On—Purpose

Associate
Associate Brochure

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for you

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Our Purpose
“We believe in putting purpose before profit. We’re a community that helps you find your work in the world: work that matters and work you care about.”

Tom Rippin, On Purpose Founder and CEO

Our values
We believe there is a better way of doing business that can help solve society’s most endemic problems.
We grow and develop leaders who harness the power of business for good.
Our world needs an economy that works for everybody and operates within the means of our planet and without the injustices of today. To achieve this will require innovative thinking, creativity and diversity of thought and experience.

Our Programmes
The Associate Programme works with professionals transitioning into the impact economy mid-way through their career. It offers experience, knowledge, connections and community to support a succesful transition.
The CEO Programme works with leaders in the impact economy to create transformational change in their organisations, develop their leadership skills and connect each participant with a community of peers.

Our community
We are a vibrant community and network of inspiring leaders in the social and environmental impact space.
Our community is made up of professionals across our three Programme cities: London, Paris and Berlin.
Together with Associates and Fellows, our community includes placements hosts, mentors, coaches, people who train our Associates and our expanding network across the impact place.
The Associate Programme is a full-time, year-long leadership programme. During this time you will:

• Join a cohort of 16-20 like-minded professionals;
• Complete two six month placements in purpose-driven organisations, working with them for 4.5 days per week;
• Take part in our intensive learning and development programme with your cohort every Friday afternoon;
• Benefit from mentoring sessions every fortnight and coaching sessions every quarter;
• Join the On Purpose community and benefit from our international network.

The Programme is based in London. For your year as an Associate, you’ll be paid a £22.5k salary. You also get a normal UK holiday allowance. When you complete the Programme, you’ll remain part of our diverse, connected and collaborative community. Six months after the Programme, alumni earn on average £45k.

Please note that on average our Associates have 5 years of work experience. To apply, you’ll need at least three years of full-time, paid work experience. You also need to be eligible to work in the UK for the duration of the Programme, as we are not able to sponsor visas.
01 Placements

Placements are a central part of the Programme. You work with two purpose-driven organisations for six months each, to deliver impact work.

02 Learning and Development

Training introduces you to new ways of thinking, gives you the knowledge to achieve your potential and to learn from inspiring leaders across the sector and beyond.

03 Mentoring and Coaching

Mentors and coaches support you with your placements, your career development and longer-term goals.

04 Community and network

You join an inspiring network of like-minded professionals, all working towards building a sustainable economy that works for all.
Our placemnts

Placement organisations

The organisations we work with are social enterprises, social divisions of profit seeking companies and commercially-minded charities.

Associates work in two purpose-oriented organisations for six months, doing strategically important work and reporting to senior management within those organisations.

All our placements:

• combine commercial ways of working with creating social or environmental impact;

• have an appropriate level of challenge for a professional with on average seven years of work experience;

• focus the Associate on delivering work of real importance to the organisation.

Placement allocation

On Purpose allocates placements through a two-stage matching process that takes into account the preferences of our Associates and all our placement organisations.

The first stage is an exchange of information, with Associates receiving details of all placements, and vice versa. You submit your preferences for which organisations you like to speak to at matching day.

Following matching day we consider your preferred placements, and placements’ preferred Associates; allocating matches to maximise everyone’s preferences and achieve one set of matches that works across the whole group.
A selection of our current and previous placement organisations:
“The work I’ve done in my placement has been interesting and meaningful - I feel like I’ve had a positive impact that will continue after I’ve gone.”

Michael, 2017 Fellow

**Placement example 1**

Building the business case to use discarded fishing nets as plastic for carpets, reporting to the head of innovation:

- research into the supply of fish nets and how that matches the demand of Interface;
- managing stakeholders, such as the London Zoological Society;
- financial modelling to set out the financial business case.

**Placement example 2**

Building a new body care brand, The Soap Co., for Clarity EFBP, a social enterprise employing blind and disabled people:

- cost and revenue modelling to build a viable proposition that created social value;
- market research to ensure product offering appealed to the target demographic;
- project management of production specialists to manufacture the product.

**Placement example 3**

Helping set up a new fund and analysing impact investment deals at Big Society Capital:

- supported launch of social investment programme aimed at getting large corporations to invest at social innovation;
- analysis of the social and/or environmental impact of potential investments.
Learning and Development

Learning and development is a key part of the Associate Programme, and is delivered, in the main, through cohort training sessions each Friday afternoon.

Our learning and development sessions are delivered by leaders in the social sector and beyond, equipping you with a wide range of knowledge and skills, and enabling you to:

- understand the impact sector and commit to its potential to achieve systemic change
- gain comprehensive professional skills alongside social sector knowledge and experience
- investigate a range of approaches to financing, scaling and measuring impact
- exercise leadership potential and develop a sense of purpose, momentum and direction.

Example Training Sessions

- Organisational culture and development
- Social investment
- Problem solving
- Systems change: an introduction to mapping and mindsets
- Partnering and collaboration: a route to scale
- Life design
- Legal structures for purpose led organisations
- Human-centred design & behavioural change
- Leadership in uncertainty
- Unconscious bias
- Good governance
- MBTI and working style
“The On Purpose Associate Programme is like a springboard. From it I have jumped straight into working with dynamic people dedicated to tackling the world’s most urgent environmental issues”

David Romain, 2017 Associate

**Mentoring**
You are matched with two mentors across the year, one for each placement, and you meet with them every fortnight. Your mentor supports and challenges you, gives you guidance and acts as a sounding board and thought partner. (eg. by reviewing a board presentation or helping you navigate organisational politics).

**Coaching**
You are matched with an executive coach for the year, and meet them once every quarter. Our coaches are experienced professionals who coach at senior and executive levels in organisations. Often, our coaches have had careers in business themselves.

Coaching offers an opportunity to step back and reflect on what you’re learning from the Programme and where your future career might take you. Our coaches are independent of On Purpose and their objective is to support your leadership development; they’ll challenge you to find your own solutions based on your own strengths and values.
After the Programme
“90% of our Fellows continue working in purpose-driven organisations.”

Tom Rippin, CEO On Purpose
Our Associates have on average five to seven years of work experience and to apply you must have at least three years of full-time paid work experience.

We’ll happily consider you whether you have five years experience or fifteen: above all, we look for people with an inspiring track record of achievement, be it personal, professional or academic.

Throughout the assessment process, you’ll be asked to demonstrate:

• **Motivation and persistence:** the ability to turn ideas into reality and seize opportunities. To challenge yourself to set goals and to know when to compromise or to involve others.

• **Interpersonal skills:** convincing, bringing in and inspiring others, whilst also dealing with conflict effectively and sensitively.

• **Attitudes and mindsets:** retaining high expectations, an open mind and an eagerness for new experiences; being pragmatic, self-sufficient and comfortable with changing situations. Ability to articulate your commitment to work in the social enterprise space.

• **Problem solving:** structuring and breaking down complex problems into solvable elements, whilst not losing sight of the big picture; being comfortable with quantitative analysis and mental arithmetic.

On Purpose welcomes applications from people with diverse backgrounds and experiences and people often under represented in the impact sector including from ethnic minorities, with disabilities, from a variety of cultural and socio-economic backgrounds, gender identities, sexualities and religions.
Application process

1 Online applications
Submit an application online. This includes a copy of your CV, your motivation to join the programme and a URL to a short video that introduces you.

During the application period for each cohort we hold introduction evenings where you get a chance to meet some of our community and ask questions about the Programme, alongside other events including networking drinks.

2 Learn more about the Programme
If you are selected for interview, you’ll be offered the opportunity to:

- join a conference call detailing what to expect during interviews and how to prepare for them;
- attend a sample On Purpose training session;
- review an example of a project that you might work on in a placement and different ways to approach challenges in that project.

3 Interviews
You attend interviews in London with two parts: one social enterprise-based case interview, which assesses your problem-solving skills; and two personal experience interviews.

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August - November — November/December — November/December
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Feb - May — June — June/July
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April
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October

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20
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4 Offers
After the interviews, we aim to make offers as quickly as we can, but we need to ensure that we have matched the number of Associates with the number of placement organisations we are partnering with for each cohort. It usually takes four to eight weeks to finalise the number of placements and of Associates.

5 Placement allocation
Our matching process weights equally the preferences of placements and Associates:
- First round matching: Associates review placement overviews and indicate their preferences.
- Second round matching: Associates have 20 minute in-person interviews with eight placement hosts.
- Final round matching: is completed by On Purpose. 81% of our Associates are matched with two of their top 5 placements.

6 First placement begins
Associates join the Programme with a three day induction with their cohort. Introductions are made to mentors and coaches, before each Associate starts their first placement.
“On Purpose was the chance to experience different working environments and projects, and undergo a year of extensive training and mentoring. It was exactly what I needed”

Lizzie Heighway, October 2017 Fellow

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Lizzie before

After graduating I worked in arts administration, and following that spent a few years alternating between policy or project roles in UK-based health charities. Although I was working in not for profit organisations I had lots of unanswered questions about what I actually wanted to be doing.

On Purpose was the chance to experience different working environments and projects, and undergo a year of extensive training and mentoring. It was exactly what I felt I needed.

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On Purpose

My first placement was at African Prisons Project where I had two projects, one exploring how they could open a law firm in prisons in Kenya and Uganda, staffed by prisoners they are training in law, and one looking at internal communications across their three countries of operation.

My second placement was at The Royal Bank of Scotland. I worked on Social and Community Capital’s impact report, designed and piloted a skills-based volunteering scheme for staff in the bank, and supported the team on their wider work.

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Lizzie after

I am currently working for Virgin Unite, the charitable foundation attached to Virgin. I realised through On Purpose that I wanted to work closer to corporate organisations whilst still directly focussing on work that had a positive social impact, so I’m really pleased to be here.
ASSOCIATE
SUSTAINABLE
BUSINESS

ASSOCIATE
THE PROMISE
OF
UBUNTU
“It’s invaluable to be part of a group of talented people who have the same goals as you, and are going through the same process as you, but all have a different background and network”

Pauline Eloi, October 2017 Fellow

Pauline before
I felt very disconnected from the industry I worked for and I noticed a real contrast between the passion of my colleagues for fashion and my concerns for the negative impact of this industry.
I was investing a lot of my time and energy into something that was fundamentally opposed to the mark I wanted to leave on our planet.
I knew all I needed was to get one relevant experience in climate action or sustainability to learn about the field, develop my network and prove I could work with it.

On Purpose
My first placement was as an Innovation Associate at Interface. They are a carpet manufacturer and one of the most pioneering companies in sustainable business practices. I developed a network of reuse partners as part of the re-launch of their ReEntry service in the UK.
My second placement was as a Project Manager for innovation foundation Nesta. I was part of their Challenge Prize Centre and developed their portfolio of services to solve a wider range of societal challenges.

Pauline after
I am part of C40 Cities’ Women4Climate team.
Women4Climate is an initiative launched by C40 Chair and Mayor of Paris Anne Hidalgo which aims to empower and inspire the next generation of climate leaders through research, a mentorship programme and a Tech Challenge. I’m in charge of managing the latter.
“Having a group of like-minded people to share my doubts, hopes and thoughts with made it much more doable for me”

David Puttergrill, October 2014 Fellow

David before
I started out as an accountant at PwC, then tried out corporate finance for a bit. I soon realised that I didn’t care enough about what I was doing. A friend forwarded me a job ad about a social investment role and I was instantly curious. The company worked with such interesting social enterprises and charities. And they stood for something. The contrast between how interested I was in that and how I felt about the role I was in made it obvious to me that I needed to make the leap. On Purpose seemed like the perfect opportunity for me.

On Purpose
I worked with a start-up student loans company, StudentFunder, and with the UK’s leading venture-philanthropy organisation, Impetus PEF. The On Purpose year also had a great package of training on social enterprise and a mini-MBA style training programme. However, the most important element was being with a group of seventeen other people on the programme going through the same transition at the same time. Having a group of like-minded people to share my doubts, hopes and thoughts with made it much more doable for me.

David after
I’m now Head of Operations at Fair Finance, a social business tackling financial exclusion, based in East London.
Find out more

Useful links
If you’d like to know more about us or the Associate Programme, here are some ways how you can find out more:

• Our introduction evenings explain more about the Programme, offer a chance to meet some of our core team members and Associates in person and give you the opportunity to ask questions.

• Our networking events offer an informal opportunity for you to connect with like-minded people and get inspired.

• Our social media channels share details of the Programme, our community and our partners, including details on the learning and development sessions we run each week.

• Finally, our website has more information about the Associate Programme, including case studies and further information about our community.

Contact us
If you have any questions about the Programme, please do get in touch with us at recruitment@onpurpose.org. Beyond that, best of luck with your application.
We look forward to getting to know you!
Associate Programme

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