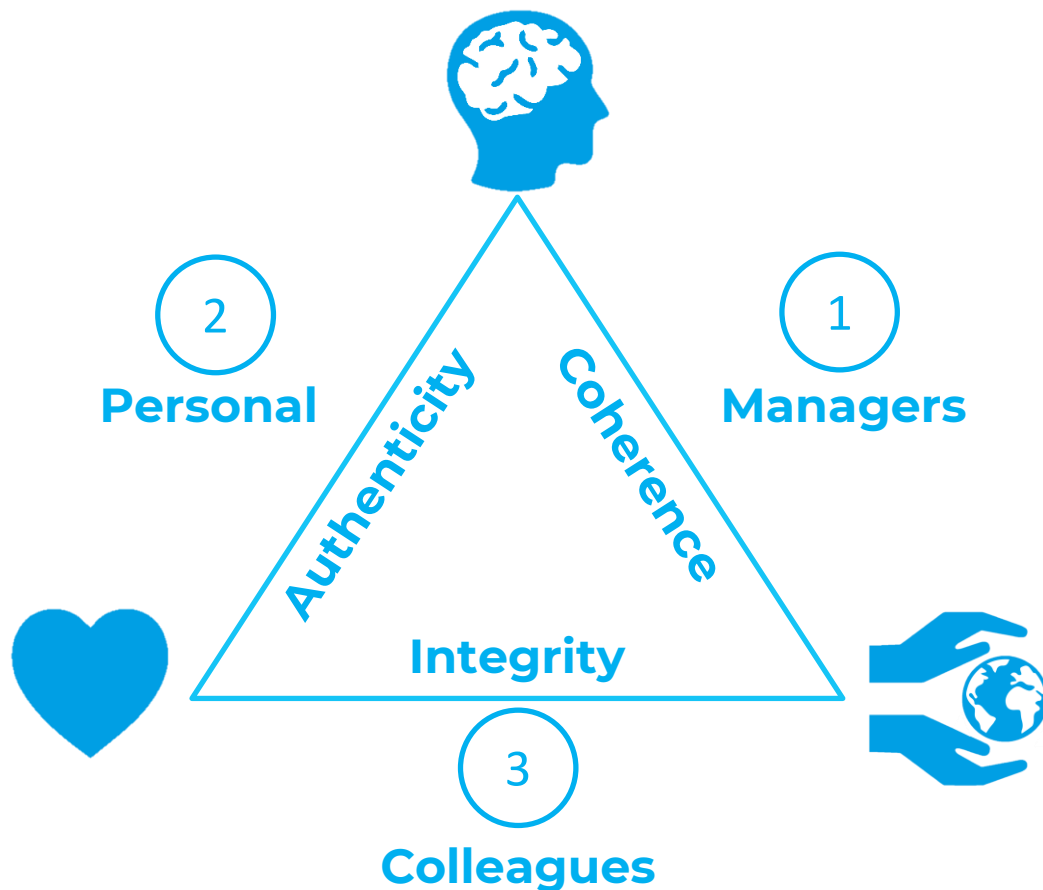


## 3D INDEX OF PURPOSE



Source: adapted from Rey, C., & Bastons, M. (2018). Three dimensions of effective mission implementation. *Long Range Planning*, 51(4), 580-585.

The 3D index of purpose is a metric of the experience of purpose that is integrated into employee climate or employee experience surveys through three questions:

3D INDEX OF PURPOSE	Source
1. The <b>managers' behavior</b> is consistent with the company's purpose/mission	Adapted from Marimon, F., Mas-Machuca, M., & Rey, C. (2016). Assessing the internalization of the mission. <i>Industrial Management &amp; Data Systems</i> .
2. The purpose/mission of my company <b>is aligned with my personal values</b>	
3. <b>The behavior of my colleagues</b> is consistent with the company's purpose/mission	

(\*) The terms "purpose/mission" may be substituted for any of the following: "purpose"; "purpose and values"; "mission"; "mission and values"; "mission and vision"; "mission, vision and values"; "purpose and mission".

The following three criteria were used in its development <sup>1</sup>:

- **Statistical representativeness.** From 38 indicators of the experience of the purpose<sup>2</sup>, those with the highest statistical correlation and adjustment to each of its dimensions have been selected. For Coherence, the exemplarity of managers was considered; for Authenticity, the alignment with personal values; and for Integrity, the behavior of colleagues.

- **Clarity.** For the three questions to be used in different areas and levels of the company, focus groups and tests were conducted with executives, managers and employees from different organizations. Based on the results, adjustments were made to each question, both in the denotative and connotative aspects.

- **Anchoring.** To avoid the anchoring effect<sup>3</sup> between the questions, the two questions related to behavior (1,3) were separated and the question related to personal identification (2) was interspersed between them. In this way, following the order of the questions (1,2,3), greater reliability is obtained in the response to each dimension.

<sup>1</sup> Rey, C., Alloza, A., & Márquez, (2023). El índice 3D del Propósito. *Harvard-Deusto Business Review*, (335), 8-14.

<sup>2</sup> Marimon, F., Mas-Machuca, M., & Rey, C. (2016). Assessing the internalization of the mission. *Industrial Management & Data Systems*, 116(1), 170-187.

<sup>3</sup> Gehlbach, H., & Barge, S. (2012). Anchoring and adjusting in questionnaire responses. *Basic and Applied Social Psychology*, 34(5), 417-433.