



Yale SCHOOL OF MANAGEMENT

Leading with Purpose



Rodrigo Canales, Don Morrison, and Ven. Tenzin Priyadarshi

Leadership is about more than setting goals and measuring productivity. There's an internal component that's critical to satisfaction, and too many business leaders overlook it, according to Don Morrison, former COO of BlackBerry.

"Typically in business school when you talk about purpose, you're talking about things like profit and the bottom line, but I'm not here to talk about that," Morrison told students at the Yale School of Management on September 8. "I'm going to focus on the inner journey."

Morrison and Ven. Tenzin Priyadarshi, CEO of the Dalai Lama Center of Ethics and Transformative Values at the Massachusetts Institute of Technology, shared their perspectives on how to cultivate a purposeful, values-based approach to leadership in a talk moderated by Rodrigo Canales, associate professor of organizational behavior. Yale SOM's [Student Government](#) sponsored the event.

Canales said that students need the space and tools to explore their purpose. "Our mission is to train the future leaders of business and society, and if you look around the world today, it's very clear that what we need from future leaders is a commitment to transformation," he said. "We have to do

everything we can to help them develop a clear vision of what their style of leadership can bring to the world and to help them develop a commitment to transformation and a sense of purpose.”

Morrison said that he is fascinated by what motivates people, and by what he called the “transformative inner journey.” To explain, he said that it helps to see life as composed of two journeys. One is identity driven and concerns seeking success through profession and relationships. “You’ve been blessed with a certain set of skills.” Morrison said. “You need to build off the academic experience you’re having and go and make a success of your life.”

The second journey involves letting go of this external identity and the ego that goes with it. “Some people never embark on the second journey, but it’s the most important one,” Morrison said. “The paradox of leadership is that it’s not about you. It’s about what you’re doing for a short time on this planet that benefits the rest of humanity.”

Fear and ambition fuel too many careers, Morrison said, and he encouraged students to instead establish a personal foundation for their professional lives, based on integrity and their own sense of purpose.

“It is extremely important how you view yourself,” he said. “I don’t think leadership necessarily is about a person out in front leading others, because in most cases we’re part of an organization. The job is to see yourself as a change agent. You’re the person who brings value to others. This is where the concept of leadership becomes less about me and more about the value that I bring to others.”

Having “career drivers” that include a sense of purpose helps, Priyadarshi said. “The most important thing is to constantly question what your drivers are and ask if you’re fully aware of the parameters,” he said. “If you’re able to look at purpose as one of the drivers, you’ll be able to make better choices.”

About the Event

Join a conversation with Ven. Tenzin Priyadarshi, CEO of the Dalai Lama Center of Ethics and Transformative Values, and Don Morrison, former COO of BlackBerry, as they share their perspective on how to lead with purpose. Both speakers are distinguished in their respective fields and have led lives and careers significantly different from one another- creating a unique dynamic to discuss values-based and purpose-driven leadership. The conversation, moderated by Yale SOM’s Rodrigo Canales, will challenge and center you in your notions of leadership and life.

Event date: September 8, 2016, 11:45 a.m. – 12:45 p.m. EDT

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