



Answering the three questions of **usefulness, honoring, and contributing** can lead to deep conversations that reveal both strategic and operational insights. Living into the answers can yield dividends otherwise not possible.

Purpose

How is your organization useful in the system?

This has two definitions—Why the organization exists. What problem its customers are hiring it to help them solve. Even when the organization is not-for-profit, it has customers who are investing their time, hopes, fears, and tangible assets with it.



Values

How does your organization honor the system?

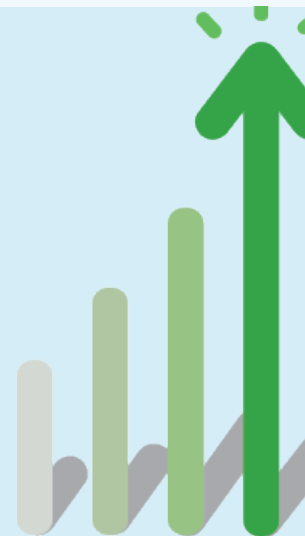
What are the enduring beliefs and principles that guide how the organization will conduct itself? These values should transcend short-term strategy or tactics and be visible in daily activities.



Performance

How does your organization contribute to the system?

Performance: How is success defined and measured? These metrics should include financial sustainability, as is common, and also performance against purpose and values.



The PVP model—**Purpose, Values, and Performance**—arose from a challenge: Is there a dividend for highly ethical organizations? That led to me, not a trained ethicist, to Aristotle's definition of ethics as useful virtue. From this came an exploration of the benefits of truly being useful.

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