

# ALIGNND

## ON PURPOSE

## unlocking innovation during a crisis with “both/and” thinking

One of the things I love about purposeful business leaders is that they’re experts in “both/and” thinking. They’ve mastered the art of bringing together two unlikely, almost impossible, concepts to forge innovation.

In a 2017 interview with *Fast Company* about Chobani’s dramatic rise in the Greek yogurt category, Chobani Chief Marketing Officer Peter McGuinness gave this account of founder Hamdi Ulukaya, “He wants to grow the business and be a fierce competitor. But he’s got a giant heart and conscience and wants to do the right thing, regardless of market share, money, all that kind of stuff.”

KIND CEO Daniel Lubetzky refers to “both/and” thinking as the KIND BrAND Philosophy internally. In his book, *Do the KIND Thing*, Lubetzky says, “At KIND, we pride ourselves on creating new paths and models that avoid that kind of false compromise. Instead of “Or,” we say “And.””

These leaders are changing the question. They’re taking two seemingly disparate ideas, putting them together and then figuring out what to do. That’s why “both/and” thinking can be a catalyst for innovation and disruption.

Before Covid-19, it was a big part of how categories were evolving. Brands, like TOMS, Chobani, Warby Parker and Everlane, were changing the playing field. They were figuring out a new framework to pursue both purpose and profit. The work they were doing today was about making business better tomorrow.

Fast forward to where we are today. Businesses around the globe are being pushed into this same approach to thinking. How can we keep our employees safe AND continue to serve our

customers? How can we use our resources AND create the greatest impact?

The results have been fascinating. Beer companies making hand sanitizer. A hockey equipment company producing medical face shields. A global retailer designing hospital gowns. A tampon advocate manufacturing hospital masks.

Small businesses are reinventing themselves at lightning speed as well. White table cloth restaurants offering family-style takeout, farmer’s markets becoming drive-thru only, yoga studios offering online classes, artists, museums and zoos offering concerts, tours and live cams. I can’t wait to see what parts of these transformations become permanent offerings. Or, if an expanded audience translates to a faster recovery.

Reinvention isn’t easy. In fact, it’s hard. However, when you start with a smaller box and start asking both/and questions, it sparks innovation.

### ADDITIONAL RESOURCES

- “How Chobani’s Hamdi Ulukaya is Winning America’s Culture War,” *Fast Company* <https://tinyurl.com/uu86e42>
- “Thinking Inside the Box,” *Purpose Greater Than Profit*, <https://tinyurl.com/uu9h6ek>
- *Do The KIND Thing* by Daniel Lubetzky