Meaningful Business Conference 2025 Creating Impact Beyond Profit





Meaningful Business Conference 2025 Creating Impact Beyond Profit

Outline of today's event ...

- Guest speakers:
 - Rob Wolfe (Chy)
 - Anna Barrett (LNER)
 - Sam Maguire (Clarasys)
- 'Map of meaning' (Adrian Madden & Alex Alterskye, University of York)
 - two workshop sessions
 - positioning business in relation to '4 pathways' of meaning
 - conversation (not a blueprint) about role of business in meaningful (purposeful and significant) change
- How do we (in York/North Yorkshire) go forward?
- Interactive: worksheets, 'check-ins', Q&A as we go ...

Meaningful Business - Introduction

- Menti.com: What does 'meaningful business' mean to you?
- 'Meaningful Business' is grounded in meaningful work research
- Defined as ... work that is 'purposeful AND significant' (May and Ashforth, 2003); what we do 'matters', not just to ourselves but (crucially) to others (Schnell, 2011)
- Who are we (identity); Why are we here (purpose); So what (matter)?
- Idea of 'meaningful business' is new, centres on 'going beyond profit and purpose' ...
- Key issues and 'tensions' in notion of meaningful work
 - o not 'tick box' exercise; it is a 'language' and a practice
 - not necessarily 'positive' or reducible to the 'self'
 - o emerges from multiple sources, within an 'ecosystem' / context of meaning

Innovation & entrepreneurial ecosystems

York / North Policy Yorkshire is a particular, unique Markets **Finance** context in which business innovation. Entrepreneurship intrapreneurship and entrepreneurship take Human Capital Culture place in a certain way. Supports An example of meaningful business from Liverpool ... Isenberg, 2012





WHO WE AR

We are The Women's Organisation. By supporting women, we help them to achieve their personal, social and economic potential.

Robert Wolfe - CHY



CREATING IMPACT BEYOND PROFIT

ENTERPRISE YORK 01.07.25



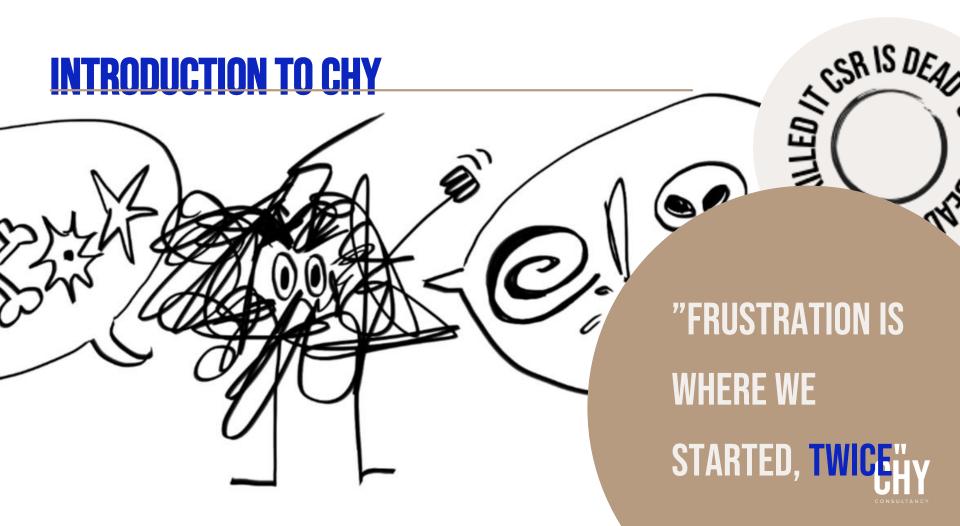


Enabling CREATING IMPACT BEYOND PROFIT

ENTERPRISE YORK 01.07.25







INTRODUCTION TO CHY

- Helpful
- Honesty & Integrity
- Curiosity
- Catalyst for change
- Achievement



"VALUES FIRST

ENABLE PROFIT;

PROFIT FIRST

DISABLES VALUES"

INTRODUCTION TO CHY

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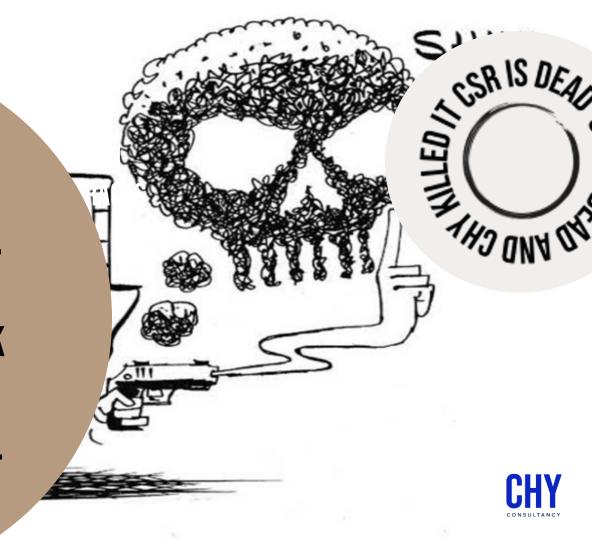
"WE LISTEN TO, AND

LEARN FROM,

EVERYONE

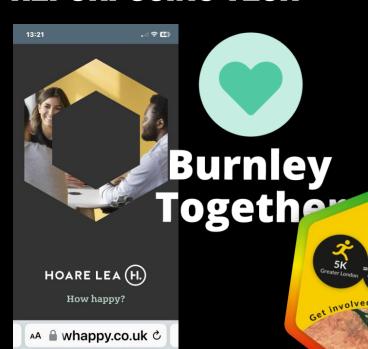


VOLKSWAGEN'S STOCK LOST 46% OF ITS VALUE, OR £32.5 BILLION. AS OF 2020, VW'S STOCK **WAS STILL 35% BELOW** ITS PRE-SCANDAL PRICE.





REPURPOSING TECH



"WHAT HAVE YOU

GOT THAT WE CAN

USE"

blamhistorybites.org

You've found an AR star

Tap to unlock





REPURPOSING PARTNERSHIPS





Together we will end homelessness

"HOW DO YOU

BECOME A CATALYST

FOR CHANGE?"









THANK YOU

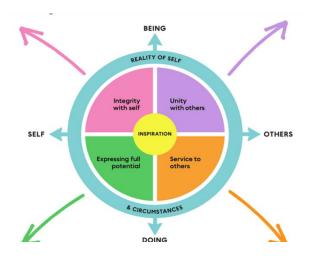
ROB WOLFE

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Map of Meaning - introduction

- Based on work of Marjo Lips-Weirsma (2012; 2019)
- Highlights fundamental paradoxes / challenges of meaningfulness ...
 - ambiguous space; can be in two or more places at once, e.g.
 - experienced by the self, but dependent on the other
 - can have 'too much' meaning, but how much is too much?
 - cannot be created / controlled, but it is culturally regulated
 - it is episodic and contextual, not constant
 - between 'significance' and 'balancing' different realities and needs (i.e. contexts)



See: https://www.themapofmeaning.org/four-pathways-to-meaning/

Part A Where is your business now?

- When people say that they find meaning in work or business, what does that mean?
- With issues of balance, context and realities, etc., people tend to talk about 4 particular 'pathways' to meaning. These include:
 - integrity with self
 - unity with others
 - service to others
 - expressing full potential

This pathway refers to the meaning we get from living and working in alignment with our authentic self and values. It also includes personal growth and the development of our inner qualities, for example having the confidence to speak up, the wisdom to know when we are overwhelmed, the courage to remain true to ourselves.

This pathway refers to the meaning we get from working and living together with other human beings. It relates to the experience and joy of having a sense of belonging, of working well together and supporting each other, of having shared values and quality relationships.



This pathway refers to the meaningfulness of sounding our own note in the universe. It relates to the human need to create, accomplish, and make things happen through applying our unique gifts, talents, and passions.

This pathway refers to the meaningfulness of making a contribution to the well-being of others and the world around us. It relates for example to helping a friend or a colleague at work, or to making a difference at home, in the workplace, in the community or wider world.

See: https://www.themapofmeaning.org/four-pathways-to-meaning/

Part A Tasks

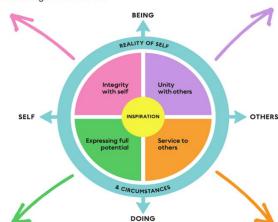
1. On your own (5 minutes) reflect on the 'map of meaning' and, using the questions listed in the appendix to your worksheet, identify where your business is right now (mostly) in the 'map of meaning'? Reflect back to the way you first defined 'meaningful business' and what (i.e. which of the 4 pathways) inspired you to give this response

Get into pairs or threes and discuss / compare in your group where you in relation to one another (10 mins)

3. Menti.com: where would you position your business on the 'map of meaning' mostly right now? [5 mins]

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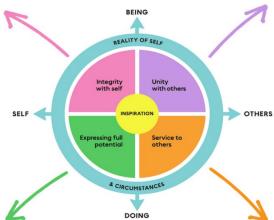
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Part A Tasks

- 1. In the same group, discuss the following questions [10 mins]:
 - a. How did you get to be in the position you are (personal motivation / inspiration)?
 - b. What factors / resources / realities enabled or hindered this?
 - c. What value does your insight: how could you sustain this / share this insight / learning with others?
- 2. Report back [5 mins]

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Anna Barrett - LNER



Coffee Break



Part B: Road to Meaningful Business

- Work in different pairs / threes from Part A to discuss:
 - Where do you think you could better position your business in the future to pursue the goal of meaningful business [10 mins]? (Menti Question 3)
 - How do you move from where you are on the 'map of meaning' to:
 - where you want to be?
 - what is most challenging about this shift [10 mins]? (Menti Question 4)
 - What are the levers / barriers towards this change [5 mins]?
 - What are ...
 - 1 easiest win
 - 2 biggest challenges
 - 3 actions that you can implement next week to make your business more meaningful (short term)?
 - 2 actions to work towards
 - Menti Question 5 [15 mins]



Going forward

- 1. How can we (collectively) make York & North Yorkshire the 'home of meaningful business'?
- 2. What resources do we already have to do this; what resources do we need?
- 3. How might we sustain and build upon current activity?4. What would success look like (and how would we know)?
- 5. Who might lead it? What form might that leadership take? 6. How do we make this inclusive?
- 7. How could you contribute?

- Launch of Meaningful Business website / collaborative (network)
 All resources / slides, etc. posted to this website
 Follow up to 'Map of Meaning' workshop 17th September 2025



Closing Q&A

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