

Leading with Purpose

Hello, everyone, and welcome to Leading with Purpose. My name is Melanie, and I will be one of the moderators today. I would like to welcome our first guest speaker. Doctor Jon Metzler currently serves as the senior director of human performance for Magellan Federal. He provides strategic leadership on systems, resources, and processes that help organizations optimize performance, enhance resilience, and sustain readiness in executives, leaders, and teams. In addition to over two decades of experience providing performance psychology consultation to collegiate, Olympic, Paralympic, and athlete teams, Doctor Metzler has played a major role in the development and growth of a highly specialized staff of Cognitive Performance Coach, who have delivered over 2.7 million training and coaching engagements across the United States in the past five years. He has a past president and fellow of the Association for sport psychology and currently serves as chair of the Council for certified mental performance certification. He has also served on a variety of committees for the American psychological Association. I will now turn it over to you, Doctor Metzler.

Thank you so much and good afternoon, everyone. We are so excited to be with you this afternoon and I'm just going to share a little bit about my purpose to get us started. When I entered the field of sport psychology a while ago, now, I was set and destiny my purpose was to become the sports psychologist for the Boston Celtics and along my journey in exploring that pathway, it became evident to me as a self reflected and continually checked in on my trajectory of growth, that it is more important to me and I could resent my purpose on developing people. Specifically, the people who would become consultants for elite performance organizations, such as the Boston Celtics or other sport organizations and, eventually, I found the United States Army. Much of my career has been dedicated to enhancing the growth of these specialized folks who can, then, therefore enhance the growth and driving of other people. I'm really excited to share that purpose. It's been a source of pride for me and I want to bring to you, a couple of our coaches who have been with me as we have provided services to the Army for over a decade each. First, I want to introduce Piers Kowalski, who has consulted with a variety of performance clients over the years. He has conducted over 20 master resilience training courses and has specific expertise in working with healthcare, first responders, law enforcement, and, of course, all of the variety of military occupational specialties that we see in the United States Army. I also wanted introduce Meg Helf, who has been working alongside me for well over a decade. She actually began in the Army environment back in 2006, and has conducted over 70 master resilience training courses. She also has a wide variety of experience with Army Ranger competitions, special forces selection, and she has actually moved around to a variety of different Army installations to include Schofield Barrett's in Hawaii and now in Kansas at Ft. Leavenworth. Without further ado, I want to pass it over to Piers Kowalski, who can guide you on this journey of purpose.

Thanks, John. To start off, we are excited to be here and you have the opportunity to talk with everyone here about the power of meeting with purpose. You know, connecting and sharing, not just what we know on the philosophical side, but also from some relatively newer research on having a sense of purpose. In all of our work teaching and training resilience and high-performance, working with and learning from leaders who work in some of the most challenging environments, purpose, having a sense of direction in your life, continually comes up as a key theme. It is something that propels people to higher levels of performance. It strengthens their ability to persevere through tough times and enhances leadership and the positive impact that they have on others. On top of that, there is also myths and misconceptions about a sense of purpose. It prevents many of us from feeling like having a sense of purpose is for us or within our reach.

So when of our goals here today is to define, or maybe to redefine purpose and in that, to dismantle some of those myths and better understand what it means to have a sense of purpose. Come to understand that having a sense of purpose can be available to everyone, which is important because the impact that it can have on you and your life and on the lives of those that you lead is really incredible, so we will talk about things how purpose can operate as a driver of resilience. How cultivating and connecting our sense of purpose can help us in times of transition and uncertainty. Whether that is related to the prolonged pandemic state that we find ourselves in or uncertainty about the economy or our career or your family, as well as a whole other host of benefits. We are also going to talk specifically, today, about how a sense of purpose can benefit you as a leader, as well as how we can benefit the people that you lead. I think, perhaps, most important way, we will talk about strategies that anyone can use it to cultivate a sense of purpose because contrary to popular belief, purpose isn't something that you have or you don't. It is not always something that magically, you know, you to stumble on. Rather, it is something that can be cultivated and grown intentionally.

Before we dive into the definition of purpose and talking about the benefits and how to cultivate purpose, we want to give everyone here an opportunity to reflect individually and anchor these conversations to your lives. You see that there are three questions on it this slide here. The first question is, do you feel your life has a clear direction? Do you know what your driving forces? Second question, do you feel your daily activities are engaging and important? Third question, do you feel really happy, energized, and passionate about your talents, interests, or hobbies? As you are reflecting on these three questions, we are actually going to activate a poll because we would love to see where everyone is with this question. Particularly focusing on that first, most general question of life direction. Take a moment to answer the poll. Do you feel your life has purpose? Has a direction? You will see the answers are between, I have not really thought about direction before. Maybe I don't have a clear direction. I think I have direction, but it isn't clear. I have a clear direction and, lastly, I have a clear direction and it drives my daily activities. I see the answers are coming in here. I'm going to give it just another moment for individuals to answer. All right. I'm not seeing any movement, so let's broadcast these results here and regardless of how you entered, whether you feel you have clear direction or not, this session will have really have something that you can benefit from, so if you are in the top two answers to the question that, you know, I have never really thought about direction before they don't have a clear direction, I want to encourage you to stick with us. We are going to plant the seeds here of really understanding what purpose is, why we can benefit from it, and lead with tangible strategies. I see that is 11 people, 4%, haven't really thought about direction before. 23 individuals, or 9%, don't have a clear direction, so we will definitely have something here for you. The next two answers, I think I have a direction, but it is unclear or I have a clear direction, I see 45% of individuals answered, I think I have direction, but it is really clear. For all of you, what we are going to be focusing on here, is how we can help you clarify what that direction is. We will discuss strategies to help you to find, refine, and grab hold of this intentional process to cultivate your purpose. Then I see 24%, about 59 of you, said you do have a clear direction and 18% of you, 44 individuals have a clear direction and it drives your daily activities. So you see how having this clear direction is really influencing aspects in your life. For those that answered those last two, whether you have clear direction and you see how it is driving your daily behavior, what we are going to aim to highlight, is how purpose is already helping you and how you are already benefiting from purpose and maybe how you can integrate purpose into your life more intentionally and as a leader, how can you help others cultivate their purpose so they can get these benefits as well. However you entered, let's dive into getting a better understanding of exactly what we are talking about with purpose.

We have already started to develop this understanding about purpose and you have an intuitive about what it is but it is a forward-looking directionality and its related and how engaged we feel and our various activities, both at work and at home. That our activities are important in some way and purpose energizes our efforts and provide a sense of significance. I'm going to pause here and talk a little bit more and make sure that we get clear on what exactly do we mean a purpose and, specifically, clear up a couple common misconceptions. The first thing I want to do is, differentiate a bit between meaning, purpose, and goals, because they often get mixed up or sometimes used interchangeably. With meaning, we derive meaning by reflecting on past events. It's how we make sense of things that happen in our life so far. Purpose, now for this is a four meeting, which is my gets tricky. It's us about copper handing about what has happened, and it's more about aspiring or intending to something that is ahead of you, which is why purpose and goals sometimes gets mixed up. While GOES-R forward-looking, GOES-R also something that you can check off on a guess. They are specific and tangible. Purpose is something that we are continually striving for. We might get close, but we can always do more. There is not really an endpoint. This is an important distinction, and part, because if or when we confuse purpose and goals, we can feel lost when we a compost cycle and feel like there is nowhere else to go. They are related but purpose is something that we continually strive for. The second thing I want to differentiate or dispel, is the myth that purpose has to be on a world changing level. The truth is, there are various categories of purpose, from creative to financial, personal recognition, or prosocial, which is with the intent to benefit others. Purpose can be -- you know, to be a great parent. It can be to fight for social justice. Your purpose could be to provide better opportunities in your kids that you have. It can to live a life of faith or to add beauty to the world. So you can see that there are many different categories and ways that we can think about what purposes. We do know that those who have purpose that would fall into that prosocial category or purpose that is having an intent to benefit others or is connected to something outside of ourselves. That can be some of the most powerful, in terms of the benefits that we gain from having a sense of purpose.

These benefits are seen across a range of different domains in our lives. I think of these of why purpose matters for us and why is it worth taking the time to really cultivate purpose? The first benefit we see is that purpose impacts our overall health. Purpose driven individuals are healthier, have enhance well-being, and live longer. They show lower incidence of heart attack or stroke and recover faster from surgery and report feeling less psychosomatic symptoms, such as headaches and stomach aches. Purpose also improves our cognitive abilities. So in the long term, we see slower rates of cognitive decline as we age and even a lower risk for developing Alzheimer's disease. In immediate effect is an increase in psychological flexibility, so whether you are solving a complex problem at work or engaged in a pivotal conversation at home. Maybe innovating new approaches. We have greater focus on developing those solutions. This third benefit of increased engagement, I'm sure that you have all either felt yourself personally or you have seen this in others, first-hand. When we connect our purpose to our work, we have increased engagement. Our motivation and perseverance goes up. When work is meaningful to someone, we can see it in them and we can see them light up with passion. They are engaged and in some cells in the task. They go above and beyond expectations or requirements, as opposed to just going through the motions. Ultimately, from the more business purpose for it, this impacts performance and outcomes. Purpose provides a buffer for challenging times and stressful situations. It really answers the question for us, why are we here? Why is this challenge were adversity worth going through? Maybe even suffering through. The late Victor Franco was a psychiatrist and author who had survived the Holocaust and he is most well-known for his seminal work on purpose and meaning and he said, through meaning, we have direction, purpose, and a driving force with

which to push through hardship, adversity, and the challenges of day-to-day life. This is something that he noticed in the concentration camps. People who are oriented, which is what we are talking about here with purpose, we are most likely to survive. This really shifted the question to a much deeper level. The question was not just survival, but there had to be a Y of survival. Why was the driving force in these individuals? These deeper layers can really apply to people in various stages of well-being, so whether we are in moments of suffering or we are struggling or even if we are thriving, it's important to identify what is our why we how can we find new ways to engage our why and purpose, which can be particularly helpful during times of transition and big uncertainty and ambiguity. So if we are starting a new job or position, all of the ambiguity that came along with the COVID pandemic. Some uncertainty about the economy, restructuring and organization of a team. Whenever self-doubt has the potential to creep in, purpose reinforces our identity and what is important to us, so it acts as a stabilizer and anchor to help us weather the changing tides. Since benefit here, is that purpose is a mood regulator. It helps us remain even in negative situations and positive situations. Our mood isn't dependent on our surrounding environments and the events that go on, which is an advantage because we don't always have complete control over everything that goes on around us. Whether the kids are getting sick at home, we lock in a sale or maybe we don't. We hear that our best employee just gave her two weeks notice or even if we get a promotion, independent of all of these events in our lives, we are still bringing our best self to the table in a consistent way, which is important for any leader to be able to do. These are five benefits that any individual can reap from developing and cultivating a sense of purpose, but there are additional advantages when a leader of an organization leads from purpose.

Yeah. There are going to be two ways that we talk about the benefits related to leaders who have a sense of purpose. The first one, I'm going to talk about the benefits to you, as the leader. Ways that you will benefit from having a sense of purpose and making sure that you are connecting that as a leader. The second way we will talk about benefits to leadership and having purpose, I'm going to kick it to make it, and she will talk about the benefits to those you lead, as well as the benefits to your organization. So the first thing, let's get after why having a personal sense of purpose is important to you as a leader. Looking at this first benefit of motivation, if we remember purpose as having that clear direction in life, when you as a leader are clear on your purpose, you are more likely to seek out work that is aligned with that purpose or you will be better at finding opportunities to express that purpose. Being clear on your purpose can help you to find meaning and whatever work that you are doing now. We can intentionally align our purpose and our values with the work and tasks that we have to do to help us to feel more motivated and more fulfilled. We can also find more opportunities to express our purpose in everyday moments of work or leadership. Simply by being more aware and intentional of what our purpose is and how we bring it to the spaces we are -- where we are. The thing is, the second one we will look at, that purpose can be a compass for uncertain times. We don't always need purpose when things are easy, but knowing your purpose can help to guide you in times of uncertainty when you are up against difficult decisions or, you know what? When you are just in the thick of her life. Paraphrasing Nick Wright, who is an author of a book called, leading for purpose, which I highly recommend, he talks about, sometimes we need purpose when we are managing unruly customers. Maybe you are leading when global events turn your strategy upside down. Maybe it is when you are interacting with family or raising kids. It's that moment when you hired someone and you found out, they can't walk the talk. Those are the places where purpose helps us most. What we find is that leaders who have done this kind of internal work to get clear on who they are and what they care about noticed two develop a deep sense of self-awareness and those people are seen as better leaders and they have stronger relationships with their

followers. They have increased trust and can indication and for me, we can think about this, not just from the research lens, but thinking logically. Who would you rather follow? Who have you really loved to follow in the past? Who would you rather be around? We get a sense and we get a feel from them that they are going somewhere and they have a sense of purpose. When you as a leader have a sense of purpose, you benefit and when you as a leader have a sense of purpose and you can communicate that purpose to the people that you lead, it helps to set the conditions for those people to thrive.

This thriving is seen for both the individual people in your organization and the organization as a whole. So for anyone who likes numbers, I'm going to throw stats at you of how purpose really benefits individuals and the organization. Research has found that when employees feel their leaders have clarity and can communicate the purpose, they are 70% more satisfied with their jobs, 56% more engaged and 100% more likely to stay within their organization and if we state that a step further, when they can derive many from the work and when they can attach their own purpose to what they do, it increases. They are 30 times as likely to stay within that organization. More than twice as satisfied with her job, and a whopping 93% more engaged at work. So we see by the leader, having clarity and comedic heading the purpose. We see an increase in job satisfaction, engagement and retention throughout the organization. Purpose is also a critical building block of overall well-being. It drives employee confidence, hope, optimism, resilience, or the ability to bounce back and grow and learn from diversity and challenges. We also see better team cohesion in relationships. So people with purpose have a broader and deeper social networks. That trust and communication flows throughout the organization's parking renovation and creativity. Over the past couple of years, it has really been encouraging to witness this much-needed paradigm shift in it what well-being means that work. Companies and leaders are starting to take a more holistic person approach to well-being, which the research shows, maybe the most impactful for younger generations. Any leaders on here who may have been experiencing some changes, potentially, even some frustrations with millennial's origins these entering their organization, and selling purpose is one-way to really elevate and retain them. Once that he found that 71% of millennial's ranked finding meaningful work as when of the top three key factors to evaluating career success. 30% reporting meaningful work as the single most important element. They are willing to sacrifice traditional career comforts, such as standard workhours or competitive pay and in pursuit of more meaningful work, which is an amazing stiff because we see how that prioritization, not only impacts them, the individual and well-being, but also impacts the effectiveness as a company as a whole. Unfortunately, however, not all teams and organizations are capitalizing on this paradigm shift. It is reported that less than 20% of leaders can clearly articulate any purpose or direction that has meaning and if we reflect back to the last poll we did, this might just be new information. Individuals haven't thought about the purpose. Haven't defined it in a way that they can clearly articulate to their teams, so this is why we are going to shift from discussing the benefits of, why do we want to cultivate a sense of purpose, to doing the work. How do you cultivate purpose for your self and how can you influence other individuals in your organization to also cultivate a sense of purpose?

All right. This is the part that I think I am most excited about. We are going to talk about different pathways to purpose, so for those who have a clear sense of purpose, hopefully this raises your awareness or deepens your understanding of where your purpose comes from. For those of you who are still seeking your purpose or working on it, these are ways that we can intentionally develop that the purpose, so we are going to spend some time here and what I'm going to do is, overview each of the three pathways that you see here and then we are going to do a poll of our folks who already have a sense of purpose and to get a sense of, where did that come from? The experience and the call here. Where did your purpose come from? That I will

dive a little bit more deeply into each of these different pathways to purpose. We will share some stories and examples and then I'm going to do a second poll. For those of you who are still working to find your purpose, you are not sure if you have that clear direction in life and we want to see which of these pathways feel most accessible for you to develop or cultivate your purpose. So I will start with the overview. The first pathway to purpose that we see here is what we call gradual sustained learning. This is the experience of looking back on your life to inform how you want to move forward. So you reflect on, maybe your current or your past activities and really evaluate which of those bring you the most meaning, which of you -- make you feel the most alive and connected. And identifying what that means to you, then translating that forward into a purpose. The second pathway to purpose is what we call sudden unplanned learning. This is the experience of developing a clear sense of purpose after a profound or major life event, something big or disruptive enough happens in your life that you gain insight on what is most important to you and where you want to spend your time and your effort. The third pathway to purpose is called social learning, so this is when we are inspired to seek and develop our own sense of purpose after seeing a strong sense of purpose in someone else. Coming to understand the power that it can have in their life and wanting some of that in your own life. So what I'm going to do here is cause and go to our first poll, so what we will see is, we are just going to have the different pathways to purpose or your options to vote for here and this is the first poll. For the 24% of you who feel like you do have a clear purpose and 18% of you who do have a clear purpose and is driving your daily actions, where did your purpose come from? Which of these pathways correlates with how you discovered that? Let those votes come in. All right. It looks like the voting is slowing down and we will give people another beat to log their vote. And then we will share the results and we can get a sense of where have people on this call found their purpose and discovered it. All right. So the results that you can see here as we are broadcasting the results of the Paul, I love this and this is when of the reasons why I love to do this poll in this way, which is what you see is, most people have developed their purpose from that gradual or sustained learning pathway, and so we see 66% of people, that is what they are saying. Developing my sense of purpose from the learning. 20% that it came from that sudden unplanned learning and 15% through social learning and the reason they love looking at this data is because I think that missed perception that purpose comes or finds you, I think what happens, we tend to think it is sudden unplanned learning where our purpose is going to arise and yet what we are seeing, even the experience of people on this call, that is from gradual sustained learning and we can be intentional about leveraging that pathway moving forward. All right. Let's go ahead and move the pole and I will go into a little bit of a deeper dive into each of these pathways to purpose. So as we look, the first when we are going to highlight with gradual sustained learning. I want to share an example of a story of Andre, who is known is when of the greatest tennis players of all time. In his autobiography, he really demonstrates how he found his purpose through gradual sustained learning. So he shares in his autobiography, that he didn't feel fulfilled in his journey until he reflect on what brought him the most meeting and found the sense of purpose. He talks about reflecting on two specific experiences where he helped other people, so, quote/unquote, helping Frankie provides more satisfaction and makes me feel more connected and alive in myself than anything else that happened in 1996. I tell myself, remember this. Hold on to this. This is the only perfection there is. The perfection of helping others. This is the only thing that we can do that has any lasting value or meaning. This is why we are here. About 18 months later, after he had helped a friend's daughter who is recovering from surgery, he wrote again, I find it the thing I have been seeking. My part in easing her suffering. This is the reason in everything. This is why we are here. To fight through the pain and, when possible, to relieve the pain of others. It is so simple, yet so hard to see. Later that year, he started a charitable

foundation. It was a school for underserved youth and a few months later, as he was having a great comeback run in tennis, he described why he wanted to win so badly. He said, I realize, precisely why. It is not about my comeback. I'm planning to raise money and visibility for my school and after all of these years, I have what I always wanted, which is something to play for that is larger than myself. You can see how, looking back on the most meaningful moments in his life, helped him to discover his purpose and how he intentionally use that moving forward. So as leaders, I mean, as individuals thinking about how you might use this pathway to cultivate your own purpose, and also as leaders, thinking about, while this is certainly a felt or experienced pathway, there is also a great opportunity here for leaders to help other people develop their sense of purpose. Sometimes these patterns can be spotted from the outside. You know, you look at how someone writes up at a certain task or when they are telling a certain story. Pointing that out to them, how much they light up around certain themes could help them to find their meaning and their purpose. The second pathway to purpose, diving in a little bit deeper here. The sudden unplanned learning. I want to share a story from Pete Carroll, which forgive me, I have learned about as divisive as talking about the patriots, but I'm going to go for it anyway. He talks about being fired from a few jobs and that the last time he was fired was a turning point in his life. He says, from what I felt was the worst time, came some of the most important lessons that I learned. It set me on a course on where I am today. So it could be losing a job, having a baby, getting married, people who are diagnosed with cancer or other diseases often feel a sudden awakening to a purpose or a calling. This is one place where if you are a leader in this is how you have developed your sense of purpose, sharing your story could help other people to see how a major life event can help shape purpose before it happens to them. It can put on their radar that from what can seem like very bad things, can come in amazing pathway moving forward. To dive a little more into the third pathway to purpose about social learning, this is the story of the experience of being around other people, looking up to others who have a strong sense of purpose and we often, you know, see that's the purpose, what it does for them, and we want that for ourselves. We may follow a similar path were we may find a separate path, but what we learned about, we learned about purpose through that person. It's a very common experience in service members who have a legacy of military service in their family. They can also be families of faith. Purpose can translate from generation to generation and I want to be clear and note that we don't have to cultivate the same purpose as other individuals, but we learn about purpose from others. Hopefully what is now clear is that there are many ways to discover and cultivate or grow your purpose and, while it may take work, the effort is worthwhile because I love the amazing benefits that come with having a purpose that we have already talked about. Many of the benefits that we have discussed, you know, in terms of what you get from having a clear sense of purpose. For leaders in particular, sometimes we can share that with our followers, simply by modeling. By being a beacon of light to the people on your team. So what I want to do here, is pull over that same pole, but now this time I would like the people who said, you know, haven't really thought about purpose. I don't have a clear direction in my life or think I do, but I'm not exactly sure what it is. I want you all to vote and think about which pathway seems the most accessible to cultivate your purpose. We will see these votes coming in here. Which of these pathways it feels like the most accessible way to develop or cultivate your purpose? I still see some boats coming in. I'm excited to see what we get here also. I will give people when were be to log in. It looks like it has slowed down. Okay. So let's take a look at these results and, again, I love this, because what we see is 71% of people said gradual sustained learning feels like the most assessable pathway to purpose and the reason why a love that is because, it is something that is so within our control. I mean, you could start and you could do it right now, reflecting on the things that I brought to the most meaning and sorting out how you can carry that

forward. Unplanned learning. That might be for people who are going through something right now and reflecting on, hey, there is uncertainty. I'm going through something and what can I make from it? How can this serve me moving forward. 18% says that social learning can be an assessable pathway to develop your own purpose. Maybe there is someone in your life right now that you go, yeah, that person has it and I think I can learn something from them. So thank you for sharing that and for all of you to participate in a poll and I hope that you feel and you understand, now, that there is different ways that you can develop your purpose, to get after the benefits to you as an individual and to also you as a leader. Going back here what we have set up to accomplish so far in this webinar. It is looking at, we have looked at the different ways dispelling the myth that purpose is something you have or you don't. It is possibly something that you stumble upon. We started by, you know, highlighting these three pathways to purpose that we have identified in the research, so gradual sustained learning, sudden unplanned learning, and social learning, as ways that you can take control and start to cultivate your purpose in your life.

Purpose is really cultivated, rather than uncovered. As a Piers which is going over, there's different ways to cultivate purpose. Everyone can cultivate purpose and it's, really, and intentional process. The purpose that is cultivated, it can be this grant, role changing purpose, or it could be something that is smaller or closer to home, by creating the best life for your children. We also reviewed how purpose has many benefits. It impacts our health, our mood, our cognitive function, our relationships and interactions with others and our resilience, and we talked about from a leader perspective, when leaders lead it with purpose from purpose, and has a positive impact on followers and the organization as a whole, so we see increases in job satisfaction, engagement, retention, and overall well-being, so wherever the motivating factor is for you, if you are building purpose for yourself, for your own benefit and well-being and also, being able to see how that impacts others. It is definitely something worthwhile to dive into. Before I turn it back over to Melissa, and I think we will have time for questions at the end, but before I turn it back over to Melissa, I would like to mention that we will be conducting a very similar webinar on purpose next Wednesday at the same time for all employees, so we will, again, define purpose, highlight the benefits, and discuss these three pathways of how to cultivate purpose. We just won't have the focus on the benefits for the leader and the organization, so if you would like your employees to receive the same information to get you all on the same page and start developing their purpose as well, please encourage them to come join us next Wednesday. With that, I will turn it over to Melissa for some comments.

Hi, everyone. Thank you so much. Doctor Metzler, May, and Piers, for such a wonderful presentation. We will have time for questions and answers today, which is very exciting. Before we get to that though, I do want to share with you, that if you need additional information on this topic or any other health and wellness topic, please use your program benefits. It is of no charge to you to reach out and talk to someone. You can get a phone consultation. Some can get visits, in person visits, and your program is available 24 hours a day, seven days a week. You can also reach us on the web. I am going to, in just a moment, share with you a link that you can click on that will take you to a page that you will be able to find the website. We haven't been able to do that in the past and I'm really excited to have that, so give me a moment and I will pull that up here as we are going through the Q&A. I do, also, want to let you know that today we are going to do a little different. I'm going to put the certificate of completion in the handout pod below, just because I know some of you cannot stay for that session and to stay until the end, so I just want to make sure you can download that if you cannot stay for the Q and A. With that, I do want to turn it back over to Doctor Metzler, Megan, and Piers.

Thank you, Mel. I see this first question and I know that I mentioned the term cognitive flexibility, so I will tackle that and describe that a little further. You know, being in the field of

psychology for the past 15 years, sometimes I think the more I learn about the brain, the less I trust my own. Our brains are just riddled with so many different biases and, often times, we take information as facts, but it is really our perception of the information that we see, so often times we are missing a lot of information. The information is not completely accurate or it is not fully thorough, so what we mean by cognitive flexibility is, really being able to think differently. To take in new information. To take different perspectives and be able to adjust as we are getting this new information. So that, hopefully, it cleared up the term, cognitive flexibility, a little bit more.

Another question that I see coming in here is, how do you channel a sense of purpose that feels more personal? Maybe something like, being a great father or husband, a great spouse. How do you channel that personal purpose at work and I think that is a great question and I had someone ask earlier also, hey, are we talking about purpose at work or at home and what's great, we talk about a couple of different things that I will highlight here. When is, there is an idea of what we would call scope. Is how many areas of your life can your purpose touch or infiltrate? When you have a really strong sense of purpose at home, I think that there is a lot of different ways that you can channel that it work. You might say, you know, making sure you are setting yourself up for your day. That everyday you going to work, if you are clear about what your purposes in life, it would probably help you do so and that workspace in a way that feels different. You might not even need to talk about your purpose of being a great spouse at work, but simply the way that you show up, the presents that you half, that can also bring benefits to the people that you meet. And thinking about, you know, how is could you bring that into your work? There are a few different ways. I wanted asked Meg. You know, for you, looking at your idea scope and awareness, how else would you consider being able to bring a sense of purpose that is personal into work?

I think it is all so reflecting on, if I don't personally have children, but I'm thinking that I want to be a good parent for my children, being able to be that role model and being able to persevere through those hard times at work, that would be -- I would be able to instill that within my work day because I want to be able to go home and talk about that and be able to talk about my struggles and how I overcame those struggles. Just by having that inspiration of being a good parent.

Yeah.

The other thing that makes me think about, that sense of purpose, when of the things that we know about great leaders or authentic leaders, which, they know themselves and they have a really personable connection with the people that they lead. So it might even be sharing with some people in a casual way, how important it is to you to be a great parent or a great spouse and just allowing people to know you. It tells them that you know what you are about. You have done that work and that can help strengthen those relationships.

We know that they can also instill the sense of purpose in them for social learning. So if we see that our leaders are driven through a sense of purpose, even through parenting, maybe that purpose, everything we talked about, how we can help you personally at work, but it can also inspire those around you to also develop their purpose. I see another question here about purpose changing with time. This purpose change with time? Do you reach purpose? Maybe set a new and based on your current stay in life. It could be either way. Yes, some people may shift it to their purpose throughout life. They might realize that something has much more meaning to them. I think, you know, Jon highlighted at the beginning of this webinar, that his purpose shifted as he gained experience within the field of sports psychology. It shifted from being a sports psychologist himself, really, how can I impact the field at a greater point? How can I help others be a sports psychologist and his focus shifted on cultivating the field. So it might be within the same domain or topic, but it might also be within various topics, which people can have, as we are talking about personal and professional. People can have purpose and different domains of their lives.

Different topics are different types of purpose, which could be beneficial because if one is a little segment, you can focus some of your energy on another topic or another purpose that you half, but I would just warn people not to develop too many different purposes because then you might just be wearing your resources then. Would you think anything else with that purpose changing over time?

Yeah. I think you hit the main points. Some people, certainly, their purpose can change nothing, also, sometimes, purpose can express they should change and how you express it. Maybe, and particularly, there is some research around looking at what to 18 to 24 -- late high school into early 20s, writing what category their purpose falls into and then how that shifts and changes as we get older with different life changes. So I do think it can change or it can just express differently. So for me, you know, I started out my career as a sports coach. I was a soccer coach and I knew my purpose then was to be a great role model for the kids that I was coaching and that has changed. I was like, oh, that for me, as I got older, it was more about having a positive impact on the people and everyone that I encountered and I have been able to translate that to three or four different careers. You can express in different ways too.

Yeah.

This question is interesting and I don't know that I know the answer to this. Is there a ahistorical trend among great world community society leaders of the most significant or common path of purpose? I've seen what we've run in our polls and having discussion with people, but you have any specific data on that?

I don't have any specific data. I saw the question come in and I wanted to put on my nerd glasses and ran to research it.

I know, me too.

It is a really great question I wish I had a better answer.

Yes, but I will say that of the polls that we have done with individuals and talking and all of the work that we have done with developing purpose over the years, it tends to be that gradual, sustained pathway that has been most prevalent. Maybe it is just because people, they find what they are passionate about and they start pursuing hobbies and careers within those things that fit their passion. That that might have been most often.

There is the question here that I'm curious to dig into and troubleshoot. There is a question about, how do we navigate our staff through a change in a core function? It sounds like this person is, you know, I'm sure this is common. You are leading people and their jobs are changing and how do we help them get through that change without eroding their sense of purpose? Especially if that purpose is tied to the organizational mission. You know, from the leadership perspective, thinking about how we lead other people and help them stay connected the purpose, it's great insight to be thinking on that level. So a couple of thoughts here, in terms of moving forward. As you go through the court change, I think I would be curious to really get clear with people on what is their purpose and, probably, help them to differentiate between their purpose and goals, because they probably, I would guess, had some really clear goals tied it to their organizational mission to make sure we are getting outcome and if those goals have shifted and they don't have a strong sense of purpose, they might feel lost. We can reset some goals in the new place or the new function and, how can we also reconnect them to, why do you do what you do? What is this about for you if you were to think bigger than this particular role? I think there is a great opportunity there to have questions with people and encourage the conversation of, hey, which are purpose tied to that previous role? How can we work through this together?

I would say that that is why it is so critical for organizations, in particular, leaders, to communicate that overall organization mission and purpose, because individuals within the organization will have different motivating factors driving them to complete the same task. So,

for example, Piers and I are in a role, but our personal driving force is going to be different, so we can both work from a place that is motivated and highly engaged, but it might be driven for different reasons, but it takes the leader communicating with that mission and purpose is and maybe asking us about our purpose to really activate and reinforce that purpose that is driving the performance within the organization.

Yeah. Another question that is coming in and it's more from the perspective of a person going through this, you know, how do we, let's say this person said, I found my purpose and I'm realizing now that it doesn't seem to align with my day-to-day work, the job, the company that I'm with, but I have invested significant time, you know, in that career where that job and looking for anything besides the obvious answer. I would just find another job that aligns with purpose. This question, because I think, you know, a lot of people experience this. I think there is a lot of people out there who find themselves in a job that they realize doesn't seem to naturally align with something that is very important to them and a couple ways, aside from the obvious answer of just finding another job that allows for better alignment. I think that the things that I would go with would be, how can we -- how can someone who has a sense of purpose find ways to express it in small moments? And so, maybe, you don't feel like the job or the work with the company aligns with their purpose, but is there something in the way that you connect with people? Is there something about the way that you do your work that can help align your purpose? So asking those questions of, okay, if I'm going to stay with my job, that's the decision I want to make for whatever reason. Can I bring it in and how can I do that? I think there is a lot of different creative ways and small moments that we can bring purpose into our work life, where it doesn't seem like there is a natural fit. It might take some work and it might take some effort, but I think it would be worth it, so that was one thought I had. What are your thoughts on that? I definitely think that that is probably the best, most controllable ways to bring purpose into the workplace. I'm also thinking of a very ambitious goal of, potentially, shifting the organization or making an impact on the organization. You know, depending on your position. Can you find a way that you can influence the organization, the career, even, to actually align more with your purpose? Coming from a place that is really beneficial for other people and you can see how the company can align itself and to have more purpose and do better work, I mean, I would say go for that because that would even bring more purpose, not just for you, but for the whole company. The whole organization.

I think, may, I think there is a term for that concept called job crafting and it is something interesting Lee, that millennial's do more often than GenX or boomer generations. The purpose is so important to them that they go into a job and they look for how they can cry from the shop to align my purpose and talking with those different generational categories, sometimes GenX or boomers will look at millennial say, like, what? How do you do that. I encourage people to find inspiration in the. You know, that you, just as much as anybody else, deserve to feel that and can, we can, be notion the other direction. The other thought I would have is, can you start looking at your work, your job, your company, as a way to serve your purpose? Maybe your purpose, you know, is outside they should do something to align, but maybe the stability of your current job. Maybe, you know, the financial stability or whatever that is for you can help you to spend your free time more deeply invested in your purpose. So, could you think of your work as being in service of finding and living your purpose outside of your work?

And I see a question about book recommendations for job crafting. I only know of one, off the top of my head, that is actually named job crafting. The art of designing day should the art of redesigning a job, but I know the title is called job crafting. It is by David Gennaro, I believe. I can put that in the chat too.

Great.

Piers and may, a couple of these questions, I'm just wondering, food for thought, it almost alludes to the fact that purpose really does need to be a bit at a high level. What I mean, a higher level of abstraction, if you will because the more change that happens if your purpose is set at a micro level, that the more change there is, that it could perturb your purpose or not align with your purpose. Would that be accurate?

Are you saying, having a more, I don't know if general is the right word, but having a broader scope of that purpose allows you to be more flexible within the different changes of times and events within your life?

Yeah. And where my mind went, the answer to reading, that I was thinking of a context of, well, what if this job just really isn't working out for me? It's not aligned and I was thinking of Victor Frankl and, certainly, being in a concentration camp is not necessarily aligned to what your purpose might be, but he was able to make something out of that, some just thinking of a higher level of abstraction for your purpose.

I'm just thinking, this may be why, and are you going to cut us off, Mel?

I will give you a few more seconds here. I want you to finish that.

I will finish my thought. I was just thinking that, as Piers had mentioned earlier, individuals with more prosocial motivated purpose, tend to reap most of the benefits. Partially because we know we are social animals and the benefit we gain from connection relationships is way more than I can say and a couple of seconds, but I wonder if that is something that is, because it is something that is so consistent and apparent and whatever job we are in, we are going to be interacting with people and I wonder if that might be, I don't know, but I wonder if that might be a reason that that is really why we see those individuals really reap a lot of those benefits so strongly.

All right. Well I hate to end this session because you three have been fantastic. Doctor Metzler, Meg, Piers, thank you so much for presenting today. Thank you all who attended and thank you for answering our poll question. I want to remind you that a certificate of completion is on the page right now in case you didn't download earlier. It is available. As well as, please feel free to share any comments or any suggestions you have for us. We would love to hear from you. Thank you so much and as a reminder as well, these three will be back next week. Next Wednesday. Please let your staff know. They can sign up on your member website. The link is there for registration. Please, please, invite them to join me. We would love to have them. Have a wonderful rest of your day and thank you for attending.