

THE AUTHORITY GUIDE TO MEANINGFUL SUCCESS



How to combine purpose, passion and
promise to create profit for your business

TIM JOHNSON

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Success without fulfilment is the ultimate failure.

Tony Robbins



Introduction

There is no shortage of local and global challenges to solve, from climate change, poverty, war and famine, to religious conflict and extremes of wealth distribution to name but a few. Yet we live in a time when we do have the collective know-how and resources to solve most, if not all, of these challenges with relative ease. But why doesn't it happen?

I believe the primary reason is because we've yet to move on from a Darwinian Schumpeterian world of competitive creative destruction in the name of survival of the fittest, to one where we recognise that we are on this planet together and that, despite our different stages of development and world views, we need to progress together... No small task.

Yet the fact remains that the win/lose, winner takes all game is coming to the end of its usefulness, as the excesses of corporate monopolies testify. And the relentless failure of the use of force to solve the world's political and religious differences, which only goes on to reinforce the intractable deadlock for generations ahead, clearly points to the need to approach things differently.

The corporate industrial world has produced all the machines, toys, clothes, films, food – you name it – in abundant supply. It

has done this through treating people like machines, with stick and carrot reward systems and executive bonuses through the roof, while at the bottom of the pile, workers work for minimum wage on zero-hour contracts topped up by tax credits (effectively employees subsidised by the state). This system has led to all the stuff we now take for granted, and probably don't want to give up. But it has also left us disconnected from our souls, ourselves, our relationships and our communities. Many feel empty inside and at a time of historical safety and abundance we are stressed out, overwhelmed and disconnected.

Campaigning organisations have sought to redress the destruction brought on by the excesses of corporate greed fuelled by the instantaneous movement of capital, and yet appear to become hamstrung by borrowing corporate models and getting mired in compliance, bureaucracy and political correctness. Worse still, they often embrace the dogmatic right/wrong, win/lose dynamic of the very people they seek to change.

Entrepreneurial organisations use some of the systems of the corporate world but have passion and inspiration as their key drivers; they desire to do things differently for a reason. But they suffer from the lack of access to capital and the ability to run rings around the tax system like the multinational corporations do.

Before grandiose schemes of changing the world, let's first look in our own backyard. It is in smaller organisations that the leaders have the greatest opportunity for change, and to show the efficacy of a new way of working.

Part I

Building an effective organisation

“

Efficiency is doing things right;
effectiveness is doing the right things.

Peter Drucker

”

Part I: Building an effective organisation

Regardless of the type or size of an organisation, it needs to have some fundamental cornerstones in order to prosper. Whether a small local business or charity, a religious community, a large multinational corporation, a political party, an education establishment or even a local youth football team, they all need to deal with the following tasks: they need to organise their people to carry out certain jobs, behave in certain ways and to hold certain beliefs; they need to attract people to be members of the team, customers and suppliers; they need to deliver some form of product or service and they need to find a way to finance its activities.

Now in practice, the labels that different organisations use vary greatly. Education establishments talk about teachers or lecturers and students rather than customers or suppliers. Charities talk about fundraising and raising awareness of a cause as opposed to sales and marketing. Religions talk about missionary work and converting people, while political parties trade influence and power.

Whichever labels are used, there needs to be internal systems and processes to allow the people inside the organisation to influence people outside the organisation to interact with it and in some shape or form 'buy' its ideas, products or services.

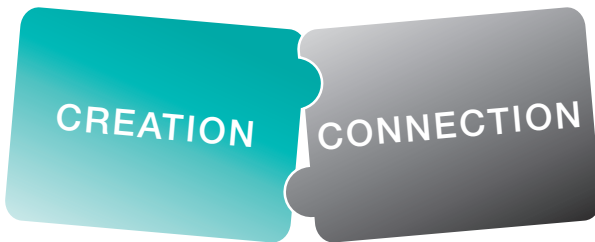
To reduce this to the fundamental conceptual parts, there are things going on *inside* the organisation and things going on *outside* the organisation. And there are two core processes at large: one of *creating* systems, workflows, procedures, products, services, ideas and so on, and other areas of *connecting* and influencing people to take up these ideas and ways of being.

Which means we have two worlds – an inner world and an outer world; and two core activities of connecting and creating:

Figure 1 The interconnectivity of inside and outside the organisation



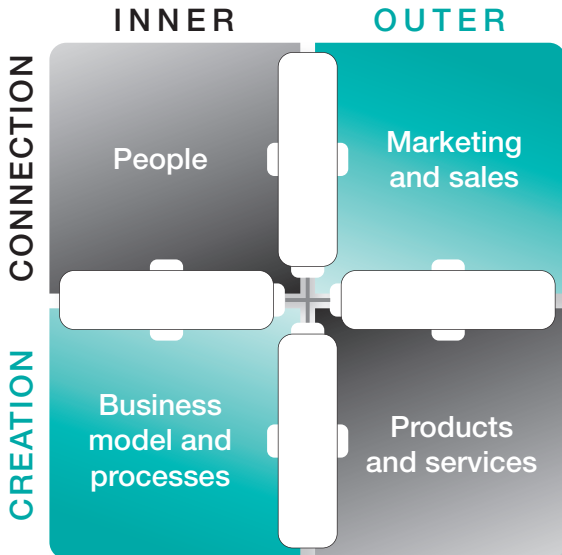
Figure 2 The interconnectivity of the two core activities



When we put these four parameters into a grid it looks like the diagram below. The left-hand column is the inner world and the

right-hand column is the outer world; the top row is the activity of connection and the bottom row is the activity of creation.

Figure 3 Outline of the meaningful success map



This book is based around the structure provided by this map. It is worth spending a couple of minutes getting familiar with this map and how it links things together. It will make the rest of the book much easier to understand. By the end of the book you'll have a simple framework with which to view your life and your work in a more meaningful and connected way.

Because the map helps to make sense of how everything can fit together so that day-to-day operations can be more easeful and effective, it can enable you to free you and your team up to work

beyond the confines of the map and create an organisation that can become a beacon for others to follow.

To give this diagram a little more meaning, the *inner* world of *connection* (the top left quadrant) is the realm of **people** within the organisation, without which there is no organisation, even in a one-man-band set-up.

The bottom left quadrant is what the organisation *creates, internally* to be able to operate; this is its **business model** – how it survives and thrives financially – along with its processes, systems and ways of doing things.

The bottom right quadrant is what the organisation *creates externally*, which is its **products and services** for other people to benefit from.

And finally the top right quadrant is how the organisation *connects externally*, which is the realm of **marketing and sales**.

And if you consider each quadrant as a wheel on a vehicle, then it is important that the wheels are aligned and know where they are going.

Which is why it is so essential to have a crystal clear vision so that each wheel knows where it is heading and can work with the other wheels towards the same aim with the same values.

Creating clarity around vision and values

To start with, it is useful to reassess what business you are in. The classic examples of this are the Ronson (cigarette lighter) and Black and Decker. Ronson had thought they were in the cigarette lighter business, but when they took time out to re-examine what business they were really in, they discovered/decided

that they were in the gift-giving business, because people generally bought their products as gifts rather than as utilitarian items. This had a radical impact on the business, as they then changed the whole way they approached the market. Similarly, Black and Decker thought they were in the business of making drills, but when they also examined what business they were in they realised they were in the business of creating holes. This enabled them to focus on projects that DIY people take on, and provide a wide range of solutions to assist with these projects. The shift of focus from looking solely at the products they created, to looking more closely at the customers needs, allowed the businesses to be more innovative with their product designs and solutions, and more focused in their marketing, enabling both businesses to prosper.

Take the time out to re-examine and evaluate what business you are in, particularly with reference to the underlying need that you are fulfilling for your customers. Then define it in a way that allows everyone in your organisation to relate to it as they go about their daily tasks.

Next, be clear about where you are heading – your vision – because you don't want to be like the Grand Old Duke of York, who had ten thousand men, marched them up to the top of the hill and then marched them down again, as the nursery rhyme goes. When I co-founded the business breakfast network, 4Networking, at the very outset the vision was to create a national network. That was it, deliberately simple and clear. That way there could be no ambiguity, no distortion of the message. It was used repeatedly and never changed, until we got there. In the beginning people thought we were mad and that we'd never get there, but the constant repetition and dogged determination towards a very clear goal meant that we did get there. As the organisation grew to thousands of members and remote

working team roles of over a thousand people, it was absolutely essential to keep the vision crystal clear, simple to understand and impossible to misinterpret or distort the message. So do the work; what is the clear-cut, simple vision for your business that will see you through the years ahead?

The next thing to get clear about is how you go about doing your work, the culture and values of your organisation. It's not the mechanics at this stage, it's the way you want to behave, the lenses through which you make decisions – the guiding principles. These are your organisation's values. At 4Networking we chose a deliberately relaxed and informal style in contrast to the existing players in the market, and the values of openness, honesty and transparency within the realms of normal commercial expediency.

Returning to the wheels analogy, not only do the wheels need to be directed with a clear vision and values, they also need to be aligned and balanced. Because if the wheels are not aligned and different areas of the business are pulling in different directions, the resulting tug-of-war consumes huge amounts of energy, is unproductive, hard work and wears the tyres out fast. If too much energy is placed on one wheel and the rest of the vehicle can't keep up then wheel-spin occurs, which creates a lot of huff, puff and steam, noise, mess and usually spreads a good deal of muck around in the process. Conversely if one wheel is a little flat or off balance it slows the rest of the vehicle down and creates uncomfortable vibrations for all to feel.

And then there is the drive. Typically younger, more entrepreneurial organisations tend to focus on the people and sales side of things, with the back office set-up and service delivery playing catch-up all the time. In this way, the organisation can be considered to be a front-wheel drive set-up.

More mature businesses and larger charities tend to be run by the accountants and lawyers and focus shifts to efficiency and compliance. Everything is designed to run like clockwork with all the boxes ticked in the right places, and the shift to maximise profits or other metrics can come at the cost of failing to inspire the people in the business and losing sight of the customers' core needs. In this way the organisation can be considered to be a rear-wheel drive set-up.

The key, of course, is to deliberately aim to create a four-wheel drive model where power is distributed to all four wheels, with the ability to adjust the power distribution as the business encounters changes in the marketplace, and deals with the challenges of its own growth. This is where the four connectors, shown in white in Figure 3 (page 5), come in. These will be addressed later in the book, but first let's look at each of the four quadrants or wheels in turn, and some of the key features you need to get right in each of them.

In short

For more meaning – be clear about your values and vision.

For more success – actively create a four-wheel drive approach.

Business results and meaningful work connect to impact effectiveness in our organisations and lives.

Tim Johnson, founder of Meaningful Success, shows you how to integrate practical business thinking with practical personal development to build a global network through your business or charity. This *Authority Guide* blueprints how we can embrace the best elements of entrepreneurial drive and passion, enabling blame-free culture to lead teams and provide personal fulfilment for all those involved.



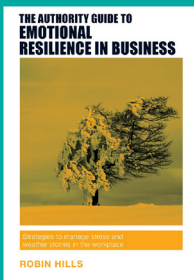
“We all want success, but what we’re really looking for is meaningful success. Tim has combined what it takes for an organisation to tick from both the outside and inside. A must read.”

Baiju Solanki, CEO & Founder

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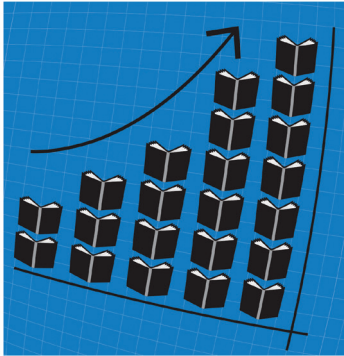


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