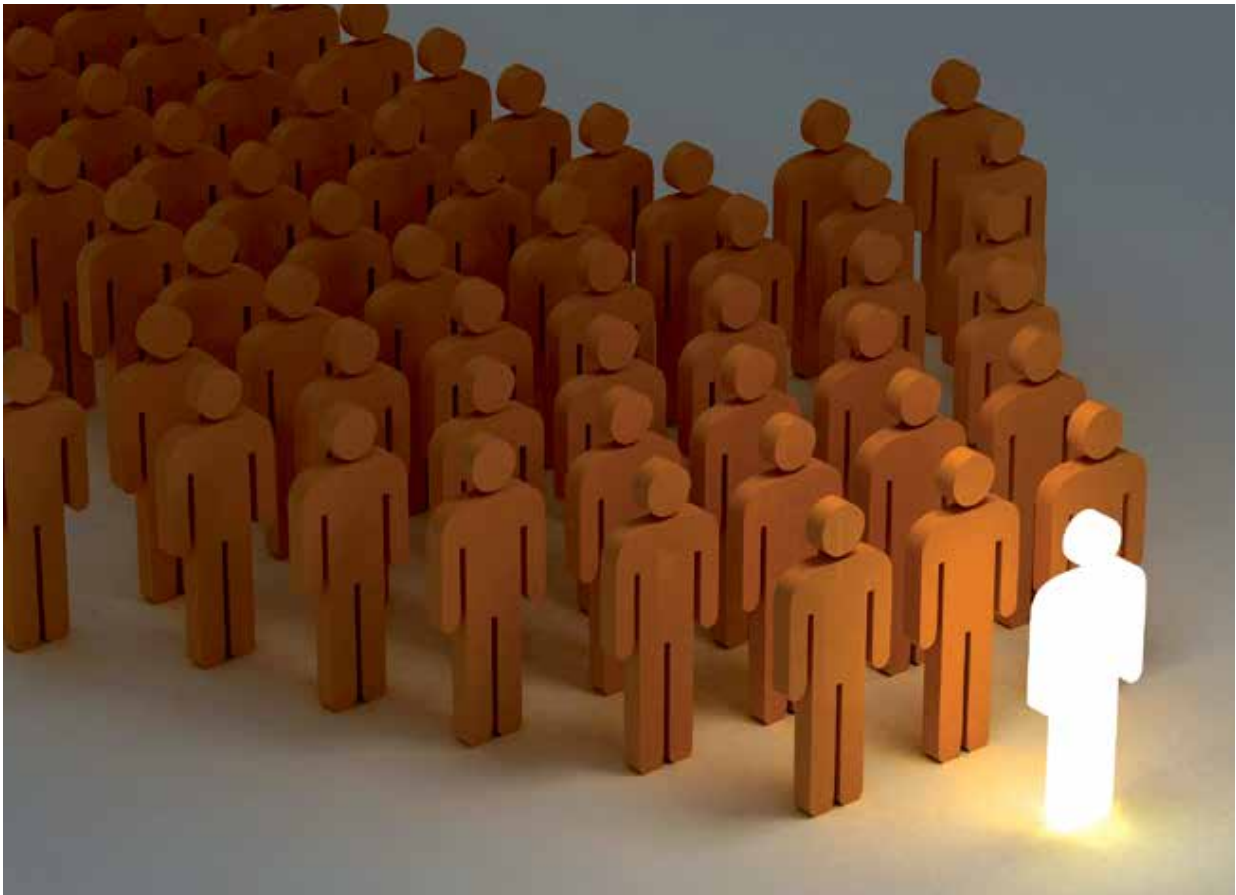


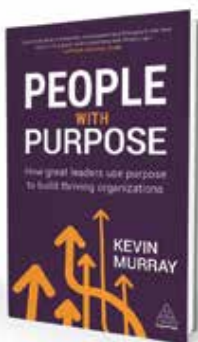


THE POWER OF WHY

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



ISTOCKPHOTO

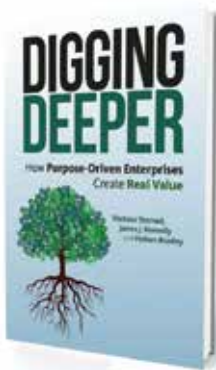


People With Purpose: How Great Leaders Use Purpose to Build Thriving Organizations

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.”

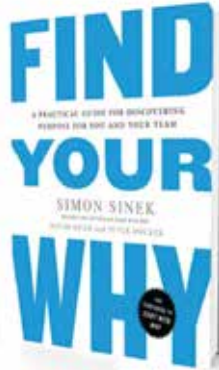


Digging Deeper: How Purpose-Driven Enterprises Create Real Value

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



ORIGIN STORIES

“To be clear, there is no reason that we should have succeeded.” These words, from Instagram co-founders Kevin Systrom and Mike Krieger, is the kind of blunt talk listeners have come to expect from NPR’s *How I Built This* podcast. Hosted by Guy Raz, the podcast delves into the biggest brands, including Starbucks, Zappos, BET, Warby Parker, Rent the Runway and Virgin. Each episode is filled with insights and bracing honesty about the challenges, near misses and lucky breaks entrepreneurs experience.

Take Instagram. The idea born out of another idea and perfected on a beach in Mexico was not an immediate success. Instead, the company grappled with server slowdowns and website outages, Mr. Systrom and Mr. Krieger said. “There was nothing more crushing than seeing someone post to Twitter [about Instagram], ‘Oh another startup that doesn’t know how to scale.’”

These stories about how a spark becomes a business leave listeners looking for their next big idea.

Each episode is filled with insights and bracing honesty about the challenges, near misses and lucky breaks entrepreneurs experience.

THIS IS YOUR LIFE

READY TO A

Work-life balance is not achieved by getting everything done yourself. It takes knowing when to saying “no” to an extra task—and this does not only apply to the work side of the equation. You have to step back from to-dos in your personal life, too. Here are three services that can take mundane duties off your plate so you can turn your attention to things that matter more.



THINKSTOCK

Hello Alfred: Think of this as your on-demand majordomo. Handpicked Alfred home managers will do your laundry, run your errands, clean your house and basically manage your home on any given day they are needed.

But this is not Uber for servants, at least when it comes to labor practices, CEO and co-founder Marcela Sapone told *Fast Company’s The Bottom Line* podcast. Hello Alfred has only W-2 employees who make, on average, \$25 per hour, according to Ms. Sapone. Employees also have health, vision and dental insurance, according to *Fast Company*.

SSIST

ISTOCKPHOTO



Instacart: Need groceries but lack the time or desire to shop? This 6-year-old startup (currently valued at \$3.4 billion), allows users to order groceries online. Orders can be delivered to homes in as little as just an hour.



ISTOCKPHOTO

Time etc.: This service provides users with an assistant to help with personal and organizational tasks, writing and research, marketing support, administrative work and more. To-do lists can include researching flights, finding a gift for a loved one, creating or updating your company's social media presence, writing a press release and making telemarketing calls.

U.S.-based assistants are selected via a 10-step process designed by Sir Richard Branson's former executive assistant. Each has at least five years of experience, including at companies ranging from Virgin to AOL to Apple.