2019 Workforce Purpose Index
Pathways to Fulfillment at Work

Estrella Parker, CHRO at Satellite Healthcare
Imperative Client Since 2017
Employee fulfillment is a social and business imperative.
In this Workforce Purpose Index, we uncovered something that surprised us - it is statistically impossible to be fulfilled in life if you aren’t fulfilled at work. This makes employee fulfillment, unlike employee engagement, a true imperative.

The encouraging news is that employee fulfillment appears to be far more actionable and attainable (while still creating significant business value) than engagement. Where the work on employee engagement has focused on managers, culture, and resources, employee fulfillment is something that people recognize is about them. It is their responsibility and they also see themselves as the greatest barrier.

To enable employees to act, we need to understand how successful employees approach their work to make it fulfilling. What emerged in this study were clear investments employers can easily make to help every employee own their success.

Fulfillment at work is an imperative.

Aaron Hurst  
Co-Founder and CEO, Imperative

Nicole Resch  
Head of Enterprise Purpose Strategy, Imperative
Executive Summary

Key Takeaways
People would prefer fulfilling to engaging work, believe it is possible, and see it as their responsibility.

You need meaningful relationships, impact, and growth at work in order to be fulfilled in life.

Fulfillment is directly linked to core measures of business success.

There are clear pathways for HR leaders and managers to empower employee fulfillment.

In the 2015 Workforce Purpose Index, we found that 33% of the U.S. Workforce was fulfilled at work. In this study, we sought to understand the pathways that increase fulfillment in the workforce.

Fulfillment Drives Value
Fulfilled employees are the most valuable. Fulfillment is a strong predictor of eNPS. It is also linked to higher performance and the intention to remain in the organization long-term.

\[ \text{Fulfilled Employee} = \text{Higher Performance} \times \text{Longer Tenure} \times \text{Net Promoter} \]

Evolution from Engagement to Fulfillment
More than twice as many people report wanting fulfilling work (64%) versus engaging work (28%). Nearly three-quarters (74%) of people believe employee fulfillment is possible in their current jobs and 68% report that the primary responsibility for fulfillment lies with the individual. A shift from the focus on employee engagement to employee fulfillment is likely to yield higher results as it focuses on benefits to the employee and puts them in the driver’s seat.

Purpose Mindset
Fulfillment is created when people connect their daily experiences to their identity, past experiences, and aspirations. This is what we call a “Purpose Mindset” and, while similar to a Growth Mindset, it also includes values, generosity, and direction.
Pathways to Fulfillment

Four practices emerged as being strong predictors of fulfillment:

1) Self-Awareness,
2) Peer Coaching,
3) Employee-First Culture, and
4) Purpose Mindset.

Investing in these four areas will allow employers to empower their people to own their fulfillment.

Culture of Fulfillment

People are more likely to report being fulfilled when they perceive that leadership makes employees a higher priority than customers. The same is true when they perceive that their direct manager has a Purpose Mindset and sees work as being about more than money and status.

Methodology

The 2019 Workforce Purpose Index is a representative survey of the U.S. workforce based on a sample of 1,038 full-time working adult respondents with a 95% confidence level and a margin of error of ≤3 percentage points.
About the Workforce Purpose Index

This study is Imperative’s third Workforce Purpose Index. Each index adds new dimensions to our understanding of human potential. The series was developed to serve as a resource for employers, educators, academics, and policy makers to advance the collective effort of realizing the potential of work.

Methodology and Sample

The 2019 Workforce Purpose Index is based on a 27-question online survey conducted on November 13-15, 2018. The survey was completed by a random sample of 1,038 adults employed full-time, aged 18 or older, living in the United States. Our Survey participants represent a wide range of industries, age groups occupational levels, educational levels and income levels. For results based on the total sample of employees, the margin of sampling error is ≤3 percentage points at the 95% confidence level, with proper weighting applied.

Imperative

Founded in 2014, Imperative is a web-based career and culture transformation platform used by purpose-driven employers. Using their proprietary purpose and fulfillment science, Imperative activates peers as coaches to develop changes in behavior and mindset that are the foundation of success in the new economy.
Employee Fulfillment

Nicole Resch, Head of Enterprise Purpose Strategy at Imperative
MYTH: You can be fulfilled in life but not at work.

Employee fulfillment is a state of being in which our psychological needs are met and we are driven primarily by intrinsic motivation. Fulfillment is generated by neurochemicals that have evolved to motivate us to act in ways that increase our odds of survival.

Sources of Fulfillment
It is nearly impossible to be fulfilled in life without meaningful relationships, impact, and growth at work.

Relationships
There is only a 1% chance you will report being fulfilled if you lack meaningful relationships at work.

Impact
There is only a 2% chance you will report being fulfilled if you don’t report making an impact at work that matters to you.

Professional Growth
There is only a 1% chance you will report being fulfilled if you don’t feel you are growing personally and professionally at work.

TRUTH: Only 1% of people who are fulfilled in life are unfulfilled at work.
Employees Want Fulfillment

Bill Holsinger-Robinson, Partner + Business Strategist, Furthered Certified Purpose Coach
Your people want to be fulfilled, not just engaged.

Employee engagement has become a core goal and measure for management. However employees want **fulfilling** lives and work.

**Employee Preferences for Engaging vs. Fulfilling Work**

People are more than twice as likely to choose fulfilling work over engaging work.
People Clearly Differentiate Between Engaging and Fulfilling Work

In a 2018 survey, respondents described engaging and fulfilling work. The words they chose to describe engagement and fulfillment show a clear distinction between the two feelings.

**WORDS ASSOCIATED WITH FULFILLMENT**

**Happy**  
**Love**  
**Enjoy**  
**Difference**  
**Achieve**  
**Goals**

**WORDS ASSOCIATED WITH ENGAGEMENT**

**Busy**  
**Active**  
**Interest**  
**Hard**  
**Like**  
**Challenges**
Most people see fulfillment at work as possible.
Belief in the Possibility of Fulfillment
74% of people see fulfillment as possible, yet only one-third of people are fulfilled (Imperative Workforce Purpose Index, 2015). It is imperative to help those who see fulfillment as possible achieve it in their lives and at work.

Responsibility for Fulfillment
In the 2019 Workforce Purpose Index, we found that people see fulfillment as something they create for themselves not as an entitlement. They agree that fulfillment is their responsibility.
The Case for Fulfillment

Kenan Aden, Executive VP at MVLE
Imperative Client Since 2017
Fulfilled employees are net promoters.

The Employee Net Promoter Score (eNPS) is a way to measure employees’ willingness to be ambassadors for the company. **Promoters** highly recommend working at the company and **Detractors** actively recommend *not* seeking employment within the company.

**eNPS Score (Fulfilled vs Non)**

Fulfillment predicts if someone is a Brand Ambassador or a Brand Detractor.

<table>
<thead>
<tr>
<th>Fulfilled Employee</th>
<th>Unfulfilled Employee</th>
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<tbody>
<tr>
<td><img src="image" alt="Happy Employee" /> 30 ENPS</td>
<td><img src="image" alt="Sad Employee" /> -64 ENPS</td>
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**Cost of an Unfulfilled Employee**

82% of unfulfilled employees are actively undermining your culture and brand.
Fulfillment connects to performance.

Top 20% Percentile Performance (Fulfilled vs Non)
Fulfilled employees are more likely to report outperforming 80% of the people in their field.

Expected Tenure (Fulfilled vs Non)
People expect to stay in their jobs when they are fulfilled.

FULFILLED EMPLOYEES

2X MORE LIKELY TO STAY 5+ YEARS
3X MORE LIKELY TO STAY 10+ YEARS
Longer Tenure

Higher Performance

FULFILLED EMPLOYEE

Net Promoters
Cultivating a Purpose Mindset is fundamental for fulfillment.

The 2015 Workforce Purpose Index found that 28% of the workforce has a Purpose Mindset (i.e. orientation). They view work as having the potential to be a source of meaning in their lives and having a positive impact on others and the world.

A Purpose Mindset Predicts Fulfillment
People who have a Purpose Mindset are 52% more likely to report being fulfilled. In other words, if you see work as being a source of meaning in your life, you are more likely to find ways to experience it as fulfilling.

A Purpose Mindset is at the Core of Empowering Sustained Fulfillment
In the 2016 Global Workforce Purpose Index we validated that “Purpose Mindset” is universal across countries. In this study, we confirmed the connection between a Purpose Mindset and fulfillment and looked to compare Purpose and Growth mindsets.
Purpose and Growth Mindset

We compared people who reported having a Growth Mindset to those reporting a Purpose Mindset. The results were similar, with a slight advantage emerging with a Purpose Mindset. This may be because, in developing a purpose mindset, you are inherently developing a Growth Mindset. Both are good, but employees with a purpose mindset perform better, are more fulfilled, and stay longer.

Dr. Carol Dweck introduced the concept of a Growth Mindset. She found that people are more likely to thrive when they believe their basic abilities can be developed through dedication and hard work. Her research has led to major advances in and adult learning and an appreciation for the power of mindset in impacting behavior.
Practices of Fulfilled Employees

Charles Antis, Founder and CEO at Antis Roofing
Imperative Client Since 2016
A fulfilled employee starts with self-awareness which is activated through peer coaching. Managers who model the Purpose Mindset and cultures that put employees first amplify the impact of these transformational conversations.

1. Increase Employee Self-Awareness

When people are aware of what brings them fulfillment, they are significantly more likely to experience fulfillment at work, especially when compared to those who are not aware.

This suggests that investing in helping people understand their purpose is likely foundational to a Purpose Mindset and fulfillment.
Peer learning and coaching strengthens relationships and boosts impact and growth.

2. Invest in Peer Learning
Employees who engage in peer coaching have more clarity, report being higher performers, make meaningful connections with colleagues, experience growth, have a growth mindset, feel psychologically safe, and are likely to stay longer.

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<tr>
<th>%</th>
<th>Clarity</th>
<th>Performance</th>
<th>Connection</th>
<th>Growth</th>
<th>Mindset</th>
<th>Psychological Safety</th>
<th>Tenure</th>
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<tbody>
<tr>
<td>88%</td>
<td>KNOWS WHAT FULFILLS THEM</td>
<td>REPORT BEING TOP PERFORMERS</td>
<td>HAVE MEANINGFUL RELATIONSHIPS AT WORK</td>
<td>REPORT GROWING AT WORK</td>
<td>HAVE A PURPOSE MINDSET</td>
<td>FEEL SAFE TAKING RISKS AT WORK</td>
<td>PLAN TO STAY IN THE ORGANIZATION FOR 5+ YEARS</td>
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YOUR PEOPLE ALREADY ENGAGE IN INFORMAL PEER COACHING
62% of employees are already having regular conversations with their peers about career development.
Employees who participate in peer coaching conversations are nearly twice as likely to be fulfilled as their counterparts who do not engage in these transformational conversations.

**Likelihood of fulfillment with peer coaching**

- **66%** with peer coaching
- **35%** without peer coaching

**Employees learn more from peers**

- **80%** of employees reported learning as much or more from their peers as they do from their managers.

**Pie chart**

- **53%** of employees believe they learn more from their peers.
- **27%** believe they learn equally from both peers and managers.
- **20%** believe they learn more from their managers.
UNTAPPED RESOURCE:
90% of employees are happy to coach others.
3. Embrace a Culture of Employees First

It benefits your organization to put employees before customers. Much of the existing work on purpose in the workplace has focused on defining the purpose of an organization. This is most often done as an expression of the organization’s desired impact on customers and the world outside the company. This is clearly important but employees report better outcomes when they feel the organization is employee-centric.

**IMPACT OF PUTTING EMPLOYEE VS CUSTOMER AS HIGHEST PRIORITY**

<table>
<thead>
<tr>
<th>EMPLOYEE-CENTRIC</th>
<th>CUSTOMER-CENTRIC</th>
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<tbody>
<tr>
<td>![People Icon]</td>
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<tr>
<td>72%</td>
<td>54%</td>
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<td>+13</td>
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4. Cultivate a Purpose Mindset in Managers and Leaders

When people believe their manager sees work as only about money and status, it has a negative impact on their success. A Purpose Mindset can be developed and nurtured in leaders and managers using the same practices as for the rest of the organization.

### IMPACT OF PERCEPTION OF MANAGER MINDSET

<table>
<thead>
<tr>
<th>MANAGER PERCEIVED TO HAVE PURPOSE MINDSET</th>
<th>MANAGER PERCEIVED TO NOT HAVE PURPOSE MINDSET</th>
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<tbody>
<tr>
<td>Fulfilled</td>
<td>66%</td>
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<td>Expected Tenure</td>
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<td>ENPS</td>
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<td>28%</td>
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Are you developing talent for the new economy?

☐ Embracing Purpose Mindset and employee fulfillment

☐ Not defining success as “being busy”

☐ Defining employees as “human beings” instead of “human resources”

☐ Making time and giving permission for reflection

☐ Measuring the quality of employees’ relationships, impact, and growth

☐ Fostering a Purpose Mindset in managers

☐ Making employees your priority

☐ Encouraging employees to have self-awareness

☐ Enabling peer coaching
Unleash employee potential with Purpose.

Thank you.

Erin Reiner
Head of Marketing, Imperative
erin@imperative.com

Founded in 2014, Imperative is a web-based career and culture transformation platform used by purpose-driven employers. Using their proprietary purpose and fulfillment science, Imperative activates peers as coaches to develop changes in behavior and mindset that are the foundation of success in the new economy. Peers are dynamically matched based on psychographics for structured and personalized virtual conversations to activate and practice new skills and adopt organizational changes. Imperative builds cultures of transformational conversation for partners including Casper, Zillow, Horizon Media, MetLife, and Kaiser Permanente. Learn more at imperative.com.
History of Work
The transition from engagement to fulfillment is part of a broader change in the economy and in the role of employees in the workforce.

1950: Information
Employee Value Prop: Engagement
Desired Employee: Knowledge
Development Focus: Talents

1750: Industrial
Employee Value Prop: Satisfaction
Desired Employee: Efficiency
Development Focus: Personality

3000 BC: Agrarian
Employee Value Prop: Survival
Desired Employee: Strength
Development Focus: NA

Today: Purpose
Employee Value Prop: Fulfillment
Desired Employee: Mindset
Development Focus: Purpose
Culture of Fulfillment