



SESSION 2:

Humanized Growth

— Session Objectives

- 1 **Review key findings on Humanized Growth from the IRG Growth Study**
- 2 **Understand the importance of creating long-term value for all stakeholders and the business opportunity for brands**
- 3 **Get practical leadership advice and a roadmap to drive more Humanized Growth**

— Prereads

To help prepare and inspire you, please enjoy these optional prereads.



Anti-CEO Playbook

(17 min watch)

In this TED talk Chobani founder Hamdi Ulukaya calls for an end to the playbook of the past -- and shares his vision for a new, "anti-CEO playbook" that prioritizes people over profits. *Watch the TED talk [here](#).*



What Is the Purpose of Your Purpose?

(20 min read)

“Despite its sudden elevation in corporate life,” the authors write, “purpose remains a confusing topic.” A primary cause of this confusion is that the word is used in three senses: *Cause*-based purposes, *Competence*-based purposes, and *Culture*-based purposes. The authors offer advice about identifying what sort of purpose will best suit your company without misrepresenting it. *Read the article [here](#).*



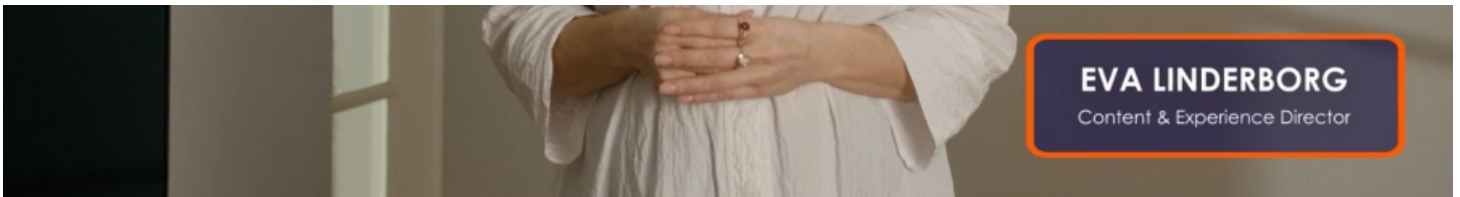
Should Businesses Take a Stand on Societal Issues?

(24 min listen)

In this podcast from HBR, Hubert Joly, the former CEO of Best Buy, discusses the topic of when to engage on societal issues. *Listen to the podcast [here](#).*

— Session Introduction

Press the play button to start the video.



This is the first session focusing on a specific building block of the IRG Growth Study. This session focuses on the building block that overarches all the other building blocks.

This session is about the WHY of the organization, the purpose. The IRG Growth study clearly found that growth overperformers have moved on from Friedman's 'shareholder primacy,' to focus on value creation for ALL stakeholders: Colleagues, Customers, the Community, and the capital markets. And not just for the short term, but for the long haul.

— Self-learning Session

This week's session is to be completed on the platform (there is no live Zoom). Scroll down to complete the Humanized Growth session.

— Explaining Humanized Growth

In this video we explore what differentiates an **overperformer** from an **underperformer** when it comes to Humanized Growth ambitions, and examine what the future of growth looks like.

Press the play button to start the video.



Close transcript

We're now going to take a look at Humanized Growth, the **WHY** of our 7 Building Blocks. When we conducted our Growth Study, one core question we asked respondents was to rank order their growth ambitions in terms of importance.

First takeout from the results, was that **top line growth** was most often mentioned as the #1 Growth ambition, but also that there was hardly any difference between overperformers and underperformers, neither deviated significantly from the index.

Substantially more overperformers, however, focused on people growth and significantly over-indexed on that element. What does that mean? It means they focus on tangibly improving things for the people they work with, the people they serve, and the communities within which they sit.

This also translates in how they define their success metrics. As an example, a brand like YouTube uses time spent on their platform as a key metric – which means the platform needs to be easy to use and the algorithm must continually feed relevant content to the user. These are very people-centric metrics. They're not about the bottom line. YouTube, Google therefore, has confidence that if they take care of their users, top line and bottom line growth will follow as a result.

And that actually starts with the value you create for your **employees**. Lots of research shows that if you take good care of those that work with you, they will take much better care of your clients. Or, as Tex Gunning, CEO of Leaseplan puts it, happy cows give more milk.

And it also works in terms of focus on the **community** in which you operate. Have a look or listen to Elana Rosenfeld in our Humanized Growth webinar, who transformed the Canadian town of Invermeer from a sleepy backwater into an energized community that will go to great lengths to serve Kicking Horse Coffee – the company that brought such good fortune to the town.

Humanized Growth is the title of the 7th of our building blocks. But that doesn't tell the whole story. When we forecast into the future, we see that it's likely to be much more human-centric. That's what came through time and time again in our interviews with the 650 CEOs and CMOs we spoke with. They painted a picture of an emerging future where humanized growth plays a role at all levels, and is actually the overarching theme in the future of growth.

It is all about humans. In Abundant Markets it's about defining your market in terms of human needs. In Anticipative Organization about connecting and collaborating, not as functional roles in silos, but as human beings regardless of the function or even the company you work in. And in Whole Brained it is about using human insight to unlock the power of big data and human creativity to unleash the opportunities of new technologies.

— Humanized Growth in Action

Humanized Growth is about delivering value for **ALL** stakeholders, for the long term.

Dulux is an internationally available brand of architectural paint (also known as Flexa, or Coral), and a great example of a company that makes it a priority to create value for all its key stakeholders. The case study below shows how Dulux created meaningful multi-stakeholder strategies and initiatives, triggered by a deep human insight and a shift in brand's role.

Select the next arrow to find out more.

Ground: Human insight at the core



Our program has welcomed many inspiring growth leaders that are committed to driving Humanized Growth. We have featured two such leaders, and their Humanized Growth Champion winning videos below.

Press the play button to start the videos.

Rupen Desai



George Olexa



The United Nations created 17 world development goals called the **Sustainable Development Goals (SDGs)**. They were created in 2016 with the aim of "peace and prosperity for people and the planet, now and into the future."

The SDGs emphasize the interconnected environmental, social and economic aspects of sustainable development by putting sustainability at their center. We're at halftime to achieve the Sustainable Development Goals, but the 2023 SDG Progress Report shows us that only 15% of the SDGs are on track. We need global solidarity for planet, for people, for generations to come.

At the IRG we believe the SDG's are a great reference point to guide business strategies that drive more Humanized Growth. For this reason we have also included the SDG as an element of your Humanized Growth Plan. Please take a look below to see the potential there is to do good at a global scale, by aligning with the SDG's.

Learn how increasing investments and accelerated action can help us reach our SDGs by 2030: <https://unstats.un.org/sdgs/report/2023/>

Press the play button to start the video.





— Workbook

Please answer the following questions in your workbook:

- **Does your company have a clear strategy for value creation for all stakeholders? Are the strategies coherent? Are they long-term?**
- **Who should you involve for further multi-stakeholder strategy development?**



— Key Learning

- 1 **Humanized Growth is the overarching theme of the 7 building blocks model, and focuses on the WHY of growth**
- 2 **Humanized Growth is about delivering sustained value creation for ALL stakeholders**
- 3 **An impactful way of delivering Humanized growth is through identifying a clear aspirational role for your organization**

— Reflection

Based on the learnings from this session, what actions can you take now to make an immediate impact?

Please formulate as concretely as possible, including WHO, WHAT, by WHEN.

— Leadership Perspectives

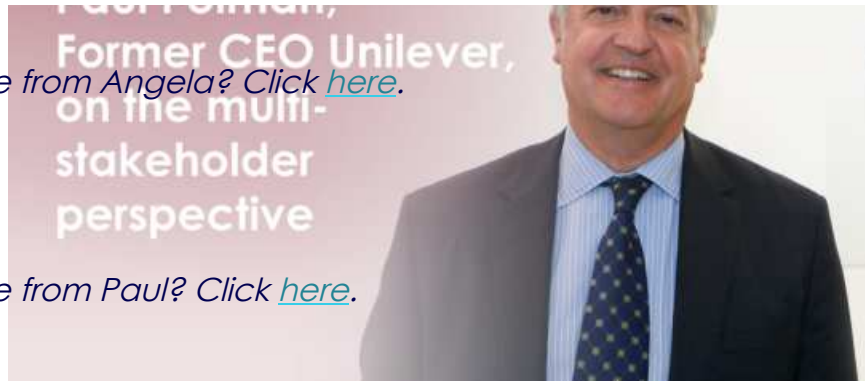
In our Humanizing Growth Series webinars, we speak to leaders about their experiences with driving Humanized Growth.

Press the play button to start the video.



Want to hear more from Angela? Click [here](#).

Want to hear more from Paul? Click [here](#).



End of session: Close window

If you have any questions on either the live session or this online learning platform, please contact Program Manager Leanne Rathore at leanne@instituteforrealgrowth.com