



# Common Purpose Ireland 2019-2024



**We envision an Ireland where empowered leaders are working across boundaries to build a vibrant and connected society**



**Our mission is to provide inspiring and challenging programmes for motivated leaders, from diverse backgrounds, to connect with each other, expand their perspectives, and create real change in their organisations and communities.**

# Our impact

Common Purpose develops leaders who can cross boundaries: between sectors and specializations, geographies and generations, backgrounds and beliefs. This enables them to solve complex problems in organizations, cities, and society.

We measure our impact through the eight leadership competencies in our Impact Quadrant.

Lead Beyond Authority  
Grow Cultural Intelligence

Work in Collaboration  
Build Relationships



**93%**

of senior leaders say our programmes have helped them make **better decisions**

**91%**

of emerging leaders say our programmes have helped them develop **inclusive leadership**

**97%**

of aspiring young leaders say they are better able to work in **collaboration**

Thrive in Complexity  
Confront Blind Spots

Think the Unthinkable  
Leverage Diversity





## Who is Common Purpose for?

**Established leaders** at senior positions who are facing new challenges beyond their immediate control are given the confidence, connections, and skills to influence change in their organisation and society.

**Emerging leaders** who have taken on a new leadership position within their organisation learn to recognise diversity and are exposed to the influential decision makers in their cities.

**Aspiring young leaders** about to take on their first professional role are given perspective on how local leaders face and tackle real challenges.

Our participants are leaders who have reached a tipping point in their careers. Participants come from different sectors, specializations, geographies, generations, backgrounds and beliefs.

This diversity is what makes our programmes so special, and enables our participants to learn from each other's approaches, challenges and visions.

Our intensive programmes provide an opportunity to be open, engaged, and reflective; creating lifelong connections among peers.

## Our Team

Our professional and highly skilled team is motivated to succeed, dedicated to our vision, and adaptive to new ways of thinking about leadership development. With our supportive network of graduates, advisors, trustees and contributors, Common Purpose are locally focused and globally connected – working to develop leaders in over 70 cities worldwide with more than 75,000 Alumni from over 100 countries.

At Common Purpose Ireland, we are dedicated to developing better leaders and making an impact on society.

## Principles

We achieve our vision based on the following principles:



## Our Common Purpose

**Common Purpose is a global organisation, connecting leaders locally and across the globe.** We believe that society benefits from people of all ages, backgrounds and cultures working together to help guide and shape the future of their organisations and communities.

Our programmes give people the knowledge, inspiration and connections they need to be effective leaders. We aim to develop leaders who can lead beyond their direct authority and embrace a broader perspective.

**The world over, people face complex problems that cross boundaries; those who really want to solve them must stand up and cross boundaries too.** Leaders who do this, make organisations and nations work better; engaged leaders are better able to deal with both their own challenges and those of society as a whole.



**Common Purpose Ireland prides itself on being an independent leadership organisation.** We maintain our independence so we may continue to deliver leadership programmes that embrace diversity and have a long-term impact on graduates. We continue to be self-funded and charitable, so that we can ensure our business is sustainable while remaining accessible to both large and small-scale organisations.

**Our challenge over the next three years** is to bolster those connections that we create in communities throughout Ireland, to increase the diversity of perspectives on our programmes and within our organisation, and to ensure that our programmes remain inclusive for all leaders of Ireland.

To succeed, we will strive to creatively engage our supporter network and increase the number of opportunities available to connect, while maintaining the value and professional quality of our programmes. We will continue to build on our independence, strong reputation, and our global reach.

# Our Strategic Goals

To support our mission Common Purpose Ireland are working towards three strategic goals:

## Accessible and independent leadership development

Our alumni hail from all sectors and a diverse range of industries and backgrounds. We aim to ensure our sustainability to remain independent while removing fees as barrier to participation.

## High quality programmes that support leaders in creating change

Our dynamic programmes provide meaningful context, experiential learning and the insight to innovate, reflect and solve complex problems.

## A more connected and impactful society

To create broad scale change we must extend our reach to more leaders, from more diverse backgrounds, in more spaces so that meaningful connections can be made.



# Action Plan—Accessible and independent organisation

Objectives	Actions	Targets
<p><b>Charitable Enterprise</b></p>	<p>Financial plan established for 2019/20 programme year, focusing on achieving required income targets, balanced cash flow, and diversifying income to ensure each programme is independently viable.</p> <p>Increase access to bursaries and charitable programme places by 2021 programme year.</p>	<p>25% of places on each programme supported by external bursary.</p>
<p><b>Reach</b></p>	<p>Develop communications plan (including website, marketing and branding) to broaden reach of Common Purpose.. Implement by 2019/20</p> <p>Develop communications/engagement plan by 2019/20.</p> <p>Business plan in place for programme delivery outside Dublin by end of 2019/20 programme year.</p> <p>Diversity of Advisory Group and Board is reflective of Irish society to engage with a variety of sectoral, cultural, and generational communities.</p>	<p>Programme and governance structure diversity representative of Irish Society by 2022.</p> <p>Multicity programming by 2022</p>
<p><b>Trust</b></p>	<p>Create board sub-committee to support staff in establishing a transparent and open public presence.</p> <p>Adhere to the CRA Governance Code and Implement appropriate monthly governance reporting by July 2019</p>	<p>5% of total new connection made through social media and website each year</p>
<p><b>Sustainability</b></p>	<p>Invest in staff development and have pathways in place for 2019/20.</p> <p>Identify and fill skills/diversity gaps of Board of Directors by start of 2019 and establish working groups by July 2019. Ensure continuous presence of an engaged finance group.</p>	<p>3% revenue dedicated to staff training and development</p> <p>6 months operating costs in reserves in place from end of 2022</p>

# Action Plan—High quality programming

Objectives	Actions	Targets
<p><b>Training</b></p> <p>Confident and expert delivery of all our programmes to ensure quality and consistency with Common Purpose global entities</p>	<p>Review and identify training needs for delivery of each programme at the start of each programme year.</p> <p>Set requirements for programme staff who plan and deliver content and programmes.</p> <p>Evaluate delivery and debrief programme success after each event.</p>	<p>Programme assessments at 90%, in line with Common Purpose Global Entities</p>
<p><b>Focus</b></p> <p>Optimise our team bandwidth and decrease our reliance on outbound sales to maintain resilience and focus resources on programming moving forward</p>	<p>Improving our online presence and digital traffic, highlighting the quality and professionalism of our programmes and team.</p> <p>Continuously invest in and review marketing strategies over the next 5 years, increasing new business and reaching more leaders.</p> <p>Increase key customer base and quality connections by 2020.</p>	<p>Inbound participants at 5% of total in 2019, 10% in 2020 and 15% in 2021</p> <p>30% multi-year return rate from participating organisations</p>
<p><b>Relevance</b></p> <p>Increase Common Purpose's connection to the community so we remain relevant and stay balanced</p>	<p>Continuously identify and record opportunities to make new connections with leaders from across sectors.</p> <p>Identify and provide opportunities for staff to engage in community projects.</p> <p>Research required to address accessibility of different communities in Ireland and the needs and aspirations of young leaders.</p>	<p>Programme and governance structure diversity representative of Irish Society by 2022.</p> <p>200 new connections each year</p>
<p><b>Innovation</b></p> <p>Continue to innovate and meet the needs of Irish leaders</p>	<p>Review and reassess strategic plan annually to re-assess the suitability of our objectives in achieving our vision and ensure programmes are sustainable.</p> <p>Work with Common Purpose International and continue to meet the needs of Irish leaders.</p>	<p>Connect with Board and CEO of Common Purpose Charitable Trust twice a year.</p> <p>Monthly connections and collaborations with Global Entities</p>

# Action Plan—Connected and impactful society

Objectives	Actions	Targets
<b>Meaningful Engagement</b> Create longer-term connections with more graduates and strengthen our key relationships to broaden our supporter base	Identify our supporters and their level of engagement with Common Purpose over the past 3 years. Offer more opportunities for graduates to engage with Common Purpose in 2019. Develop a graduate strategy for 2020 with a focus on nurturing key relationships. Re-examine engagement in 2022.	10% of recent Irish graduates contributing to and supporting Common Purpose each year
<b>Life-long Connections</b> Increase the number of life-long connections that Irish leaders can make through Common Purpose for continued impact on society after graduation	Explore the ways in which graduates engage with each other, find out what's working. Create more opportunities for graduates to engage with on another and to reconnect: Start by promoting LinkedIn group for each programme. Find creative ways to share positive connections beyond the programme.	Two Graduate Events per year. 50% uptake to social media groups, such as LinkedIn Post programme activities led by graduates
<b>Diversity</b> Improve the diversity on programmes to broaden perspectives and foster cross-boundary partnerships Broaden reach and increase number of new organisations on Common Purpose programmes.	Make diversity a standing item on programme planning and reporting moving forward. Establish and commit to diversity requirements in 2019 to ensure programmes reflect the changing culture of Ireland. Explore new ways to partner with different organisations in 2019.	Programme diversity representative of Irish Society by 2022. Connections made with 20 new organisations across sectors every year
<b>Impact</b> Create more independent connections beyond the programmes to influence change beyond Common Purpose	Create opportunities and motivation for leaders to promote themselves, their projects, and their successes. Have a project plan in place by 2020. Promote graduates through website and social media, showing their impact, and allowing them to engage with the broader community.	Increase number of impact stories published each year Increase engagement with Graduate posts on social media by 10% each year Curate 2 external events per year

**In everything we do, both inside and outside the global organisation, we strive to apply the beliefs, aims and ethos of the Common Purpose Charter.**

## **Our Charter**

### **Diversity**

We celebrate diversity and are committed to inclusivity. We recognise the value, role and contribution of each individual, respect difference and see a diverse staff group as a strength. We are committed to maximising potential and actively promote equality of opportunity.

### **Leadership**

We respond decisively to conditions and circumstances, building and developing effective teams and communication systems. People are clear about the decision-making process and their own role within that. By devolving decision-making to the lowest appropriate level, we encourage everyone to take a lead.

### **Independence**

We guard our independence fiercely, ensuring our actions do not compromise our policy of non-alignment, even if this means missing opportunities or taking longer to achieve the objective. We do not however provide a platform for those who seek anti-democratic or violent solutions, or those who incite intolerance or hatred.

### **Context**

We do not operate in isolation and give people a thorough understanding of the context in which they work. Staff strive to grasp how their towns and cities work, as well as the sectors operating within them. Individuals are clear about the vision of Common Purpose and their role within it and know how they can contribute to the whole. People are kept informed about what is going on in the organisation.

### **Professionalism**

In all aspects of management and delivery, we aspire to the highest levels of skill and professionalism, both with our staff and with our customers. We pay great attention to detail, at the risk of appearing finicky, and always acknowledge requests for help or information, even if we cannot comply immediately. People show loyalty and respect for their colleagues. Issues are raised promptly and discussed at an appropriate time in a constructive and professional manner. People are ready to apologise where appropriate, and also to thank colleagues when appropriate.

### **Creativity**

We encourage everyone to be creative and innovative, striving for continual development and resisting complacency. We would prefer people to risk making mistakes, rather than remain safely within their comfort zone

# **Our Ethos**

## **Crossing Boundaries**

Common Purpose draws on the widest possible variety of sectors, areas, beliefs and social groups and brings together people who might otherwise never meet. As we create a common educational experience within and across many countries, Common Purpose remains independent and non-aligned.

## **Engaging Content**

Common Purpose programme content is consistently relevant, thought-provoking and interactive. Our programmes provide unique insights into how leaders from all walks of life tackle day to day challenges, delivered through a variety of modules and interactions.

## **Staying Relevant**

Common Purpose is committed to delivering dynamic and engaging programmes. Our programmes are continuously reviewed by participants and KPIs are measured to ensure that the quality and relevance of each programme is maintained.

## **Safe Environment**

The internationally recognised Chatham House Rule is respected on all Common Purpose programmes as an aid to free discussion which allows for a greater openness and sharing of information in a safe environment.

## **Ensuring Programme Quality**

The Common Purpose Team is committed to building successes through a high standard of professionalism delivering quality, taking risks, adapting and evolving as society does across time and place and context.

## **Maintaining Independence**

Common Purpose owes no historical or other allegiance to any particular group. Our independence is reflected in our governance, finances, partnerships, behaviour and curriculum. Nominations to our programmes are reviewed without prejudice by independent Advisory Groups.

## **Removing Barriers**

Common Purpose is self-financing, but we aim to ensure that programme fees are not a barrier to participation for those who are unable (as distinct from unwillingness) to pay.

# Our Board of Directors

Our Board is a diverse group of individuals passionate about change and leadership for societal benefit. We aim to have our Board reflect the demographic of the cities in which we work.

**Nick Davies (Chairperson)**  
Holistic Governance Consultant

**Denis Leamy**  
Chief Executive  
Cork ETB

**Gaby Smyth**  
Chartered Accountant  
Smyth & Co. Limited

**Carol Conway**  
Owner  
Freelance Catalyst

**Tavengwa Tavengwa**  
Director  
EY

**Niall Carey**  
Regional Vice President - Commercial Sales  
Salesforce.com

**Sarah Bean**  
Management Consultant  
Sarah Bean Consulting

**Jacquie Marsh**  
Consultant & Non-Executive Director



Find out more at [commonpurpose.ie](https://www.commonpurpose.ie)

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