



MISSION
FACILITATORS

The Transformational
Story of Purposeful

LEADERSHIP



INTRODUCTION

Some seek it, like a calling. For others, it comes to them as a duty. For all of us, having a purpose in our lives is a universal human desire. Our muses have been:

• Art • Science • Religion • Nature • Spirituality • Philosophy

For Joe Haj, artistic director of the Guthrie Theater, **art** is his teacher. “We, all of us, are only here for an instant,” he said in an interview for the *Minneapolis StarTribune*. “How we spend that time, amidst what beauty, what empathy, what love, is perhaps the ultimate question. The fact that we existed, worked like drones, bought a few things and then died is not a life well-spent. The arts remind us why we live. They also remind us how we live.”ⁱ



Materialism is a disease
of the mind starved for ideas.

Jacob Needleman turns to **philosophy** to look for purpose. In his book, *The American Soul*, he asserts we often seek happiness through the acquisition of things, which clouds our real purpose. "The roots of materialism is a property of ideas about the inner and the outer world. Less and less does our contemporary culture have, or even seek, commerce with the great ideas; and it is that lack that is weakening the human spirit. This is the essence of materialism. Materialism is a disease of the mind starved for ideas," he writes (p. 6).ⁱⁱ

In business, authors espouse authentic, servant, appreciative and principle-centered leadership. Stephen R. Covey has said, "The main thing is to keep the main thing the main thing." However, being present enough to find one's purpose has gotten harder as we live a multitasking, attention deficient existence.

The modern day vacation has become our segmented effort to self-reflect and renew. To many, our vacation checklists include: unwind from work, sleep, have some fun, spend time with people we love, have an adventure, find ourselves again, and come up with a plan for implementing our newfound energy and focus back in the real world of work. As we do to ourselves, we place unrealistic expectations on what our vacations can deliver.

The effort to find or rediscover one's purpose on the beaches of Maui or at a campground in Yosemite is time well spent. The issue is we don't place the same attention to purpose during the other 50 weeks of the year, and in particular, certainly not at work.

Work can and should be a place to discover and live one's purpose.

– *Dean Newlund*





**A strong sense
of purpose yields
positive results.**

Most leaders only spend time defining purpose for their teams and organizations while missing the purpose of the individual all together. Yet, positive results are still achieved.

Three studies illustrate that point:

- According to Deloitte's 2013 Core Beliefs and Culture Survey,^{viii} 91 percent of employees who believe the company has a strong sense of purpose also say that the company has a long history of growth.
- A Gallup employee survey^{ix} reported direct correlation between how valued employees feel, based on the organization's mission, and employee retention.
- Customers will stick around if employees do too, according to a survey by Cvent.^x

However, we found that when transformation starts with the individual and works its way through the team to the organization, an authentic learning culture takes over.

Tim O'Neal, President and Chief Executive officer of Goodwill of Central Arizona said: "Transformational leadership brought out the good qualities in me and showcased them. Later it was exhibited in the team." O'Neal has seen his entire organization grow together:

- from the inside-out and
- from top-level executives to those who staff the storefronts and;
- he's seen a true culture change that has had a positive impact in the community.^{xi}

David Overholt, General Manager at Advanced Atomization Technologies, a joint venture of Parker Aerospace and General Electric, shared that "[coaching and finding a purpose] is very motivating and powerful. It helped me to be more centered and calm in my spirit about what I was doing and why I was doing it. It made me a more effective leader."^{xii}



Leaders today hunger for purposeful meaning. Hard work, training and transformational guidance is essential.



The process for leadership transformation is based on the premise that leaders can discover and live their purpose through the progression of work. They shouldn't need to take a vacation in hopes to suddenly think, "Eureka! I've discovered my purpose!" Instead, leaders need the time and reflection at work and with work to transform—to discover and put into action their core purpose. Leaders today hunger for this meaning; however, it doesn't actually occur without:

- hard work,
- training and transformational guidance, and
- support from a mentor or coach.

IMPORTANCE OF FINDING PURPOSE

When leaders fail to discover their purpose they flounder by inconsistent communication, rudderless teams, unaligned priorities, and disengaged employees who only do what's needed to collect a pay-check. When the leader has a purpose, the organization as a whole benefits. "It's about mindset," says Overholt. "An organization naturally takes on the personality of its leader. If it's a strong personality, that's a good thing. If not, that can be a problem."

If a leader doesn't have a clear purpose, he can't communicate effectively to his team. Instead, he may withdraw and simply delegate tasks that seem pointless to team members—because they don't know what the overarching mission is. Working through the journey of finding purpose and transformation is vital for not only the individual, but for the organization as a whole.

According to a report by Nick Craig and Scott A. Snook in *Harvard Business Review*,^{xiii}


- Fewer than 20 percent of leaders know their purpose. "Executives tell us [finding their purpose] is the key to accelerating their growth and deepening their impact, in both their professional and personal lives.
- The process of articulating your purpose and finding the courage to live it...is the single most important developmental task you can undertake as a leader."

Keith Yamashita, chairman and founder of SY Partners, states that finding purpose within an organization "informs a company's every move. It adds meaning and mindfulness to day-to-day operations and motivation that goes far beyond."^{xiv}

There is a timeless process of transformation that has been told for thousands of years that can help guide the way.

More than ever before, we want to do work that's meaningful and that aligns with our own values, no matter at what stage we are in our careers. "Purpose" and "What's your why?" are the new buzzwords on everyone's lips, so much so that some of today's most well-known business leaders are talking about it—Bill George, former CEO of Medtronic; Simon Sinek, author of *Start with Why* and Mihaly Csikszentmihalyi, author of *Flow*. Because of this movement, organizations are seeing the value in purpose-driven management and are training employees to "work from the heart." Yet none provide a process of finding purposeful transformation while still on the job.

Individuals and teams seeking purpose-driven transformation don't have to recreate the wheel, nor follow today's latest fad. Purpose-driven transformation can occur on the job if a process is followed, inspired by the wisdom of thousands of years of storytelling, myth and religion as captured and codified by Joseph Campbell's *The Hero's Journey*.ⁱⁱⁱ

A photograph of a person sitting on a rocky peak, looking out over a vast sea of clouds. The sun is low on the horizon, creating a warm, golden glow. The person is seen from the side, wearing a dark jacket and shorts. The clouds are thick and white, filling the lower two-thirds of the image. The sky is a mix of orange, yellow, and blue.

Any purposeful and transformative journey worth taking is often difficult, however leaders and their organizations achieve tremendous personal and professional growth as a result of their transformation.


THE PURPOSEFUL TRANSFORMATION PROCESS — THE HERO'S JOURNEY

Leaders are redefining success because they, like the customers, employees and communities they serve, are looking for meaning and value in the work they do and the products and services they consume.



Umair Haque, author of *Bettersness* and member of Thinker50, the authoritative ranking of the globe's most widely recognized management experts, talks of new and innovative ways to build lasting and loyal customer relationships by providing what he calls, "thick value."^{iv} Other examples include:

- The Triple Bottom Line Scorecard measures the interdependent values of people, profit and planet.
- The GNH (Gross National Happiness Index) is a qualitative and quantitative tool used by the country of Bhutan as part of its 5-year economic and development planning process.^v
- B Corporation designations are given to U.S. companies that can show heightened levels of benefit given to employee and community.^{vi}

A person in a pink shirt and black pants stands on a narrow, flat rock ledge that juts out from a steep, dark mountain. Below the ledge is a deep, calm fjord with turquoise water. The surrounding mountains are rugged and covered in patches of snow and green vegetation. The sky is a soft, hazy blue, suggesting a sunrise or sunset.

Success is an opportunity to realize one's purposeful potential and guide others to theirs.

To recreate ourselves one needs to leave the “home” of our former way of thinking, transform by overcoming adversity, and return to our starting place with new energy and perspective.

There are three major guideposts:

- Leave
- Transform
- Return

Campbell compared psychology, religion and mythology and found they all contain similarities in how people describe the process of transformation through the ages. The epic struggle and transformation of Hippolytus in Euripides' 428 BC Greek tragedy shows up again when Luke Skywalker struggles and ends victorious in Star Wars. While Campbell's ideas describe mythic traditions, they also clearly depict the transformational story of the modern professional in a way that we don't believe has ever been explored before.



LEADING THROUGH TRANSFORMATION

"The achievement of the hero is one that he is ready for, and it's really a manifestation of his character," Campbell said once in an interview.^{vii} "It's amusing the way in which the landscape and the conditions of the environment match the readiness of the hero. The adventure he's ready for is the one that he gets."

In essence, when the leader is ready for the journey of purpose and transformation, he will throw his whole self into the process. He is ready for the hurdles, the achievement, and everything that comes in between. When he is prepared for the journey, he's well on the way to transformational leadership.





In today's world, distractions surround us—social media, email, the constant connection to the world through handheld devices. Attention is stretched thin, causing leaders to focus more on what Charles E. Hummel calls the “Tyranny of the Urgent” in his book by the same name.^{xv} When they come up for air these leaders might ask:

- Am I on the right path?
- Do I have the right people with me?
- Am I doing right by my organization, my family?
- Why doesn't my journey look like the next person's?
- How can I get back on the right path?

According to Campbell, these questions often start the journey of transformation through the realization that the present reality is no longer desirable.

Life is like a story:

- The setting: The hero either is asked to leave or he is inspired to leave in order to, ultimately, find his own purpose.
- Characters play a part in shaping the direction and lessons on the journey.
- The journey requires transformation in order to reach the destination.
- Complications test the hero and become the impetus for the transformation.
- Perceptions and beliefs change that lead to innovative new action.
- The great lessons or “morals of the story” are revealed once the transformation and journey is complete.

In life, there might be a number of journeys taking place at the same time—personally, professionally, internally.



Storytelling is a timeless tool
for purposeful transformation.

Roles you will play

Explorer

Open to discovery through self-awareness. Being present, open to feedback and choosing reactions to circumstances.

Creator

Dreaming and seeing the future. Imagining what could be but is not yet real.

Alchemist

Mixing known elements to create something new. Being determined and resourceful to implement the vision.

The Purposeful Transformation Process

Our six stages of transformation follow Campbell's *Hero's Journey*, but also include elements of theatre and storytelling.



Getting to know the process helps guide you through these journeys and reflect on your path. Much like Campbell's thoughts on the power of *The Hero's Journey*, you can transform yourself and your leadership using the same pattern. Storytelling is a timeless tool we're all familiar with, and it is one that can be used time and again to transform and grow as leaders. Therefore, we see three roles our traveler takes as he passes through six stages of transformation:

1. The Explorer uses awareness of self, others and the environment to prepare for change and the impending journey.
2. The Creator sees into the future and defines the journey and its destination.
3. The Alchemist completes the transformational journey by bringing together elements that achieve the mission.

1. SETTING

- Where have you been & where are you now?
- What stories do you tell yourself about the past?
- How engaged are you?

2. CHARACTERS

- Who are the characters in this story?
- What are they motivated by?
- Who has the power and who does not?

3. JOURNEY

- Where do you want to go?
- What does success look like?
- How do you need to act in order to achieve success?

4. COMPLICATION

- What obstacles are in your way?
- What could go wrong if you don't plan correctly?
- How are you using old thinking to approach new opportunities?

5. ACTION

- What is your plan and how do you measure success?
- What are ways you can continuously improve and reduce risk?
- Who do you need to engage and communicate to?

6. MORAL OF THE STORY

- Do your actions and words reflect your values and purpose?
- Do others know why you do what you do (versus what you do)?
- What did you learn along the journey and what is still unexplored?

The Setting

Think about your purpose as it relates to a story, and where it takes place. In order to truly understand your purpose, you must take a look at what situations you have encountered in the past, and where you are now in your professional and personal life. What events and situations in the past did you learn from to help you get to where you are today? In Campbell's *Hero's Journey*, this is our introduction to the world of action, and often where we begin to see that change is necessary.

The setting also relates to what is going on around you now. How engaged are you in what you are doing? If you're searching for purpose, chances are you are dissatisfied with your current situation. This is the stage when one is invited by a person or circumstance to take the journey.



The Characters

As you move along your transformational journey, it's important to take into consideration the characters, or people, you encounter along the way. The characters in your story take different forms:

- Mentor
- Peer
- Employee
- Spouse
- Boss
- Board of directors
- Immediate or extended family

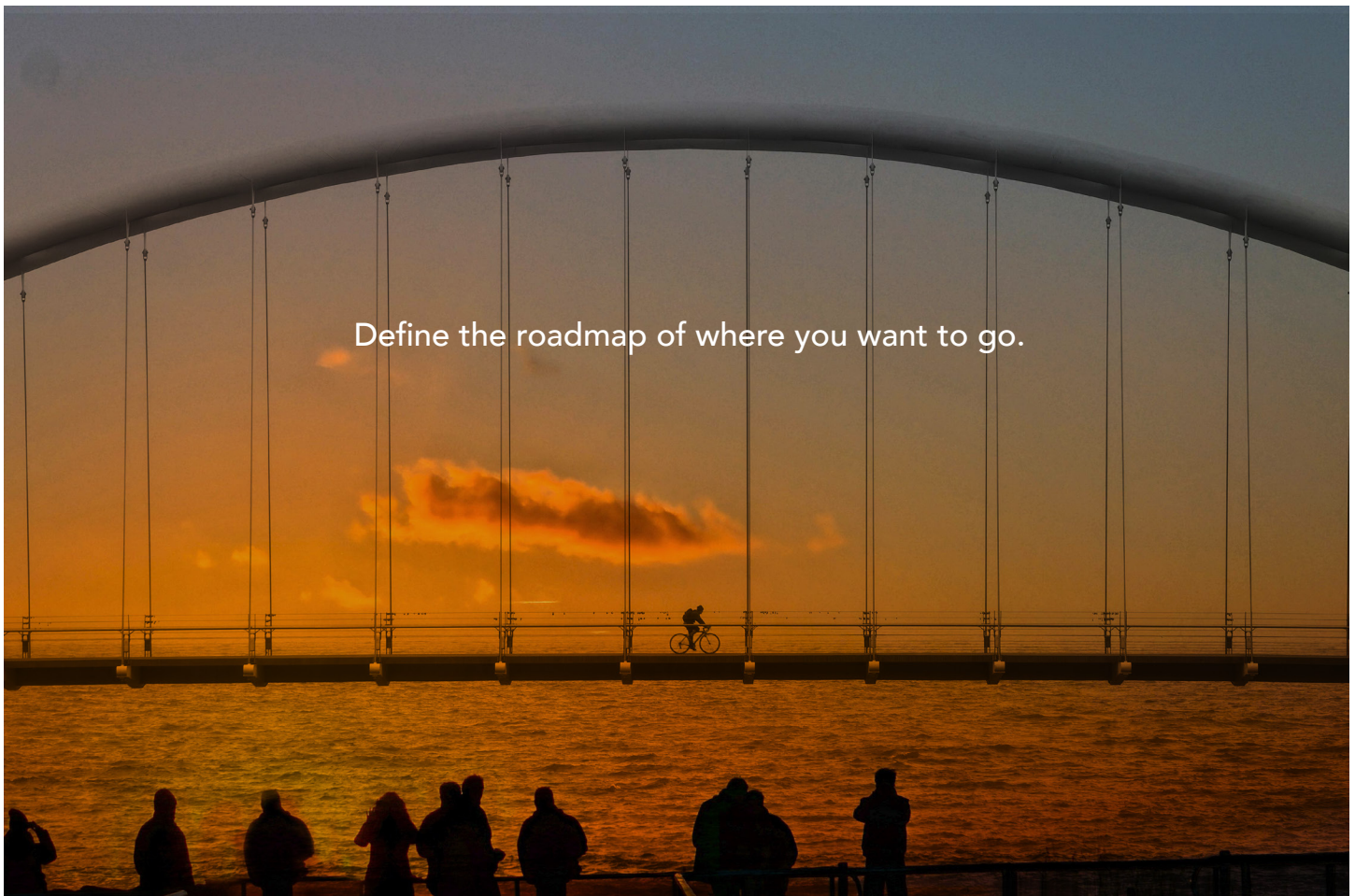
The people in your personal and professional life are those who can help you identify your purpose or test you in your resolve. In Campbell's model, this is where your helper/mentor comes into play; and this is a vital character for anyone on a transformational journey.



The characters in your story take different forms.

The Journey

Where is your journey taking you? You're at the starting block of a marathon, where quality and perseverance, not time, matter. You must define the roadmap of where you want to go and establish a process for getting there—with a mentor or coach who has guided others before. Find what success means to you. Know that the path may change, multiple times, before you reach the ever-elusive finish line. At this point in Campbell's model, you're well on your way to challenges and temptations that you'll encounter in the next step.



The Complication

A story isn't interesting without a conflict, and your journey will likely include some complications. As you change, you'll encounter opposition. Some examples:

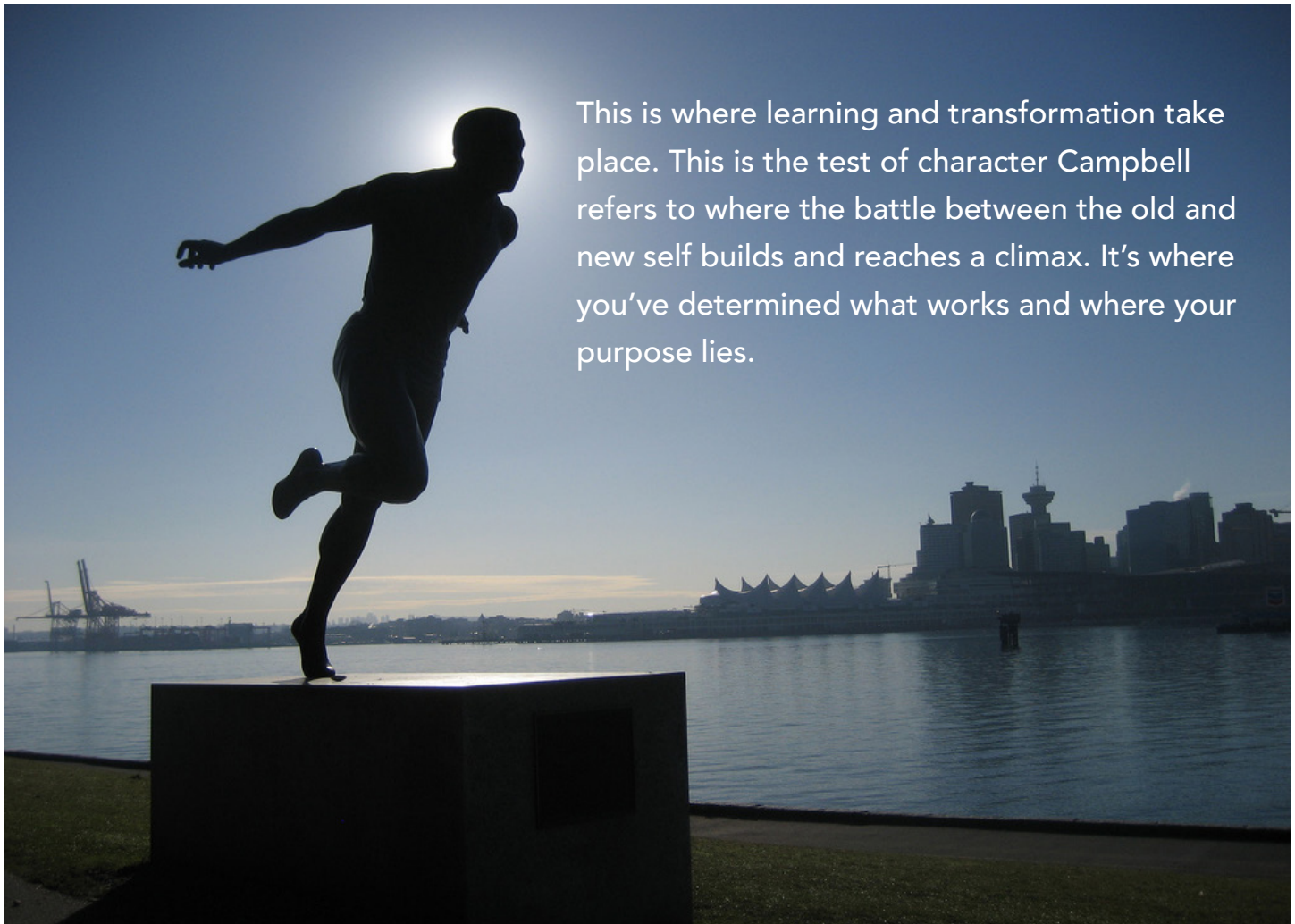
- Fear of failure
- Seeing allies as enemies
- Concerned about being exposed as a phony
- Others opposing your methods or reasons
- People afraid for you and trying to talk you out of your journey
- Concerns you'll be rejected by important people
- Using yesterday's thinking for a new issue or opportunity
- Equating setbacks and difficulty as reasons for turning back
- Wanting guarantees of success before committing to the journey



When you can look ahead and are ready for that opposition, you're more likely to succeed because others are more apt to join you on your journey: they have a clearer picture of you, where you're going and, more importantly, why.

The Action

Once you define where you want to go and you're prepared for the complications, it's time to put your plan into action. Gather the right team, in the right place, and move forward. The definition of insanity, according to Albert Einstein, is "doing the same thing over and over again and expecting different results." Transformation requires new thinking and new action.



This is where learning and transformation take place. This is the test of character Campbell refers to where the battle between the old and new self builds and reaches a climax. It's where you've determined what works and where your purpose lies.

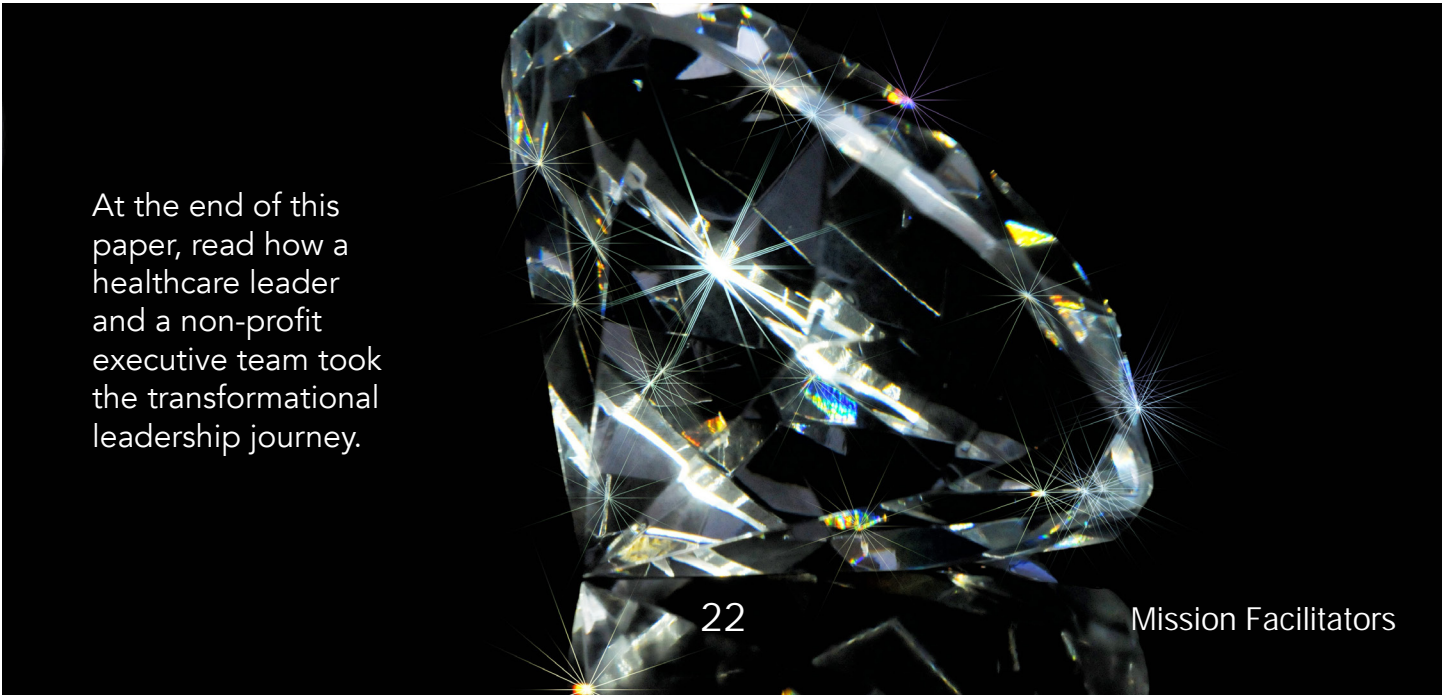
The Moral

Just as all parts of a story point to the moral, so will your transformational journey. The moral of any story answers the question, “What was learned?” For the leader on his transformational journey, the lessons learned often center around issues of:

• Control • Trust • Confidence • Vision • Acceptance

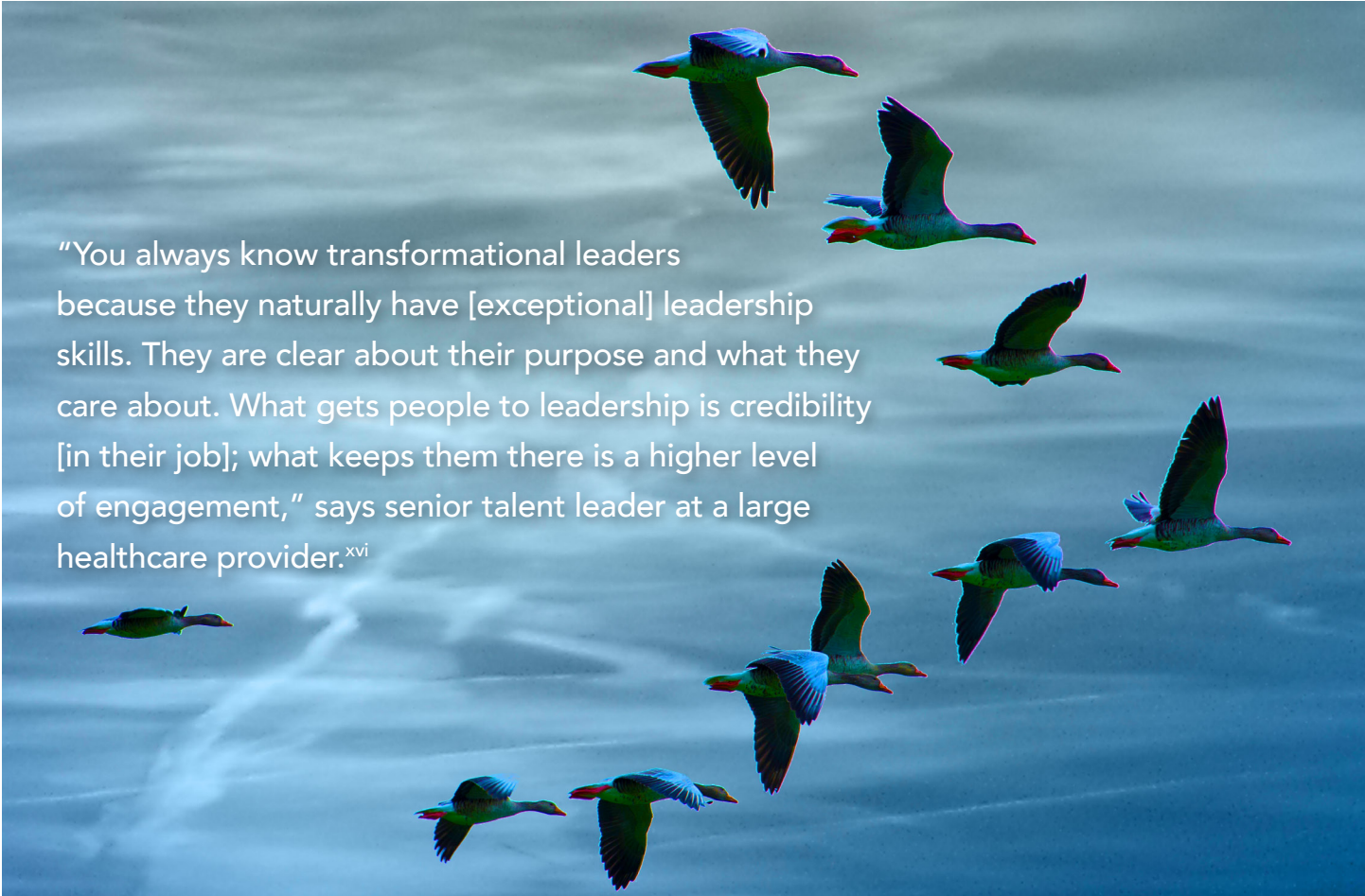
Your moral projects your values and how you plan to move your leadership forward. It allows you to reflect on what you’ve learned and adjust your compass, if necessary, and inform others of where you’re going. In Campbell’s journey, this is where the hero receives his atonement. It doesn’t need to be financial compensation, but more a spiritual peace and fulfillment in identifying and living one’s purpose.

While there is truly a finish line in a marathon, that’s not really the case in transformational leadership. You change, your team changes, your organization changes. Reflect on what you’ve learned, and be prepared to embark on a new journey at some point down the road.



At the end of this paper, read how a healthcare leader and a non-profit executive team took the transformational leadership journey.

It's not enough to simply "have" a purpose and to use these roles in the workplace. Leaders must also own it and put it into practice for it to have an impact on themselves and their organizations. What got them to their current job and position isn't going to help move them forward; and it's a constant and ever-changing landscape that they need to navigate to move themselves, their teams, and their organizations forward. For some, it comes naturally. For others, there is Purpose Factor.

A photograph of a flock of geese flying in a V-formation against a clear blue sky. The geese are in various stages of flight, with their wings spread, creating a sense of movement and direction. The text is overlaid on the left side of the image.

"You always know transformational leaders because they naturally have [exceptional] leadership skills. They are clear about their purpose and what they care about. What gets people to leadership is credibility [in their job]; what keeps them there is a higher level of engagement," says senior talent leader at a large healthcare provider.^{xvi}

Conclusion

Purpose is the new engagement currency for leaders and their employees. While the practice of identifying a company's mission and vision is not new, and books and training programs abound on engaging employees, we think one can find their purpose at work instead of waiting to rediscover it during their two-week vacation. We believe:

- The individual's purpose needs to be included in a strategic planning and leadership development process so there's a clear line of sight from the employee to the team to the company to the community.
- The timeless wisdom captured by Campbell's *Hero's Journey*, storytelling, and theatre can provide a six-stage process of leadership transformation.
- When a leader can live with courage and say with clarity that he or she knows the answers to the questions: "I know my purpose," "I know the purpose of my team," "I know the purposes of my organization" and "I can see how they all support one another," those companies have adaptable cultures and create sustainable value.

"These interconnected concepts—seeing businesses and organizations as living organisms," says Mary Beth McEuen, author of the *Changing Game of Business and Leadership*, "creating value for society... developing both shared and individual purpose—are central to the next generation business (p. 1)."^{xvii}

In the case of transformational leadership, purpose is the factor.

Medical Professional

Priorities: This medical professional was striving for clarity in her purpose and direction in her career. Her primary goals were to define her career direction, define her leadership brand, develop her personal leadership development plan, and enhance her department influence. This individual worked with one of our executive coaches as she moved through the six stages via the following activities:

| STAGE | QUESTIONS | ACTIVITIES |
|-----------------|--|--|
| Setting | <ul style="list-style-type: none">• HISTORY AND PRESENT? Where have you been & where are you now?• PAST STORIES? What stories do you tell yourself about the past?• ENGAGEMENT LEVEL? How engaged are you? | <ul style="list-style-type: none">• 360 Conducted |
| Characters | <ul style="list-style-type: none">• LIST OF CHARACTERS AND STAKEHOLDERS? Who are the characters in this story? Who are the Stakeholders?• MOTIVATION? What motivates them?• DEGREE OF POWER? Who has the power and who does not? | <ul style="list-style-type: none">• Interviews• Leadership Assessment Report |
| Journey | <ul style="list-style-type: none">• DESTINATION? Where do you want to go?• PICTURE OF SUCCESS? What will success look like?• SUCCESSFUL BEHAVIOR? How do you need to act in order to achieve success? | <ul style="list-style-type: none">• Self-Directed Education• Leadership Project |
| Complication(s) | <ul style="list-style-type: none">• OBSTACLES AND BARRIERS? What obstacles and barriers will prevent success?• CONSEQUENCES? What could go wrong if you don't plan correctly?• TRADITIONAL THINKING? How are you using "old thinking" to approach new opportunities? | <ul style="list-style-type: none">• Colleague Resistance |
| Action(s) | <ul style="list-style-type: none">• PLAN FOR AND MEASUREMENT OF SUCCESS? What is your plan for success? What measurement(s) will you use?• FUTURE COMPLICATIONS PREVENTION? How will you prevent future complications?• ENGAGING THE STAKEHOLDERS? How will you engage the Stakeholders? | <ul style="list-style-type: none">• Department Chair Application and Interviews• Leadership Plan and Vision Communication |
| Moral(s) | <ul style="list-style-type: none">• PURPOSE AND VALUES RESULTS? Do your "success" actions and words reflect your and your stakeholder's purpose and values?• LEARNING? What did you learn along during the journey?• FUTURE JOURNEY AND DESTINATION? What are your future journey and destination? | <ul style="list-style-type: none">• Created Administrative Liaison Committee• Purpose and Value Leadership Transformation |

Results: Her path along the journey resulted in elevated recognition among colleagues and executives within her organization. Her leadership having caught the attention of many, she was rewarded with a position heading a highly visible construction project, the lead role for the space and planning committee, and ultimately the chair position of one of the largest and most profitable departments in the organization.

Goodwill Central Arizona

Priorities: This non-profit organization approached us with the desire to reestablish a relationship with their community by building an internal culture of servant leadership that aligned with new branding. To achieve this goal, we assembled the CEO, a 20-year executive, and 39 leaders – from Director to C-Suite level – and assisted them in undertaking a 2-year transformational journey.

| STAGE | QUESTIONS | ACTIVITIES |
|-----------------|--|---|
| Setting | <ul style="list-style-type: none"> HISTORY AND PRESENT? Where have you been & where are you now? PAST STORIES? What stories do you tell yourself about the past? ENGAGEMENT LEVEL? How engaged are you? | <ul style="list-style-type: none"> COO 360 ASSESSMENT Conducted a customized COO 360 assessment and used findings in purpose leadership development and planning. COO later became CEO. CULTURAL HEALTH ASSESSMENT Conducted a cultural health assessment inspired on the work of Patrick Lencioni's <i>5 Dysfunctions of a Team</i> STRATEGIC OPERATIONS PLAN REVIEWED Reviewed existing strategic and operations plan STAKEHOLDER AND LEADERSHIP INTERVIEWS AND VISITS Visited stores and interviewed board, and key vendors. |
| Characters | <ul style="list-style-type: none"> LIST OF CHARACTERS AND STAKEHOLDERS? Who are the characters in this story? Who are the Stakeholders? MOTIVATION? What motivates them? DEGREE OF POWER? Who has the power and who does not? | <ul style="list-style-type: none"> EXECUTIVE, ORGANIZATION AND BOARD STAKEHOLDERS LEADERSHIP TRUST MEETINGS Scheduled monthly full day or 2 day meetings started off with trust building exercises and discussions around why leaders want to lead. TRUST EXERCISES – TEAM APPLICATION In one exercise each team member had to reapply to be a member of the team. Each had to be voted in by the rest of the group. Some opted out. However, all were clear what motivated them to be on the team or not. |
| Journey | <ul style="list-style-type: none"> DESTINATION? Where do you want to go? PICTURE OF SUCCESS? What will success look like? SUCCESSFUL BEHAVIOR? How do you need to act in order to achieve success? | <ul style="list-style-type: none"> 20 YEAR VISION STATEMENT Developed and implemented the organization's first framework to create a 20-year vision statement. 20 YEAR STRATEGIC PLAN FRAMEWORK Developed and implemented the organization's first framework to create a 20-year strategic plan." BOARD ENGAGEMENT Engaged the board for their input throughout the process. NEW REVENUE AND PURPOSE New services and ways of generating revenue challenged the status quo and caused the group to reevaluate their personal and collective purpose. |
| Complication(s) | <ul style="list-style-type: none"> OBSTACLES AND BARRIERS? What obstacles and barriers will prevent success? CONSEQUENCES? What could go wrong if you don't plan correctly? TRADITIONAL THINKING? How are you using "old thinking" to approach new opportunities? | <ul style="list-style-type: none"> SWOT ANALYSES Conducted numerous SWOT analyses and "pre-mortem" assessments. Identified current and future complications and barriers. Action plans were developed based on findings. NON COMMUNICATION Problems arose when people didn't communicate to employees the work done by the leaders. Some leaders left the organization. |
| Action(s) | <ul style="list-style-type: none"> PLAN FOR AND MEASUREMENT OF SUCCESS? What is your plan for success? What measurement(s) will you use? FUTURE COMPLICATIONS PREVENTION? How will you prevent future complications? ENGAGING THE STAKEHOLDERS? How will you engage the Stakeholders? | <ul style="list-style-type: none"> EXECUTIVE TRANSFORMATION Executive coaching was provided to support the purpose transformation on an individual level. Included self-directed learning. CHANGE MANAGEMENT AND COMMUNICATION PLANS Communication, change management and engagement plans were developed and deployed. CULTURE SCORECARD Created new "Culture" scorecard and metrics to expand the knowledge of culture change. OPERATIONS PLAN ALIGNMENT Operations plans were aligned to metrics, the strategic plan and vision in a consistent and user friendly manner EXECUTIVE AND BOARD CONTINUOUS IMPROVEMENT Board development included sessions with the leadership team and focused on leveraging the work and building in continuous improvement processes. |
| Moral(s) | <ul style="list-style-type: none"> PURPOSE AND VALUES RESULTS? Do your "success" actions and words reflect your and your stakeholder's purpose and values? LEARNING? What did you learn along during the journey? FUTURE JOURNEY AND DESTINATION? What are your future journey and destination? | <ul style="list-style-type: none"> STRENGTHS AND LINKAGES Group evaluated on a regular basis the strength and linkage between several factors: Vision and why they serve the community and each other; <ul style="list-style-type: none"> Brand promise Strategy and goals Values WORKPLACE SURVEY Conducted organization's first Workplace Survey. Results created Executive and Leadership. collaborative communication. Planning and specific activities were developed and implemented towards achieving a "Best Places to Work" designation. METRICS PROCESS USE AND ADJUSTMENTS Business and financial metrics. were developed and used to guide the process. Ongoing adjustments to the process were made at each evaluation to increase success. |

Results: Reviews from this client rated the transformational journey process as “excellent,” and their results support those reviews. This team’s journey ultimately led them to their strongest financial year on record. Their employees are now “at the table;” and forums and open communications for all members of the organization have resulted in improvements throughout the organization. “One Organization” behaviors have broken down silos and opened up cross-department collaboration, leading to the implementation of several new process improvements. Feedback regarding employee satisfaction has resulted in an increase in hourly pay and benefits, creating a purpose and value driven work environment and culture; and expectations are that first 100-day retention and the organization’s ranking in *Best Places to Work* will climb even higher. The success of this journey has not been limited to the organization’s internal team, however. The engagement of their board of directors exceeds expectations through their involvement in strategic planning and team building initiatives.

Learn more about Purposeful Transformation for leaders and teams. Contact us at 800.926.7370

About Dean Newlund

With over two decades of observing, learning from and guiding a diverse set of medium to large companies in over 19 countries, Dean has always been fascinated by the positive effect purpose driven leadership and human transformation has had on employee engagement, business results and sustainable value for customers and communities. Dean is CEO of Mission Facilitators, a boutique team-based development firm of highly skilled facilitators, executive coaches, instructional designers, and trainers, who contribute their passion and creative perspectives to client opportunities.

The Purposeful Transformation Process was created to combine 21st century leadership development practices with age-old stages of human transformation.

Dean and his team has helped hundreds of purpose driven executives, leaders, boards of directors and teams undergo effective transformation and engagement, from the inside out. Sample clients include The Mayo Clinic, Goodwill of Central Arizona, Parker Aerospace, Marriott International and Davis, a Phoenix and Chicago based architecture firm.

As a thought-leader and author, Dean has written two white papers: “The New Normal 2.0”, and “The Transformational Story of Purposeful Leadership”. He’s also written columns for the Arizona Republic and AZ Woman. He often speaks to business groups and conferences on his research and perspectives on leadership and business trends. As a member of the Thunderbird School of Global Management’s Educators Network Dean develops and delivers executive education programs for global companies like ExxonMobil and Fomento Económico Mexicano (FEMSA).

Dean holds a master’s degree from the University of Washington, is a certified executive coach from the World Institute for Life Planning, and is a Master Certified Coach candidate from the International Coaching Federation. He has worked in China, the UK, South America, the Middle East, India, Eastern Europe and Indonesia. He is also co-founder of the Arizona Leadership Forum, a Phoenix leadership think-tank.

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