

west elm

Leading a Purpose Transformation at West Elm

Allison Hyers

west elm

Arthur Woods

IMPERATIVE.

A faded, grayscale background image of three young men sitting at a table, looking at a laptop screen. They appear to be in a collaborative learning or work environment. The text is overlaid on the image in a bold, blue font.

**What comes to mind
when you think of
purpose? ?**

A bright, modern office with large windows and two women talking. The office is filled with desks, computers, and a lamp. The scene is captured in a high-key, almost monochromatic style with a blue tint. Two women are standing in the center, engaged in conversation. The woman on the left is wearing a light-colored top and dark pants, while the woman on the right is wearing a dark dress. They are surrounded by office equipment, including desks, chairs, and a lamp. The large windows in the background offer a view of a brick building and trees. The overall atmosphere is professional and collaborative.

Why Purpose Mattered at West Elm

The background is a blue-tinted photograph of hands typing on a laptop. Overlaid on this is a white network diagram consisting of several circular nodes connected by thin lines. Two horizontal white lines are positioned above the main text.

The Science of Purpose



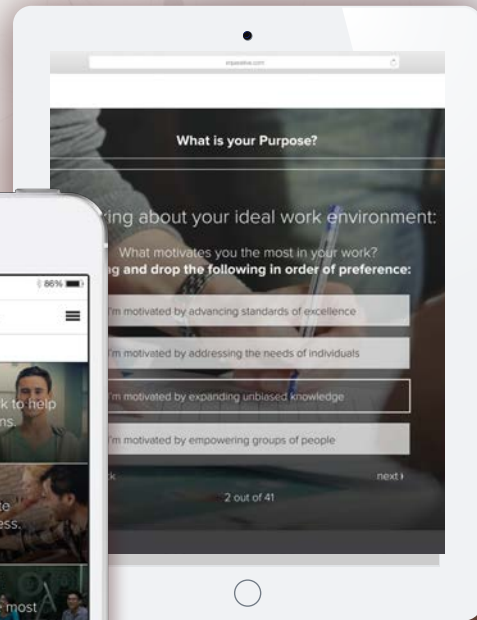


Certified



Corporation

IMPERATIVE.



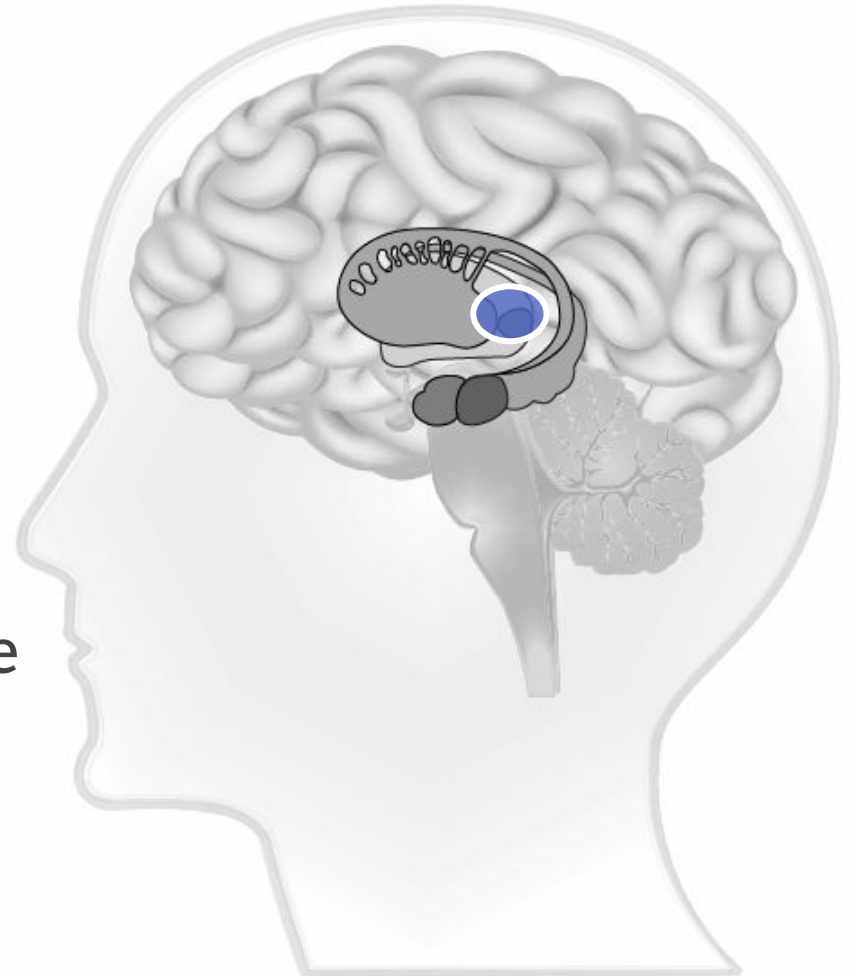


“Purpose is the reason we work beyond financial rewards and recognition.”

Neuroscience of Restriction and Failure

Habenula

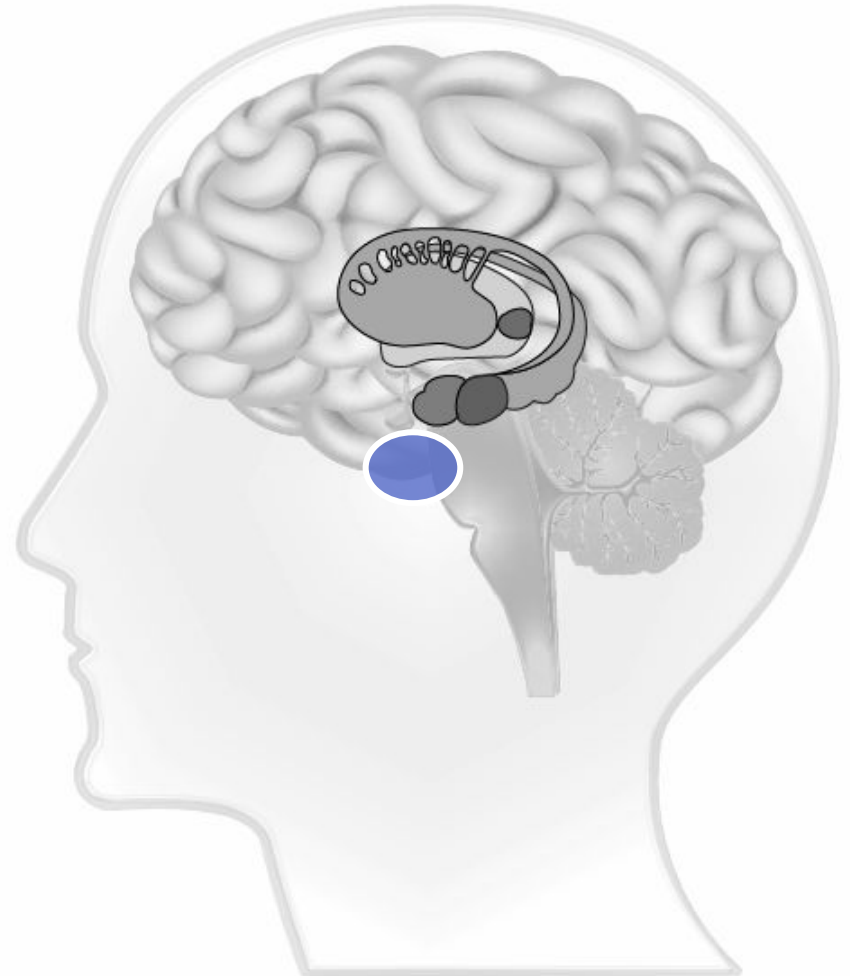
- Produces dopamine as chemical guardrails
- Activated with negative feedback/failure
- Influences decisions and actions



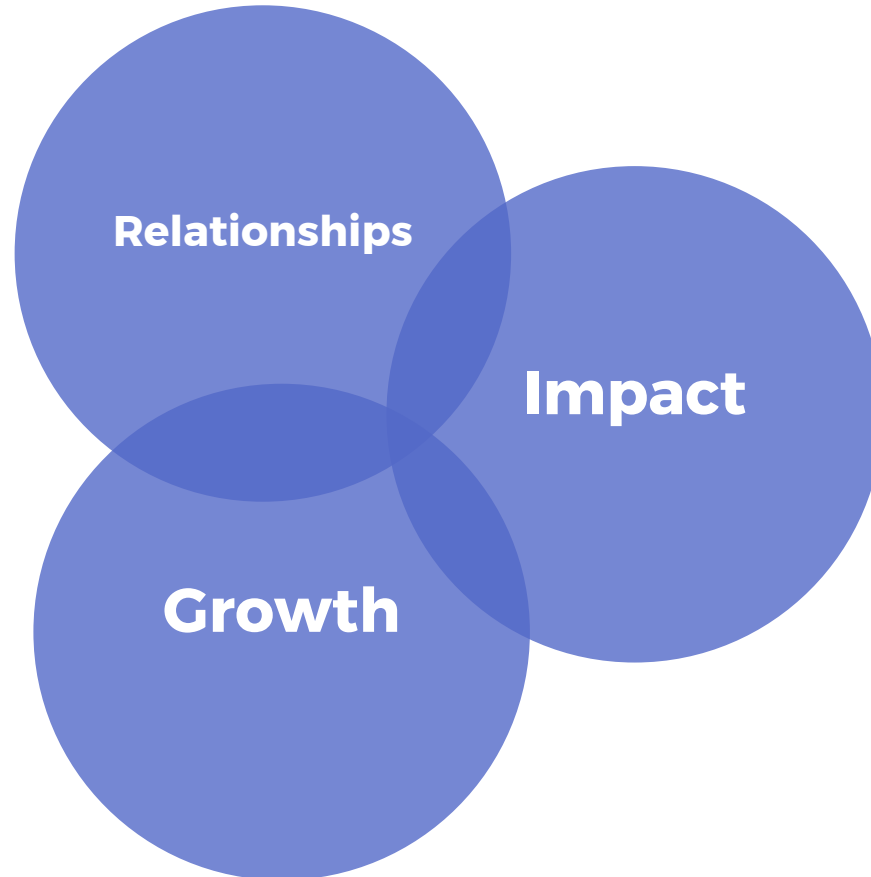
Neuroscience of Purpose and Trust

Pituitary Gland

- Produces oxytocin
- Facilitates trust and bonding
- A sense of purpose stimulates oxytocin

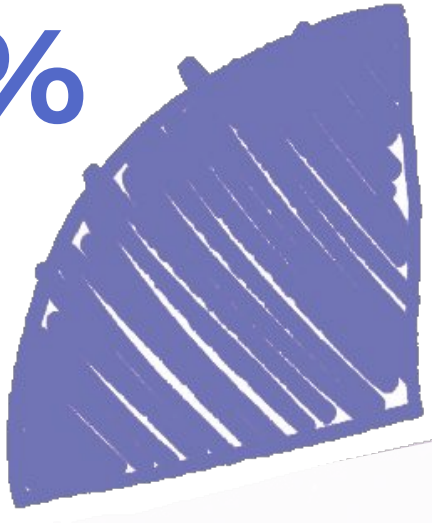


Measuring Meaning



ROI of Prioritizing Purpose

37%



- **20%** Longer Retention
- **57%** Higher Brand Ambassadors
- **50%** Stronger Leadership
- **30%** Higher Performance

LinkedIn

Purpose-Oriented Employees Globally



40%

of U.S. workforce are purpose-oriented



Top 5 most purpose-oriented countries:

Sweden: 53%

Germany: 50%

Netherlands: 50%

Belgium: 49%

Poland: 48%

37%

APAC



5 regions with the least purpose-oriented workforce:

United Arab Emirates: 28%

Qatar: 28%

North Africa: 28%

Kuwait: 26%

Saudi Arabia: 23%

Assessing Purpose at the Individual Level

1989



Analysis of purpose/mission statements for common non-issue specific dimensions.

Analysis of application essays and exit data of professionals with Taproot Foundation pro bono program.

Secondary Research with Leading Workplace Researchers to Affirm Dimensions: WHO, HOW AND WHY.

Purpose Profile Development, Testing and Iteration with more than 100,000 individuals

Today

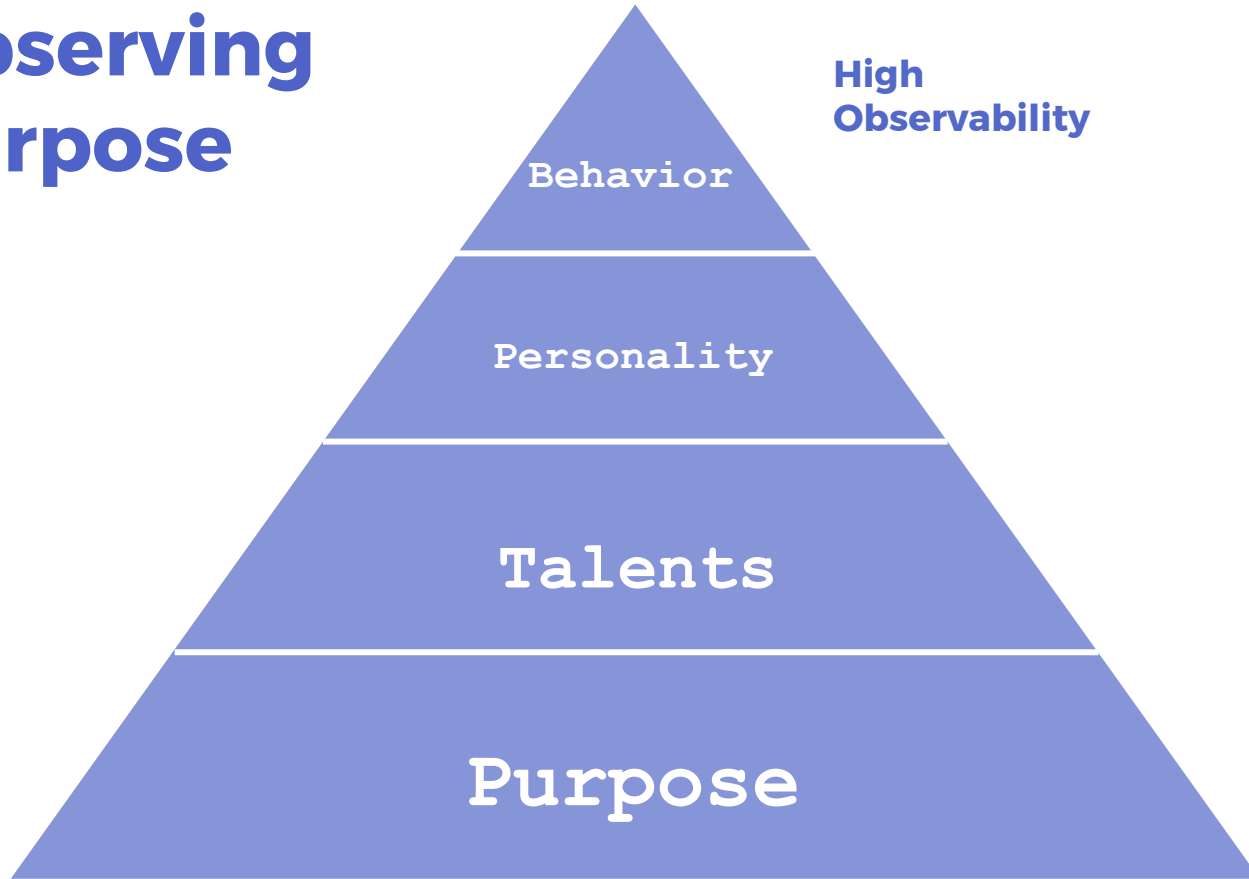


Takes Months, no way to scale or find commonality.



Takes 10 mins, Scaleable, can find commonality.

Observing Purpose



**High
Observability**

Behavior

Personality

Talents

Purpose

**High
Importance**

Evolution Of Workplace Assessments

SATISFACTION

Personality

Working together and matching personality (behavioral strengths) to role

ENGAGEMENT

Strengths

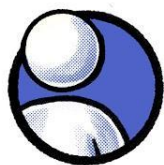
Utility, potential, efficiency

FULFILLMENT

PURPOSE

Shared values, personal connection to work, motivation, potential, tribe

WHO:



Individual



Organization



Society

WHY:

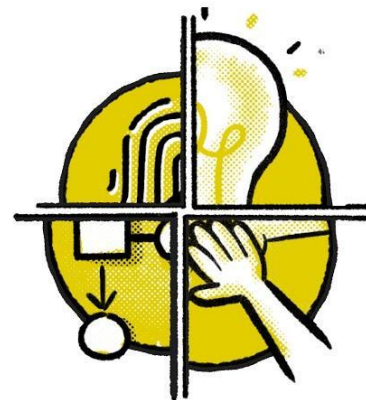


Karma



Harmony

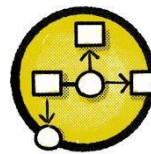
HOW:



Human



Community



Structure



Knowledge

Impact-Driven

Values-Driven

Craft-Driven

What is my natural leadership style?

What type of work will be most fulfilling?

How can I best collaborate with others?



Where should I volunteer and donate?

What is my ideal team culture?

How can I grow to realize my potential?



The Purpose Journey at West Elm



Investing in Train-the-Trainer

- Joined inaugural Certified Purpose Leaders Program
- Sent three leaders to 4 day immersion and full year of coaching

ASSISTANT STORE MANAGER - VISUALS - WEST ELM

Date: Apr 17, 2017

Location: Emeryville, CA, US

Requisition Number: WE-9896

Area of Interest: Retail

Organization: Retail

Brand/Division: West Elm

Position Type: Full-time

JOB DESCRIPTION

discover your purpose...

Leads the store team to create an exceptional experience for customers & exceed sales goals. The store is a neighborhood destination that promotes the lifestyle of the brand. Leads the team to drive sales & convey the eclectic, creative & modern spirit of the Brand. Attracts, recruits & develops team members who we are...

who we are...

*Our mission is to offer choice in products & services, build community through our practices in everything we do, from supply chain transparency to sustainability.

who you are...

*Passionate about visual display & merchandising

*Have a keen eye for design & unmatched attention to detail

*Expert understanding of design & composition

*Loves to coach, mentor, inspire & help grow your team in order to meet business goals

*Creative & imaginative thinker, with the ability to align with the West Elm brand

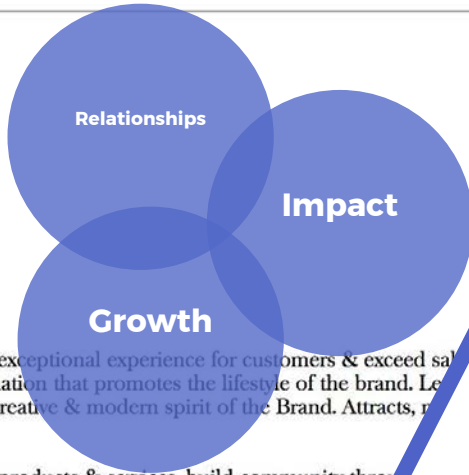
*Thrive in an entrepreneurial environment & are consistently looking for ways to improve

*Proven success achieving results both independently & through collaboration

*Risk-taker who is not afraid to go above & beyond to exceed a goal

*Agile leader who loves to prioritize, plan & adjust their schedule

*Loves to contribute in management & store meetings, offer ideas & improvements

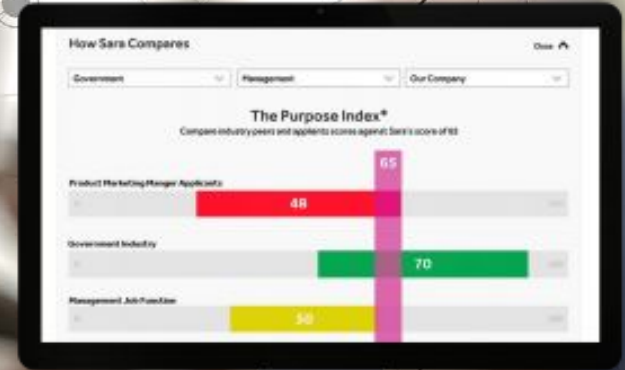


Purpose Talent Branding

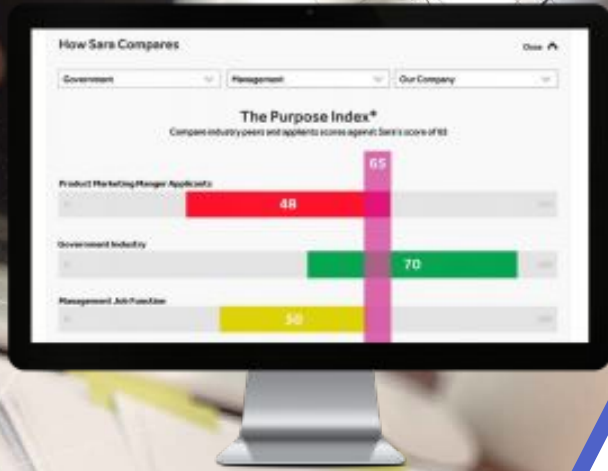
- Branded retail jobs around "RIG"
- Rolling replacement of HQ job descriptions

Purpose Hiring Coach

- Takes less than two minutes to complete
- Gives you an immediate quantitative score of an applicant's purpose-orientation
- Provides you a series of tailored follow-up interview questions to coach your hiring managers



Hiring for Purpose



- Experimenting with interviewing on purpose to screen for purpose-driven hires

Personal Purpose Profile

- Purpose **drivers**
- Draft personal **purpose statement**
- Development **competencies** associated with mastering drivers
- **Biases** that show up based on drivers
- Authentic **leadership style**
- Community **engagement** recommendations



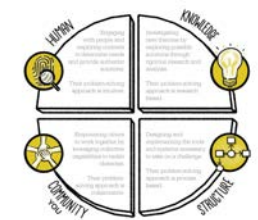
HOW Driver Overview

With all these profiles in one of four different areas, the understanding about leadership you begin to develop the broader picture that shows thinking about why a different position, bringing all the performance techniques together gives you insight. Recognize what you bring to the table and how they can be put to use with an active program.

At a G

My imperative is to achieve their goals by bringing them together and engaging them with resources.

You are an Empowerer who is fully involved.



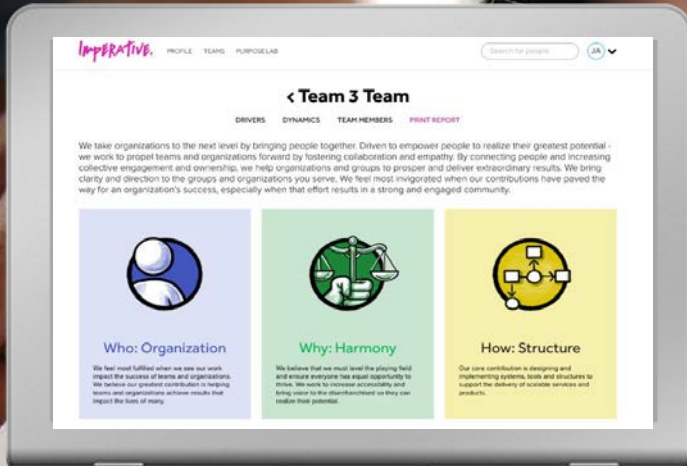


Purpose Career Development

- Rolled out Purpose Profile to all HQ employees
- Set up "job hacking" resources

Developing Purpose-Driven Teams

- Identify dominant drivers and impact of the team
 - Align team around shared purpose
 - Connect team purpose to goals
 - Help team members explore what drives purpose for their colleagues
 - Analyze the team's capacity to be effective
- Determine what a team can do to break through to higher performance.



Measuring Purpose



- Conducting annual Purpose Index
- Provides road map for where to focus attention in talent strategy




Impact to Date

- Attraction of high quality candidates
- Innovation from employees
- Awareness across organization
- Development of leadership team

The background is a blue-tinted photograph of hands typing on a laptop. Overlaid on this is a white network diagram consisting of several circular nodes connected by thin lines. The nodes are arranged in a somewhat circular pattern, with some nodes having multiple connections. The overall aesthetic is professional and tech-oriented.

Where we can Apply Purpose



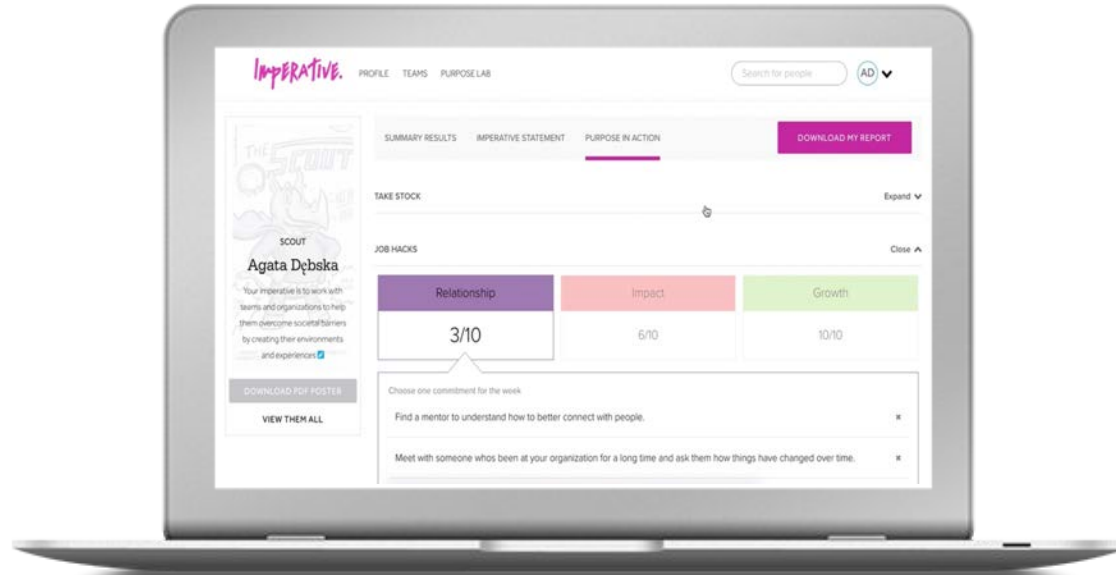
Where would purpose have the greatest impact in your organization?

Eg: Talent Brand, Hiring, Career Dev, Leadership Dev, Employer Insights

A modern office interior with large windows, desks, and two women talking. The office is bright and airy, with large windows providing a view of a brick building and trees. Two women are standing in the center of the room, engaged in a conversation. The woman on the left is wearing a light-colored top and dark pants, while the woman on the right is wearing a dark dress. The office is furnished with desks, computers, and a lamp. A blue semi-transparent banner is overlaid on the bottom half of the image, containing the text "What's Ahead for West Elm?".

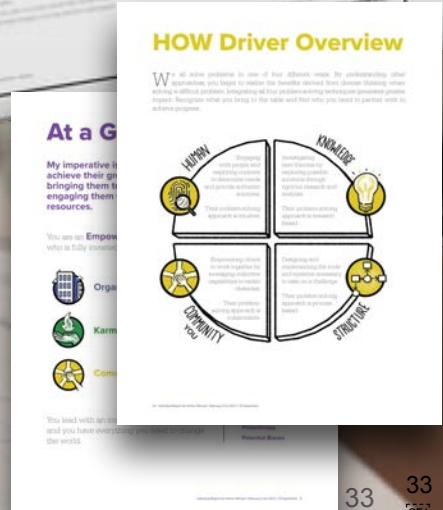
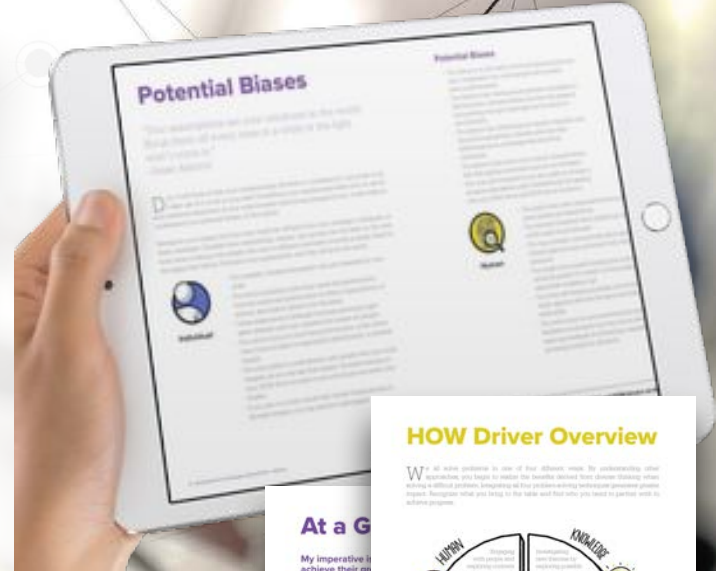
What's Ahead for West Elm?

What's Ahead for Imperative?



Purpose Profile for You And Your Team

- Purpose **drivers**
- Draft personal **purpose statement**
- Development **competencies** associated with mastering drivers
- **Biases** that show up based on drivers
- Authentic **leadership style**
- Community **engagement** recommendations





- One-year train-the-trainer program for 2 leaders
- Serve a full pilot cohort of employees & their teams
- Gain expertise on science of purpose
- Partner with a dedicated success manager
- Join learning and support network
- Access to tools, assessments, playbooks



Thank you.

Arthur Woods
arthur@imperative.com

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