

3D Purpose Index

(Results' report)



MEASURE TO IMPROVE

With the collaboration of:



What is Measure to Improve?

Measure to Improve is a movement that aims to develop a standardized, global and collaborative index for measuring the **Experience of Purpose** in organizations.

Promoters



Rigorous research



Facilitators of Innovation



Support in Implementation

SUPPORTERS

Non-profit organizations such as foundations, associations, professional associations, NGOs, chambers of commerce, academic chairs, research centers, and other movements. Institutional members support the objectives of the movement and help promote its dissemination from 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 3D Index, interpret the results, and design improvement plans to enhance the experience of purpose.

Global Impact

The movement Measure to Improve has reached more than:

125

Companies

15

Countries

13

Sectors

+285k

Employees

Continuous improvement of the purpose experience

MEASURE

We assess the experience of purpose through the 3D Index. We offer benchmarking, best practices, and recommendations for continuous improvement.



IMPROVE

Drivers and agents of change accompany you in interpreting the results and in designing initiatives that foster improvement within your organization.

15 years of research

38 Questions

Code	Original dimension	Item	Reference	Assessing the IM
CONS.1	1 Knowing the mission	I think the mission is visible and accessible	New item	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		
CONS.4		I understand my company's mission	Wang (2011)	
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		178
CONS.6		I aligned 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. (2015)	
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 item	
CONS.2		The managers are committed to the mission		
CONS.3		The manager's 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	Suh et al. (2015)	
CONS.1	4 Visible commitment of co-workers	In general, my colleagues are committed to the mission	New item	
CONS.2		The mission is a principle that is shared by the members of the organization		179
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		The people who work with me are committed to the mission	Bart et al. (2015)	
CONS.1	5 Perceived coherence between mission and practice	The mission is present in the values and culture of the company	Suh et al. (2015)	
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
2 Importance	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 accept my company's mission because it is aligned with my individual values
3 Knowledge	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
4 Co-workers' engagement	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
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

(3D Index)

Code	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

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 3D Index, which is made up of three dimensions:

Code	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

Source: [El índice 3D del Propósito](#). Harvard Deusto Business Review.

How to measure?



OPTION 1 : USE OUR PLATFORM

We send you a survey link with the three questions of The 3D Index of Purpose 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 3D Index of Purpose in your climate survey.

What does it require from the companies?

The survey results are made available anonymously for the use of the Chair and for research purposes.

Participation does not entail any cost for the companies; the assessment is conducted free of charge thanks to the support of the collaborating institutions

RESULTS

Entity:

Date: XX/XX/XXXX

Response Number:

Key Indicators

Indicator	Description	Value	Bench.
3D 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%
3D 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.

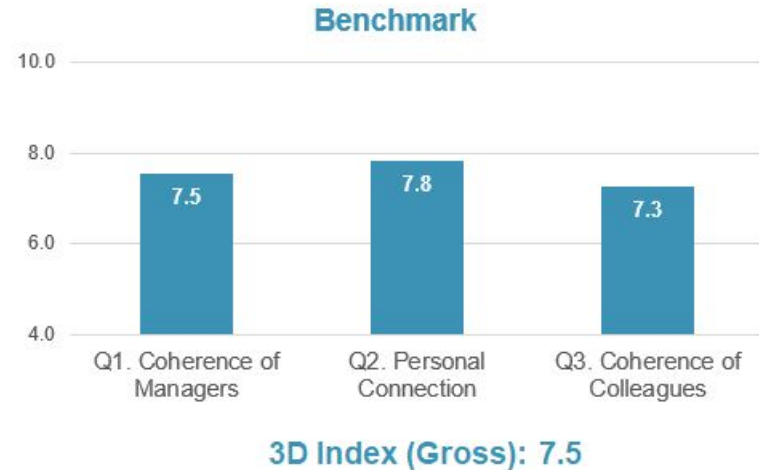
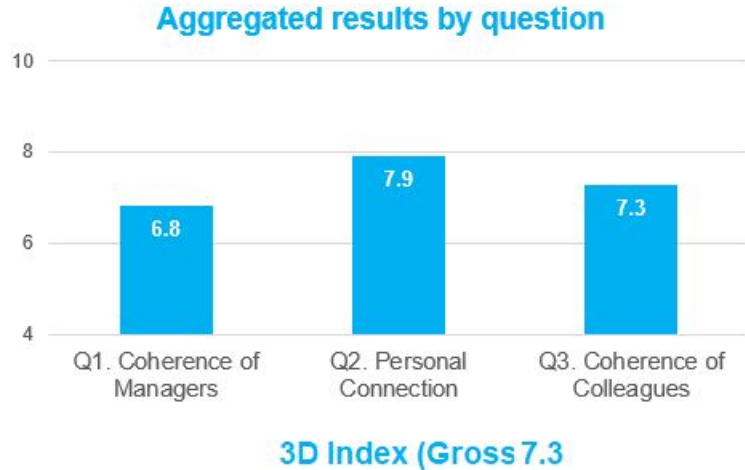
Net Index Breakdown

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 the Net 3D Index. 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 the Gross 3D Index



Breakdown of the gross 3D index by question in base 10.

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

ANNEXES

Annex 1. How are results of the gross index calculated?

For each dimension, a value is obtained by assigning the following scores to the responses :

- Strongly disagree 0,0
- Disagree 2,5
- Neither agree or disagree 5,0
- Agree 7,5
- Strongly agree 10

Annex 2. How is the breakdown of the net index carried out?

The algorithm depicts the following logics:

Category	Q2.Personal	Q1.Managers / Q3.Colleagues
Full experience	Strongly agree / Agree	Strongly agree / Agree (*)
Partial experience	Strongly agree / Agree	Neither agree or disagree / Disagree/ Strongly disagree (**)
Partial Indifference	Neither agree nor disagree	Strongly agree / Agree (**)
Full Indifference	Neither agree nor disagree	Neither agree or disagree / Disagree/ Strongly disagree (*)
Partial disconnection	Disagree / Strongly disagree	Strongly agree / Agree (**)
Full disconnection	Disagree / Strongly disagree	Neither agree or disagree / Disagree/ Strongly disagree (*)

(*) managers and colleagues (**) managers and/or colleagues



Contact: support@measuretoimprove.org
www.measuretoimprove.org

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

