



## A Harbor Consulting Group Whitepaper

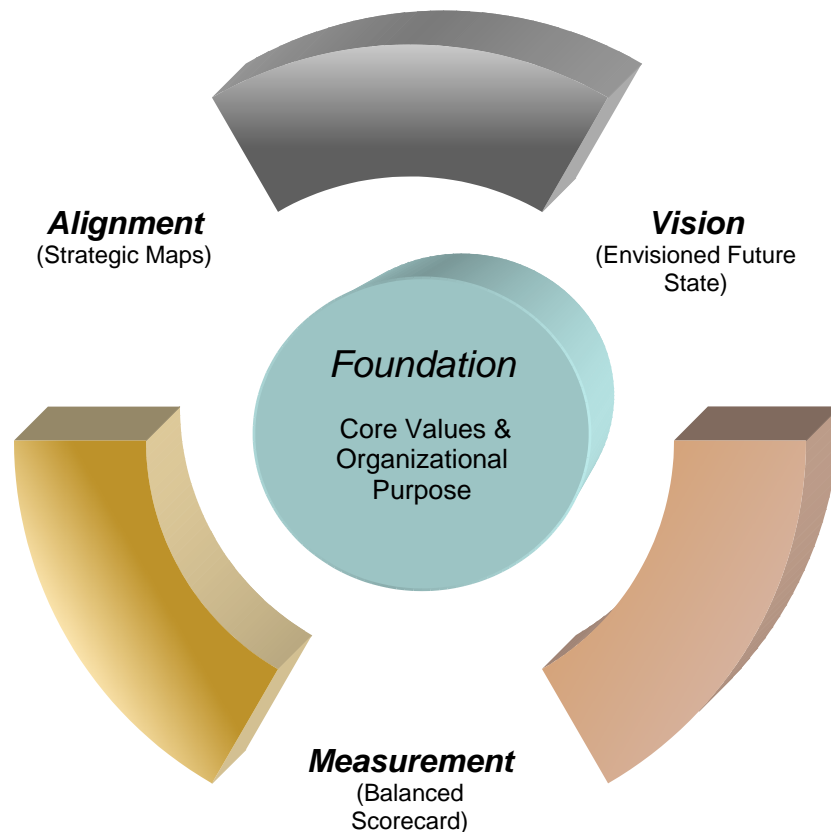
*Serving people and organizations to reach their potential*

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### The Foundation: Values and Purpose as Drivers of Success

What will your organization never compromise on? What will be the cornerstone values of your organization for the next 100 years? How can you attract the right people, those that will exhibit key organizational citizenship behaviors?

These are the questions of The Foundation – of core values and organizational purpose. The Foundation reflects not only the philosophical orientation of an organization, but also delineates the acceptable activities. Research conducted by De Geus, Senge and Collins<sup>1</sup> sheds light on the crucial impact a clearly stated Foundation plays in building a truly enduring company.



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<sup>1</sup> Arie De Geus, "The Living Company", Peter Senge, "The Fifth Discipline", Jim Collins, "Built to Last"



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***Core Values*** – consist of those tenets, ideas or concepts that you believe in, and that you will never compromise on. In stating values, organizations “scope” the playing field and designate activity that is both acceptable and unacceptable.

***Core Purpose*** – articulates why and organization exists. The Core Purpose should communicate the value that the organization adds to its stakeholders. Just as humans must have food and water, organizations must have cash flow and profits. However human do not exist for food and water, and as such, organizational purpose needs to be greater than cash flow and profit.

### ***Source of All Activity***

The Foundation should be the underpinning for all activity to maintain organizational integrity. Organizational operations must elevate and center the Foundation of an organization if the company is to become a truly enduring organization.