

Purpose, Vision & Goals

9 – 44

Winston Churchill \

**It's not enough
to have lived.**

**We should be
determined to live
for something.**

\ Former British PM

John F. Kennedy \

**Efforts and
courage are not
enough without
purpose and
direction.**

\ 35th U.S. President

In Everything We Do Understand Why

Purpose

Everything starts with understanding why? What's the point? Why does whatever we're considering doing, actually need doing? What's the purpose or outcome, and why is that necessary? Does it fit into our overall plan (our strategy)? and so on.

But we need to always understand the **fundamental** why, and not the potentially 'superficial' why.

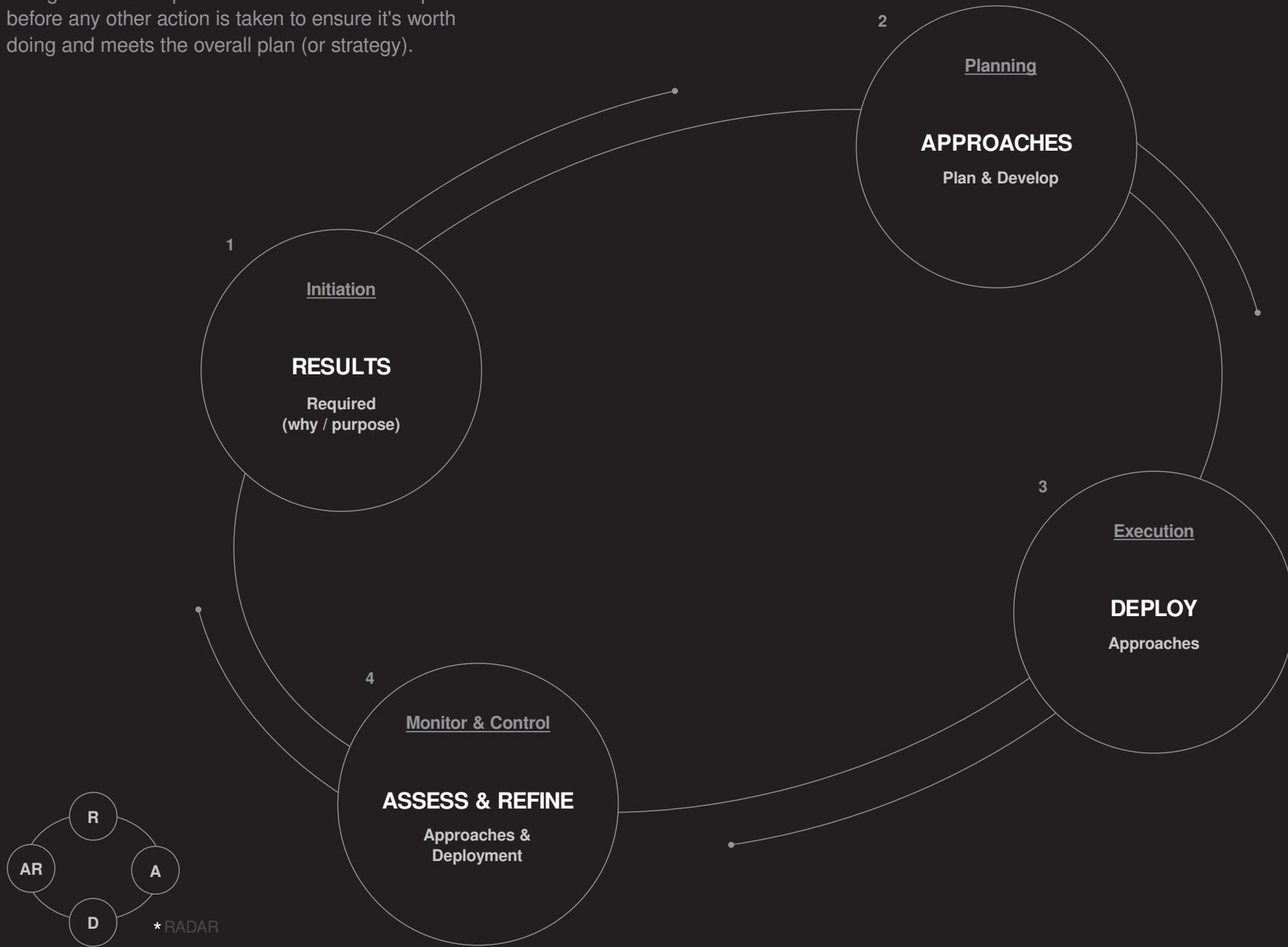
We can use 5 why analysis (or why / why) techniques to achieve this – where you continue asking yourself the why question for each answer until you can go no further and you should have the fundamental why and purpose, and only then you can decide if it's worth doing.

Another good way of looking at if you've found the fundamental why is ask yourself 'what if I now don't do this at all, what difference would it make in a month or even a year'. Or imagine yourself in a year from now – did it makes any difference?, if the answer is very little or not at all, then don't do it.

Once you've determined the fundamental why and agreed it meets the overall plan, only then can you effectively implement it using the rest of our values and guidance in this book.

A great tool that we use to help remind us that we should always start with the end in mind and understand the fundamental why and purpose is RADAR from the EFQM. This will be covered in more detail (in Chap – 5), but is very relevant to helping us understand everything starts with purpose, before actually doing anything.

Using the RADAR process below start with Step 1 before any other action is taken to ensure it's worth doing and meets the overall plan (or strategy).



But, it's still all about the journey...

We're also great believers that it's all about the journey, not the destination.

So what do we mean by this? Well the destination should be the overall outcome you're striving for once you've agreed that the fundamental why meets the plan and is worth doing. This is then what you're aiming for and is obviously still important, particularly for teams or a company so that everyone is pulling in the same direction. But far more important is enjoying the journey to get there, the day to day activities and successes that should be celebrated, and we should be as contented and in the moment as much as possible, playing to our strengths and savouring all that we enjoy and do.

So, whilst we should always **start with the end in mind** – knowing our destination and guiding light – we should also strive to enjoy each step of the journey that we take, both personally and in our teams, with perspective, grace and humility.

Personal **belief** in the purpose or goal is also very important – not 'I **think** we can do this'... but 'I **know** we can do this... it's the right thing to do, and I'm going to make it happen'. It's important that we're all emotionally engaged and believe in the cause and outcome, hence why we focus so much as a business on our 'people engagement'.

Another key theme in this book and 'The Anglepoise Way' is always remembering that you have a choice – **life is all about choice** – no one forces you to go to work, to do the job that you do, therefore choose to be engaged, to give your best for the greater good, both for the company and your own personal development and success.

If you're **choosing** what you want to do, you shouldn't (only perhaps incredibly rarely) ever need to say 'I **have** to do... anything' (except eat, drink and sleep of course), you should be always thinking and saying 'I **want** to do... something' – you should be **choosing** to do all that you do, always, and if that isn't the case then choose to do something else, or even be somewhere else.

And finally we should always be looking for **insights not just information** – we're not preparing for a quiz, we're trying to understand or confirm that what we're currently doing is right or change our course of action, and if so, to what.

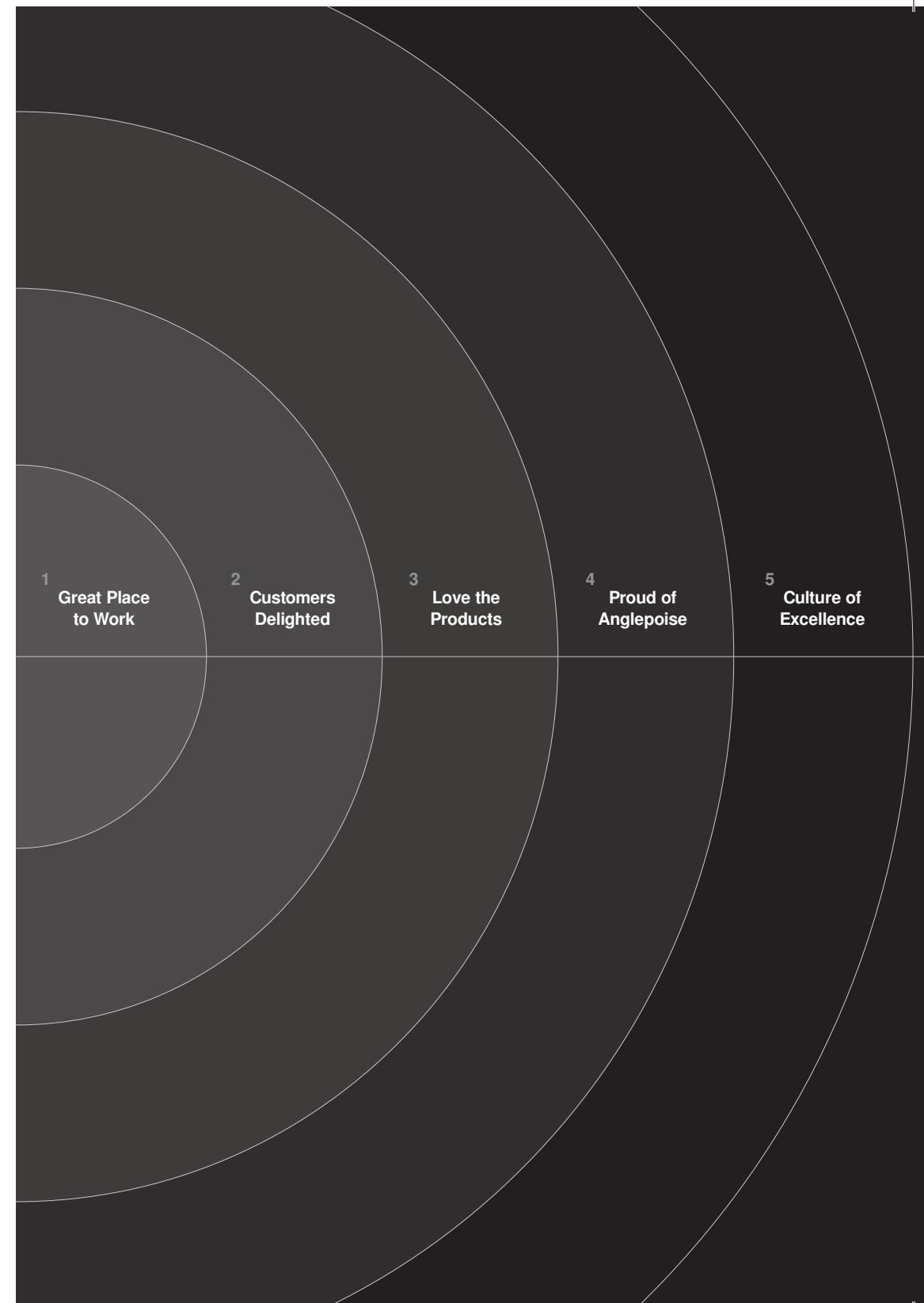
Apply the '**That's interesting... but so what?**' test to all that you're choosing to do to confirm that it is indeed the right thing to do for the right reasons.

So, bearing all of this in mind what's the compelling or **fundamental why** and purpose for Anglepoise?

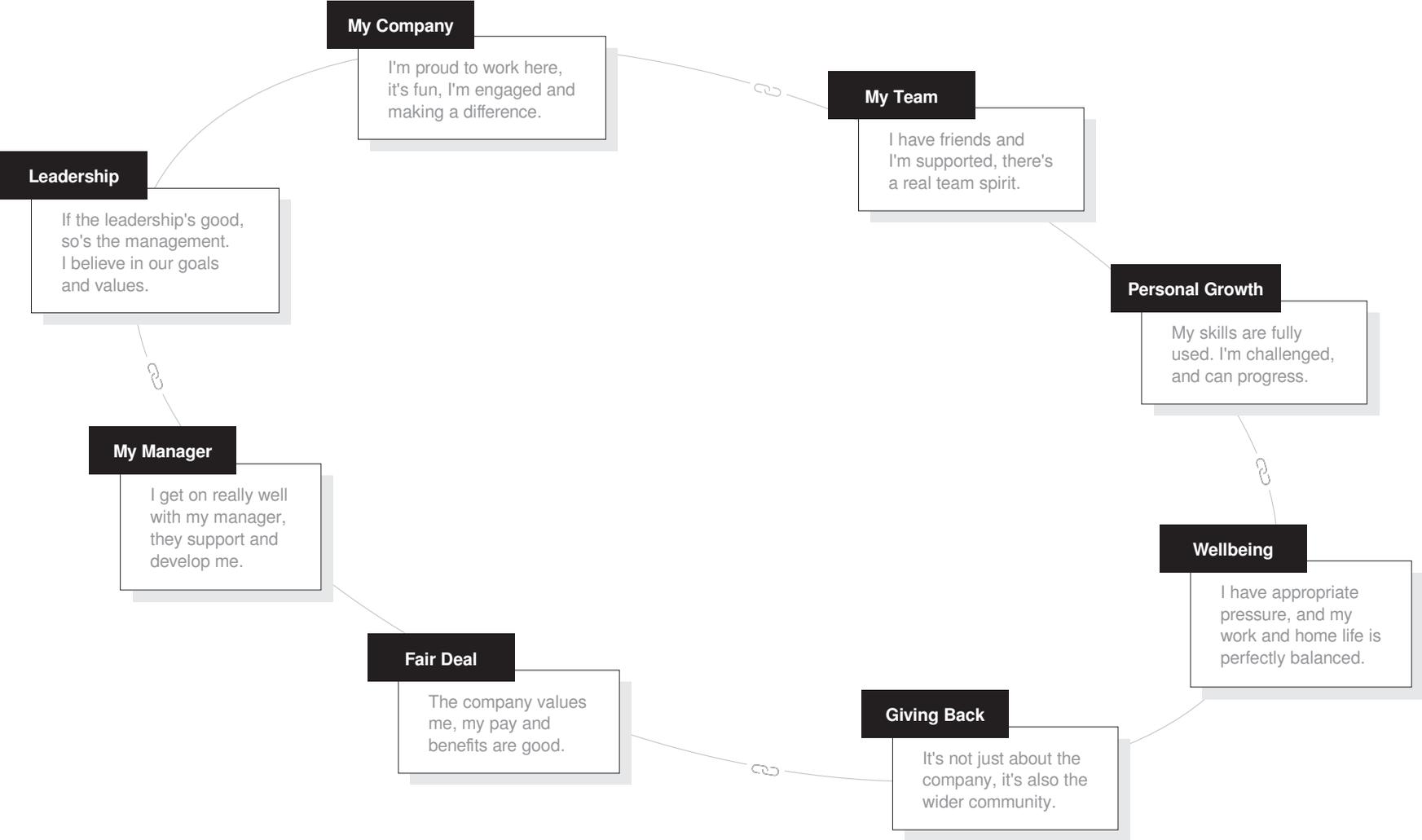
Our Vision

Our Vision should always be our guiding light, the aspiration of what we are always striving to achieve.

It's deliberately in order of importance and so we start with 'Great Place to Work' effectively meaning we put our people first in all of our decision making, based on our values, and always aiming for Anglepoise to be the best workplace culture possible, taking into account everyone's personal characteristics, needs and requirements.



Great Place to Work



Great Place to Work & People Engagement

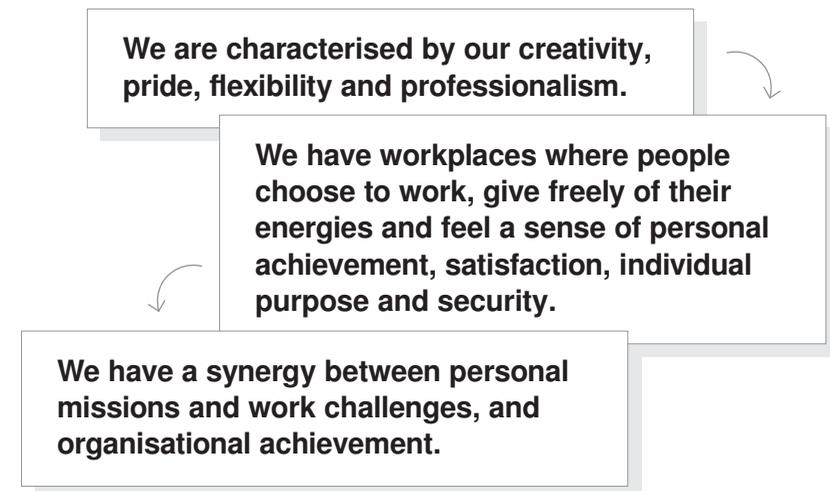
Our overall approach to this is based around the 'Great Place to Work' framework (adapted from 'Best Companies' and principles from 'Investors in People') which we've now used for many years.

Some time ago we started the ongoing process of trying to build a great place to work around the framework above, creating many outstanding approaches, policies and procedures in all areas (particularly around flexibility and work / life balance), but most importantly ensuring everyone was trained in them and they became what we 'live and breathe' each day, whilst still always looking for improvements.

It's also very important to ensure everyone has a clear understanding what we mean by certain key approaches and phrases we use in the business and therefore having broad definitions of each can help to provide clarity of meaning and purpose.

Our Definition of A Great Place to Work

Our goal to become a Great Place to Work means:



A critical element to a great place to work is around our people engagement, always looking at maximising how we can engage everyone in the business and beyond.

Engagement being a strong positive emotional connection from everyone to each other and the business, a belief in each other and the purpose of Anglepoise, and always acting for the greater good of both.

Our Definition of People Engagement

People Engagement at Anglepoise means:

Creating an environment where everyone is motivated to want to connect with their work and really care about doing a great job.

Creating opportunities for everyone to connect with their colleagues, managers and wider organisation.

It is a concept that places flexibility, change and continuous improvement at the heart of what it means to work at Anglepoise.

We believe that if we can achieve a great place to work and high levels of people engagement then everything else follows – delighted customers who are advocates, through to an ongoing sustainable successful business.

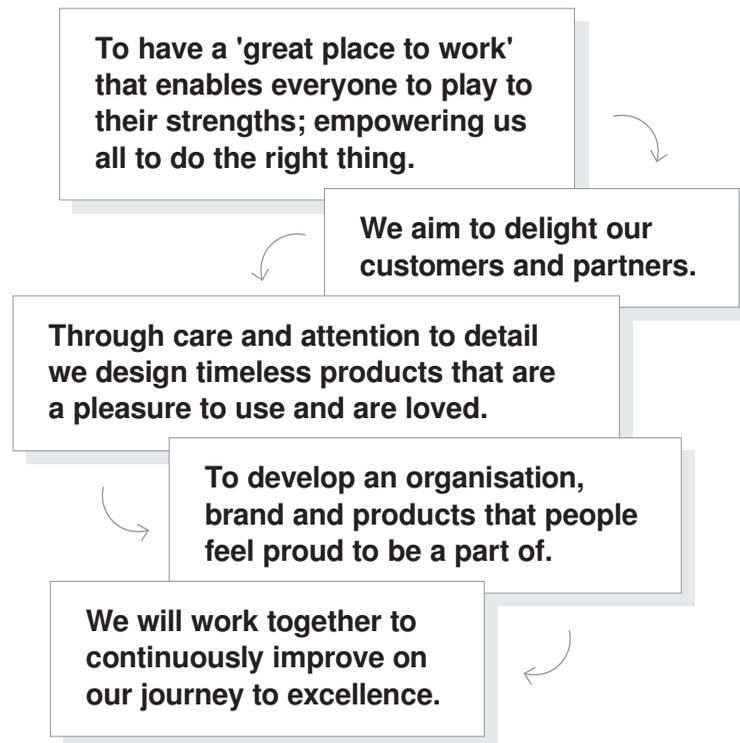
Delighting customers (both internal and external) must be the desired goal as simply meeting their needs is not enough. We have a separate 'Delight the Customer' strategy and action team focussed on delivering just this, via our overarching business framework the excellence model.

Moving on to **Love the Products** and **Proud of Anglepoise**, both thoughtfully using very emotive words because these should always be fundamental to what we do. In all products we ever design and create, they must be able to be loved, not just liked. Our products should be with our customers for their life's journey and love is a crucial part of that.

We should also be true to our **values** in all that we do, and every action we take (again both internal and external) should embody something we will be proud of. **Pride**, and we mean **stand up hand on heart**, should be what we're always aiming for, such that everyone who works for us or with us are genuinely proud to do so.

Lastly **Culture of Excellence**, at its most simple, we should always be looking to improve what we do; question everything and find better ways – evolution not revolution, incremental continuous improvement (more detail in Chap – 5).

Our Purpose



We've decided to take the approach that our purpose should just add more detail to our vision, so there's a common thread that makes sense and also becomes a common language and understanding within our culture. Our purpose can also be considered as the 'why we're here'.

So, we've defined our '**why** and **purpose**' at different levels, but what about **how** and **what** we will do to actually achieve this.

An overused word in business is 'Strategy', too often a 'management' term used to make people sound more impressive and self-important, whilst also sadly distancing different parts of the workplace teams by unnecessary hierarchical language.

Quite simply 'Strategy' is a plan of action designed to achieve long-term or overall goals, so basically just our long-term plan, and the main approach we take to this is via our Mission (effectively key goals for the coming year), and our Balanced Scorecard.

Delivering the Plan & Mission

Our '**What** and **How**' – via the Balanced Scorecard approach (originally developed by Kaplan and Norton), closely integrates with the balanced results requirements of the excellence model (from the EFQM) and ensures that we're measuring the delivery of our overall plan in a very balanced way, both in terms of short and long term goals, and across all key areas of the business – Financial, Business Processes, Customers (external and internal), and Learning and Growth.

We use this on a monthly basis at our Senior Leadership team meetings to quickly assess key areas of focus in need of prioritisation and support, whilst celebrating our successes where appropriate. The simple traffic light coded measures make this simple at a glance, and this information is then also shared company-wide every month and at our quarterly Compass meetings (where the senior leadership team share updates across all areas of the business in a honest and frank manner, also focussing on key activities going forwards).

On the following page is a high-level example of our Balanced Scorecard with the details removed to give you a flavour of what's important to us. It's also worth noting that behind all of these areas is a substantial amount of evidence and measurement, and in many cases departmental KPI's (Key Performance Indicators), with individual monthly and quarterly targets from each team members Personal Development Reviews (set annually and updated monthly where appropriate via 1 to 1 meetings), so that as far as practical everyone has 'line of sight' from what they do day to day and the overall impact to the wider success of the business.

Our Balanced Scorecard

1

Financial	
Turnover Growth	%
Gross Profit Margin	%
Min Monthly Cash	%
Non-UK Sales	%
UK Contract Sales	%

Vision & Strategy

2

Processes	
Financial Delivery	%
Product Development	%
Delivery of Sales	%
Health & Safety	%
Supplier Scorecards	%
Brand & Marketing	%

3

Customer	
Customer Survey	%
Online Outreach	%
Social Media	%
People Engagement	%
Quality	%

Grow the Core

4

Learning	
Excellence Model	%
Training	%
Action Scheme	%
Society KPI's	%

Our Mission



Our Mission statement flows through from our Vision and Purpose and captures our annual high level / priority targets to achieve our overall plan (strategy). More important are the breakdown of detailed plans and activities behind each of these, many of which are captured and tracked on the **Balanced Scorecard**.

Grow the Core

Another key part to our overall growth plan is to '**Grow the Core**', as you can see focussed at the centre of our **Balanced Scorecard**.

This is a process based around the excellent book by David Taylor (from Brand Gym), where we've used and adapted many of the approaches to clarify and define exactly what our 'Core' is and determine the action plans to successfully grow the business in the medium and long term.

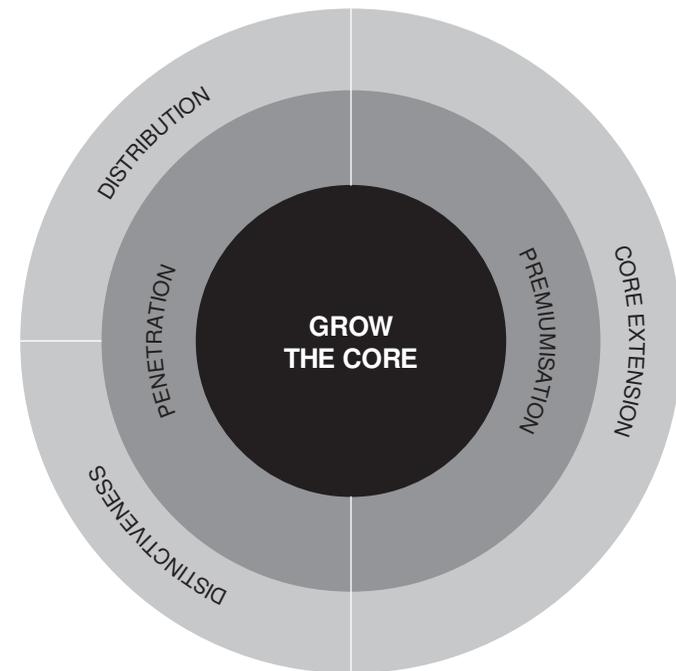
A key part of the Grow the Core approach is through detailed external and internal research and evidence gathering, you can then discover an array of insights that help you determine and **understand exactly what your 'Core' is** – focussing primarily on your: **Source of Margin** and **Source of Authority**.

Our **'Source of Margin'** is at its simplest understanding where we deliver the most of our margin from, by way of product type, customers, regions, etc. and the relative size of that margin and if it's growing. This is then encouraging you to focus on selling more of the stuff you already sell, as opposed to new products / services for the sake of it.

Our **'Source of Authority'** is determining and understanding what we're known for, and what we're famous for. What do we have authority and authenticity for and why?

Once the **'Core'** is fully understood and agreed (after a substantial amount of research and work), we can then use the other approaches in the book to determine our priorities and plan of action. Two key considerations follow.

Key Core Growth Drivers

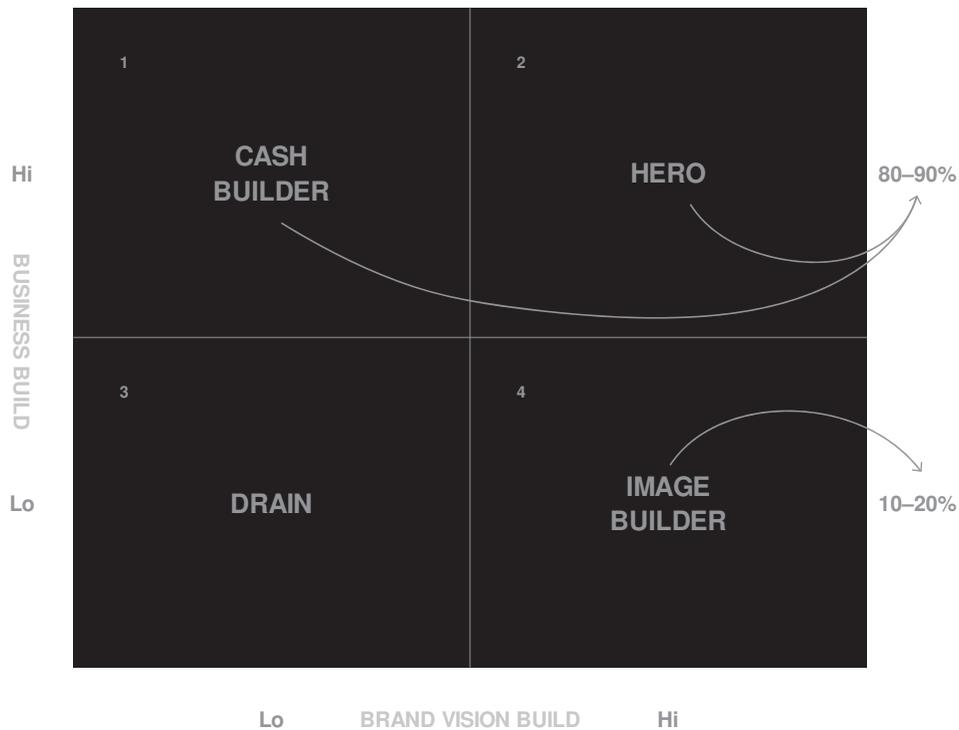


Once you know your 'Core' this is a great tool to focus your growth plans on increasing customer and market penetration (e.g. through increased global distribution, and distinctiveness of your product offering), and through 'premiumisation' of your product and service offering, looking to extend your core range, but always referencing your source of margin and authority.

Core Ideas

The Brand and Business Building Potential

Another key tool to help select which themes and ideas should be turned into action is shown below. Ideally 80%–90% of all growth projects and actions should have high business and brand vision build (Cash Builders and Hero's), with only a small focus on pure Brand Image building, and obviously none that would be a drain.



Our Brand Key, Design Philosophy & Manifesto

The final part of our fundamental why and what we're here for can be best described by the work from our close partnership with Sir John Hegarty and his team from The Garage Soho, where we've produced the following for our brand key, design philosophy and brand manifesto. This is more specifically around our brand and product design aspirations but also encapsulates who we are:

Brand Vision

Create an Anglepoise Legacy for the next generation.

Brand Discriminator

Only Anglepoise is for life.

Brand Key

Roots, Our Customers, Functional & Emotional Benefit, Human & Product Truth (see more on page 39).

Brand Personality

As a product we are a British icon – definitive but slightly eccentric. Familiar and dependable therefore, but ever evolving, ever surprising, human and even playful.

As a company we want to be 'open' to our customers and consumers. We feel we are in a relationship with them over time, not just for a transaction. We want them to feel part of us, not just be customers.

\ Roots

Bringing an engineering 'problem solving' point of view to life for over 80 years and 5 generations of the Terry family.

All with the common goal of building a company and products that we can truly value, love and be proud of... and become a legacy to pass onto next generations.

\ Emotional Benefit

Like a friend – reassuringly always 'there' for me. My Anglepoise helps me and supports me to:

- \ Illuminate my life
- \ Focus
- \ Switch on and switch off
- \ Anchors me in the world

And so, like a long-term friend it makes me smile the smile of recognition and appreciation.

\ Human Truth

The world is suffering from a throw away culture – too much stuff, too many trends, built for disposability and not to last.

Yet what we value most in our lives are the constants – the things that become part of our lives and treasured possessions, not just mere 'things'.

There is a growing movement to recognise this. We can lead that movement.

\ Our Customers

Anglepoise is loved by a small group of design lovers who see it as an icon. We need to share that love to a wider, younger, next generation of 'do-ers' and become their first task light of choice.

We will become their 'light for life' – from their first space, to first house, to family home, to passing onto their own children.

\ Functional Benefit

Built to last a lifetime – Anglepoise grows and evolves as the people it serves do, therefore it will never become outdated. Because my Anglepoise is built:

- \ To last (guaranteed for life)
- \ To be a joy to touch (tactile materials)
- \ To be responsive (fingertip control and balance)
- \ To be useful for the task at hand and versatile in how I use it

And therefore, to constantly evolve and surprise me

\ Product Truth

The Long View – The Anglepoise way, a design philosophy that rejects disposability.

Our Design Philosophy \ The Long View

We believe in The Long View. In creating a culture, a relationship with our customers and our users, and of course products, that last beyond the moment.

We are anti-disposability.

Too much stuff is made today and gone tomorrow, made to be thrown away. We feel and think that can only be damaging, both for our planet and our souls.

Creating a world that is throwaway, to our minds, fosters a throwaway mind set. Surrounding ourselves with too many things can only clutter our heads.

Worrying about the latest and newest can only leave you – well, worried!

Surely the best things in life are the things that are built to last – that are a constant companion, that stay with us, that become almost part of us. ↪

Our Design Philosophy comes out of this life philosophy and has eight principles.

●

**In Everything we do we
First Understand Why**

Our products look like they do because they solve a human problem, serving a purpose, fit for the task in hand.

Principle – 1

●

**It's Better to do One Thing
Exceptionally Well**

Focus brings learnings, experience and knowledge.

Principle – 2

●

**We Design to
Create a Smile**

The objects that become possessions and a treasured possession in our lives are the ones that somehow, we become attached to – that make us smile.

Principle – 5

●

We Pursue Openness

We want everyone we interact with to feel part of us. We pursue feedback to learn, adapt and always improve everything we do. We foster collaborations with like-minded partners, for the greater good.

Principle – 6

●

Durability is a Joy

We build using methods and materials that will last. Our products are guaranteed for life because we feel things should last a lifetime, and even beyond.

Principle – 3

●

**Responsive Products that
Encourage Interaction**

We choose materials and details that invite the human touch, that are a pleasure to use. We design for elegance, proportion, balance and fingertip responsiveness.

Principle – 4

●

Authenticity with Delight

We will remain true to our iconic heritage guided by the original principles and ideas that created the Anglepoise. But we will aim to constantly surprise and delight within that authentic vision. After all we do want to make people smile when using our products.

Principle – 7

●

Loved Beyond a Lifetime

In short, we are led by the overriding principle of taking The Long View and of growing a company and creating products that are built to last. Even to be loved, for a lifetime and beyond.

Principle – 8

Our Brand Manifesto

What do you see when you switch on an Anglepoise?

A pool of light,

or a lamp illuminating brilliance?

The book you're reading,

the music you're playing,

the design you're creating,

or even the cake you're baking.

A design that functions not flirts.

A spring-loaded tool...

that adopts whatever position you command.

A symbol of permanence in a world of obsolescence.

That switches on your imagination,
turning darkness into light.

With a reassuring click.

On and off.

We're not just a lamp,

we're an Anglepoise...

made for life.

A life we guarantee.

ANGLEPOISE®
Abandon Darkness.