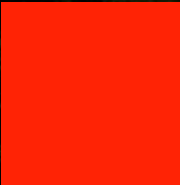
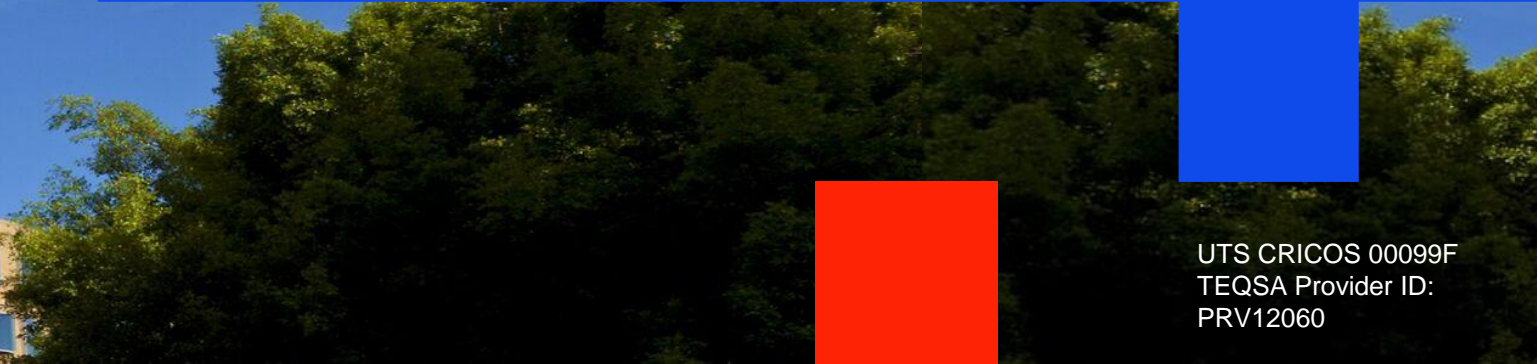




Purpose, Meaning & Values Driving the Positive Organisation



Welcome to the 5th Australian POS
Community Of Practice Webinar





Your co-hosts



Dr Suzy Green

Clinical and Coaching Psychologist
(MAPS) and Founder & CEO of
The Positivity Institute

Honorary role: Adjunct Professor to UTS
Business School!



Dr Rosemary Sainty

UTS Business School Academic,
founding Australian Representative
to the UN Global Compact



Teaching and learning approach:

Yindyamarra (Wiradjuri word)
– mutual respect, give honour, take responsibility

Acknowledgment of Country

UTS Business School respectfully acknowledges that we are located on the land of the Gadigal people of the Eora nation.

The Gadigal people have cared for their community, land and waters for thousands of generations, based on their deep knowledge of their country.


We pay our respects to their Ancestors, their Elders and acknowledge their ongoing status as the First Peoples of this land.





Purpose of POS CoP

- Where theory meets practice
- The Australian POS CoP came into being to support researchers, teachers and practitioners who are interested in fostering positive organising, through deliberative forums
- Together they form a **community of practice**.
- We thank the Founders of POS from the Center for Positive Organizations, Ross School of Business, University of Michigan for their support.



Australian Positive Organisational Scholarship Community of Practice

AUSTRALIAN POS COP

Our Community of Practice

- Our story so far
- Positive leadership in challenging times
- Organisational compassion in challenging times
- Resilience, compassion and wellbeing in times of challenge

About the Australian POS CoP

The Australian Positive Organisational Scholarship (POS) CoP is where theory meets practice. Cultivating individual and organisational flourishing and optimal functioning.

Our purpose

The Australian Positive Organisational Scholarship (POS) CoP came into being to support researchers, teachers and practitioners who are interested in fostering positive organisations.

Academics **inform** the fields of Positive Psychology and Positive Organisational Scholarship (PP/POS) through formal theory, research and teaching. Practitioners inform academia – through a depth of insight gained from real-world practice, building a theory of practice. Together they form a **community of practice**.

Join **leading scholars and practitioners** in the fields of Positive Psychology and Positive Organisational Scholarship (PP/POS) in **deliberative settings** to discuss the latest thinking in research, teaching and practice and its timely role in an age of disruption and change.

Our events

The Australian POS Cop holds an annual event featuring leaders from academia and the field of practice. Each of our events has generated valuable resources for our community.

THE STORY SO FAR ...

- Positive leadership in challenging – 12 October 2022
- Organisational compassion in challenging times – 13 October 2021
- Resilience, compassion and wellbeing in times of challenge – 22 April 2020



Webinar Housekeeping

- Webinar **recorded** and link sent to all participants, and published online together with a webpage linking any resources and references discussed.
- **Chat** function to post your comments throughout the conversation.
- **Q&A function** for posting questions to the panel for the Q & A session.
- For Accessibility – closed captions are available

How do organisations identify and enact purpose? How can we drive connection between personal and organisational purpose, meaning and values? And how important are these issues in navigating an increasingly complex world?



Join internationally acclaimed expert **Professor Emeritus Robert E. Quinn**, Cofounder of **Positive Organizational Scholarship (POS)**, **Professor Carl Rhodes**, Dean, UTS Business School and **Corene Strauss**, CEO, **Australian Disability Network**, for a robust discussion on purpose, meaning and values to inspire positive change.

Please join us in conversation with these inspiring leaders on Wednesday 7 August as they provide their perspectives from academia and the field of practice.



AGENDA

INTRODUCTION TO THE TOPIC

- Dr Suzy Green
- Dr Rosemary Sainty

PANELLIST PERSPECTIVES

- Professor Emeritus Robert Quinn, Leading Thinker And Academic, POS Co-founder
- Professor Carl Rhodes, Dean UTS Business School
- Corene Strauss, CEO, Australian Disability Network

PANEL DISCUSSION

- Q&A

WRAP UP

“Today is about a rapid escalation in the conversation about values-led purpose and meaning - organisationally and personally – in a context of ongoing disruption and uncertainty in so many aspects of our lives and workplaces”

Purpose in Life

Organisational Purpose

The Power of Purpose: A Brief Overview

On Leading A Progressive Business School

On Leading Dynamic Not-For Profit Organisations

Purpose in Life



Dr Suzy Green

Clinical and Coaching Psychologist
(MAPS) and Founder & CEO of
The Positivity Institute



A close-up photograph of vibrant green leaves, likely from a plant like a peace lily, with prominent parallel veins. The leaves are slightly out of focus, creating a soft, natural background. Centered on the image is the text "Purpose in Life" in a clean, white, sans-serif font. A thin, horizontal yellow line is positioned directly beneath the text, extending across its width.

Purpose in Life

Purpose in Life

(Kashdan et al, 2023)

Purpose is a central, self-organising life aim:

1. **Central** – a predominant theme of a person's identity
2. **Self-organising** – motivation to dedicate finite resources eg time/money
3. **Life Aim** – a long term commitment (self-concordant goals)



Purpose in Life

(Kashdan et al, 2023)

3 dimensions to evaluate how much a person's life is driven by purpose:

1. **Strength** – the influence it has on behaviour
2. **Scope** – the range of life domains affected
3. **Awareness** – the degree to which there is conscious clarity & articulation



“The Integrity Shift”

McGregor & Little, 2009

Research shows that highly successful executives had habituated to their success leaving integrity as the primary source of their well-being and that concerns with efficacy had been supplemented by developmental concerns of generativity (leaving a positive legacy and guiding future generations) and meaning.

Leadership Maturity

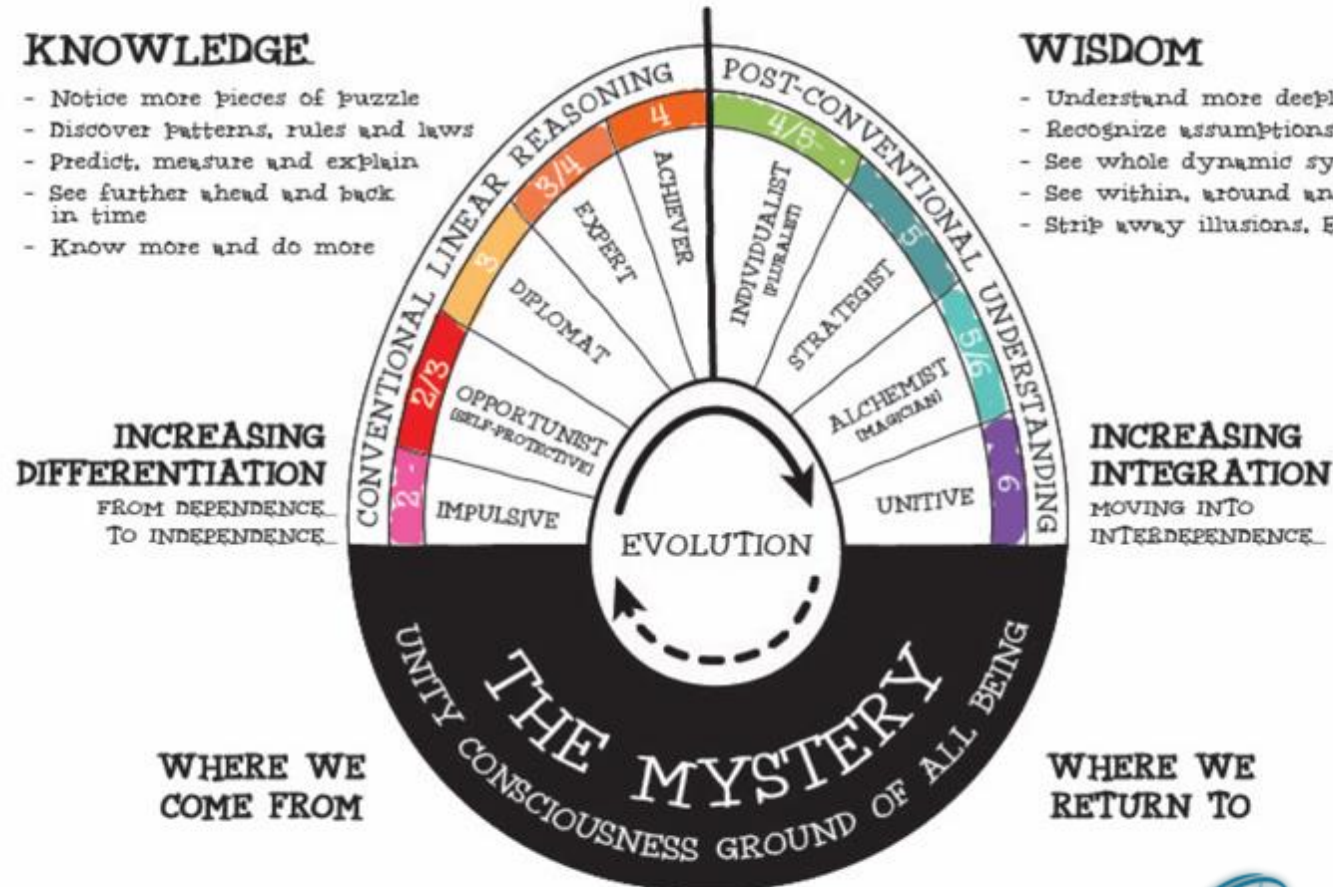
FROM KNOWLEDGE TO WISDOM

KNOWLEDGE

- Notice more pieces of puzzle
- Discover patterns, rules and laws
- Predict, measure and explain
- See further ahead and back in time
- Know more and do more

WISDOM

- Understand more deeply
- Recognize assumptions
- See whole dynamic system
- See within, around and beneath
- Strip away illusions, Empty mind



Purpose and the Organisation



Dr Rosemary Sainty

Founding Australian Representative
to the UN Global Compact and
UTS Business School Academic



Purpose and the Organisation... A Management Scholar's Perspective

Key Quotes – an evolving story:

Organizations develop a distinctive character with **meaning and value** beyond technical efficiency and economic performance (MP Follett 1940)

“... the purpose of business is to **solve the problems** of people and planet profitably, and not profit from **causing problems**” (Colin Mayer for British Academy, 2020)

“Companies should serve **not only their shareholders**, but also deliver value to their customers, invest in employees, deal fairly with suppliers and support the communities in which they operate.”(US Business Roundtable, 2019)



Purpose enactment (Besharov & Mitzinneck, 2023):

Spectrum of internally and externally focused complementary dynamics

1. **Purpose as ..a reason for being** – internally foster meaningfulness and alignment among organizational members.
2. **Purpose as .. an alternative to profit maximization** - internal and external dynamics, foregrounding the emergence of purpose as a new strategic objective
3. **Purpose as ...a catalyst of systemic change** – where organizations seek to change the broader economic, political, social, and environmental systems in which they operate.

Possible constraints:

1. Purpose must be embedded in organisational structure;
2. Potential internal conflict with profit maximization;
3. Needs to contend sources of inertia and resistance to change external to the organisation

Special Issue on Corporate Purpose. Strategy Science 8(2):<https://doi.org/10.1287/stsc.2023.0199>



Robert E. Quinn

Co-Founder and Faculty Advisory Board,
Center for Positive Organizations and
Margaret Elliot Tracy Professor Emeritus
at the University of Michigan, Ross School
of Business



The Power of Purpose: A Brief Overview

Robert E. Quinn


University of Michigan

Ross School of Business

Center for Positive Organizations



Changing the Course of Your Life:
From Problem Solving to Purpose
Finding



Reflecting On Purpose: A Personal Case



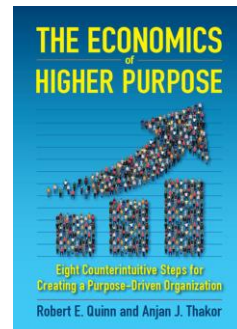
Outcomes of Higher Purpose

- *Add years to your life*
- *Reduce the risk of heart attack and stroke*
- *Cut your risk of Alzheimer's disease by more than half*
- *Help you relax during the day and sleep better at night*
- *Double your chances of staying drug – or alcohol free after treatment*
- *Strengthens immune system*
- *Increase your good cholesterol*
- *Give you better sex*
- *Give you more friends*
- *Give you more meaning, engagement, life satisfaction, happiness*
- *Make more money*



Organizational Purpose

- Mission: Objective - The best operated energy company
- Strategy: Image - 16 films a year
- Vision: Action - A laptop on every desk
- Purpose: Covenant - Nurture growth in all we do



Finding Organizational Purpose

- Discover it
- Authentic
- Constant
- Enroll Management
- Enroll Workforce





Thank you!