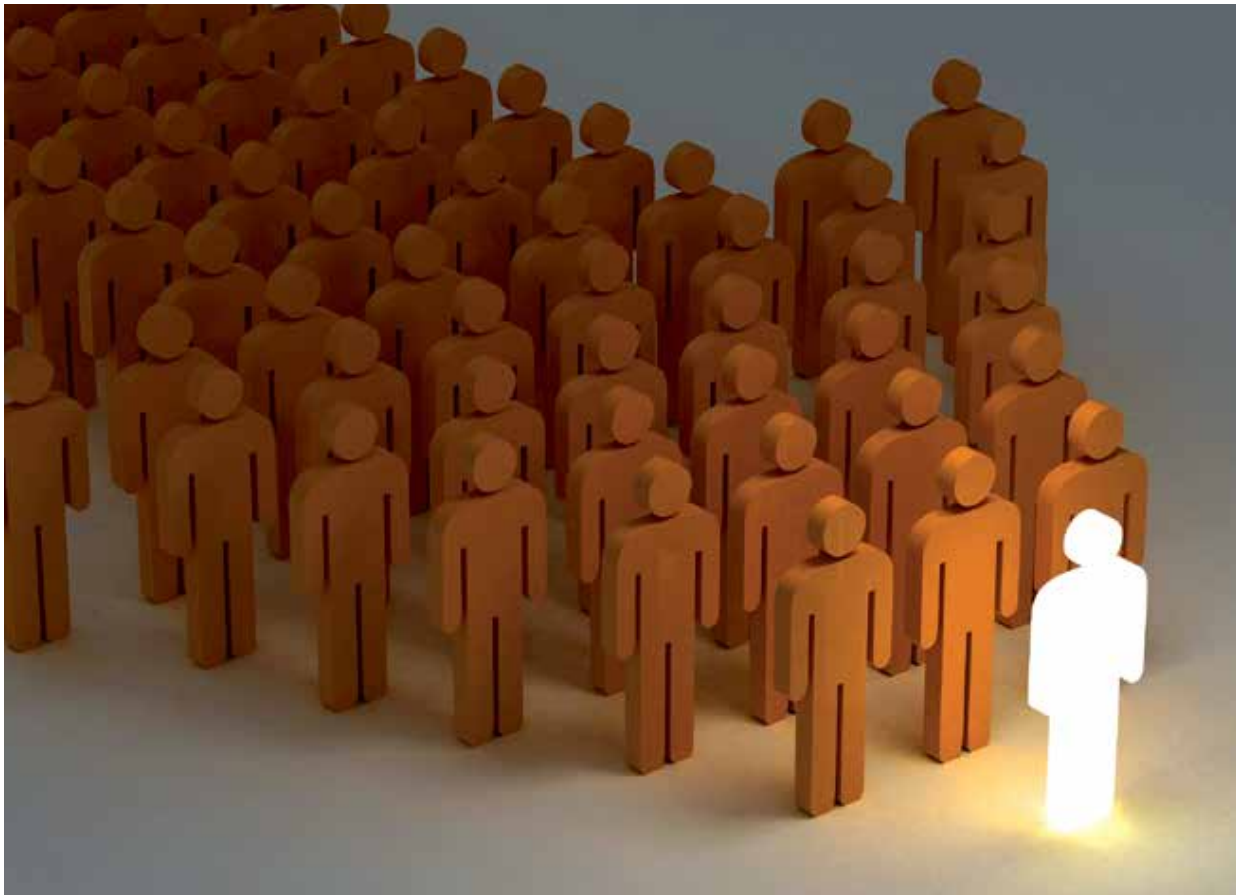
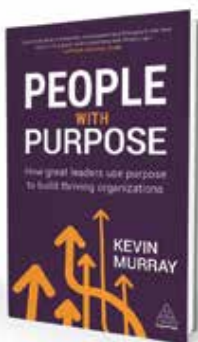


# THE POWER OF WHY

A roundup of books, websites and other resources from and for the C-suite.



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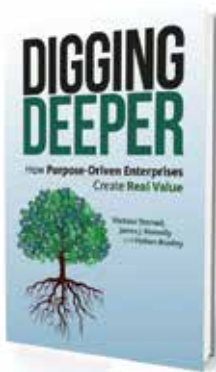


## ***People With Purpose: How Great Leaders Use Purpose to Build Thriving Organizations***

by Kevin Murray. Kogan Page, 2017.  
A leader who rallies an organization around a shared **purpose** will create more engaged employees, more committed customers and more supportive stakeholders. That is the big takeaway from Kevin Murray, former director of communications for British Airways and former director of corporate affairs at the U.K. Atomic Energy Authority. Mr. Murphy also discusses how

**purpose** can be harnessed across various organizational dimensions—financial, psychological and cultural.

But how can leaders translate **purpose** into an effective strategy and tangible results? This is where *People With Purpose* gets more interesting. Mr. Murray spoke with 30 CEOs—including Dame Louise Makin, CEO of BTG PLC and Euan Munro, CEO of Aviva Investors—about “how they have used a **purpose** framework as a North Star for long- and short-term decision-making.”

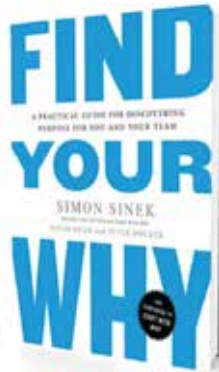


***Digging Deeper: How Purpose-Driven Enterprises Create Real Value***

by Dietmar Sternad, James J. Kennelly and Finbarr Bradley. Routledge, 2017.

In a 2017 interview with *The Irish Times*, Finbarr Bradley said, “Leaders with

integrity truly care about society, so they try to do the right thing even at some cost to their company.” This is, in essence, the core message in *Digging Deeper*, which Mr. Bradley co-authored. The authors argue that companies need to establish “real value”—which balances traditional business needs and the human needs of employees to create long-term results. Companies can do this, according to *Digging Deeper*, by focusing on six principles, including leadership responsibility, learning community, building lasting relationships and recognizing limitations.



***Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team*** by Simon Sinek, David Mead and Peter Docker. Portfolio, 2017.

Simon Sinek’s well-known “Golden Circle” model lays out three key concepts for effective

leadership: what, how and why. If his TED Talk is the “what” and his 2009 book *Start With Why* is the “why,” then this new book is the “how.”

*Find Your Why* provides the tools for individuals and teams to discover their **purpose**, which Mr. Sinek and his co-authors said needs to be more than “Do what you love.” Step-by-step guides will lead you and your team to the “why” that can drive profit. “For those who hold a leadership position, creating an environment in which the people in your charge feel like they are a part of something bigger than themselves is your responsibility as a leader,” Mr. Sinek says.

## DON'T WORRY, FIND MEANING

The pursuit of happiness can be detrimental to our health, argues Emily Esfahani Smith, author of *The Power of Meaning: Finding Fulfillment in a World Obsessed With Happiness*. Ms. Smith argues that an obsession with happiness is responsible for the uptick in conditions such as anxiety, depression and loneliness.

She suggests a different target: whatever gives us meaning. But to create authentic meaning, Ms. Smith said people need to build their lives atop four pillars:

1. **Belonging:** Being in relationships where you're valued for who you are intrinsically and where you value others, as well.
2. **Purpose:** Using your strengths to serve others.
3. **Transcendence:** Moments when you're lifted above the hustle and bustle of daily life and you feel connected to a higher reality.
4. **Storytelling:** The narrative of your life that explains how you became you.



Emily Esfahani Smith giving a TED Talk