

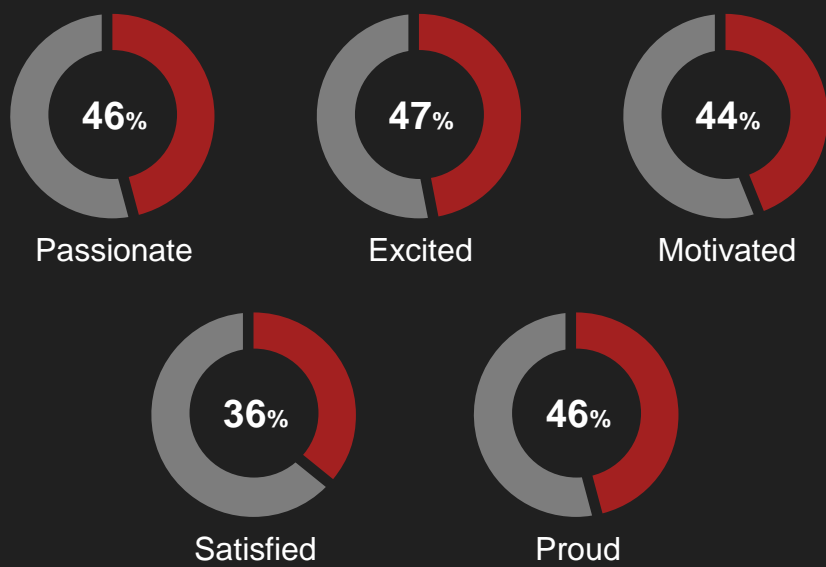
The crisis of purpose

PwC's Strategy& conducted a global survey with 540 participants across industries and levels to learn more about how people feel at work and how to better engage and motivate them to bring their best to work every day to further the company's agenda. Here's what we found...



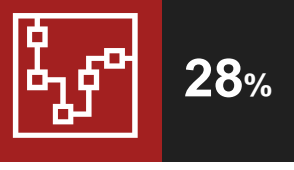
People don't feel good at work

% employees who feel at least somewhat...



“Only **1 in 5** employees feels at least somewhat positive along each of the five dimensions.”

Employees aren't connected to the organization



Employees who feel **fully connected** to the company's purpose



Employees who can **clearly see the value** they create



Employees who agree their **job allows** them to fully leverage their strengths

“How can you expect employees to come to work every day ready to further the business if they don't know how they fit in?”

All this adds up to a crisis of purpose :

Employees feel lost. And over time a lack of direction saps motivation.

There is a way out of this crisis:

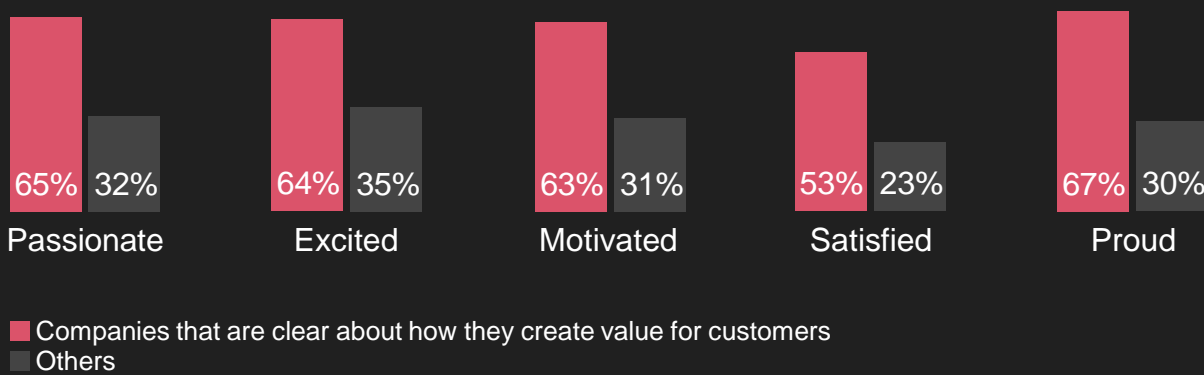
Define your company's purpose as your promise to customers.

Doing so allows you to clearly articulate your strategic goals and to motivate your workforce. These two objectives are important individually and synergistically: When your employees understand and embrace your organization's purpose, they're inspired to do work that is great *and* delivers on your company's promise.



Purpose holds great potential to inspire

% of employees who feel at least somewhat...



Clearly articulating your purpose is only the beginning. To ensure execution of your purpose, you must:

- Be a magnet for the right talent:** Be clear about the few capabilities at which your company needs to excel to deliver on its purpose and hire and retain world-class talent in those areas.
- Connect with intention across boundaries:** Break down organizational silos so people across the organization can work together to achieve your purpose.
- Invest behind your purpose:** Put your money where your purpose is.

Are you using your purpose to motivate your workforce? Read more in [“Why Are We Here?” on hbr.org](#)

How to define a winning purpose for your company? Read more on our [Capabilities-driven Strategy microsite](#)

How to get feedback from your top employees as to how they perceive the company's purpose? Explore what [Aperture, the annual strategy scan](#), can do for you