

# The Employee Voice

# MEASURE TO IMPROVE

With the collaboration of:



# What is Measure to Improve?



A global non-profit movement that empowers companies to measure purpose by giving employees a voice.



We give a voice to employees in measuring purpose.



We drive the tangible test of purpose credibility



We measure purpose to improve the world!

# Sponsors



Rigorous research

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Facilitators of Innovation

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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."



**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."



**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."



**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
CON2.1	1 Knowing the mission	I think the mission is visible and accessible in my own words.	New item
CON2.2		I believe that the company communicates the mission clearly and extensively.	Wang (2011)
CON2.4		I understand my company's mission.	Wang (2011)
CON2.5		I am able to interpret the company's mission in my own words.	New item
CON2.6		I could explain the company's mission to people outside the organization if I were asked to.	New item
CON2.7		I think the mission is important to me.	Wang (2011)
CON2.8		I believe that the mission is important to society.	Wang (2011)
CON2.9		I feel that I identify with the company's mission.	Wang (2011)
CON2.10		I consider the company's mission to be valuable in the event that it will be more difficult to achieve at some point.	New item
CON2.11		I align with my individual values.	Barst et al. (2001)
CON2.12		I think my company has the right mission.	New item
CON2.13		I am pleased to know that my organization's mission is worth it.	New item
CON2.14		The managers communicate the mission properly.	New item
CON2.15		The managers are committed to the mission.	New item
CON2.16		The managers' behavior is consistent with the company's mission.	New item
CON2.17		Through their example, the managers give visible signs of their commitment to the mission.	New item
CON2.18		The managers encourage the development of the mission.	Sub et al. (2011)
CON2.19		In general, my colleagues are committed to the mission.	New item
CON2.20		The mission is a principle that is shared by the members of the organization.	New item
CON2.21		The behavior of my colleagues is consistent with the company's mission.	New item
CON2.22		All managers push the development of the mission.	New item
CON2.23		In general, the people who work with me are committed to the mission.	Barst et al. (2001)
CON2.24		The mission is present in the values and culture of the company.	Sub et al. (2011)
CON2.25		The company's decisions are consistent with the mission.	New item



## 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
2 Importance	5 The decisions made by the company are consistent with the mission 6 I believe that the mission is important to society 7 I accept my company's mission because it is aligned with my individual values 8 I think that the company's mission is important to me
3 Knowledge	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 11 I understand my company's mission
4 Co-workers' engagement	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
5 Implication	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 Questions

(Purpose Index)

Dimensión	Preguntas
Coherencia de los Directivos	Q1. El <b>comportamiento de los directivos</b> es coherente con el propósito/misión de la empresa
Conexión Personal	Q2. El propósito/misión de mi empresa está <b>alineado con mis valores personales</b>
Coherencia de los Compañeros	Q3. El <b>comportamiento de mis compañeros</b> 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 <b>Managers</b>	Q1. <b>Management's behavior</b> is consistent with the purpose/mission of the company
Q2. <b>Personal</b> Identification	Q2. My company's purpose/mission is aligned with my <b>personal values</b>
Q3. Coherence of <b>Colleagues</b>	Q3. <b>My colleagues' behavior</b> 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 : THROUGH OUR PLATFORM

Give employees a voice through our secure, anonymous purpose measurement platform across your entire organization or within groups (minimum 30 employees).



## OPTION 2 : THROUGH YOUR SYSTEMS

Give employees a voice by integrating purpose measurement into your existing surveys or tools, using our implementation guide.

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.
<b>Purpose Index (Net)</b>	<b>% of people who feel connected to the purpose and recognise coherence in managers and peers</b> (“Strongly agree” and/or “Agree” in the three questions)	<b>57%</b>	<b>X%</b>
<b>Purpose Index (Gross)</b>	<b>Total value of the Experience of Purpose calculated with the average value of the three questions in base of 10</b>	<b>7.3</b>	<b>X</b>

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

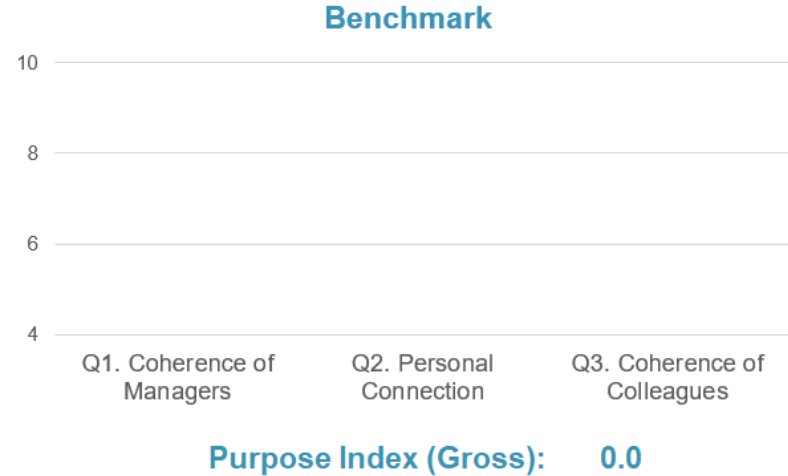
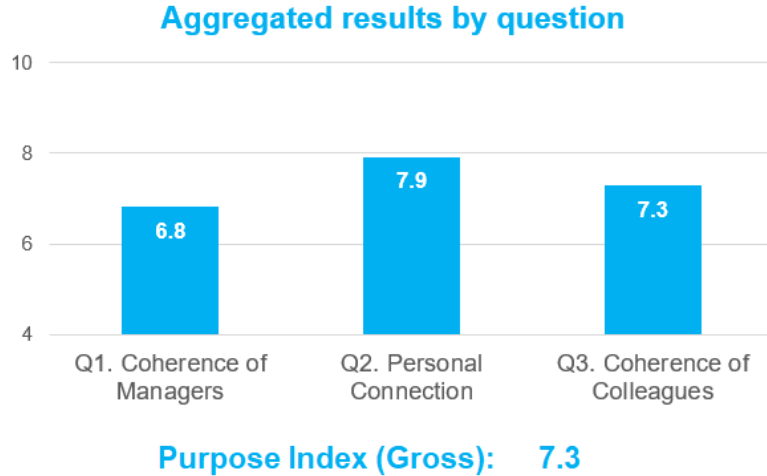
Profiles	Description	% employees	% bench.
Full experience	They feel connected with purpose and recognize coherence in managers and peers	57%	X%
Partial experience	They feel connected with purpose identified but do not recognize coherence of managers and/or peers	27%	X%
Partial Indifference	They do not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

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



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](mailto:support@measuretoimprove.org)

[www.measuretoimprove.org](http://www.measuretoimprove.org)

