



@ZMERCURIO



@ZACHMERCURIO



@ZACHMERCURIO

THE POWER AND PRACTICE OF PURPOSEFUL LEADERSHIP

Zach Mercurio, Ph.D.
Author, “The Invisible Leader”

Zach@ZachMercurio.com



AGLF

Association for Governmental
Leasing and Finance

REFLECT

In the last 7 days, which moment has given you the greatest sense of **purpose**?

Share with someone next to you.

Purpose (n.): The **reason** for which something is done or for which something exists, something's use or usefulness.

Source: Dictionary.com, "Purpose," 2020

Wait, Zach, I *have* purpose,

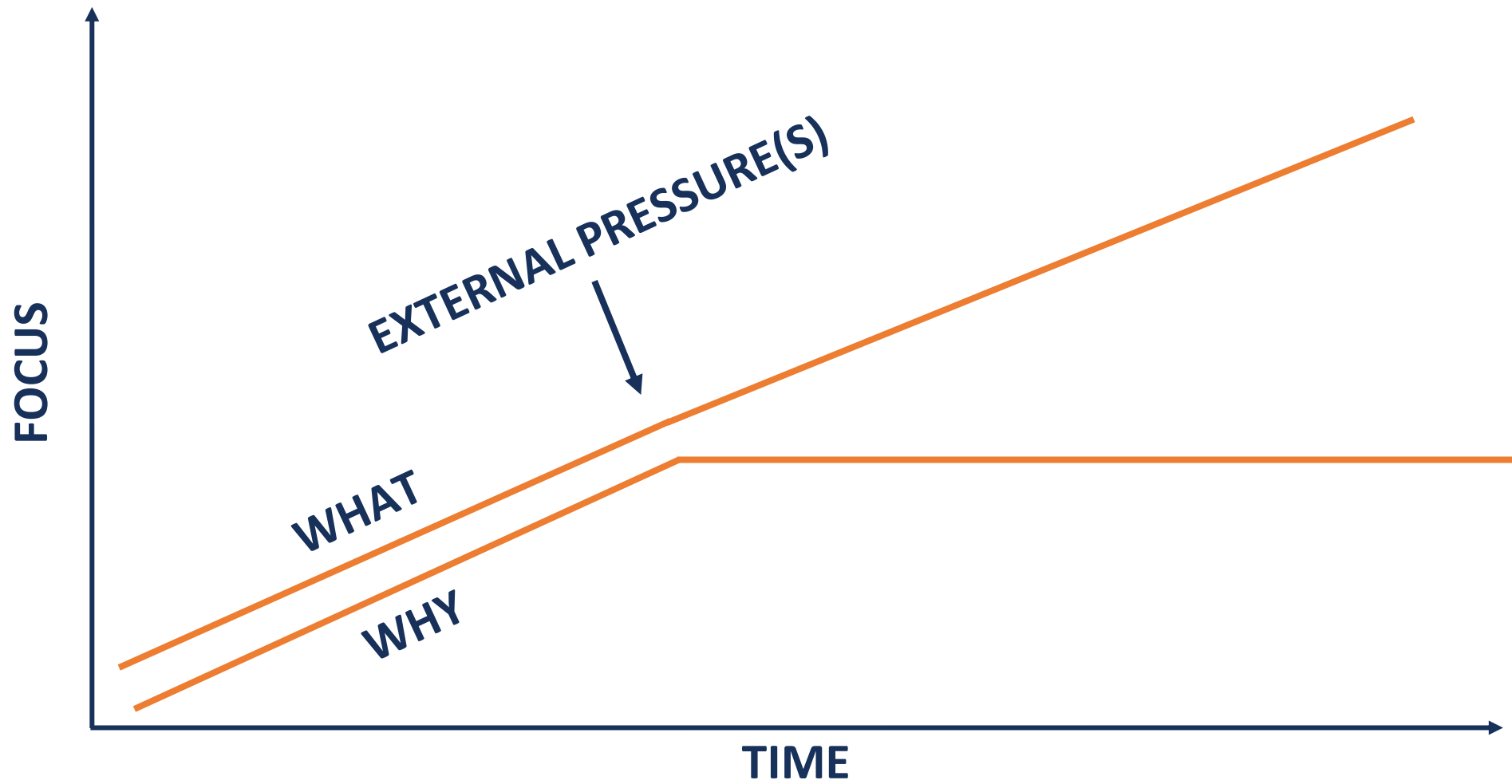
“I finance and refinance equipment acquisitions, the construction of public facilities and the expansion and rehabilitation of existing public facilities.”

Having purpose



Being purposeful

Being purposeful is
contribution-centered thinking,
being, and doing.



“so, that...”

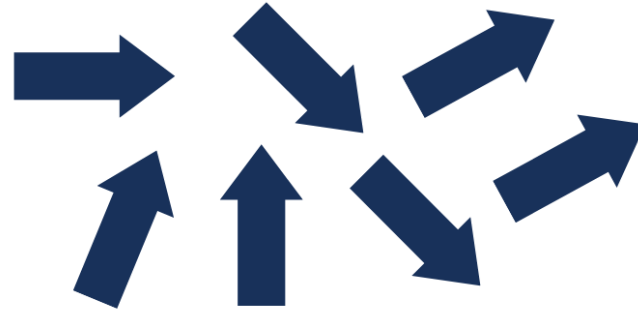
What is your *“so, that...”*?

~~How can I get through this?~~

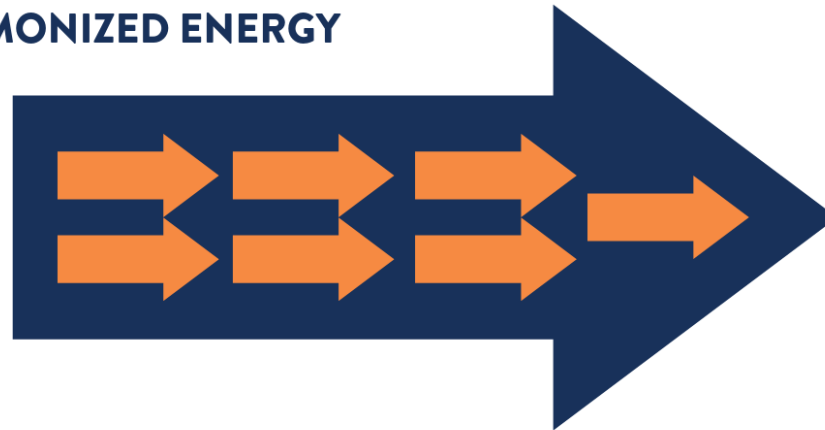
Who needs me to get through this?



WASTED ENERGY



HARMONIZED ENERGY



What's your, your organization's, and
your industry's “through-line?”

The effect of being purposeful

4

Times more engaged at work.

#1

Factor in job satisfaction.

50

% more likely to be promoted

7

Average number of years
longer people with purpose
live

42

% more likely to
experience regular
contentedness

2

times more likely to
learn something new
every day

Sources: Hill, 2014; Leider, 2015, NYU, 2016, LinkedIn, 2017



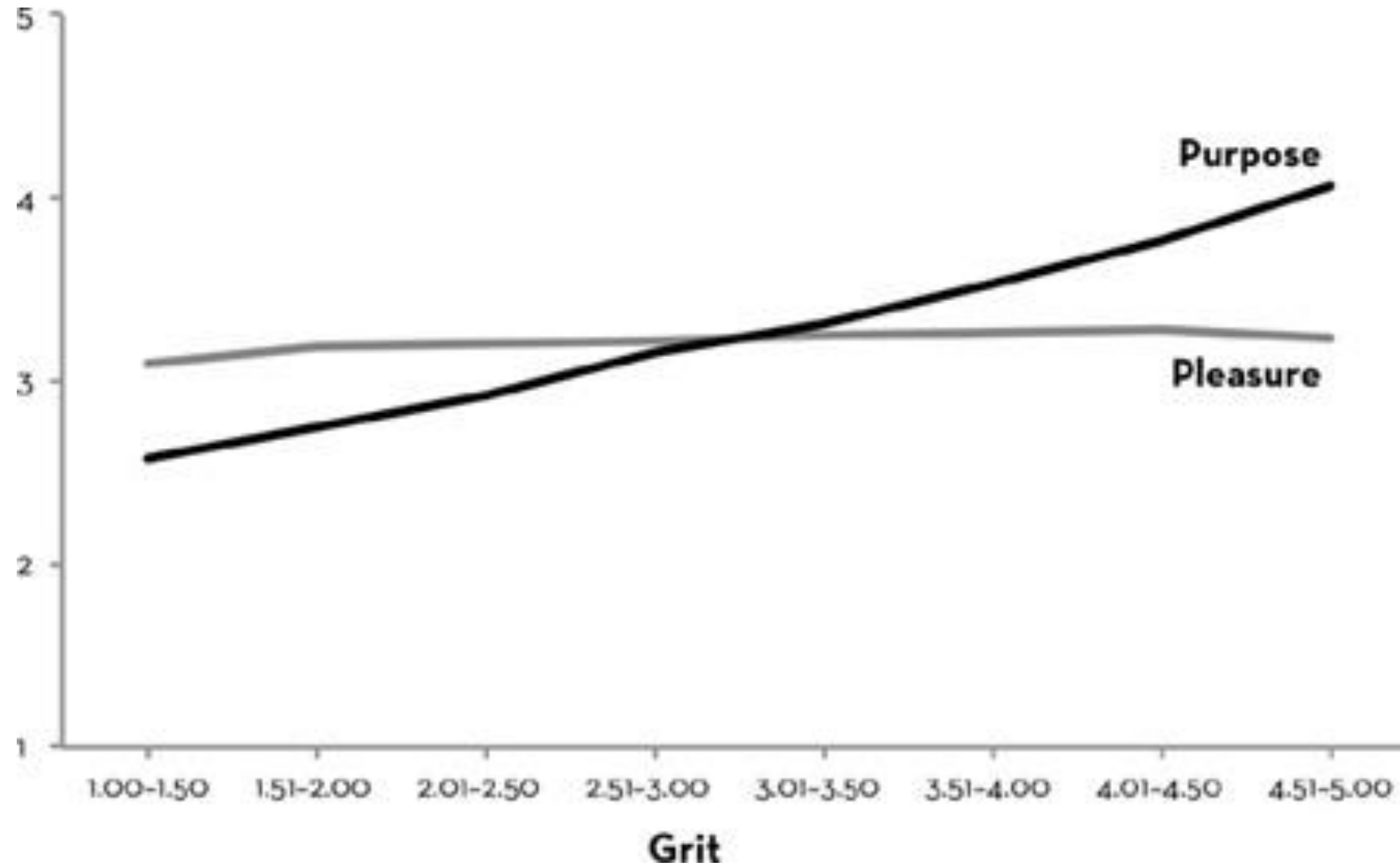
Purpose focuses us on contribution,
which optimizes our brains and bodies.

Source: e.g. Kaplin & Anzaldi (2015) *New Movement in Neuroscience: A Purpose-Driven Life*; Leider (2015)



Purpose predicts
resilience.

Source: Calhoun & Tedeschi (2014), Handbook of posttraumatic growth: Research and practice.

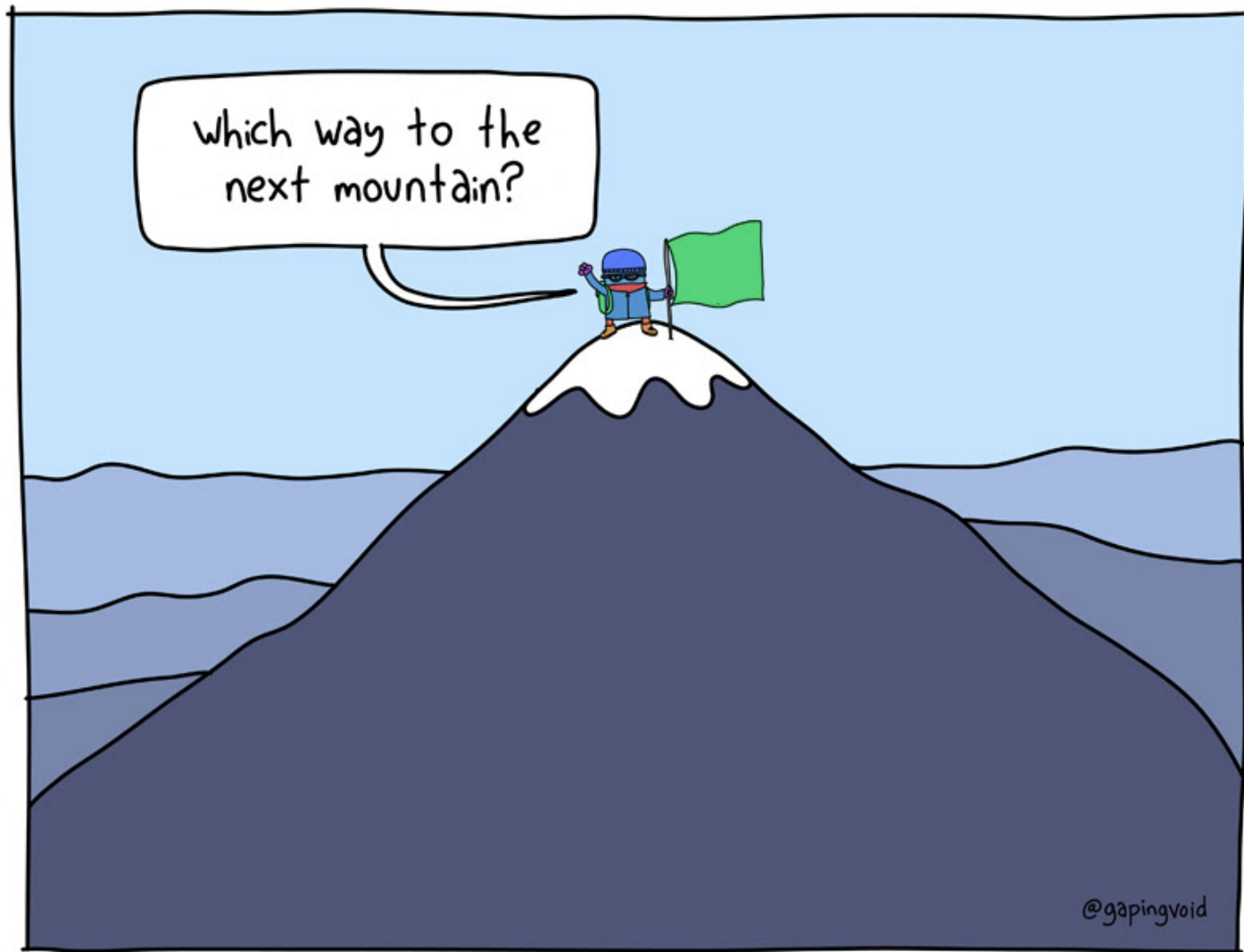


Source: Duckworth (2016): *Grit: The Power of Passion and Perseverance*



Purpose is more durable than
achievements and results.

Source: Crocker & Canevello (2012) *Consequences of Self-image and Compassionate Goals*; Collins & Porras, 2001



Gaping Void Culture Design Group (2019)

@ZACHMERCURIO



Practicing Purposeful Leadership

- 1 | Maintain the belief that the work matters
- 2 | Connect to *the* purpose and *your* purpose
- 3 | Create mattering for your stakeholders

ASK MEANINGFUL QUESTIONS

What do I have to do today?



How is what I'm going to do today going to impact others?

What should I do with my life?



What should my life do for others?

Where do I see myself in 5 years?



What kind of impact do I want to have made in 5 years?

What's my ideal job?



What problems can I best solve with my strengths?

Practice: Tell Better Stories



Practice: Put a Face to The Name



Source: Radiological Society of North America, 2005



S

SITUATION

When and where did it happen?



B

BEHAVIOR

What behaviors did the person do? What unique strengths did you see?



I

IMPACT

What was the impact on you or others?

Show People Their Impact

Don't just tell
people "good job,"
show them **the**
difference they
make and how they
make it.



Where, when, and how can you routinely collect and tell stories of your work's impact? To yourself? To others?

Practicing Purposeful Leadership

- 1 | Maintain the belief that the work matters
- 2 | Connect to *the* purpose and *your* purpose
- 3 | Create mattering for your stakeholders

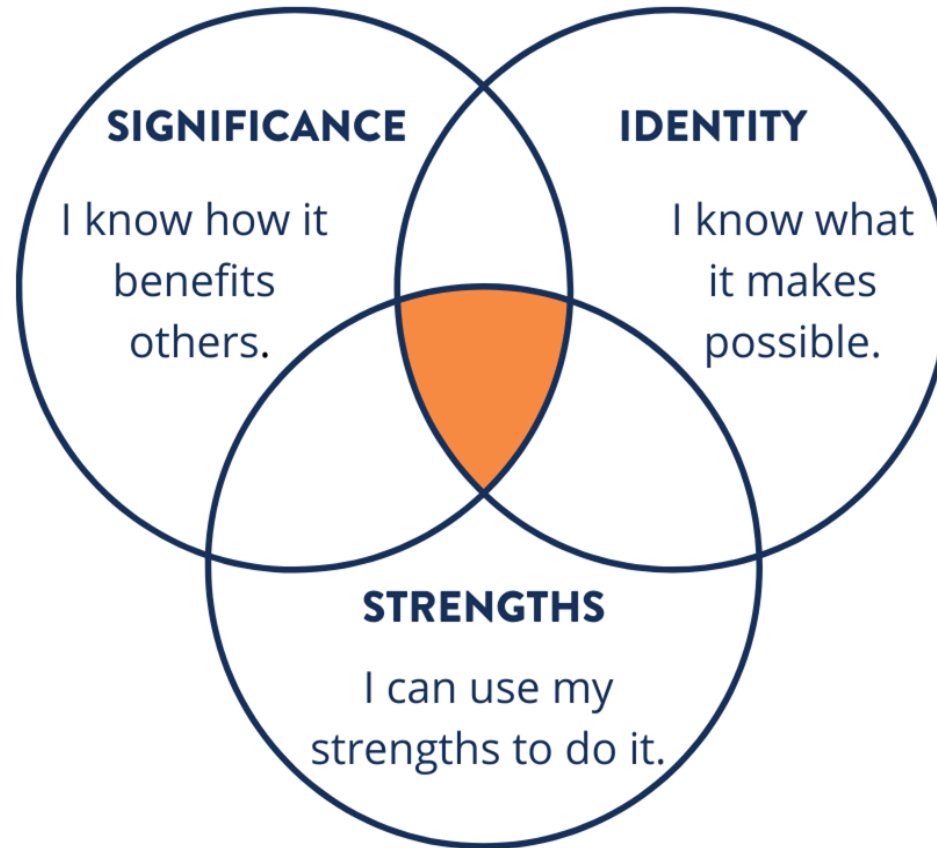
Connect to *The Purpose*: Be a Cathedral Thinker

1. What would happen to a human being if I did not do it?
2. What end outcome does it make possible?
3. Which of my strengths can I use more to do it?



Source: Hackman & Oldham (1975) - *Development of the job diagnostic survey.*

Connect to *The Purpose*: Be a Cathedral Thinker



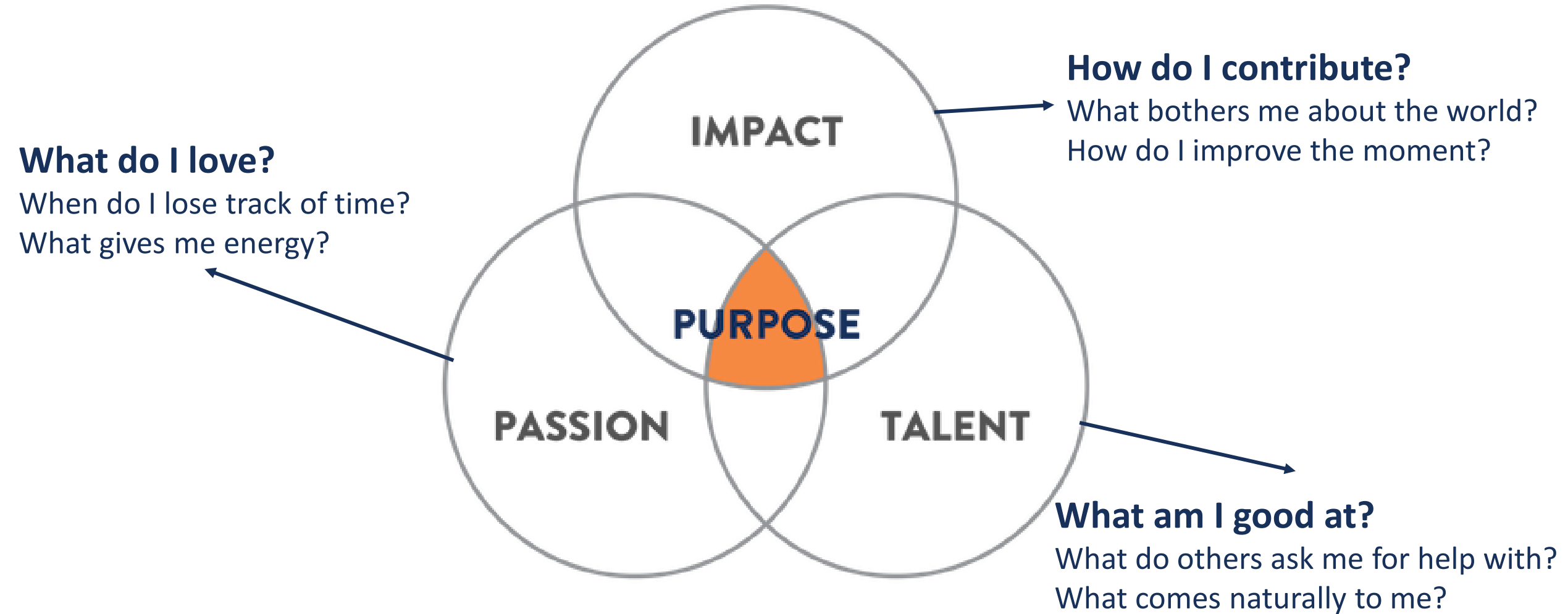
Source: Hackman & Oldham (1975) - *Development of the job diagnostic survey.*

Connect to *The Purpose*



Source: Carton (2017). "I'm Not Mopping the Floors, I'm Putting a Man on the Moon": How NASA Leaders Enhanced the Meaningfulness of Work by Changing the Meaning of Work."

What Is Your Purpose?



My **purpose** is to help
ACTIVE VERB(S): STRENGTH(S) IN ACTION

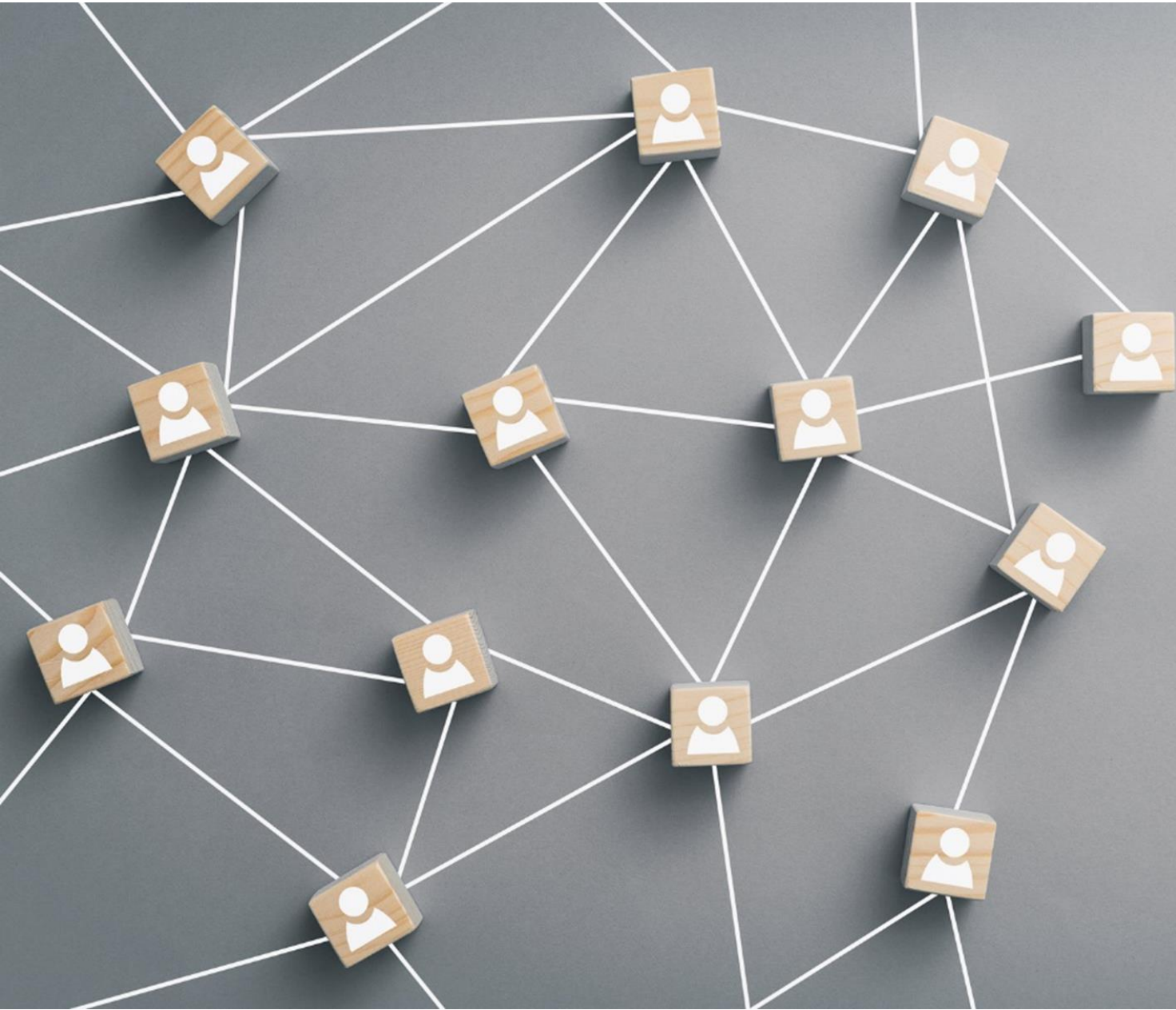
people **to**
WHO: THE PEOPLE YOU SERVE

realize their own significance.
IMPACT:

**WHAT WILL PEOPLE BE ABLE TO THINK, FEEL, BE, DO, OR
HAVE?**

Practicing Purposeful Leadership

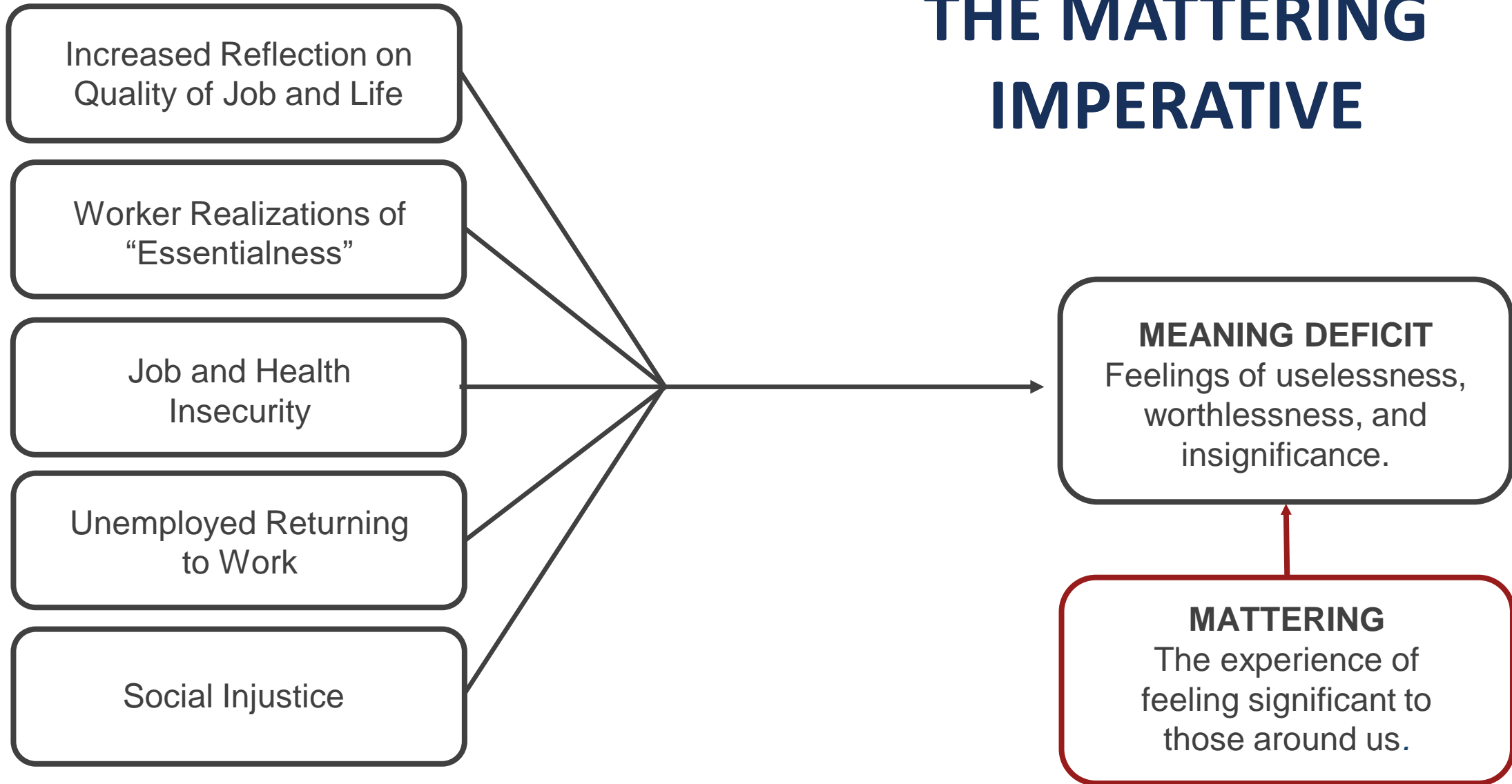
- 1 | Maintain the belief that the work matters
- 2 | Connect to *the* purpose and *your* purpose
- 3 | Create mattering for your stakeholders



Mattering

The belief that we're
a significant part of
the world around us
that comes from
feeling valued and
adding value.

THE MATTERING IMPERATIVE





I MATTER

I'm valued.

You know my full name.
You ask about my life.
You know my struggles.
You remember me.
You miss me.
You check in on me.

+

I add value.

You show me how I make a
difference.
You affirm my unique gifts.
You ask for my opinion.
You give me responsibility.
You show me I'm relied on.

Common sense is usually not
common **practice.**

WHAT IT MEANS TO MATTER



NOTICED

Make eye contact, take
interest, remember
personal details,
check-in



AFFIRMED


Point out people's
unique gifts, show them
the difference they
make



NEEDED

Show people how
they're relied upon and
indispensable

Zach Mercurio, Ph.D. | www.zachmercurio.com

There's nothing more powerful
than a human being who believes
they  matter.



Thank you.

Connect with me:

Zach@ZachMercurio.com



@ZACHMERCURIO



@ZACHMERCURIO



@ZMERCURIO