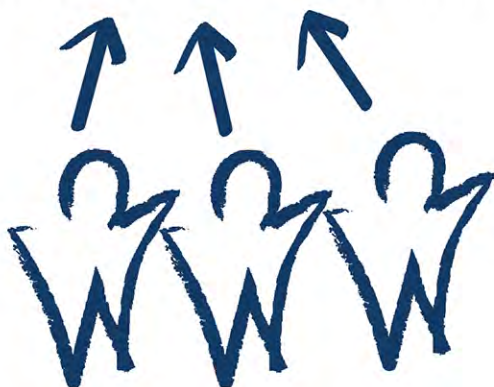


THE GREATER GOAL

CONNECTING PURPOSE
AND PERFORMANCE



How to Align Your Entire Organization for Shared Success

KEN JENNINGS

Bestselling coauthor of *The Serving Leader*

and **HEATHER HYDE**

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"I believe passionately in the principles of *The Greater Goal*. We are putting them to work for us right now in my organization."

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Servant Leadership Online Training Summit March 24 - April 2, 2020

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—**Ginger Graham, Senior Lecturer, Harvard University, and CEO coach**

"*The Greater Goal* touched me deeply. It will guide you to improving your business results and the quality of your life. I've applied these principles to my company and my personal life with tremendous results in both."

—**Michael Holmes, President, Rx Outreach, Inc.**

"The tools in *The Greater Goal* have changed the way we approach our strategy and the way we do our work. I highly recommend it!"

—**Newt Crenshaw, Vice President, Oncology Business Unit, Eli Lilly and Company**

"I am a strong believer in the power of being purposeful. I really appreciated the careful thought and wisdom I found in *The Greater Goal*. It's an insightful and effective framework for the achievement of shared goals."

—**Mark M. Ferrara, Vice President, Talent Management, Eli Lilly and Company**

**THE
GREATER
GOAL**

Other Books by Ken Jennings

(with John Stahl-Wert)

The Serving Leader

Ten Thousand Horses

THE GREATER GOAL

CONNECTING PURPOSE
AND PERFORMANCE

KEN JENNINGS
AND HEATHER HYDE



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Berrett-Koehler Publishers, Inc.
San Francisco
a BK Business book

Servant Leadership Online Training Summit March 24 - April 2, 2020

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Berrett-Koehler Publishers, Inc.
235 Montgomery Street, Suite 650
San Francisco, CA 94104-2916
Tel: (415) 288-0260 Fax: (415) 362-2512 www.bkconnection.com

Ordering Information

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Printed in the United States of America

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Library of Congress Cataloging-in-Publication Data

Jennings, Ken (Kenneth R.)

The greater goal : connecting purpose and performance / Ken Jennings and Heather Hyde.

p. cm.

ISBN 978-1-60994-288-5 (pbk.)

1. Leadership. 2. Goal (Psychology) 3. Strategy. 4. Motivation (Psychology) 5. Organizational effectiveness. I. Hyde, Heather. II. Title.

HD57.7.J457 2012

658.4—dc23

2011042147

FIRST EDITION

17 16 15 14 13 12 10 9 8 7 6 5 4 3 2 1

Cover design: Cassandra Chu

Interior design and composition: Beverly Butterfield, Girl of the West Productions

Editing: PeopleSpeak

Servant Leadership Online Training Summit March 24 - April 2, 2020

To our parents, thanks for showing us
how to live and love well

To our children, each with a
special story yet to tell

To each other, we are dedicated

To our readers and all who seek Greater Goals

Do all the good you can
by all the means you can,
in all the ways you can,
in all the places you can,
at all the times you can,
to all the people you can,
as long as ever you can
—John Wesley

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Foreword by Ken Blanchard

I have found that over the years, without a Greater Goal to serve, the only thing people have to serve is themselves—and we have all seen the negative effect of self-serving leadership in every segment of our society. That's why I'm excited about this book.

Wouldn't you love to come home from work every night knowing that you gave your very best for a worthy cause? How would it be if you shared in setting the most important goals at work, even if you're not the company president? And what would it be like if you knew exactly how your efforts at work were part of creating a community capable of outstanding performance? My friends Ken Jennings and Heather Hyde invite you to imagine your work life this way as they show you what it takes to create high performance based on high purpose. Welcome to *The Greater Goal: Connecting Purpose and Performance*, a wonderful expedition into how people, teams, and organizations create shared purpose for the greater good *and* achieve outstanding organizational results. It's a story, a road map, and a journey with a very special purpose.

For over a decade my colleagues and I have been speaking about how organizational high performance is achieved by focusing on the “triple bottom line”—being the employer of choice, the provider of choice, and the investment of choice. Over time, we learned that high-performing organizations have leadership that influences people by unleashing their power and potential to impact the greater good. But it’s not just about setting and achieving more and more difficult goals. Leaders who can create, with others, the organization’s shared Greater Goal *and* show how people can align their best efforts to it show the way to high performance.

Ken and Heather have chosen to illustrate the power of having a Greater Goal through the story of Alex Beckley, your average troubled leader. I love the business fable format, and I believe readers do too—especially when they get a new insight into a simple, time-tested truth. Books like the one you are holding can cut straight to the heart of how you think and feel about life at work by tapping into your own truth—your experiences, memories, perceptions—while at the same time offering new ways of seeing. Stories like this allow readers to suspend their skepticism and consider the power of personal narrative. Those of us who have been around the block a time or two know that our narratives become so deeply rooted that they can run our lives—even determine our destiny.

In *The Greater Goal*, Ken and Heather invite you to listen to one leader’s story and to look at your own. The facts and figures of your accomplishments are not the whole picture. Wherever we contribute in our organizations and communities, each of us leaves behind a legacy—a story of what’s possible. This book encourages you to form your legacy around

a Greater Goal and connect your high purpose with high performance.

Imagine that life's most stubborn obstacles—the reasons why you fall short of your potential for greater good—can be left behind with the next decision you make. You don't need to have a life-threatening wake-up call (like the hero of this tale) to give yourself a second chance. Transformational change can also take place in the small, everyday choices we make.

Seeking the greater good, and seeking it together, is truly a worthy Greater Goal.

Ken Blanchard
January 2012

3. The Greater Goal

Quinn wrote words next to the star and pushed the placemat toward Alex.

Commit to the Greater Goal



“The Greater Goal? Mine or the company’s?” Alex asked.

“Both actually,” Quinn responded.

“If you’re talking about the Beckley mission and vision statements, we have those: I read them. They are pretty good.”

“This is deeper, Alex. The Greater Goal describes the very best you aspire to for customers, employees, and frankly, the

world. But it's more than a description. It should effectively call each person and team to give their absolute best. It provides the strategic frame for determining what business you should be in to add the most value. It's not just naming the mission and vision; it's the process of committing to them and acting together on them that makes the difference."

"I need a little more help with that," Alex said. "How is that different from our mission and vision?"

"Let me be clearer with some examples, if you would allow me. I have a client that is a world-class healthcare organization by today's standard. Its mission and vision are centered around 'delivering the best possible care' to every person who comes its way. When the leaders began to ask new questions about their true Greater Goal, it changed the entire organization—for the better."

Alex sat up a little straighter. "I would write this down if I could write," he said, looking at the hand cast.

"No worries," Quinn said with a smile. "I think I might just take you to see this organization for yourself. Wrestling with their Greater Goal was a watershed chapter for these leaders." With that, Quinn pulled a fresh three-by-five card and a beautiful fountain pen from his jacket pocket. "In the example I'm thinking of, the mission to provide healthcare services was important but was still not enough. The organization could do more. The leaders believed a Greater Goal would include keeping people healthy, promoting wellness, and preventing people from coming in for repair medicine in the first place."

Alex broke in, " . . . and they could make money at that?"

"You bet," Quinn said. "Their Greater Goal first led them to consider this larger aspiration and then led them to *reconsider*

their existing business model and put in place a new model that served customers in a new way. They figured out how to make money offering total health care—preventative as well as repair medicine. They are reinventing themselves led by their Greater Goal. And just in time too. They are actually bending the cost of health care in the right direction by helping many people stay healthier.”

Quinn sketched notes on the card for Alex. It said:

- *The Greater Goal goes beyond mission and vision to create a new identity—a greater strategic frame—allowing for new value propositions, new services, new customers, and a new business model of proactive health care.*
- *This strategic approach reframes the entire workplace, energizes employees, and serves as an innovative example of health care that works for all.*

Alex probed further. “How about some other examples?”

“Sure,” said Quinn. “I know of a financial services firm that expanded on its mission of asset management. The firm crafted a Greater Goal to help families and foundations steward their wealth in highly effective ways based on personal values and goals. This led the firm to become more expert in spotting investments consistent with those clients’ values. It managed risk with better statistical, financial, human, and ethical approaches. It even offered low-cost financial services to key nonprofits supported by its clients.”

“It sounds like a formula to go out of business,” Alex remarked.

“Far from it. This firm has become one of the most successful in its industry. Another example is a military organization that is putting resources into building schools and bridges. Its people are making friends in pursuit of the Greater Goal of peace.

“In another case, a biopharmaceutical organization went beyond focusing on its molecule pipeline to include the perspectives of the patient, payer, and provider all in an integrated approach to total disease management.

“And another favorite of mine is a city roads and traffic department that went from potholes to purpose. It adopted a Greater Goal of connecting families and businesses with roads that work. That led the department to enlist the public in spotting potholes when they were small and easily repairable—before they became a bigger problem. It discovered better repair materials and even enlisted local university brainpower to predict pavement breakdowns and simulate the best maintenance schedules and best alternative traffic flows around repairs. I have examples from almost every industry and sector.”

“Give me one more,” Alex said, smiling.

“Okay,” Quinn responded, pointing just above Alex’s head and then slowly bringing his finger down to point directly at Alex. “I see a medical products company headquartered right here in the city reaching for a new Greater Goal. This leads to higher value created for existing and new customers and by a senior team committed to a cause and to each other.” Quinn said, “You will be able to fill in the details of this one for yourself, Alex, if you choose.”

Alex returned the smile. “Thanks for the examples and the challenge. I can see a bit better now. Give me that definition of the Greater Goal again.”

“Okay, Alex. A Greater Goal has three specific dimensions. First, the goal is great in the sense that it aims for a greater good—hugely positive outcomes for many. Second, it is great because it requires the combined and aligned best efforts of everyone in the whole company. And third, it calls each of us individually to greatness, to give our very best and to become part of something great ourselves.

- *Greater Good*
- *Aligned Efforts*
- *Individual Greatness*

“The Greater Goal represents the ‘North Star’ by which an individual or organization can navigate through changes and challenges.”

“That sounds like what I need myself—what we need,” Alex acknowledged.

Quinn smiled in agreement. “Alex, will you take a home-work assignment?”

Alex indicated his busted right hand. “As long as it doesn’t involve writing.”

Quinn chuckled. “Mostly thinking. I want you to reflect on your heart’s desire. What do you want your life to count for?”

Even as he heard it, Alex realized he’d never really thought about this question. “What do I want my life to count for?”

“Exactly.” Quinn glanced out the door. “We will start with you and then get to what this looks like for your work and for the company. A writer I respect, Joel Kurtzman, said in his book *Common Purpose*, ‘When leaders pursue higher goals, the results have been almost magical.’ I know the nurse is going to come in and chase me out of here soon. So when we get together next time, let’s talk about both your own and your company’s Greater Goals.

“Here is the test, Alex. Greater Goals will be other focused. Your Greater Goals will not be about you but will define you.”

Almost on cue, a nurse dressed in bright flowered scrubs came in. “Time to leave,” she said evenly, as if she saw distinguished-looking gentlemen sitting on the floor every day.

“I was just on my way out.” Quinn rolled up off the floor but bent down once more to address Alex. “Get better, Alex. Many people are waiting to help you.”

Alex closed his eyes, already beginning to work on his assignment. It was a big question. As the drug pulled him into sleep he dreamed of what life could be.



Out in the hallway, Quinn called Kevin.

Seeing the caller ID, Kevin answered eagerly, “How was he?”

“We are a go.” There was a pause on the other end of the line.

“Do you think he realizes that this is a test?”

“Possibly,” Quinn said. “But he sincerely wants to change, Kevin.”



Alex woke up the next morning thinking about purpose. An employee was cleaning the room—“an environmental services associate,” according to the nametag. Michael had impressed Alex every day of his stay. Here was an opportunity to learn.

“Michael, you really like what you do,” Alex observed.

“I love it,” Michael said.

“Some could say that what you do every day . . .”

Michael finished the awkward sentence for him: “Makes me the low man on the totem pole?”

Alex smiled sheepishly.

“Nope,” Michael said. “I like people and I like my team. Our team helps people like you. What we do is important; we keep patients safe from infection and make this place look good. Actually *we are all caregivers here*, including me.”

“Did somebody named Quinn tell you to say that?” Alex asked jokingly.

“Who?”

“Just kidding. Thank you!”

That night Quinn called Alex’s room to confirm Alex’s commitment to working together, in case it was “the pain meds talking” when they last spoke.

“No, not the meds talking,” Alex confirmed. “I want to hear more about this ‘Star Model.’ I’m up for working with you, Quinn.”

“Good. Then how would you feel about my speaking with your team? I’d like to get their input on what is working and what is not.”

“I’m afraid of what you will hear, Quinn.”

“Fear not, Alex! Let’s get it all out in the open.”



Within two weeks, Alex was home again—but he had to use a wheelchair and sleep in the first-floor den. For the time being, he couldn’t climb the stairs to the second floor, which he shared with Rachel and his mom. His company set up a special hospital bed in the den. His mom added her home-made quilts. That first night home he drifted off to sleep with plenty of medication on board. In semisleep he became aware that Rachel was sitting quietly in the room, just watching him. He wanted to speak to her, but he somehow couldn’t.

The next morning he had another chance. Rachel was making a sandwich for herself in the kitchen. Alex wheeled in. “Rachel, I’m on a roll and I want to talk about me and you.”

“Bad pun, Dad. I’m going to be late. Can we talk later?” But her attitude said *I don’t want to talk at all*. “Sorry, I gotta go. I’m late.”

Alex winced. *I’ve used those same words a thousand times.*