

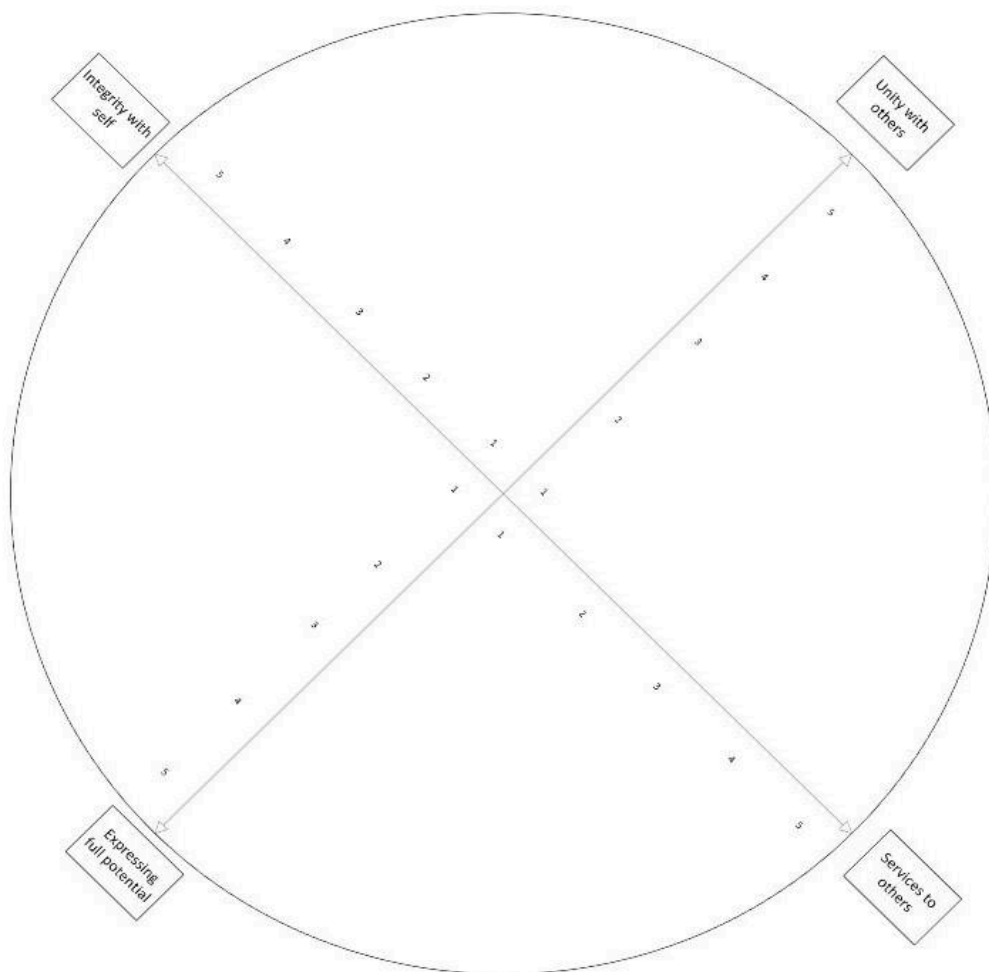
Meaningful Business Conference: Creating Impact Beyond Profit 2025

Funded through ESRC Impact Accelerator Award

Your Map of Meaning - 1st session (Part A)

Please note: The map of meaning is the work of Marjo Lips-Weersma whose resources can be found separately at: <https://www.themapofmeaning.org/>

Instructions: Rate your current business on a scale of 1 to 5 (where 1 is 'Low' and 5 is 'High') for each of the four dimensions of meaning below. Mark your rating on each axis and then connect the dots to create your current "map of meaning."



- **Integrity with Self:** Does your business align with your core values and principles? Do you feel authentic and proud of the work you do and how you do it?
- **Unity with Others:** How connected and collaborative is your business? Does it foster a sense of community and belonging, both internally and externally?
- **Service to Others:** How well does your business serve the genuine needs of your customers, community, or the wider world? What positive impact does it make?

- **Expressing Full Potential:** Does your business allow you (and your team, if applicable) to utilise your unique talents, skills and passions? Is there room for growth and innovation?

Charting Your Course - 2nd session (Part B)

Reflect on your "Map of Meaning" and consider the following questions. Use the space provided to jot down your thoughts and ideas.

1. How do we move from where we are on the map of meaning to where we want to be? (Consider your ideal scores for each dimension. What would a '5' look like in each area for your business?)

2. Where is most challenging? (Which dimension(s) currently feel the most difficult to improve or the furthest from your ideal?)

3. What are the levers/barriers? (What factors could help you move towards your desired state (levers)? What obstacles might stand in your way (barriers)?)

- **Levers:**

- **Barriers:**

4. One easiest win: (What is one small, relatively easy action you could take that would make a positive difference in one of the dimensions?)

5. Two biggest challenges: (Identify the two most significant hurdles you anticipate in trying to enhance the meaning in your business.)

- Challenge 1:

- Challenge 2:

6. Three actions that you can implement next week: (What specific, actionable steps can you commit to taking in the coming week to start moving forward?)

- Action 1:

- Action 2:

- Action 3:

7. Two actions to work towards (longer-term): (What are two more significant or ongoing initiatives you can begin planning for or working towards over the next few months?)

- Action 1:

- Action 2:

Appendix: Reflective questions on 'pathways to meaning'

Integrity with self

- To what extent are your day-to-day business values aligned with your own?
- Do you feel that you must - or do you ask colleagues / employees to - act 'as if' work is meaningful, even when it isn't?
- To what extent does your business activity act in ways that you don't feel comfortable with?
- How does it make you feel if your business is not aligned with your (or your employees' / colleagues' / customers') values?
- Does your business value success other than through profits or performance targets? How?
- How does your business perceive failure; do you deny it, or learn from it? E.g. do people speak openly about failure in your organisation?
- How do you respond to complaints or negative comments from employees, colleagues or customers?
- Does your business allow people that interact with it to talk about the things that they value? If so, how do you react to those conversations?

Expressing full potential

- Do you think you have agency to pursue meaningfulness, as an individual or in your business?
- What do you see to be the source of this agency? What hinders it?
- How important is the ideal of meaningful business to your own sense of fulfillment?
- If you were to 'dream the dream' of your business / organisation as its best self, how far are you away from that dream? What are those 'best self' characteristics?
- Aside from the purpose or mission of your business / organisation, what things (achievements; ways of working, etc.) are you most proud of about your organisation? Why are these important to you?
- To what extent does your business / organisation help you to find meaningfulness in life; to what extent does it get in the way?

Unity with others

- Do you feel that there is a sense of community in and around your organisation?
- What is that community; who / what is at its centre?
- What does that idea of 'community' mean to you?
- What gets in the way of developing a better sense of community?
- How easy do you find it to talk about meaning at work, or through your business with others?
- To what extent do you place value on what your business / organisation means to other people beyond purpose, vision, objectives, etc.?
- Do you build relationships or share values with others that are external to your business, including competitors?

- Do you see work / business as 'boundaried', i.e. wholly separate from personal life, family, etc.?

Service to others

- What is the 'so what' of your organisation? In what ways does your business make a difference to society, to the greater good, or 'put something back'?
- Does this question ever arise and how do you approach it?
- To what extent does your business / organisation seek to promote meaning in the lives of others, even if it is not 'service-oriented'?
- Why does this matter to you / your business / organisation?
- How does your business contribute to the wellbeing of the local community?
- Do you actively manage your business with a view to delivering positive outcomes to others that are external to your organisation? If so, how?
- Does your business support others in positive ways, to help them flourish and do well?