



2022 Workforce Purpose Index

The Relationship
Imperative

IMPERATIVE

**We
are the
company
we keep**



March 2022

For the last decade we have been studying purpose at work with New York University, PwC, LinkedIn, University of Michigan and Community and CEOs for Corporate Purpose. What the studies clearly showed was that relationships are the key to purpose at work and in our lives.

This reality is now clear to every CEO but what is less clear is how to foster them inside a company - especially with remote work.

In this study we aimed to help identify HOW companies can develop meaningful relationships at work and the gaps in the new infrastructure needed to build a connected workplace where people want to work.

Let's reconnect.

A handwritten signature in white ink, appearing to read 'AHurst', with a long horizontal stroke extending to the right.

Aaron Hurst
Co-Founder and CEO,
Imperative

A handwritten signature in white ink, appearing to read 'N. Resch', with a large, textured, scribbled area on the left and a vertical line on the right.

Nicole Resch
Chief Learning Officer and Co-Founder,
Imperative

About the Workforce Purpose Index

This study is Imperative's fourth Workforce Purpose Index. Each index adds new dimensions to our understanding of human potential. The series was developed to serve as a resource for employers, educators, academics, and policy makers to advance the collective effort of realizing the potential of work.

Methodology and Sample

The 2022 Workforce Purpose Index is based on a 34-question online survey conducted on January 19-21, 2022. The survey was completed by a random sample of 517 adults employed full-time at companies with 1,000 or more employees, aged 18 or older, with a household income of \$50,000+, living in the United States. Our survey participants represent a wide range of industries, age groups, occupational levels, and educational levels. For results based on the total sample of employees, the margin of sampling error is ≤ 4 percentage points at the 95% confidence level, with proper weighting applied.

About Imperative

Imperative is the enterprise peer coaching platform that combines AI technology and behavioral science to manage, scale, and measure peer coaching programs that address the needs for social connection and learning in the new world of work. Imperative is powered by its employee purpose profiling technology that enables the platform to accelerate trust between employees and enable everyone to serve as a coach for each other - reducing turnover by 35%.

The largest gap in workplace relationships is in supportive and purpose generating connections.

We are better at building relationships at work that are focused on the tasks of our jobs than at those that enable us to thrive as human beings.



Are your needs currently met with these types of relationships?

PEOPLE TO COLLABORATE WITH ME ON DAY-TO-DAY WORK.



PEOPLE TO HELP ME SOLVE PROBLEMS AND EXPLORE NEW IDEAS.



PEOPLE TO ADD A SENSE OF PURPOSE TO MY WORK.

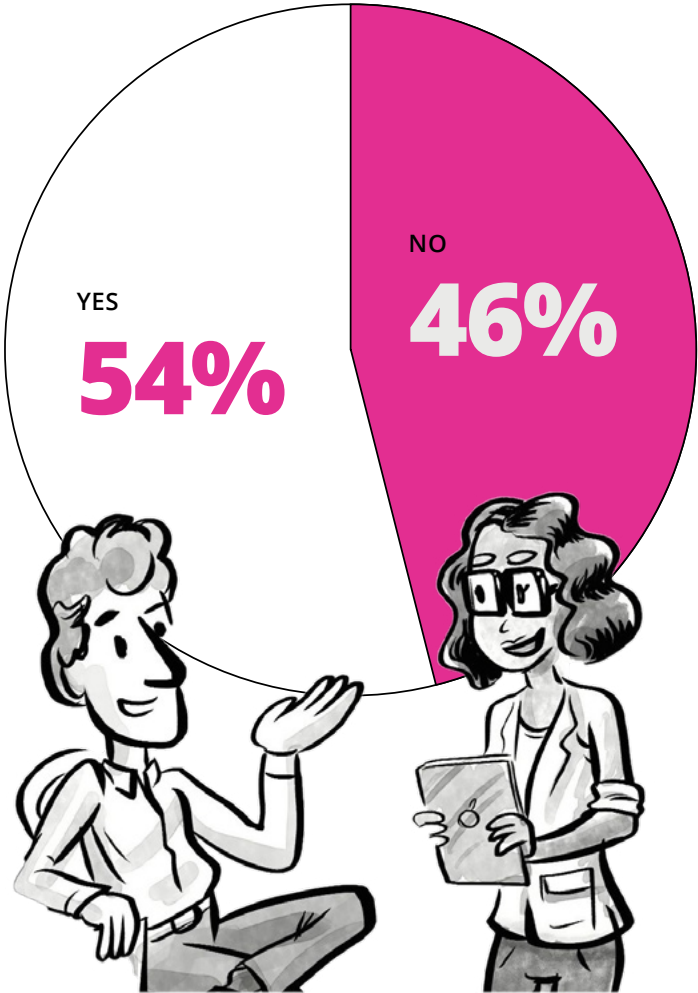


PEOPLE TO PROVIDE PERSONAL SUPPORT.



It isn't easy to build relationships at work

IT IS EASY FOR ME TO MAKE FRIENDS AT WORK.



Which of the following are barriers to better relationships at work for you?

NOT HAVING THE SKILLS TO DEVELOP DEEPER RELATIONSHIPS



NOT KNOWING WHO I SHOULD MEET



LACK OF SPACE TO HAVE MEANINGFUL INTERACTIONS



NOT FEELING COMFORTABLE INITIATING A RELATIONSHIP



People with diverse networks are more innovative.

Without diverse networks, people are not getting their needs met for accessing different **perspectives**.



I HAVE A DIVERSE NETWORK OF CONNECTIONS AT WORK.

35% NO

65% YES

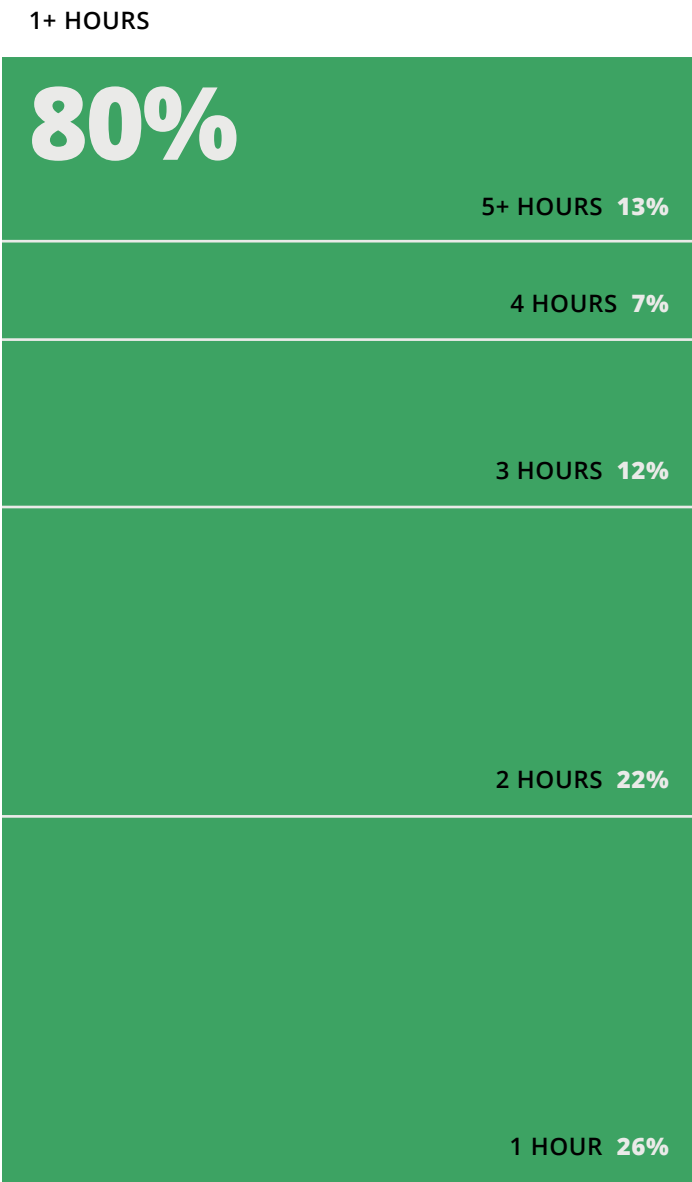


I HAVE RELATIONSHIPS WITH PEOPLE THAT BRING DIFFERENT PERSPECTIVES

34% NO

66% YES

People are willing to invest time in relationships

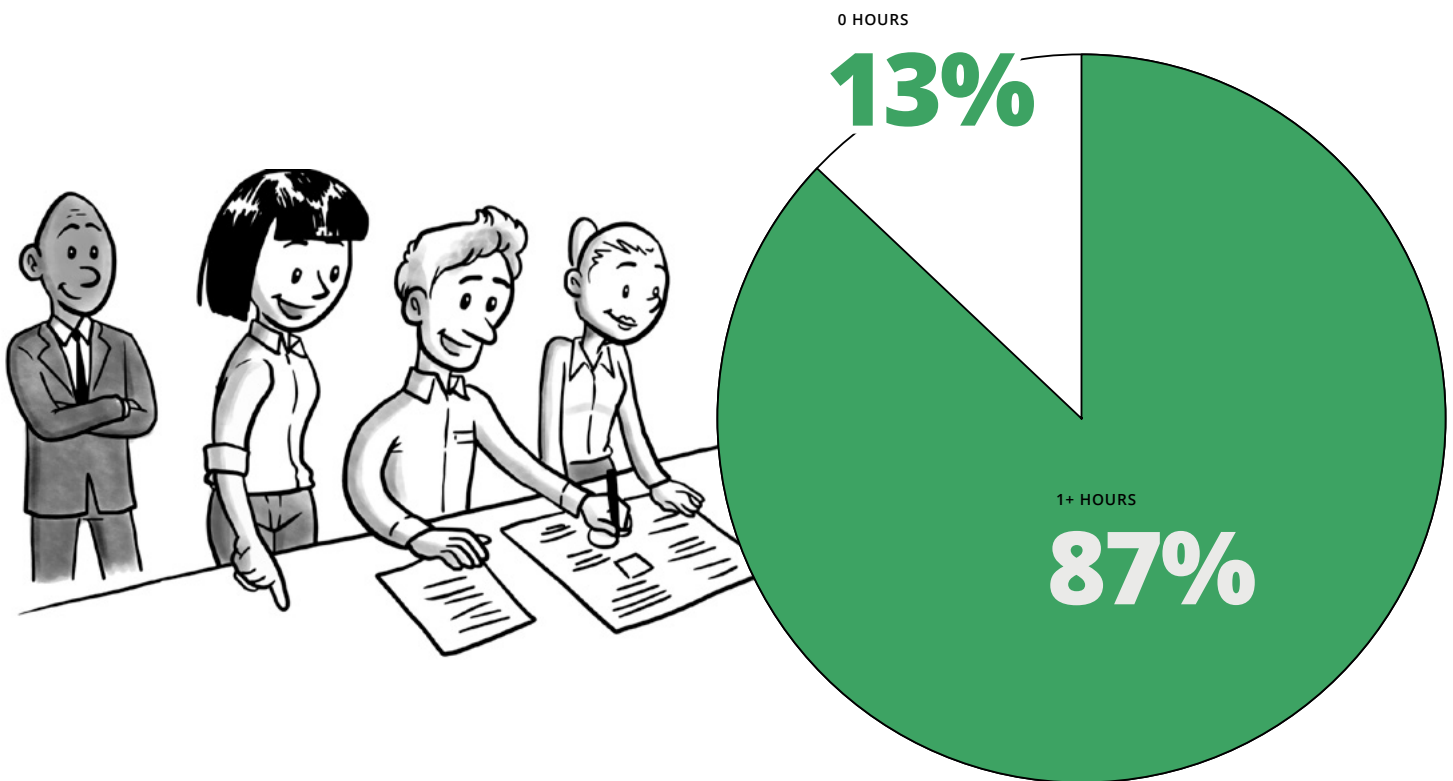


Time currently invested by people in strengthening and expanding relationships at work

80% of people are investing at least an hour per week on relationships and 55% are spending 2+ hours.

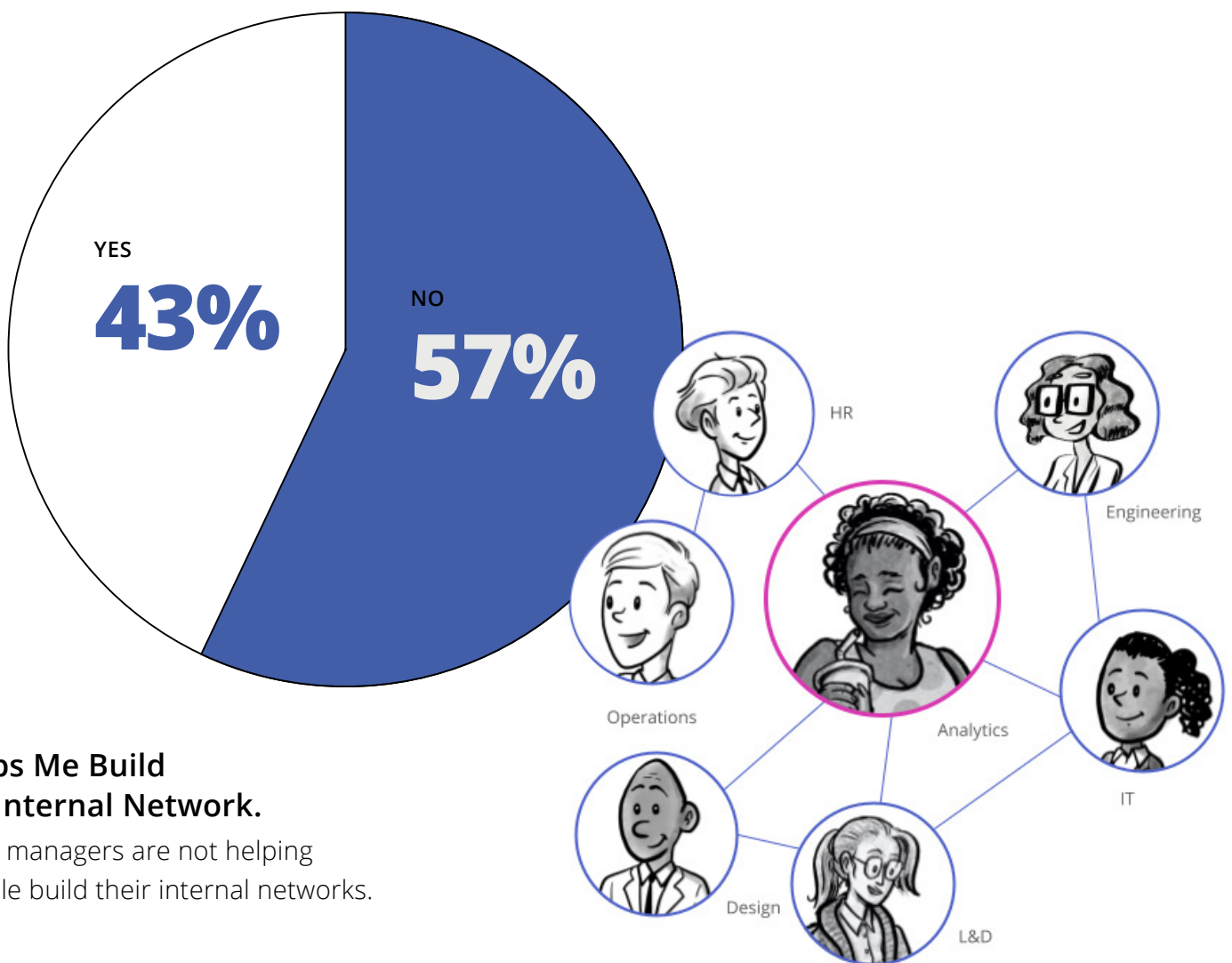


87% of people
are willing to spend
more time on
relationships at
work (**2.5 hours** on
average).



How much more time are you willing to invest in strengthening and expanding your relationships at work?

Managers are not building strong relationships with their people or connecting them to people outside the team



Managers are not consistently building meaningful relationships with members of their teams.



Does your manager help you in these areas?

HELPS ME SOLVE PROBLEMS AND EXPLORE NEW IDEAS



BRINGS DIFFERENT PERSPECTIVES



PROVIDES PERSONAL SUPPORT



COLLABORATES WITH ME ON DAY-TO-DAY WORK



ADDS A SENSE OF PURPOSE TO MY WORK.



Companies are not effectively investing in helping their people build meaningful relationships



Which of the following challenges does your company effectively help you address?

LACK OF SPACE TO HAVE MEANINGFUL INTERACTIONS



NOT HAVING THE SKILLS TO DEVELOP DEEPER RELATIONSHIPS



NOT FEELING COMFORTABLE INITIATING A RELATIONSHIP



NOT KNOWING WHO I SHOULD MEET

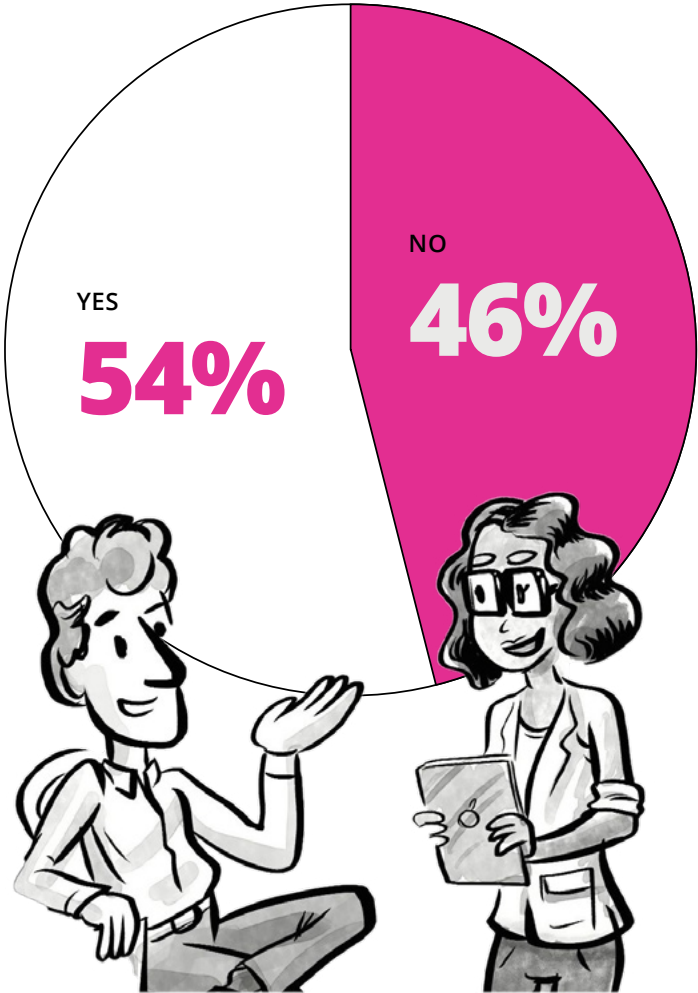


New systems are necessary in the workplace to reliably support meaningful relationships at scale.

- ☐ Give explicit permission to make time for relationships
- ☐ Develop relationship building skills
- ☐ Intentionally design diverse networks
- ☐ Train managers to support relationship development
- ☐ Create safe, consistent places for relationship development
- ☐ Normalize the reality that building relationships is important and hard

It isn't easy to build relationships at work

IT IS EASY FOR ME TO MAKE FRIENDS AT WORK.



Which of the following are barriers to better relationships at work for you?

NOT HAVING THE SKILLS TO DEVELOP DEEPER RELATIONSHIPS



NOT KNOWING WHO I SHOULD MEET



LACK OF SPACE TO HAVE MEANINGFUL INTERACTIONS



NOT FEELING COMFORTABLE INITIATING A RELATIONSHIP



Let's build social capital.

Since Imperative's launch in 2020, large and quickly growing companies like Microsoft, Hasbro, Accolade, GSK, Boston Scientific, Airbnb, and Zillow have adopted the peer coaching platform to break down barriers within their organizations and empower their employees to align their purpose with their daily work. Imperative is a B Corporation founded by workplace entrepreneur Aaron Hurst. We believe that within five years, every company will require technology to enable enterprise-wide peer coaching networks that uniquely address the growing need for well-being, connection, and career pathing.

IMPERATIVE