

# Accelerate Community: Reinventing Purpose Communications

December 9, 2020

# Agenda

- >CECP Introductions
- >Participant Introductions
- >Recap of and Reflections on Meeting 1
- >Speaker: Noah Keteyian, WE Worldwide
- >CECP's Look Ahead
- >Q&A

# Overview of Reinvesting Purpose Communications

## > Meeting Schedule

- December 9, 2020
- February 17, 2021
- April 14, 2021
- June 6, 2021

## > 1:1 Support

- 8 hours virtual strategic advisement consulting hour

## > End Deliverable

- Corporate purpose communications assessment

# Your Turn: Introductions

## > Participant Introductions

- Name
- Title
- Where you report into
- One thing you hope to learn today
- Update since last meeting

# Recap of & Reflections on Meeting 1

## Key Takeaways

- > Corporate purpose is not just a statement that is written and left alone – it must be the organizing principle for your company, the yardstick by which you measure progress, and the lens through which you communicate internally and externally.
- > 2020 was the collision of a new pandemic and old issues (Covid-19 and racial inequities). **Companies were communicating with employees more regularly and with more compassion**, recognizing the need to take care of their workforce and meet their immediate needs.
- > The series of **deaths of Black and Brown people** by police across the US, **combined with the data showing that the pandemic was negatively impacting poor communities of color at a higher rate** than wealthier areas, sparked demonstrations in cities around the world.
- > How can companies continue communicating and working with employees to make progress against racial inequity? **Be intentional and sensitive to the experiences of employees of color.**
- > Covid has reinvigorated CSR, shown inequalities, and made these issues top of mind for consumers. Improving diversity requires knowing **your why** and being **intentional** about **improving communication.**

# Welcome!

Noah Keteyian

WE Worldwide

SVP, Corporate Reputation & Brand Purpose





# CATALYST FOR CHANGE

PURPOSE-DRIVEN EMPLOYEE ENGAGEMENT

**Noah Keteyian**

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WHAT IS

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# PURPOSE?

**Origin story**, soul and values

Why an **organization exists**

Engage and **impact society**





**WIE** x QUARTZ INSIGHTS

A research partnership to  
**define the dynamics** of brand  
purpose and brave leadership

What issues do brands need to engage with and why?

What qualities do purpose-driven leaders share?

Who holds the power of purpose?

Why is purpose leadership so pervasive right now?

Is purpose recession-proof?

**Leading with purpose  
in an age defined by it**

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# An unmatched urgency to **purpose leadership**

Leaders who worry about a recession agree it will be critical for organizations to double down on purpose to weather peaks and valleys of economic uncertainty long-term.

**64%**

**Say brands, rather than governments, are primarily responsible for driving social change**

**84%**

**Say customers will demand greater transparency and assurance that the brands they support have a positive impact on society**

A photograph of two men shaking hands, overlaid with a red color filter. The man on the left is bald and wearing glasses and a dark polo shirt. The man on the right has dark hair and glasses and is wearing a dark suit jacket over a light-colored shirt. They are both smiling and looking at each other. The background is dark and indistinct.

73%

believe **purpose leadership**  
will become as important as  
**financial performance**





**The power of purpose has shifted.  
Employees' ability to thrive can make or  
break recovery.**

In these turbulent times, leading and communicating with purpose has become even more important and can help drive brand resiliency.



THE PATH TO PURPOSE  
HAS SHIFTED.

# The **demand for action** is growing

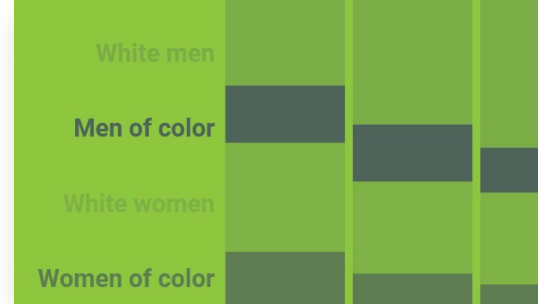


## Every U.S. business is experiencing a new reality

This includes expectations in the workplace, even as many corporate environments remain virtual. Treatment and training for workers and interactions with customers are now front and center. Leaders who ignore this risk immediate backlash.



## Diversity, equity and inclusion efforts must be real



## Lead the challenging conversations



## Doing good in society is imperative

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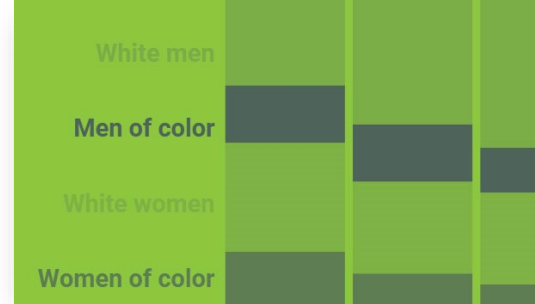


**Every U.S. business is experiencing a new reality**



**Diversity, equity and inclusion efforts must be real**

For employees, this is now an urgent requirement. Companies must take clear action to address workplace inclusion and bias, diversity representation especially among leadership and bring more perspectives into decision-making.



**Lead the challenging conversations**



**Doing good in society is imperative**

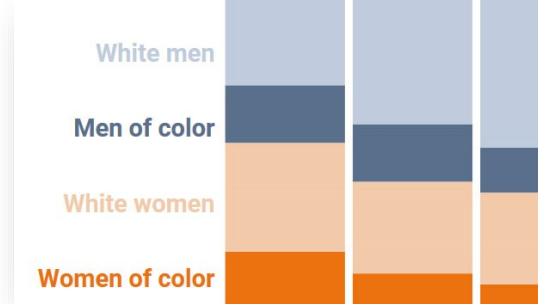
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**Diversity, equity and inclusion efforts must be real**



**Lead the challenging conversations**

Leaders need to prepare for and embrace uncomfortable and emotional conversations with employees about race and discrimination. Avoiding these conversations could lead to vocal and explosive employee activism and dissent. Active listening and constant communication are essential.



**Doing good in society is imperative**

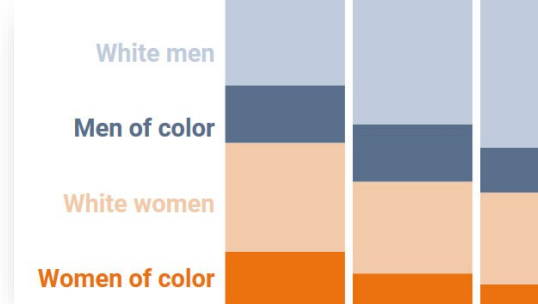
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**Diversity, equity and inclusion efforts must be real**



**Lead the challenging conversations**



**Doing good in society is imperative**

Beyond a brand's core purpose, every company needs to take action on inequality and climate. This may eclipse regular brand communications in the near-term.

WHAT ARE LEADERS SAYING?

“

... it's our responsibility to participate in and **take care of the communities** where we live and operate.”

– RETAIL CORPORATE COMMUNICATIONS LEAD  
North America





# Employee imperative



78%

of leaders agree that they have a **moral obligation** to engage with purpose on societal issues when it impacts their **employees**.

# Adding to the pressure... **leaders have concerns**

**>20%**

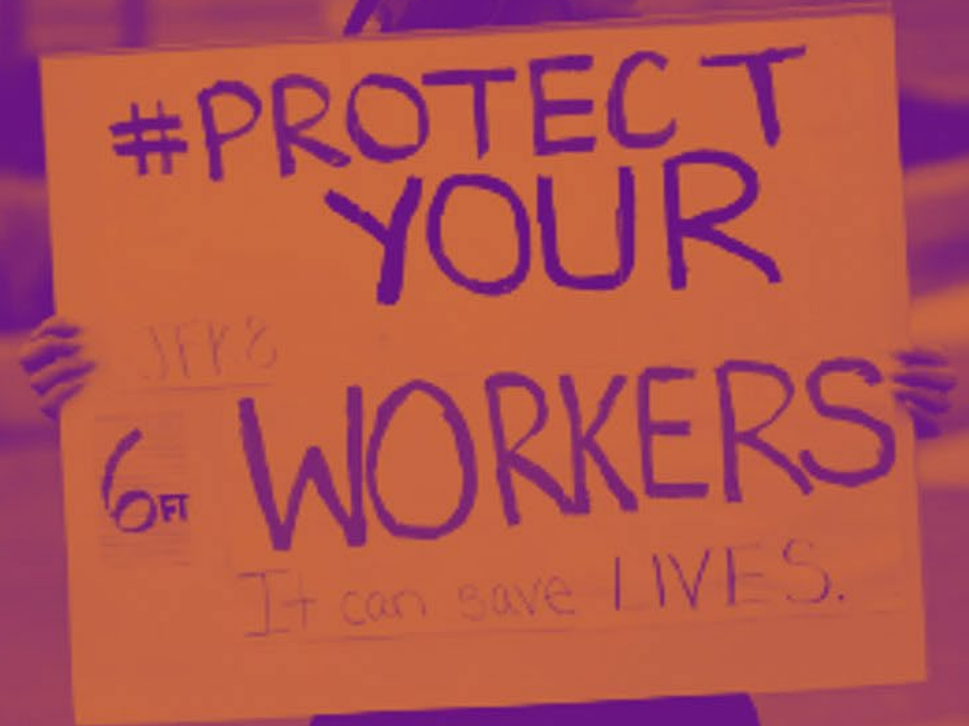
Prioritize investments  
that address factors like emotional  
health, equity  
& inclusion and culture

**50%**

Say employee  
engagement programs  
are not meeting  
employee needs

# Something new is arising.

People, leaders and purpose  
are forming a new foundation  
to accelerate through change.





“

Everyone in the organization is learning different lessons about empathy.”

– JASON HUNKE  
VP of Communications, Vulcan

# The separation paradox

Despite the physical distance, teams and employees are closer.

Shift to social distancing has fostered **deeper connections**

Greater understanding of employee's **holistic lives**

Increase in **respect for balance** and stress management





“

In a situation like this, you need your employees to **understand what's happening across hundreds of different locations in hundreds of different roles.**”

– LEO MCKAY  
EMEA, Microsoft

Communications Director

# 75M+

daily active users on  
Microsoft Teams

# 200M

virtual meeting participants  
on a single day in April



Company values and actions – the why as well as the how – and their contribution to society, are under greater scrutiny than ever before.








“

Employees want to believe that **diversity and inclusion is a priority** at the company. And they need to see some kind of action behind that.”

– MANUFACTURING CORPORATE COMMUNICATIONS  
LEAD  
North America



# “We must build a culture that can lean into change.”

Leaders who identify — and communicate about — their brands’ authentic purpose will forge the connection employees crave, and guide business innovation and reinvention.

**This shift will have lasting positive effects on employee engagement and corporate purpose.**

To maintain a healthy and engaged workforce, companies will keep the dial up on increased employee input and greater intention behind employee engagement.

**87%**

say they will successfully **adapt their approach** to employee engagement as **a result of recent events.**

“

For the first time, we're saying to employees, 'Not only do we want to hear from you, but we value your feedback. And we've created a mechanism for you to do that.'”

– FOOD & BEVERAGE PURPOSE LEAD  
North America



# Purpose now takes on greater importance and has deeper impact within organizations

The consumer pull for **purposeful brands** has steadily increased.

Employees now **voice their expectations** to see and feel their own company stand up.

Leaders can no longer only talk about purpose — **they must behave with purpose.**



65%

say having a **clearly defined purpose is more important** than overall business success compared to one year ago.



# SO WHAT NOW?

How do companies maintain or  
**create momentum?**

# Inject purpose into the rhythm of the business and pivot into innovation

**Tune in and turn up participation in employee engagement communications** channels and tools.

Adjust staffing needs appropriately to different areas of business, with a **focus on the future.**

Stabilize employee uncertainty, **well-being and team engagement.**



**More engaged leaders** are placing greater importance on employee input and continued dialogue — inclusivity across the organizational hierarchy.

Brand purpose fosters **deeper, meaningful employee engagement** and commitment to the organization — they're no longer "cogs in the wheel," but truly a part of the business.

**Customers will recognize and reward brands** for taking authentic, purposed-based action both externally and internally.



# This seismic shift can be for the better

The implications of the pandemic and social justice movement will have lasting effects on corporate culture, helping brands thrive now and into the future.

# ACTIONS

to harness your team's passion and  
fuel company **purpose**

01

## **Align purpose, vision and strategy**

Purpose should be authentic and lasting to stand up in times of intense change.

02

## **Lead with empathy**

Focus on your team's needs and take the time to listen to their concerns and input.

03

## Collaborate, connect and co-create

Overcome isolation by empowering  
yourself and your colleagues to **own change**.

04

## **Activate new leaders to champion your purpose**

Look beyond hierarchy to understand  
the issues that matter most to employees.

05

## **Cultivate clarity in the face of the unknown**

Create an environment where strategic risk-taking is rewarded and innovation is embraced.

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# THANK YOU

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# CECP's Look Ahead

- > Communicating and doing business with a divided nation
- > Adaptability and innovation
- > Employees and the future of work
- > Stakeholder capitalism and issues that matter most
- > Recovery to reinvention
- > Resiliency via ESG

# Final Thoughts and Reminders

## >Next meetings:

- February 17, 2021
- April 14, 2021
- June 6, 2021

## >1:1 Support:

- 8 hours virtual strategic advisement consulting hour