

Practicing Purposeful Leadership

Create a Culture of Mattering

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

Share what you were doing with the person next to you.

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

Wait, Zach, I *have* purpose,

I maintain the place where people
live and work.

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Having purpose

≠

Being purposeful

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

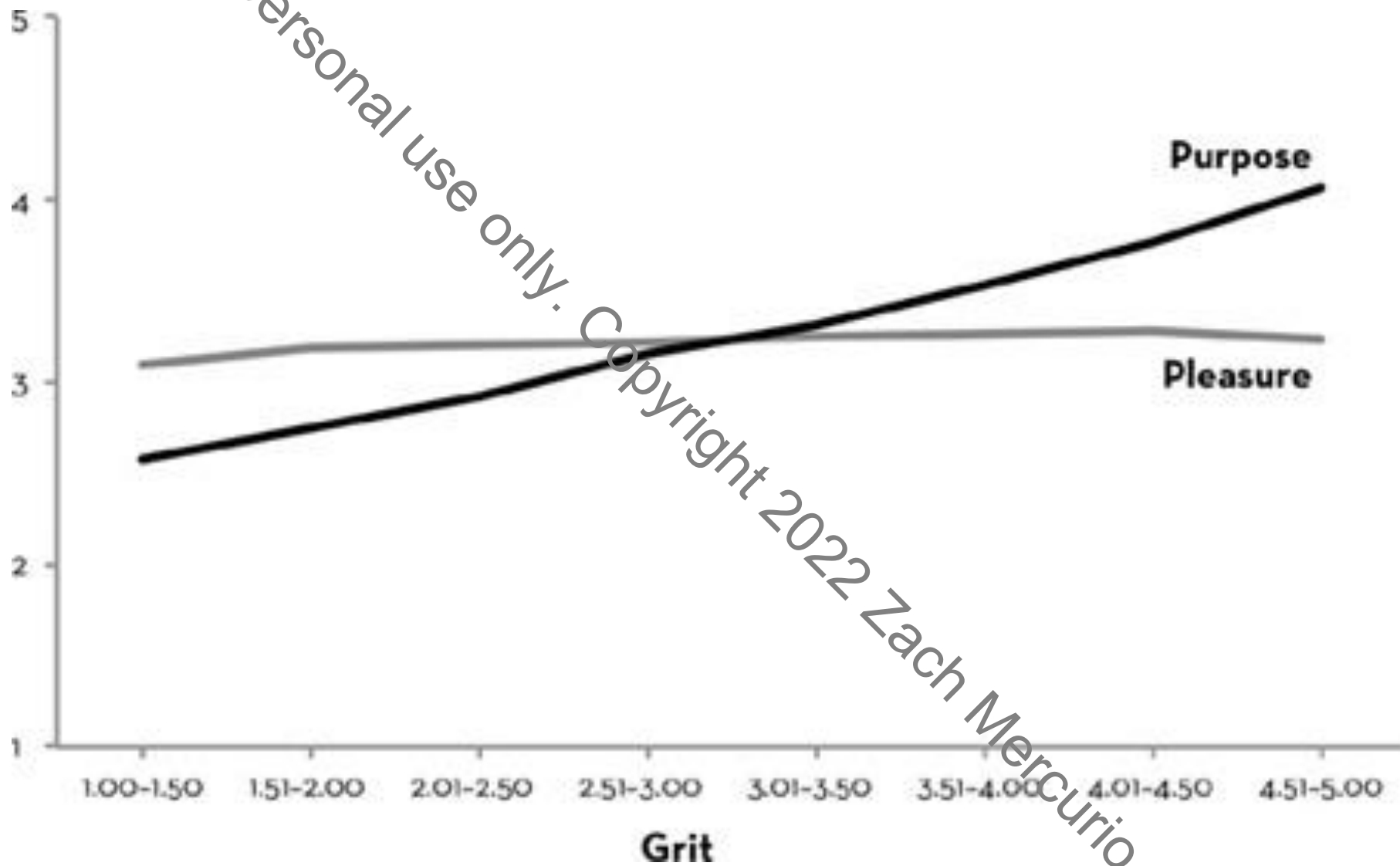


Purpose
optimizes our
brains.



Purpose
predicts
resilience.

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Purpose
optimizes our
brains.



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Purpose lasts
longer than
achievements.

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4x

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

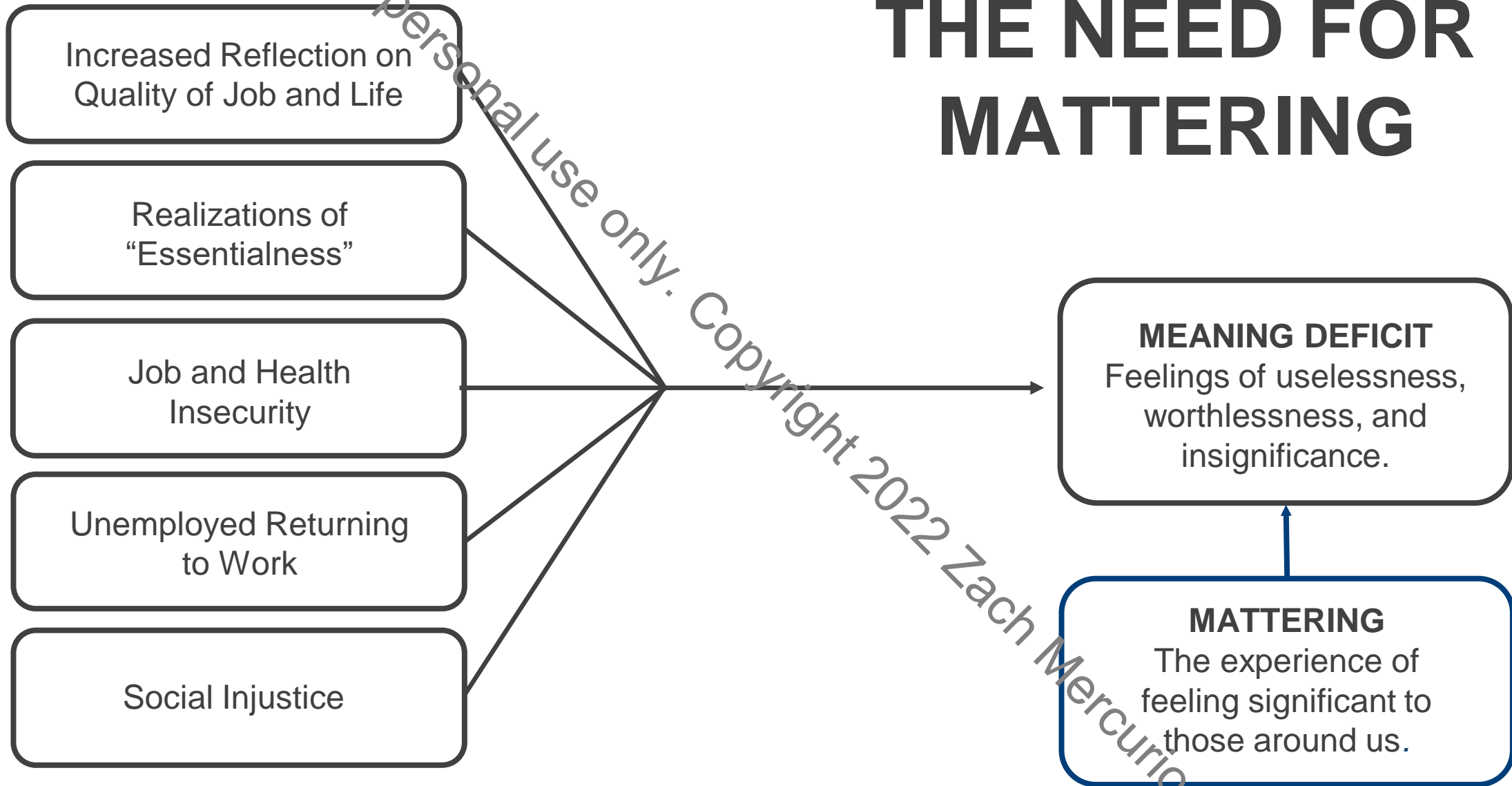
2

times more likely to
learn something new
every day

Purposeful Leaders Put Mattering First

1. When someone doesn't believe that they matter, it's easy for **nothing** to matter.
2. People won't **care** until they feel cared for.

THE NEED FOR MATTERING





Mattering

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

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I MATTER

I'm valued.

+

I add value.

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.

You show me how I make a difference.

You affirm my unique gifts.

You ask for my opinion.

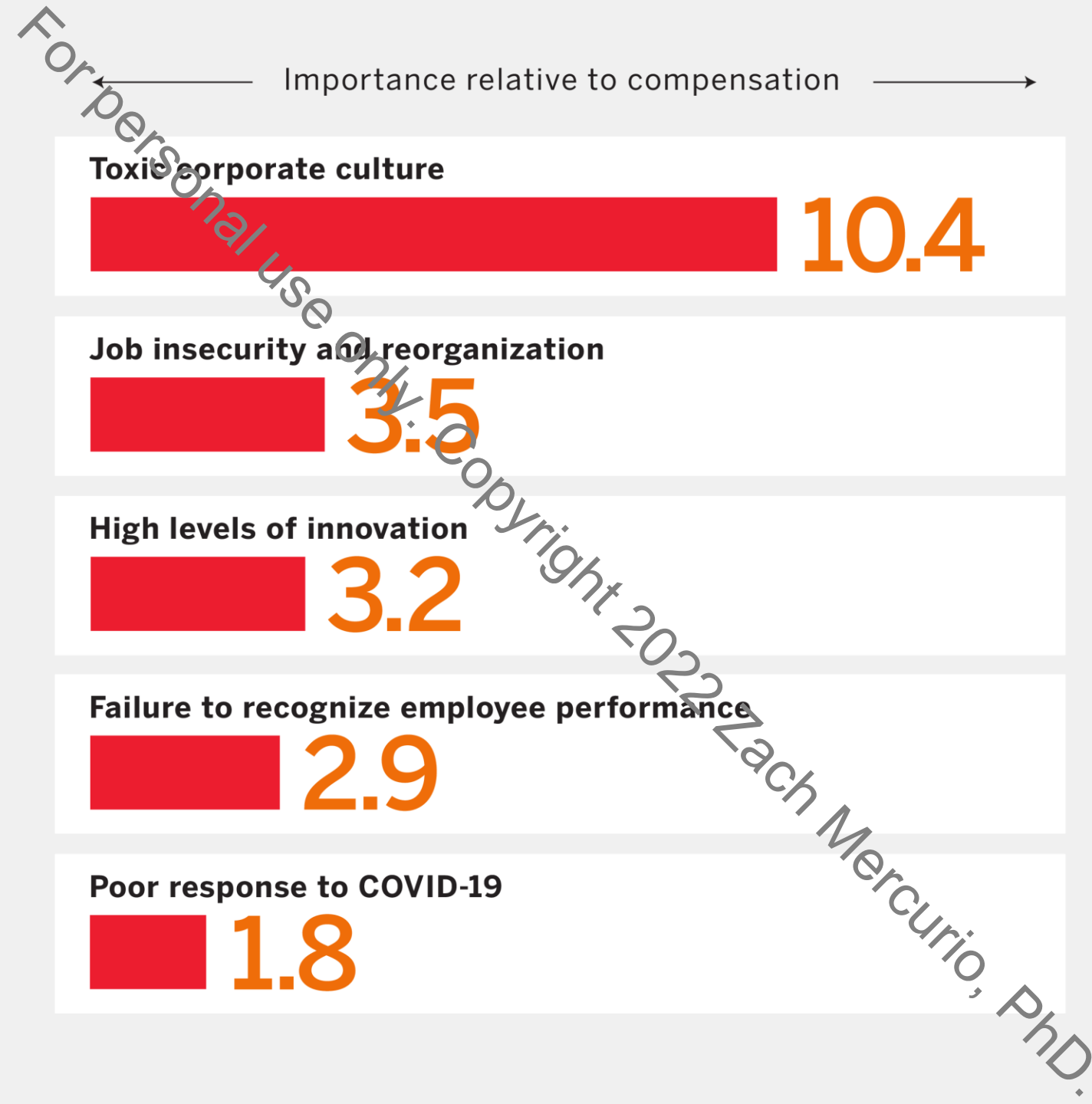
You give me responsibility.

You show me I'm relied on.

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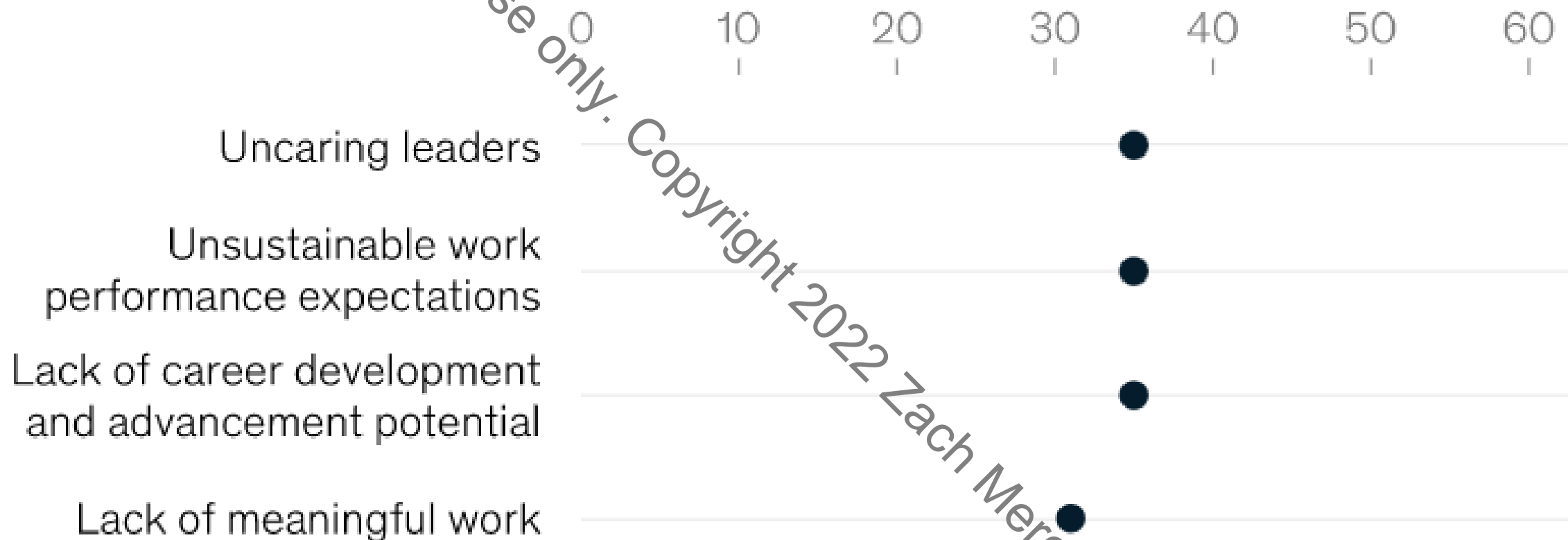
Common sense is usually not
common **practice**.



- Undervalued
- Disrespected
- Non-inclusive

- No recognition
- Unnoticed performance

Top reasons why people left a job without another in hand,¹ % of respondents



65%

of workers feel underappreciated and undervalued in work

67%

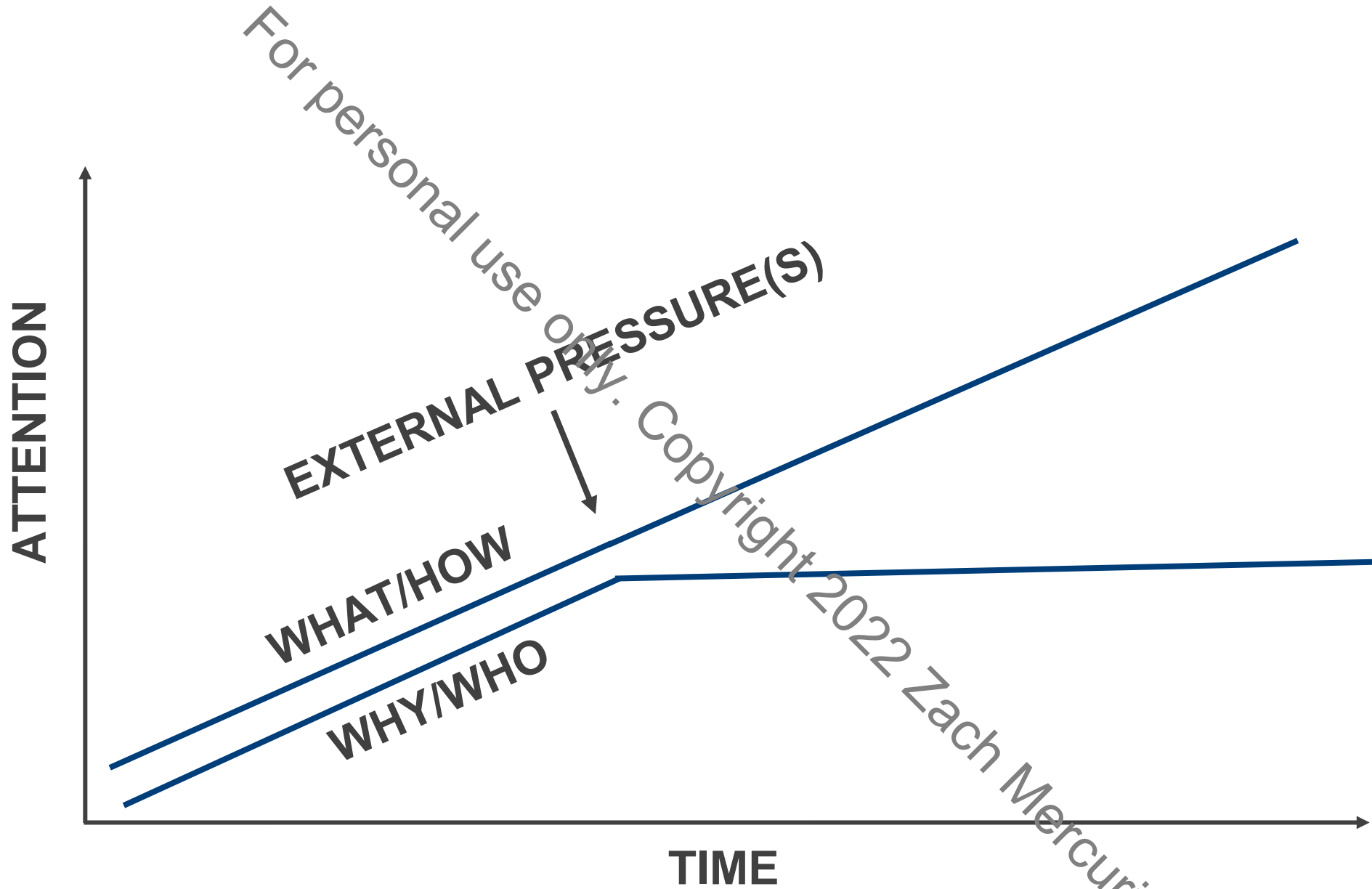
of workers claimed they weren't recognized once last year

79%

of employees who quit their jobs claim that a lack of appreciation was a major reason for leaving

83%

of people say experiencing meaningfulness and significance is a daily top priority.



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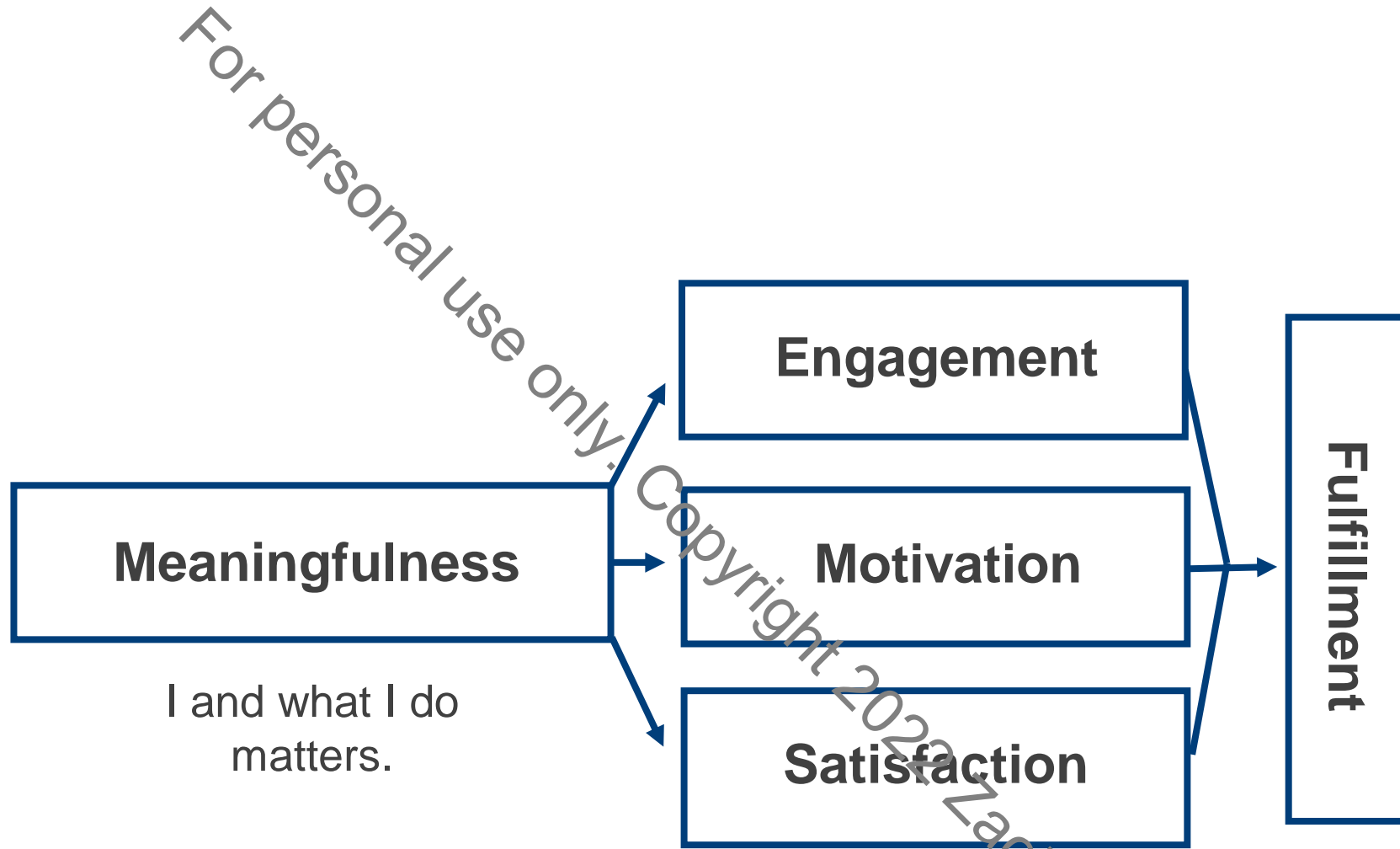
EXTERNAL PRESSURE(S)

WHAT/HOW

WHY/WHO

TIME

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Group Discussion #1 (p. 9)

Describe the moment in your work when you **most** felt like you mattered to someone else.

What happened? Who was there? What did they say/do? What did it feel like?



NOTICED

Make eye contact,
show interest,
remember personal
details, check in



AFFIRMED

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



NEEDED

Show people how
they're relied on,
irreplaceable, and
indispensable

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Repeated Moments of Mattering...

1. Increase self-worth and motivation
2. Increase serotonin, oxytocin, and dopamine
3. Lower depression
4. Lower anxiety
5. Lower stress

The Power of Mattering

2x as many residents who were tasked with “keeping a plant alive” were alive after 18 months than the control group.



A hand holding a white rectangular sign with black text. The sign is positioned in front of a wooden door with a decorative arch at the bottom. The background is a close-up of the wood grain of the door. A diagonal watermark is visible across the image.

The Power of Anti-Mattering

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What Anti-Mattering Feels Like

“It really rakes on me and makes me feel
worthless. Why do I bother?”

“I feel completely **pointless** as a person.”

When someone doesn't
believe that they matter, it's
easy for **nothing** to matter.

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Creating mattering is a
leadership **skill** and
organizational **practice**.



NOTICED

**Make eye contact,
show interest,
remember personal
details, check in**

1. Make eye contact, create space
2. Ask about, remember, and check in on people's details
3. Practice **compassion**: Notice others' moods, inquire, offer to do something to help
4. Ask others for their opinion
5. Appreciate small, everyday acts

Ask Better Questions

~~"How are you?"~~

What has your attention right now?

What kind of day have you had?

What do you need help with today?

How can I help?

What's been most meaningful to you today?

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Practice Authentic Check-Ins



Green means you feel safe, passionate, content, or perhaps are in flow. You are able to have eye-contact, creativity, play, humor. In a sense, all systems are “go.”



Yellow is reactionary, meaning that the fight or flight impulse is present, as is perhaps some defensiveness.



Red means your rational brain is offline, nervous system is shutting down such that you may or may not be present at all, or there may be a loss of trust.

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In Pairs (p. 10)

- Think about your employee groups or people on your teams. Who do you need to **notice** more?
- What is **one deliberate action** you can take to help them feel more seen? What organizational practices can you implement to ensure people feel “seen”?



AFFIRMED

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

Real affirmation is showing
how someone's unique
strengths make a unique
difference.

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?

Give Purposeful Affirmation (p. 11)

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

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PURPOSEFUL DELEGATION

Significance

Show how the task impacts other people.



Necessity

Describe what the task will make possible.



Strengths

Remind people which strengths they can use to do the task.

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Ask More Meaningful Questions

What do you want to do with your career?

What do you want your career to do for others?

Where do you see yourself in 5 years?

What kind of impact do you want to have made 5 years from now?

What's your ideal job?

What problems do you want to solve with your strengths?

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AFFIRMED

**Point out people's
unique gifts, show
them how they make
a unique difference**

1. Know and name others' unique strengths
2. Show others' how their strengths make a difference
3. Show people how what they do impacts others and what their work makes possible
4. Ask more meaningful questions

Group Discussion #2 (p. 12)

What are specific actions and organizational practices can you can take to more meaningfully affirm people and their work?

Consider:

- Impact story-collecting and storytelling
- Purposeful affirmation
- Purposeful delegation



NEEDED

Show people how
they're relied on,
irreplaceable, and
indispensable

Treat everyone
like they're
essential.

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When people feel replaceable, they act
replaceable.

When people reel irreplaceable, they act
irreplaceable

Connect People 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."



NEEDED

**Show people how
they're relied on,
irreplaceable, and
indispensable**

1. Show people how they are indispensable to your team and the county's purpose
2. Say, "if it wasn't for you..."
3. Tell people how you rely on them, notice when they're gone



Take Action

Who do you rely on?

Write them an **“if it wasn’t for you...”** statement.

CREATE MATTERING



NOTICED

Make eye contact,
show interest,
remember personal
details, check in



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USE THE SELF-ASSESSMENT (p. 13)

CREATE MATTERING: SELF-ASSESSMENT

1 – Never 2 – Rarely 3 – Sometimes 4 – Frequently 5 – Always

Considering your current leadership approach, score the following statements using the above scale (1-5). Be honest.

1. I ask about and remember the details of others' lives, such as their full name, who their family and friends are, their values, interests, and their personal goals and aspirations.

Group Discussion #3

- Where did you score lower in? What are some actions you will take to enhance that dimension of your leadership? What skills do you need to learn?
- How would you score your organization's practices on creating each dimension of mattering? Where does your organization need to improve?

DO A MATTERING AUDIT (p. 15)

NAME	NOTICED?	AFFIRMED?	NEEDED?

Scaling Mattering

1. Make supervisors aware of the importance of creating mattering and their role in creating it
2. Ensure mattering behaviors are supervisory competencies
3. Regularly evaluate and assess feelings of mattering among your workers
4. Create a cadence of accountability, do a mattering audit

Group Discussion #4

- What will you do first, by when?
- How would you score your organization's practices on creating each dimension of mattering? Where does your organization need to improve?

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

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Thank you!

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