

# IT'S NOT WHAT YOU SELL, IT'S WHAT YOU STAND FOR

## Why Every Extraordinary Business Is Driven By Purpose

**ROY SPENCE and HALEY RUSHING**

**ROY SPENCE** is a cofounder, chairman and CEO of GSD&M Idea City, an advertising agency. Mr. Spence has been involved in helping grow some of the world's most enduring and respected brands. He has also acted as a consultant and counselor to various business, government and educational leaders. Mr. Spence has received a number of industry awards and is regarded as an experienced keynote speaker. He is a graduate of the University of Texas and serves as a member of the board of directors of the Lyndon Baines Johnson Foundation.

**HALEY RUSHING** is cofounder of The Purpose Institute, a Texas based organization which consults with others who are looking to establish their purpose. Ms. Rushing has consulted with a number of entities including Southwest Airlines, Wal-Mart, Charles Schwab, Norwegian Cruise Line, Whole Foods, World Market, Univision, The American Council on Education, Texas A&M and, most recently, the American Red Cross.

The Web site for this book is at [www.ItsNotWhatYouSell.com](http://www.ItsNotWhatYouSell.com)

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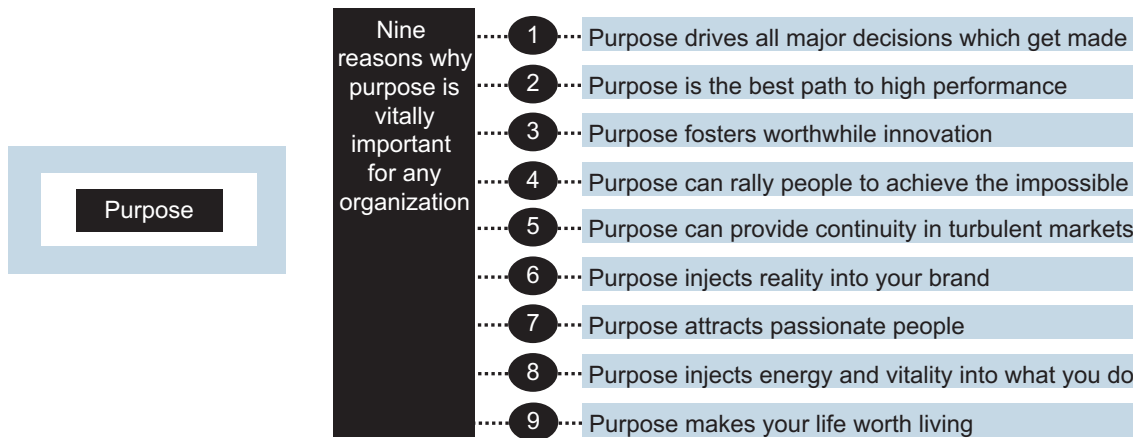
**MAIN IDEA**

High-performing organizations have a “secret sauce” that makes them what they are – they have a purpose beyond just making more and more money. Paradoxically, when companies are engaged in trying to make the world a better place, they generally end up making more money than ever. Purpose is the real driving force behind many high-performing organizations. Purpose deserves just as much care and attention as do the more high-profile elements of a business like strategy, execution and innovation.

To achieve more as an organization, have a purpose you believe in passionately and work towards. If you get this right, your people can't wait to get to work every morning. They will feel great about what they're doing and will be clear about their goals. Make a difference and not only can you make history this is also a pretty cool way to live your career.

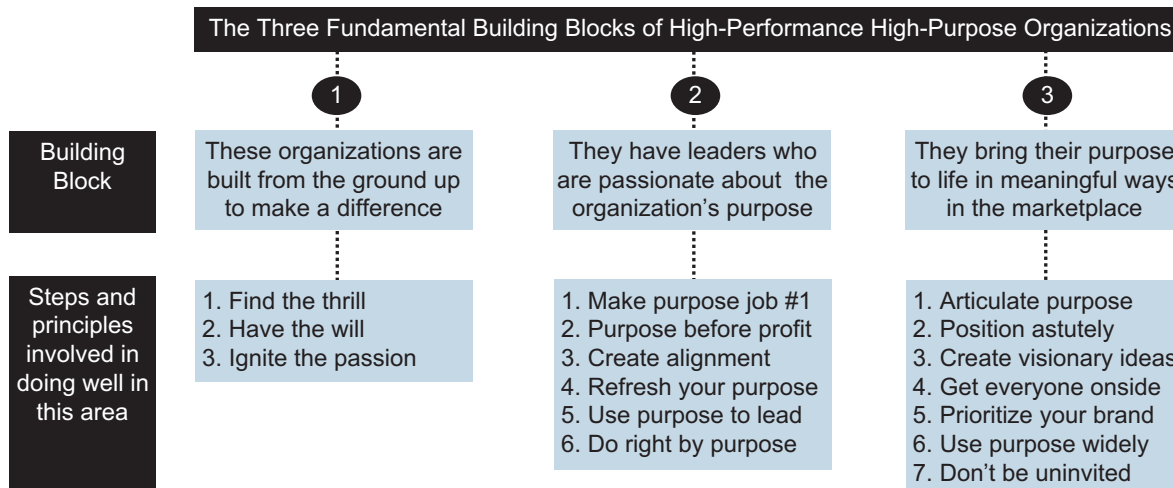
**1. What is a purpose – and why does every business need one? . . . . . Pages 2 - 4**

Your purpose as an organization is the definitive statement of the difference you aspire to make in the world. It lies at the epicenter of everything you're trying to do and all you plan on becoming.



**2. The three building blocks of high-purpose organizations . . . . . Pages 4 - 7**

There are three building blocks involved in building a purpose-driven organization. In order for any organization to achieve superlative levels of performance, it must be doing well in all three of these areas all the time. The three areas are:

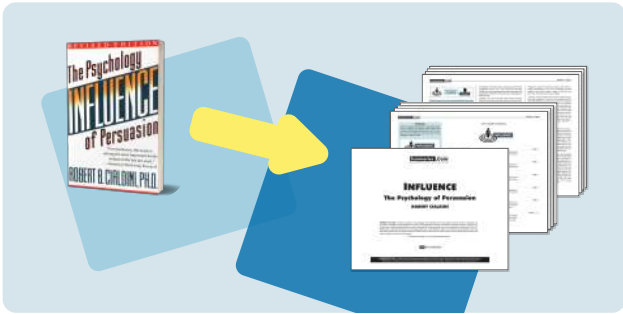


**3. Case Studies – High-purpose organizations in action . . . . . Pages 7 - 8**

- Southwest Airlines
- Wal-Mart
- BMW

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