

# HRD Summit: Purpose Case Study

Brunel University

Information Services Leadership Team

Tim Drake, Head of Talent Management  
Hudson

Hudson

Great people. Great performance.

**Purpose: A simple definition, one amongst many...**

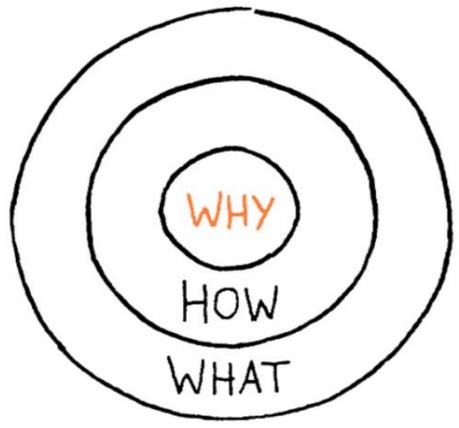
“Your purpose is your why”

# What is purpose?

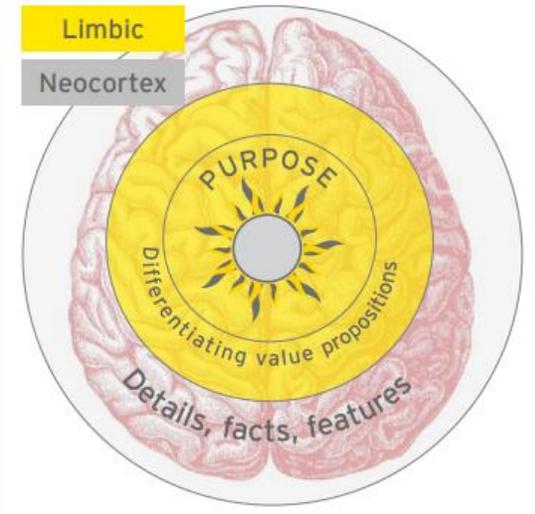
*Purpose galvanizes people to ignite long-lasting positive change, driving growth and innovation*

*Purpose is an aspirational reason for being that is grounded in humanity and which inspires a call to action*

Few organisations or individuals can articulate their 'Why'



The strength of Purpose is rooted in biology



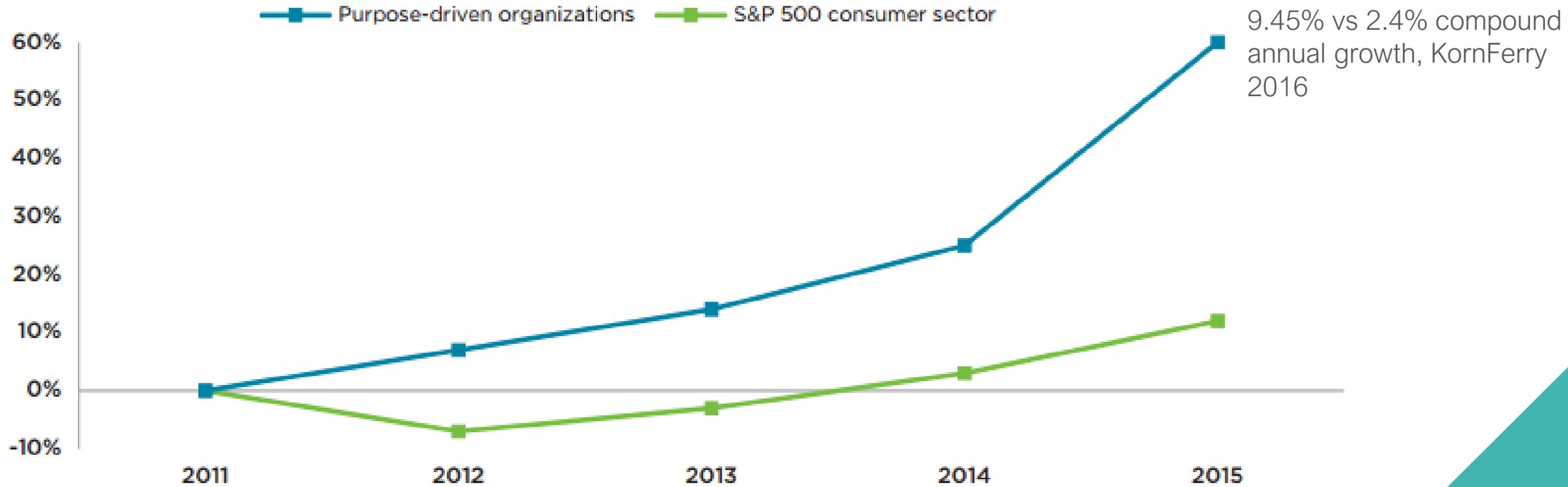
	
Mission	Purpose
What we do	Why we do it
Operating a business	Sharing a dream
Strategic	Cultural
Motivational	Aspirational (True North)
Creates "buy-in"	Instills "ownership"
Provides focus	Fuels passion
Building a company	Building a community
Laying bricks	Building cathedrals
Parking cars	Creating happiness



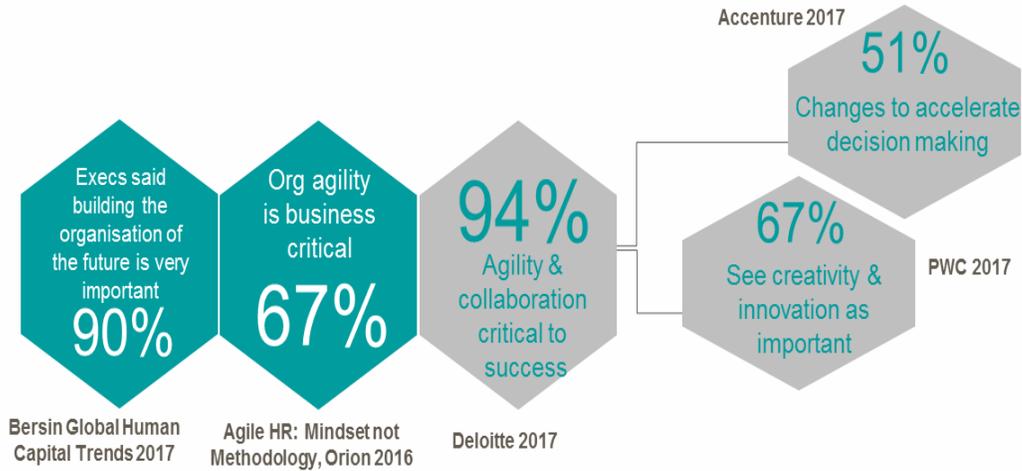
# What is purpose?

Purpose (Why)	Values (How)	Mission (What)	Vision (When)
Aspirational, 'stretch', captivating & belief-driven, never reached	A statement about behavioural expectations, should exist now	What business the organisation is in (and not), should exist now	What the organisation wants to be in the future, aspirational but hopefully will be reached
Humanistic, honest, authentic	Increasingly questioned	What it does, who the clients are, and the level of service provided	Developed by senior management, usually profit- and market share based
Simple, succinct, direct and unique to the organisation	Simple but a 'wish list of virtues'	Straightforward and specific, not unique	A clear statement that signals a specific direction
Long-term, broader than BAU activities/products etc	Current, BAU activities	Current, BAU activities	Beyond day-to-day activities, long-term
Action-oriented	Branding or PR	Action-oriented	Strategy-oriented
Outwardly empathy focused, never changes	Internally focused. The desired culture, might change slowly	Outwardly business focused, might shift	Future business-focused, changes

# Why bother?

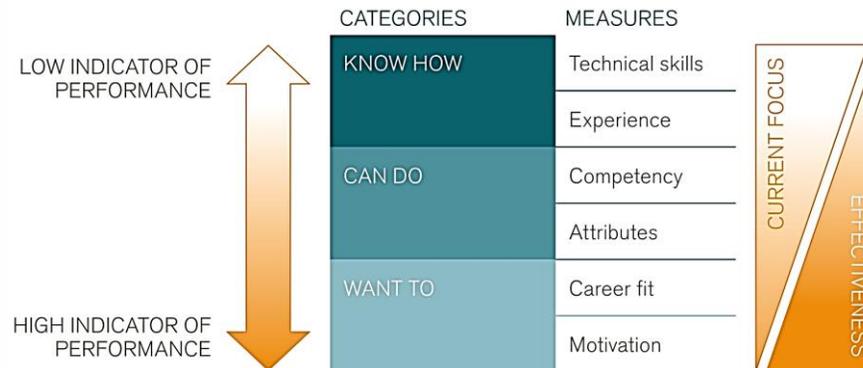


# How the world of work is changing?

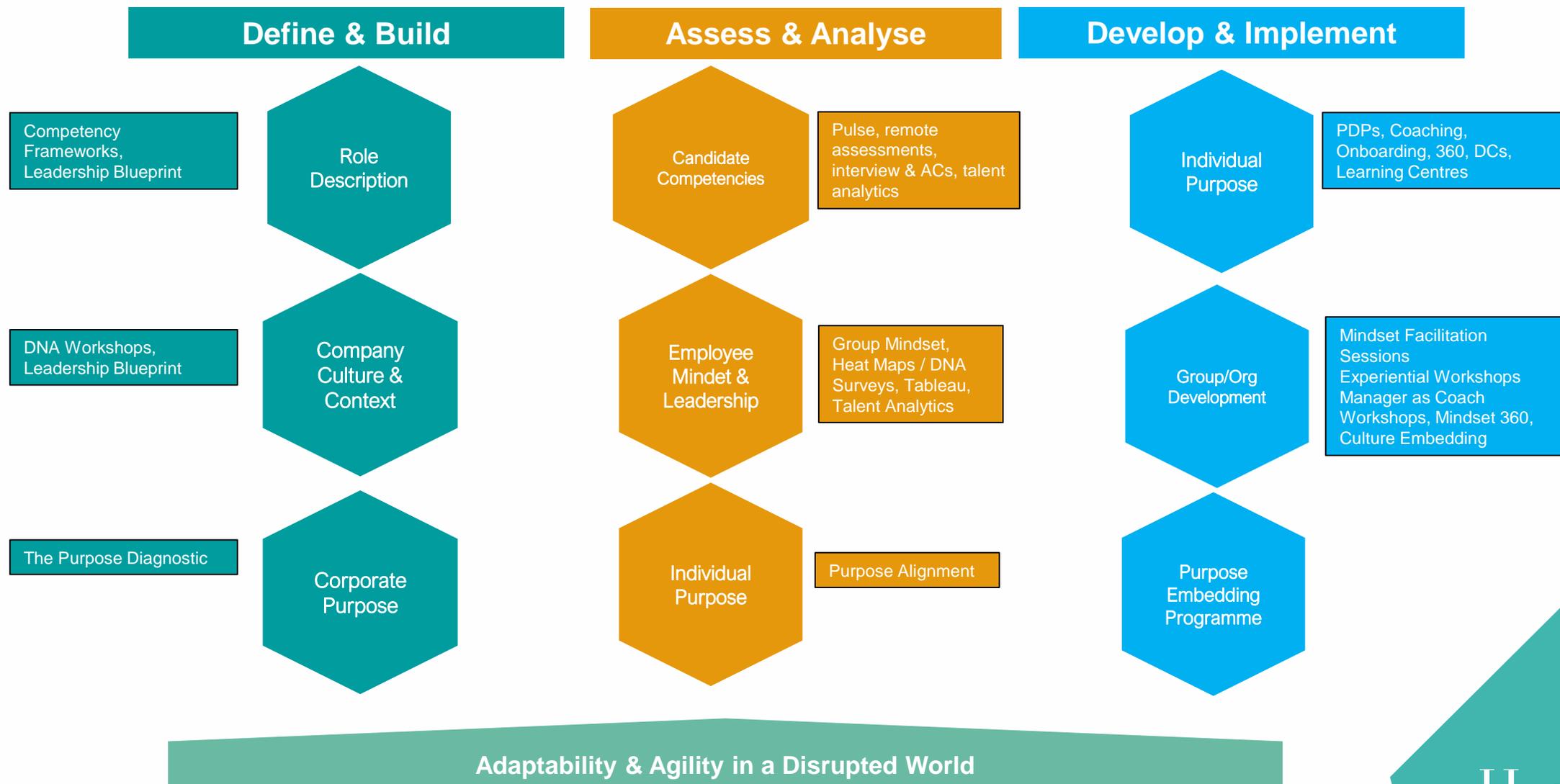


<b>Alliances across organisation</b>	<b>Develop &amp; deploy, global thinking, collaborative</b>
<b>Blurred functional boundaries &amp; blurred roles</b>	<b>Drive innovation, IT savvy Business savvy, Collaborative, Vision and inspiration</b>
<b>Flatocracy &amp; inverted power</b>	<b>Matrixed working, persuasion &amp; influence, open, trust, leadership through followership</b>
<b>Contingent workforce</b>	<b>Predictive analytics, project-based working groups: collaboration and skill sharing</b>
<b>Constant (culture) change</b>	<b>Failing fast and iterative. Adaptable workforces</b>

Execs believe traditional hierarchy is effective **14%**



# Hudson Talent Solutions



# The Context: Academia to Commercial Transformation?

- An organisation needing to transform itself in order to survive and prosper from a “steady state”
- A rapidly changing, competitive landscape and more demanding consumer base
- A function that was/is perceived as back office support which suddenly is thrust into the spotlight
- A function that needs to reinvent itself:
  - what it is there to do
  - how it will do it
  - the skills, attributes and mindset it will need
  - its leaders
  - Its culture

# Our approach

- Stakeholder interviews - the diagnostic stage
- Insights playback to senior leadership
- Design of programme
- Delivery
- Review- engagement, 360, kpi's

# Information Services Leadership Team Strategy Workshop

- Introduction to the workshop and how the world of work is changing
- “What is our purpose, collectively and individually”
- What do we need to do to achieve our purpose
- What will we need to be great at, collectively and individually
- What will stop us
- The SCORE method
- Overview of mindset in the workplace and the team’s group mindset
- Leveraging group strengths and group blind spots
- To work together as a team rather than as a set of individuals
- To raise awareness of group strengths and ‘blind spots’
- To develop a roadmap and action plan to deliver on our purpose

# The SCORE Method

- Raising awareness and encouraging group understanding
- Understand other frames of reference and perspective
- Appreciate full complexity
- ‘Surfacing’ barriers and obstacles, and unspoken assumptions
- A forum for creative and open thinking for new solutions and greater collaboration
- Progressive rounds of conversation to build a roadmap and to start to link/connect ideas
- Collective knowledge leads to emergent group action

# Session 1: 20 minute sprint

In three groups

*Creating and developing adaptive  
and responsive solutions and  
services in an integrated information  
environment available anytime,  
anywhere*

- What are the current strengths in Information Services?
- What are its current capabilities and resources
- What are the current services that can be called on from other parts of the University and from external suppliers/partners

# Session 2: 20 minute sprint

In three groups:

*Creating and developing adaptive and responsive solutions and services in an integrated information environment available anytime, anywhere*

- What are the current challenges in Information Services?
- Where are the weaknesses in terms of capabilities and resources to meet the strategic goal?
- Where are the risks?
- What are the issues that need to be addressed both within the organisation and in relationship to partners, suppliers and stakeholders?
- What new skills are needed? Where are the gaps?
- What new services need to be developed?

# Session 3: Reporting out

*Creating and developing adaptive  
and responsive solutions and  
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anywhere*

Five minute presentation from each team on their results

What is the current picture of Information Services in achieving its purpose?

# Information Services Leadership Team – Group Mindset



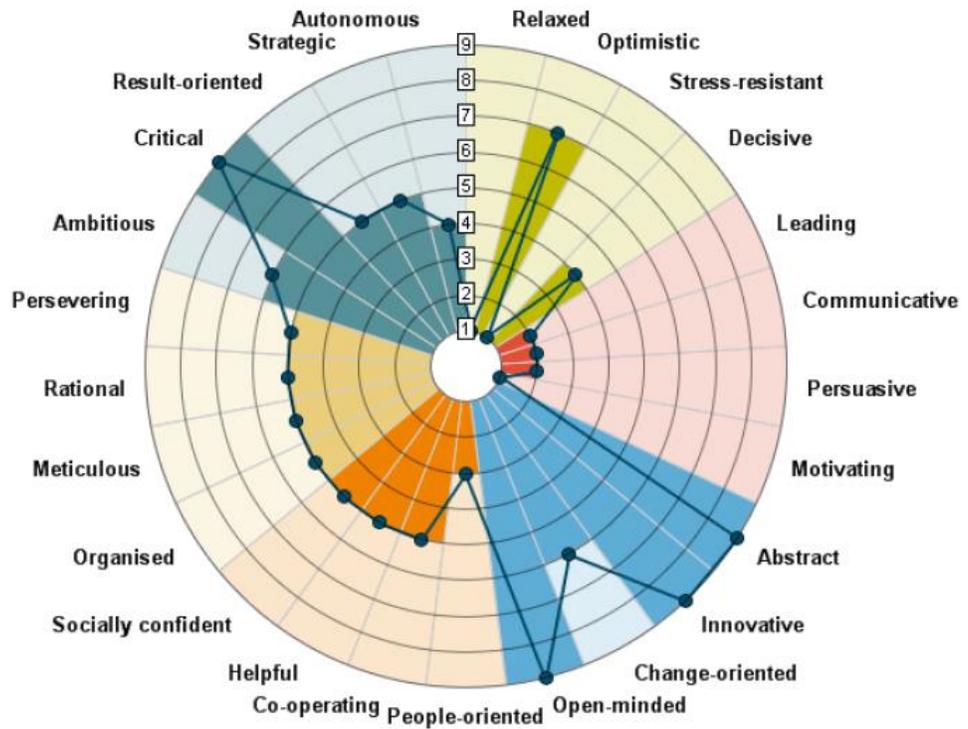
**Brunel**  
University  
London

# What is Mindset?

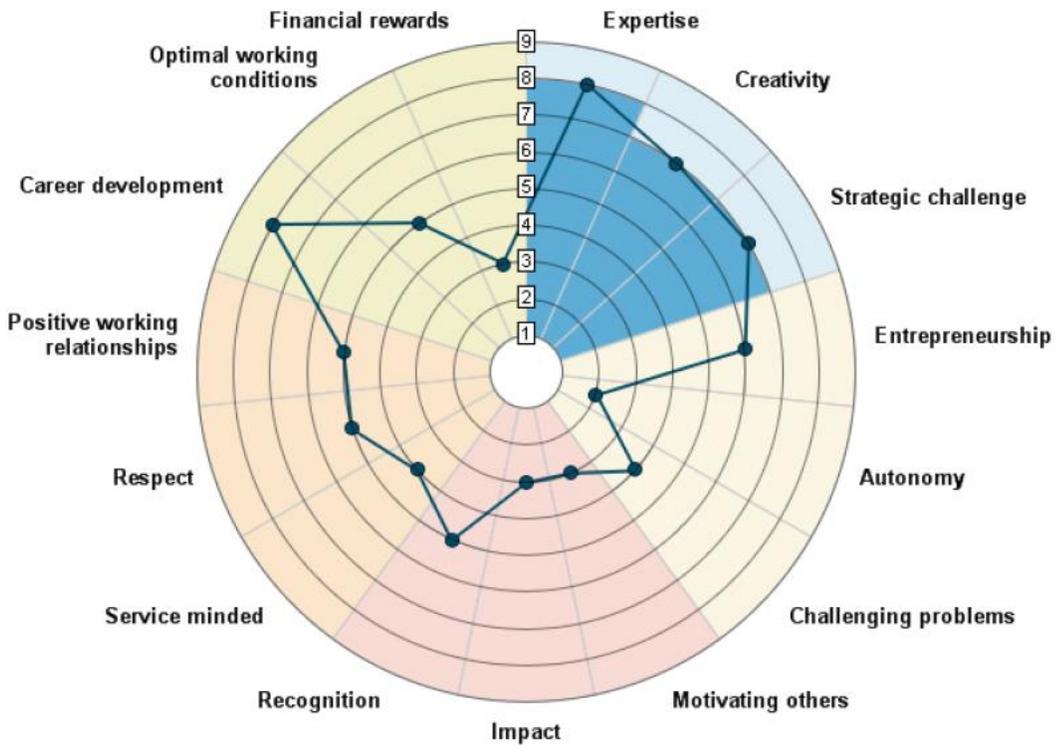
Mindset relates to a person's **approach towards** and **belief about** achieving goals and results. It is a **tendency to evaluate** situations in a certain way and is also related to someone's feelings and how they think. Mindset, then, is related to **attitudes, inclination, preferences** that influence a person's interpretations, and responses and reactions.

In the business context, mindset can affect almost every aspect of a person's working life: their **belief** concerning capabilities in the face of challenging goals, their **response** to failure and learning, their **attitude** to applying effort, their response to criticism, their **style** of working with others and their reaction to others' successes.

# The measures



Preferred ways of working



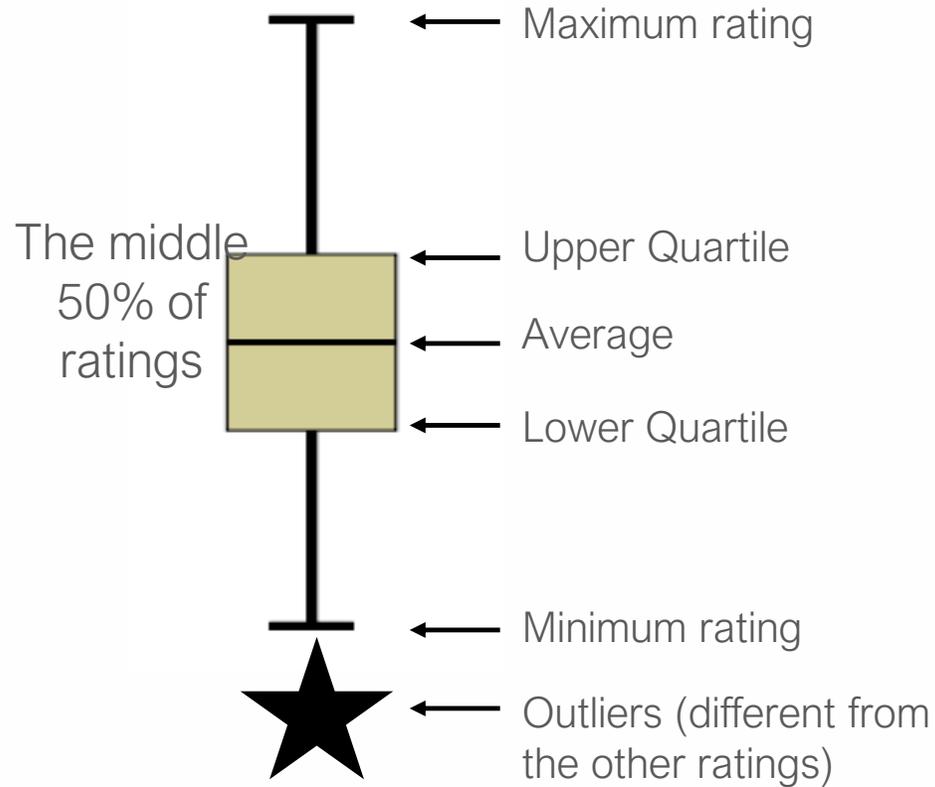
Preferred work environment features



# The caveats

- What mindset is and what it isn't
  - It is not intelligence, personality, skills, abilities or how well they can do their job
- Everyone has preferences and non-preferences: A score is about preference /mindset-inclination attitude, habit etc
- A low score is not necessarily a low preference; other clusters are a greater preference
- Difficult to get a high score on all clusters – it is about everything being relative
- There is no wrong answer (understand the positives of low scores)
- We default to type to our natural preferences during periods of stress, high demand and challenge

# About the group's mindset

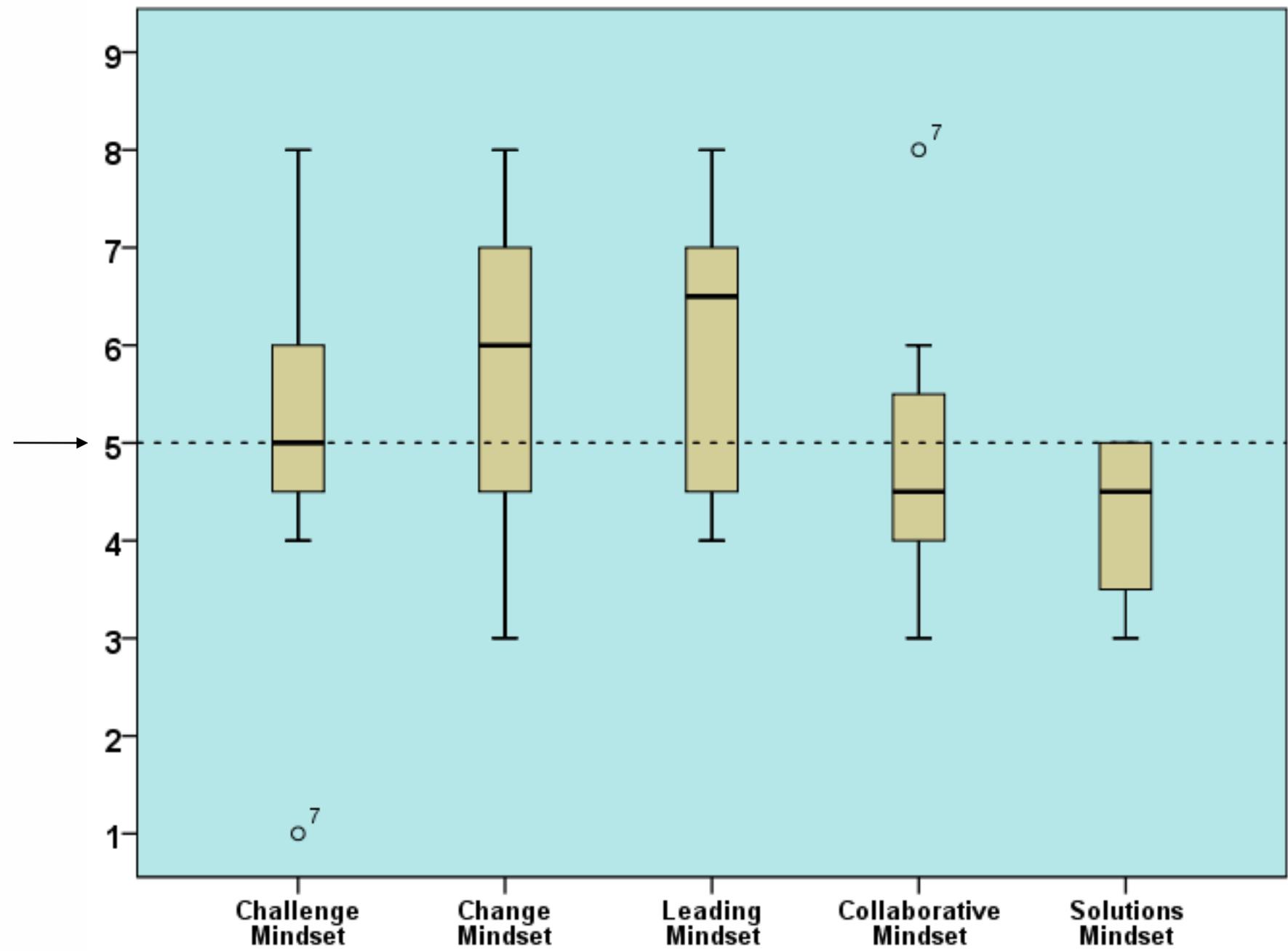


If the average is not in the middle of the box, it tells us about bias or skew in the group

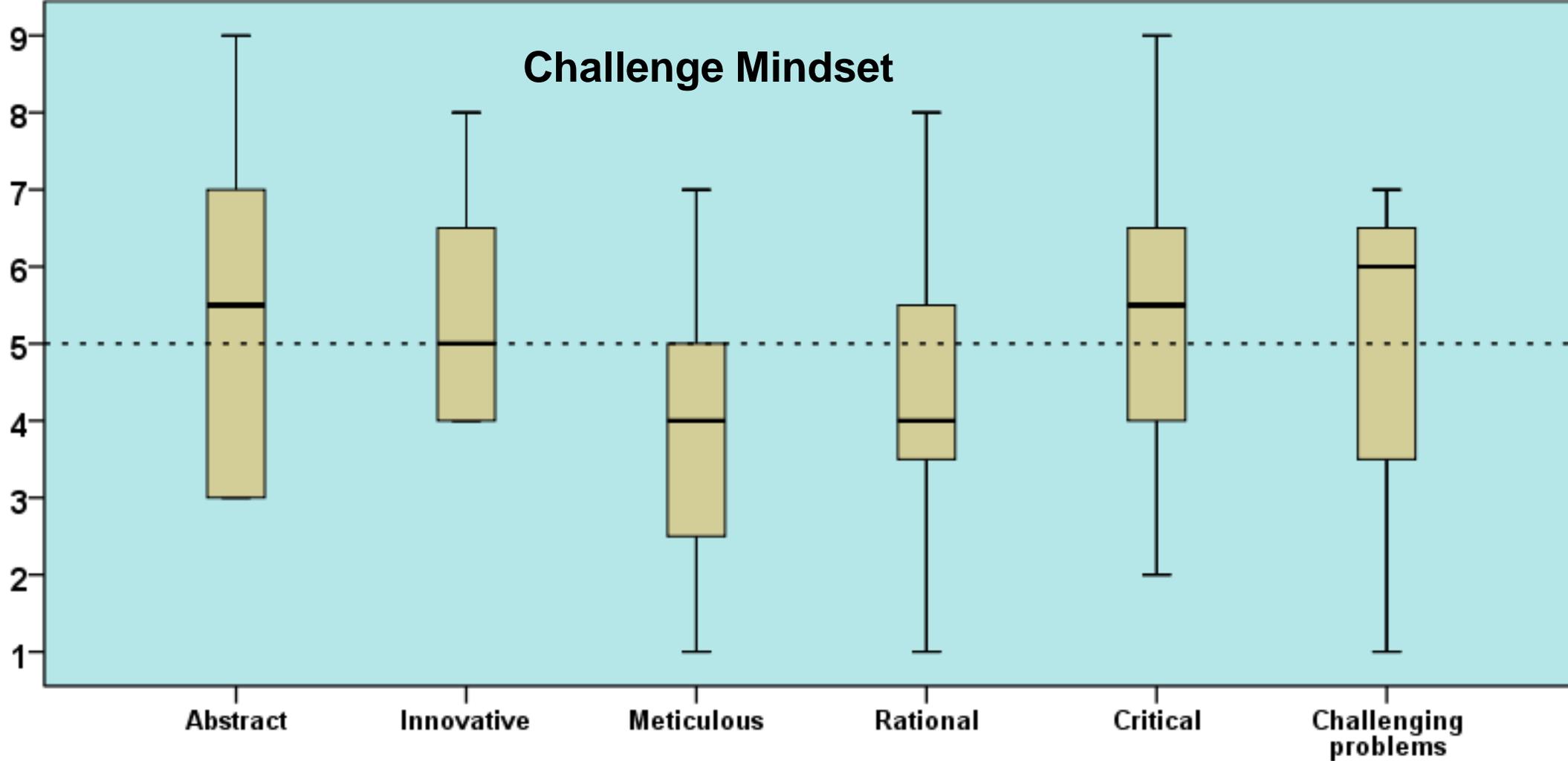


**Stanine scores**

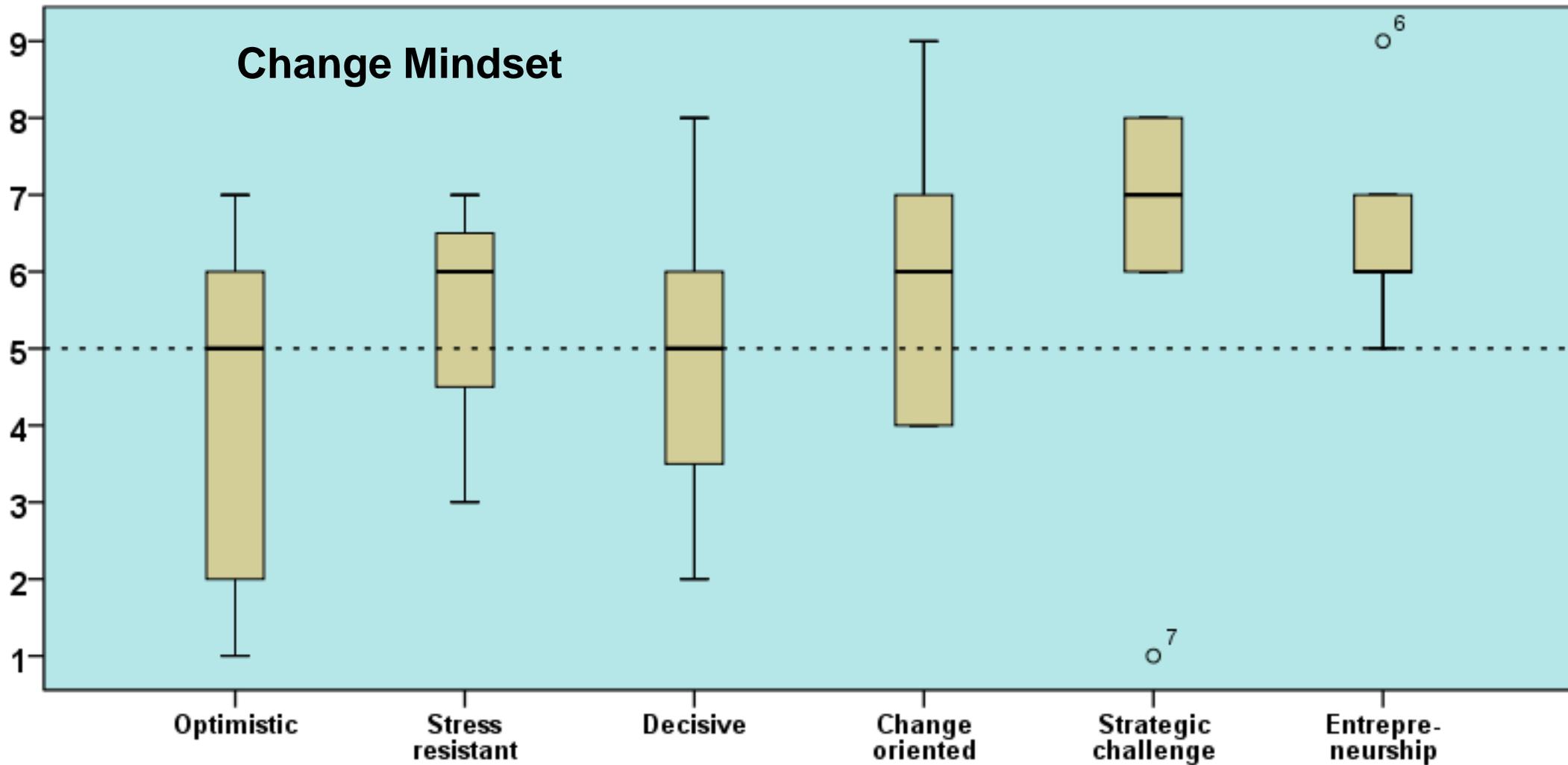
Average →



## Challenge Mindset



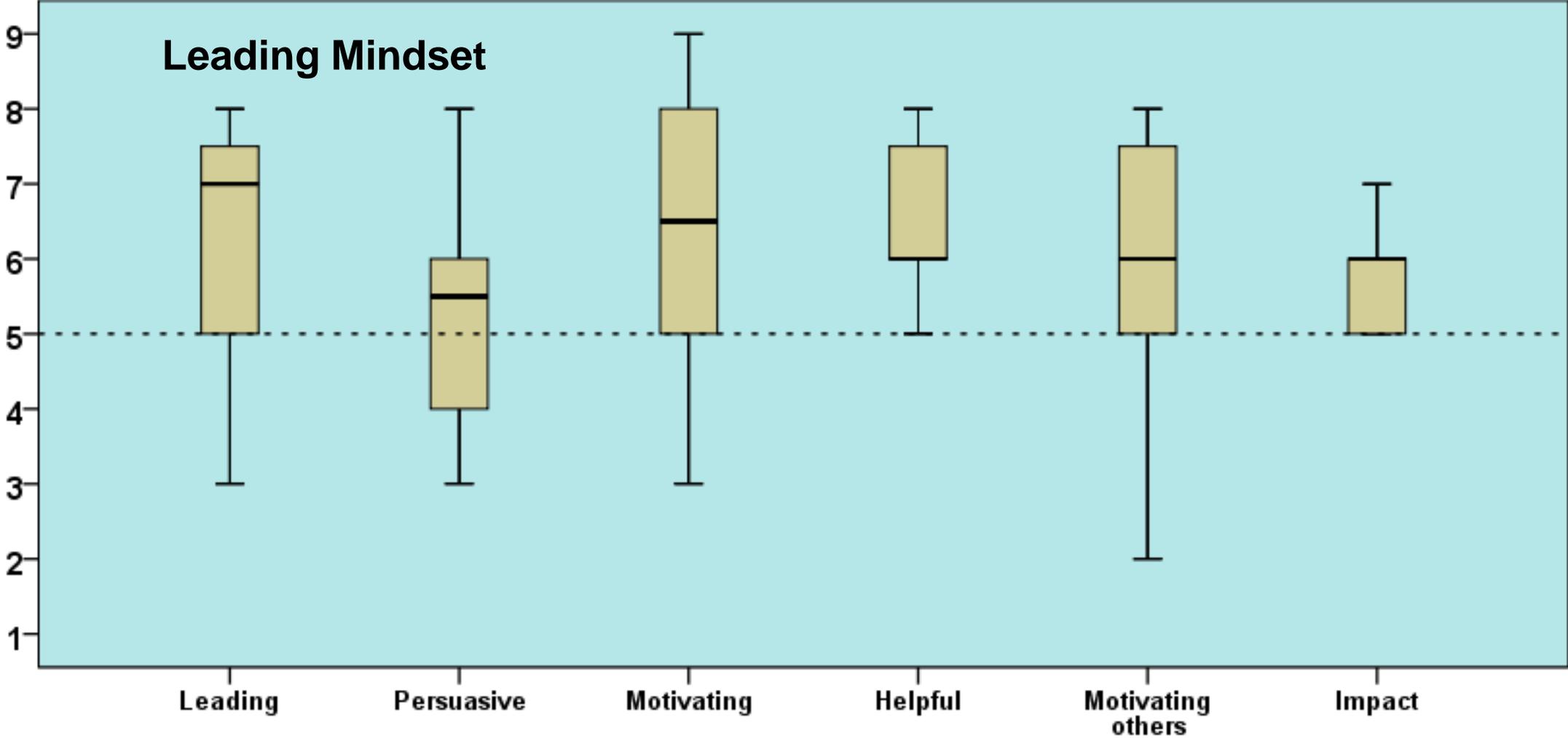
Likely Behaviours	Possible Consequences	Improvement
May not be methodical; focus on main points and not the detail.	By focusing at the high level, may lead to wrong conclusions	Focus more on understanding the nuances of business situations
Unlikely to be guided fully by facts and data; rely on intuition/experience	Embraces ambiguity but may lead to incorrect conclusions	Develop strategies for decision-making through business intel



Likely Behaviours	Possible Consequences	Improvement
Expect things will go wrong but alert to potential problems	Expecting setbacks leads to over preparing for things that won't happen	Focus on the main potential outcomes. Adopt strategies for a more positive outlook.

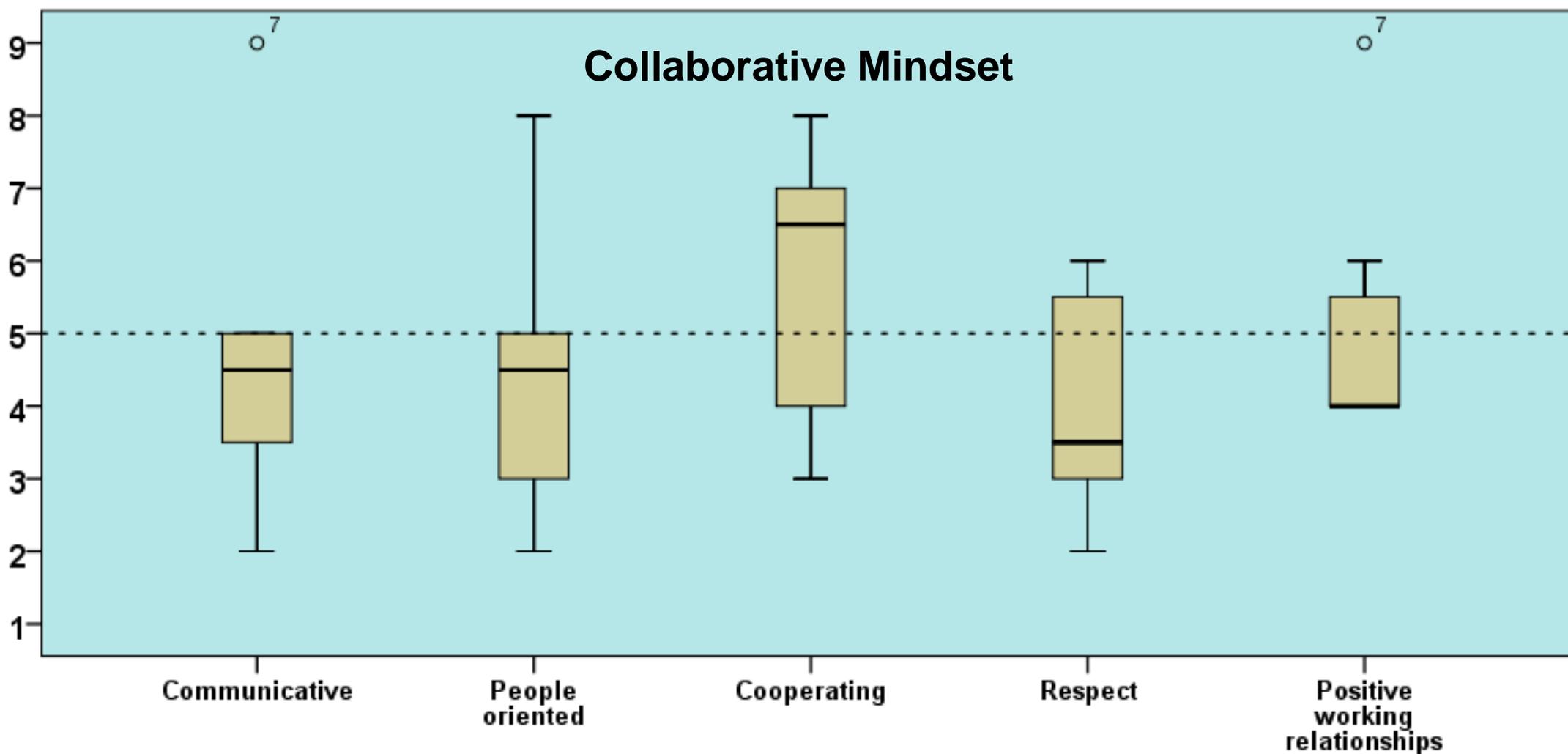


# Leading Mindset



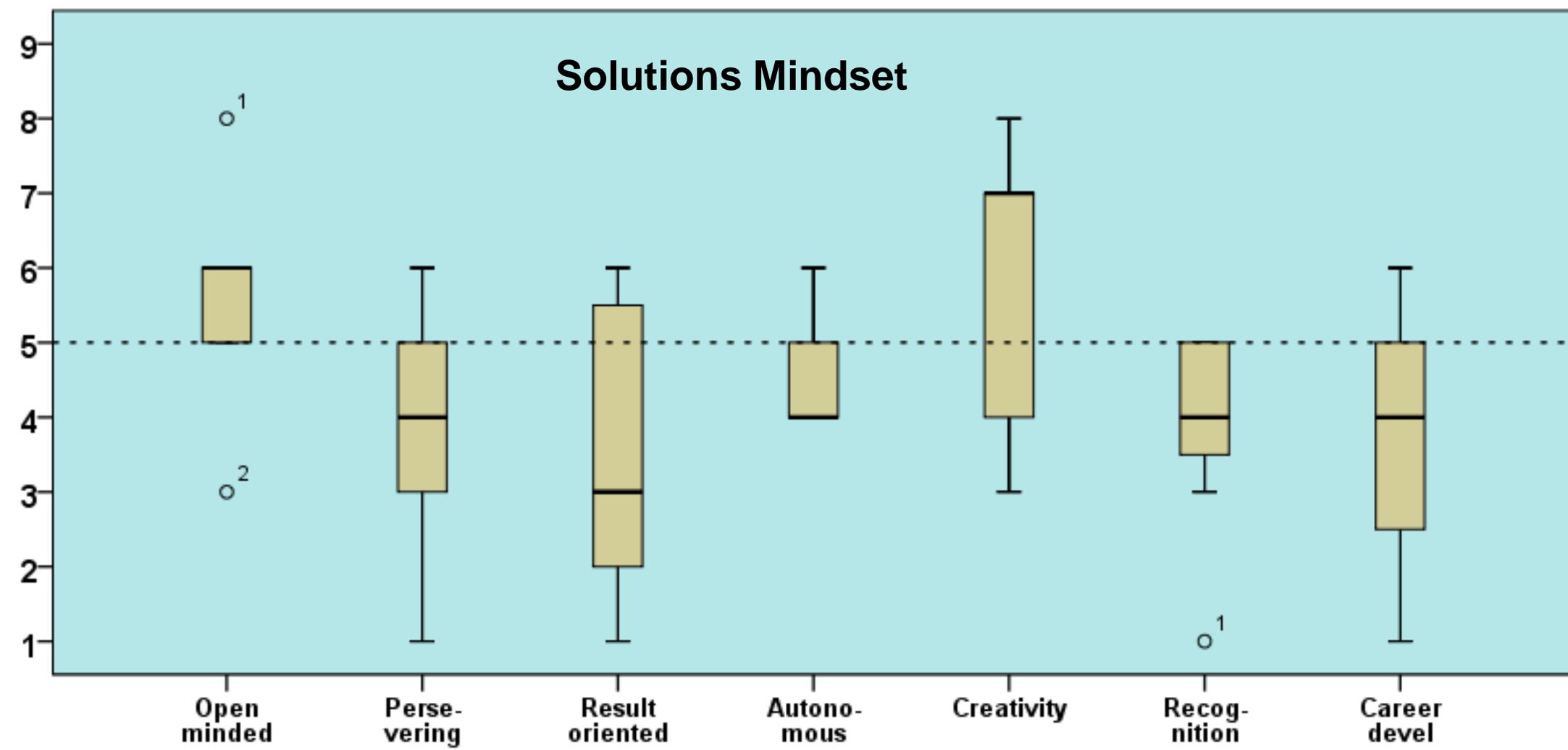
Likely Behaviours	Possible Consequences	Improvement
A particularly high preference for 'telling' and direction through authority (?)	Lack of 'leadership through followership' ?	Focus on the other strengths in this mindset cluster





Likely Behaviours	Possible Consequences	Improvement
Potential for passive inclusion in conversations – prefer listening	The full understanding of (complex) business situations won't be reached	Develop strategies for information sharing
Preference for working independently	Lack of synergies and best solutions won't be reached as a team	Deliberately make time to seek out each other and work together

# Solutions Mindset



Likely Behaviours	Possible Consequences	Improvement
Give up quickly in the face of setbacks. Not completers.	Focus on process, not results	Focus on results as well as process.
Uncompetitive but offers others space	Unlikely to reach results on own	Achieve results through others with firm project management



# Create & develop adaptive & responsive solutions & services in an integrated information environment available anytime, anywhere

Group 1

Change Mindset (Strength)	Leading Mindset (Strength)
<i>Optimistic:</i> Believes things will go well; unlike to worry. In good spirits. Remains hopeful	<i>Leading:</i> Likes to lead, taking initiative, give instructions.
<i>Stress-Resistant:</i> Little problem with pressure. Does not quickly get weighed down by situations. Keeps control under pressure.	<i>Persuasive:</i> Good at selling, likes convincing others & negotiating with powerful arguments.
<i>Decisive:</i> Arrives at decisions & draws conclusions quickly. Gets to the heart of the problem.	<i>Motivating:</i> Inspires and enthuses others to take on tasks.
<i>Change Oriented:</i> Enjoys variety & change. Tries new things. Takes the initiative to do things differently and with variety.	<i>Helpful:</i> Prepared to help. Concerned with others' problems.
<i>Strategic Challenge:</i> Building new services, activities, products & services. Running risks. Entrepreneurial	<i>Motivating Others:</i> Encourage others at work and strengthening their involvement
	<i>Impact:</i> Motivated by impact and influence, and steering others as a leader

Group 2

Collaborative Mindset (BP)	Solutions Mindset (BP)
<i>Communicative:</i> Does not like talking, passive contribution, does not articulate.	<i>Open-minded:</i> Does not see alternative options
<i>People-oriented:</i> Prefer own company, does not like working in groups	<i>Persevering:</i> Gives up quickly, drops things, quit before the end.
<i>Cooperating:</i> Rarely consults others or involves others. Focus on self.	<i>Results-oriented:</i> No need to 'shine', focus on process rather than goal attainment
<i>Respect:</i> Does not need to be accepted by others. Little need to 'belong' to a group	<i>Autonomous:</i> Doesn't feel the need to 'make their mark' or develop own approach/opinion
<i>Positive working relationships:</i> A congenial team working atmosphere is low priority	<i>Creativity:</i> Dislikes creative solutions or totally new ideas
	<i>Recognition:</i> Status from achievements does not motivate. Being recognised is unimportant.
	<i>Career Development:</i> Not focused on advancing self or have the drive for the necessary actions



# Session 4: 30-minute sprint

*Creating and developing adaptive and responsive solutions and services in an integrated information environment available anytime, anywhere*

**Group 1:** Focus on the strength preferences of the group.

What are the options to overcoming the challenges?  
How can you leverage the group's mindset strengths to achieve its purpose?

**Group 2:** Focus on the group's non-preference blind spots.

How can the group compensate for these blind spots in order to help the department achieve its purpose?

The preference for variety and new ways of doing things.



An approach of persuasion and encouragement rather than direction and authority.



Enjoying developing creative solutions to overcome barriers to drive results.

Valuing and working with others and with a co-operative team spirit.







**THANK YOU**