



# Purpose Driven Impact Journey

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# Executive Summary

# Executive Summary

The Purpose Driven Impact (PDI) Journey is an inspiring project-based leadership journey that lasts 12 months. The project for this journey is ideally selected and approved by the board of directors of your company and is of strategic importance. The project-scope approach provides critical stepping-stones in the transition towards a 'future-proof company'.

The rapidly changing demands for a strong and proven ESG performance makes the business case crystal clear to embed sustainability at the heart of the strategy, operations and culture of your company. However, the path to reach that goal and getting your organization in the necessary transition mode is not clear yet.

That's why your company understands the necessity to invest in and kick-start this strategic change process via the PDI Journey.

During the PDI Journey you will be part of a team of 10 to 12 top talented and highly motivated colleagues with a variety of professional backgrounds, experiences and competencies. This team has been carefully selected. Together, you will focus on project-development and project-delivery. Moreover, you will work on teamwork and leadership skills.

## Possible project components

- A clear ESG-strategy with a solid and achievable action plan including delivery of CSRD reporting
- A climate-action plan to reduce emissions
- A stakeholder dialogue to assure internal and external alignment and commitment
- An innovative product or service that contributes to the SDGs and bottom-line results

## Key elements of the PDI Journey

- Leadership development
- Team building, teamwork and team dynamics
- Project management and delivery
- Gaining knowledge about the broad sustainable development agenda
- Responsible entrepreneurship

# Executive Summary

We will challenge you throughout the PDI Journey. You will be actively working on team dynamics and team performance, increase your knowledge and insights through masterclasses, literature, and interviews with experts and relevant stakeholders. All these interventions are an integral part of your journey and the strategic project you are working on with your fellow team members.

In a year's time, you will be challenged on various fronts, expand your network, increase your leadership skills and turn into a highly motivated change-agent!

On average, you meet once a month for a part of the day at a physical location. In addition, you consult with the entire team for 1.5 hours virtually

every two weeks and in between the plenary team meetings you will be working on your project in subgroups. All this under the permanent guidance of two Executive Team Coaches.

“

If you do not  
change direction,  
you may end up  
where you are  
heading.

Lao Tzu

# External pressures

Boards of Directors are under pressure to perform and deliver shareholder value in challenging times, grappling with the impact of i.a. a pandemic, disrupted supply chains, weather events, geopolitical unrest and rapidly increasing societal expectations of sustainable business conduct. As the demands on leadership, and the level of turbulence and disruption increases, company adaptability and agility are key for sustaining its long-term relevance.

For example, there are new laws and regulations, such as the EU CSRD and CSDDD, Dutch and EU legislation on ICSR requiring companies to comply and disclose operational information on management of their social and environmental performance.

The EU Green Deal (e.g., Fit for 55 package, ETS, CBAM) will impact your company and its operations in the near future.

Moreover, the increasing sustainability performance requirements from financial institutions and multinational companies (e.g., via supplier codes of conduct or responsible partner policies) will impact your company to comply with these standards.

Business cannot thrive in a world of poverty, inequality, geopolitical unrest and environmental stress, and as such, has a vital interest in delivery of the 2030 Agenda. The SDGs provide a robust framework for addressing many of these inequities, but the evidence is

clear that we are not on track to meet them. While there have been bright spots of progress in some areas, progress towards the SDGs has been slow or even reversed.

Climate change, loss of biodiversity, extreme poverty and widening social and health inequalities already present existential threats. Successful delivery of the 2030 Agenda requires engagement from all businesses.

Now, more than ever, business leaders face both an opportunity and an obligation to play their part in this effort. For transformation at the level and scale needed, organizations need to focus on making sustainability attainable.



# External pressures

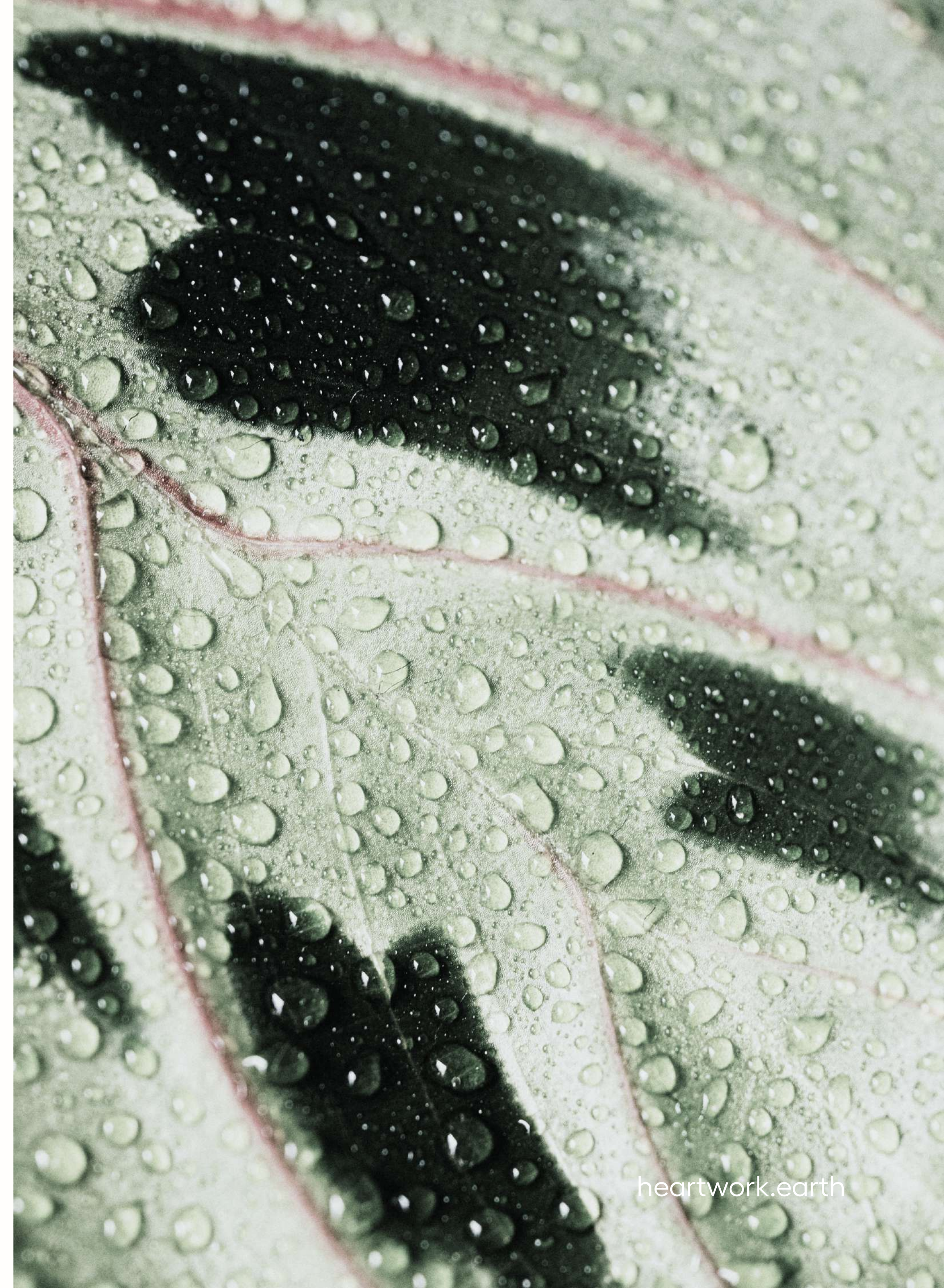
Although the 2030 agenda provides guidance as to what to strive for, the SDGs are less actionable for businesses. They become much more tangible at the country level.

Other goals, such as Net Zero also don't fit the bill. While climate change is the biggest challenge of our time, we would be wrong to focus solely on Net Zero while ignoring social justice and overall equity.

Taking all these challenges into consideration, the PDI Journey will guide businesses to make significant sustainable impact. Bold steps are required urgently, to ensure your company's relevance for decades to come.

We strongly believe that the PDI Journey empowers change and stimulates highly motivated leaders to make a difference within their own organization and beyond.

We are sure you will be eager and highly motivated to push the 2030 agenda and ESG into the strategy and operations of your organization!





# Stakeholder engagement

This is more than a matter of strategy, policy and process — it is fundamentally about authentic (personal) leadership and people. Leaders on Boards and in C-suites have a compelling opportunity to make sustainability core business; central to the organization's purpose, values and culture.

A broad set of stakeholders — including customers, employees (particularly young professionals), investors, suppliers and other ecosystem players — are challenging companies to respond to rapidly changing societal expectations, concerns about climate change, finite natural resources, rapidly declining ecosystems and economic, social and political instability.

For a business to secure long term relevance, many operational aspects will need close scrutiny and conscious transformation.

The criteria and economic models that ensure commercial success are shifting; businesses need to meet the needs of as many people as possible with as few resources as possible while engaging with all stakeholders.





# Urgency

The urgency for change is rising. And although companies are changing all the time, it is evident that the effectiveness of change to get to a desired destination is lacking.

As the magnitude and pace of change is rapidly increasing, the ability to design, execute, and sustain change is the essential 'medicine' for maintaining and improving the health of your organization.

As we all know, change management is a challenge for every organization.

This PDI Journey is designed to equip you, your fellow team members, and your organization to drive effective transformational change.

## Requirements

- An open mind;
- New approaches;
- Effective experimentation;
- The capacity to lead and make decisions in a context of incomplete and imperfect information;
- Complex stakeholder management (e.g. with ecosystem partners).

# PDI Journey



# The PDI Journey

A multi-disciplinary team will be assembled within the company to tackle an important project with strategic relevance, inspiring effective change within the organization.

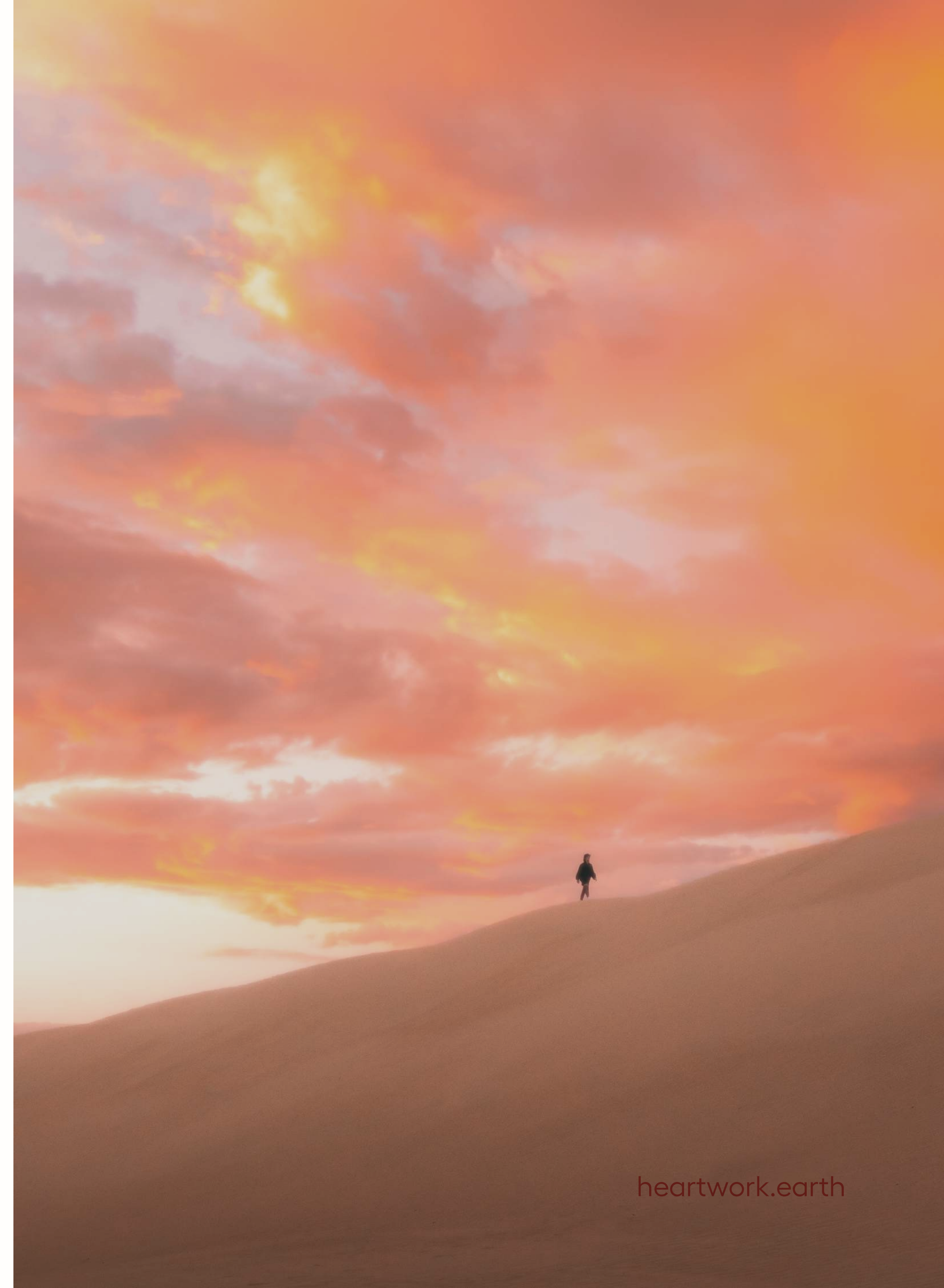
A clearly demarcated project that could serve as meaningful “experiment”.

Sponsored and resourced by the Board of Directors, the team will have a clear mission, focus and result to drive them.

As project-sponsor, The Board of Directors, will receive from the team, regularly shared progress reports, including next steps and proposals for the required investments.

The project will commence with a journey to the “Inner Knowing” – bringing the team members to their individual “Bigger Game”.

This departure point secures credibility for the team member from personal purpose and by extension can activate change and innovation (i.e. of value propositions and business models) both in the organization and the eco-system the company operates (incl. customers and suppliers in particular).



# Our Approach



# A different approach for different results

10-12 Team members will be carefully selected in accordance with defined profile characteristics and screened for:

- Schwartz values for preparedness to change and self-transcendancy (see addendum: upper half of the circle) such as intrinsic motivation, drive, resourcefulness and creativity;
- CliftonStrength finder to assess the candidates' distribution of strength across four strength domains; executing, relationship building, influencing and strategic thinking (tenacity, courage, results orientation, motivating & influencing, opinion leaders);

- Positive Intelligence Inner Critic test (transparency of saboteurs);
- Availability of time & resources to be dedicated to this journey.

The PDI Journey will last for a period of 12 months, or shorter when project results can be achieved within a shorter elapse time. This will be followed by a thorough evaluation and go/no-go stage gate.

The kick-off will last 2 days, starting with a full day, a special campfire ceremony marking the start of this important work. This will be followed by another full day, a few weeks later.

The team members must clearly understand that the project is sponsored and supported by the board of directors and is a key element in the organizational change strategy. The PDI Journey is an important stepping-stone for the organization in this transition process, and all team members be fully aware of this.

The team must after the second part of the kick-off fully embrace the team goal (project scope and deliverable), team values and golden rules (required team behavior aspects) and the way of working (team roles, working in subgroups, etc.).

# A different approach for different results

Getting to know each other (better), recognizing the power of a diverse group of professionals, building on the pillars of trust, clarity and openness are essential elements to guarantee the right team spirit and to lay the foundation of becoming a high performing team.

Plenary team meetings will be twice per month:

- 1 x virtually (1,5 hrs)
- 1 x f2f on location (3 – 4 hrs) with the possibility to make this a hybrid meeting, when necessary.
- Compulsory attendance
- Possibly with guest speakers as source of inspiration).

We will finish the PDI journey with a retreat; a celebration of the learnings and delivered results, progress in personal and leadership growth, etc.

Team- and leadership development as well as one on one coaching are an integral part of the PDI Journey. Gaining further understanding on Team Dynamics theory is also relevant for the team's success, understanding team development over time and how motivations and needs are interlinked and what is visible and what not (see addendum).

- Explaining the different stages of team development (the model or framework developed by Bruce W. Tuckman);
- David McClelland's Motivation Theory, the iceberg model and the applicability of this model to a team for bringing about behavioral change.

During the 12 months journey, we will consistently revert back to the team values, golden rules, strengths, inner critics and “the bigger game” with the clear intent to apply these newly acquired skills inside the organization and the external ecosystem.



# HeartWork

Two Senior Executive Team Coaches will be present and facilitating all plenary team meetings (kick-off, virtual and physical) to challenge, coach, mentor and support the team.

HeartWork will bring inspired former executives who have a broad business background and bring extensive change and transformation experience to coach, mentor and be the driving force, propelling the team forward towards exciting yet pragmatic results.

HeartWork is an organisation that focuses on leadership development and strategic transformation.

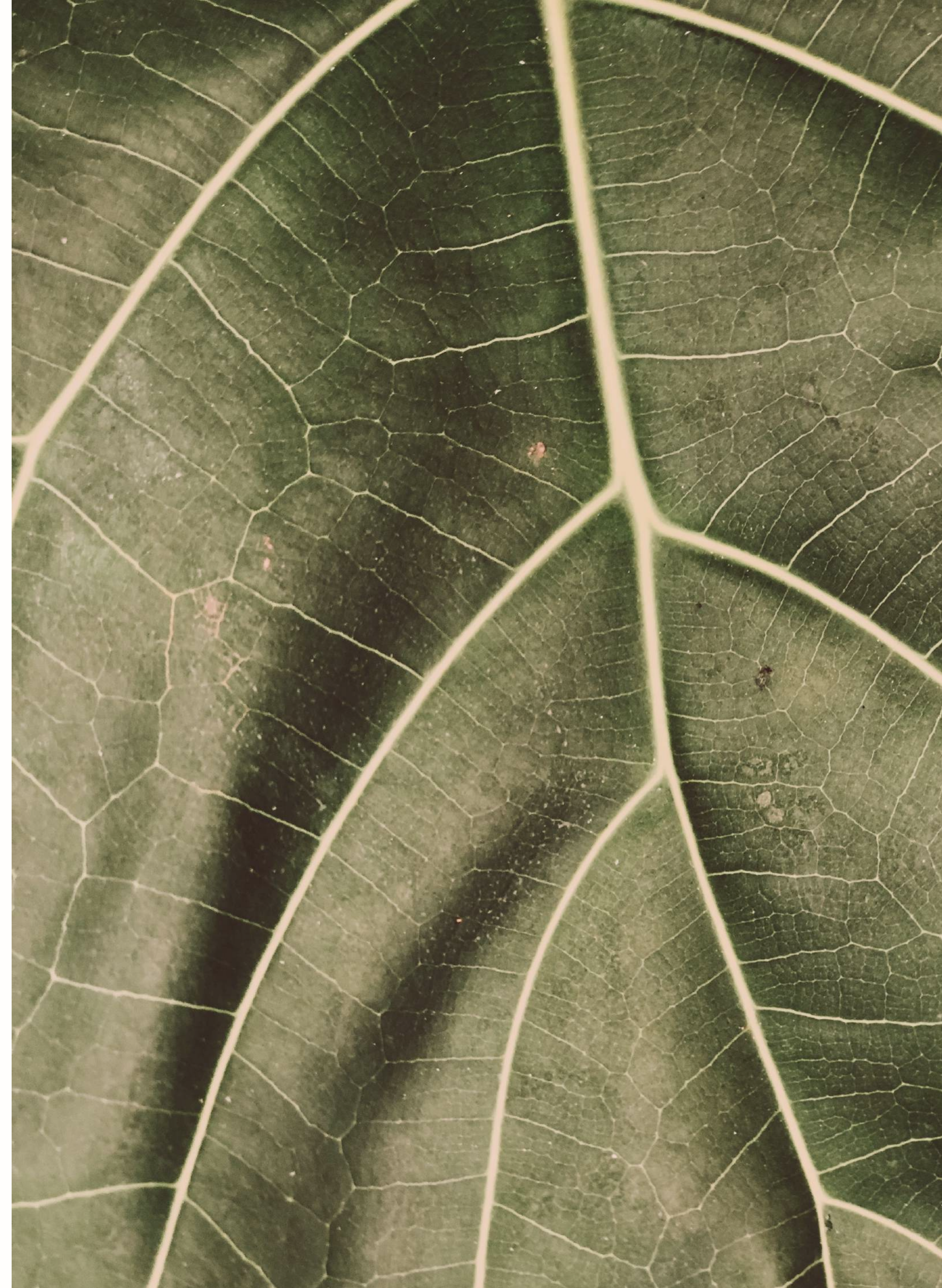
HeartWork supports individuals, teams, organisations and industries to make a sustainable impact.

We believe you can restore the balance between people, planet, purpose and profit but, you don't have to do it alone.

We are here to help.

Through coaching, mentoring and training, we help individuals and teams grow from impact-driven to impactful professionals.

Change is hard at first, messy in the middle and gorgeous at the end. We'll be there to guide you every step of the way.





# The team



## Frank Eggink /Executive Team Coach

Frank Eggink is an executive business “general practitioner” for inspired leaders who are committed to the sustainable future.

Out of ‘school banks’, he was quickly propelled into leadership positions at Shell, where he gained extensive experience in the oil & gas, chemicals, renewable energy and forestry sectors in the Americas, Europe and Asia. Frank has more than 30 years in finance, strategy & business development, business & finance transformation and leadership development. Having spent the past decade as executive board member of multinational companies DeepOcean Group and the Damen Shipyards Group, he has learned that strong personal values are a must for sustainable business; doing what is intrinsically right.

Frank helps you to strengthen your leadership, sharpen your business purpose, values, strategy, governance, and funding, whilst making you feel trusted and appreciated in your own strengths & capabilities that align the organization around the necessary change.



## Jan van den Herik /Executive Team Coach

Jan van den Herik is a result driven strategic advisor and business coach. Always seeking to make a positive impact. His purpose is to inspire and encourage business leaders to make a difference! Worked for more than two decades at KPMG. Was as management consultant involved with national and international operating companies in different types of industries. Trying to be at the forefront of new developments. Developed in 2005 the strategy on Corporate Social Responsibility for KPMG in the Netherlands and became the first Director CSR with KPMG.

Currently involved as Program Director and Executive Team Coach at the Young Professionals Program (YPP) <https://gcnnetherlands.nl/ypp/> of UN Global Compact Network Netherlands. An action based advanced leadership program designed around the Sustainable Development Goals (SDGs).

Contact us

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# Investment

# Investment

Two executive team coaches x 15 days	€ 60K
Additional costs (rental of meeting facilities, lunches, external speakers)	€ 15K
Travel expenses (incl. parking)	€ 4K
Total indicative investment (excl. VAT)	€ 80K

# Appendix



# Lexicon

PDI Journey	Purpose Driven Impact Journey
ESG	Environmental, Social & Governance
SDG	Sustainable Development Goals
CSDDD	Corporate Sustainability Reporting Directive
ICSR	International Corporate Social Responsibility
Fit for 55	EU's target of reducing net greenhouse gas emissions by at least 55% by 2030
ETS	EU Emissions Trade System
CBAM	Carbon Border Adjustment Mechanism

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