



Amrop Rosin

ON PURPOSE

Canada's Shift to Purposeful Leadership:
Why it Matters, What it Looks Like, and How to Get There



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Foreward



There's never been a more difficult time to be a leader.

With a rise in global issues like climate change, a social justice movement coming to the forefront of the public consciousness, turbulent economic times, and rapid technological change shifting how we work, it's simply impossible to overstate just how complex, fast-changing, and unpredictable the world has become.

But there's something else we need to acknowledge: major crises come with opportunity and responsibility.

It's not surprising that companies who embrace 'purpose' beyond profits outperform those that don't. More than ever, we look to brands to inspire us, motivate us, and help us find solutions to our shared problems. What is surprising, however, is how often the promise of purpose fails to live up to its potential. This disconnect is borne out in the data, with 82% of employees agreeing that purpose is important, but only 42% saying their company's purpose is having a meaningful impact, according to McKinsey.

There's an urgent need for businesses to embrace their role within the social fabric — to accept responsibility for thinking beyond the bottom line and for effecting positive change in society. This need, combined with the purpose gap that we're seeing in the business world, brings us to the central topic of this white paper: Purposeful Leadership.

While no single formula for successful leadership can solve all the problems of the world, it's clear that leadership is having a moment. Gone are the days where profit-optimizing, domineering, and inflexible leaders are held up as examples of what leadership looks like. The challenging environment we face today necessitates a different type of leadership, one in which leaders are expected to not only drive profits, but to inspire those around them to strive for a greater purpose.

At Amrop Rosin, we're in the business of finding leaders who do just that. Leaders who understand the importance of Diversity, Equity, and Inclusion (DEI), who minimize their impact on the planet, who prioritize the well-being of their team, and who can see beyond the day-to-day trials of running a business in order to create lasting social impact.

In other words, we're motivated to find you leaders who help you realize your own purpose. I hope this paper helps you understand the value of Purposeful Leadership, and guides you in the direction of building a more purpose-driven organization.

Thanks for reading.

Jeff Rosin

Managing Partner, Amrop Rosin

The promise of purpose

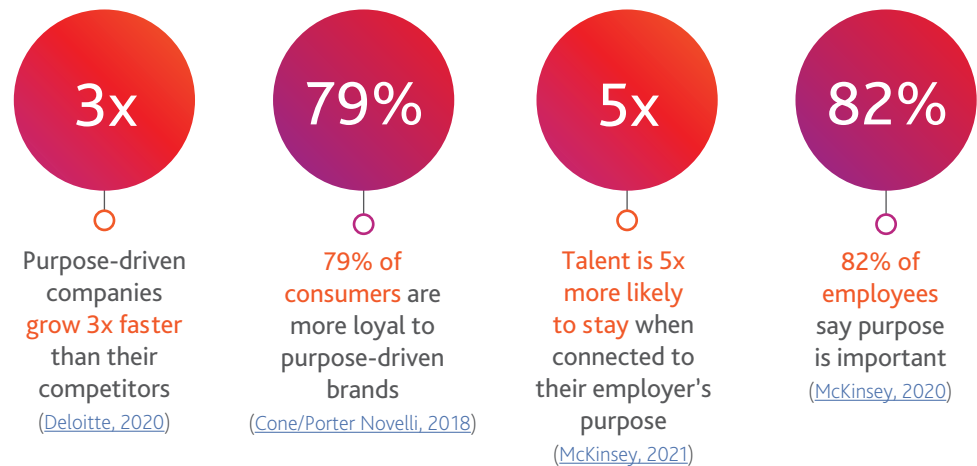
Moving from profit to impact

pur·pose
/'pərpəs/
noun

1. the reason for which something is done or created or for which something exists.

Purpose matters. We know this intuitively. Just ask any sports team, musical ensemble, or community group; they'll speak to how any collective working towards a goal must share a vision. Ensuring that an organization is on the same page — that is, being truly aligned on a *raison d'être* — is an undisputed key ingredient to group success.

The same wisdom holds true when applied to the business world: **purpose moves the needle.**



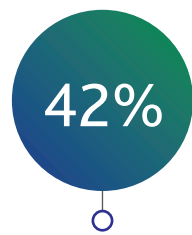
With that in mind, it should come as little surprise that corporations with a shared sense of purpose outperform those without a collective 'why' to rally behind. Purpose, in a corporate setting, is much more than a feel-good attribute or a superficial selling point — it has an irrefutable impact on business, brand, and talent outcomes.

Companies who see beyond the bottom line and create lasting environmental and social impact grow faster than their competitors, inspire more loyalty in their consumers, and are more likely to attract and retain top talent.

Nothing good comes easy

How purpose falls short of its potential

Fostering and executing a shared sense of purpose is one of the single most impactful business outcomes to achieve — it's also one of the most difficult.



Just **42%** of employees think their company's purpose is having a positive impact
(McKinsey, 2020)



Only **10%** of brands back up their purpose with a meaningful plan
(Kantar, 2020)

There are many examples of corporations that have an impressive public-facing purpose, but that also have gaps in that purpose — exposing major challenges in culture. Granted, all organizations are at different stages of their purpose journey, and no vision is ever 100% complete or perfect, but having misaligned priorities or espousing a purpose that rings hollow can backfire.

For example, Bell Canada's Bell Let's Talk campaign is widely credited for changing the conversation around mental health in Canada. Launched in 2011, the annual fundraiser is the largest corporate commitment to mental health in the country, resulting in commitments of over \$120 million to mental health.

Despite the impact, the telecommunications giant has taken heat for what many call the 'corporatization of mental health'. The donations are significant, but Bell has also benefited significantly from the wide-reaching national exposure, causing some mental health advocates to question the disconnect between profit motives and strategies to address mental health. Perhaps even more concerning, in 2018, Bell — in sharp contrast to its Let's Talk mantra — was criticized for firing an employee who requested two weeks off to adjust to a mental health medication.

Similarly, multinational companies such as AT&T and GM have positioned themselves as outspoken advocates of 2SLGBTQ+ communities and longtime supporters of Pride Parades — while simultaneously donating to politicians who promote anti-gay legislation.

Purpose can be at odds with practice.

Granted, pursuing a corporate purpose is complex, and there are a range of factors and nuances the public isn't privy to, but gaps in purpose such as the above examples can cost brands credibility, risk employee buy-in, and ultimately become hollow promises that fail to result in meaningful social change.

Enter Purposeful Leadership: the proven way to close the purpose gap.

On the path to purpose

The steps organizations take to realizing their purpose potential

In order to reap the benefits of a purpose-driven culture, organizations must grow beyond treating purpose as an isolated tactic to be ticked off a list or a mere marketing message. Instead, purpose must be baked into the very DNA of an organization and brought to life through every decision made and action taken.

Achieving that level of commitment across an organization doesn't happen overnight. The different stages of purpose evolve over time and become increasingly more authentic and effective, until the purpose feels less like a marketing tactic and instead becomes a deeply entrenched business-led movement.

It's important to remember there's no one-size-fits-all. The path to purpose — which begins with strong, purposeful leaders — will look different for every organization and will take different amounts of time. However, at some point (and in some fashion) companies on the purpose journey will pass through the following four stages. ([Kantar, 2020](#))



"IF A FOR-PROFIT ENTITY IS ONLY PROFIT SEEKING, THEN YOU'RE NOT GOING TO BE A LONG-TERM PROFITABLE COMPANY."

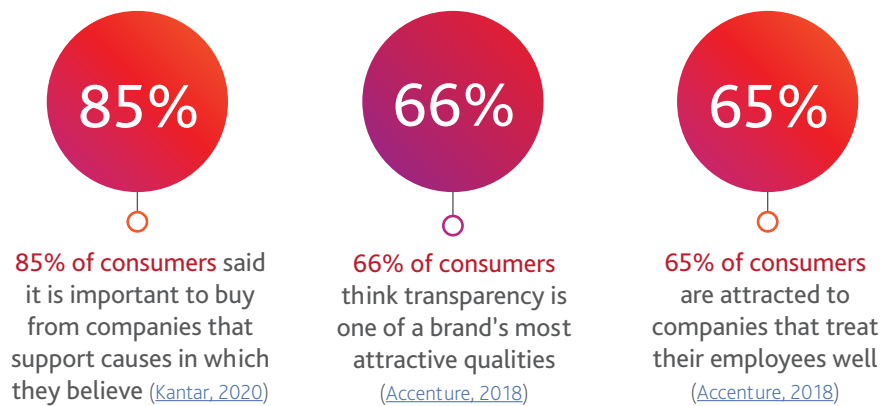
**-SATYA NADELLA
CEO, MICROSOFT**

Mind the gap

Closing the purpose gap with Purposeful Leadership

Now more than ever, people are looking to brands to stand for something greater than products and profits. People want the brands they support to have a positive impact on the planet and the people on it — especially those most often left behind.

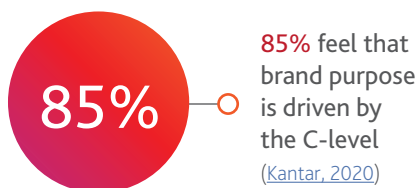
People want to be inspired by brands.




Patagonia is a prime example of a purpose-driven company. In the fall of 2022, the popular outdoor clothing retailer, led by their beloved 84-year-old founder Yvon Chouinard, committed all of its profits — a cool USD \$100 million annually — to preserving wilderness and fighting climate change. They even changed their mission statement to reflect their newfound purpose: “Patagonia is in business to save our home planet.”

It's not realistic to expect every company become the next Patagonia. So how do brands start heading in the direction of purpose? By starting at the top.

It's easy to look at Patagonia and think: “Let's do something like that!” But what brands should be thinking is: “Let's find someone like that.” Because the key to building another Patagonia isn't finding an inspirational purpose, it's finding an inspirational leader like Yvon.



To establish a foundation of purpose, organizations must first attract purposeful leaders.

An aerial photograph of a two-lane asphalt road winding through a dense, lush green forest. A white car is driving away from the viewer in the center of the road. The road has a yellow dashed center line and white solid edge lines. The surrounding forest is thick with various shades of green trees.

“THOSE WHO ARE ABLE TO
INSPIRE GIVE PEOPLE A SENSE
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WHO ACT NOT BECAUSE THEY
WERE SWAYED, BUT BECAUSE
THEY WERE INSPIRED.”

-SIMON SINEK

LEADERSHIP EXPERT AND BEST-SELLING AUTHOR

Purposeful Leadership: more than a buzzword

An actionable philosophy that's impactful by design

Purposeful Leadership is more than just the latest jargon to make its way into the business world. It's an actionable philosophy that helps companies realize the 'triple bottom line' of what's good for people, planet, and profits.

The three pillars of purpose

Within the Amrop network — which includes 67 offices across 54 countries — we've studied Purposeful Leadership extensively and developed a model for identifying and assessing Purposeful Leaders.

Purposeful Leadership consists of three pillars. These three pillars — all essential for the success of C-suite executives and Board members — must be interwoven in order for Purposeful Leadership to reach its full potential.



Purposeful Leadership is a model for driving impact and long-term value creation for people, the planet, and profits — where purpose is the company's north star. This includes the practice of embedding **Diversity, Equity, and Inclusion** into every element of the business.



Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion (DEI) cannot be separated from Purposeful Leadership. Rather, DEI is integral to each step of the journey, anchoring Purposeful Leadership to the daily realities of the people and places it touches. When equitable business policies and practices are coupled with a diverse workforce and an inclusive organizational culture, companies create the conditions for unleashing the power of purpose.

Walking the talk

Balancing the three pillars of purpose

Purposeful Leaders must possess **all three** pillars of purpose.

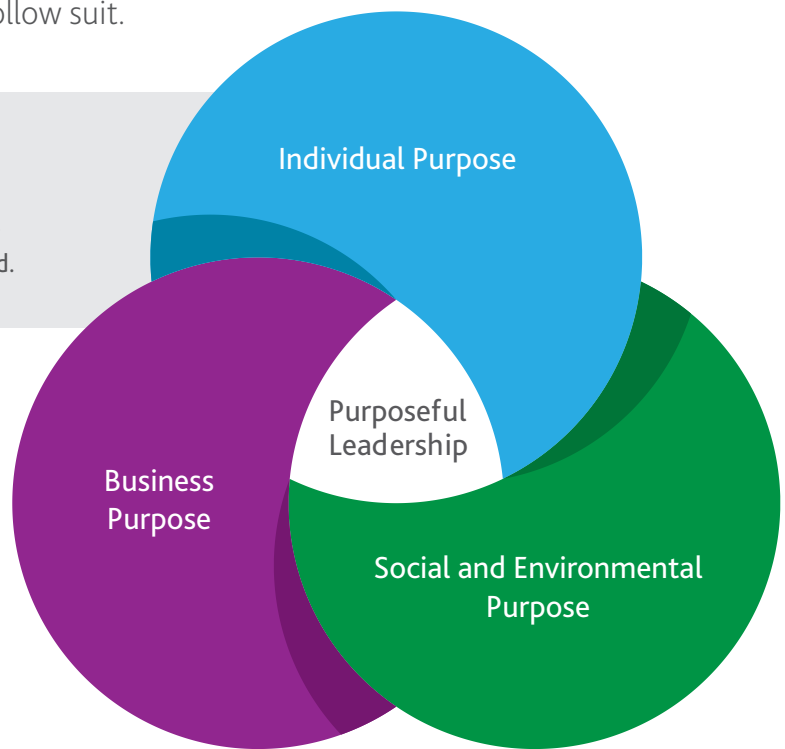
- ✗ If a leader possesses *only strong individual purpose*, they may be a well-liked and high character executive, but they run the risk of failing to drive business results or societal impact.
- ✗ If a leader possesses *only social and environmental purpose*, there's a strong likelihood they will overlook or deprioritize other important business priorities.
- ✗ If a leader possesses *only business purpose*, they may not live up to the evolving mandate of what's expected from a modern, forward-looking executive.
- ✓ The sign of a bona fide Purposeful Leader is someone who can walk the talk; someone who can balance the three pillars of purpose with enough commitment and authenticity such that others are inspired to follow suit.

After interviewing thousands of leaders from countless industries, we've learned how to identify individuals who can change organizations, and in turn, change the world.

"WE'RE LEARNING THAT THE PROFIT MOTIVE, POTENT THOUGH IT IS, CAN BE AN INSUFFICIENT IMPETUS FOR BOTH INDIVIDUALS AND ORGANIZATIONS. AN EQUALLY POWERFUL SOURCE OF ENERGY, ONE WE'VE OFTEN NEGLECTED OR DISMISSED AS UNREALISTIC, IS WHAT WE MIGHT CALL THE 'PURPOSE MOTIVE.'"

DANIEL PINK

NEW YORK TIMES BEST-SELLING AUTHOR



Diversity ►► Equity ►► Inclusion



Follow the leader

Purposeful Leadership competencies

It's one thing to understand what Purposeful Leadership is; it's another to understand how it plays out in the real world. To help ground Purposeful Leadership in reality, Amrop Rosin has identified five core competencies to look for in Purposeful Leaders.



Diversity ►► Equity ►► Inclusion

Purposeful Leadership Competencies

- 1 Courage
- 2 Openness to learning and collaboration
- 3 Accountability
- 4 Vision
- 5 Empathy

Competency	Why it matters	What it looks like	How it plays out
<p>Courage</p>	<p>Instilling purpose requires leaders who aren't afraid to make unpopular decisions and who seek to make lasting impact — not for praise or notoriety but for social, environmental, and business benefit.</p>	<ul style="list-style-type: none"> • Telling the truth. • Tenacity to push through adversity. • Standing up for what's right, even in the face of resistance. 	<ul style="list-style-type: none"> • Challenging the status quo by speaking out on issues important to their stakeholders, such as income inequality, diversity, and climate change. • A track record of creating safer, more equitable and inclusive spaces that result in increased belonging.
<p>Openness to Learning and Collaboration</p>	<p>The purpose gap can't be closed with an insular mentality – it requires a systems thinker who can connect dots and form partnerships. Purposeful Leaders are active community members who have demonstrated a commitment to social and environmental impact outside of work.</p>	<ul style="list-style-type: none"> • Curiosity and a learner's mindset. • Vulnerability to recognize skill gaps balanced with the confidence to seek help from others. • Meaningful volunteer and philanthropic experience. • A belief in the importance of diversity and inclusivity. • A propensity to 'act locally and think globally'. 	<ul style="list-style-type: none"> • Seeks feedback from all levels of the company, including the front lines. • A proven ability to form partnerships across organizational and industry silos. • A track record as a volunteer board member.
<p>Accountability</p>	<p>Purposeful leaders don't always get it right, but they're committed to the journey, they own their mistakes, and they work to improve themselves.</p>	<ul style="list-style-type: none"> • Owning one's personal choices. • Admitting mistakes; not hiding missteps to save face. • Applying lessons learned. 	<ul style="list-style-type: none"> • The ability to speak openly about past failings, as well as to take responsibility for personal and corporate mistakes. • Spearhead the development of their company's Truth and Reconciliation action plan.

Competency	Why it matters	What it looks like	How it plays out
<p>Vision</p>	<p>A purpose-driven organization is sure to face detractors along the way. Purposeful Leaders must be able to communicate the vision effectively and inspire team members at all levels to buy in.</p>	<ul style="list-style-type: none"> • A unique point of view that is goal-oriented and ambitious. • A storyteller who can galvanize others. • An ability to see past the day-to-day grind and keep the big picture in mind. 	<ul style="list-style-type: none"> • A dynamic communicator and public speaker who is a trusted voice for change internally. • Someone who is a respected thought leader in their industry.
<p>Empathy</p>	<p>A Purposeful Leader understands an organization is only as strong as its people. Being genuinely committed to the well being of team members is critical to fostering respect and understanding within an organization.</p>	<ul style="list-style-type: none"> • Actively caring for others and understanding how their unique identities and experiences affect their performance. • Committing to the professional and personal development of team members. 	<ul style="list-style-type: none"> • An ability to empathize with and support others, as well as to amplify underrepresented voices.



Let us introduce you

Profiling 3 Purposeful Leaders in Canada

The following leaders walk the talk, embodying the Purposeful Leadership competencies so critical to driving meaningful, long-term organizational change.



Katherine D. Dudtschak

Business Leader, Corporate Director, Advisor and Community Builder

Katherine (Katie) Dudtschak is a highly respected C-suite business leader, corporate board director, advisor, and community builder. Purpose-driven leadership and diversity and inclusion is embedded in every aspect of her personal life and professional career. While in her role as Executive Vice President, Personal & Commercial Banking at RBC, Katie fostered inclusive culture through the development of formal initiatives and her team's day-to-day dialogue and approach with employees and leaders. Her work achieved remarkable business success and impact in the inclusion and advancement of women, radicalized, and 2SLGBTQ+ individuals at RBC.

As Executive Vice President, Regional Banking, RBC, Katie led Canada's largest advisor force of more than 25,000 employees, who advised over 15 million clients. During her leadership, her team and RBC received unprecedented industry recognition, including top honours in the J.D. Power Retail Banking Satisfaction Study, Ipsos Financial Service Excellence Awards, and the Retail Banker International Global Retail Bank of the Year Award. She has operated as a bank CEO across 19 Caribbean countries, leading a significant repositioning of RBC's Caribbean operations. She and her team led the recovery from a loss position to sustainable profitability, while also significantly improving client loyalty and employee engagement.

In 2019, Katie demonstrated unparalleled courage when she shared her personal journey and gender affirmation experience with over 80,000 RBC employees. Her message was rooted in vulnerability and in welcoming diverse perspectives. Katie's experience and leadership accelerated the development of a shared sense of empathy for different human experiences and the human potential each person can bring to the table.

Katie is a certified ICD.D Corporate Director and has held board positions at a variety of organizations including Mutual Fund Dealers Association, Jack.org, United Way Greater Toronto, and the Canadian Museum of Human Rights. Throughout her leadership, Katie is transparent, intentional, and intuitive. She underscores the need to make sure every individual is seen, heard, and respected for their uniqueness, and is able to bring their potential to their work and community.

DIVERSITY IS A FACT. INCLUSION IS A CHOICE. IN ORDER TO CREATE A TRULY INCLUSIVE WORLD, YOU MUST 1) EMBRACE DIVERSITY AT ALL LEVELS, AND 2) TAKE TIME TO LEARN, DEVELOP KNOWLEDGE AND AWARENESS, CHALLENGE AND CHANGE BIASES, AND DEVELOP A SHARED SENSE OF EMPATHY FOR DIFFERENT HUMAN EXPERIENCES. REALLY, IT'S ABOUT BEING KIND, CURIOUS ABOUT THE WORLD, AND THE PEOPLE AROUND YOU. AND IT'S ABOUT UNLOCKING HUMAN POTENTIAL AT AN INDIVIDUAL, ORGANIZATIONAL AND COMMUNITY LEVEL.

- KATIE DUDTSCHAK



Julian Franklin

Vice President, Partnership Development and Strategy, MLSE

Julian Franklin is a Canadian Marketing Hall of Fame member, entrepreneur, and business leader with over 20 years of experience in consumer-packaged goods and sports industries. His expertise includes strategic planning, communications, and marketing. His career is distinguished by marketing leadership roles in Canada and the U.S. at the Toronto Blue Jays, Weston Foods, and Kraft Heinz. His passion for leading with purpose was the catalyst to launching Franklin Management Group Inc. (FMG), a strategic consultancy headquartered in Toronto.

Currently, he is Vice President, Partnership Development & Strategy, Maple Leaf Sports & Entertainment (MLSE) where he has brought his experience as a purpose-driven leader to North America's preeminent Sports & Entertainment organization.

Julian is a bold change agent in all aspects of his professional career. He has woven the foundations of diversity, equity, and inclusion into his corporate governance experience currently sitting as President, University of Ottawa Alumni Council (Toronto Chapter), Board of Directors, Golf Ontario and Board of Directors/Diversity, Equity, and Inclusion Chair - Sponsorship Marketing Council of Canada. He is also a Founding Member of POCAM (People of Colour in Advertising & Marketing), an association that advocates the inclusion and advancement of Black, Indigenous, & People of Colour (BIPOC) within the Canadian Marketing industry. POCAM is responsible for publishing Visible and Vocal, the only annual study that exclusively focuses on the profile, perspectives and experiences of Canadian BIPOC advertising and marketing professionals.

ACROSS ALL INDUSTRIES WE SEE THE CONTRIBUTION BY IMMENSE TALENT FROM DIVERSE CULTURAL AND ETHNIC BACKGROUNDS BEING BROUGHT TO THE FOREFRONT TO HELP SOLVE SOME OF OUR INDUSTRY'S MOST SIGNIFICANT CHALLENGES. I FULLY BELIEVE THE SUSTAINED COMMITMENT TO MAKE OUR INDUSTRY MORE INCLUSIVE TO ALL WILL HELP US REACH OUR FULL POTENTIAL.

- JULIAN FRANKLIN



Silvia Gonzalez-Zamora

Partner, People and Change Practice, KPMG Canada

Silvia Gonzalez-Zamora is a Partner in the People and Change Practice, and the co-founder and lead of the Equity, Diversity, and Inclusion service offering at KPMG in Canada. Her two decades of experience in consulting streams into Talent Management, Behavioural Change Management, People Analytics and Employee Experience at the organization.

With her background in communications, human resources, and analytics, Silvia leverages psychological safety and data to gauge the effectiveness of diversity, equity, and inclusion programs, developing an impact measurement framework that offers customized strategic initiative examples based on where organizations want to go. The measurement approach that Silvia has led determines the long-term goal and what tangible steps an organization can take to achieve this.

Silvia is passionate about understanding how people bring value as individuals with their distinct emotions, needs, and skills. She believes that unlocking this individuality empowers people to become part of high-performing teams - the cornerstone of any successful business. As a leader, Silvia also believes that vulnerability is a critical part of transparency, especially because leaders are there to learn and go through individual journeys of education.

Silvia holds a Master in Industrial and Labour Relations from Cornell University. She is a Fulbright Scholar, a Diversity Scholar from New York State, USA, and a Council of Science Scholar from Mexico. She has been recognized as one of the Top 10 Most Successful Mexicans in Canada, a recognition from Latinos Magazine, sponsored by Scotiabank. Silvia is also a member of the invitation-only women's organization IWF (International Women's Forum), and she is the winner of the 2022 *Latinas to Watch For Award*, from ALPFA the Association of Latin Professionals for America.

At KPMG Canada she is a pioneer for diversity, equity, and inclusion, as the first Partner in a Big 4 Consulting Company to be dedicated to this space.

THE EQUITY TRANSFORMATION MINDSET ISN'T FIGHTING ANYMORE WITH A GROWTH MINDSET — IF YOU WANT TO GROW, IT'S PART OF THE DEAL TO BE EQUITABLE.

- SILVIA GONZALEZ-ZAMORA

Purpose — every step of the way

Bringing Purposeful Leadership to life

The Purposeful Leadership approach is a proven method for envisioning, actioning, and realizing positive outcomes for people, the planet, and profits. For each stakeholder along the way, Amrop Rosin has identified clear actions to help bring Purposeful Leadership to life within their organization.

Stakeholder Group	Actions	Key Questions to Ask
Candidates for CEO / C-Suite / Board of Directors	<ul style="list-style-type: none"> • Prioritize telling the story of your own leadership development. • Articulate how you challenge leadership norms, how you're driven by your own sense of purpose, and how you've used it to create value for people, the planet, and the business. 	<ul style="list-style-type: none"> • How would you describe your purpose? • What values define you? • How would you describe your role? • What are you doing to create an environment in which others can thrive and flourish? • Who are you serving? • How are you striving to be authentic, approachable, and vulnerable?
Executive Search Firms	<ul style="list-style-type: none"> • Identify experienced and innovative leaders who exemplify the Purposeful Leadership competencies of integrity, openness to learning, capacity to collaborate, accountability, vision, courage, and compassion. 	<ul style="list-style-type: none"> • Is the commitment to purpose and responsibility for impacts on people and the planet codified within the job description? • How much do you know about the individual purpose of each of your candidates? • What training, coaching or other measures have been taken to develop purposeful leadership?
Nominating and Hiring Committees / Hiring Managers	<ul style="list-style-type: none"> • Emphasize the need for organizational change and improvement. • Demonstrate how a purposeful leader is expected to make an impact through individual purpose, business purpose, and societal/environmental purpose. 	<ul style="list-style-type: none"> • In terms of role design and compensation, how can intrinsic (e.g., job content) and extrinsic (e.g., financial) motivators be optimally balanced? • To what extent do performance measures and KPIs need to be extended beyond shareholder value and short-term profits? • How do ESG criteria fit into these? • To what extent are penalties and/or rewards used to motivate purposeful leadership?



Taking our own advice

Amrop Rosin's Commitment to Purpose

At Amrop Rosin, we're firm believers in practising what we preach. We have a responsibility as a trusted advisor and executive search firm to accelerate Canada's shift to Purposeful Leadership — and we're committed to acting on it.

Here's how we're committed to becoming a more purpose-driven organization:



We are deeply committed to the principles of DEI, and we strive to bring them to life through our search, hiring, onboarding, and team building processes.



We have implemented key qualifying questions to identify and assess Purposeful Leaders in our search practice.



We use our platform, channels, and trusted industry voice to amplify the importance of Purposeful Leadership.

Why work with us

Amrop Rosin is a high-touch, deeply experienced executive search firm that assists organizations in addressing their leadership and talent challenges throughout the life cycle of their business. As part of the global Amrop partnership, Amrop Rosin helps the world's most dynamic, agile organizations identify *Leaders For What's Next*.

With a specialized focus on professional services, financial services, digital transformation, real estate, consumer and retail, industrial, and natural resources, Amrop Rosin recruits top tier CEOs, senior executives, and board members.



Executive Search

We identify and attract the Leaders for What's Next by designing executive talent acquisition and succession strategies.



Board Services

We help compose diverse boards that are agile, forward-thinking, and change-ready.



Mid-Management Advisory

Our mid-management practice is focused on building strong relationships with future leaders, ensuring that leadership and continuity trickles down to all levels of organizational planning.



Amrop Rosin