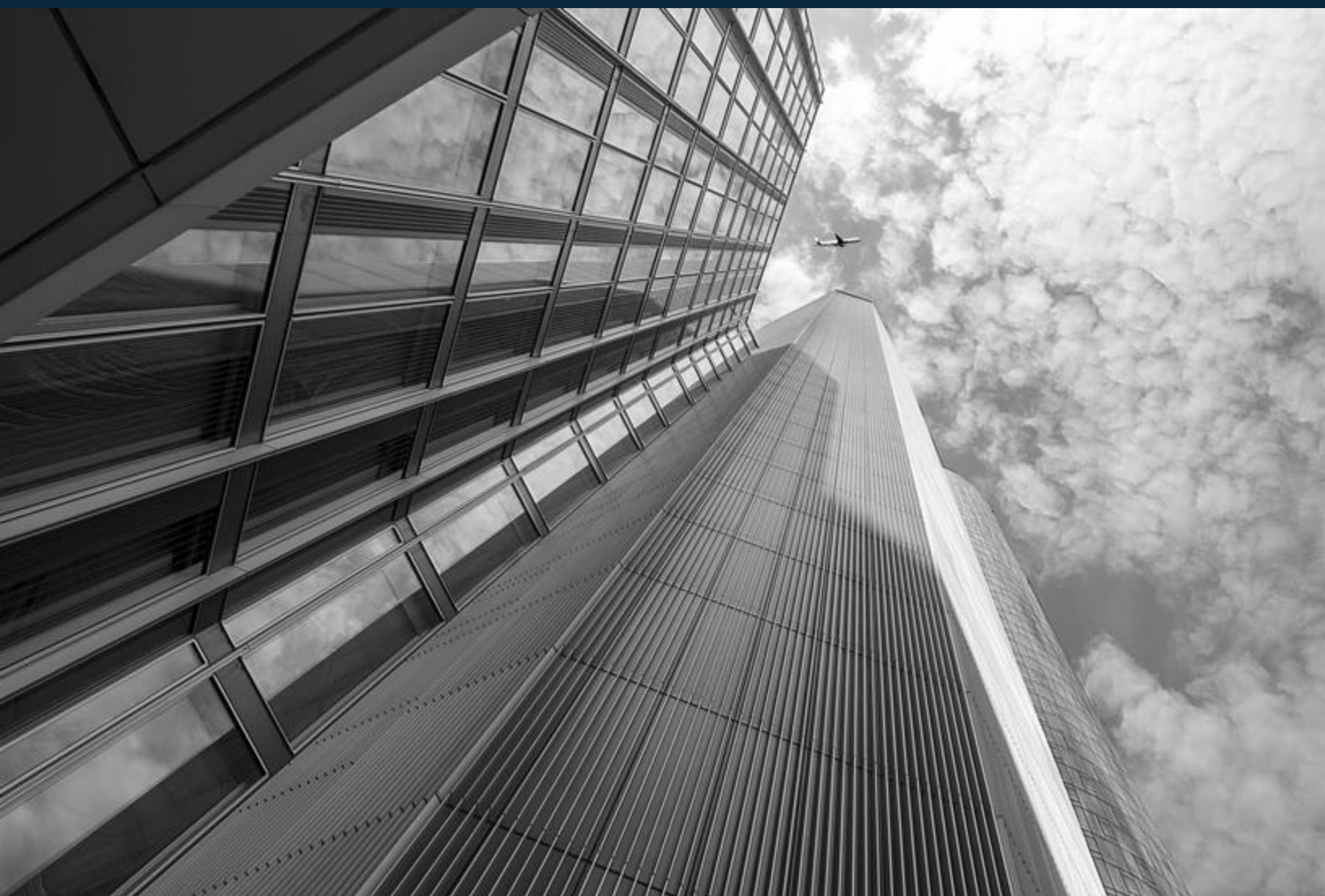


# PURPOSE TRENDS REPORT

A selection of what has been published about Purpose in January 2025



January 2025

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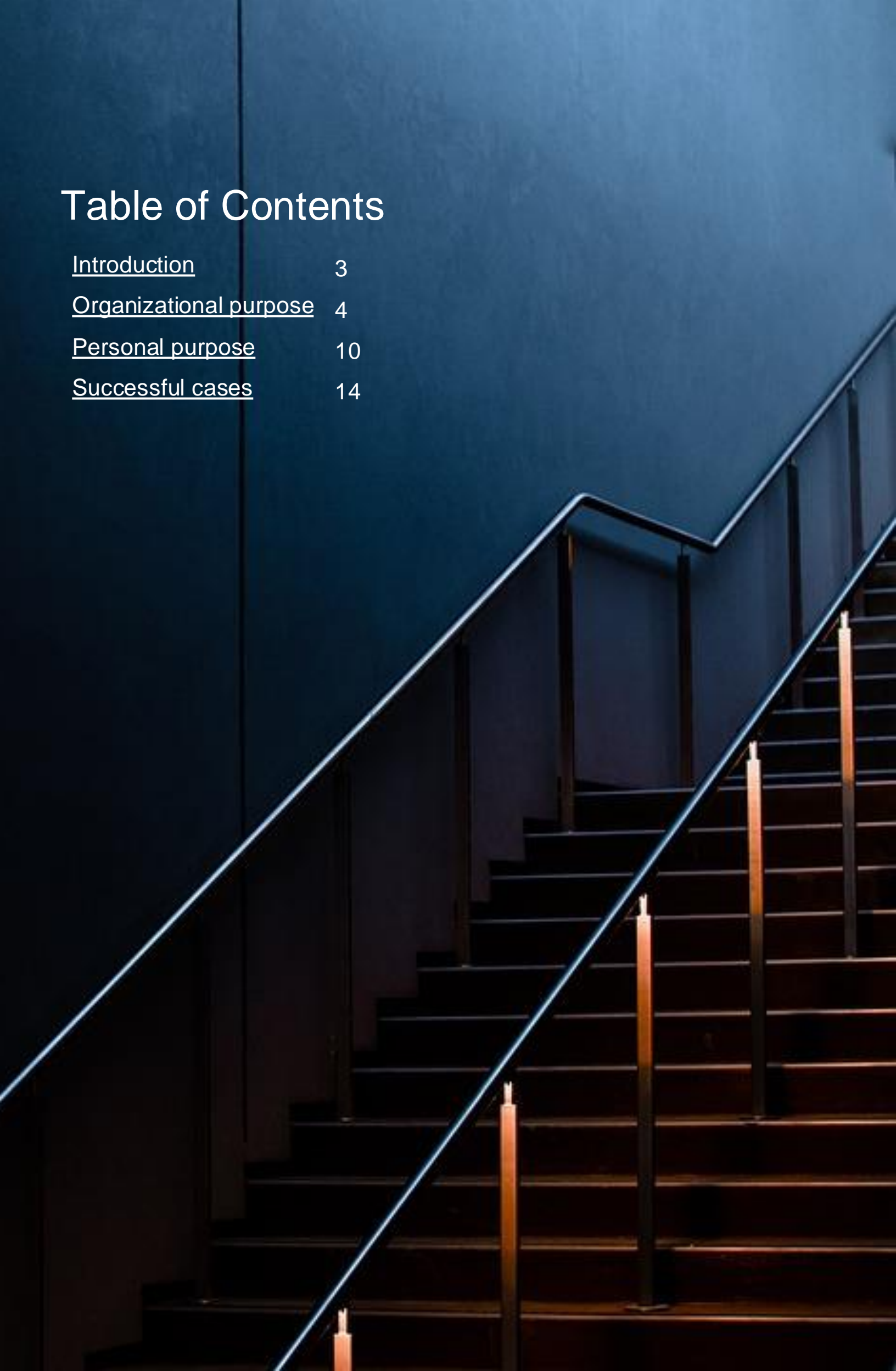
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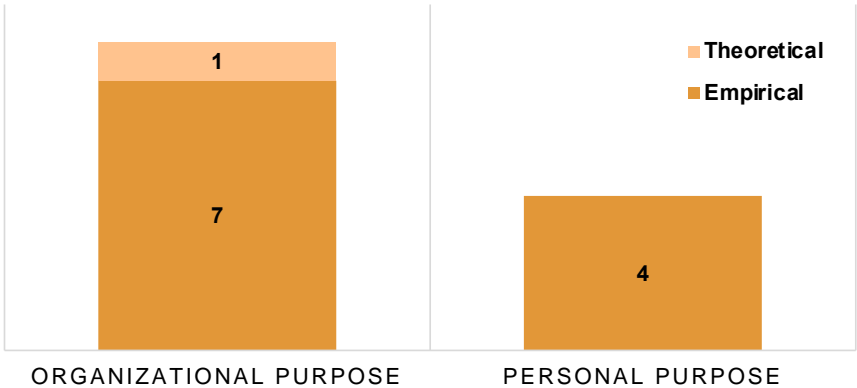
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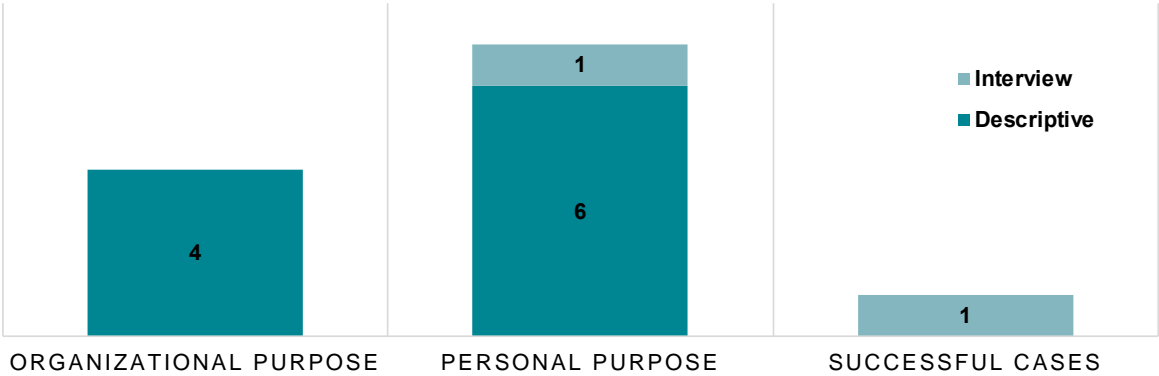
# INTRODUCTION

*In this report, we want to synthesize the most relevant about corporate purpose published in January 2025. For this aim, we did a content search (using selected keywords) in Scopus and Google Scholar for academic publications; and diffusion magazines and other trusted sites for articles and reports. We selected relevant publications about organizational purpose and personal purpose. Also, we include successful cases that show how corporate purpose has been implemented. Bellow, we present statistics about the selected literature.*

ACADEMIC PUBLICATIONS - JANUARY 2025



ARTICLES AND REPORTS - JANUARY 2025



*The report highlights the growing emphasis on ethical leadership as a strategic tool for addressing the Sustainable Development Goals (SDGs). Some studies argue that corporate purpose provides consistency and strategic direction, enabling multinational enterprises to manage goal conflicts while maintaining their values. Complementing this, some articles introduce a framework to refine sustainability strategies through four lenses: business value, stakeholder influence, science and technology, and purpose. This model helps organizations balance internal priorities with external pressures, fostering a more focused and impactful approach to sustainability.*

*Further, research on personal purpose underscore the significance of meaningful work and its connection to well-being. Some studies reveal that supervisor support, work meaning, and co-worker relationships play a critical role in reducing depressive symptoms among healthcare professionals. Similarly, some articles emphasize that feedback is a key driver of meaningful work, suggesting that managers can foster a deeper sense of purpose by aligning feedback conversations with employees' values and long-term goals. Moreover, they defend the idea that true purpose arises from authenticity and personal values rather than external validation.*

*Finally, successful purpose-driven organizations demonstrate how aligning strategy with social impact can yield significant benefits. Asahi Europe & International, led by CEO Paolo Lanzarotti, shows how a clear purpose—"creating meaningful connections"—drives change. This vision led to adjustments in employee compensation and the withdrawal from the plastic-bottled beer market in Eastern Europe, proving that socially responsible decisions can enhance both business resilience and long-term profitability.*



## *Academic publications (8)*

### **Unpacking the Role of Ethical Leadership in the Era of Sustainable Development Goals and Values-Based Marketing**

Journal of International Marketing, JCR Q1 [see online](#)

**Abstract:** Tackling the United Nations' Sustainable Development Goals (SDGs) has become a key strategic marketing activity for multinational enterprises (MNEs) to build their reputation and ensure their brand value. However, SDGs can cause goal conflicts for MNEs, resulting in firms not being equally responsive to all stakeholders. Therefore, this study explores how ethical leadership, underpinned by a corporate purpose, enables MNEs to pursue SDGs in foreign markets. The researchers argue that ethical leadership based on a corporate purpose can provide strategic direction for MNEs, thus enabling them to focus on selected SDGs that can be integrated into their values-based marketing agendas. Further, the findings reveal that a corporate purpose can offer consistency and perseverance in the exertion of ethical leadership at the local market level; however, ethical leadership may require organizational members to disassociate from structural inconsistencies and goal conflicts in pursuit of SDGs. Thus, the study makes a significant contribution to the literature on international marketing by adopting an ethical perspective to explain how MNEs can strategically position themselves in relation to SDGs in international markets. The findings suggest that ethical leadership can build a foundation for credible marketing communication while serving as a driver of values-based marketing programs.

### **From tactical to strategic sustainability communication: a qualitative study on corporations in Türkiye**

Corporate Communications, JCR Q2 [see online](#)

**Abstract:** Purpose: This study aims to examine the extent to which companies internalize, adopt and communicate the issue of sustainability. With this aim, research questions address companies' approaches to sustainable development goals (SDGs), the extent to which the concept of sustainability is reflected in the goals, vision, mission and values of the organizations and the interrelationship between corporate identities, SDGs, sustainability projects and communication activities of the companies. Design/methodology/approach: Content analysis is employed on the sustainability reports, websites, social media accounts, media releases and news of the corporations listed in BIST Sustainability Index (2020) in Türkiye. The typology of sustainability communication processes (Newig et al., 2013) is utilized for data analysis to reveal an overall picture of the companies' approach to sustainability communication. Findings: Research findings demonstrated that only 11 companies internalize, adopt and communicate the issue of sustainability. A total of 32 companies make no mention of sustainability in their vision, mission, purpose or values. It is observed that few companies establish their entire communication on sustainability strategy. Although some of the companies' purpose of existence is sustainability, and they manage valuable projects, their approach to communication is still tactical. The study reveals that most of the companies take a tactical approach to sustainability and fewer adopt strategic actions and communications. Originality/value: In Türkiye, research on sustainability involves either optimistic evaluations of governmental organizations or limited case studies on specific SDGs, particular sectors or social media analyses. This research exposes the holistic picture of sustainability and communication among the companies listed in the BIST Sustainability Index. The results of the holistic approach suggest that organizations should improve their communication about sustainability and communication for sustainability to activate their publics.

## **A broader corporate purpose? Evidence from UK public companies, 2000–2016**

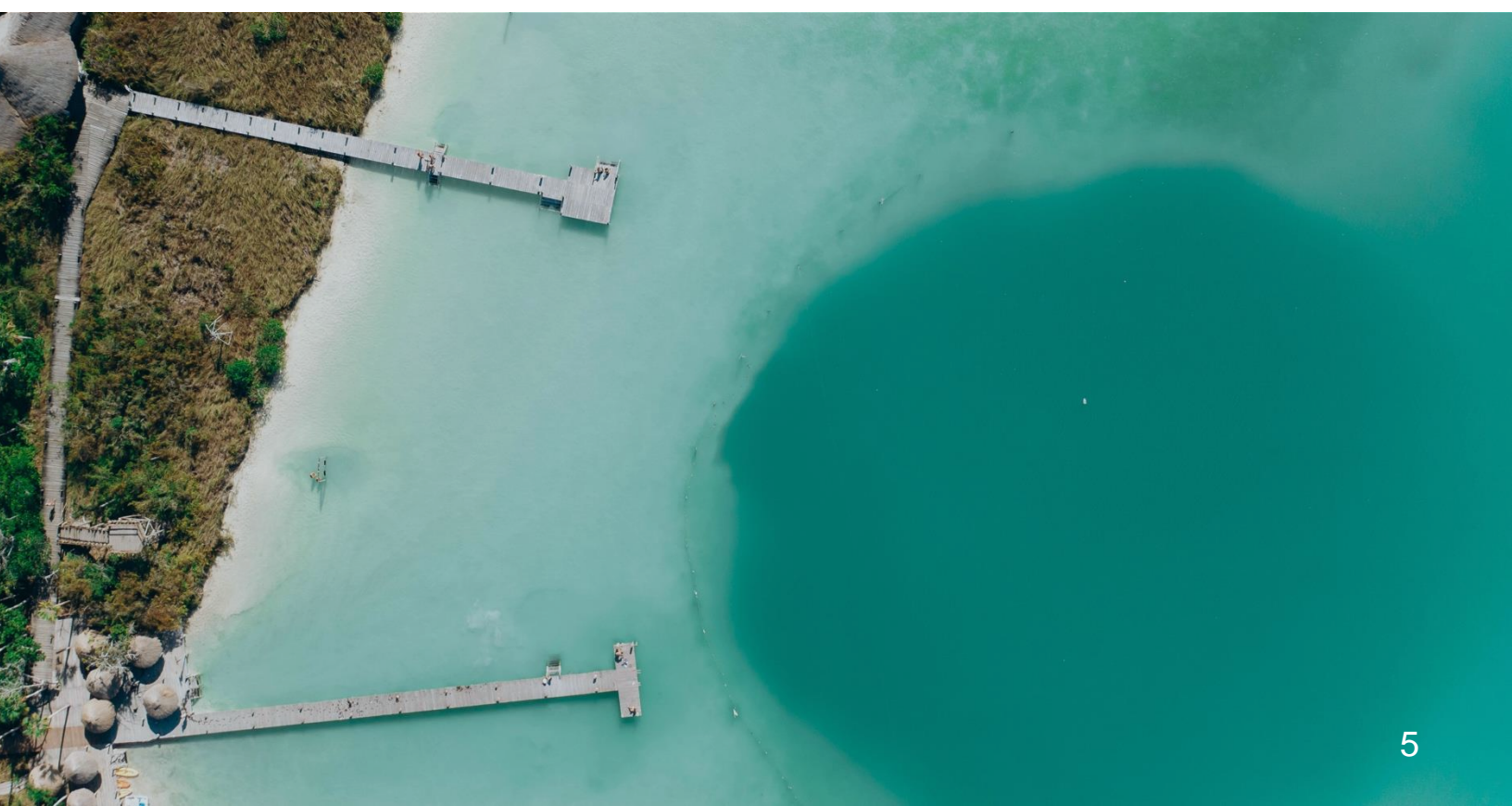
European Management Review, JCR Q2 [see online](#)

**Abstract:** This paper examines the extent to which corporate leaders have discursively embraced the logic of stakeholder theory. Using textual analysis of chairperson and CEO letters to shareholders of public companies in the UK during the 2000–2016 period, we find that, over time, attention to shareholders declined and attention to customers, society and CSR increased. These shifts were more pronounced during the financial crisis. Chairpersons and CEOs also appear to exhibit different loci of attention. Our findings indicate that corporate purpose did become “broader” in recent years; however, despite this trend, attention to employees did not increase.

## **Pursuing a corporate sustainable identity: Green governance strategy, hybrid vehicle development, knowledge and sustainability performance**

Journal of Innovation and Knowledge, JCR Q1 [see online](#)

**Abstract:** The automobile industry's transition toward sustainability remains impeded by inconsistent green governance, which hampers progress in hybrid vehicle production. Existing literature predominantly focuses on technological innovation and consumer adoption, often overlooking the governance structures that foster environmental responsibility. This study proposes a framework of green governance strategy (GGS) designed to drive automakers' proactive engagement in hybrid vehicle development. Grounded in social identity theory, our research challenges traditional perspectives on green innovation within the automobile industry. It highlights that companies with robust GGS act as pivotal drivers of hybrid vehicle development. Contrary to prior studies that relegated green products to a peripheral status, our findings position hybrid vehicles as central to corporate identity, integrating environmental responsibility with long-term profitability and alignment with sustainable development goals (SDGs). The study further reveals that despite economic pressures such as rising electricity costs, companies committed to GGS continue to prioritize hybrid vehicle production as a critical strategy to enhance sustainability performance and secure recognition in sustainability awards. However, a significant gap persists: 60 % of surveyed companies fail to address SDG 11 (Sustainable Cities and Communities), while 55 % neglect SDG 13 (Climate Action). This misalignment emphasizes the need for more comprehensive goal integration across the sector. The findings provide valuable insights for scholars, policymakers, and industry standard-setters, offering guidance for developing future governance frameworks that support more holistic contributions to sustainable urban and climate goals.



## The effect of perceived organizational fairness on the endogenous motivation of university teachers' professional development: A study of the mediating role of trust and organizational identification

PLoS ONE, JCR Q1 [see online](#)

**Abstract:** Objective The purpose of this study is to investigate the effects of perceived organizational fairness, organizational identity, and trust on the intrinsic motivation for the professional development of university teachers. In addition, this study aims to verify the mediating role of organizational identity and trust. Method This study adopts a quantitative research methodology to investigate the relationship between perceived organizational fairness, organizational identity, trust, and intrinsic motivation in the professional development of university teachers by constructing and validating a structural equation model. Result The study shows that perceived organizational fairness has a significant positive effect on the intrinsic motivation for the professional development of university teachers. Moreover, it validates the mediating effects of organizational identity and trust in the relationship between perceived organizational fairness and intrinsic motivation for teachers' professional development, shedding light on the psychological mechanisms underlying teachers' professional development motivation. Conclusion Organizational identity and trust not only directly influence teachers' intrinsic motivation for professional development but also serve as mediators in the relationship between perceived organizational fairness and intrinsic motivation. These findings have important implications for university management in promoting teachers' professional development and enhancing educational quality.

## Private Commissions of Public Inquiry: Community Conflict and Multilayer Dissonance in the Mining Industry

Corporate Social Responsibility and Environmental Management, JCR Q1 [see online](#)

**Abstract:** This study examines a unique form of public inquiry that we refer to as “privately commissioned public inquiries.” These inquiries focus on events or incidents that indicate broader structural problems of neglect, misjudgment, or injustice. Using qualitative interview methods, we explore such an inquiry in the global mining industry. We ask: what motivated the company to commission an independent public-facing inquiry? The study finds that threats to organizational identity are vital precursors to commissioning the inquiry. We also find that the unease caused by public scrutiny supports the maintenance of the company's valued identity attributes, rather than disrupting them. Paradoxically, an artifact remains—the public report, a trace that resists the kind of “forgetting” that the company might use to maintain its identity. We conclude that this public “remembering” indirectly supports organizational learning and advances the practice of human rights due diligence.

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An “identity threat” is the challenging of core organizational attributes that casts doubt on collective self-perception.

”

**The role of dual purpose in retailer's store brand introduction and quality strategies within a supply chain**

Transportation Research Part E: Logistics and Transportation Review, JCR Q1 [see online](#)

**Abstract:** To address stakeholders’ interests, firms increasingly adopt a dual-purpose agenda, typically involving the pursuit of profits and consumer surplus (CS). This study considers a supply chain dynamic involving a retailer and a national brand (NB) manufacturer, both potentially pursuing dual purposes, to investigate how their dual-purpose nature influences the introduction and quality strategies of the retailer's store brand (SB). Our findings show that only the retailer pursuing CS has no impact on SB quality. However, if the NB manufacturer pursues CS, SB quality declines irrespective of the retailer's stance. Interestingly, the for-profit retailer experiences reduced profits from SB introduction when also pursuing CS and expressing a high interest in it. Conversely, SB introduction enhances the dual-purpose manufacturer's utility when its interest in CS is relatively high. The introduction of SB may lead to unintended price and payoff implications, with the manufacturer's profit and the wholesale price exhibiting non-monotonic relationships with its interest in CS. Consequently, compared to the for-profit scenario, this may elevate the wholesale price, exacerbating the double marginalization effect. Additionally, when the retailer pursues CS, supply chain profit may increase because of the mitigated double marginalization effect, resulting from an unconventional reduction in retail markup rather than wholesale price. Our findings suggest that manufacturers pursuing CS could strategically alleviate profit losses stemming from retailers’ SB introduction. However, retailers should exercise caution when simultaneously introducing a SB and pursuing CS from a profitability standpoint.

“ One motivation for firms to pursue “beyond-profit” objectives is to ensure long-term business success ”

**Structural Dimensions and Model Construction of Platform Enterprises’ Digital Responsibility: A Grounded Study Based on Organizational Identity Theory**

Sustainability (Switzerland), JCR Q3 [see online](#)

**Abstract:** With the development of new, high-quality productive forces, platform enterprises (PEs) are beginning to play a crucial role in shaping economic patterns, ecological environments, and social structures. These enterprises have significant social responsibilities when handling issues such as algorithmic discrimination, user data breaches, and market monopolies. Herein, we adopt the grounded theory method, selecting three unique types of PEs as research subjects. Through in-depth interviews with stakeholders and a three-level coding analysis, we build a “triple” responsibility model of PEs’ digital responsibility (DR). This model is based on the PEs’ triple organizational identity and is framed by three dimensions: product responsibility, technological responsibility, and application responsibility. The model also summarizes three dimensions and contents of responsibility: digital self-regulation, the digital regulation of others, and digital foresight. The concept of PEs’ DR is clarified and the structure and dimensions of PEs’ DR are delineated. This study holds significant theoretical and practical value for perfecting the social responsibility system in the platform economy. The triple DR model fills the research gap on the relationship between corporate social responsibility (CSR) and corporate DR and overcomes the limitations of the traditional CSR paradigm, providing a theoretical foundation for PEs’ sustainable development in the digital era.



Getting Strategic About Sustainability

Jason Jay, Kate Isaacs & Hong Linh Nguyen, HBR [see online](#)

Companies often overextend themselves when it comes to sustainability by addressing too many issues at once, leading to scattered efforts that fail to generate a meaningful impact. In this article the authors introduce a framework leaders can use to better focus their sustainability strategies. It consists of four lenses: the business value lens (What affects our bottom line?), the stakeholder influence lens (What are people trying to tell us?), the science and technology lens (What does the data tell us about our impact and future?), and the purpose lens (What do we stand for?). Each lens uses different types of data and methods of inquiry, and each brings a particular set of issues into focus. Companies should invest in, innovate around, and build strategic coalitions for issues that fall at the intersection of all four lenses. Applying these lenses will help leaders balance external pressures with internal priorities and objective data with stakeholder perceptions. The framework allows leaders to more effectively allocate resources to achieve meaningful sustainability outcomes. The authors use the example of Keurig Dr Pepper to illustrate the framework.

“ The purpose lens asks why a company exists and how it wants to operate. It looks at the impacts that are most meaningful to the values a company strives to uphold. ”





## Has corporate purpose lost its purpose?

Stefan Stern, Financial Times [see online](#)

The article explains that, following the 2024 presidential election, the U.S. public increasingly expects corporations to address social issues. It states that 46% of U.S. adults believe businesses should play a larger role under the new administration, with higher expectations among Democrats (61%), Gen Z (58%), Hispanic (52%), and Black Americans (51%). The article argues that companies should prioritize employee-related issues, as 83% of respondents feel organizations should focus on matters important to their workforce. Additionally, it highlights that 82% of those surveyed want businesses to tackle national challenges like healthcare and employment, as well as local community issues such as affordable housing and quality education.

“

If we want people to learn, to take risks, to innovate and be creative, then more “humanistic” aspects have to be taken seriously too.

”

## Downside Of Purpose-Driven Leadership: Mission Over Results

Cheryl Robinson, Forbes [see online](#)

The article states that while corporate purpose aims to inspire employees, its effectiveness is questionable. It says that despite efforts to articulate purpose, companies like Unilever have reconsidered its value. The article clarifies that research from the Judge Business School and Top Employers Institute finds that purpose boosts engagement but not commitment. It defends career development and empowerment as more effective for retention. Furthermore, it argues that a “humanistic” approach fosters innovation. The article concludes that leaders must align purpose with tangible actions rather than rely on branding efforts.

## 5 tips to write better corporate purpose statements

Tom Corfman, Ragan [see online](#)

The article emphasizes that effective corporate purpose statements should focus on the organization's core reason for existence, addressing "why" the company operates rather than "what" it does or "how" it functions. It asserts that purpose transcends profit maximization, highlighting the importance of articulating the specific societal, human, or environmental issues the organization aims to address. The article advises companies to introspect deeply to avoid vague statements and recommends crafting concise, impactful purpose statements that resonate with both employees and stakeholders.

“

The foundation of any purpose statement is an explicit reference to the specific, pressing human, societal, or environmental problem(s) the organization seeks to address or alleviate.

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Academic publications (4)

Network of job demands-resources and depressive symptoms in critical care nurses: a nationwide cross-sectional study

Critical Care, JCR Q1 [see online](#)

**Abstract:** Background: Critical care nurses are vulnerable to depression, which not only lead to poor well-being and increased turnover intention, but also affect their working performances and organizational productivity as well. Work related factors are important drivers of depressive symptoms. However, the non-liner and multi-directional relationships between job demands-resources and depressive symptoms in critical care nurses has not been adequately analyzed. Understanding these relationships would be helpful for reducing depression, increasing nurses' well-being and retain healthcare forces. Methods: This was a cross-sectional study using baseline data from the Nurses' mental health study (NMHS), a prospective cohort study on nurses from 67 tertiary hospitals in 31 province-level administrative regions in China. Only clinical nurses working in the ICU were included (n = 13,745). Data were collected using online questionnaires, and analyzed using network analysis and structural equation model. Job demands (average working hours per week, average number of night shifts per month, paperwork burden and work-life balance), job resources (supervisor support, co-worker support, leader justice, organizational climate satisfaction, work meaning, and career prospect), personal resource (resilience) and depressive symptoms were main variables in the networks, while demographic data and social health (social-emotional support and loneliness) were covariates. Results: The prevalence of severe, moderately severe, moderate, mild, and none or minimum depressive symptoms in critical care nurses of this study were 1.21, 3.42, 9.76, 42.88, and 42.07% respectively. In the final network, 132 of 210 possible edges (62.8%) were not zero. "Fatigue" had the highest expected influence, followed by "Motor", and "Appetite". Meanwhile, in terms of job demands-resources and personal resources, the node with the highest expected influence was "Supervisor support", followed by "Work meaning" and "Co-worker support". Three bridge variables were identified: "Resilience-adaptation", "Average working hours per week", and "Co-worker support". The final structural equation model basically supported the results of network analysis with an acceptable model-fit (GFI = 0.918, AGFI = 0.896, PCFI = 0.789, PNFI = 0.788, NFI = 0.909, IFI = 0.911, CFI = 0.911, SRMR = 0.040, and RMSEA = 0.064). Conclusions: There was a rather strong interconnectedness between depressive symptoms and job demands-resources. Fatigue, motor, and appetite were core depressive symptoms of critical care nurses. Close attention to those symptoms could help recognize depression in critical care nurses. Supervisor support, work meaning, and co-worker support played vital roles as job resources in reducing depression, while negative impact of long average working hours per week were more contagious. Resilience, as personal resources, could help mediate the associations between job demands-resources and depression. In clinical practice, it's recommended for nursing managers to (1) encourage critical care nurses to find their "meaning in work", (2) implement resilience enhancing programs for nurse, (3) build and maintain meaningful relationships with nurses and support them in daily work, and (4) create a harmonious and dedicated working environment where co-workers are willing to help and support each other. Improvements in those modifiable aspects could help reduce risk and prevent exacerbations of depressive symptoms in critical care nurses.

“

Interventions containing mindfulness, reflection, shared experience, and small-group learning is proved to be effective in improving meaningfulness of work in healthcare professionals.

”

## Evaluation of a meaning in life intervention applied to work: A randomized clinical trial

Applied Psychology: Health and Well-Being, JCR Q1 [see online](#)

**Abstract:** Meaning-based interventions have demonstrated promising outcomes in enhancing meaning in life. However, understanding their efficacy in diverse contexts requires further research. This study aims to investigate the effectiveness of a meaning-based intervention in a military sample and the impact of incorporating an additional emotion regulation module into the intervention. We conducted a randomized three-group parallel trial with active-duty military personnel: a waitlist control group (n = 21), a meaning-based intervention group (n = 42), and a meaning-based intervention with emotion regulation group (n = 43). Both intervention groups received six 2-hour sessions and a follow-up session 4 months later. Meaning in life and work-related variables, as well as well-being, depression, emotion regulation, and work-related factors, were assessed using a mixed-factorial analysis of variance (ANOVA). The results showed that only the meaning-based intervention with an emotion regulation component significantly increased the presence of meaning in life. We also observed a trend toward improved well-being scores over time that did not emerge for the other intervention. This study provides initial support for the efficacy of meaning-based interventions within the military context when supplemented with emotion regulation skills.

## Salesperson emotional intelligence at work: A resource-based perspective of subjective well-being determinants and organizational outcomes

Industrial Marketing Management, JCR Q1 [see online](#)

**Abstract:** The purpose of this research is to integrate two frameworks, conservation of resources and broaden-and-build, to explain how positive psychology constructs (namely self-emotional intelligence, meaningful work, and flow) impact salesperson subjective well-being and, subsequently, outcomes relative to performance, organizational citizenship behavior, and turnover intention. Since employee well-being has become a persistent issue, and only recently has attention been devoted to this topic in the sales domain, understanding the drivers and outcomes of well-being is an important contribution to sales research. A need exists to understand how work condition resources impact well-being, as well as ways in which those might be enhanced (moderators). We explore a new perspective on emotional intelligence, self-emotional intelligence, as one possible personal resource that could impact how work conditions impact well-being. A sample of 195 business development and account management salespeople were surveyed, and the data was analyzed using partial least squares structural equation modeling to confirm nine of ten predictions. Our results suggest that the positive psychological resources of salesperson self-emotional intelligence, meaningful work, and flow drive salesperson subjective well-being, and this positive emotional state supports better sales performance, higher organizational citizenship behavior, and lower turnover intention. Further, salesperson self-emotional intelligence plays a limited role in moderating the drivers of salesperson subjective well-being.

## Cultivating faculty well-being and engagement through transformational leadership in emerging country

International Journal of Educational Management, JCR Q3 [see online](#)

**Abstract:** Purpose: Employee engagement is vital for organizational success, driving productivity, innovation, and commitment. While leadership significantly impacts engagement, the precise mechanisms remain under investigation. This study explores how transformational leadership influences work engagement through the lens of meaningful work perception and employee well-being. Design/methodology/approach: The research employed quantitative methods, surveying 391 Vietnamese faculty members. Data analysis utilized SPSS and structural equation modeling partial least squares (SEM PLS). Findings: Results indicate that transformational leadership positively affects perceived work meaningfulness, employee well-being and work engagement. Notably, meaningful work perception mediates the relationship between transformational leadership and the other two factors. Originality/value: These findings offer practical insights for universities seeking to enhance employee engagement. They highlight the importance of fostering transformational leadership styles and creating an environment where employees perceive their work as meaningful.



**The ‘big purpose’ trap: Why small wins matter more at work**

Radhika Sharma, HRKatha [see online](#)

The article asserts that the modern workplace's obsession with a grand career purpose, termed 'Big P', can lead to stress, burnout, and reduced job satisfaction. Sharad Sharma, Chief Human Resources Officer at Pramerica Life Insurance, observes that this pressure negatively impacts employees. Amit Sharma, Group CHRO at Gokaldas Exports, notes that employees often compare themselves to peers, aiming for rapid promotions, which fosters inadequacy when ambitions aren't met. The article introduces 'small p', a sustainable approach focusing on daily victories and incremental contributions, suggesting that finding satisfaction in small wins may be more beneficial than seeking grand purpose in every task.

“ When employees feel pressured to find a grand purpose in their work, it leads to stress, burnout and reduced job satisfaction. ”

**Will AI free employees or crush meaningful work?**

Nick Easen, Raconteur [see online](#)

The article examines the impact of AI on job satisfaction and meaningful work. It references research by Milena Nikolova, professor at the University of Groningen, indicating that automation in industrial settings has increased monotonous tasks for humans, making work more routine and less engaging. The article suggests that AI adoption could lead to more disjointed jobs, with humans merely overseeing machines, potentially diminishing job satisfaction. It emphasizes the importance of considering how AI integration affects task allocation and workplace values to ensure that technology enhances rather than detracts from meaningful work.

**Why Feedback Can Make Work More Meaningful**

Rachel Pacheco, HBR [see online](#)

Managers have long been told that feedback is critical to organizational success. They attend training after training to learn how to give effective feedback in order to manage underperformers and ensure that employees are on the right track with their work. Managers also learn that feedback is a necessary ingredient for a company culture built on trust, accountability, and compassion. But what's often missing from the conversation about the importance of feedback is the real reason why it matters: Feedback is a critical tool for helping employees find deeper meaning in their day-to-day work. This article covers three reasons why feedback can create more meaningful work, and how you as a manager can make sure your feedback conversations are designed for maximum meaning.

## My Journey to True Purpose with Dr. Robin



Robin L. Owens, Leadership Purpose [see online](#)

The podcast states that true purpose isn't about a specific job or title but about staying true to one's authentic self. It says that purpose comes from understanding who we are at our core and expressing that truth in our decisions and work. The host shares a personal story, clarifying how her mother's unfulfilled dreams shaped her commitment to purposeful work. The episode defends a shift from searching for purpose externally to discovering it within. It introduces the PurposeMAKER Method, a framework designed to help women align their lives with their true values.

## How Meaningful Work Can Transform Leadership And Well-Being

Chris "Shmiddy" Schmidt, Forbes [see online](#)

The article emphasizes that meaningful work is crucial for enhancing leadership effectiveness and overall well-being. It asserts that leaders who find purpose in their roles tend to exhibit greater resilience and adaptability. The article suggests that organizations should foster environments where employees can connect their tasks to a larger mission, thereby increasing engagement and satisfaction. It also highlights that aligning personal values with professional responsibilities leads to more authentic leadership. The article concludes by advocating for a holistic approach to work, where purpose-driven initiatives contribute to both individual fulfillment and organizational success.

## How to Attract Gen Z Workers with Purpose-Driven Workplaces

Sona Khosla, Enterprise Solutions [see online](#)

The article emphasizes that Generation Z employees prioritize purpose-driven work environments. It cites a Monster.com survey indicating that 74% of Gen Z workers value purpose over paychecks. Additionally, a Deloitte survey reveals that 50% of Gen Z have declined assignments conflicting with their ethics. The article suggests that organizations should highlight corporate social responsibility (CSR) programs to attract this demographic. It argues that aligning company values with societal challenges not only meets Gen Z expectations but also fosters a more engaged and loyal workforce. The article concludes that integrating purpose into workplace culture is essential for long-term success.

## Purpose – The Guiding Light That Drives What We Do

Lisa Baier, Bettercoach [see online](#)

The article emphasizes that purpose serves as a guiding force in both personal and organizational contexts. It references Aristotle's concept of telos, highlighting purpose as central to a well-lived life, and Ubuntu philosophy, which underscores interconnectedness and fulfillment through uplifting others. The article cites a 2019 Deloitte study indicating that purpose-driven organizations outperform competitors, fostering engagement and loyalty. It suggests that a clear purpose simplifies decision-making, enhances resilience, and aligns teams toward common goals. The article advocates for individuals to discover their purpose by reflecting on core values, strengths, and passions, proposing that coaching can facilitate this exploration..

Articles (1)

Beer Maker Uses Purpose to Change Pay, Products and Markets



Paolo Lanzarotti, Menkus & Associates [see online](#)

In the podcast, Paolo Lanzarotti, CEO of Asahi Europe & International, defines the company's purpose as "creating meaningful connections." He explains that this purpose drives commercial decisions, engages employees, shapes sustainable practices, and guides product development. Lanzarotti describes how this purpose led to changes in employee compensation and the decision to withdraw from the plastic-bottled beer market in Eastern Europe. He emphasizes that aligning business strategy with this purpose has been a five-year journey, resulting in significant organizational transformation.





