



The Resilient Family Enterprise series

Thriving at the intersection of purpose and trust

In recent years, companies across the economic spectrum have increasingly been engaged in a rethink about what drives them beyond making a profit. A recent Deloitte global family business survey found that successful family businesses tend to have one quality in common: a sense of purpose beyond being profitable. This sense of purpose has been evident throughout the pandemic crisis with numerous reports of family businesses nimbly adapting their operations and production lines, and redeploying staff to support the relief efforts—from the mass production of personal protective equipment (PPE) to offering accommodations for healthcare and other key workers. It is these inherent values and solid organisational purpose that can secure loyalty far beyond the crisis.

At one point in time or another, family business founders have had to come to grips with this question of purpose. For some, their purpose was about building a legacy. For others, it was about making products they could be proud to put their name on or having a positive impact on their communities. But, for many, purpose tends to get watered down over time. A founder's original intent may not translate to the next generation or be held in the same regard. When this happens, it can take a watershed moment to refocus the family business on what's really important.

For many, COVID-19 has provided such a moment. The global pandemic has shaken businesses to their core, in many cases disrupting relationships with employees, customers, suppliers, communities, and other key stakeholders. Amidst this upheaval, family business leaders are looking for ways to reconnect with these constituents in more meaningful ways. And that search has them thinking anew about the intersection of purpose and trust.





Resilient leaders need to build trust across four key dimensions that have been impacted by the pandemic.

Trust as a form of currency

When it comes to earning and retaining the trust of society at large, family businesses have an inherent advantage. According to the 2019 Edelman Trust Barometer, 69 percent of people trust family businesses, a 13-point edge over businesses as a whole.¹ Employees, customers, and others tend to see family businesses as an extension of the family's values, which they understand and align with.

With the arrival and rapid spread of COVID-19, this trust advantage is creating a once-in-a-lifetime opportunity for family businesses to lead the recovery and position themselves to thrive in a post-COVID world. In fact, if you talk to many family business leaders today, it's clear that they understand the importance of embedding trust as a catalyst to help their organisations recover. They see trust has a human and multi-dimensional form of currency—it may not have any value in isolation, but its value is accretive. Trust can be stored, in the form of goodwill. And it can also be invested, in pursuit of all kinds of benefits, from economic growth and shareholder value, to increased innovation, greater community stability, enhanced employee engagement, and better health outcomes.

The coronavirus pandemic has brought to light how resilient leaders need to build trust across four key dimensions that have been impacted by the pandemic. First, there's physical trust—knowing that your physical space is safe. Second comes emotional trust, or that your emotional and societal needs are being safeguarded. Digital is the third dimension—people need to know that their information is secure, particularly with the virtual expansion of their working and living environments. Finally, there's financial trust, or having confidence that your financial concerns are being served.

Today, the stakes in preserving trust across these four dimensions are greater than ever. We know this: Everyone is watching. The rise of social media has given every voice much more power to share their perspectives and opinions. In recent weeks, the issue of racial inequality has joined COVID-19 concerns as another urgent reason to revisit issues of trust between the public and organisations of all backgrounds. New challenges will continue to emerge and in order for family businesses to thrive in uncertain times, they will need to continue to build their currency of trust.

Purpose and trust

As such, family businesses have to manage a magnitude of challenges they didn't need to consider when they were founded; from technology to global interconnectedness, there is more complexity than ever. And this is bringing many of them back to reflect on their purpose and how to get people to come together toward a common goal. In this collective rethink, family businesses may have a decided edge over other types of organisations. As streamlined enterprises, they tend to be more nimble. Having more direct access to leadership helps convey information to the top quickly. And employees trust that their employers will act on it. In fact, the Edelman Trust Barometer reveals that when it comes to workers employed by large family businesses, they are more likely than their counterparts at non-family businesses to agree that the organisation they work for acts on its values, looks to their employer to be a trustworthy source of information about social issues, and they are more likely to believe what their CEO says about the company they work for.²

But how exactly can family businesses leverage these advantages in redefining or communicating their purpose?

1 2019 Edelman Trust Barometer: Implications for Family Business, <https://www.edelman.com/research/family-business-trust-2019#>.

2 Ibid.



When people want to share your purpose, you earn a self-replenishing fountain of trust and enthusiasm for what you're doing.

Honesty, respect, embracing diversity—these things are expected of every family business at this time. They are basic, foundational traits. Every family business needs to examine whether their purpose aligns with human decency.

When the next crisis arises—and it's arguable that it already has, with global protests bringing fresh attention to issues of racial inequality—companies will need to connect with people in an authentic,

meaningful way, by imagining the change they want to bring about in society, articulating it, and becoming an instrument of that change. When people want to share your purpose, you earn a self-replenishing fountain of trust and enthusiasm for what you're doing.

It starts by answering a simple question: Does society want our company to exist? If you can't answer that in the affirmative, then you have to figure out how to make it so.

Here are three follow-up questions to get you started:

- What does our brand stand for?
- Does our purpose align with our family values and market demands?
- How are we building trust with our key stakeholders and can we do better?



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