



WHITE PAPER SERIES

01

How to design a  
plan that is in  
alignment with your  
higher purpose

# How to design a plan that is in alignment with your higher purpose



Conscious  
Leadership

Integralis introduces a different and simple approach that is oriented towards a higher purpose to help leaders of today plan differently and address business challenges in an effective way obtaining extraordinary results.

In comparison to conventional approaches on strategic planning, in this article Integralis presents *The One Thing* perspective by Gary Keller and Jay Papasan to help leaders design a plan oriented towards their fundamental purpose in life.

***“The more productive people are, the more purpose and priority are pushing and driving them.”***

Gary Keller y Jay Papasan

***“Your behavior always expresses your values-in-action. Your integrity hinges on whether your values-in-action agree with your essential values.”***

Fred Kofman

## Context

Today, leaders are faced with the challenge of responding effectively to the complex changes of the system and the environment and to obtain the expected results.

Their capability to respond effectively to change and to stay ahead of it, will depend largely on their ability to responsibly address the challenges they face and to plan in a different way than they have been doing so far.

When planning, leaders collect financial and operational information, make projections, and prepare extensive presentations about the future and direction of the company. However, at the end of this costly and time-consuming process, the impact that conventional strategic planning has on stakeholders appear to be ineffective.

In a study by McKinsey Quarterly, in which 800 executives were interviewed, only 45% of those who participated in the survey said they were satisfied with the process of strategic planning. On the other hand, only 23% indicated that it had been useful to make their key strategic decisions.

In this context, Integralis integrates the perspective of **The One Thing** by Gary Keller and Jay Papasan to introduce a different way of planning that is simple, guided and oriented towards the individual fundamental purpose of every person and which manifests itself by achieving extraordinary results in an effective way.

## Find your higher purpose

Fred Kofman in his book “Conscious Business”, describes the difference between the two aspects presents in every action: outcome and process. First, we act in order to achieve a desired result. And secondly, we act to express our values. Success, therefore, is defined as the degree of alignment between expected results and those actually achieved.

At the same time, Fred Kofman introduces an additional parameter when evaluating our actions: the degree of alignment between our behavior and our values. From the outcome oriented perspective, we may not achieve our desired goals and thus, we may not achieve success. However, from the process oriented perspective, we can always act in complete alignment with our values. That is, we can act with integrity and obtain a transcendent success, a state of internal peace that Fred Kofman calls “success beyond success”.

While “success” is conditional: the result depends on factors outside our control, “success beyond success” is unconditional: behavior does not depend on factors outside our control; we always have the unconditional power to express our values and to act with honor and integrity in the face of any challenge that comes our way.

Now, how is it possible to achieve extraordinary results at both the outcome and the process level?

The first step consists of finding your higher purpose. Live, make decisions and act according to that purpose. Then, design a plan that connects your fundamental purpose with the one thing that you can do now.

Gary Keller and Jay Papasan in their book *The One Thing* describe purpose as the combination of “where are we going and what is important to us”. And they add “who we are and where we want to go determine what we do and what we accomplish.” When you have a clear purpose, it strengthens the conviction of where you are going and allows you to make more assertive decisions.

From Gary Keller and Jay Papasan’s perspective, having a clear purpose is the tool that allows you to maintain your direction when life presents you with difficult circumstances. It is the motivation and inspiration that gives you the extra strength when things don’t go as expected.

So, what is your higher purpose? In order to find your higher purpose, Gary Keller and Jay Papasan invite us to ask some of the following questions:

- *What drives you?*
- *What makes you get up in the morning?*
- *What keeps you going when you are tired down and worn down?*
- *What are you excited about in your life?*
- *Why are you doing what you are doing?*
- *What is the one thing you want your life to be about more than any other?*

Reflect on these questions and try to answer them in order to find that one thing, more than any other, that gives meaning to your life. The essential question is: What is the one thing that if you do, everything else becomes easier or unnecessary?

Dare yourself to choose where you want to go and then describe the steps needed to get there.

**Bill George, Professor at the Harvard Business School and president and CEO of Medtronic, and his colleagues, conducted a study on leadership development where they interviewed 125 business leaders from different racial, religious, national and socio-economic backgrounds to understand how leaders become and remain authentic.**

**Their interviews showed that you do not have to be born with certain characteristics or traits in order to be able to lead. Nor is it necessary that you have to be at the top of your organization. Anyone can learn to be a true leader.**

**After conducting this study, Bill George and his team discovered that authentic leadership is the "only way to create long-term results."**

**They identified that authentic leaders, demonstrate a passion for their purpose, practice their values consistently, act according to their values and principles and lead with both their hearts and minds. They know who they are.**

## Think big, take small steps

Once you have found your higher purpose, the next step is to design a plan to achieve it. You've identified and chosen a direction, now is time to describe how you will get there.

The importance of designing a plan that is driven, guided and inspired by your higher purpose is that it will provide you with the necessary tools to be able to achieve extraordinary results in alignment with your values and in an effective way.

Purpose, without priorities, lacks meaning and power. In order for your higher purpose to be meaningful, you need to think and live according to your priorities. Just like Gary Keller and Jay Papasan pointed out, “purpose has the power to shape our lives only in direct proportion to the power of the priority we connect it to.”

The way to design your plan consists in identifying a future goal and then methodically drill down to what you should be doing right now.

According to *The One Thing*, your “present now” and all your “futures nows” are determined by the priority that you choose to live in the moment. The deciding factor in determining how you choose this priority depends on your ability to define goals for the now based on your higher purpose.

Think about a line of dominoes. Your first domino is the only thing you need to do right now. Line up the following dominoes one after another. By pushing the first domino – what you need to do right now – you will overthrow the other pieces automatically. That is, your priority in the now triggers a domino effect that will allow you to reach your higher purpose.

***“Purpose has the power to shape our lives, only in direct proportion to the power of the priority we connect it to.”***

Gary Keller y Jay Papasan

## Get to work

The key point to design your plan is to learn to connect one goal with another – connect today to all your tomorrows.

Here is a step by step to help you design your plan. Reflect and answer each of the following questions. You must connect your today with all your tomorrows, hence it is important you don’t skip any of these questions:

1. Based on my someday goal, *what’s the ONE Thing I can do in the next 5 years to be on track to achieve it?*
2. Based on my 5 year goal, *what’s the ONE Thing I can do this year to be on track to achieve my 5 year goal, so that I’m on track to achieve my someday goal?*

3. Based on my goal this year, what's the ONE Thing I can do this month so I'm on track to achieve my goal this year, so I'm on track to achieve my 5 year goal, so I'm on track to achieve my someday goal?
4. Based on my goal this month, what's the ONE Thing I can do this week so I'm on track to achieve my goal this month, so I'm on track to achieve my goal this year, so I'm on track to achieve my 5 year goal, so I'm on track to achieve my someday goal?
5. Based on my goal this week, what's the ONE Thing I can do today so I'm on track to achieve my goal this week, so I'm on track to achieve my goal this month, so I'm on track to achieve my goal this year, so I'm on track to achieve my 5 year goal, so I'm on track to achieve my someday goal?
6. Based on my goal today, what's the ONE Thing I can do right NOW so I'm on track to achieve my goal today, so I'm on track to achieve my goal this week, so I'm on track to achieve my goal this month, so I'm on track to achieve my goal this year, so I'm on track to achieve my 5 year goal, so I'm on track to achieve my someday goal?

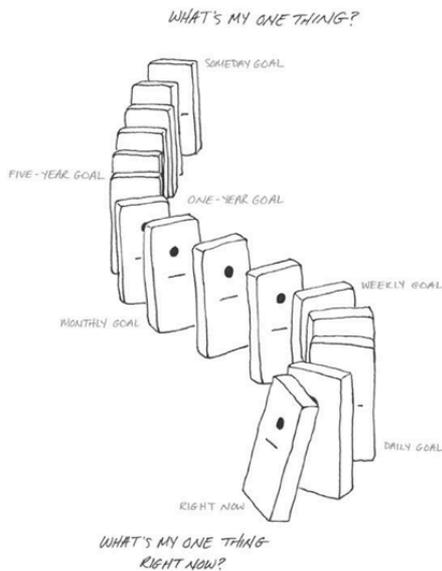


Fig. 1. Living a domino run  
 Source: Gary Keller & Jay Papasan, *The One Thing*.

## Write down your goals

The last step to enforce your plan and to live according to your priority is to write down your goals and your most important priority.

A study carried out by Dr. Gail Matthews of the Dominican University of California in which she interviewed 267 participants from different professions and different countries, found out that those who had written down their goals were 39.5% more likely to achieve them than those who hadn't written the down.

## What is your plan for 2014?

Take a piece of paper and a pen and design your plan for 2014. Discover your higher purpose and identify the steps that will allow you to achieve it. Connect all your tomorrows with the now to finally answer the following question: *What is the one thing that if do right now, everything else becomes easier or unnecessary?*

Developing the ability to translate your higher purpose to a single priority in the now, that is, to the one thing that if you do it today, everything else becomes easier or unnecessary, will allow you to achieve extraordinary results, will enable you to relate more effectively with others and will give you the opportunity to achieve success beyond success.

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*For additional information we recommend you read the book: **The One Thing: The surprisingly simple truth behind extraordinary results** by Gary Keller and Jay Papasan. In addition, watch the following video on YouTube to understand the domino effect.: [click here](#).*

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### References

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