

# 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:

**+150**

Companies

**+25**

Countries

**+15**

Sectors

**+300k**

Employees

# 15 years of research

## 38 Questions

Code	Original dimension	Item	Reference <sup>a</sup>	Assessing the IM
CONS_1	1 Knowing the mission	I think the mission is visible and accessible	New items	177
CONS_2		I am able to explain the company's mission in my own words		
CONS_3		I believe that the company communicates the mission clearly and extensively	Wang (2011)	
CONS_4		I understand my company's mission		
CONS_5		I am able to interpret the company's mission in my own words		
CONS_6		I could explain the company's mission to people outside the organization if I were asked to		
CONS_1	2 Understanding the importance of the mission	I think the mission is important to me	New item	
CONS_2		I believe the mission is important to the company		
CONS_3		I believe that the mission is important to society		
CONS_4		I feel that I identify with the company's mission	Wang (2011)	
CONS_5		I consider the company's mission to be valuable to the extent that it helps me resolve difficulties at work		
CONS_6		I regard my company's mission because it is aligned with my individual values		
CONS_7		I think my company has the right mission	Bart et al. (2001)	
CONS_8		I am pleased to know that my organization's mission is worth it	New item	
CONS_1	3 Visible commitment of the "topes"	The managers communicate the mission properly	New items	
CONS_2		The managers are committed to the mission		
CONS_3		The managers' behavior is consistent with the company's mission		
CONS_4		Through their example, the managers give visible signs of their commitment to the mission		
CONS_5		The managers encourage the development of the mission	Sub et al. (2011)	
CONS_1	4 Visible commitment of workers	In general, my colleagues are committed to the mission	New items	
CONS_2		The mission is a principle that is shared by the members of the organization		
CONS_3		The behavior of my colleagues is consistent with the company's mission		
CONS_4		My colleagues push the development of the mission		
CONS_5		In general, the people who work with me are committed to the mission	Bart et al. (2001)	
CONS_1	5 Perceived coherence between mission and practice	The mission is present in the values and culture of the company	Sub et al. (2011)	
CONS_2		The company's decisions are consistent with the mission		



## 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
4 Co workers' engagement	11 I understand my company's mission 12 The behavior of my colleagues is consistent with the company's mission
5 Implication	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 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?

As part of our mission to foster the measurement of purpose by giving employees a voice, **the movement makes available to organizations, at no cost, an external, independent, and 100% anonymous platform.**

The measurement is flexible and can be applied by giving a voice to **the entire organization** (100% of employees) or by gathering input **from specific groups** (area, department, hierarchical level, geographic region, etc.) always with a **minimum of 30 people** to ensure anonymous and reliable results.

The way you measure is, in itself, a message. Using the movement's platform to give people a voice **strengthens credibility, internal trust, and a genuine commitment** to the continuous improvement 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

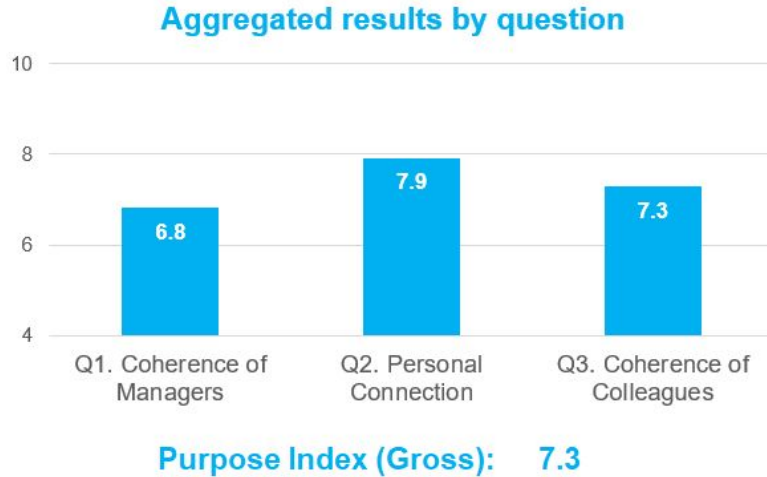
Profiles	Description	% employees	% bench.
Full experience	They feel connected with purpose and recognize coherence in managers and peers	57%	X%
Partial experience	They feel connected with purpose identified but do not recognize coherence of managers and/or peers	27%	X%
Partial Indifference	They do not 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)

