



THE POWER AND PRACTICE OF PURPOSEFUL LEADERSHIP

KEYNOTE SUPPLEMENTAL EXERCISES



THE PURPOSE EFFECT

PURPOSE-ORIENTED PEOPLE...

- Live up to 7 years longer (NIH, 1998; Carelton, 2014)
- Are twice as likely to learn something new each day (Gallup, 2013)
- Are 42% more likely to regularly experience contentment (Leider, 2009)
- Are less likely to be chronically stressed (Journal of Clinical Psychology, 1980)
- Have a 20% longer tenure where they work (NYU/Imperative, 2015)
- Are 50% more likely to be leaders, be promoted (NYU/Imperative, 2015)
- Are 64% more fulfilled at work (NYU/Imperative, 2015)

A SENSE OF PURPOSE...

- Quadruples the likelihood of being engaged at work (Gallup, 2013)
- Is ranked the #1 factor in job satisfaction, and is more than 2x more important than the next factor, organizational leadership (Happiness Research Institute, 2015)

RESEARCH FINDS EMPLOYEES WHO WORK WITH OR FOR A PURPOSEFUL LEADER...

- Are more satisfied
- Perform better
- Are less likely to quit
- Are more willing to input higher effort
- Are more resilient

Bailey & Shantz, 2017; World Economic Forum, 2017

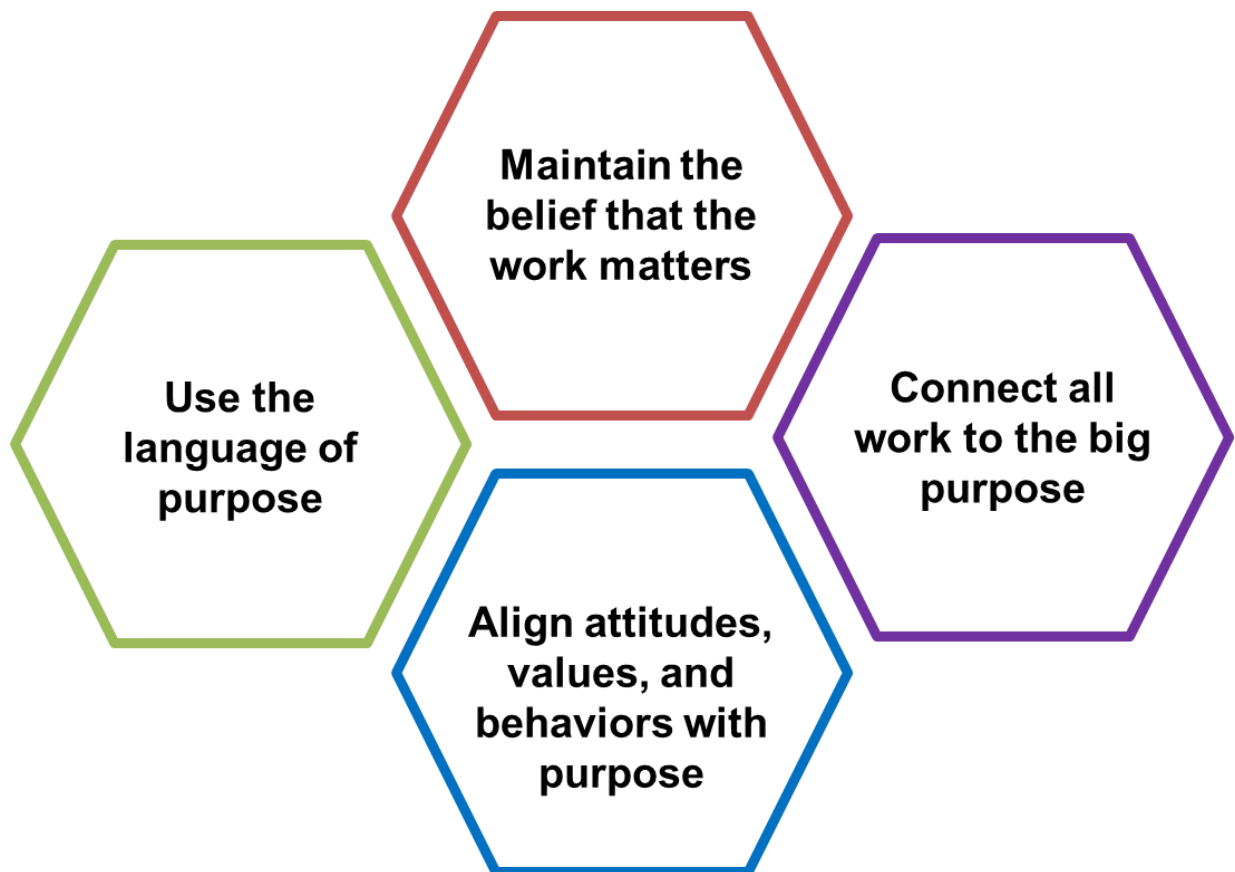


THE PRACTICES OF PURPOSEFUL LEADERS

PURPOSEFUL LEADERS...

- Have a strong sense of their own purpose and moral compass
- Strategically connect daily work to the bigger purpose
- Consider the human impact as part of everyday decision-making and reactions to stressful/difficult events
- Cast or contribute to a compelling vision for their team
- Consider the needs of a wide range of stakeholders when making decisions

THE PRACTICES OF PURPOSEFUL LEADERS





STORY-TELLING AND STORY-COLLECTING

Think about a specific moment in your job when you *most* believed that your job mattered. Try to describe it as specifically as possible. What happened? Who was around? What was said?

A large rectangular area defined by a dashed line, intended for the user to write a story about a specific moment in their job.

What are the key touchpoints within your team and work where you could incorporate more story-telling and a focus on impact?

A large rectangular area defined by a dashed line, intended for the user to list key touchpoints within their team and work for incorporating more story-telling.



THE PRACTICES OF PURPOSEFUL LEADERS

CRAFTING A PURPOSE STATEMENT

Take a few minutes to write down, in general, what you LOVE doing (what makes you come alive), what you're GOOD at (things/skills that come naturally to you and not others), and how you contribute to or improve those around you.

WHAT I LOVE DOING:

PASSION

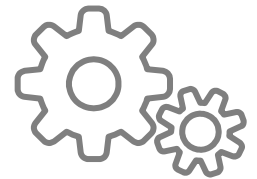
- 1.
- 2.
- 3.



WHAT I AM GOOD AT:

TALENTS

- 1.
- 2.
- 3.



HOW I CONTRIBUTE TO OTHERS:

IMPACT

- 1.
- 2.
- 3.





PURPOSE STATEMENT

A purpose that compels engagement, performance, and results is detached from “whats” and “hows,” active, human-centered, and impact-driven.

MY/OUR **PURPOSE** IS TO _____
ACTIVE VERB: STRENGTH IN ACTION

WHO: THE PEOPLE YOU SERVE

IMPACT: WHAT WILL PEOPLE BE ABLE TO DO, THINK, HAVE, OR FEEL?

"My purpose is to inspire people and organizations to awaken and deliver their purpose." - Zach Mercurio

"Our purpose is to create a better everyday life for the many people." – IKEA

"Our purpose is to power prosperity in business and in life." – Texas Capital Bank

"Our purpose is to create happiness by providing the best in entertainment for people of all ages everywhere." - Disney



THE PRACTICES OF PURPOSEFUL LEADERS

ENSURING A CLEAR LINE OF SIGHT TO THE PURPOSE

Laddering Tool





PRACTICING A PURPOSEFUL MINDSET

Pick a task that you don't like doing. Now answer the following questions: *1. What would happen to a human being if you didn't do it? 2. How does it impact a human being? Who?*

A large dashed rectangular box, intended for the user to write their answers to the questions provided above.



THE PRACTICES OF PURPOSEFUL LEADERS

DEVELOPING A PURPOSEFUL VISION

If I/we were consistently “delivering” my/our purpose...

Pillar 1: Feeling Qualities

How would you and others *feel*?

- 1.
- 2.
- 3.
- 4.
- 5.

Pillar 2: Being Qualities

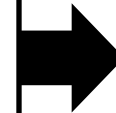
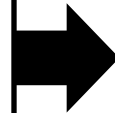
How would you have to *be* to feel this way?

- 1.
- 2.
- 3.
- 4.
- 5.

Pillar 3: Activation

What will you have to regularly *do* to enact these being qualities?

- 1.
- 2.
- 3.
- 4.
- 5.





READING LIST

Foundational Books on Purpose

1. Mercurio, Z. (2017). *The invisible leader: Transform your life, work, and organization with the power of authentic purpose*. Advantage Media Group.
2. Hurst, A. (2014). *Purpose economy*. Elevate Publishing.
3. Frankl, V. E. (1985). *Man's search for meaning*. Simon and Schuster.
4. Dik, B. J., & Duffy, R. D. (2012). *Make your job a calling: How the psychology of vocation can change your life at work*. Templeton Foundation Press.
5. Sinek, S. (2011). *Start with why: How great leaders inspire everyone to take action*. Penguin.
6. Leider, R. J. (2015). *The power of purpose: Creating meaning in your life and work*. Berrett-Koehler Publishers.
7. Clydesdale, T. (2015). *The purposeful graduate: Why colleges must talk to students about vocation*. University of Chicago Press.

Key Research Reports

1. Kaplin, A., & Anzaldi, L. (2015, May). New movement in neuroscience: A purpose-driven life. In *Cerebrum: the Dana forum on brain science* (Vol. 2015). Dana Foundation.
2. Ernst & Young Beacon Institute/Harvard Business Review (2015). *The business case for purpose*.
3. LinkedIn/Imperative/NYU (2016). *Purpose at Work: 2016 Global Report*.
4. Gallup Organization (2014). *State of Global Well-being*.
5. Hickman, Gil Robinson. "Invisible Leadership." In *Encyclopedia of Leadership*, vol. 2, 750-754. Thousand Oaks, CA: SAGE Publications, Inc., 2004.
6. Cohen, R., Bavishi, C., & Rozanski, A. (2016). Purpose in life and its relationship to all-cause mortality and cardiovascular events: A meta-analysis. *Psychosomatic Medicine*, 78(2), 122-133.

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