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Leading with Passion and Purpose: Live Case on Brightview Senior Living

Lynda M. Applegate, Baker Foundation Professor, Harvard Business School
Marilynn Duker, Co-Chair, Brightview Senior Living

December 2022

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Today's Session: Leading with Passion and Purpose

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What is Purpose?

"The intention to accomplish something that is at the same time meaningful to self and consequential to others beyond the self."
William Damon, *The Path to Purpose*, 2008



Purpose/Mission & Values Inspiration
Why we exist?

Vision & Strategy Engagement
What do we want to become and how will we accomplish it?

Day-to-Day Actions Satisfaction
What work do we do and do we enjoy it?

Productivity + Impact


Source: Ranjay Gulati, *Deep Purpose*, 2022. Available on Amazon

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HBS Definition of Entrepreneurial Leadership

Source: Stevenson, H., "Perspectives on Entrepreneurial Leadership," HBS Publishing 1984 © Lynda M. Applegate



Entrepreneurship is the **relentless** pursuit of **opportunity** without regard to **resources** currently controlled.

Not "reckless"




Using this definition, how would you rate yourselves as Entrepreneurial Leaders?
 Jot down questions and insights as we go through the presentation.
 We will leave time at the end for discussion

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Please join me in Welcoming, Marilyn Duker

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Marilynn Duker
Co-Chair, Brightview
Senior Living

- 1977 Shelter Group Real Estate Founded by Mark Joseph
- 1981 Marilyn graduated from MIT with Master's in City Planning
- 1982 Marilyn joined The Shelter Group as its first employee
- 1996 Marilyn launched a real estate investment fund for Senior Living
- 1998 Brightview Senior Living (BVSL) launched its first facility
- 2008 Marilyn became President of BVSL / Shelter Group
- 2015 BVSL launched its 30th Senior Living facility
- 2017 Shelter Group Portfolio sold and Marilyn became CEO of BVSL
- Fall 2022 BVSL operated 45 Senior Living facilities
- Marilynn became Co-Chair of BVSL



Please provide an overview of your entrepreneurial journey and what led you to launch Brightview Senior Living through to your decision to step down as CEO and become Co-Chair in Fall 2022.

We will now switch to Marilyn's slides.


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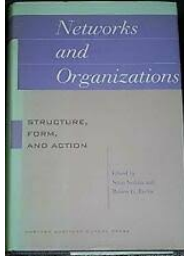
Organizing to Lead with Passion and Purpose


© Lynda M. Applegate

Source: Nitin Nohria and Robert Eccles, *Networks and Organizations: Structure, Form and Action*, 1992



Professor Nitin Nohria
Dean, Harvard Business School





Visiting Professor Bob Eccles
Harvard Business School

“The Purpose of Organization is to reduce the friction that comes when people work together to achieve shared goals.”

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Leading Organizations is a Team Sport

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Source: Applegate, L.M., “Becoming an Entrepreneurial Leader,” *Core Readings in Entrepreneurship*, (L.M. Applegate, Series Editor), Harvard Business Publishing (#8082).

Leading
“Transforming”

Mentor
Capability Builder

Innovator
Strategist

Internal
“Organization”

Customer/Partner/
Relationship
Builder

External
“Strategy”

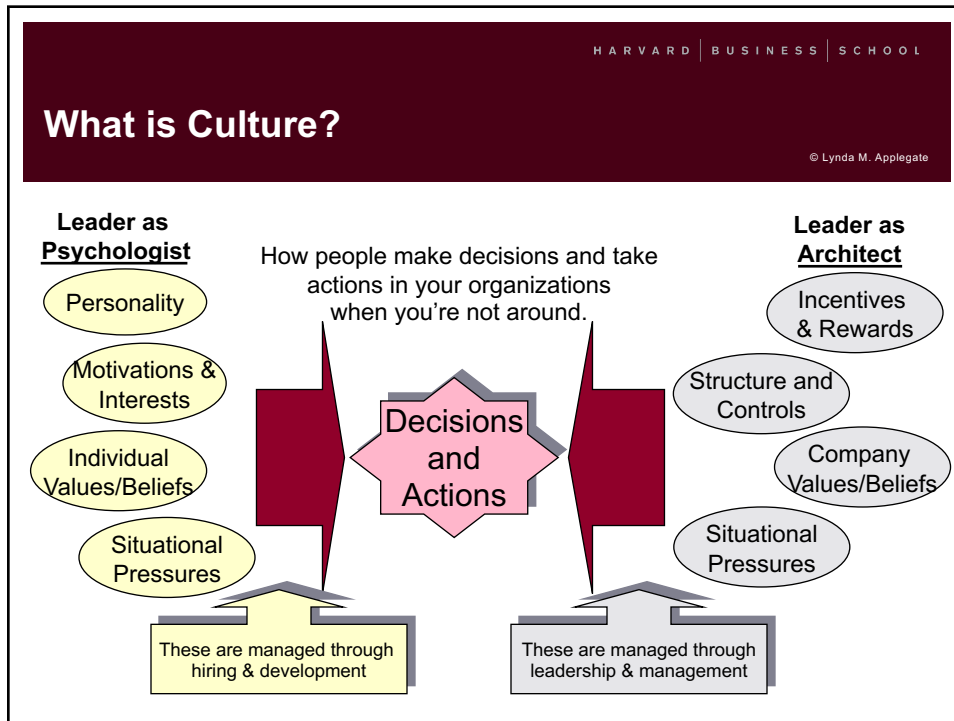
Operator
Controller

Managing
“Executing and Delivering Results”

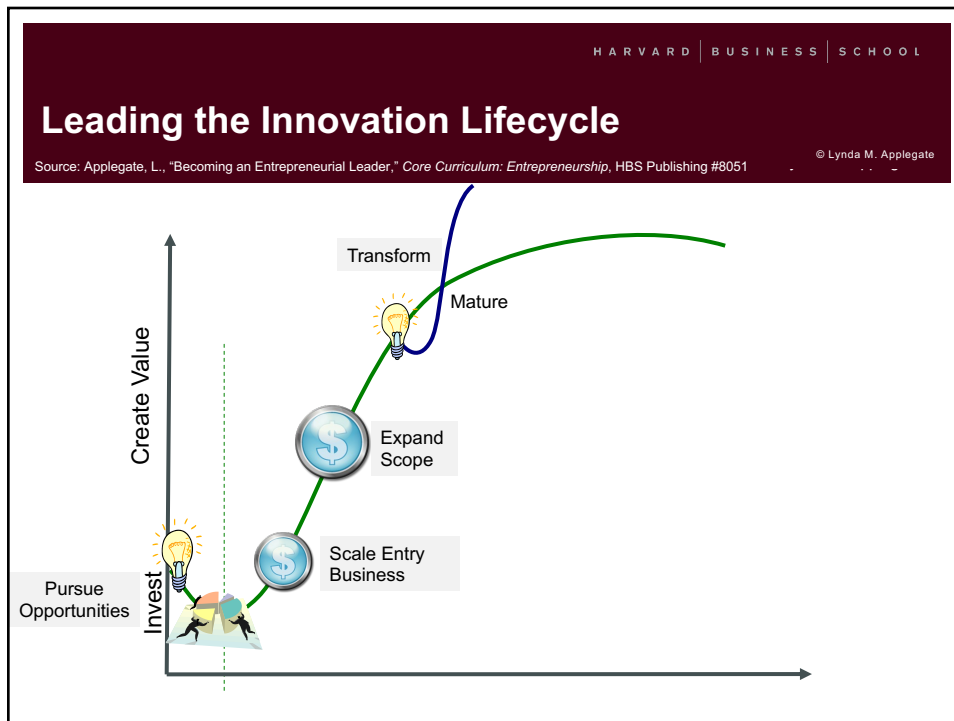
Marilynn

How did you choose people to lead BVSL and what roles do your business leaders play?

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Leading with Passion and Purpose

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Vision & Strategy

Day-to-Day Actions

Inspiration
Why we exist?

Engagement
What do we want to become and how will we accomplish it?

Satisfaction
What work do we do and do we enjoy it?

Marilynn

What were the challenges of Leading with Passion and Purpose as BVSL went from Start-Up to Scale-Up?

Source: Ranjay Gulati, *Deep Purpose*, 2022. Available on Amazon

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Best Wishes for Success

as you

Lead with Passion and Purpose

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