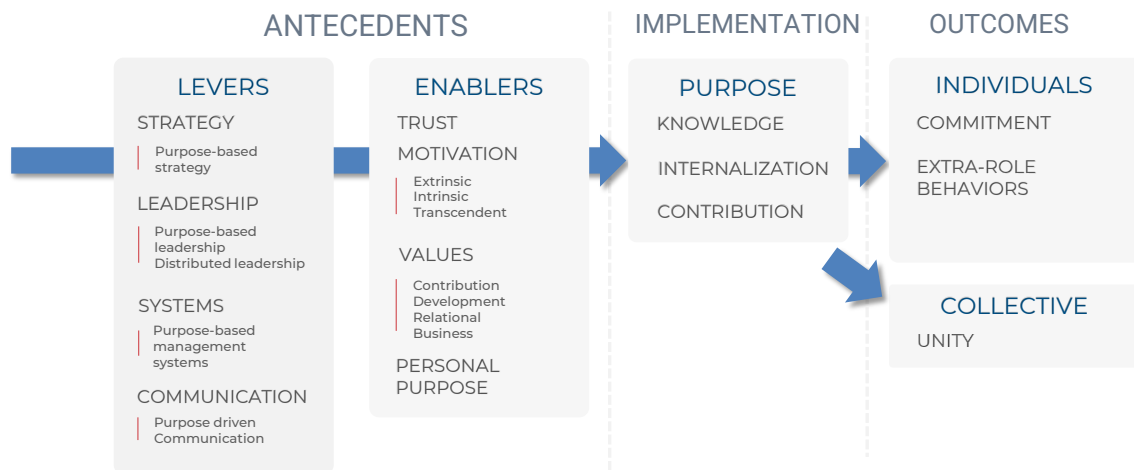


PURPOSE STRENGTH MODEL



Source: Lleo, A., Rey, C., & Chinchilla, N. (2019). *Measuring the Purpose Strength*. In Rey, C., Bastons, M., & Sotok, P. (2019). *Purpose-driven organizations: Management ideas for a better world* (pp. 119-130). Palgrave Macmillan, Cham.

1.- ANTECEDENTS (DRIVERS)

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	



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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	

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	

2.- ANTECEDENTS (ACCELERATORS)

TRUST	Source
1. In my work I can bring up problems and tough issues	Edmondson, A. (1999). Psychological safety and learning behavior in work teams. <i>Administrative science quarterly</i> , 44(2), 350-383.
2. It is safe to take a risk in my work	
3. In my work, my unique skills and talents are valued and utilized.	



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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	

PERSONAL PURPOSE	Source
1. I understand my life's meaning	Steger, M. F., Frazier, P., Oishi, S., & Kaler, M. (2006). The meaning in life questionnaire: assessing the presence of and search for meaning in life. <i>Journal of counseling psychology</i> , 53(1), 80.
2. I have discovered a satisfying life purpose	
3. My life has a clear sense of purpose	

CURRENT VALUES: Mark with an 'X' the 8 values/behaviors that most represent the current situation of your company:	Source
1. Control	



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2. Cooperation	Malbašić, I., Rey, C., & Potočan, V. (2015). Balanced organizational values: From theory to practice. <i>Journal of business ethics</i> , 130(2), 437-446.
3. Continuous improvement	
4. Customer orientation	
5. Effort	
6. Fellowship	
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	



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26. Open and transparent communication	
27. Excellence	
28. Customer satisfaction	
29. Efficiency	
30. Trust	
31. Training and learning	
32. Care for the environment	

3.- IMPLEMENTATION (SHARED PURPOSE)

PURPOSE KNOWLEDGE	Source
1. I can explain the purpose/mission of my organization in my own words	



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

PURPOSE CONTRIBUTION	Source
1. My work contributes to the company's purpose/mission	Lleo, A., Bastons, M., Rey, C., & Ruiz-Perez, F. (2021). Purpose implementation: Conceptualization and measurement. <i>Sustainability</i> , 13(4), 1921.
2. I see that my individual goals are aligned to the company's purpose/mission	
3. Projects that I am involved in contribute to furthering the company's purpose/mission	

4.- OUTCOMES (INDIVIDUAL)

COMMITMENT	1
1. I really feel as if this organization's problems are my own	Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. <i>Journal of occupational psychology</i> , 63(1), 1-18.
2. I feel a strong sense of belongingness to my organization	
3. I feel emotionally attached to this organization	
4. I feel like "part of the family" at my organization	
5. This organization has a great deal of personal meaning for me	

EXTRA-ROLE BEHAVIOUR	1
1. I do other tasks than those required, without being asked	Motowidlo, S. J. (2000). Some basic issues related to contextual performance and organizational citizenship behavior in human resource management. <i>Human Resource Management Review</i> , 10(1), 115-126.
2. I put forth additional effort in my job to finish tasks in a successful way when necessary	
3. I put forth additional effort in my job to make the business a success	

4.- OUTCOMES (COLLECTIVE)

UNITY	Source
1. In general, employees of this company identify with it and are proud to be a part of it	



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2. There is an atmosphere of trust in this company	Cardona, P., & Rey, C. (2008). <i>Management by missions</i> . Springer.
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	