

GB

# Creating Inspired Organisations

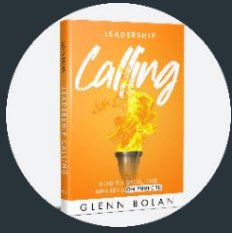
*Enabling business success by leveraging  
purpose, productivity & people*

*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

# About the author

Glenn Bolan is a leadership author, facilitator, speaker, coach and wayfinder. He specialises in harnessing *purpose* to fuel leadership and business success.

For Glenn, infusing purpose into leadership and business is like jet fuel for success. Almost nothing will accelerate engagement, productivity, impact, innovation, growth and fulfilment like leaders and businesses operating on purpose.



Glenn is the author of *Leadership Calling, how to work, live and lead on purpose*. He has worked with many of New Zealand and Australia's leading organisations on their journey toward greater growth, profitability and productivity. He holds numerous industry credentials in leadership and business, and is the Managing Director of the Centre for Leadership Agility.



## Creating Inspired Organisations

### Table of Contents

Headwind Challenges	3
Levels of Business Effectiveness	6
The Real Problem	9
Tangible Benefits of Purpose	10
Where to Start	13
Leadership Calling	14
Conclusion	15

A guide for executives, directors and division/department leaders on how to enable business success by leveraging purpose, productivity & people.



*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

# HEADWIND CHALLENGES

Businesses around the world are encountering three substantial headwinds on their path to growing and thriving in today's highly competitive and complex market.

## 1 Productivity growth is faltering.

Productivity growth across the OECD has steadily declined over the last two decades and is now at its lowest point<sup>1</sup>. Companies are spending more now than they were 20 years ago to get the same growth in output. According to Gallup, engagement has a massive part to play in the degree to which an employee is productive<sup>2</sup>.

<sup>1</sup> Solving the Productivity Puzzle, McKinsey & Company  
<sup>2</sup> State of the Global Workforce 2022, Gallup



*“It isn't enough  
to be busy.  
Ants are  
busy.”*

Henry D. Thoreau

*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

# HEADWIND CHALLENGES

Businesses around the world are encountering three substantial headwinds on their path to growing and thriving in today's highly competitive and complex market.

## 2 Engagement is at historical lows.

People are struggling to find meaning *in* their work and connection *to* their work. Across NZ and Australia, 7 out of 10 people say they are disengaged with the work they do<sup>1</sup>. The cost of a disengaged employee is estimated to be 34% of their salary<sup>1</sup>. Multiplied across 70% of employees, this is a staggering cost for any business. Meanwhile, organisations on the ASX100 with a highly engaged culture performed 2-4x better than the index average<sup>2</sup>.

<sup>1</sup> State of the Global Workforce 2022, Gallup  
<sup>2</sup> We Are Unity Analytics, May 2021

“*Paychecks  
can't buy  
passion.*”  
Brad Federman



Glenn Bolan  
FACILITATOR • SPEAKER • TRAINER

# HEADWIND CHALLENGES

Businesses around the world are encountering three substantial headwinds on their path to growing and thriving in today's highly competitive and complex market.

## 3 Good people are hard to find and keep.

The Great Resignation that started in 2021 is only picking up pace, with increasing numbers leaving their current employer in the hope of greener pastures. NZ data shows that between Apr 21' and Mar 22' nearly 58% of workers left their jobs to find another<sup>1</sup>; the highest rate of attrition on record. Employee turnover is estimated to cost 1.5 - 2x an employee's salary<sup>2</sup>. Finding and keeping good people has become an increasing challenge for employers.

<sup>1</sup> Salary and Employment Report 2022, MyHR

<sup>2</sup> Employee Retention is Now a Big Issue, Josh Bersin, Deloitte

*How many of  
your people  
have already  
quietly quit?*



*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

# LEVELS OF BUSINESS EFFECTIVENESS

From Struggling to Inspired, businesses and teams operate at varying levels of effectiveness; affecting engagement, productivity, turnover and the ability to achieve business results.

*How are your leaders creating an Inspired Workplace?*

ABILITY TO ACHIEVE BUSINESS GOALS



	BUSINESS EFFECTIVENESS	EMPLOYEE ENGAGEMENT	EMPLOYEE PRODUCTIVITY	EMPLOYEE TURNOVER
6	INSPIRED	VERY HIGH	1 = 10	5%
5	EFFICIENT	HIGH	1 = 5	10%
4	PRODUCTIVE	ABOVE AVG	1 = 2	15%
3	FUNCTIONAL	AVERAGE	1 = 1	20%
2	CHALLENGED	LOW	1 = 0.5	35%
1	STRUGGLING	VERY LOW	1 = 0.2	50%

# LEVELS OF BUSINESS EFFECTIVENESS

6

## INSPIRED

- Employees are connected to a deep sense of individual and organisational purpose.
- There is a desire to stay long term and “be part of something greater than themselves”.
- Deep creativity and ingenuity are a regular feature.
- Business goals are realistically able to be exceeded and everyone is in some way personally connected to them.

5

## EFFICIENT

- Engagement is high and people find themselves connected with the work they do.
- Purpose is embedded into the organisation or team.
- Employees are unlikely to leave with a better offer.
- Creativity is flourishing.
- Ability to accomplish business goals is high.

4

## PRODUCTIVE

- The organisation is beginning to “punch above its weight”.
- As a result of above avg engagement, greater creativity is brought to bear, resulting in higher productivity.
- Employees are less likely to leave if presented with a better offer.
- Business goals increasingly feel within reach.



*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

# LEVELS OF BUSINESS EFFECTIVENESS

3

## FUNCTIONAL

- Industry average engagement, productivity and employee turnover rates.
- People are likely to leave if presented with a better offer.
- Employees “get the job done” with minimal creativity and added value-creation.
- Progress toward business goals can feel like 2 steps forward, 1 step back.

2

## CHALLENGED

- Engagement is below the industry average.
- Employee turnover is at roughly 35% per year across all areas of the business.
- One person only accomplishes roughly 50% of a normal person’s effort.
- Ability to accomplish business goals is severely impacted.

1

## STRUGGLING

- Employees are actively looking for ways to exit.
- A very large portion of the workforce is turning over every year.
- Due to severely low engagement, one person only accomplishes roughly 20% of a normal person’s effort.
- The business is being eroded.




*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER



# THE REAL PROBLEM

The data overwhelmingly indicates that a *lack of underlying purpose* dramatically affects engagement, retention, productivity and ultimately business success.



*Now more than ever people are suffering from a “crisis of meaning”. The work they do and the things they engage with are increasingly feeling empty and devoid of meaning.*

*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

# BENEFITS OF PURPOSE: ENGAGEMENT & PRODUCTIVITY

Employees that are connected to purpose are highly engaged<sup>1</sup>, substantially more productive<sup>2</sup>, more likely to stay long term<sup>2</sup>, and more likely to recommend their place of work to friends and family<sup>3</sup>.

<sup>1</sup> *The Why Of Work: Purpose And Meaning Really Do Matter*, Rodger Duncan, Forbes

<sup>2</sup> *Creating a Purpose-Driven Organization*, Robert E. Quinn, HBR

<sup>3</sup> *Purposeful Growth Is The Way To Recover From 2020*, Nell Debevoise, Forbes



*The energy in a room of fully engaged people is palpable.*

*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

# BENEFITS OF PURPOSE: INNOVATION & COMPETITIVE ADVANTAGE

Organisations made up of purpose-connected people grow faster<sup>1</sup>, innovate more<sup>2</sup>, are more competitive in the marketplace<sup>3</sup>, and have better financial health<sup>4</sup>.

<sup>1</sup> Purposeful Growth Is The Way To Recover From 2020, Nell Debevoise, Forbes

<sup>2</sup> Purpose-Driven Companies Evolve Faster Than Others, Caterina Bulgarella, Forbes

<sup>3</sup> 181 Top CEOs Have Realized Companies Need a Purpose Beyond Profit, Claudine Gartenberg, HBR

<sup>4</sup> The Economics of Higher Purpose, Anjan V. Thakor, European Corporate Governance Institute



“People who find meaning in their work do more, and they do it better.”  
Robert E. Quinn

# BENEFITS OF PURPOSE: PROFITABILITY



Robert E. Quinn  
Professor & Researcher  
University of Michigan  
Ross School of Business

“

*Purpose* is not just a lofty ideal; it has *practical implications for your company's financial health and competitiveness.*

People who find meaning in their work don't hoard their energy and dedication. They give them freely, defying conventional economic assumptions about self-interest. They grow rather than stagnate. *They do more – and they do it better.* By tapping into that *power*, you can transform an entire organization.

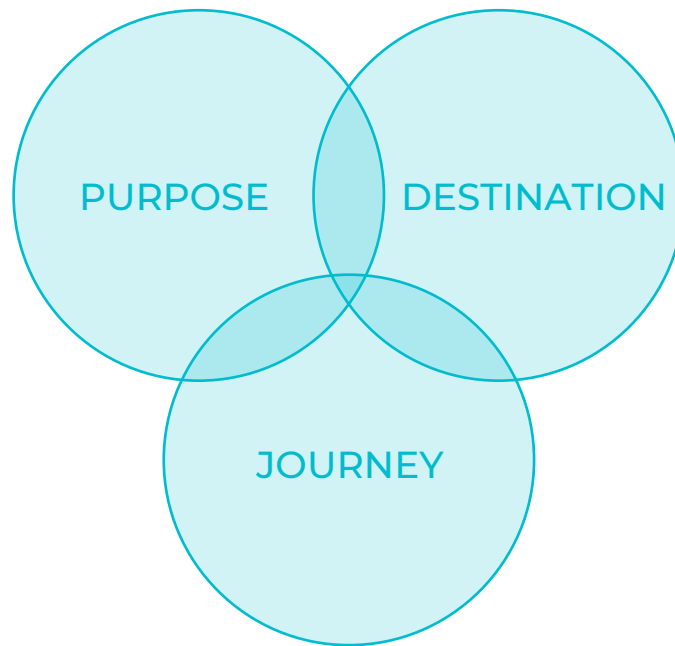
”

# WHERE TO START

Getting the benefits of purpose *starts with leadership*. Helping leaders discover and embody purpose, fueling your organisation's strategy. We call this the *Leadership Calling* approach – a leader's unique purpose in action, getting results and empowering others.

## Purpose

Leaders discover their unique gifting and purpose. They discover what it is about them and their life that they alone bring to their work, to their life and to their leadership. This is their "why". It is discovered, not created. It becomes a source of immense energy, inspiration, fulfilment and impact.



## Destination

This is the "where". We answer the question: Now that I know my purpose, what does that make possible in my life, in my work and in my leadership? We all have a final "destination" when the timer expires, a final legacy and story we'll leave. The question is: Will that end-state be intentionally created or will it "just happen"?

## Journey

The practical implementation of the *why* and the *where*. This is the *how*. Without implementation, we are left with simply good intentions. Using a powerful framework for day-to-day and year-to-year implementation in work, life and leadership, the Journey brings it all to life.

*"Effort and courage are not enough without purpose and direction."*

John F. Kennedy

*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

# LEADERSHIP CALLING OUTCOME

***Better people, better business results.*** Powered by a leader's clear purpose that inspires performance at a higher level.

## CLARITY

Purpose and Destination bring about a vivid sense of clarity that previously felt elusive. This clarity becomes a powerful catalyst for productivity.

## FULFILMENT

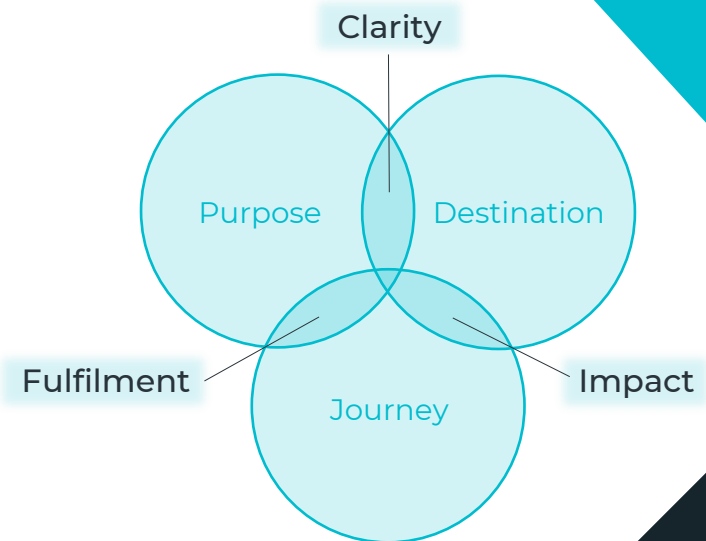
With a clear sense of Purpose on the Journey, a fresh and enduring sense of fulfilment arises in day-to-life. Deeper fulfilment leads to greater engagement in work, life and leadership.

## IMPACT

At the intersection of Destination and Journey leaders grow in impact. This ends up having a tangible positive effect on their work and on the rest of the organisation.

## END RESULT

Ultimately the Leadership Calling approach results in a more effective, more inspired organisation – from engagement to productivity to profitability. Starting with leaders, it sets the standard for the rest of the organisation.



*Millions of dollars are spent every year on the wrong types of development.*

# CONCLUSION

Purpose is an amazing source of energy that can unlock immense business benefit.

Engaged, productive, innovative people driving business results.

A purpose-infused business is a success-infused business. It's like jet fuel for success.

Almost nothing will accelerate engagement, productivity, impact, innovation, growth and fulfilment like leaders and businesses operating on purpose.

Having read this guide, my great hope is that you will look for ways to build purpose into the most influential part of your organisation: **leadership**.

If you'd like to discuss how purpose in leadership can help facilitate your business goals, please reach out to book a free coffee catch up and consultation.

*Glenn Bolan*



Book a  
free  
catch up  
here

+64 27 210 1726  
glenn@glennbolan.com  
www.glennbolan.com

*Glenn Bolan*  
FACILITATOR • SPEAKER • TRAINER

GRB

Glenn Bolan  
FACILITATOR • SPEAKER • TRAINER