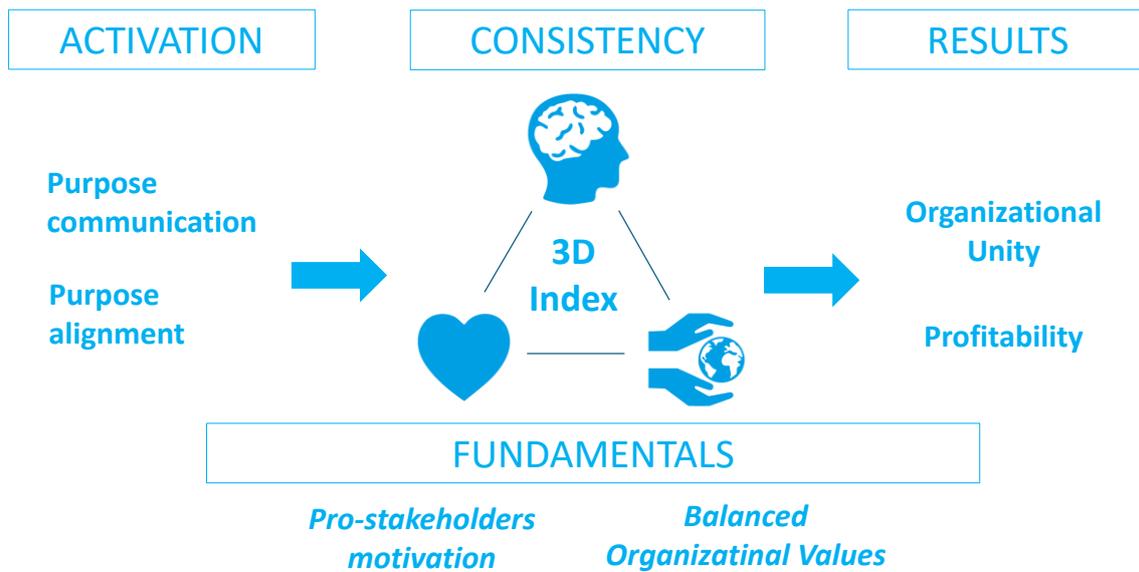


# LIVING THE PURPOSE MODEL



Tool developed by the DPM-UIC Chair and the DPMC Foundation based on 15 years of research, more than 300 companies and 35,000 measurements with statistically validated scales. The results provide companies with predictive indicators, longitudinal measurements, benchmarking comparisons and recommendations for improvement. This version has traceability with the previously developed tools: 3D Index (2023), Purpose 3D (2023), Thesaurus or Purpose (2020-2022-2024), Purpose Strength Model (2019) and DPM Index (2012).

### Introductory note for respondents:

The following questionnaire aims to assess the extent to which your organization have developed its purpose and values. We recommend that you answer sincerely and critically. Your responses will be collected by independent UIC researchers and the results of this survey will be analysed in an aggregated manner, so no individual opinion can be identified. The survey should take approximately 5 minutes to complete.”

## ACTIVATION

### Purpose Communication

Rate the degree of agreement or disagreement with the following statements using the following scale: 1 (completely disagree), 2 (disagree), 3 (not agree nor disagree), 4 (agree), 5 (completely agree)

The company has a **purpose** clearly communicated to all employees

The company has a set of **values** clearly communicated to all employees

**I can explain** the purpose of my organization in my own words

**In the common dialogue**, purpose is used as a reference in communications

The company promotes activities to encourage the **connection** between personal purpose and company's purpose

**I participate in working groups** where we actively work on the purpose development

### Purpose Alignment

Rate the degree of agreement or disagreement with the following statements using the following scale: 1 (completely disagree), 2 (disagree), 3 (not agree nor disagree), 4 (agree), 5 (completely agree)

The **strategy** is aligned with the purpose of the company in an explicit and coherent way

**Individual objectives** are explicitly and coherently aligned with the purpose of the company

The **performance appraisal** is aligned with the purpose of the company in an explicit and coherent way

The purpose is taken into account in **day-to-day decision-making**.

**Team meetings** are lived with a high sense of purpose, explicitly and coherently relating the topics discussed with the purpose of the company

**Formal recognition** is given to employees for their contribution to the purpose of the company

## CONSISTENCY

### 3D INDEX of purpose

Rate the degree of agreement or disagreement with the following statements using the following scale: 1 (completely disagree), 2 (disagree), 3 (not agree nor disagree), 4 (agree), 5 (completely agree)

**Management behavior** is consistent with the company's purpose

The purpose of my company **is aligned with my individual values**

**My colleagues' behavior** is consistent with the company's purpose

## OUTCOMES

<b>Organizational Unity</b>
Rate the degree of agreement or disagreement with the following statements using the following scale: 1 (completely disagree), 2 (disagree), 3 (not agree nor disagree), 4 (agree), 5 (completely agree)
In general, employees <b>identify with and are proud</b> to be a part of this company
There is a high degree of <b>commitment</b> to the company's mission and goals
There is an <b>atmosphere of trust</b> in this company
There is a high degree of <b>cooperation</b> among the entire workforce
The company's <b>long-term plan</b> is internally known, and it raises people's hopes
Management and staff <b>are aligned and are working in the same direction</b>

## FUNDAMENTALS

<b>Pro-Stakeholders motivation (I)</b>
Rate the degree of agreement or disagreement with the following statements using the following scale: 1 (completely disagree), 2 (disagree), 3 (not agree nor disagree), 4 (agree), 5 (completely agree)
In your current job, you feel that you contribute to <b>customer</b> satisfaction
In your current job, you feel that you contribute to <b>employee</b> development and wellbeing
In your current job, you feel that you contribute to generating value for the <b>shareholders</b>
In your current job, you feel that you contribute to the improvement of <b>society</b>
In your current job, you feel that you contribute to building trusting relationships with <b>suppliers</b> .
<b>Pro-Stakeholders motivation (II)</b>
Using the corresponding scale, indicate how important the following issues are to you: 1 (Not at all important), 2 (low importance), 3 (Neutral), 4 (Very important), 5 (Extremely important)
<b>Customer</b> satisfaction
<b>Employee</b> development and well-being
Generating value for <b>shareholders</b>
The company's contribution to the <b>society</b>
Building trusting relationships with <b>suppliers</b>

<b>Balanced Organizational Values (I)</b>		
ACTUAL VALUES: Mark with an 'X' the 8 values/behaviors that most represent the current situation of your company		
Control	Spirit of service	Ambition
Cooperation	Professionalism	Work-life balance
Continuous improvement	Respect for people	Cost consciousness
Customer orientation	Entrepreneurial spirit	Open and transparent communication
Effort	Social responsibility	Excellence
Fellowship	Profit generation	Customer satisfaction
Innovation and creativity	Pleasant working environment	Efficiency
Concern for people	Competitiveness	Trust
Goal achievement	Employee development and wellbeing	Training and learning
Good relationships between people	Focus on results	Care for the environment
Being the best	Teamwork	
<b>Balanced Organizational Values (II)</b>		
DESIRABLE VALUES: Mark with an 'X' the 8 values/behaviors That, in your opinion, are most appropriate for the good functioning of your organization.		

References:

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[Cardona, P., & Rey, C. \(2022\). Is There a Link Between Corporate Purpose and Performance? \*In Management by missions: Connecting people to strategy through purpose\* \(pp. 3-19\). Cham: Springer International Publishing.](#)

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