



Focal Point

“My experience is what I agree to
pay **attention** to”

William James

“For the moment what we pay
attention to is reality”

William James

COMPONENTS OF ATTENTION MANAGEMENT

Rules
To Direct
Your Attention

Keys
To Improve
Your Attention

The
Attention
Management
Process

Codes
To Control
Your Attention

Steps
To Sustain
Your Attention

Tools
To Defend
Your Attention



RULES TO DIRECT YOUR ATTENTION

Identifying Authentic Purpose

**PURPOSE
AND
ATTENTION**

RULES TO DIRECT YOUR ATTENTION

Identifying
Authentic
Purpose

Setting
Important
Goals

Guiding
Effective
Execution

Managing
Memorable
Meetings

“Directing **attention** where it needs to go is a primal task of leadership”

Daniel Goleman

“The greatest need of the human being is for a sense of meaning and purpose in life”

Victor E Frankl

**“Where the needs of the world
and your talents cross, there lies
your purpose”**

Aristotle

“Where **purpose** remains unclear,
attention cannot be truly focused”

Roger A Lewis

THE GUIDING QUARTET FOR ATTENTION FOCUS

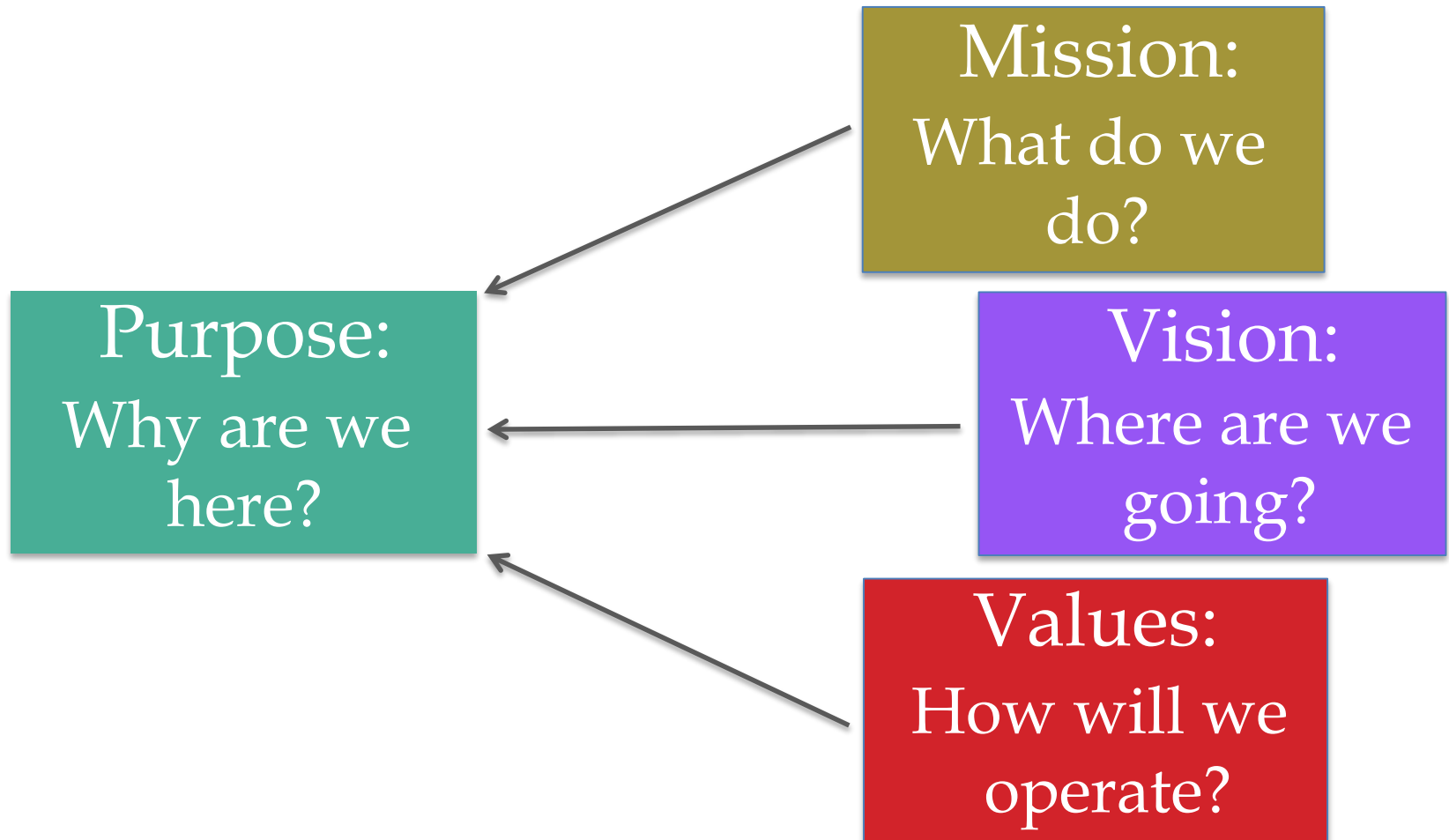
Purpose:
Why are we
here?

Mission:
What do we
do?

Vision:
Where are we
going?

Values:
How will we
operate?

PURPOSE | MISSION | VISION | VALUES



**PURPOSE
AND
VUCA**

MANAGING ORGANISATIONS IN A VUCA WORLD

VOLATILITY

Change dynamics are increasingly rapid

UNCERTAINTY

Present events are extremely unpredictable

COMPLEXITY

Decision factors are multiple and correlated

AMBIGUITY

Causal relationships are completely unclear

PURPOSE AND VUCA IN DESIGN THINKING

Validity

Meeting desirable
relevant objectives



Producing consistent
predictable outcomes

Reliability

“we sell cameras and film”



**“we capture people’s memories
for safe retrieval”**



“we sell encyclopedias”

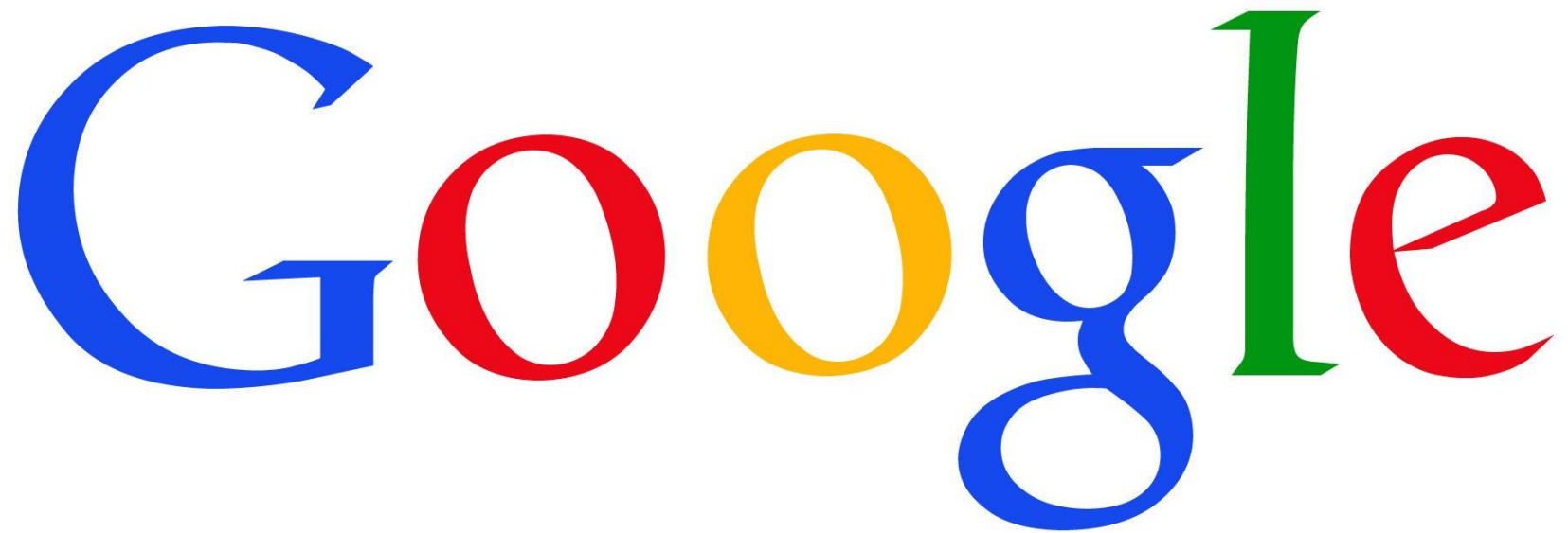


ENCYCLOPÆDIA
Britannica

**“we summarise knowledge
for easy access”**



**“we organise the world’s information
and make it universally accessible
and useful”**

The Google logo is displayed in its characteristic multi-colored font. The letters are: 'G' in blue, 'O' in red, 'O' in yellow, 'g' in blue, 'l' in green, and 'e' in red. The font is a sans-serif typeface with rounded terminals and a slight shadow effect.

Google

MANAGING ORGANISATIONS IN A VUCA WORLD

VISION

Identity of purpose
Trust to collaborate
Alignment of attention

UNDERSTANDING

Curiosity to learn
Empathy to listen
Openness to explore

CLARITY

Ability to simplify
Systems thinking skill
Harnessing of intuition

AGILITY

Readiness to adapt
Capacity to innovate
Willingness to empower

**PURPOSE
AND
GROWTH**

“An organisation driven by **purpose and values outperforms the market by 15:1, and outperforms comparison companies by 6:1”**

Jim Collins/Jerry Porras

FIRMS OF ENDEARMENT vs S&P INDEX

TABLE A-1

Investment performance of *Firms of Endearment* companies versus the S&P 500, 1996 to 2011

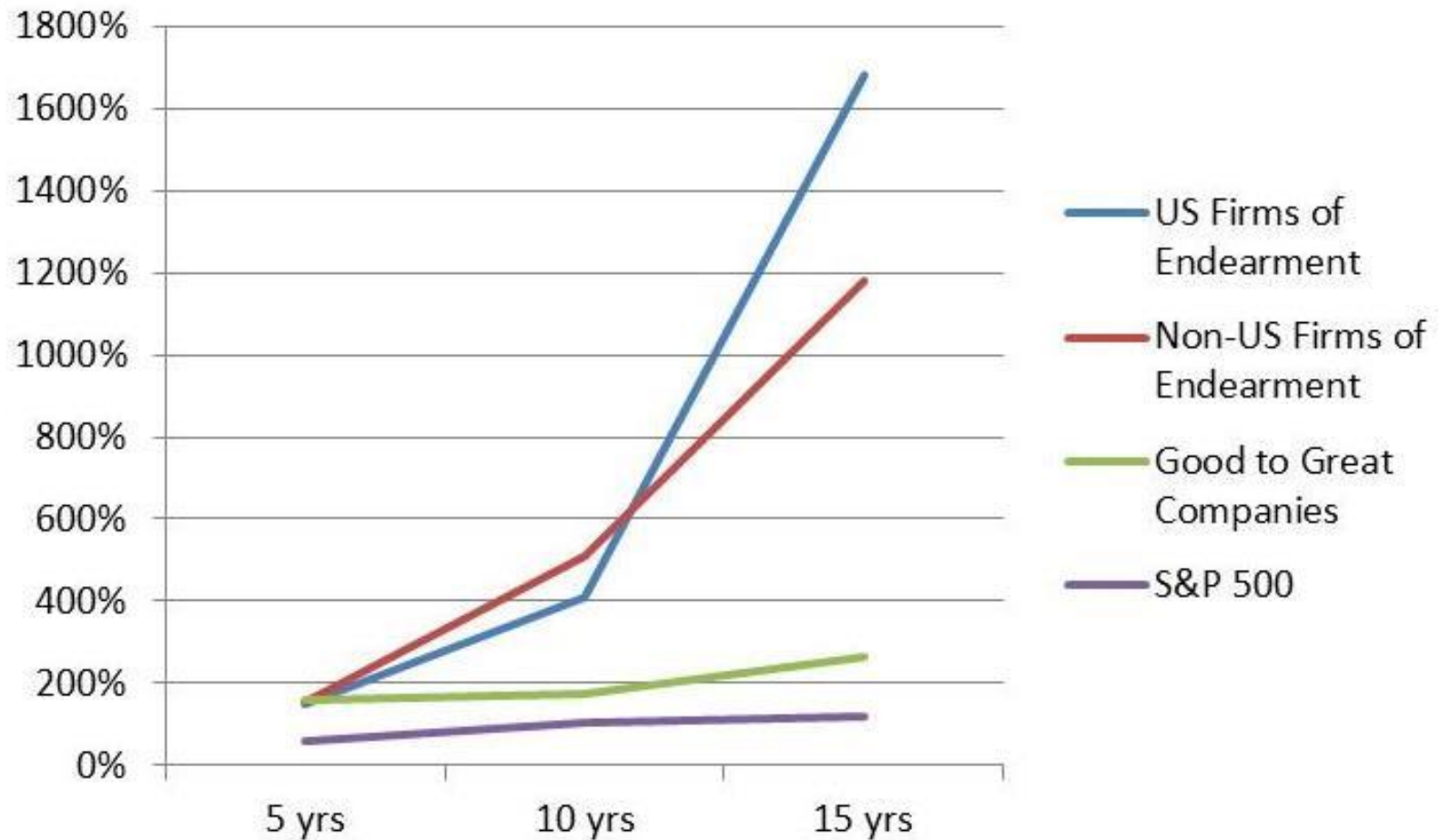
Return	Fifteen-year		Ten-year		Five-year	
	Cumulative	Annualized	Cumulative	Annualized	Cumulative	Annualized
FoE ^a	1,646.1%	21.0%	254.4%	13.5%	56.4%	9.4%
S&P 500 ^b	157.0%	6.5%	30.7%	2.7%	15.6%	2.9%

Note: company returns are total returns with dividends reinvested and compounded.

a. Companies from *Firms of Endearment*, updated by authors.

b. Standard & Poor's index of five hundred U.S. companies.

FIRMS OF ENDEARMENT vs GTG vs S&P



“Organisations who centre their business on **improving people’s lives have a growth rate triple that of their competitors”**

Jim Stengel

**PURPOSE
AND
RECRUITMENT**

THE SCIENCE OF PURPOSE IN RECRUITMENT

- ◆ **Learning:** Correlation to Purpose doubles the chance of learning something new every day.
- ◆ **Hiring:** 70.00% of Millennials want to work in an organisation with strong Purpose.
- ◆ **Profitability:** 91.00% of executives linked clear corporate Purpose directly to profitability.
- ◆ **Strategy:** Global CEOs rate Purpose as one of the top 3 things to focus on. + (Ethics | Values).
- ◆ **Productivity:** Known Purpose quadruples the likelihood of staff engagement at work.

“Our deepest desire is to make a difference in the world – and our darkest fear is that we won’t”

Lisa MacLeod

PURPOSE STORIES

**“Whole Foods, Whole People,
Whole Planet”**



100% ORGANIC ZONE





“3M. Science. Applied to Life.™.”

3M



Post-it
Brand
Notes

**Super
Sticky**
Stick Practically Anywhere

3M



car care
3M

QUICK WAX
ULTIMATE CARE

Spray On - Dry Off
Streak Free Finish
High Gloss, Smooth Feel
CAUTION: MAY CAUSE EYE AND SKIN IRRITATION. Read other cautions on the back panel.
39024
Net 16 U.S. fl. oz (473 mL)

car care
3M

**ONE STEP
CLEANER WAX**
ULTIMATE CARE

THE PRO'S CHOICE
Restores and Protects
Removes Fine Scratches
Deep Gloss

WARNING!
COMBUSTIBLE LIQUID AND VAPOR.
Read other cautions on the back panel.
39008
Net 16 U.S. fl. oz (473 mL)

car care
3M

**WHEEL & TIRE
CLEANER**
ULTIMATE CARE

THE PRO'S CHOICE
Removes Brake Dust,
Grease and Grime
Cleans Soil and Soots
From the Tire Sidewalls
CAUTION: MAY CAUSE EYE IRRITATION.
Read other cautions on the back panel.
39036
Net 16 U.S. fl. oz (473 mL)

car care

3M

SUPERIOR WAXING SOLUTION

**PERFORMANCE
FINISH**
ULTIMATE CARE

THE PRO'S CHOICE

Maximum Paint Protection
Ultimate Deep Gloss Finish
Easy On, Easy Off



WARNING!
COMBUSTIBLE LIQUID AND VAPOR.
Read other cautions on back panel.
39030
Net 16 U.S. fl. oz (473 mL)

NASCAR
PERFORMANCE

car care

3M

**GLASS
CLEANER**
ULTIMATE CARE

PRO'S CHOICE

Streak-Free Shine
Foaming Action
Untinted Windows



WARNING!
COMBUSTIBLE LIQUID AND VAPOR.
Read other cautions on the back panel.
39040
Net 16 U.S. fl. oz (473 mL)

NASCAR
PERFORMANCE

car care
3M

**TIRE
RESTORER**
ULTIMATE CARE

THE PRO'S CHOICE

Easy On, Wipe Off
Restores, Conditions and
Adds Natural Shine
Easy Residue



WARNING!
COMBUSTIBLE LIQUID AND VAPOR.
Read other cautions on the back panel.
39032
Net 16 U.S. fl. oz (473 mL)

NASCAR
PERFORMANCE

3M





3M™ Littmann® Stethoscopes

Classic
Series



"3M is a global innovation company that never stops inventing. Over the years, our innovations have improved daily life for hundreds of millions of people all over the world... Every day at 3M, one idea always leads to the next, igniting momentum to make progress possible around the world"

3M - Who We Are

"3M is a global **innovation** company that never stops inventing. Over the years, our **innovations** have improved daily life for hundreds of millions of people all over the world... Every day at 3M, one idea always leads to the next, igniting momentum to make progress possible around the world"

3M – Who We Are



“cradle those who cradle them”







“Remember Everything”



EVERNOTE

Remember Everything

“Our goal at **Evernote** is to build everyone’s permanent trusted lifetime external brain”

Phil Libin

“think different”





“we democratize the skies”



SOUTHWEST[®]

Other airlines charge **up to \$120 roundtrip**

— ON SOUTHWEST AIRLINES® —

BAGS FLY FREE!

First and second checked bags. Baggage weight and size limits apply.



BAGS FLY FREE™

No charge for first or second checked bag.

“always igniting your **curiosity**”



"To satisfy **curiosity** and make a difference in people's lives by providing the highest quality content, services and products that entertain, engage and enlighten."

John Hendricks

Discovery Communications Founder, 1982

Founder and Chairman of
Discovery Communications

John
Hendricks

A Curious Discovery

An Entrepreneur's Story

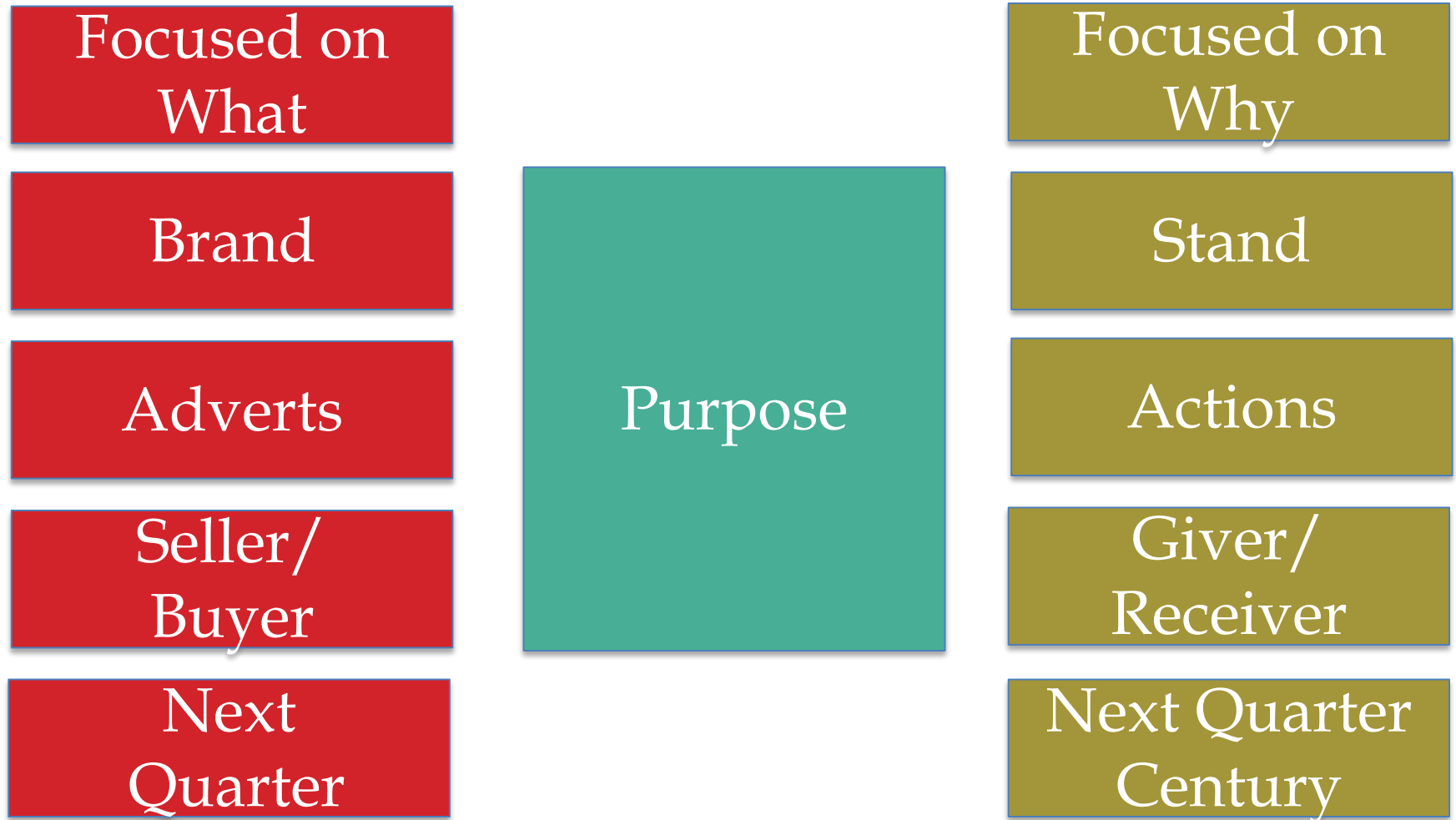
“When we review staff work plans every year, we look for attributes that drive satisfying **curiosity** as the things we will reward.

Everything we do: management, HR, production is about **curiosity**”.

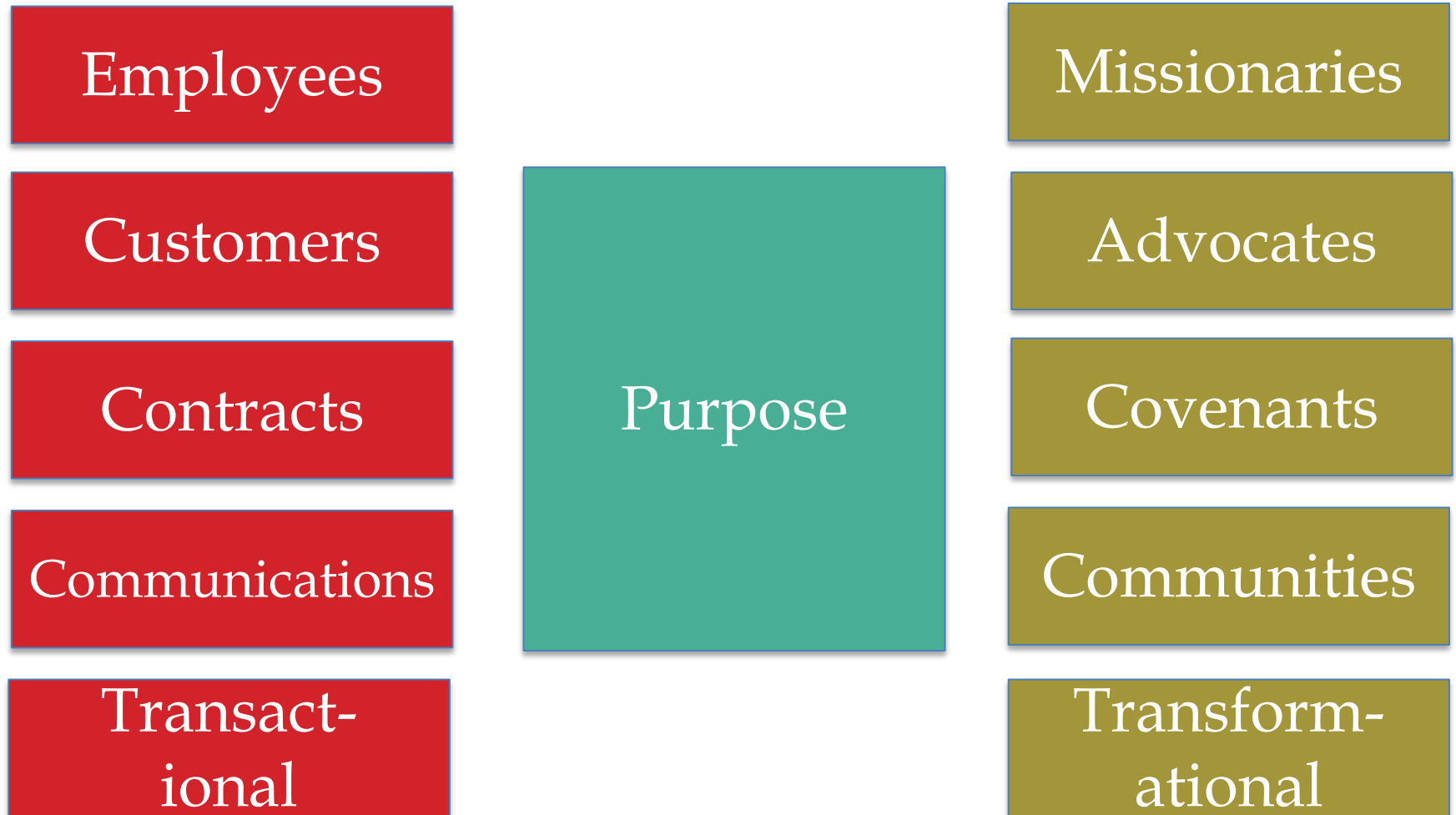
Adria Alpert Romm

Discovery Communications, Chief HR Officer, 2010

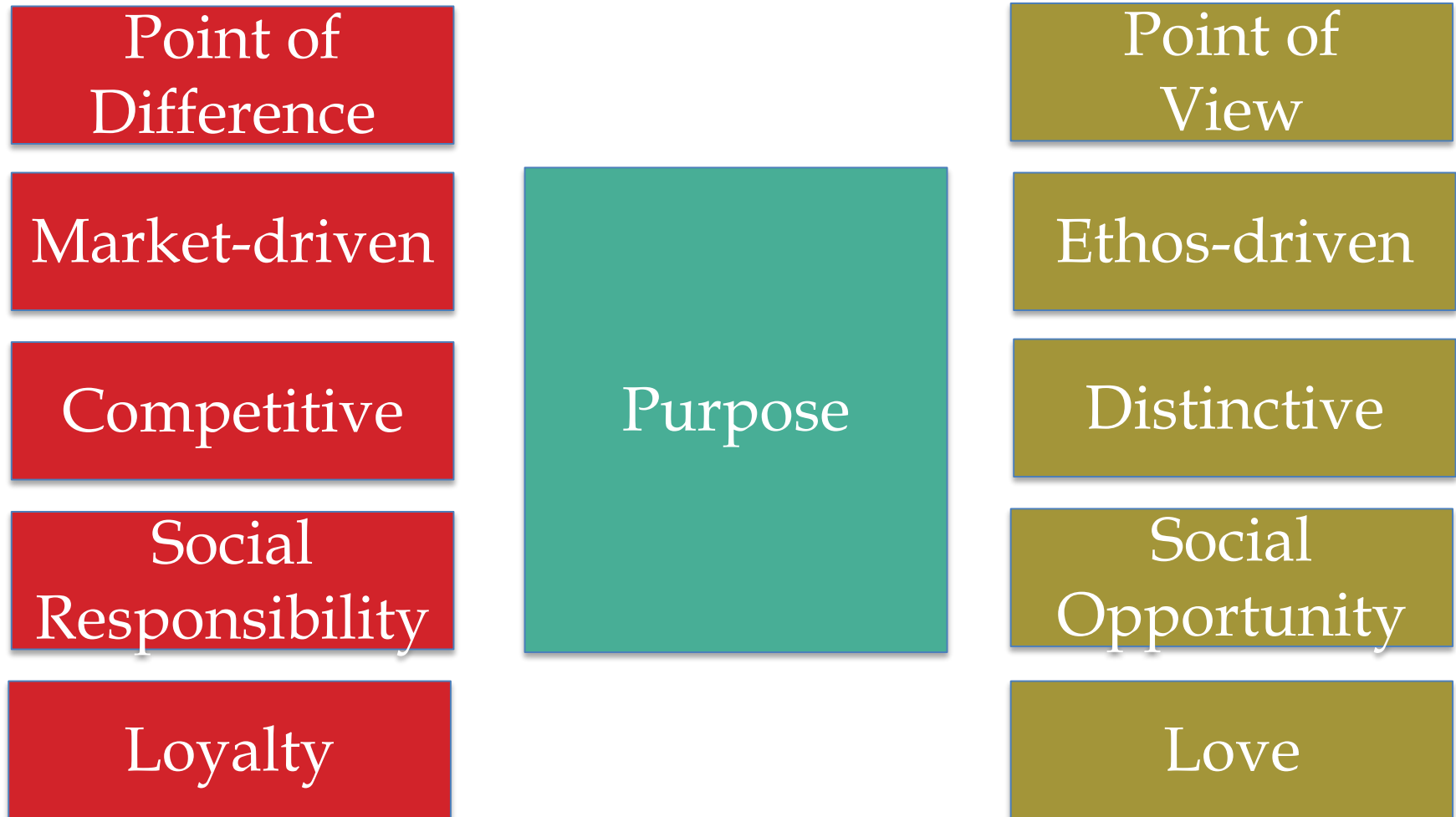
THE TRANSFORMING POWER OF PURPOSE



THE TRANSFORMING POWER OF PURPOSE



THE TRANSFORMING POWER OF PURPOSE



“Purpose is the underpinning and overriding reason an enterprise exists. As such it unifies its people and guides all its actions”

Nikos Mourkogiannis

USING PURPOSE TO ENCOURAGE ALIGNMENT

Alignment

Work that provides specific spiritual and emotional commitment



Work that promotes direct physical and mental involvement

Engagement

USING PURPOSE TO NURTURE FULFILMENT

Fulfilment

Work that encourages community,
purpose and growth



Work that encompasses autonomy,
accomplishment and mastery

Achievement

AUTHENTIC PURPOSE DIRECTS ATTENTION

- ◆ **transcends time**
- ◆ **teaches truth**
- ◆ **transforms behaviour**
- ◆ **inspires commitment**
- ◆ **tells a story**
- ◆ **unifies everyone**

**“Purpose is not The What
The Where or The Who
Purpose is the Why”**

Joey Reiman

“Purpose is the primary source
of an organisation’s achievement”

Nikos Mourkogiannis

“**Purpose** gives you direction
Strategy gives you directions”

“**Purpose** is your Why
Strategy is your How”

“**Purpose** is timeless
Strategy is timely”

PURPOSE QUESTION ONE

How do you make a difference to your clients and what problem do you solve for them?

PURPOSE QUESTION TWO

If your organisation was gone tomorrow, what would your industry and the country lose?

PURPOSE QUESTION THREE

What one thing about your organisation would you change, and what would you never change?

“Clarity of **purpose** sets the
direction of focused **attention**”

Roger A Lewis



THANK YOU FOR
YOUR ATTENTION



Focal Point

*we inspire focus
to enable individuals
to direct their whole attention
to achieving the important*