

# ON A MISSION

Organizations with a strong sense of purpose see better financial performance, increased productivity and more engaged employees.

## **EXTRA MOTIVATION**

96%

of executives say there is a long-term financial benefit for companies that make a strong commitment to purpose-driven leadership, according to a Korn Ferry survey.

**MORE THAN 2/3** say their employees' sense of purpose is directly tied to productivity:

There is a little correlation: 7%

There is some correlation: 23%

There is a major correlation: 70%

And most executives think that working toward a shared goal boosts productivity in several key areas:

Collaboration: 76%

Breakthrough innovation: 82%

Effective decision-making: 88%



**ONLY 52%** of executives say their employees understand and embrace the mission/purpose of their organization to a great extent.

# **PURPOSE, INTERRUPTED**

**84%** of executives say their business operates in a state of volatility, uncertainty, complexity and ambiguity. **As a result, purpose is in flux:** 



13%

Purpose has completely changed



**53%** 

Purpose has almost completely changed



**18%** 

Purpose has somewhat changed

10%

Purpose has changed a little

3%

Purpose has not changed at all

**The biggest change?** Organizations are starting to think of "purpose with a capital P," according to EY: a human-centered, socially engaged conception of purpose.

A majority of executives say they think of purpose in these terms:

**52%** 

Purpose with a capital P

25%

Bring value to customers

12%

Maximize shareholder value

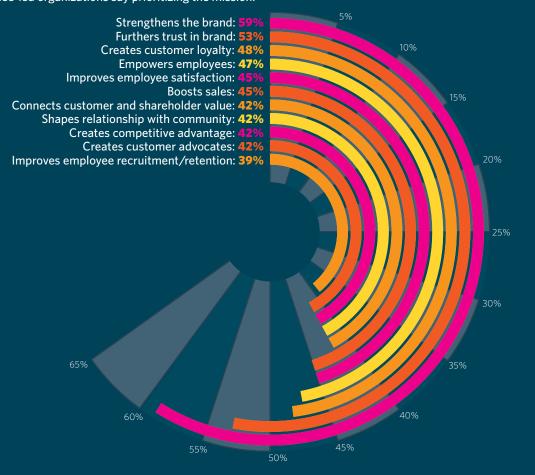
11%

Create value for employees



#### THE VALUE OF INTENT

Purpose-led organizations say prioritizing the mission:



#### ON BOARD WITH PURPOSE -

While the power of purpose is clear, boards must set the tone. But few have actively aligned the organization's corporate culture, according to a study of European boards.

25% The board is aware there are some significant gaps between its purpose and strategy on the one hand and its culture on the other, and is addressing them.

25% The board has not spent much time considering the alignment of its purpose, strategy and culture.

39% The board is clear on its purpose and strategy, and it is broadly consistent with the organization's culture.

The board is very clear on purpose, culture and long-term strategy and has actively checked that all are well-aligned.



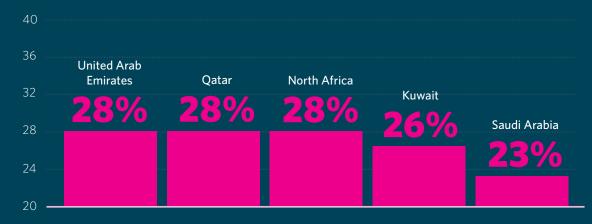
# **MAKING WORK MATTER** –

**37%** of LinkedIn members globally are purpose-oriented, meaning they optimize their job to align with work that matters to them, according to a 2016 survey.

The top 5 **most** purpose-oriented countries are:



5 regions or countries with the **least** purpose-oriented workforce:



#### Percentage of generation group that is purpose-oriented







## **INCREASED ENGAGEMENT**

Employees who embrace their organization's purpose are more likely to remain engaged—and that's a big boon to the bottom line. A 2017 study found that business units with a highly engaged workforce saw:



41%

less absenteeism than business units without a highly engaged workforce



59%

fewer departures (low-turnover organizations)



24%

fewer departures (high-turnover organizations)



70%

fewer employee safety incidents



40% fewer quality defects

20% more in sales



17% more productivity

Sources: Board Agenda, INSEAD and Mazars, Board Leadership in Corporate Culture: European Report 2017; EY, Deriving Value From Purpose: Understanding the Critical Role of the CMO, 2016; EY, How Can Purpose Reveal a Path Through Disruption?, 2017; Gallup, State of the American Workplace, 2017; Korn Ferry, Where There's Purpose, There's Profit, 2016; Korn Ferry, People on a Mission, 2016; LinkedIn and Imperative, Purpose at Work, 2016.

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