



ACTIVATING ORGANIZATIONAL PURPOSE



A Kindling Case Study

THE OPPORTUNITY

To create a program to engage 2,500 ETS colleagues worldwide with their organizational purpose:

To create sustainable value for all our stakeholders as we engineer a more efficient, safer, and sustainable world.

*** Note - ETS calls their employees colleagues.*



THE DISCOVERY

To understand where to begin with the colleague activation, KCA conducted immersive discovery sessions and interviews, rooted in Appreciative Inquiry, where ETS colleagues reflected on their personal values, shared meaningful stories, and explored the collective impact of their work.



THE RESEARCH

Leaders & colleagues representing every business unit were interviewed, spanning early-career to 25+ year veterans across diverse roles from shop floor to legal, with participants joining from five countries including France, the US, Germany, Spain, and China.



THE DATA

KCA unlocked actionable insights by identifying key themes that revealed the authentic employee experience, delivering a comprehensive findings report that aligned leadership around what matters most to ETS colleagues.



Alignment Chart

We thought it would be valuable and interesting to explore the alignment among our participants around key elements of the purpose statement*: awareness, stakeholders, safety, and sustainability. Exploring alignment gives us some direction for where to focus communication and idea generation.

Area	Leadership	Colleagues
Awareness	Aligned: all highly aware and can connect it to either a highly formed personal purpose statement or at least the idea of one. However, a few admitted not giving it much or any thought on a regular basis	Not Aligned: responses demonstrated overall lack of awareness. All open and curious and most welcoming to the general intent with some scepticism mixed in.
Stakeholders	Almost Aligned: many believed stakeholders is an all-encompassing word, but not all were confident.	Not Aligned: the majority focused on shareholders at first, but opened up to others like colleagues, customers, family and community as conversations ensued.
Safety	Aligned: its was	
Sustainability	Aligned: perso impac and t	

*efficiency was not an element
purpose statement has or can t

What We Found

Leaders have a perspective, colleagues have an experience.

We found that leaders have a more mature and informed **perspective** about purpose, both organizationally and personally. Colleagues lean on their **experience**, or lack thereof, of the concept of an organizational purpose or with the purpose statement itself. In other words, leaders could speak to and even defend the theory behind, and opportunity within, the purpose statement and colleagues were able to speak more to tactical concepts like observed processes, what is measured and how they personally experience their work.

While awareness of the purpose statement is low in the colleague groups, all parties generated ideas around how it is or could be lived out at ETS and many were able to share personal stories about how they can connect with concepts within the statement like safety, sustainability, and efficiency.



SPARK
SOMETHING
BIG

THE SPARK

What developed from the stories and voices of the colleagues is the “What Matters Most” workbook— a creative, conversational tool now used across the organization to foster connections, grow awareness of shared purpose, and promote reflection.



THE CREATIVE

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ACTIVITY

What Matters Most To You?

Take your top 3 ranked words from the previous section and explore why they are most important to you.

#1

#2

#3

Now let's dig deeper into why you go to work every day. Beyond the need for a paycheck, why do you do what you do?

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What Matters Most To Others?

We've asked some of your colleagues to share why they come to work. Here are a few examples...

My Beliefs

Problem Solving

Making the world a better place!

family

CAREER GROWTH

SCAN TO HEAR WHAT MATTERS TO YOUR COLLEAGUES

Now write down your bottom 3 ranked words from page 5.

While these may not be important to you, take a moment to explore why they might be important to your colleagues.

Understanding our differences helps us collaborate and unite as a team.

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Celebrating Our Impact

As an ETS colleague, **you** are a part of a community of **2700 colleagues** across **30 cities** and **15 countries**.



Across **four ETS divisions**, you help us build and deliver **hundreds of products**.

- Air heaters
- Cable heaters
- Cartridge heaters
- Cast heaters
- Coil heaters
- Core heaters
- Decarbonization assessments
- Decarbonization solutions
- Electric heaters
- Electric steam generators
- Flexible heaters
- Heat trace systems

- Heat transfer systems
- Heating elements
- Immersion heaters
- Micro heaters
- Pedestal heaters
- Power control panels
- Power generation (turbines)
- Process heaters
- Sensors & Thermocouples
- Thermistors
- Skid systems
- Temperature sense

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Four ETS Divisions empowered by one aligned leadership team and global support functions

Industrial Process Heating

One Team, Two Powerful Brands

Driving growth through decarbonization, electrification and energy efficiency.

Industrial Equipment Heating

Leveraging Differentiated Expertise

Creating synergies through complementary technologies and expertise.

Electric Heat Trace

Conquering Untapped Markets

Providing focused attention to customers and their distinct needs.

Global Supply

Transforming Supply Together

Becoming a world-class manufacturer through best practices and operational excellence.

We have a proud heritage and a bright future, inspired by the opportunities we see from the shift towards industrial decarbonization and the adoption of digital technologies.



Our Purpose is why we exist. **Our Vision** describes how we want to shape our Group for the future. **Our Values** guide our behaviors and choices.

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Our Purpose

To create sustainable value for all our stakeholders by engineering a more efficient, safer and sustainable world.

What does this mean?

It means we exist to help our industrial customers make their processes safer, more efficient and more sustainable. That's good for them, their people and the planet.

Who are our stakeholders?

Our Colleagues

Our Environment

Our Customers

Our Suppliers

Our Communities

Our Shareholders

Our stakeholders benefit from our products and solutions, as well as the things we do with the money we make.

Our Vision

As the **trusted global leader** in optimizing critical thermal energy and fluid technology processes, we are **highly connected** with customers, **obsessed** with their evolving needs, delivering **solutions that serve people** and enable the transition to a **low-carbon, resource-efficient world**.

What does this mean?

Our vision describes where we want to be in 10 years' time. Our vision sets a clear direction for the future. We can make our vision a reality by working together and living our values.

THE ACTIVATION

By building purpose into conversations, onboarding, rituals, and team practices, the “What Matters Most” workbook aims to create a workplace where people feel seen, connected, and proud of the impact they make—every single day.



“This is about asking real questions, listening deeply, and building a purpose-led culture from the inside out. It’s about building more human-centered workplaces where people feel valued for who they are and the work they do every day.”

- NATHAN WADDING
KCA FOUNDER & CEO

