



THE POWER AND PRACTICE OF PURPOSEFUL LEADERSHIP

KEYNOTE SUPPLEMENTAL EXERCISES



ZACH MERCURIO



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

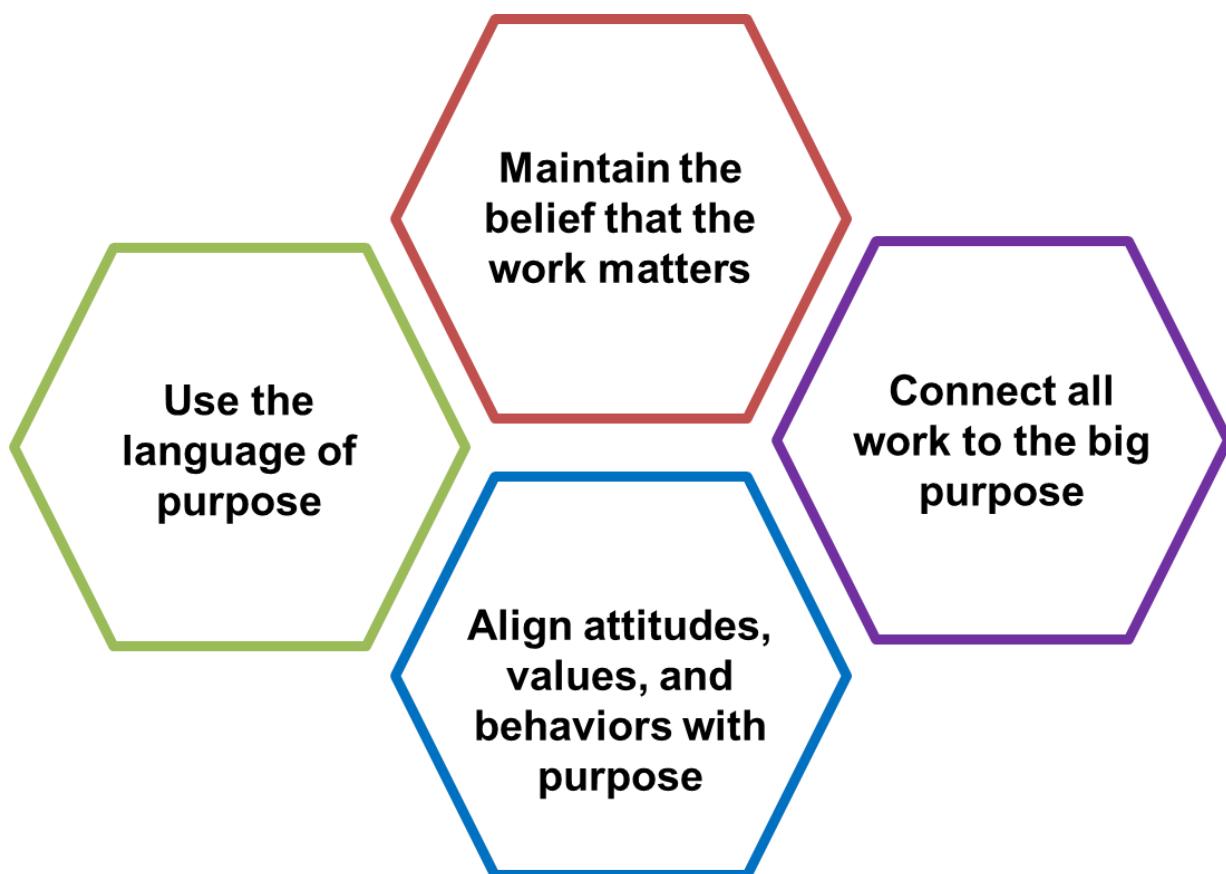


THE PRACTICES OF PURPOSEFUL LEADERS

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





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?

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



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:

- 1.
- 2.
- 3.

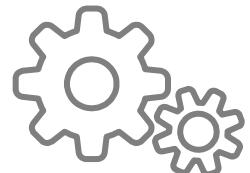
PASSION



WHAT I AM GOOD AT:

- 1.
- 2.
- 3.

TALENTS



HOW I CONTRIBUTE TO OTHERS:

- 1.
- 2.
- 3.

IMPACT





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

TO

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



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?*



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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