The Hidden Side of Purpose

Leaders know it’s important, but they struggle to make it happen.

**THE GOAL**
Leaders would like to lead with purpose

**THE REALITY**
Leaders admit that they abandon their purpose

78% of the time

31% of the time

Let’s be honest about what’s not working and find a new path forward.

Source: Potential Project
Leaders know that a sense of purpose is important, for themselves and those they lead. However, good intentions don’t always translate into action.

What’s getting in the way? The answer lies in how leaders typically view purpose.

85% of leaders struggle to lead with purpose during turbulent times, amidst business change or transformation.

60% of leaders struggle to lead with purpose during regular times, amidst the “business-as-usual” routines.

Leaders are thinking about purpose in the wrong way, or more specifically in only one way.

LEADING WITH PURPOSE HAPPENS IN THE BIG MOMENTS
At these times, leaders are forward-looking and inspiring, charismatic and catalyzing.

LEADING WITH PURPOSE HAPPENS IN THE EVERYDAY MOMENTS
At these times, leaders are dialed into the realities of work life and are sensible and pragmatic.

Leading with purpose is not just about the big moments, but also about the everyday moments.
Leading with purpose is a Both/And.

**THE VISIONARY LEADER**

**STRENGTHS OF THIS LEADERSHIP BIAS**
This leader inspires and motivates others through a future-oriented worldview that feels worthwhile and meaningful.

**CHALLENGES OF THIS LEADERSHIP BIAS**
This type of leader can find it hard to appreciate the day-to-day realities necessary to achieve a vision. They can be charismatic but not always patient with and practical about the everyday or mundane.

**THE PRAGMATIC LEADER**

**STRENGTHS OF THIS LEADERSHIP BIAS**
This leader inspires and motivates others by being realistic and grounded and finding ways to infuse meaning into small, even mundane, moments.

**CHALLENGES OF THIS LEADERSHIP BIAS**
This type of leader can find it hard to drive team cohesion and to inspire commitment to the organization through a shared, bold goal.

Source: Potential Project
Purpose-Driven Leaders who embrace a Both/And approach drive the best outcomes for their followers and themselves.

### FOLLOWER OUTCOMES (RELATIVE TO AVERAGE LEADER)

<table>
<thead>
<tr>
<th></th>
<th>THE VISIONARY LEADER</th>
<th>THE PRAGMATIC LEADER</th>
<th>THE PURPOSE-DRIVEN LEADER</th>
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<tbody>
<tr>
<td>Burnout – Emotional Exhaustion</td>
<td>+7%</td>
<td>+1%</td>
<td>-5%</td>
</tr>
<tr>
<td>Burnout – Cynicism</td>
<td>+2%</td>
<td>+5%</td>
<td>-14%</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>-2%</td>
<td>-9%</td>
<td>+7%</td>
</tr>
<tr>
<td>Team Cohesion</td>
<td>+5%</td>
<td>-2%</td>
<td>+8%</td>
</tr>
<tr>
<td>Well-being</td>
<td>+9%</td>
<td>-2%</td>
<td>+12%</td>
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When employees work for a Visionary Leader, they have a higher chance of emotional exhaustion at work.

When employees work for a Pragmatic Leader, they have lower commitment to the organization.

Across all metrics, Purpose-Driven Leaders drive better outcomes relative to an average leader.

### LEADER OUTCOMES (RELATIVE TO AVERAGE LEADER)

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Visionary Leaders feel a strong commitment to their organization but their well-being is at risk.

Pragmatic Leaders are at a higher risk of burnout due to cynicism and have low levels of organizational commitment.

Purpose-Driven Leaders experience the best outcomes relative to burnout, commitment and personal well-being.

Source: Potential Project.
HOW TO LEAD WITH PURPOSE IN ALL TIMES

INSPIRATION FOR MORE VISION
Find ways to remind yourself why you work and what you find meaningful about work. During your day, notice when you feel a sense of resonance with your work or excitement about making something better or achieving something bold.

Having the ability to notice when you feel most alive at work is key to motivating yourself and others with an inspiring view of the future.

INSPIRATION FOR MORE PRAGMATISM
Find ways to connect more with your team in the day-to-day, to see and understand their reality as it is. At the heart of this is the ability to be mindfully present, to quiet your inner voice and the distractions pulling on your attention, and to see the person or teams in front of you.

Having the ability to be fully present and to listen with an open mind is often the most powerful way to have teams feel heard and motivated.

Source: Potential Project