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**Chair in Management
by Missions and
Corporate Purpose**

DPM INDEX

1.- PURPOSE

PURPOSE DRIVEN STRATEGY	Source
1. The company's decisions are consistent with the purpose/mission	Marimon, F., Mas-Machuca, M., & Rey, C. (2016). Assessing the internalization of the mission. <i>Industrial Management & Data Systems</i> .
2. I work in a company that is focused on its purpose/mission	
3. The purpose/mission is present in the culture of the company	

PURPOSE DRIVEN LEADERSHIP	Source
1. The managers' behavior is consistent with the company's purpose/mission	Marimon, F., Mas-Machuca, M., & Rey, C. (2016). Assessing the internalization of the mission. <i>Industrial Management & Data Systems</i> .
2. The managers are committed to the purpose/mission	
3. Through their example, the managers give visible signs of their commitment to the purpose/mission	
4. The managers encourage the development of the purpose/mission	

PURPOSE DRIVEN SYSTEMS	Source
1. The company's purpose/mission is considered during task planning and goal definition	Bart, C. K., Bontis, N., & Taggar, S. (2001). A model of the impact of mission statements on firm performance. <i>Management decision</i> , 39(1), 19-35.
2. The company's purpose/mission is considered during my performance assessment	
3. The company's purpose/mission is considered in its incentive and compensation structures	

PURPOSE DRIVEN COMMUNICATION	Source
1. The company communicates about the purpose/mission regularly	Marimon, F., Mas-Machuca, M., & Rey, C. (2016). Assessing the internalization of the mission. <i>Industrial Management & Data Systems</i> .
2. I listen to the company's managers talk about the purpose/mission regularly	
3. I participate in activities where I can give my own opinion about the purpose/mission	



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PURPOSE KNOWLEDGE	Source
1. I can explain the purpose/mission of my organization in my own words	Marimon, F., Mas-Machuca, M., & Rey, C. (2016). Assessing the internalization of the mission. <i>Industrial Management & Data Systems</i> .
2. I could explain my company's purpose/mission to people outside the organization if I were asked to	
3. I understand my company's purpose/mission	

PURPOSE IDENTIFICATION	Source
1. I believe that my company's purpose/mission is important to society	Marimon, F., Mas-Machuca, M., & Rey, C. (2016). Assessing the internalization of the mission. <i>Industrial Management & Data Systems</i> .
2. My company's purpose/mission is aligned with my individual values	
3. My company's purpose/mission is important to me	

COWORKERS' ENGAGEMENT	Source
1. The behavior of my colleagues is consistent with the company's mission	Marimon, F., Mas-Machuca, M., & Rey, C. (2016). Assessing the internalization of the mission. <i>Industrial Management & Data Systems</i> .
2. My colleagues push the development of the company's purpose/mission	
3. Generally, people who work with me are committed with the company's purpose/mission	

4.- UNITY

UNITY	Source
1. In general, employees of this company identify with it and are proud to be a part of it	Cardona, P., & Rey, C. (2008). <i>Management by missions</i> . Springer.
2. There is an atmosphere of trust in this company	
3. The company's vision is internally known, and it raises people's hopes	
4. There is a high degree of commitment with the company's mission and goals	
5. There is a high degree of cooperation among the entire workforce	
6. Management and staff from this company are aligned and are working in the same direction	



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3.- MOTIVATION

MOTIVATION I If you do a good job,...	Source
1. You will obtain a salary raise or a bonus	Bastons, M., Mas, M., & Rey, C. (2017). Pro-stakeholders motivation: Uncovering a new source of motivation for business companies. <i>Journal of Management & Organization</i> , 23(5), 621-632.
2. You will obtain recognition from managers	
3. You feel satisfaction in what you do	
4. You feel that you learn new things	
5. You feel that you are developing on a personal and professional level	
6. You feel that you contribute to customer satisfaction	
7. You feel that you contribute to employee development and wellbeing	
8. You feel that you contribute to generating value for the shareholders	
9. You feel that you contribute to the improvement of society	

MOTIVACION II How important are these things for you ...	Source
1. Your wage	Bastons, M., Mas, M., & Rey, C. (2017). Pro-stakeholders motivation: Uncovering a new source of motivation for business companies. <i>Journal of Management & Organization</i> , 23(5), 621-632.
2. A bonus or salary increase	
3. Recognition from your manager	
4. Feeling satisfaction in your work	
5. Learning new information and gaining knowledge	
6. Development of your personal and professional capacities	
7. Customer satisfaction	
8. Development and wellbeing of employees	
9. Generating value for shareholders	
10. Improving society	

3.- VALUES

CURRENT VALUES: Mark with an 'X' the 8 values/behaviors that most represent the current situation of your company:	Source
1. Control	Malbašić, I., Rey, C., & Potočan, V. (2015). Balanced organizational values: From theory to practice. <i>Journal of business ethics</i> , 130(2), 437-446.
2. Cooperation	
3. Continuous improvement	
4. Customer orientation	
5. Effort	
6. Fellowship	



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7. Innovation and creativity	
8. Concern for people	
9. Goals achievement	
10. Good relationships between people	
11. Being number one	
12. Spirit of service	
13. Professionalism	
14. Respect for people	
15. Entrepreneurial spirit	
16. Social responsibility	
17. Profit generation	
18. Pleasant working environment	
19. Competitiveness	
20. Employee development and wellbeing	
21. Focus on results	
22. Teamwork	
23. Ambition	
24. Work-life balance	
25. Costs consciousness	
26. Open and transparent communication	
27. Excellence	
28. Customer satisfaction	
29. Efficiency	
30. Trust	
31. Training and learning	
32. Care for the environment	

DESIRABLE VALUES: Mark Mark the 8 values / behaviors that, from your point of view, you consider most appropriate for the proper functioning of your organization:	Source
1. Control	Malbašić, I., Rey, C., & Potočan, V. (2015). Balanced organizational values: From theory to practice. <i>Journal of business ethics</i> , 130(2), 437-446.
2. Cooperation	
3. Continuous improvement	
4. Customer orientation	
5. Effort	
6. Fellowship	
7. Innovation and creativity	
8. Concern for people	
9. Goals achievement	



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10. Good relationships between people	
11. Being number one	
12. Spirit of service	
13. Professionalism	
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