

MEASURE TO IMPROVE

**The movement
that measures
purpose by giving
employees a voice**

What is Measure to Improve?



Measure to Improve is a non-profit movement that helps companies measure purpose through the voice of employees.



We give a voice to employees in measuring purpose.



We drive the continuous improvement of purpose experience.



We measure purpose to improve the world!



Sponsors



Rigorous research



Facilitators of Innovation



Support in Implementation



Endorsed by international experts



Hubert Joly

Former Best Buy CEO and Author of "The Heart of Business"
HARVARD BUSINESS SCHOOL

"Your employees know better than anyone whether your company purpose is a catchy marketing phrase or the engine for your success. Ask them."



Ranjay Gulati

Author of "Deep Purpose: The Heart and Soul of High-Performance Companies"
HARVARD BUSINESS SCHOOL

"I am delighted to see a project like this that is bringing empirical rigor to the study of organizational purpose. This evidence-based research will pave the way for researchers and practitioners to see the profound importance of purpose in helping organizations thrive."



Colin Mayer

Author of "Capitalism and Crises: How to Fix Them"
OXFORD SAÏD BUSINESS SCHOOL

"This is an important and imaginative initiative to identify the degree to which employees regard their companies' purposes as authentic and aligned with their own values."



Claudine Gartenberg

Associate Professor
THE WHARTON SCHOOL

"This research-backed tool reveals whether purpose exists beyond corporate jargon."

3 ways to be a part of the movement

COMPANIES

Organizations committed to giving their employees a voice to measure and improve the experience of corporate purpose. By joining the movement, companies receive support in enhancing the experience of purpose within their organization.

SUPPORTERS

Non-profit organizations such as foundations, associations, professional colleges, NGOs, chambers of commerce, academic chairs, research centers, and other movements. Institutional members support the movement's goals and help promote them across their various areas of influence.

IMPROVERS

They are drivers and agents of change who help large, medium, and small companies measure their purpose through the Purpose Index, interpret the results, and design plans to improve the experience of purpose.



Global impact

Measure to Improve movement has reached more than:

+125

Companies

+15

Countries

+ 13

Sectors

+285k

Employees



15 years of research

38 Questions

Code	Original dimension	Item	Reference
CON1_1	Knowing the mission	I think the mission is visible and accessible	New item
CON1_2		I am able to explain the company's mission in my own words	
CON1_3		I believe that the company communicates the mission clearly and concisely	
CON1_4		I understand the company's mission	
CON1_5		I am able to interpret the company's mission in my own words	Wang (2011)
CON1_6		I am able to explain the company's mission to people outside the organization if I were asked to	
CON1_7	Understanding the importance of the mission	I believe the mission is important to the company	New item
CON2_2		I believe that the mission is important to society	
CON2_3		I believe that the mission is important to me	Wang (2011)
CON2_4		I consider the company's mission to be valuable to the extent that if it were removed it would be a loss	
CON2_5		I think my company's mission because it is aligned with my personal values	
CON2_6		I think my company has the right mission	Bart et al. (2001)
CON2_7		I am pleased to know that my organization's mission is aligned with my personal values	New item
CON3_1	Visible commitment of the "bosses"	The managers communicate the mission publicly	New item
CON3_2		The managers are committed to the mission	
CON3_3		The managers' behavior is consistent with the company's mission	
CON3_4		Through their example, the managers give visible signs of their commitment to the mission	
CON3_5		The managers encourage the development of the mission	
CON3_6		In general, my colleagues are committed to the mission	Bart et al. (2001)
CON3_7	A visible commitment of coworkers	The mission is a priority for the organization	New item
CON3_8		The behavior of my colleagues is consistent with the mission	
CON4_4		My colleagues push the development of the mission	
CON4_5		In general, the people who work with me are committed to the mission	
CON5_1	Perceived coherence between mission and practice	The mission is present in the values and culture of the organization	Saito et al. (2001)
CON5_2		The company's decisions are consistent with the mission	

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Assessing the IM



18 Questions

Dimension	Item
1 Leadership	1 The managers' behavior is consistent with the company's mission 2 The managers are committed to the mission 3 Through their example, the managers give visible signs of their commitment to the mission 4 The managers encourage the development of the mission 5 The decisions made by the company are consistent with the mission 6 I believe that the mission is important to society 7 I interpret my company's mission because it is aligned with my individual values 8 I think that the company's mission is important to me 9 I am able to explain my company's mission in my own words 10 I could explain my company's mission to people outside the organization if I were asked to
2 Importance	11 I understand my company's mission 12 The behavior of my colleagues is consistent with the company's mission 13 My colleagues push the development of the mission 14 In general, people who work with me are committed to the mission 15 I am in a working group at the company where we work on the mission 16 I have participated in the process of defining and reviewing the mission 17 During the year, I spend time reflecting on the company's mission 18 I participate in activities where I can give my own opinion about the mission
3 Knowledge	
4 Co workers' engagement	
5 Implication	



3 Questions

(Purpose Index)

Dimensión	Preguntas
Coherencia de los Directivos	Q1. El comportamiento de los directivos es coherente con el propósito/misión de la empresa
Conexión Personal	Q2. El propósito/misión de mi empresa está alineado con mis valores personales
Coherencia de los Compañeros	Q3. El comportamiento de mis compañeros es coherente con el propósito/misión de la empresa

Source: Rey, C., Alloza, A., & Márquez, (2023). 3D INDEX of Purpose. Harvard Deusto Business Review, (335), 8-14.

Source: Marimon, F.,
Mas-Machuca, M., & Rey, C.
(2016). Assessing the
internalization of the
mission. *Industrial Management & Data Systems*, 116(1), 170-187.

Measurement of the purpose experience

The measurement is made through the **Purpose Index**, which is made up of three dimensions:

Dimension	Questions
Q1. Coherence of Managers	Q1. Management's behavior is consistent with the purpose/mission of the company
Q2. Personal Identification	Q2. My company's purpose/mission is aligned with my personal values
Q3. Coherence of Colleagues	Q3. My colleagues' behavior is consistent with the company's purpose/mission

Response scale: Strongly Agree / Agree / Neither Agree nor Disagree / Disagree / Strongly Disagree

How to do the measurement?



OPTION 1: USE OUR PLATFORM

We send you a survey link with the three questions of the Purpose Index and you distribute it to your employees.



OPTION 2: DO IT YOURSELF

We send you an implementation guide and you introduce the three questions of the Purpose Index in your climate survey.

The measurement process is supported by an Improver from the movement with experience and certification in the field of purpose.

Sample Report

Company:

Date:

Number of answers:

Key indicators

Indicator	Description	Value	Bench.
Purpose Index (Net)	% of people who feel connected to the purpose and recognise coherence in managers and peers ("Strongly agree" and/or "Agree" in the three questions)	57%	59%
Purpose Index (Gross)	Total value of the Experience of Purpose calculated with the average value of the three questions in base of 10	7.3	7.5

Key indicators to include in the company's dashboard

The benchmark is carried out with 10 companies similar in terms of geographic zone, size, and sector.

Breakdown of Purpose Index Net

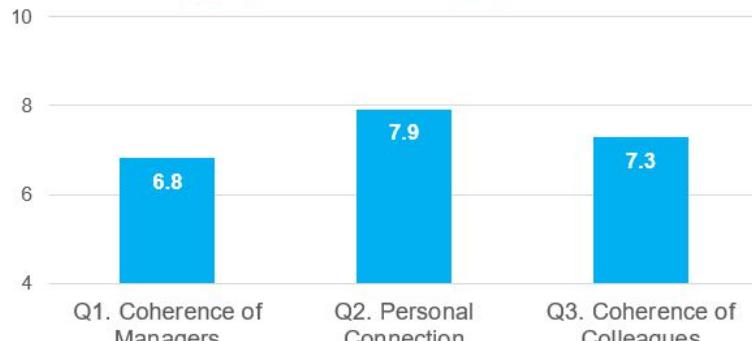
Profiles	Description	% employees	% bench.
Full experience	They feel connected with purpose and recognize coherence in managers and peers	57%	59%
Partial experience	They feel connected with purpose identified but do not recognize coherence of managers and/or peers	27%	27%
Partial Indifference	They do not feel connected with purpose but they do recognize coherence of managers and/or peers	6%	7%
Full Indifference	They do not feel connected with purpose and do not recognize coherence in managers and peers	5%	3%
Partial disconnection	They feel misaligned with purpose but recognize coherence in managers and/or peers	1%	3%
Full disconnection	They feel misaligned with purpose and do not recognize coherence in managers and peers	3%	2%

Enlargement of Purpose Index Net. Elaborated by an algorithm that combines the answers of Q2 with the answers of Q1 and Q3.

The benchmark is carried out with 10 companies similar in terms of geographic zone, size, and sector.

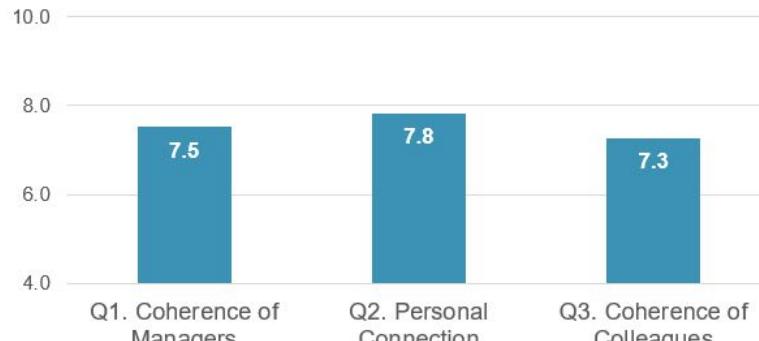
Breakdown of Purpose Index Gross

Aggregated results by question



Purpose Index (Gross): 7.3

Benchmark



Purpose Index (Gross): 7.5

Breakdown of Purpose Index gross by question in base 10.

The benchmark is carried out with 10 companies similar in terms of geographic zone, size, and sector.

JOIN THE MOVEMENT

Your **commitment**
helps create a society
with a **greater sense**
of purpose.

Contact: support@measuretoimprove.org

www.measuretoimprove.org

