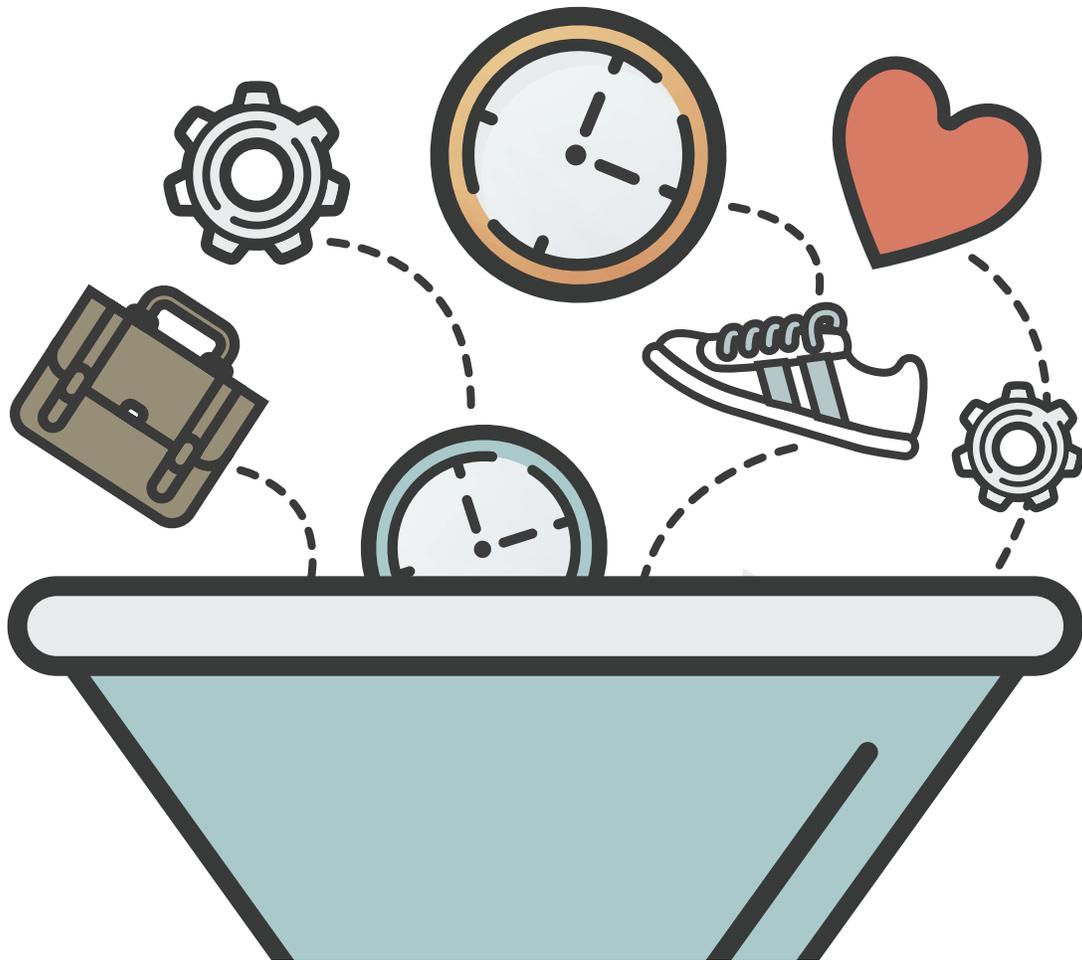


EXPLORING PURPOSE IN WORK AND LIFE



AN EXPERT INTERVIEW WITH REGGIE HAMMOND

WELCOA★
WELLNESS WORKS HERE

EXPLORING PURPOSE IN WORK AND LIFE

with
REGGIE HAMMOND, MBA

ABOUT REGGIE HAMMOND, MBA



Reggie Hammond, MBA, is a coach, consultant, and speaker who leads the coaching company Your Crescendo. Hammond is committed to his mission to help people, teams, and organizations live their purpose in their projects, careers, and lives. He has a long track record of enhancing the performance of individual executives, teams, and organizations. His professional career has been dedicated to delivering business critical initiatives for the organizations and individuals he has engaged through consulting, leading, and coaching. Prior to Your Crescendo, he was the Vice President of the Exervio Management Consulting-Atlanta Office. His clients include The Coca-Cola Company, Turner Broadcasting, AT&T, among others. He holds an Operations and Finance MBA from The Ohio State University, and a Marketing B.S. from Albany State University.

ABOUT RYAN PICARELLA, MS, SPHR



As President of WELCOA, Ryan works with communities and organizations around the country to ignite social movements that will improve the lives of all working people in America and around the world. With a deep interest in culture and sociology, Ryan approaches initiatives from a holistic perspective that recognizes the many paths to well-being that must be in alignment for long-term healthy lifestyle behavior change. Ryan brings immense knowledge and insight to WELCOA from his background in psychology and a career that spans human resources, organizational development and wellness program and product design. Prior to joining WELCOA, Ryan managed the award winning BlueCross BlueShield of Tennessee (BCBST) Well@Work employee wellness program, a 2012 C. Everett Koop honorable mention awardee. Since relocating to Nebraska, Ryan has enjoyed an active role in the community, currently serving on the Board for the Gretchen Swanson Center for Nutrition in Omaha. Ryan has a Master of Science in Industrial and Organizational Psychology from the University of Tennessee at Chattanooga and a Bachelor of Science in Psychology from Northern Arizona University.

The question of purpose is one that has permeated every aspect of our lives, including the workplace. As employees discover what energizes them in their daily lives, workplaces have begun to recognize how pivotal the recognition of purpose is. How do we find purpose in our work and lives? What does it mean to answer a calling? WELCOA sits down with coach and leadership expert Reggie Hammond to find out the answers.

★ **RYAN PICARELLA** Purpose is something that we are talking a lot about quite a bit in wellness, and how it helps individuals with quality of life and health. You have been talking about purpose in your work for a while, but more in the organizational development side. Tell me about your journey into this area, and how you got interested in wellness?

REGGIE HAMMOND First, I would love to say thank you for having me, and I am excited to explore this topic. In the amount of time that I have been helping connect people to their purpose through their careers, teams and organizations, I have also been in high-learning mode. I cannot express to you how elated I was to learn of the connection between purpose and wellness.

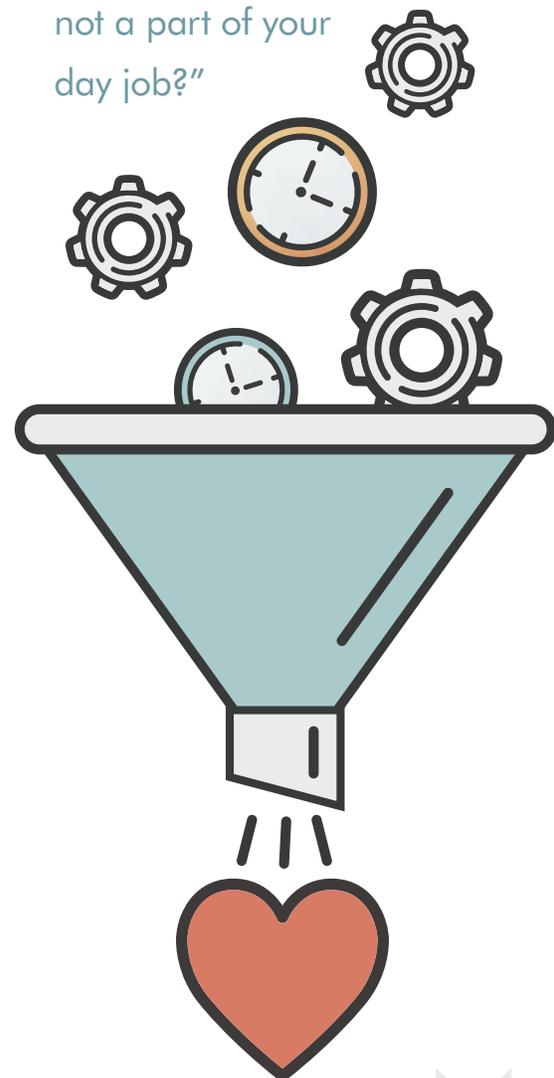
★ **RP** How did you first get interested in helping people connect with a sense of purpose?

RH I feel like purpose is one of those esoteric, spiritual and peripheral aspirations for people that are hard to connect to everyday existence. For me, I went through a journey of self-exploration to understand the things I am passionate about. I asked myself the same questions I ask clients; what are some of the things you are passionate about? What are the things that you put invested work in that was not a part of your day job?

My career has primarily been in management consulting. When I look back at the time that I spent within those firms, and at the things that I did that were not part of my job, there was a very interesting common denominator. They were all positioning people to be more successful. I remember joining the Columbus office of what was then Anderson Consulting, and it was a pretty demanding career. But I was keenly preoccupied with what was going on in the recruiting side of the business, in building advocacy and ambassadorship for the firm.

I got deeply involved in recruiting, and that evolved to coaching. I took on a number of mentees and it was an intense occupation for me. I had so many that I would schedule the time to meet with them. When you start to observe and connect that these things weren't really a part of your career that is a strong indicator of what your passion is.

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★ **RP** Do you think there are different types of purposes individuals can have?

RH Absolutely. Before I discussed it as part of a business, I took a wide scan of what thought leaders around purpose were saying about this. I believe no one can tell you what your perspective around purpose should be. You are the owner of what purpose is to you. Purpose is both a journey and a process of self-discovery. We all have a purpose or a calling that can be expressed in different ways; through family, career, philanthropy, or extracurricular activities.

I am passionate about enabling people to dissect this evasive complexity of purpose. One of the things I set out to do with Your Crescendo was bridge the gap between daily, tangible-like existence, and purpose. How do pull those two things together in a way that people can get a sense of them, reasonably pursue it, and become fulfilled?

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★ **RP** Do you think that everybody has a purpose? Do people know to find it? Do you find that purpose is more important to some than others?

RH Everyone has a purpose, and I think we are all uniquely gifted to serve a purpose. Now, I do not think everyone finds it as important to pursue one, or to find the answer to the question of “What is the impact of the work that I do in my life?” Not everyone finds that question compelling enough to pursue it.

There is an organization called Imperative that has done some fascinating work around the percentage of people that are purpose-oriented, versus work-oriented. Some people care more about the impact of their work, and others care more about the outcomes of their work. They pursue things like compensations, or great jobs. These differences have led me to make tough decisions in terms of prioritizing with clients. Do I focus on the people that feel the need to pursue purpose? Or, is there some part of my calling to help, and perhaps change the minds of people that do not find purpose important to them?

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★ **RP** One of the challenges around work culture is fatigue and getting burned out. Do you think that it is possible to explore your purpose if you just flat-out do not like your job?

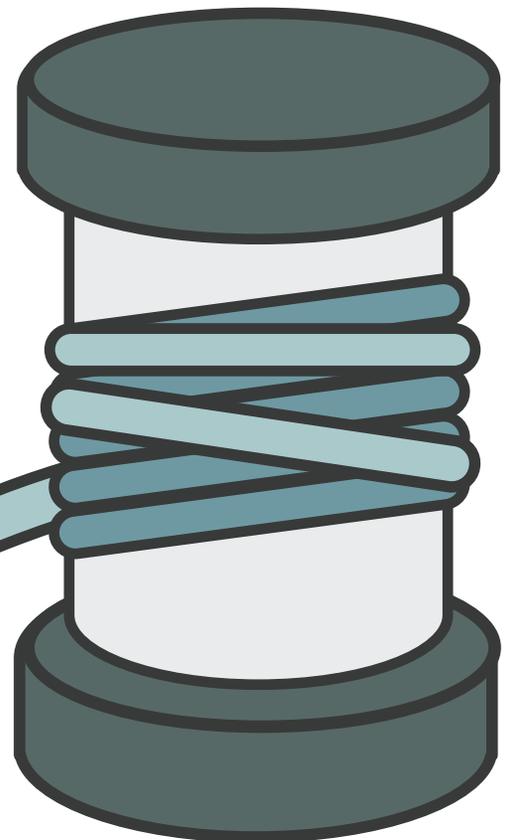
RH I absolutely do. In fact, I often tell people many ills of our world can be traced back to someone not connecting with their purpose. I often challenge people to get tactical and challenge that question. Find a problem that someone is having, pull the yarn string, and find out where they either have a gift that was not pursued. Or they have a passion that they did not tap into. That is why I am deeply passionate about empowering people around purpose, especially as a proactive way to find it. It gets to be challenging when people get in the roughest of places, because at that point you are dealing with symptoms. I cannot tell you how many times I have been thankful for the experience of working with clients who are also working through mental health challenges. As you watch our work, the progress we are making on the pursuit of purpose is the improvement of the conditions that they are trying to treat from a mental health perspective.

★ **RP** What is the beginning step of helping someone find their purpose? What does that journey look like?

RH I can describe it in three words; vision, plan and execute. We call those three phases finding your forte, composing your masterpiece, and playing your crescendo. In the finding your forte phase, we are trying to understand how you are wired in a way that is much deeper than what you might have understood about yourself before. We are trying to understand what you are good at, what you love to do, what drives you. Those three things are elements to optimize your performance, and we try to figure out where they overlap.

That visioning phase is learning how you are wired, and then casting a vision based on what we learn within that first phase. We then land on a deliverable called “My Forte.” In the planning phase, we take those visions that we identified and then translate them to goals, then to action items. We come away from that particular thing with a deliverable we call “Your Masterpiece.” Then we move into execution, and that is when it gets really good. That is when I have the opportunity to hold you accountable to yourself. Remember when we said we were going to tap more into your gifts? This is where that work begins, and we start pursuing the things that are ultimately the impact that you should have in life.

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★ **RP** Do you think purpose changes over time? Is it something that you need to start from the beginning and go through the steps again, whether it is every two years, three years, five years?

RH My recommendation is going through the process once, refreshing it quarterly. One of the challenges we have with people is getting them to prioritize the things that they are pursuing against what they are busy doing day-to-day. If you are not careful, these activities that happen every quarter can easily become back-burner activities.

★ **RP** Do you think that there is an obligation on the employer side to help their employees connect with their own sense of purpose?

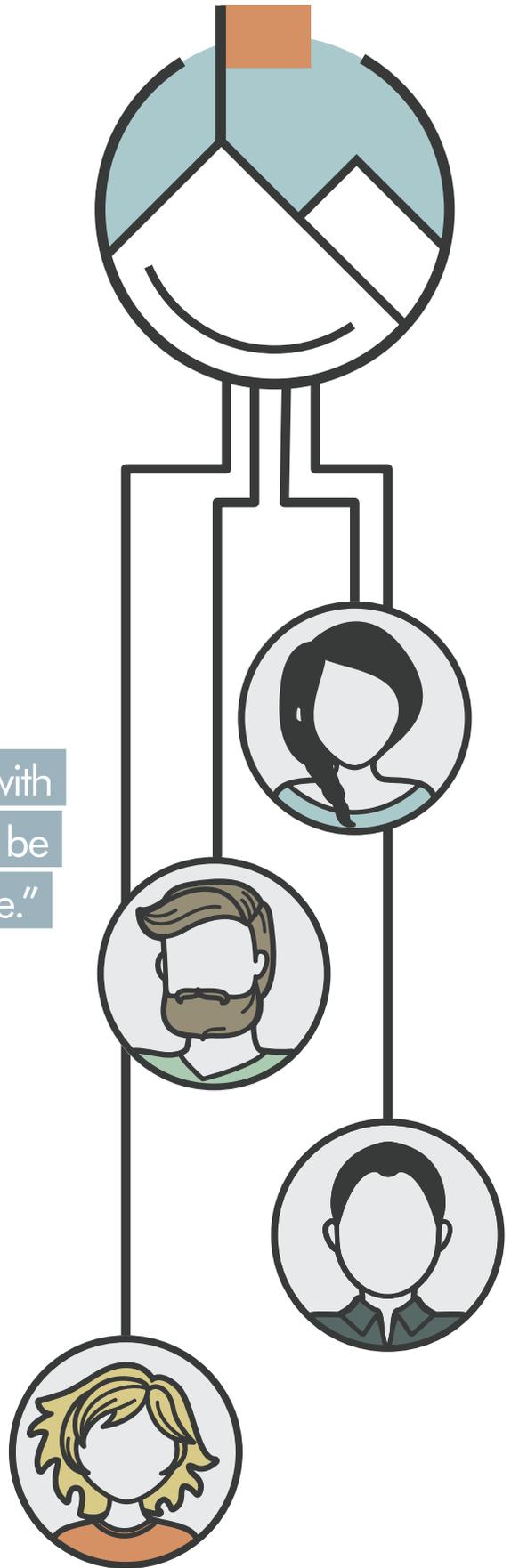
RH I think responsibility—and I put up air quotes—is subjective. What I can say emphatically is that organizations that do accept it as a responsibility are the ones positioning themselves to thrive and win the war for talent. Right now it is discretionary to align your people with purpose. But the day is coming when it is going to be absolutely required if you want to keep a workforce.

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Often we work with leaders that are struggling with how to get the most out of their millennial workforce. You should be tapping into the purpose of millennials. You need to connect them with meaningful work, or watch them walk out the door. Meaningful is easily synonymous with purpose, and the longer you cannot figure out how to do that, the longer you will struggle with building a healthy workforce.

★ **RP** I could not agree more. What organizations do you know of that are really trying to give people meaning and purpose in their work? How are they supporting their employees, or what are they doing to create that thriving culture?

RH I can talk about how it shows up in the offering for Your Crescendo. From a leadership development perspective, there is healthy growth occurring around organizations that are creating opportunities to pursue purpose. We also are finding a growing appetite for messaging around acquiring talent. The typical way to go about finding people for your team is to write a job description. Here is the



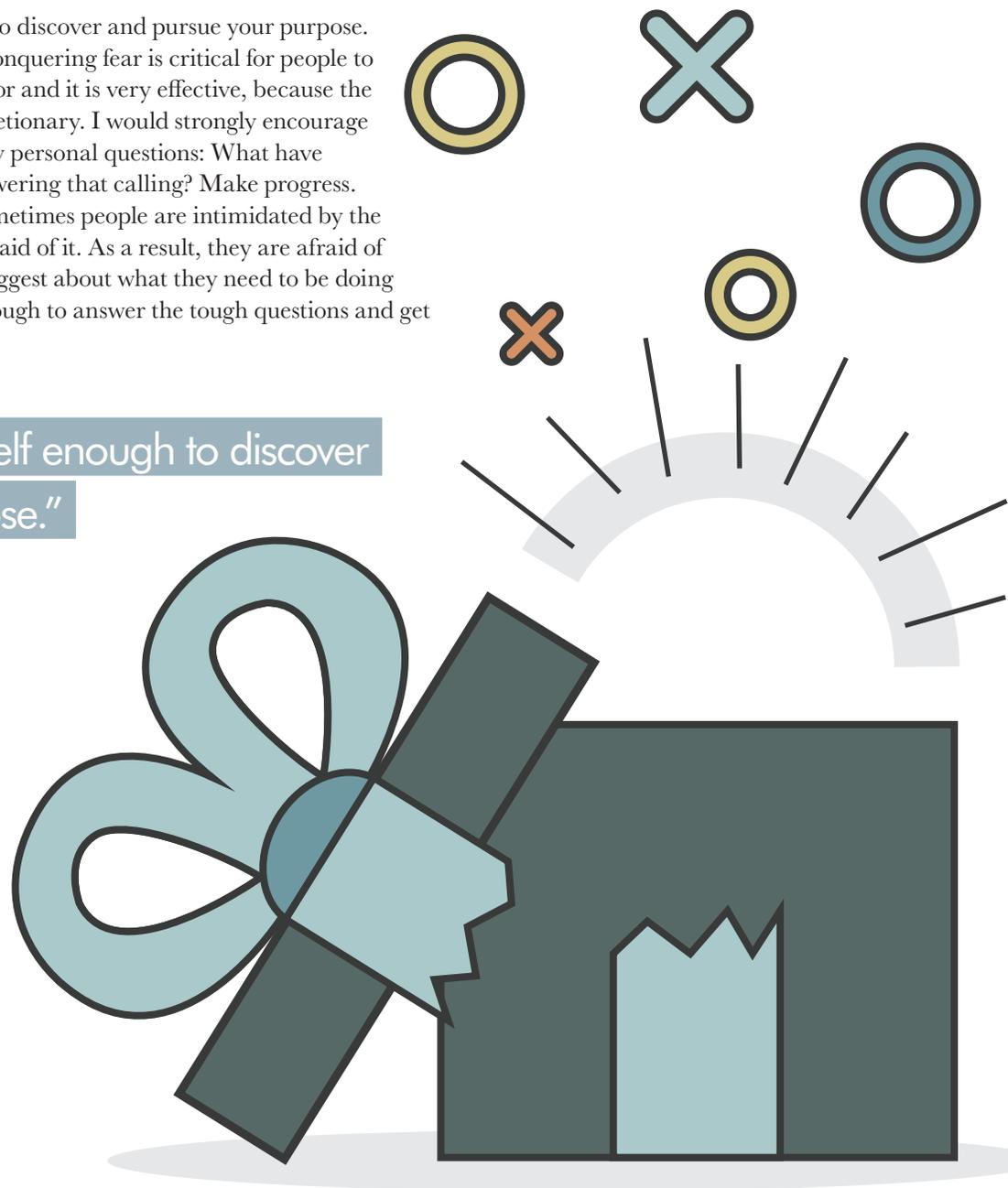
experience and the qualifications. Post it and then start interviewing. I would offer a new perspective; that you should be targeting people that not only meet the qualifications, but whose gifts align with what would create a more inspired experience for that person. If you can raise the bar a bit for the kind of people that you would target for these roles, then you have better engagement. There is a unique opportunity for companies to differentiate themselves by building purpose in the way that they go about acquiring talent.

★ **RP** What is the one thing we can start doing today that will make a big difference, or help connect us, with a sense of purpose?

RH Be brave. Value yourself enough to discover and pursue your purpose. You would be surprised at how often conquering fear is critical for people to make the leap. Fear is often the inhibitor and it is very effective, because the work around pursuing purpose is discretionary. I would strongly encourage each and every person to ask these very personal questions: What have you been placed here for? Are you answering that calling? Make progress. It is more important than you are...sometimes people are intimidated by the pursuit of purpose because they are afraid of it. As a result, they are afraid of what answering the questions might suggest about what they need to be doing differently. See yourself as valuable enough to answer the tough questions and get to work. 🏹

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17002 MARCY STREET, SUITE 140 | OMAHA, NE 68118
402.827.3590 | WELCOA.ORG

