



**IGNITING PEOPLE
WITH PURPOSE**



**Without a sense of purpose,
no company, either public or
private, can achieve its full
potential.**

BlackRock CEO Larry Fink

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PERSPECTIVES ON PURPOSE



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If organisations are serious about acting on the rhetoric of business purpose, and are to invest in achievement of their purpose, they have to reconsider the ways they select, develop and assess leaders.

Purposeful leadership: what is it, what causes it and does it matter? CIPD

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We believe that the dominant model of business purpose – maximising shareholder value – is deeply flawed and that an available alternative exists at least in the UK context within existing law and capital markets. The change needed is fundamentally a mindset shift embracing both organisational purpose and also how people are assumed to be motivated at work.

A Blueprint for Better Business - Our Theory of Change, blueprintforbusiness.org



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A clear purpose is everything to an organisation. It is an organisation's soul and identity, providing both a platform to build upon and a mirror to reflect its existence in the world.

How brands that authentically lead with purpose are changing the nature of business today, [Deloitte.com](https://deloitte.com)

FOREWORD



In the last few years, we've seen the concept of 'purpose' move from the margins to the mainstream of discussions about business, highlighting the need for businesses to work with a broader range of stakeholders in pursuit of a redefined set of ambitions.

This has resonated strongly with Pilotlight as an organisation which has, since its inception almost two decades ago, pioneered a model of bringing together business, charities and social enterprises to ignite lasting social change. And in recent years in particular, we've become increasingly attuned to how this model benefits the private sector, by enabling business leaders to access a unique learning and development opportunity with an embedded social impact.

In recent months the Covid-19 pandemic and the Black Lives Matter movement have brought the topic of corporate purpose even more to the fore, as businesses and leaders in all sectors face a moment of hard reflection and seek to make positive changes in society. And it has made the theme of an event we were due to host in May 2020, *The Power of Purpose-led Leaders*, even more relevant. That event could not of course take place in the same form, but we are instead delighted to bring insights from the scheduled speakers to this report.

We begin with People Director Partnership (PDP) Chair Richard Goff, reflecting on how organisations and leaders often struggle with insularity and inauthenticity, and HR professionals' duty to ensure staff leave work at the end of the day feeling energised and appreciated. We then turn to Sally Bailey, Chair of Pilotlight and former CEO of White Stuff, who despairs that leadership is often portrayed as the practice of individualism and ruthlessness. She describes how she has sought leaders with purpose.

Peter MacKenzie, former Head of Talent and Leadership Development at Lloyd's Register, reiterates the need for leaders to move away from the old stereotypes of leadership and open themselves up to new perspectives and experiences. Amy Sawbridge, founder of Curious Strawberry and formerly a Director at Virgin Group, goes on to articulate the importance of embedding purpose through your business, so that it is lived and breathed by employees at all levels. Finally, Age UK Wirral Chief Executive Jamie Anderson talks about how he brings all this together in the organisation he leads.

Purpose is inherently a question of reflection and motivation, so it is fitting we end on a series of questions, inspired by these contributors, which we hope will help you and your organisations on your purpose journeys.

Many thanks to our contributors to the report, and in particular to Richard Goff for helping make it happen. We look forward to meeting again to continue the purpose discussion.

Bruce McCombie
Interim CEO, Pilotlight
June 2020

PURPOSE, THE 'GREATER GOOD' AND AUTHENTICITY

WITH RICHARD GOFF



Back in the heady, non-socially distant days of April 2017, our first ever People Director Partnership debate asked; why should we still believe in organisations?

One of our speakers commented that despite understanding the benefit of collective effort within an organisation, people are still asking: "How is what I'm doing in any way adding to the greater good?" Research shows huge numbers, sometimes up to 75%, of employees are disengaged from work - tired of the email overload, constant meetings, politics, egos, over-complex approval processes, the often glacial progress on diversity and inclusion and the relentless cycle of (often short-term) target-setting.

A shared sense of meaning or purpose, whether at work or not, gives a sense of belonging. But how can we articulate that purpose in a way that feels truthful?

Why can't organisations articulate purpose?

Organisations often struggle to see outside themselves, beyond their own internal view of what they do. Conscious and truthful self-examination is tricky enough for an individual, never mind a large corporation or business which for reasons of politics, perceptions or simple old-fashioned hierarchy may be systemically incapable of such frankness. Organisations are artificial constructs and are full of artificial constructs – they put barriers and borders in the way of an honest appraisal of purpose and values.

But in the era of Glassdoor and social media, authenticity is more important than ever. An organisation's stated values have become a hygiene factor: people are looking to see themselves reflected in both the culture and the leadership.

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Authenticity is more important than ever... people want to see themselves reflected in an organisation's culture and in its leadership.

Are your leaders authentic?

Faith in business leaders is not high - at the end of last year, Ipsos MORI's Veracity Index 2019 found just 35% of the British public expect business leaders to tell the truth, putting them 20th out of 25 professions surveyed. Not that this will be a surprise to many of us - after all one speaker on our panel, an expert on leadership and boards, described with dismay how few CEOs are able to "create a climate of truthfulness".

There's a direct link between trust in a business' purpose and the perceived truthfulness of its leaders. Just like a financial analysis; authenticity plays out in the details, and it's the little everyday inclusive actions that constitute real leadership. The key question is: does it feel real?

Another of our members sums up the role of purpose in the system rather well. Do your colleagues care about and want to fix the same things, and how are you helping them do that? Because there's often a tension between what you're passionate about, and what you're actually spending your time doing at work.

People work best in ecosystems where they can find meaningfulness for themselves. Purpose has to be led, sure, but each individual will find their own nuanced connection to it – and we in HR have to help them to do that.

35%
of the public trust
business leaders to
tell the truth*

* Ipsos MORI's Veracity Index 2019

How can HR people lead with purpose?

One panel speaker set out the following 'do this' list for organisations, saying they have to:

- define their mission
- understand 'real people' issues, be it rising male suicide rates if you're in life insurance, public transport if you're in entertainment, or the benefits system if you're a budget retailer
- create joint ventures with outside partners (mental health charities, for example) to understand those issues
- support their executives to join the boards of charities that work on the issues they want to understand, to see those issues from another perspective

Another saw hope in how organisations will, in future, operate with less hierarchy and more self-management; have a broader purpose but a clearer intention; and prioritise winning hearts and minds by engaging both employees and customers more directly.

I'll conclude with a challenge posed to our network by an HR director at another of our debates: "Are we sending people home after work feeling energised? Do they feel appreciated? Are we consciously making work meaningful for others?" I'd suggest that energising, appreciative and conscious aren't a bad recipe for purposeful leadership.

Richard Goff chairs three peer networks: www.peopledirector.org for HR directors. www.hrbp.org.uk for HR Business Partners and Head Space for future HR directors. As all People Director Partnership debates are held under the Chatham House Rule, the quotes in this article are unattributed.

SEEKING LEADERS WITH PURPOSE

WITH SALLY BAILEY



One of the key attributes that I seek in leaders is the ability to bring the outside in to the business – to be able to listen to and engage with a wide range of internal and external audiences that have a stake in the way they operate.

I'm a passionate advocate of triple bottom line accounting – giving consideration to people, planet and profit. I used to think it necessary to minimise time spent outside of an organisation in order to maximise productivity - in fact, the opposite is true. The more time we spend in situations outside our natural habitat, the more we can draw upon different approaches. Whereas leaders used to be valued for their deep yet narrow industry or professional expertise, these people may now find their insularity makes it harder to engage and adapt within increasingly complex social and economic systems.

Good leadership is not well advertised in the UK. I was once in discussions with a TV producer about filming a White Stuff leadership team helping to turn around other businesses through working on their business culture. It didn't proceed to commissioning for various reasons but would have been an antidote to other programmes in this genre. One only needs to watch The Apprentice for a few minutes to despair at the promotion of individualism and ruthless competition over the collaboration and respect that should be valued in real-life businesses.

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Collaboration and respect must be valued in businesses above individualism and ruthless competition.

In a similar vein, we need to think of our customers as people - not just consumers. In companies that I run, I have customer panels to help me understand which issues - be it illness, childcare, erratic income - are affecting them, and how we can help. At White Stuff, our store staff's connection with their communities helped us to form local charity partnerships with organisations that addressed issues our shoppers cared about.

Learning from others

As a chair and non-exec, I crave professional development but it's difficult to find the right learning – you'd be hard pressed to get me into a classroom but I love learning from other people and bursting out of my day-to-day bubble.

Last year, I joined a team of senior execs from several large corporates to help a charity in need of strategic coaching, through the Pilotlight Programme. Before starting out, I worried; would they be too traditional to teach me new things? Quite the opposite - each person had different talents and ways

of working which left a lasting impression. Together, we helped the leader of a charity supporting the victims and survivors of domestic abuse to develop her organisational strategy. And I learnt a lot about leading with purpose from that charity's leader. Charities have been mission-driven organisations long before purpose became a business movement, after all.

Purpose shouldn't be monolithic

Speaking personally, I get fired up by feminist empowerment. It's not the driving purpose of the organisations that I work for, but it does often colour the way I ask questions or propose solutions. People's individual purpose tends to differ from an organisation's purpose, but it signals their motivations, which is why I always explore this with interview candidates. I'm never looking for people who'll violently agree with their colleagues - one of the reasons why diversity in all its forms is so important, is that it presents businesses with different, valuable perspectives.

Of course, not everyone is comfortable talking about personal purpose, but there are other ways to learn what makes people tick. I often ask what makes them happy. Or I'll prompt them to explain which is their favourite room at home. It's amazing what this can tell you, and there is genuinely no single right answer.

A current focus of mine is the ethical fashion industry, and I'm always keen to find multi-dimensional people who can talk about more than their bottom line. Can they tell me how they determine staff reward, and why? When I ask them about their company's social and environmental policies, am I being told about set-piece initiatives or are they lived and breathed on a daily basis with staff input and backing?

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The hallmark of purposeful leadership is caring for people and relationships.

Purpose is for all of your people

Purpose-driven culture can't exist only among senior leaders. It needs to be role modelled and shared. Those involved in employee brand, L&D and organisational development are key drivers of business purpose – ensuring that all their people feel purpose through a business' structure, processes and culture.

The hallmark of purposeful leadership is caring for people and relationships. Too many businesses get confused between formality and professionalism. But we can and should aim to be professional, human and happy – in fact, there's plenty of research to show that the employees that are engaged and empowered are also the most productive people. Doing good and doing well shouldn't be mutually exclusive concepts. The best businesses today do both.

Sally Bailey is the Chair of Pilotlight. After a long career in retail, latterly as CEO of White Stuff, Sally is now a portfolio non-executive, board adviser and mentor. She is an adviser to culture and behaviour change consultancy Kin&Co, Advisory Board Partner and Sector Lead for Ethical Apparel at The Future Business Partnership and a mentor for The Marketing Academy.

SETTING LEADERSHIP A PERSONAL PURPOSE

WITH PETER MACKENZIE



I'm in Covid-19 isolation - at home with my family, some of whom are very vulnerable, and reliant on good friends for supplies.

It's a huge contrast to life before - I have been lucky in my leadership development career to work in 22 different countries. It makes me reflect on how some people are (or were) lucky enough to be able to travel widely and experience a huge range of new architecture, food, cultures and customs, language, smells, weather and more. All these opportunities build a sense of perspective, possibility and place in the world - travel really does broaden the mind.

These broadening principles also apply to developing leaders - the more that a leader deliberately places him or herself into new situations, has the curiosity to ask questions and is able to build a sense of perspective, the better. This perspective is invaluable to leaders, allowing them to make more meaningful decisions and understand the impact they have on the wider world. It can help them to really answer the question 'why do you do what you do?'.

Few companies enjoy the strong built-in purpose of the NHS and caring professions, which are currently in the spotlight. I have worked for two companies wholly owned by charities, The Wellcome Foundation Ltd and Lloyd's Register. Charitable ownership, by creating a feeling that these companies had a more meaningful purpose, had a very positive impact on employee attitudes, satisfaction and capacity to put up with the not-so-great aspects of their work. Their respective values 'We care, share and do the right thing' at the former, and 'Making the world a safer place through engineering', articulated these purposes well. Finding and articulating their sense of purpose and values is certainly a challenge for leaders of most organisations.

Two challenges

So how can we develop leaders willing and able to rise to that challenge? I have two main suggestions:

First, you need a positive leadership climate and role models who set the right tone for attitudes and behaviours. I recently worked with the executive team of a large telecoms company who wanted to improve their individual and collective leadership. We set aside two days each quarter to open

up to each other, develop a model of the ideal leadership to deliver their strategy, self assess against that model and set goals for individual and collective development. This openness and willingness to change set a very positive developmental tone across the company.

By contrast, I have sometimes been surprised when conducting external board reviews at how little attention is paid to the needs of stakeholders; employees, customers, regulators, owners and local communities. I worked with the leadership team of a credit company who described customers who moved accounts to a different, usually better, provider as 'rate tarts'. A leadership climate lacking perspective and an understanding of the outer world will surely trickle into wider company culture.

Second, you need the opportunity to get out of your comfort zone. While many organisations run lengthy, fat talent processes and send people on tick-box leadership courses for however many days, they often do not provide the vital out of comfort zone experiences. It can be done - I worked with a team of London investment bankers who came together with the local council to focus on worklessness in its local community. The preconceptions of both teams were blown apart by the experience of working together on what was a very rewarding experience for all.

For those unable to find or engineer those opportunities internally, Pilotlight is a perfect out of comfort zone experience to challenge anyone to reflect on themselves, open up, consider new perspectives and learn how to lead by listening. But you may need a supportive climate to get the green light for Pilotlight or other such opportunities - I recently proposed Pilotlight to leaders of a company, whose own leadership climate meant they simply failed to see the value in something so removed from what they did.

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If your top team would struggle to discover purpose, then it says a lot about them.

Fit for purpose

Discovering purpose breathes life into an individual and an organisation. It shapes and directs both, and gets away from stale 'maximising shareholder returns' and 'beating the competition' purpose statements which don't provide inspiration and motivation - they just don't cut it anymore.

If your business is stuck in target/achieve mode, with targets which are easy to measure and report but have essentially no meaning in them, then discovering purpose could be transformative. If you think your top team would struggle to discover purpose, then that says a lot about their quality and cohesiveness.

Great leadership emerges during tough times. Amid Covid-19, some global leaders appear to have a clear purpose which directs their actions - such as Taiwan, New Zealand and Germany, all of which have done well in restricting the spread of the virus. Other leaders appear self-centred, impulsive, inconsistent and lacking in purpose. The UK, USA and Brazil instantly come to mind. I'll leave you to draw your own conclusions about the gender split among those leaders.

Peter MacKenzie is a consultant focused on leadership development, talent management, strategising, succession planning and coaching. He was previously Head of Talent and Leadership Development at Lloyd's Register and has also worked in the legal and pharmaceutical sectors.

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**Can your leaders answer the questions
'Why do you do what you do?'**

GETTING YOUR PEOPLE ON BOARD WITH YOUR PURPOSE

WITH AMY SAWBRIDGE



In my time at Virgin, its heavy focus on purpose made me realise just how important it is that a business' purpose resonates and is meaningful for employees at all levels of the business - and in turn, by customers, suppliers and other stakeholders.

Simplicity is the essence of purpose. If you go back to your roots with an open, enquiring mind and ask 'why' that business exists, it shouldn't take long to find it. This might be considered an easier process for charities, or for businesses involved in some way with health or the environment, but it will be there for every organisation. It will be something more than just making money - it might relate to some sort of customer insight, an existing inefficiency in a market, or belief that something needed to be done differently.

That purpose should be something quite simple - it has to be in order to be meaningful to a wider audience. When we distilled our People Promise at Virgin, the reaction we got was a bit of a shrug of the shoulders, an 'oh yes, that sounds right'. Initially, I was a bit disappointed - then I realised that actually, it was an endorsement, it meant we'd got it right. An overly fancy or novel purpose is unlikely to be the right fit.

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A shrug of the shoulders meant we'd got our purpose right

Rolling it out

I'm a big believer that in business, what gets measured gets done. We spent a lot of time with the Virgin companies thinking through how best to measure what we were doing around purpose. We felt it was important not to go for anything too cumbersome - nobody needs another set of frameworks and forms to fill out. We used eNPS ('On a scale from 0-10 how likely are you to recommend our organisation to your family or friends?') in annual surveys as a good proxy initially - it allowed us to get started with something, knowing that we could get a bit more ambitious later on. Communication is also critical. For example, Virgin Money sent out an email each week from the Chief Executive elaborating on how the company had delivered on their purpose for specific customers and colleagues. It might feel as though you're over communicating, but it certainly makes sure your people can't miss it.

We were also very clear of the need to avoid overprescribing. We didn't want to create a set of rules that would inhibit creativity or innovation, rather some guiding principles that people could keep with them each day and draw upon to apply in any given situation, rather than feel constrained by them or spoon-fed.

It's also vital to think about how important purpose is, not just to existing employees, but to would-be recruits, and customers. Employer brand is far more prominent in people's awareness, and there's a well-charted rise in people making purchasing decisions based on the purpose of an organisation - and while this is often stereotyped as being a millennial or Gen Z-led trend, I'd caution against assumptions on that front.

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I've worked with many talented CMOs - but they shouldn't be left alone to lead on organisational purpose...

To be avoided

One of the common mistakes I see around business purpose is that it is used solely or primarily as a marketing strapline. While I've worked with many very talented chief marketing officers, I know that if they alone are left to lead the development and implementation of purpose across the company, it can easily become more akin to a marketing strapline and not embedded or meaningful to employees.

It's also easy for purpose to end up allied to a CSR initiative, and while that scheme might be worthwhile, it's not reflective of the business as a whole. In both this and the marketing strapline examples, your company will end up looking inauthentic in espousing a purpose it simply doesn't live up to - and you will get found out.

Both of these issues can be avoided if People teams and the wider business are involved closely in the development and articulation of a purpose in order for it to be as effective as possible.

I also think that there's a risk if a leader's purpose is allowed to become an organisation's purpose. As other contributors to this report have explained, a leader harnessing their personal sense of purpose can be a great thing, but an organisation's purpose needs to be independent of it. Otherwise, the organisation may be left purposeless if that individual leaves, or if that individual leader's pet purpose, no matter how worthy or personally motivating, does not reflect the raison d'être for the organisation.

Acting long-term

There can of course be tensions in living your purpose - it could involve decisions which reduce the likelihood of boosting profits or income in the short term, but as long as you're making decisions in good faith, it should pay dividends in the longer term.

The fact is that a truthful, well-embedded purpose can absolutely be the source of competitive advantage - not least of all in the trying circumstance of the Covid-19 pandemic. Bringing it to life as something that can be experienced by all employees, and in turn, customers, suppliers and other partners or stakeholders, can be hugely powerful - there is plenty of research illustrating how much this can contribute positively to an organisation's results.

Amy Sawbridge is the founder of employer brand consultancy Curious Strawberry and a former Brand Director and Head of Employee Experience at Virgin Group, who has also worked in the charity and utilities sectors.

PUTTING YOUR PURPOSE INTO PRACTICE

WITH JAMIE ANDERSON



Leaders of charities won't have been drawn into that role because they're after financial rewards, employee perks and a company car. The sector naturally attracts people who are strongly motivated by a sense of purpose - one clearly set out in terms of the beneficiaries or causes our organisations exist to serve.

I feel like there has been an increase in the last five or so years of leaders coming into this sector from outside the charity world. Some take to it like ducks to water, but others sometimes just don't have the authenticity needed to become the purposeful leader that charities inherently need.

Even if that sense of purpose comes to you and your charity quite naturally, you still have to work hard to ensure it has the desired effect across your organisation. I'm constantly trying to keep that purpose - which is to help everyone have the best later life that they possibly can - at the heart of what we do.

Key to that is something about which I've been very vocal; person-centred leadership. In an organisation like this, I think very hard about how exactly my leadership style serves the older people which we exist to support, in particular how I'm enabling our 150 employees and 600 volunteers to serve those people.

Purposeful leadership has to be visible - and a leader has to be resilient and continue to lead with that sense of purpose during the tough times as well as the good ones. In our sector this is also compounded by having to consider how to keep volunteers, who are the backbone of charities, motivated and engaged. This means being innovative, flexible and creative, and also having enough awareness of self to keep reflecting on personal leadership style.

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Even if a sense of purpose comes quite naturally, you have to work hard to keep it at the heart of what you do.

Shared ownership of purpose

Allied to this are the concepts of co-production and shared ownership. We want to ensure that in everything we do as an organisation, there is a sense of shared ownership and common purpose between everyone both inside the charity and the outside. And so our strategy has to be co-produced with the broadest group of stakeholders possible to ensure our destination is owned by our whole ecosystem. It's not just about me at the top of the organisation deciding what happens - I'm very much trying to move away from that old style of command-and-control leadership - the 'I'm the leader, I'm going to decide' way of doing things.

This form of leadership is certainly not as simple as more traditional approaches to leadership. There's a lot more balancing, thinking, and the need to be receptive to diverse viewpoints.

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That old style of command-and-control leadership - 'I'm the leader, I'm going to decide' - isn't the right way to lead.

Different perspectives

Those different perspectives are so important - I make sure I'm maintaining strong relationships with people both outside of my organisation and beyond the charity sector - private sector, NHS, government, and so on. Connecting with people from outside the sector is a great way to learn. It's particularly important for an organisation such as this operating in a specific geography, on a peninsula, where people can be quite insular. But of course all organisations can be introspective. We all need to make sure our organisations are the opposite of that - recreating the organisation on a constant cycle, ensuring that there isn't complacency and a tendency to just do things the old way.

I'm very clear that you never stop learning in leadership. Covid-19 is a perfect example of why. There's nobody in any organisation who was really prepared for what it would mean. I don't think without the engagement I've had with other sectors through Pilotlight and the perspectives I've taken in, that our response could have been as strong as it has been. It's also important to embrace the ability to change. Leaders for whom new things are scary, won't be faring well in this pandemic. And they won't fare well once it passes, either.

I look beyond Covid-19 and while a lot of people are thinking in terms of 'restoration' or going 'back to normal', I'm very clear that we're not going backwards towards anything, we'll be going forward to create a new, more appropriate, better future for the people we serve embodying all of the lessons we've learned from the pandemic.

Jamie Anderson is the Chief Executive of Age UK Wirral. He joined the organisation, which is an independent charity and a brand partner of the national network of Age UK organisations, in 2001. Initially the Information Services Co-ordinator, he has since held a number of different roles and became Chief Executive in December 2015.

YOUR PURPOSE JOURNEY: **WHERE NEXT?**

We hope you've found this report thought-provoking. Inspired by our contributors, we end by presenting a list of questions as creative inspiration for your own purpose journey.

In the boardroom

- Q:** Can your board and directors talk as confidently about purpose as they would about finance, risk or a more traditional business topic?
- Q:** Is there a culture of truthfulness in your boardroom?
- Q:** How often do your leaders spend time understanding the world outside their office? How can you find time for them to do more of this?
- Q:** Do your leadership development activities and budget focus on interpersonal skills, reflectiveness and practical experience - or are they more slanted towards the acquisition of knowledge?

Across the company

- Q:** Do your staff feel a sense of ownership of your company's purpose? If not, why not?
- Q:** Does your company's culture encourage your people to be individuals? Does it encourage them to learn from others and seek perspectives of those both inside and outside your organisation and sector?
- Q:** Does your organisation's purpose sound complex and pretentious, or is it simple and straightforward?
- Q:** Do you evaluate and reward your people according to how they go about their work, as well as what they achieve?

ABOUT PILOTLIGHT



For nearly 20 years, Pilotlight has been connecting leaders to purpose, driven by our mission to create resilient and sustainable charities.

In this time, we have connected over 2,000 business leaders with nearly 1,000 small charities and social enterprises to ignite social change. The business leaders, who we call 'Pilotlighters', act as mentors and coaches to the leadership of these charities, helping them to become more efficient, effective and sustainable in supporting more people in communities across the UK. According to our independent 2020 Impact Report, charities involved with Pilotlight increase their reach by an average of 36% and income by an average of 40% in the two years after working with us.

As Pilotlight has evolved, we have become more aware of how valuable this carefully facilitated skills-sharing programme is - not just to the charity leaders, but to the Pilotlighters, who report significant improvements in their personal wellbeing, job satisfaction, coaching and leadership. All our programmes are facilitated by experienced Pilotlight Project Managers who drive for the best outcomes for both our charity partners and our Pilotlighters.

In 2019, Pilotlighters reported increases in the following development areas:



99% increased their understanding of other perspectives

80% increased their personal wellbeing



86% increased their coaching skills

73% increased their leadership skills



For more information about how you or your business could benefit:

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