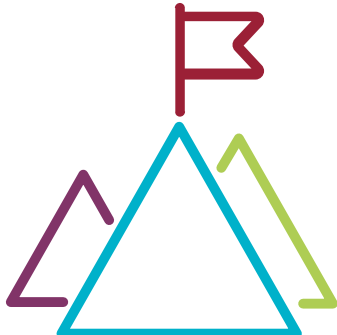


# The Purpose Factor: Why Your Talent Strategy (and So Much More) Depends on It

New research suggests that employees want their jobs to be meaningful, but most struggle to live their purpose at work—and disengage as a result.



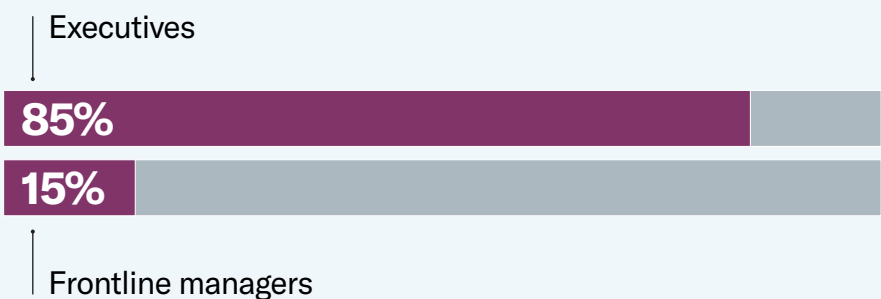
People increasingly expect work to fulfill them in meaningful ways.

90% of the global employees and executives we polled responded that **work should bring a sense of purpose to their life.**

Harvard Business Publishing Corporate Learning, "Do you believe work should bring a sense of purpose to your life?" LinkedIn, July 2022.

However, who can access meaning at work often depends on where they sit in the org chart.

85% of executives and upper management report that they are **living their purpose at work**, while only 15% of frontline managers and employees agree.



Naina Dhingra, Andrew Samo, Bill Schaninger, and Matt Schrimper, "Help your employees find purpose—or watch them leave," McKinsey & Company, April 5, 2021.

This purpose gap between executives and their teams is leaving most members of the workforce in a state of disengagement.

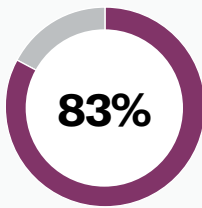
35% of employees **experience a disconnect** between their organization's stated purpose and its day-to-day actions.

Ernst & Young Global Ltd., "Is your purpose lectured, or lived?" January 6, 2021.

37% of employees think their **performance isn't linked** to their organization's stated purpose.

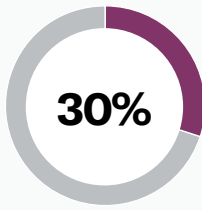
Ernst & Young Global Ltd., "How can purpose reveal a path through disruption?" March 10, 2020.

If leaders want to close the purpose gap, they must foster authentic and meaningful work experiences for their employees.



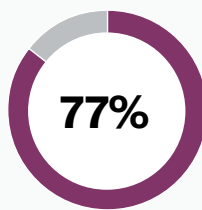
83% of companies that **overperform on revenue growth** link everything they do to purpose.

Interbrand, "Best Global Brands," 2017.



Purpose-oriented companies have been shown to achieve 30% **higher levels of innovation.**

Deloitte, "Becoming irresistible: A new model for employee engagement," Deloitte Review, January 27, 2015.



When the company's purpose is activated and aligned with employees personally, employees are 77% **more likely to be engaged at work** and report 87% **higher intent to stay.**

Anne Gast, Nina Probst, and Bruce Simpson, "Purpose, not platitudes: A personal challenge for top executives," McKinsey & Company, December 3, 2020.

To engage employees, leaders must leverage purpose in their business decisions and everyday interactions with their team.



Recruit and hire candidates with values consistent with the company's



Cultivate meaningful employee experiences with a sense of safety, connection, respect, and appreciation



Champion inclusion by connecting different groups with a shared commitment to a higher purpose



Develop people and deepen expertise to innovate new ways for delivering on purpose



Gracefully navigate change in alignment with values, including team transitions and employee exits

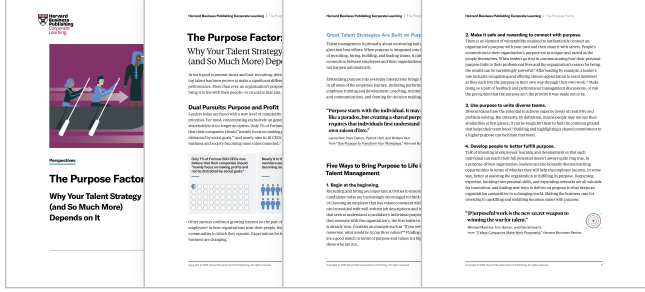
“The sense of being part of something greater than yourself can lead to **high levels of engagement, high levels of creativity,** and the **willingness to partner across functional and product boundaries within a company, which are hugely powerful.**”

—Rebecca Henderson, the John and Natty McArthur University Professor at Harvard Business School

## READ MORE:

### The Purpose Factor: Why Your Talent Strategy (and So Much More) Depends on It

Learn more about the skills that leaders need to make purpose real for their teams.



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