

**On — Purpose**

**Associate**

**Programme**

**Brochure**

**Leading the change  
we need**

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# Our Purpose



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We are fuelling the growth of a truly sustainable economy by attracting and developing the leaders it needs. We believe that only by doing this will we have a chance of solving society’s most difficult problems.

**Tom Rippin**

On Purpose Founder  
and CEO

## Our values

Our world needs an economy that works for all and operates within the means of our planet and without the injustices of today.

This requires a fundamental shift, led by people who transform the organisations in which they work, from an economy of profit to an economy of purpose: an economy that serves the wellbeing of all, now and for all time.

We are the home for these leaders: a community that develops, challenges and sustains itself and others, to help bring about such an economy.

## Our Programme

Our Associate Programme develops people who will help transform the economy by changing the organisations in which they work.

The year-long leadership programme offers two paid purpose-driven work placements, weekly training and regular 1:1 coaching and mentoring.

Associates join a thriving community that continues to develop, challenge and support them as they work towards making the transformation we need a reality.

## Our community

We are an international and diverse community inspired by the vision of a future where individuals, organisations and the economy work in healthy ways.

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.



# Programme structure

The Associate Programme is a full-time, year-long leadership programme. During the year, you will:

- Join a cohort of 16–20 like-minded professionals;
- complete two placements in purpose-driven organisations, working with them for just under 6 months each, 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 £25.6 k 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 £45 k.

On average, our Associates have around 7 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 and you must be able to communicate fluently in English.





# Our placements

## 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 would 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.



## Placement organisations

We work with a range of organisations including social enterprises, B Corps, social divisions of for-profit companies and commercially-minded charities.

Associates work in two purpose-oriented organisations for just under 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 Experience



The experience on placement has been very helpful, for instance by increasing my knowledge and understanding of startups, employment and agriculture - areas I previously had no experience in and little knowledge of.

**Patrick Ellen**

Fellow  
October 2020



S Y S T E M I Q

#### Placement example 1: Systemiq

Supporting the development of a stakeholder engagement strategy to help drive forward a just energy transition:

- Running expert consultations with diverse industry stakeholders;
- Conducting research into specific energy challenges and helping to write reports;
- Managing stakeholders like the Energy Transitions Commission



SAMARITANS

#### Placement example 2: Samaritans

Developing products to support people's mental health and wellbeing for the Samaritans, a UK charity who support people dealing with suicide:

- Working in two week sprints to develop new products/ services;
- Pitching ideas to the senior leadership team;
- Refining and reiterating one product and project managing it to market.

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What I really enjoyed about my time with DCMS was that I could clearly see the impact I was making. There was a set brief at the start of my placement and by the end of my six months with DCMS I could clearly see the role I had played in delivering a Vision for Volunteering.

**Rachel Bronstein**

October 2021 Fellow

### Placement example 3: Better Society Capital

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.



**BETTER  
SOCIETY  
CAPITAL**

# Learning & Development

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When I started at On Purpose, I had expected to learn a lot about leadership, systems change and social impact to help me develop the knowledge and skills I would need to build a career in the sector...What I did not expect was to completely reevaluate what I thought I was capable of. The programme has shone a light on blindspots and uncovered hidden strengths...paths and possibilities have opened up, which, before, I couldn't even see.

**Jawad Anjum**

Fellow  
October 2019

## Learning and Development

Learning and development is a key part of the Associate Programme, and will help you to become a leader who can bring about transformation in our economy.

It 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



# Mentoring & Coaching



While my coach really helped me understand my key day-to-day drivers, being connected with mentors who knew the organisations I was working with, was very useful. Both helped me navigate different situations and were great sounding boards.

**Caleb Wheeler-Robinson**

Fellow  
October 2019

## 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 (e.g. 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

## 92% of our Fellows continue working in purpose-driven organisations

After your year on the Associate Programme, you become a Fellow. Our Fellows remain a central part of our community and continue to enjoy its benefits.

We share developmental opportunities with each other, have socials together, involve Fellows in the selection and training of new Associates and more.

Our slack community ensures you never miss out on events and opportunities of interest to you.

We'll also support you with your job search after the Programme. Job openings are shared amongst the community and Associates frequently find jobs with present or past placement organisations. While we can't guarantee you a job, we'll certainly support you with your search where we can.



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This year was totally life changing and incredible for me, thanks to all the core team for that. I would never have the job I have now without it, or the confidence, the lifelong friends.

**Louise Chegwidden**

April 2021 Fellow

A year on the Associate Programme provides ample preparation for a purpose-oriented career: our Associates have a significantly higher sense of purpose than they do before the Programme and feel more able to clearly articulate their long term professional goals.

93% of Associates feel more confident leading change and 80% of Fellows report their work has a positive impact on people & planet.

Almost 1,000 Fellows are leading change in all parts of the system: from running a social enterprise that has supported almost 400 young refugees into employment, to winning a campaign which enabled free parking for disabled people at NHS hospitals, impacting the lives of hundreds of thousands blue badge holders.



# Fellow stories



Being on the Associate Programme showed me that I have invaluable transferable skills and it really helped to build my confidence.

### Laura Podmore

Fellow  
April 2022



#### Laura before

I initially worked in marketing and sales. However, finding the work quite 'soulless', I moved into Communications with an international health care NGO which focused on research and policy, training, international aid and more.

At the same time I did some consulting with digital startups to help them grow their business and products.

#### Laura with On Purpose

My first placement was at Natwest. As Purpose Manager, I was supporting the organisation on its journey to embed 'purpose' into the business.

My second placement was with ReLondon, a partnership of the Mayor of London and the London boroughs to improve waste and resource management and transform the city into a leading low carbon circular economy. Here I worked on the development of a digital platform with the aim to scale circular economy businesses and projects around London.

#### Laura after

I now work as a Policy Advisor in the Cabinet Office. Public policy is something I've always been really interested in and learning more about it on the Associate Programme and reflecting on its potential to affect change, I knew I wanted to get some experience in that area.

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My cohort was (and is!) the core resource I would look to. My cohort pushed and inspired me in many different ways and I came to love them very quickly.

**Dan Enzer**

Fellow  
April 2022

### Dan before

I started my career in economics, working at a boutique economics consultancy. It was demanding, being forced to work weekends meant I learnt a lot.

But I knew I wanted a greater variety of experience, something more values-driven and less intense!

I realised that I was wasting my working life on something I didn't care about. I wasn't thriving in my work and I wanted to devote myself full-time to making a positive difference.

### Dan with On Purpose

My first placement was at Impact at Urban Health, an organisation that seeks to improve health in inner-city areas. As Partnerships Manager, I was looking after a portfolio of four projects which focused on funding that would reduce missing data, for instance on social cohesion.

My second placement was at Altruistiq, a platform that helps businesses measure, reduce and offset their carbon footprint. Here I worked on a number of projects diving into science-based targets and emissions accounting.

### Dan after

I now work for Altruistiq, my second placement while on the Associate Programme. Here I'm part of the research team.



You can design your career - and your life - as you choose. There isn't just one path you have to follow to have a 'successful' career.

### Rabia Abrar

Fellow  
October 2017



#### Rabia before

Prior to joining On Purpose, I was working as a management trainee and marketing specialist at a large Canadian telecom company.

After a few years, I decided to leave the job and pursue a purpose-led career. I moved to Rotterdam and started a master's degree in Sustainable Urban Management and Development and upon completion, I moved to London to work within the social impact space.

#### Rabia with On Purpose

My first placement was with Systemiq, an environmental consultancy. Here I worked on a project with the Energy Transitions Commission and on another initiative with the Ellen MacArthur Foundation to do with the circular economy for food and cities.

For my second placement, I worked at the Widening Participation Department at King's College London. I created a communications strategy for (and with) the team and provided training and guidance on various topics like social media and media outreach, to reach more people in different ways

#### Rabia after

Most recently, I've worked as the Operations Lead at the Wellbeing Economy Alliance, a nonprofit which facilitates collaboration between changemakers from across the globe, who are working to transform the economic system.



# Your Application

# Who we look for

## Eligibility

To apply you:

- must have the equivalent of three years of full-time, paid work experience (please note, we do not consider paid/unpaid internships or voluntary experience as part of this). We'll happily consider you whether you have four or fifteen years of experience: above all, we look for people with an inspiring track record of achievements and drive to develop themselves personally, professionally or academically;
- need the right to work in the UK prior to applying for the Programme. On Purpose is not able to sponsor visas for the Associate Programme. For more information visit the gov.uk website;
- must be able to communicate fluently in English.

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:** retain 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 and environmental impact 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.

# Application process

## 1. Online applications

Submit an application online. This includes answering questions about your suitability for the programme and submitting a copy of your CV.

During the application period for each cohort we hold introduction webinars where you get a chance to meet some of our community and ask questions about the Programme.

## 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;
- practice a case study interview based on an example of a project that you might work on in a placement and consider different ways to approach challenges in that project.

## 3. Interviews

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

## 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 weighs equally the preferences of placements and Associates:

- First round: Associates submit a one-minute video about themselves which will be shared with all placement organisations with their CV. Associates review placement overviews and indicate their preferences.

- Second round: Associates have 20 minute interviews with eight placement hosts, after which Associates and placements rank one another again.
- On Purpose allocates placements based on these rankings.

## 6. Associates begin the Programme

Associates join the Programme with a 3-day induction with their cohort.

The following week, Associates start at their first placement.

Introductions are made to mentors and coaches, within the first month of the Programme.

# Useful links

If you'd like to know more about us or the Associate Programme:

Our introduction [webinars](#) explain more about the Programme, offer a chance to meet some of our core team members, Associates and Fellows, and give you the opportunity to ask questions.

In our monthly [newsletter](#), we share updates about the Programme, our community and our partners.

Finally, our [website](#) has more information about the Associate Programme, including more Fellow stories and further information about our community. Do also have a look at our [FAQs](#).

If you have any questions  
about the programme, do get  
in touch with us at:

**[recruitment@onpurpose.org](mailto:recruitment@onpurpose.org)**



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