

DISCOVER & ACTIVATE YOUR PURPOSE

Individual Workbook



ZACH MERCURIO

WHAT'S IN HERE?

| | |
|----------------------------------------------|-------|
| The Purpose Effect | p. 3 |
| What Is Purpose and Where Does It Come From? | p. 4 |
| How to Be Purposeful: It's All About Mindset | p. 6 |
| The Path to Purpose | p. 7 |
| Critical Incident Exercise | p. 8 |
| 7-Day Purpose Journal | p. 11 |
| Crafting Your Purpose Statement | p. 19 |
| Addressing Barriers | p. 21 |
| Setting Your Vision | p. 22 |
| Reading List and Contact Information | p. 23 |

THE PURPOSE EFFECT

Purpose-oriented people...

- Live up to 7 years longer (NIH, 1998; Carelton, 2014)
- Are twice as likely to learn something new each day (Gallup, 2013)
- Are 42% more likely to regularly experience contentment (Leider, 2009)
- Are less likely to be chronically stressed (Journal of Clinical Psychology, 1980)
- Have a 20% longer tenure where they work (NYU/Imperative, 2015)
- Are 50% more likely to be leaders, be promoted (NYU/Imperative, 2015)
- Are 64% more fulfilled at work (NYU/Imperative, 2015)

Purpose...

- Quadruples the likelihood of being engaged at work (Gallup, 2013)
- Is ranked the #1 factor in job satisfaction, and is more than 2x more important than the next factor, organizational leadership (Happiness Research Institute, 2015)

Research (Bailey & Shantz, 2017) finds employees who work with or for a purpose-oriented leader...

- Are more satisfied
- Perform better
- Are less likely to quit
- Are more willing to input higher effort
- Are more resilient

“The two most important days in your life are the day you are born and the day you find out why.”

Mark Twain

WHAT IS PURPOSE?

To simplify the definition of purpose, one of the best places to start is the dictionary. *Purpose* is defined as the “**reason for which something is done or created; the reason for its existence; its usefulness.**” Purpose, then, is your unique contribution to the world, the use you are to those around you.

This definition of purpose applies to individuals *and* organizations. For example, an organization’s purpose is its *use to the world* – its unique contribution to human beings.

When your purpose is *authentic* it becomes your ultimate differentiator.

Authentic is defined as “**not false or copied; genuine and real.**”

So *authentic purpose* is...

“...*your genuine and original reason for existence that is useful to others and society.*”

When we deeply understand and clearly communicate this genuine “useful reason,” we rise to another level of life and work.

Purpose is powerful because it lifts our eyes off ourselves, which in turn benefits us physically and neurologically – making us better in life and work. In other words, **results follow purpose.**

For example, the only reason we have a job or make money, is *because* we have a purpose – a useful contribution that creates value. Purposeful people and organizations relentlessly pursue this contribution and trust the results will follow.

“What you do is only as good as why you do it.”

WHERE DOES PURPOSE COME FROM?

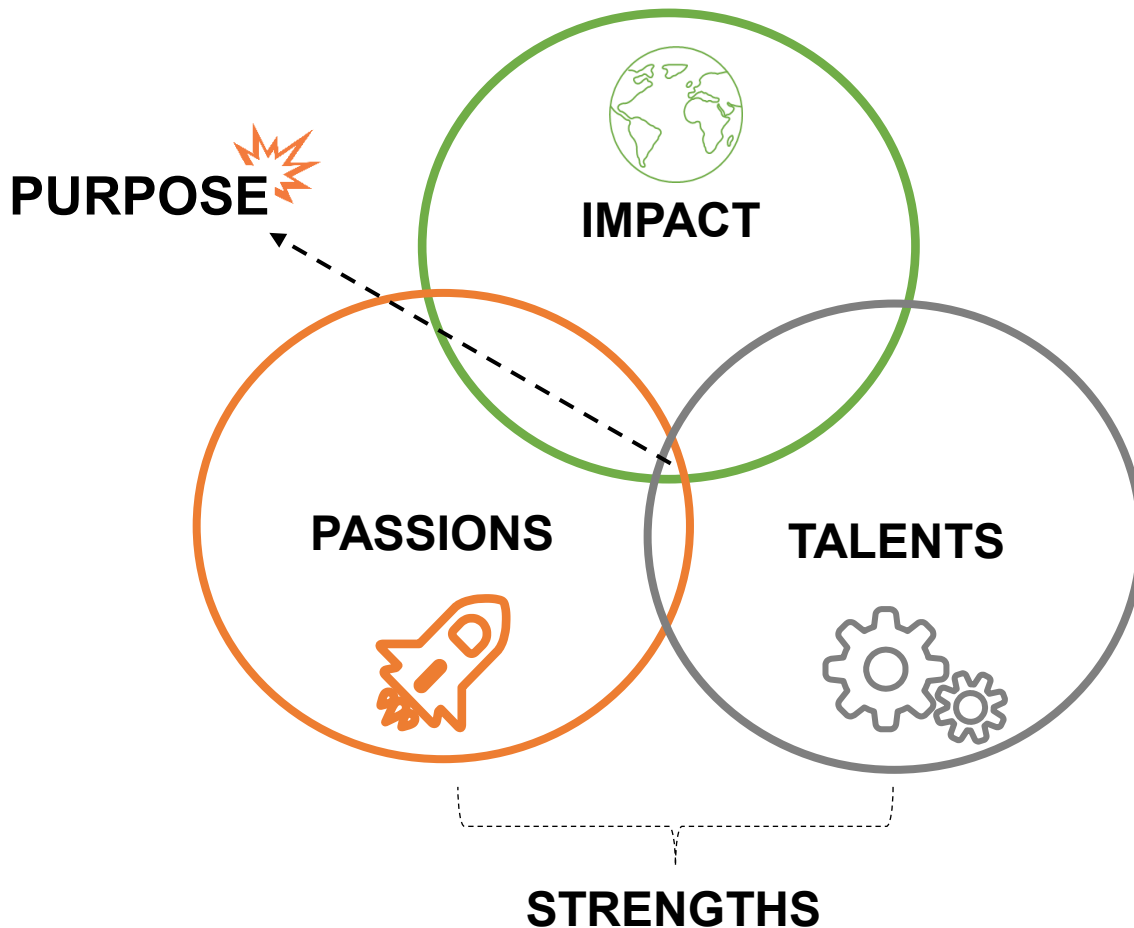
Any time you or your organization draws from resources (strengths and talents) to meet a human need, you are on purpose.

From a personal perspective, your resources are your **Strengths** – which are the unique blend of your **Passions** (what energizes you) and your **Talents** (what you're good at).

This framework can and should also be applied to organizations.

The contribution you make with those Strengths is your **Impact**.

When your strengths work to **contribute** to the world, you're living, leading, or working with purpose.



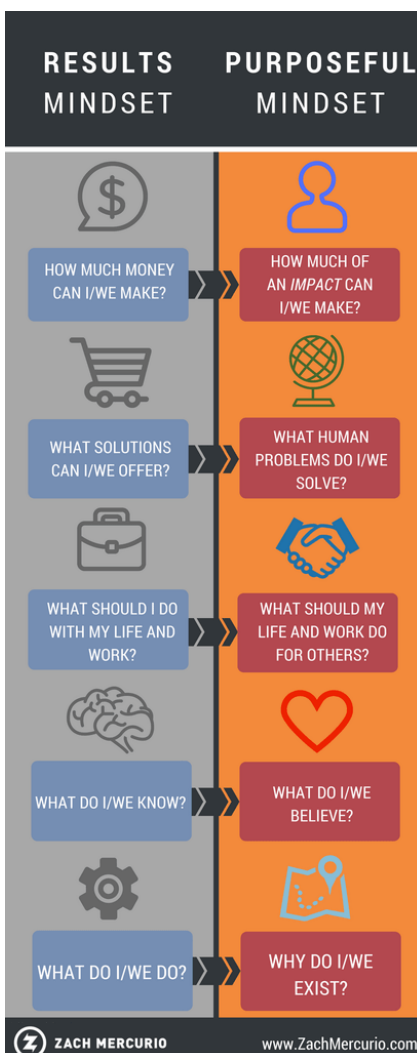
START WITH BEING PURPOSEFUL: A RESULTS MINDSET VS. A PURPOSEFUL MINDSET

The idea of “finding your purpose” can seem overwhelming at first – perhaps you’re overwhelmed right now as you’re reading these words. **That’s okay.** The key is to **start** asking different questions of your own life, school, and work – questions that focus on impact not results.

That’s why sometimes instead of seeking to find a singular purpose, it is helpful to start with learning to “be purposeful.”

Being purposeful means believing that you matter and have an impact **right now**, thinking about the bigger why of whatever it is you’re doing, and seeking to focus on that “why” every day.

You can be purposeful in any situation, class, or job. And, you can learn it. The first step is adopting a purposeful mindset.



THE PATH TO PURPOSE

The diagram depicted below represents a path to living, leading, and working more purposefully. The design of the path is intentional.

Our “delivered” purpose is what the world sees. Often this is where purpose work starts and ends. But to deliver a purpose consistently research finds we must actively discover and re-discover it, clarify it, and align it.

This workbook assumes you have read “The Invisible Leader” and will frequently reference the book as well as offer the actual exercises referenced there.



DISCOVERY EXERCISE 1: CRITICAL INCIDENT

Think about a specific incident in your life that most influences who you are (your beliefs, strengths, passions) and what you care about (what impact you want to make on others). The moment or experience you choose should reflect something you believe to be central to who you are.

A “critical incident” does not need to be an extraordinary event – we would like you to choose an incident which is meaningful for **you**. The incident should be a moment or experience which has heightened your awareness of who you are, has helped you understand others, and has weighed significantly in how you even came to be here, right now.

The Moment

1. Provide a brief account or story of your critical incident. Provide enough detail in the description of your critical incident that it transports a reader or listener to that exact moment.

Reflection

1. Why did you choose this incident? What is significant about this critical incident for you?
2. What were you feeling and thinking during and after the incident? Why?

Making Meaning

1. How does this critical incident reflect your identity (beliefs, self-awareness, strengths, what you care about)? Which aspect or aspects of your identity have been shaped, in part, by this critical incident?
2. How has this critical incident shaped your understanding of others and the impact you want to make?
3. How might this critical incident shaped how you define your purpose?

DISCOVERY EXERCISE 2: MY MAP TO PURPOSE

1. On the next page, using that critical incident as a starting point, choose 7-10 “things” that represent something very significant in your life and put them in a logical sequence.

Don't write details—just a noun (person, place, or thing) that jogs your memory of a significant moment. You may draw a symbol as well.

Examples:

- a. People
 - b. Places (i.e., geographic locations, houses lived in, etc.)
 - c. Events (even include some that took place before you were born that significantly shaped the emotional, relational environment you were born into)
 - d. Education, jobs, hobbies, interests
 - e. Successes: What has delighted you the most in your life?
 - f. Failures: What has disappointed you the most in your life?
 - g. Joys: What people, places, or events in your life have been most positive and/or make you the most proud or happy when you recall them?
 - h. Sorrows: What have been your deepest hurts and disappointments?
2. After you have 7-10 major “events,” group them into 3-5 “Chapters” and name the chapters.

Now, for each chapter:

- a. Try to identify beliefs about the world, a passion, and a talent that was formed after each chapter in your life.

I believe....

I am energized by...

I became good at....

MY MAP TO PURPOSE



DISCOVERY EXERCISE 3: 7-Day Purpose Journal

This exercise is designed for you to gather and analyze key data about yourself and your own purpose by focusing on three overlapping areas: **Passion, Talent, and Contribution**.

At the end of each day, take five minutes of quiet, uninterrupted time and respond **ONLY** to the prompt listed and read and meditate on the quote provided. It is important that you stay on the prompt. For example, if the prompt encourages you to “write down what you loved doing” don’t write down reflections such as “I didn’t love doing anything today, here’s why...”

This “thought awareness” is key to beginning to cultivate a purposeful mindset.

DAYS 1-3: Passion

Day 1

Date:

“Purpose is the place where your deep gladness and the world's deep hunger meet.”
– Frederick Buechner

Write down what you loved doing today.

Day 2

Date:

“Purpose is the place where your deep gladness and the world's deep hunger meet.” – Frederick Buechner

Write down what you loved doing today.

Day 3

Date:

“Purpose is the place where your deep gladness and the world's deep hunger meet.” – Frederick Buechner

Write down what you loved doing today.

DAYS 4-5: Talent

Day 4

Date:

*“The meaning of life is to find your gift, the purpose of life is to give it away.” –
Pablo Picasso*

Write down what you were good at today.

Day 5

Date:

*“The meaning of life is to find your gift, the purpose of life is to give it away.” –
Pablo Picasso*

Write down what you were good at today.

DAYS 6-7: Contribution

Day 6

Date:

*“Service to others is the rent you pay for your room here on earth.” -
Muhammad Ali*

Write down what you noticed today about the world or your community that should be better. What problems did you notice?

Day 7

Date:

*“Service to others is the rent you pay for your room here on earth. -
Muhammad Ali*

Write down what you noticed today about the world or your community that should be better. What problems did you see?

Analyzing Your Data

Congratulations! Doing something every day for seven days is hard, but this reflection helps to build the muscle of a purposeful mindset.

Now that you have some “data,” go back and carefully read your entries starting with the Passion category.

When you find something that repeats itself in any of the entries for a category, make up a name for it (or a code) like “connecting” or “helping others” and then highlight **EVERY TIME** that code appears in what you wrote in your entries in that category.

Write down all the codes you created below after reading each of your journal sections.

Codes for Passion

(i.e. helping friends, brainstorming)

Codes for Talent

(i.e. giving advice, analyzing numbers)

Codes for Contribution

(i.e. the environment, homelessness)

CLARITY EXERCISE 4: CRAFTING YOUR FIRST PURPOSE STATEMENT

Based on your reflection in exercises #1, #2, and #3, take a few minutes to write down, in general, what you LOVE doing (what makes you come alive), what you're GOOD at (things/skills that come naturally to you and not others), and how you contribute to or improve those around you.

WHAT I LOVE DOING:

- 1.
- 2.
- 3.

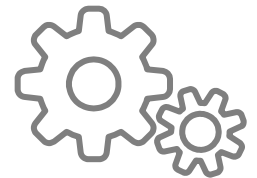
PASSION



WHAT I AM GOOD AT:

- 1.
- 2.
- 3.

TALENTS



HOW I CONTRIBUTE TO OTHERS:

- 1.
- 2.
- 3.

IMPACT



On the following page, put these elements together in the purpose statement template.

 **PURPOSE STATEMENT**

A purpose that compels engagement, performance, and results is detached from “whats” and “hows,” active, human-centered, and impact-driven.

MY/OUR PURPOSE IS TO _____
ACTIVE VERB: STRENGTH IN ACTION

_____ **TO**
WHO: THE PEOPLE YOU SERVE

_____ .
IMPACT: WHAT WILL PEOPLE BE ABLE TO DO, THINK, HAVE, OR FEEL?

Examples:

"My purpose is to inspire people and organizations to awaken and deliver their purpose." - Zach Mercurio

"Our purpose is to create a better everyday life for the many people." – IKEA

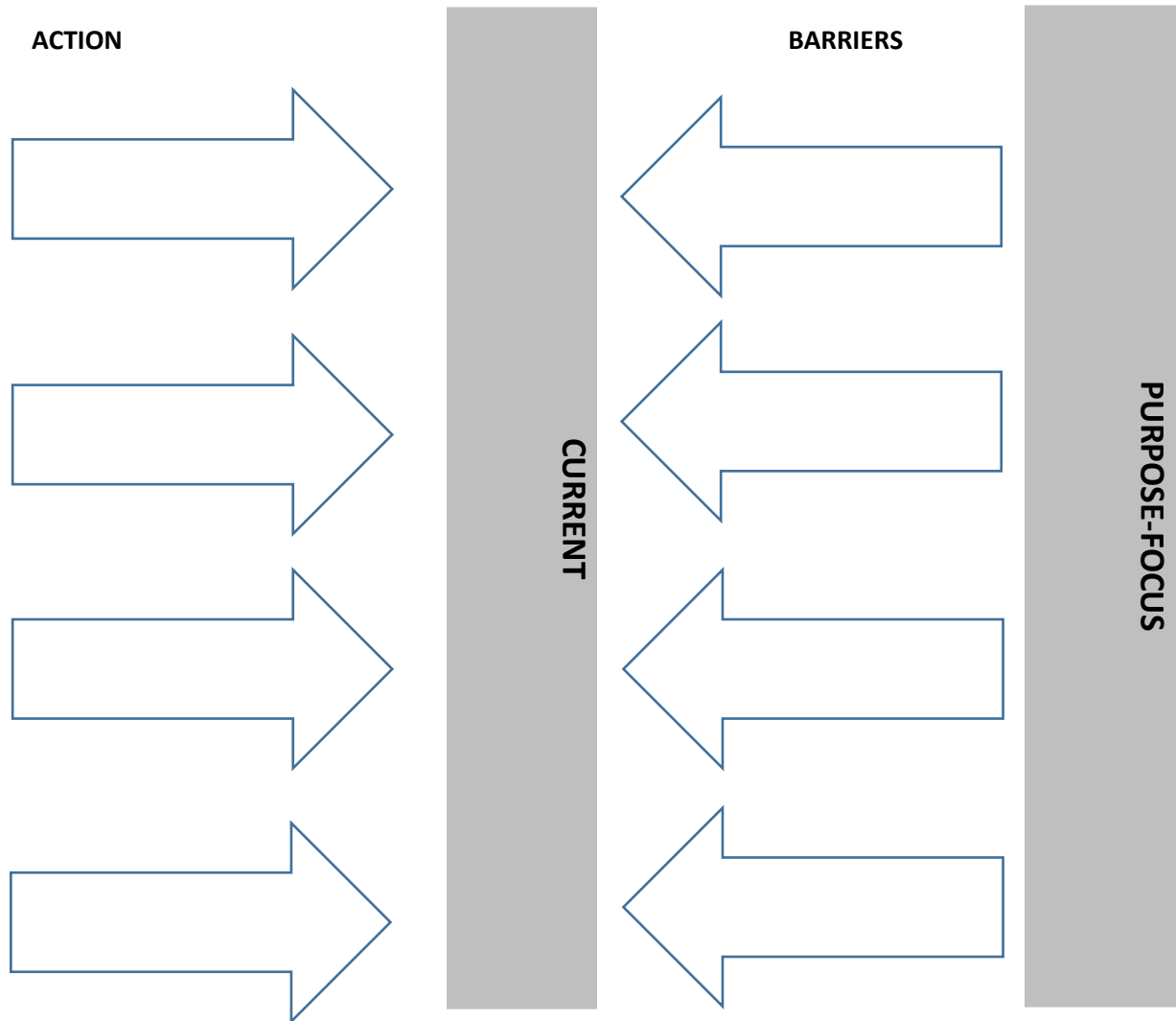
"Our purpose is to power prosperity in business and in life." – Texas Capital Bank

"Our purpose is to create happiness by providing the best in entertainment for people of all ages everywhere." – Disney

ALIGNMENT AND DELIVERY EXERCISE 5: NAMING AND REMOVING BARRIERS

Identify the specific barriers (i.e. situations, patterns of repeated behavior, recurring challenges) to being “on purpose.” Write them down in the “Barriers” arrows. Now, reflect on the practices of purposeful leadership. What is one action you can take from reading “The Invisible Leader” that can address each barrier?

Keep these barriers in mind as you build your vision next.



ALIGNMENT AND DELIVERY EXERCISE 6: VISIONING

Read your purpose statement again. Use the below template to visualize what you would have to regularly “do” to enact your purpose by reflecting on what it would feel like (emotions) and who you would have to “be” (values). Line up each feeling with a being quality and each being quality with two behaviors.

If I/we were consistently “delivering” my purpose...

Pillar 1: Feeling Qualities

How would you and others *feel*?

- 1.
- 2.
- 3.
- 4.

Pillar 2: Being Qualities

How would you have to *be* to feel this way?

- 1.
- 2.
- 3.
- 4.
- 5.

Pillar 3: Activation

What will you have to regularly *do* to enact these being qualities?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

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