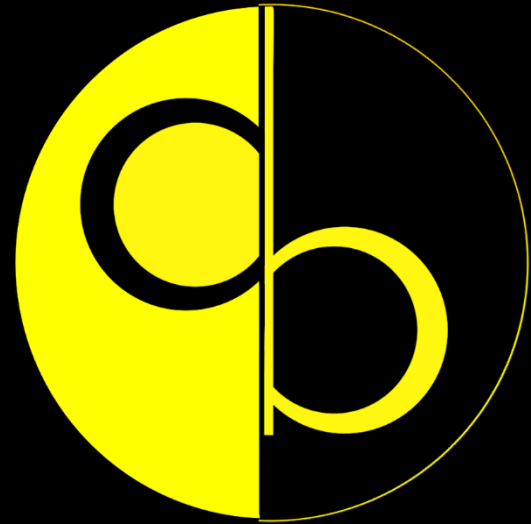


# The 7H Ladder<sup>®</sup> for Purpose-based Leadership

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**Dan Bena**

Founder & CEO, Dan Bena, LLC  
Head (Former), Sustainable Development &  
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Board, United Nations Association (UNA) Westchester  
Professor (hon) & Trustee, Glasgow Caledonian University  
Senior Advisor, SafeWaterNetwork.org  
Senior Consultant, AnteaGroup.us

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**What is a tool you can use  
—no matter the topic—  
to lead in an increasingly  
volatile, uncertain, complex, and  
ambiguous (VUCA)\* world?**

\*VUCA: <https://hbr.org/2014/01/what-vuca-really-means-for-you>

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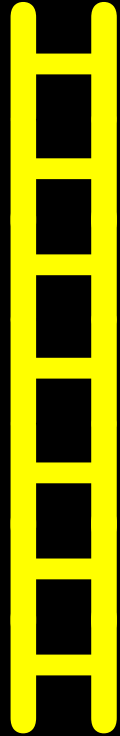
**A ladder**



**A ladder takes you from a lower place to  
a higher place...**

**...it elevates you**

**This ladder will elevate you as a person,  
as a leader, or as an organization**



# The 7H Ladder<sup>©</sup> for Purpose-based Leadership

<b>H</b>	<b>HEAD</b>	→	Imagination & intellect
<b>H</b>	<b>HEART</b>	→	Empathy & compassion
<b>H</b>	<b>HANDS</b>	→	Doing the work
<b>H</b>	<b>HUNGER</b>	→	Driving passion
<b>H</b>	<b>HUMILITY</b>	→	Modest self-importance
<b>H</b>	<b>HUMANITY</b>	→	Social conscience
<b>H</b>	<b>HARMONY</b>	→	Respectful collaboration

**The model works  
equally well for people  
and for companies!**

For people, the *concepts*  
are simple

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The *implementation* takes  
a lifetime to master



For companies, the  
model provides a  
robust framework  
for  
*authentic  
corporate purpose*

The 7H Ladder® for Purpose-Based Leadership includes a strong foundation of ESG metrics, and will help build business value, manage physical and perceived risks, engage stakeholders, and tell an engaging, authentic, and relevant story

## PURPOSE

### HEAD

(Imagination & Intellect)

- Science-based goals
- Data-driven decisions
- Innovation/disruption
- Comprehensive strategy
- Thoughtful governance
- **Capable people**

### HANDS

(Doing the Work)

- Doing the right work
- Participatory culture
- Demonstrated impact
- Measurable results
- Actions support strategy toward resilience
- **Empowered people**

### HUMILITY

(Modest Self-importance)

- About the collective, not the individual
  - “We” vs. “me”
- Having others praise your work more than you do
- Actively listening
- **Humble people**

### HARMONY

(Respectful Collaboration)

- Embracing diversity, equity, and inclusion
- Collaborative partnerships & collective impact
- **Considerate people**

### HEART

(Empathy & Compassion)

- Doing the work right
- Strong values
- High EQ (emotional quotient) leadership
- Compassionate programs
- Trust-building culture
- **Engaged people**

### HUNGER

(Driving Passion)

- Unquenchable drive
- Laser-sharp focus
- High performance
- “Fire in the belly”
- Goes “all in”
- Results oriented
- **Driven people**

### HUMANITY

(Social Conscience)

- “Brands taking stands”
- Advocacy and action for total societal impact
- Social/community investment, CSR philanthropy
- Supports SDGs\*
- **Inspired people**

ESG (Environmental, Social, Governance) REPORTING AND DATA ANALYTICS

H	HEAD	→	<i>Capable</i> people
H	HEART	→	<i>Engaged</i> people
H	HANDS	→	<i>Empowered</i> people
H	HUNGER	→	<i>Driven</i> people
H	HUMILITY	→	<i>Humble</i> people
H	HUMANITY	→	<i>Inspired</i> people
H	HARMONY	→	<i>Considerate</i> people

**When a company** *thoughtfully and collaboratively*  
*identifies its purpose...*

*Implements it* **comprehensively...**

**Demonstrates and** *measures its impacts* **precisely...**

**And** *communicates it authentically...*

**The** *value for the company and its many*  
*stakeholders* **is multi-fold...**

**EXECUTIVES BELIEVE PURPOSE-DRIVEN COMPANIES REAP THE FOLLOWING POSITIVE BUSINESS OUTCOMES:**

99%	Reputational benefit
95%	Employee recruitment and retention
93%	Increased consumer trust
93%	Increased customer loyalty
92%	Likelihood to recommend
91%	Likelihood to purchase
88%	Differentiation from peers and competitors
83%	Improved financial performance
65%	License to operate

THE 2020 PORTER NOVELLI

**Executive PURPOSE STUDY** SEPT 2020

Purpose-driven business is smart business

Source: <https://www.porternovelli.com/intelligence/2020/09/17/porter-novelli-executive-purpose-study-leadership-action-accountability-from-the-c-suite/>

KEY TAKEAWAYS

**Purpose**

The governance principle of shareholder primacy is being replaced by a stakeholder-focused approach.

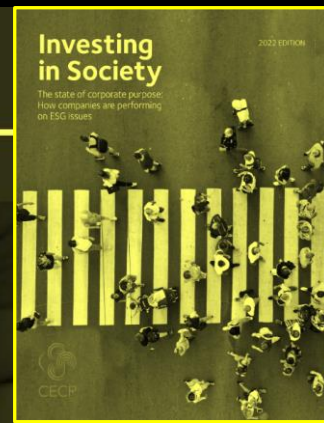
Consumers will reward corporate purpose and companies that cultivate trust with their stakeholders, while punishing companies that don't.

CEOs are planning major business transformations in pursuit of long-term value creation.

Purpose-driven companies enjoy superior revenue growth. Investors see corporate purpose as an indicator of superior management and as a barometer of growth potential and brand strength.

Corporate purpose drives the retention of talent.

Source: <https://cecp.co/iis/>



WHAT'S YOUR PURPOSE?



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<http://danbena.podbean.com/>

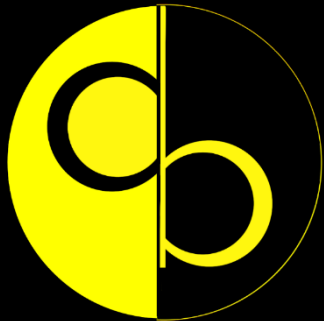


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LET'S TALK ABOUT HOW WE  
CAN APPLY  
**THE 7H LADDER<sup>®</sup>**  
FOR  
PURPOSE-BASED  
LEADERSHIP  
TO DRIVE VALUE  
FOR YOU AND YOUR  
BUSINESS

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# About The 7H Ladder<sup>®</sup> for Purpose-based Leadership



The inspiration for The 7H Ladder<sup>®</sup> came many years ago in a speech delivered by Luis Montoya, then President of PepsiCo Latin America Beverages, and a visionary, people-centered leader. He talked about the importance of using your head, heart, and hands in all that you do as a person. Over two decades, I used that foundation, built upon it, expanded it to include humility and humanity, and applied it to a company.

The amazing Indra Nooyi, former CEO of PepsiCo, reinforced the importance of head, heart, and hands in her leadership by example for the nearly 300,000 PepsiCo associates across the globe.

The ladder is the culmination (at least so far) of many years of mentorship, learning, personal and professional development, thousands of pages of research, and opportunities which I was fortunate to have over the course of my career.

In 2022, I was describing the Ladder to Anogie Joseph-Erameh, at KKR Investments, when he suggested the sixth “H”—Hunger! In the same year, my wife (the source of many brilliant ideas), suggested that a seventh “H”—Harmony—might complete the model!



# About Dan Bena

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- Award-winning Purpose, ESG, and CSR Executive
- Coach & Mentor
- Globally-recognized Water Steward
- SDG Advocate
- Writer
- Keynoter
- Board Member
- Honorary Professor
- Trustee

Watch a two-minute video at [www.danbena.com/about](http://www.danbena.com/about)

**THANK YOU!**