



Jon Pepper Books/Discussion Guide No. 5: Mission and Purpose

Crowe Power executives gather for a leadership offsite to discuss the company's mission and purpose, as many companies do. Is it surprising that a company that's been in business for more than a century needs to figure out its purpose and mission?

No.

- Companies need to recalibrate from time to time to consider ways in which the world has changed.
- What worked a hundred years ago doesn't necessarily work today.

Yes.

- The founding principles endure. It's just the strategy that changes.
- Such exercises breed cynicism among employees because companies quickly forget the new mission and purpose or don't integrate the ideas into their plans.

Question: When do these exercises fail?

- When they're not truly authentic to the company?
- When they're not integrated into the company's business plan and supported with resources?
- When they're seen as an exercise by people at the top that is far removed from the guts of the business?
- When they don't include people from all parts of the company?

Question: What does it mean to be a good corporate citizen?

- Provide good jobs, effectively serve customers, and respect communities in which you operate.
- Using corporate resources for programs that advance social and environmental agendas.
- Operating honestly and ethically.