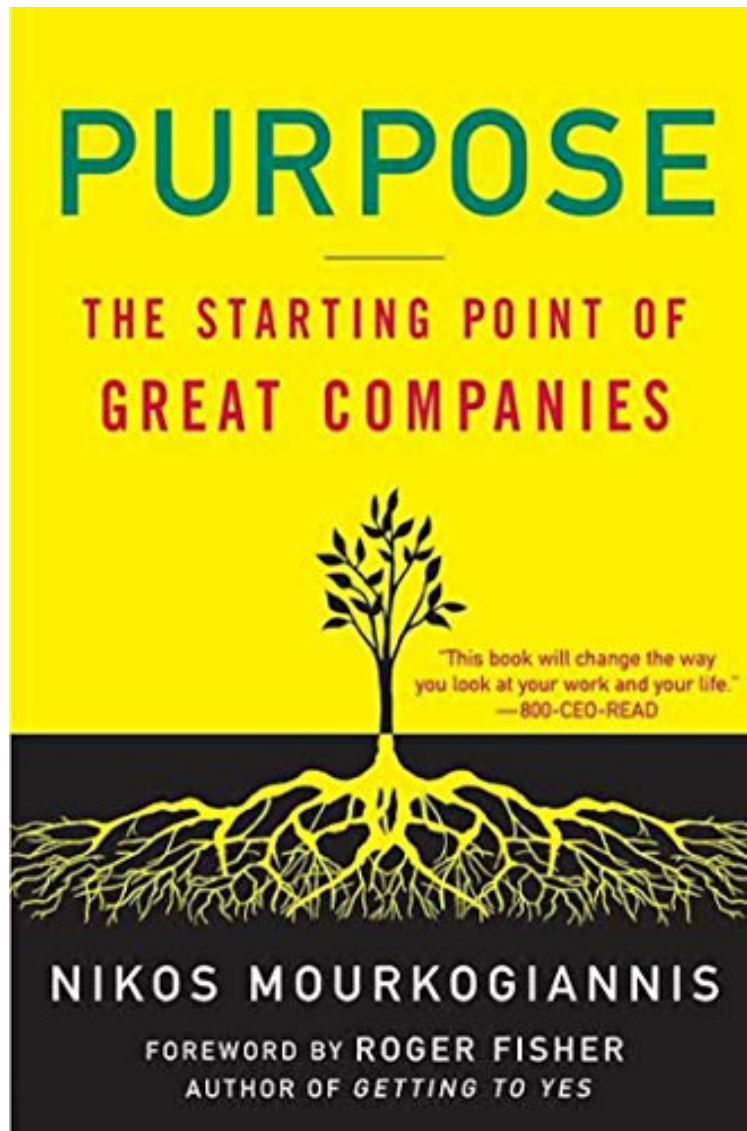


(Download pdf) Purpose: The Starting Point of Great Companies

Purpose: The Starting Point of Great Companies

Nikos Mourkogiannis

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Nikos Mourkogiannis : Purpose: The Starting Point of Great Companies before purchasing it in order to gage whether or not it would be worth my time, and all praised Purpose: The Starting Point of Great Companies:

1 of 1 people found the following review helpful. Revolutionary work on business purpose has both substance and form By Sankhmmr Mourkogiannis' book is a triumph. He does two very difficult things well in Purpose: The Starting Point of Great Companies. First, he offers that the proper navigational heading for all businesses is their purpose. Sans purpose there is confusion, hence inefficiency, and ultimately underperformance. This crucial point - the thesis of his entire work, and the book's substance - is supported philosophically (quite literally), as well as with ample numbers of

business cases. Second, Mourkogiannis has done an expert job of translation. What I mean by that is he has taken an ephemeral concept - purpose - and provided easy to understand and use mental models that allow for the crucial and final factor for a business: implementation. I also want to mention that readers new to the "purpose" conversation should check out the copyright on this book. Mourkogiannis has been discussing this issue publicly and professionally since the mid-2000s. This makes "Purpose," at its core, a revolutionary work, and I believe the revolution is well underway. I highly recommend this book for any businessperson that feels a void in her/his own professional experience. 6 of 6 people found the following review helpful. Purpose vs. Mission vs. Vision - The Truth Revealed By Wendy S

This book's singular message is this: to succeed and win, great companies need to have a purpose that has a moralistic bent to it that everyone can jump on board with and follow. This purpose will drive your strategy and values (which will come effortlessly after you figure out what your purpose is.) This is different from the over-done and often useless "mission" and also different from the a-moralistic "vision" which sets out a path for the future. Purpose by contrast, puts a stake in the ground about what your company believes in at its core. Purpose is a direction for the company but not necessarily a snapshot of its destination. It provides a clear path whereby you can check all activities against (is what I'm doing in line w/ the purpose?). Nikos argues that Purpose is not merely a motivational tool but an objective in itself that can be enduring. A company's purpose can change over time - perhaps with the change of leaders like Welch to Immelt (who went back to the "discovery" angle). Also leaders (like Steve Jobs) can take a purpose from company to company over his career. The book takes you through the journey of defining what is a purpose vs. a mission and a vision, and gives you examples you can sink your teeth into. He lays out four main types of purpose and examples of companies that are each: 1) Discovery - rooted in intuition that life is a kind of adventure. Example: Apple and their goal to always come up with the new / most innovative products (esp. in comparison to Microsoft who clearly follows a different path). 2) Excellence - implies standards and purports the belief that excellent performance in our role in life represents the supreme good. Example: Warren Buffet 3) Altruism - a purpose built in serving its customers in a way that is beyond standard obligation. Example: Wal-Mart, Body Shop 4) Heroism - demonstrates achievement (often with a charismatic and visionary leader) Example: Ford, Microsoft

Then he helps you determine your company's purpose by answering a few key questions and provides examples of great companies and the tie between purpose and morale. He covers how leadership and purpose are intertwined and gives a step-by-step approach for discovering, testing and communicating your purpose. While this book is in a way a pitch to hire his firm (subsidiary of Booz Allen), there are certainly some good nuggets of information and thought provoking ideas you can take away in any business environment. Recommended! 0 of 0 people found the following review helpful. Purpose is everything if you do not have it you are small By Philip Henderson

The author makes a solid case for the importance of purpose for the long term success of any enterprise. He presents many cases to prove his case. I am convinced. Unfortunately, some business leaders are not interested in the long term. Many business leaders are only focused on quarterly results and profits the current year. They may understand the importance of living a life with purpose and organizing a corporation around purpose but they are afraid what will happen to them if they devote their leadership to purpose. They believe that the market will reject them and toss them out. These leaders believe they will be replaced by new leaders whose focus and purpose is to maximize immediate profits and suck the guts out of the company. Corporate raiders are constantly seeking opportunities to take over a company to sell off its assets and drive the company into the ground. I hope that corporate leaders will read this book and heed the warnings of the author. Too many corporate leaders are not interested in developing Great Companies, instead they are merely interested in enriching themselves (and the stockholders. They are actually destroying the wealth of the corporations that they are hired to lead. They believe that is their Purpose.

In Purpose, world-renowned thought leader Nikos Mourkogiannis turns the entire idea of leadership on its head and shows that the choice between values and success is no choice at all. Mourkogiannis argues that companies must satisfy the need for purpose--a set of values that defines an organization and inspires and motivates its employees. Rather than organization and structure, ideas are what cause companies to go from good to great. Drawing on examples from across multiple industries, Mourkogiannis demonstrates how a strong purpose is the essential first step toward lasting success.

From Publishers Weekly Leadership consultant Mourkogiannis calls upon CEOs to invest their companies with high-minded ideas rather than strictly bottom-line concerns by discovering their "Purpose." But the definition of Purpose remains vague throughout this rhapsodical account-it's a kind of "moral DNA" that affects-but should not be mistaken for-corporate mission, vision, values and identity. Centered on case studies of five entrepreneurs-Henry Ford, Tom Watson, Sam Walton, Siegmund Warburg, and Warren Buffett-who "were driven by Purpose to innovate in a radical way," the volume makes philosophical rather than concrete links between Purpose and morale, innovation, competitive strategy and branding. The connection between Purpose and success, for example, is hardly buttressed by Mourkogiannis's examples. He laments, for instance, that Wal-Mart has gone astray since Walton's death-and yet the company remains hugely profitable. The author urges CEOs to aim for "the satisfaction that comes from yoking good

corporate citizenship and high purpose to produce record profits and a noble place in the eyes of the world," but his pie-in-the-sky, Nietzschean principles may provoke less action than soul-searching. With a foreword by Roger Fisher, author of *Getting to Yes*. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. Inspiring a large global organization with a common purpose whilst respecting its diversity is high on the agenda of top management. Nikos Mourkogiannis' *Purpose* sheds light on the importance and practice of defining and embedding a sense of purpose in an organization and thereby, of aligning the interests of its strategic stakeholders. I recommend the reading of this outstanding book.--Dr Josef Ackermann, CEO Deutsche Bank

An overriding sense of purpose is hard to achieve, and hard to change once achieved, but potentially transformational in its implications -- as Nikos Mourkogiannis's book so persuasively demonstrates.--Pankaj Ghemawat, Harvard Business School Professor

Nikos Mourkogiannis has provided incumbent and aspiring leaders with the needed counterbalance to Bossidy's *Execution*. Execution, absent Purpose, can drive once great enterprises off the cliff and once great armies into chaos and destruction. This book reminds leaders of the importance of taking stock of the legacy which has made great businesses great, while renewing the values and character required to flourish for a new era.--Dr Jeffrey A Sonnenfeld, Lester Crown Professor in the Practice of Management and Senior Associate Dean for Executive Programs, Yale School of Management.

Books on business usually arouse very little interest. This one is different and is a book for business in our time. I urge all business leaders from companies of any size to read this and more to the point, take its messages on board, for themselves and their colleagues--Sir Colin Chandler, Chairman, easyJet plc

Purpose is the missing piece in the corporate jigsaw of success, often overlooked by companies big and small and their employees. Nikos Mourkogiannis provides a compelling and gripping account of why this is so important, so impactful and so inspiring. This book made me stop and reconsider my organisation and I am sure it will do this same with many other CEOs.--Euan Sutherland, CEO A.S. Watson UK. (Owners of Superdrug, Savers, The Perfume Shop in the UK)

A very insightful book which goes to the core of institutions' true identities and what they stand for. We need more of Nikos' initiatives which give thorough analyses yet offers a truly enjoyable reading.--Mr Abdel Hamid Shoman, Chairman and Chief Executive Officer, Arab Bank plc

From the Publisher

Chosen as the best book of 2006 by 800-CEO-READ * Chosen as a best of 2006 by Fast Company * ed in the 2006 Best Business Books of the Year issue of *strategy+business*