

# THE MEANING MAKE- RS

A MINIFESTO FOR  
PURPOSE, FULFILLMENT  
AND GETTING WHAT  
YOU GO TO WORK FOR

PHILL  
NOSWORTHY

WHEN HERCULES WAS  
A CHILD, TWO NYMPHS,  
PLEASURE AND VIRTUE,  
GRANTED HIM THE CHOICE  
BETWEEN

A PLEASANT  
BUT BORING  
LIFE AND

A  
SEVERE  
BUT  
GLORIOUS  

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ONE

HERCULES  
CHOSE  
THE  
LATTER

AND THAT'S WHY  
WE STILL SPEAK  
HIS NAME.

# A NOTE FROM THE AUTHOR

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A tale is told of a great king who hears music for the first time. Standing under a portico in the cool of the evening, he hears the faintest strains of a sound so exotic and intoxicating that he calls his attendants to him and commands them to scour the city to find it.

“BRING THIS MUSIC TO ME!”.

Days pass and he begins to fear that perhaps it wasn’t real, that perhaps it was in his mind or that he had mistaken the wind for something more grand.

After many days, his attendants return clutching a flute. Laying it before him, they smile and share news that this is the very instrument whose music he had heard many nights before. Picking it up, he was perplexed.

“YOU MUST BE MISTAKEN. SURELY THIS IS NOT MUSIC”.

He swings it through the air, bangs it against the floor and commands it to produce music. Nothing happens. Just silence from the flute. Frustrated, the King commands the flute to be cut into a hundred pieces.

“THE MUSIC MUST BE IN THERE SOMEWHERE!”.

But even when it was cut up, no music was to be found. Finally he had it burned so that he could look amongst the ashes to find the music he had heard many nights before as he stood and watched the stars appear.

But there was no music amongst the ashes either.  
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Late in the evening and having finished work for the day, a woman is walking down the street towards her car. The street is dark save for one street lamp, under which someone is bent down on hands and knees looking for something.

“CAN I HELP YOU AT ALL?” shouts the woman

Standing up under the dim light of the street lamp is a young man

“NO, THANK YOU THOUGH. I’M JUST LOOKING FOR MY KEYS”.

“DID YOU DROP THEM THERE?” asks the woman.

“NO, BUT THIS IS THE ONLY PLACE I COULD SEE” is the young man’s reply.  
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The mistake of the king is the same mistake of the young man looking for his keys. They both know what they are looking for, but simply don’t know how to find it.

The quest for meaning is exactly the same.

People know that meaning exists, and that its something they want. But they aren’t always sure of how to find it, or how to get more of it in their life.

Thing is, every single person you know, has in their own life, a manufacturing plant of meaning. As Professor Michael Steger, from the Laboratory for the Study of Meaning and Quality of Life (solid title right?) says:

“FEW OTHER AVENUES OFFER AS MUCH POTENTIAL FOR ACCOMPLISHING THE VALUED OUTCOMES OF LIFE AS MEANINGFUL WORK”

This minifesto explores the connection between work and meaning. It identifies, without fuss or hyperbole, exactly why meaning must become a foundational obsession in the way that you manage your team and business.

It is a gift from me to you.

There’s so much more to this conversation, but let’s scratch the surface together.

PHILL



# MEANING MATTERS MORE

MEANING IS VERY QUICKLY BECOMING THE MOST POWERFUL DRIVER OF ENGAGEMENT, FULFILMENT AND PERFORMANCE IN THE WORKPLACE. –

– HERE'S A COUPLE OF THINGS YOU NEED TO KNOW ABOUT MEANING AT WORK:

## 01

### MEANING MATTERS MORE THAN MONEY

Accenture found 70% of graduates wanted to work in a positive environment, even if that meant taking a drop in earnings.

Offering a better paycheck no longer cuts it. To win the war on talent, employers will need to focus on more than just the salary. Offering a decent paycheck may get talent to the table, but increasingly – culture, benefits and reputation will be the thing that keeps them around - (The Accenture Strategy 2016 U.S. College Graduate Employment Study)

73% of graduating students felt finding a job that allows them to do what they love was more important than finding one that pays well. (The Grad Gap, McGraw-Hill Education, 2014)

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## 02

### MEANING IS THE METRIC FOR A CAREER WELL SPENT

For 21-31 year olds, a sense of meaning is the number one factor in a successful career.

The movement towards meaning has been bubbling away for some time. A few years ago a report from the Career Advisory Board made a couple of eye-opening findings. Firstly, when it came to defining a successful career, hiring managers felt the most important factor for millennials was securing a high-paying job. Secondly, they found that when they asked that question to the millennials themselves - money was often only secondary. For millennials it was meaningful work that was THE single most important measure of a successful career.

The key takeaway : As leaders we can often be way off the mark when it comes to understanding what really drives and motivates our teams.

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## 03

### MEANINGFUL VALUES, HAVE REAL VALUE

Almost 60% of millennials would take a 15% pay cut to work for an organisation whose values they can believe in.

Values aren't just something you stick on the wall and forget. In our work, we encourage leaders to work on finding ways to create their own unique team values to tie in with those of the wider business. Interestingly, in the same study 53% of workers, and a whopping 72% of students, identified 'a job where I can make an impact' as important or essential to their happiness.

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## 04

### MEANING MAKES FOR BETTER TEAMS

Finding meaning in work has been associated with employees being : 2.2 times more satisfied with their jobs, 2.8 times more likely to stay at the company, and 93% more engaged. In the same study, conducted by The Energy Project and HBR - deriving a sense of meaning and significance from work was shown to have the most impact of any variable in the study. (The Human Era @ Work, Findings from The Energy Project and Harvard Business Review, 2014)

Another study shows that employees who find meaning at work care more about the quality of their work, work harder, and form stronger relationships with team members<sup>1</sup>.

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(Steger, M. F., Dik, B. J., Duffy, R. D. (in press). Measuring Meaningful Work: The Work and Meaning Inventory (WAMI). Journal of Career Assessment.)

## 05

### MEANING IS MISSING

**A** One study by HBR showed that half of all employees lack any real meaning and significance at work.

**B** Gallup have shown that worldwide, only 13% of employees are engaged at work. And that study covers people from across 142 countries. Breaking it down - that means a whopping 87% of employees worldwide are either 'not engaged' or worse, are 'actively disengaged'.

**C** A survey of British workers found that more than one-third believed their job was meaningless, while 40 per cent of Dutch workers expressed similar dissatisfaction with their jobs<sup>2</sup>.

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WE'VE SHOWN HERE (BRIEFLY!) WHY MEANING MATTERS SO MUCH FOR YOU AND YOUR TEAMS.

– THAN YOU MIGHT THINK

<sup>1</sup> STEGER, M. F., DIK, B. J., DUFFY, R. D. (IN PRESS). MEASURING MEANINGFUL WORK: THE WORK AND MEANING INVENTORY (WAMI). JOURNAL OF CAREER ASSESSMENT.  
<sup>2</sup> [HTTP://WWW.THEAGE.COM.AU/BUSINESS/WORKPLACE-RELATIONS/WORKLIFE-BALANCE-WHY-WE-SHOULD-ONLY-WORK-15-HOURS-A-WEEK-20170617-6XYFZ2](http://www.theage.com.au/business/workplace-relations/worklife-balance-why-we-should-only-work-15-hours-a-week-20170617-6xyfz2)

**PULL ON THEM  
AT THE RIGHT  
TIME AND IN  
THE RIGHT WAY  
  
AND YOUR  
TEAM WILL  
THRIVE.**

SO THE OBVIOUS QUESTION IS, HOW DO YOU DO IT? HOW DO YOU MANUFACTURE MEANING IN YOUR OWN ORGANISATION?

MY TEAM AND I HAVE OBSESSED OVER THAT QUESTION FOR YEARS NOW. IN OUR RESEARCH AND WORK WITH LEADING BRANDS IN MORE THAN 25 COUNTRIES AND 40 CITIES AROUND THE WORLD, WE HAVE FOUND THE FOLLOWING 7 PILLARS TO BE THE FOUNDATION OF A MEANINGFUL WORKPLACE AND FULFILLING LIFE.

**IGNORE THEM  
AT YOUR  
PERIL.**





# 01 MASTERY—

YOUR TEAM WANTS  
TO GET GOOD AT  
WHAT THEY DO

There is something very human about wanting to improve and get really good at what we do. As a leader, when you can tap into this urge to improve, and encourage mastery you will also set into motion a positive group of emotional states including pride, satisfaction and ambition to improve even more.

On the flipside, teams that aren't given opportunities to learn, develop themselves and improve their skills are shown to lose motivation quickly, leading to diminishing levels of effort and achievement.

In our work, we've found that cultivating a growth mindset, and tracking even small gains in performance leads to radical improvements in confidence, productivity and a growing sense of autonomy within a team.

The added upside to mastery is that focusing on improvement can make even mundane tasks meaningful. The value of the task to the individual transcends the value of the task itself, and just becomes a measuring stick for growth in performance.

Clustering work around a central theme, giving teams the time and space to 'de-frag' and reflect before moving onto the next project, and encouraging people to share their own insights with the team are all simple, and mind-blowingly effective ways of supporting and enhancing mastery at work.

All of this speaks to one of the most common traps of leadership : thinking that money alone is the thing that pulls high performance out of people. But as the Millenial Impact Study shows, most people count having their talent and passions invested into as the number one reason for staying in a job. Regardless of the pay.

As a leader of people, or a builder of a brand, go out of your way to give growth focussed feedback and celebrate effort even more than you celebrate achievement. In this way you will be doubling down on one of the most vital pillars of meaning at work - mastery.

Here is a story about mastery - learned from Jiro Ono, the world renowned 85 year old sushi master who owns a tiny 10 seat shop in Tokyo that has the highest Michelin guide rating of 3 stars.

Jiro is known for teaching apprentices for free. The catch? Ten years of training and an extremely high set of standards. The trade-off however is mastery in the revered art of sushi making. One apprentice once made over 400 versions of egg sushi for Jiro, being rejected and coached each time. When he made the perfect egg sushi, Jiro simply nodded, and the young man collapsed for joy. Seems a little extreme, but the lesson here is simple, mastery demands multiple attempts and a committed leader. Don't rob your team of mastery by settling your standards lower than you know is possible for them.

IT IS NOT THE CRITIC WHO COUNTS; NOT THE MAN WHO POINTS OUT HOW THE STRONG MAN STUMBLES, OR WHERE THE DOER OF DEEDS COULD HAVE DONE THEM BETTER. THE CREDIT BELONGS TO THE MAN WHO IS ACTUALLY IN THE ARENA, WHOSE FACE IS MARRED BY DUST AND SWEAT AND BLOOD; WHO STRIVES VALIANTLY; WHO ERRS, WHO COMES SHORT AGAIN AND AGAIN, BECAUSE THERE IS NO EFFORT WITHOUT ERROR AND SHORTCOMING; BUT WHO DOES ACTUALLY STRIVE TO DO THE DEEDS; WHO KNOWS GREAT ENTHUSIASMS, THE GREAT DEVOTIONS; WHO SPENDS HIMSELF IN A WORTHY CAUSE; WHO AT THE BEST KNOWS IN THE END THE TRIUMPH OF HIGH ACHIEVEMENT, AND WHO AT THE WORST, IF HE FAILS, AT LEAST FAILS WHILE DARING GREATLY, SO THAT HIS PLACE SHALL NEVER BE WITH THOSE COLD AND TIMID SOULS WHO NEITHER KNOW VICTORY NOR DEFEAT

THEODORE ROOSEVELT

# 02 AUTONOMY—

**YOUR TEAM WANTS TO  
FEEL IN CHARGE OF  
THEIR OWN WORK  
AND LIVES**

At work, people become internally driven when they feel in charge of their own work and fate. In recent years we've moved on from 'command and conquer' style approaches to leadership, but there is still so much room for improvement in the way that we encourage independent thinking and personal responsibility.

To a certain point, the more autonomy you give to people, the more meaning they will draw from their work. That's why ideas like intrapreneurship and job crafting are becoming so popular right now. As the psychologist Dan Pink explains, "whilst control might lead to compliance, it's autonomy that leads to engagement".

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Often, leaders are held back in their behaviours here in the belief that people aren't ready for the level of independence they ask for. The trick here is to match the level of autonomy you are prepared to give with the level of experience your team member has along with the level of responsibility they are prepared to own. Good experience and a willingness to own the end result? Give them all the independence they want! Low experience and varying levels of accountability? Then you should tread slowly with regards to how much autonomy you will give. What you're looking for is an opportunity for your team to stretch themselves, not break themselves.

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3M were the originators of an idea that has famously been adopted by wildly innovative companies like Google and Atlassian: personal time. William Knight, a past president was known for saying "Hire good people and leave them alone". It is this trust and holistic approach to better performance at work that allowed for the allocation of time for the exploration of adjacent and non-adjacent ideas. Famously, Post-It Notes were a direct by product of the exploration time given to all staff members to pursue ideas that might benefit the company, or the individual. The key take-away? Why spend so much time finding great, smart and talented staff only to micromanage every minute of their time? Trust them, and get out of their way.

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**HAPPINESS WITHOUT  
MEANING CHARACTERIZES  
A RELATIVELY SHALLOW,  
SELF- ABSORBED OR EVEN  
SELFISH LIFE, IN WHICH  
THINGS GO WELL, NEEDS  
AND DESIRE ARE EASILY  
SATISFIED, AND DIFFICULT  
OR TAXING ENTANGLEMENTS  
ARE AVOIDED. IF ANYTHING,  
PURE HAPPINESS IS LINKED  
TO NOT HELPING OTHERS  
IN NEED. WHILE BEING  
HAPPY IS ABOUT FEELING  
GOOD, MEANING IS DERIVED  
FROM CONTRIBUTING TO  
OTHERS OR TO SOCIETY IN  
A BIGGER WAY.**

EMILY ESFAHANI SMITH



# 03 PURPOSE—

**YOUR TEAM NEEDS TO  
KNOW THAT THERE IS A  
POINT TO WHAT THEY  
ARE DOING**

Not everyone has a role where they're curing cancer or saving children from marauding warlords, but absolutely anyone can find a greater sense of purpose in what they do. And we know this; purposeful work is meaningful work. Help your teams find purpose in what they are doing by asking “beyond making money, why do we do what we do?”. The answer might be a collective goal, like being the best performing team in the country, or a deeply personal reason, like “putting my kids through college”. Regardless of what it is, it should be something that is compelling enough to get people through the inevitable hard days, and focus their effort every other day.

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The Organisational Psychologist Adam Grant, has shown how far a little bit of purpose can take your team. In a little known experiment, he asked a former student, who had directly benefited from the fundraising of the staff of a University call centre to come and share how his life had been massively altered (for the better!) by their work. Over 10 minutes he told stories of where he had been in life, and now where he was due to the funding and scholarships raised by that very team. Starting that day, the fundraising team spent on average 142% more time on the phone bringing in 171% more scholarship revenue for the University. Grant went on to replicate the same social experiment on 5 different occasions with remarkably similar results. The insight? Giving people a bigger reason than their paycheque to work will produce far greater results and far greater personal satisfaction for the teams involved.

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**ONLY BY TAKING  
CHARGE OF YOUR DAY-  
TO-DAY CAN YOU TRULY  
MAKE AN IMPACT IN WHAT  
MATTERS MOST TO YOU.  
I URGE YOU TO BUILD  
A BETTER ROUTINE BY  
STEPPING OUTSIDE OF IT,  
FIND YOUR FOCUS BY RISING  
ABOVE THE CONSTANT  
CACOPHONY, AND SHARPEN  
YOUR CREATIVE PROWESS  
BY ANALYZING WHAT  
REALLY MATTERS MOST.**

SCOTT BELSKY



# 04 CONNECTION—

YOUR TEAM IS  
HARDWIRED FOR  
FRIENDSHIP AND  
COMMUNITY

How connected we feel to the world and to those around us is an incredibly powerful factor in our lives. We are social animals and we seek connections to make sense of our world and to thrive within it. The National Bureau of Economic Research recently put a figure on it. After a study involving 5,000 participants, they concluded that doubling your group of friends has the same effect on your wellbeing as increasing your income by 50%<sup>3</sup>. We are hardwired for connection, and finding connection with our team only serves to deepen our sense of meaning in the workplace. It is no coincidence that whether or not you have a best friend at work is one of Gallup's key indicators of employee engagement and team productivity<sup>4</sup>. As an organisation you must constantly ask, "what are we doing to foster connection?". Everything from the culture of the organisation to the setup of meeting rooms can have a significant impact on how connected staff feel to the organisation and their teammates. In my own team, we think of it like this : we don't just work with people, we do life with them.

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The longest, and certainly one of the most impressive studies on happiness and meaning is the Harvard Study of Adult Development. The study has tracked the lives of 724 people over the course of 75 years, probing into intimate issues of personal and professional importance, keeping track of their health and happiness. The results showed that 'Connection' was far and away the biggest predictor in terms of life satisfaction and meaning. The study showed that those who are well connected to family, friends, co-workers and their communities live longer, healthier and happier lives than those who are doing life in isolation. Throughout periods of pain and suffering, those with happy partnerships would maintain their happy moods, while people with few relationships would suffer disproportionately to the malaise itself.

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The point here is obvious - finding ways to encourage genuine friendships and genuine connection at work isn't just a soft policy to try and make people feel warm and fuzzy. It is crucial in developing a thriving culture and bringing the best out of our teams. Peer validated research proves it. Friendships (espeicually the ones at work!) increase job satisfaction, productivity and job commitment while decreasing stress and turnover<sup>5</sup>.

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<sup>3</sup> <http://www.takingcharge.csh.umn.edu/enhance-your-wellbeing/relationships/why-personal-relationships-are-important>.

<sup>4</sup> <http://www.gallup.com/businessjournal/511/ITEM-10-BEST-FRIEND-WORK.ASPX>.

<sup>5</sup> <http://www.apa.org/gradpsyc/2012/01/relationships.aspx>.



# 05 CONTRIBUTION—

YOUR TEAM NEEDS TO  
BE ABLE TO SEE THE  
BENEFIT TO OTHERS  
OF THEIR WORK

People want to buy from brands that give more than they take, they also want to work for teams that visibly give to the communities in which they are involved. Contribution lies right at the heart of the Meaning Making quest and is one of the most powerful levers you can pull on to impact your team's sense of self efficacy and self worth. Contribution focused activities like corporate volunteering, matched giving and philanthropic investing are rising in prominence not just because they are great for brand storytelling (which they are), or because they are so helpful to communities (which they can be), but also because organisations know that it matters to the way that people think about their work. Don't be fooled! Writing a smart giving strategy into the DNA of your team is one of surest ways to make sure people love showing up to where they work each day.

"EACH JOB MUST HAVE A POINT AND EACH EMPLOYEE NEEDS TO UNDERSTAND HOW THEIR LABOR CONTRIBUTES TO THE ORGANISATION'S MISSION. THE NUMBER ONE PREDICTOR OF FINDING MEANING IN OUR JOBS IS THE BELIEF THAT WHAT WE DO POSITIVELY IMPACTS OTHERS. MATTERING CAN BE MAKING A DIFFERENCE FOR A CUSTOMER, A CO-WORKER OR A COMMUNITY.

HELPING OTHERS SEE HOW THEIR WORK CONTRIBUTES TO AN ORGANISATION'S GOALS AND THE BENEFITS THIS BRINGS FOR OTHERS IS ONE OF THE KEY TASKS OF ANY LEADER".

MICHAEL STEGER

WHY DO WE NEED TO FEEL A SENSE OF MEANING? BECAUSE WE NEED TO FEEL THAT WE MATTER, THAT OUR HARD WORK ISN'T FUTILE, AND THAT OUR LIFE HAS A PURPOSE. BECAUSE WE NEED TO FEEL A SENSE OF CONTROL OVER OUR FATES. BECAUSE WE NEED A REASON TO FOCUS BEYOND JUST OURSELVES. FINALLY BECAUSE A SENSE OF MEANING FUELS OUR SENSE OF SELF WORTH. IT MAKES US FEEL GOOD ABOUT OUR BELIEF SYSTEMS, OUR IDENTITIES, AND THE COMMUNITIES OF LIKE MINDED INDIVIDUALS TO WHICH WE BELONG.

SONJA LYUBIMIRSKY



# 06 CHALLENGES—

YOUR TEAM IS USING  
THEIR WORK TO TEST  
THEMSELVES AND  
UNDERSTAND WHAT  
THEY ARE MADE OF

We may not like to admit it, but our level of growth in life is often determined by the challenges that we are prepared to take on. Challenge is about growing, learning, improving and pushing ourselves. It's about overcoming obstacles, whether they have been forced upon us or whether we have chosen them for ourselves. For peak performance, we need to be challenged. The best performers know that they need to embrace fear and step out of their comfort zones, because putting themselves under the right kind of stress can trigger huge results. We always say : 'feel the fear, but do it anyway'. My own team has been amazed at how powerful the concepts of grit and growth mindsets can be in shifting the way whole teams and organisations think about and approach challenges. Actively challenge your team with sharply calibrated goals. The best challenges are "close enough to feel within reach, but far enough ahead to cause you to stretch".

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# 'FEEL

# THE FEAR

# BUT DO IT ANYWAY!

DAN ARIELY, THE GLOBALLY KNOWN ROCKSTAR OF BEHAVIOURAL ECONOMICS ONCE GAVE A GROUP OF PARTICIPANTS SOME ORIGAMI PAPER AND INSTRUCTIONS. —

Once they finished folding their works of art, he then told them that the origami was still owned by the research facility and that it was now up for sale with prospective buyers including the participants themselves. He had observers and the folders name a price each, and not surprisingly, the folders of the art named prices 5 times higher than your 'regular customer'. In time, he would run the experiment again, but with a small change. This time he had budding artists fold without instructions. Despite these rookie folders turning out horribly ugly pieces of "origami", they would go on to name prices even higher than those who had folded with instructions. Ariely coined this result The IKEA Effect saying "labour alone can be sufficient to induce greater liking for the fruits of one's labour". Or to put it in another set of words - the way we value our work is always correlated to how hard we worked for it. So, set challenges for yourself and your team. Why? Because we can only ever celebrate to the level of our challenge.

# 07 LEGACY—

YOUR TEAM WANTS  
TO LEAVE A LASTING  
IMPRESSION

As humans, we want to feel that we are doing our part, even in a small way, to make the world a better place. Research shows that this instinct to leave our mark only grows stronger as we age and become increasingly aware of our own mortality. Great leaders help their people on their teams build a legacy. They actively invest into the future impact and potential of the people they lead and work alongside every day.

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# BEGIN— NING

‘Beginning with the end in mind’ is a well prescribed piece of business advice. But it works for businesses and lives as much as it does for projects. Thinking about what you and your team will leave behind when you are no longer with your organisation is a powerful driver of smarter decisions starting today. You can begin building a sharper and more potent legacy by asking : Who have I helped? What will I remembered most for? What did I leave behind for others? Have I made the path smoother or more challenging for those that follow me?

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THE SOBERING  
THOUGHT IS THAT  
INDIVIDUALS AND  
SOCIETIES ARE  
NOT IN THE END  
REMEMBERED FOR  
HOW THEY MADE  
THEIR MONEY BUT  
FOR HOW THEY  
SPENT IT

CHARLES HANDY

# WITH THE END IN MIND.’



# CLOSING THOUGHTS—

TIME IS ULTIMATELY ALL WE HAVE  
AND HOW WE USE, AND SPEND AND  
INVEST IT WILL DETERMINE THE  
VERY SUBSTANCE AND SUCCESS OF  
OUR LIVES

HERE ARE A FEW PARTING  
THOUGHTS FROM PEOPLE WHO  
KNOW WHAT IT MEANS TO LIVE

"MY FAVORITE THINGS  
IN LIFE DON'T COST  
ANY MONEY. IT'S  
REALLY CLEAR THAT  
THE MOST PRECIOUS  
RESOURCE WE ALL  
HAVE IS TIME."

STEVE JOBS

"LIFE IS WHAT  
HAPPENS WHILE  
YOU'RE BUSY MAKING  
OTHER PLANS"

JOHN LENNON

"THE DAYS ARE LONG,  
BUT THE YEARS ARE  
SHORT."

GRETCHEN RUBIN

"WHEN YOU SIT WITH A  
NICE GIRL FOR TWO HOURS  
YOU THINK IT'S ONLY A  
MINUTE, BUT WHEN YOU  
SIT ON A HOT STOVE FOR  
A MINUTE YOU THINK IT'S  
TWO HOURS."

ALBERT EINSTEIN

"OUR LIVES ARE  
FRITTERED AWAY BY  
DETAIL. SIMPLIFY,  
SIMPLIFY"

HENRY DAVID THOREAU

"TIME YOU ENJOYED  
WASTING IS NOT  
WASTED TIME."

T. S. ELIOT

SO,  
HOW WILL  
YOU USE  
YOUR TIME?  
  
HOW WILL  
YOU MAKE IT  
MEANINGFUL?

# ABOUT PHILL NOSWORTHY

Phill Nosworthy is an executive advisor, speaker and writer in the subject areas that surround making business and life meaningful.

His insights into personal mastery and career acceleration have gained him a cult following among high performers in Fortune listed companies the world over.

Phill has worked in more than 40 cities and 25 countries globally and counts Microsoft, ING, Universal Music and the Commonwealth Bank amongst his clients.

He is the founder of Switch L+D, an online learning platform that gives anyone, anywhere, the same level of career development that has only ever been reserved for the highest performers of Fortune 500 companies.

He is also the founder of The Switch Sessions; unique invitational events that bring together leading thinkers and practitioners for real conversations on subjects of impact, career acceleration, brand building, community creation and personal mastery. Switch Sessions have been hosted around the world with partners and contributors including Herschel, SOHO House, The Standard West Hollywood, Vittoria, David Garibaldi, Collective Hub, The Jabbawockeez and WorkClub Global.



"PHILL IS ONE OF THOSE GIFTED INDIVIDUALS WHO HAS THE POWER TO GET FOLKS TO STOP, TO THINK AND TO CHANGE THEIR BEHAVIOUR. HE MAKES IT FUN, HE MAKES IT TANGIBLE, HE IS A GREAT LEADER AND COACH"

CHIEF OF STAFF MICROSOFT

"PHILL'S ENERGY AND PASSION ARE CONTAGIOUS, YOU CAN'T HELP BUT FEEL LIKE A BETTER, MORE MOTIVATED VERSION OF YOURSELF WHEN AROUND HIM. "

DIRECTOR OF CEB GARTNER

"IF YOU WANT TO BE INSPIRED, THEN PHILL IS DEFINITELY THE RIGHT GUY. HE MAKES YOU LEARN, THINK DEEPLY AND AROUSES A CURIOSITY WITHIN YOURSELF THAT FOCUSSES YOUR ENERGY TOWARDS MAXIMISING YOUR OWN POTENTIAL"

HR DIRECTOR EUROPE, MICROSOFT

"INSPIRED. THAT IS THE WORD I WOULD USE TO DESCRIBE HOW PHILL LEFT OUR AUDIENCE. NOT IN THE WAY SO MANY ARE INSPIRED FOR THE MOMENT AND WALK AWAY AND DO NOTHING. THEY WERE TRULY INSPIRED - TO SHIFT THEIR THINKING AND MOTIVATE REAL CHANGE. WE COULD HAVE SEARCHED THE GLOBE AND I STILL BELIEVE THAT WE COULD NOT HAVE FOUND ANYONE MORE IDEAL TO CONVEY THE MESSAGE OF PURPOSE TO OUR CLIENTS AND PROSPECTS"

SR BRAND STRATEGIST, LITTLEFIELD USA

"UTTERLY WORLD-CLASS. PHILL IS A SUBJECT MATTER EXPERT IN BEHAVIOR CHANGE, PROGRAM DESIGN, BRANDING, STORYTELLING, AND NARRATIVE CREATION AND HAS A UNIQUE ABILITY TO FUSE BIG PICTURE THINKING AND ABSTRACT IDEAS WITH PRACTICAL INSIGHT AND ADVICE. I CAN THINK OF FEW IN THE SAME CLASS AS PHILL"

CCO & CO-FOUNDER, KARRIKINS GROUP GLOBAL

"WAS THERE EVER A MORE DYNAMIC SPEAKER TO GRACE A WORLD STAGE? WHAT A PHENOMENALLY GIFTED MIND. PHILL'S ABILITY TO COMMUNICATE AND SIMPLIFY BIG IDEAS AND MAKE THEM RELEVANT FOR ANY INDUSTRY IS MIND BLOWING"

STOCKDALE & LEGGO

"PHILL NOSWORTHY RANKS AMONGST THE MOST TRANSFORMATIONAL, RELEVANT AND IMPACTFUL CORPORATE SPEAKERS OF THIS DECADE. BY PROVIDING A COMBINATION OF DEEP INSIGHTS AND PRACTICAL TOOLS HE HELPS PEOPLE RE-EVALUATE HOW THEY APPROACH THEIR CAREERS, RETHINK HOW THEY LEAD TEAMS AND HELPS THEM BUILD A STRONG PERSONAL AND PROFESSIONAL BRAND"

CHIEF OF STAFF, MS HR INDIA

"PHILL NOSWORTHY IS ONE OF THOSE RIDICULOUSLY RARE, TOTALLY SWITCHED ON, INTELLIGENT, GIVING SOULS THAT WE MEET A FEW TIMES IN A LIFETIME"

LISA MESSENGER, COLLECTIVE HUB

"PHIL IS A TRUE PROFESSIONAL. HE IS HIGHLY INTUITIVE - CUTTING TO THE CHASE, CAPTURING PEOPLE'S THOUGHTS, FEELINGS AND IDEAS QUICKLY AND TRANSLATING THOSE INTO STRATEGIC PATHWAYS FOR GROWTH. HIS ABILITY TO SIMPLIFY ACTION AND PROVOKE REFLECTION IS SECOND TO NONE"

GENERAL MANAGER, GOLDEN DOOR ELYSIA



**HAPPINESS CANNOT  
BE PURSUED;  
IT MUST ENSUE**

**VICTOR FRANKL**

**MEANING IS DIFFERENT-  
IT CAN BE MANUFACTURED**