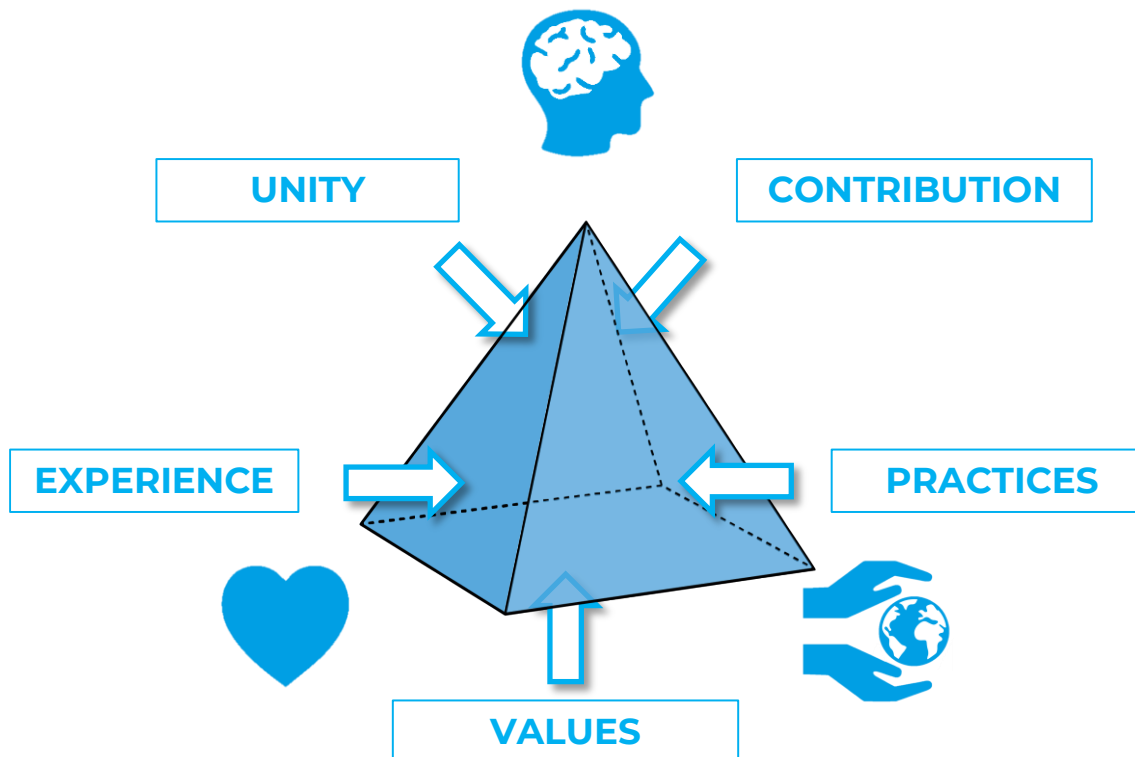


# PURPOSE 3D



Source: adapted from **3D model of Purpose**. Rey, C., & Bastons, M. (2019). [Three dimensions of purpose: Knowledge, motivation, and action](#). In *Purpose-driven Organizations* (pp. 29-41). Palgrave Macmillan, Cham.



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PURPOSE EXPERIENCE	Source
1. <b>Management's behavior</b> is consistent with the company's purpose/mission	Rey, C., Alloza, A., & Márquez, M. (2023). El índice 3D del Propósito. <i>Harvard Deusto business review</i> , (335), 8-14.
2. The purpose/mission of my company is <b>aligned with my personal values</b>	
3. <b>My colleagues behavior</b> is consistent with the company's purpose/mission	
4. <b>I can explain</b> 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 &amp; Data Systems</i> .
5. <b>I participate in working groups</b> where we actively work on the purpose/mission development	
6. I think that the company's purpose/mission is <b>important to me</b>	

PURPOSE-DRIVEN PRACTICES	Source
7. The company has a <b>purpose/mission</b> clearly communicated to all employees	Thesaurus 2023. DPMC Foundation
8. The company has a set of <b>values</b> clearly communicated to all employees	
9. The <b>strategy</b> is aligned with the purpose/mission of the company in an explicit and coherent way	
10. <b>Job descriptions</b> explicitly reflect the individual contribution to the company's purpose/mission	
11. <b>Individual objectives</b> are explicitly and coherently aligned with the purpose/mission of the company	
12. The <b>performance appraisal</b> is aligned with the purpose/mission of the company in an explicit way	
13. The company promotes activities to encourage the development of the <b>personal purpose/mission</b> at work	
14. The company promotes activities to encourage the <b>connection</b> between the personal purpose/mission and the company's purpose/mission	
15. The company promotes activities to encourage <b>teams to have a clear connection</b> between their work and the company's purpose/mission	
16. <b>In the common dialogue</b> , purpose/mission is used as a reference in communications	
17. <b>Team meetings</b> are lived with a high sense of purpose relating the topics discussed with the purpose/mission of the company in an explicit way	
18. <b>Formal recognition</b> is given to employees for their contribution to the purpose/mission of the company	

UNITY	Source
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19. In general, employees <b>identify with and are proud</b> to be a part of this company	Cardona, P., & Rey, C. (2008). <i>Management by missions</i> . Springer.
20. There is a high degree of <b>commitment</b> with the company's mission and goals	
21. There is an <b>atmosphere of trust</b> in this company	
22. There is a high degree of <b>cooperation</b> among the entire workforce	
23. The company's <b>long-term plan</b> is internally known, and it raises people's hopes	
24. Company's management and staff <b>are aligned and are working in the same direction</b>	

CONTRIBUTION	Source
25. In your current job, you feel that you contribute to <b>customer</b> satisfaction	Bastons, M., Mas, M., & Rey, C. (2017). Pro-stakeholders motivation: Uncovering a new source of motivation for business companies. <i>Journal of Management &amp; Organization</i> , 23(5), 621-632.
26. In your current job, you feel that you contribute to <b>employee</b> development and wellbeing	
27. In your current job, you feel that you contribute to generating value for the <b>shareholders</b>	
28. In your current job, you feel that you contribute to the improvement of <b>society</b>	

CURRENT VALUES: Mark with an 'X' the 8 values/behaviors that <b>most represent the current situation</b> of your company:	Source
• 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.
• Cooperation	
• Continuous improvement	
• Customer orientation	
• Effort	
• Fellowship	
• Innovation and creativity	
• Concern for people	
• Goals achievement	
• Good relationships between people	
• Being number one	
• Spirit of service	
• Professionalism	
• Respect for people	
• Entrepreneurial spirit	
• Social responsibility	



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<ul style="list-style-type: none"> <li>• Profit generation</li> <li>• Pleasant working environment</li> <li>• Competitiveness</li> <li>• Employee development and wellbeing</li> <li>• Focus on results</li> <li>• Teamwork</li> <li>• Ambition</li> <li>• Work-life balance</li> <li>• Costs consciousness</li> <li>• Open and transparent communication</li> <li>• Excellence</li> <li>• Customer satisfaction</li> <li>• Efficiency</li> <li>• Trust</li> <li>• Training and learning</li> <li>• Care for the environment</li> </ul>	
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<b>DESIRABLE VALUES:</b> Mark Mark the 8 values / behaviors that, from your point of view, <b>you consider most appropriate</b> for the proper functioning of your organization:	Source
<ul style="list-style-type: none"> <li>• Control</li> <li>• Cooperation</li> <li>• Continuous improvement</li> <li>• Customer orientation</li> <li>• Effort</li> <li>• Fellowship</li> <li>• Innovation and creativity</li> <li>• Concern for people</li> <li>• Goals achievement</li> <li>• Good relationships between people</li> <li>• Being number one</li> <li>• Spirit of service</li> <li>• Professionalism</li> <li>• Respect for people</li> <li>• Entrepreneurial spirit</li> <li>• Social responsibility</li> <li>• Profit generation</li> </ul>	<p>Malbašić, I., Rey, C., &amp; Potočan, V. (2015). Balanced organizational values: From theory to practice. <i>Journal of business ethics</i>, 130(2), 437-446.</p>



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