



2019 Workforce Purpose Index

Pathways
to Fulfillment
at Work

IMPERATIVE

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.

A handwritten signature in white ink, appearing to read 'A Hurst', with a long horizontal stroke extending to the right.

Aaron Hurst
Co-Founder and CEO, Imperative

A handwritten signature in white ink, appearing to read 'N Resch', with a large, textured, scribbled area on the left and a vertical line on the right.

Nicole Resch
VP of Growth & Co-Founder, 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.

Fulfilled Employee = Higher Performance x Longer Tenure x 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.

Executive Summary

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, VP of Growth & Co-Founder at Imperative

MYTH:

You can be fulfilled in life but not at work.

TRUTH:

Only 1% of people who are fulfilled in life are unfulfilled 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

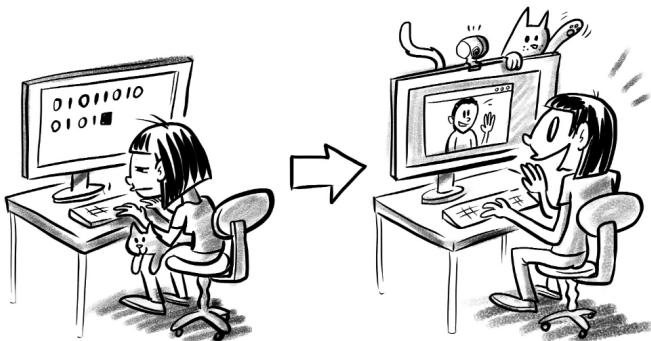
There is only a 1% chance you will report being fulfilled if you lack meaningful relationships at work.

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.





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.

FULFILLING WORK



64%

Employee Preferences for Engaging vs. Fulfilling Work

People are more than twice as likely to choose fulfilling work over engaging work.

ENGAGING WORK



28%



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.**

FULFILLMENT IS POSSIBLE

74%



NEUTRAL

18%

FULFILLMENT IS NOT POSSIBLE

12%

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.

AGREE FULFILLMENT IS THEIR RESPONSIBILITY

68%

NEUTRAL

21%

DISAGREE

12%

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.

FULFILLED EMPLOYEE



30
ENPS

UNFULFILLED EMPLOYEE



-64
ENPS



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)

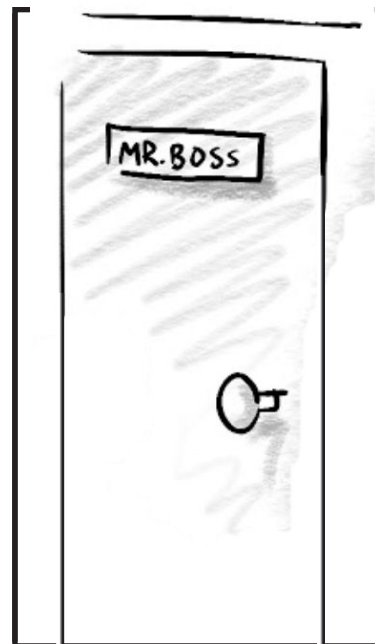
Fulfilled employees are more likely to report outperforming 80% of the people in their field.



Expected Tenure (Fulfilled vs Non)

People expect to stay in their jobs when they are fulfilled.

FULFILLED EMPLOYEES



**Higher
Performance**

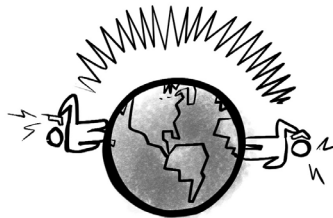


**Longer
Tenure**



**FULFILLED
EMPLOYEE**

**Net
Promoters**





Purpose Mindset

Amanda Ramos, Innovation Director at Gensler
Imperative Client Since 2016

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.

LIKELIHOOD OF FULFILLMENT WITH PURPOSE MINDSET

66%



WITHOUT PURPOSE MINDSET

14%



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.

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.



PURPOSE MINDSET		GROWTH MINDSET
66%	FULFILLED	60%
64%	TOP 20% PERFORMER	61%
34%	10+ YEAR EXPECTED TENURE	30%



Practices of Fulfilled Employees

Charles Antis, Founder and CEO at Antis Roofing
Imperative Client Since 2016

The architecture of fulfilling careers and cultures.

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.

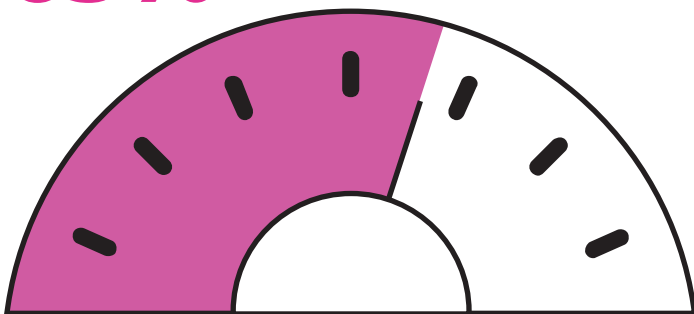
1. Increase Employee Self-Awareness

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.

LIKELIHOOD OF FULFILLMENT WITH AWARENESS

63%



WITHOUT AWARENESS

17%



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.

88%	CLARITY	KNOWS WHAT FULFILLS THEM
66%	PERFORMANCE	REPORT BEING TOP PERFORMERS
64%	CONNECTION	HAVE MEANINGFUL RELATIONSHIPS AT WORK
34%	GROWTH	REPORT GROWING AT WORK
84%	MINDSET	HAVE A PURPOSE MINDSET
64%	PSYCHOLOGICAL SAFETY	FEEL SAFE TAKING RISKS AT WORK
34%	TENURE	PLAN TO STAY IN THE ORGANIZATION FOR 5+ YEARS



YOUR PEOPLE ALREADY ENGAGE IN INFORMAL PEER COACHING

62% of employees are already having regular conversations with their peers about career development.

LIKELIHOOD OF
FULFILLMENT WITH
PEER COACHING

66%

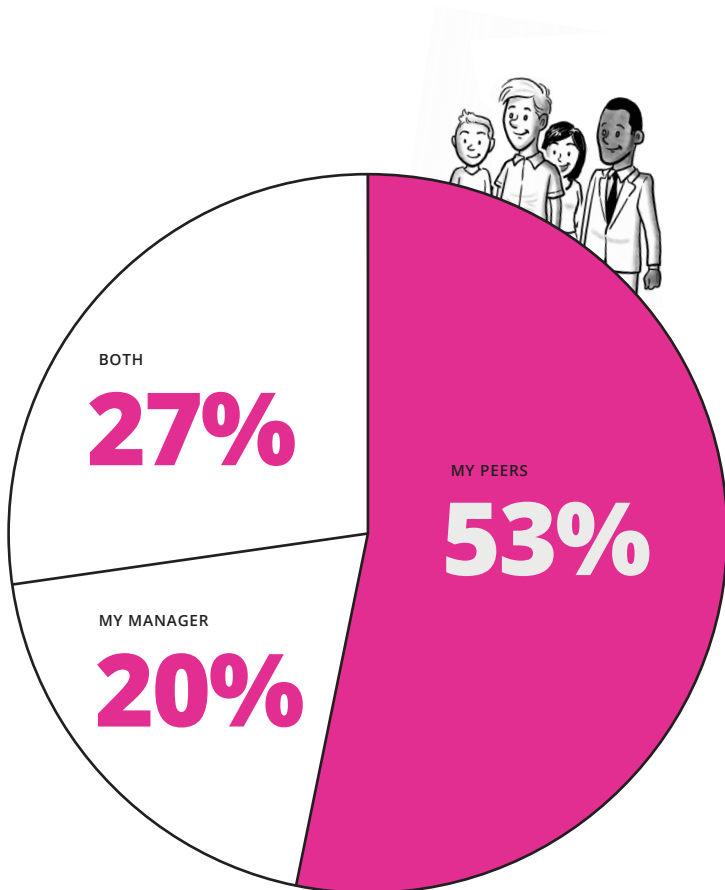
WITHOUT PEER
COACHING

35%



PEER COACHING INCREASES FULFILLMENT

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.



EMPLOYEES LEARN MORE FROM PEERS

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

UNTAPPED RESOURCE:

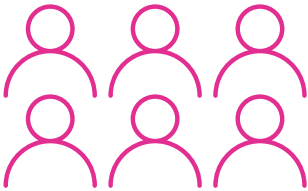
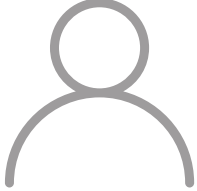
**90% of
employees
are happy
to coach
others.**



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.

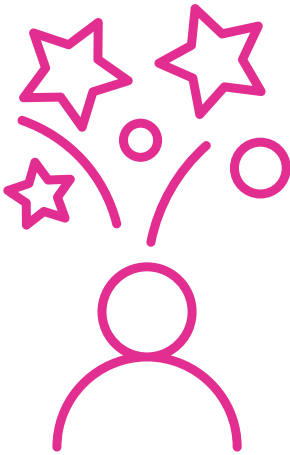

IMPACT OF PUTTING EMPLOYEE VS CUSTOMER AS HIGHEST PRIORITY

EMPLOYEE-CENTRIC		CUSTOMER-CENTRIC
		
72%	FULFILLED	54%
30%	10+ YEAR EXPECTED TENURE	28%
+13	ENPS	-2

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

MANAGER PERCEIVED TO HAVE PURPOSE MINDSET		MANAGER PERCEIVED TO NOT HAVE PURPOSE MINDSET
		
66%	FULFILLED	28%
30%	10+ YEAR EXPECTED TENURE	20%
+10	ENPS	-50

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.

Emma Powers
Director of Marketing
emma@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.

IMPERATIVE

The State of Employee Fulfillment Today.

Imperative's 2022 Workforce Purpose Index highlights the relationship imperative: **relationships are the key to purpose at work and in our lives.**

[Download the 2022 WPI](#)

As companies and employees grapple with returning to work in hybrid environments, it's clear that people are having a hard time building meaningful relationships at work.

Our newest study looks at why that is and what it takes to overcome these significant barriers for building fulfilling connections at work.

This new research paints a clear picture of how companies and managers can immediately adjust their current environments to best support employees while fostering development and growth.

IMPERATIVE