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"Zach Mercurio has written a compelling book filled with powerful stories, cutting-edge research, and practical tools that shows us how to lead with purpose."

- Arianna Huffington, Founder and CEO, Thrive Global, #1 New York Times bestselling author of *Thrive* and *The Sleep Revolution*

THE INVISIBLE LEADER

***Transform Your Life, Work, and Organization
with the Power of Authentic Purpose***

Powerful leaders often are seen as the best people to lead organizations through change or to help society solve complex problems. But innovative research finds that the most powerful leaders may not be people, but shared compelling purposes – the “invisible leader.”

“The most powerful leaders of our organizations, movements and lives are not people, but compelling human-centered purposes,” says Zach Mercurio. “When we have a purpose, we have a story to attach to our lives and work. And research finds it compels and motivates our behavior more than anything else.”

It’s the science and practice of this purpose that Mercurio identifies and explores in his new book, **THE INVISIBLE LEADER: *Transform Your Life, Work, and Organization with the Power of Authentic Purpose*** (Advantage Media Group/ForbesBooks; Oct. 24, 2017; \$19.99 Hardcover). Companies and organizations that embrace and instill this “invisible leader” develop inspired people who ultimately produce results.

And inspired people are needed in organizations now more than ever. Research shows that a majority of people in the world – 87% - are not engaged in their work, and that results in not only lower productivity and poorer customer service, but burnout, frustration, and stress. The Gallup organization estimates that disengaged workers cost their company \$3,400 for every \$10,000 worth of salary. But when people believe that their work matters and that they have a bigger purpose, research finds they’re four times more engaged, are more fulfilled, and are more likely to strive to make the organization successful.

Mercurio, an international speaker, researcher, and consultant on purpose and meaningful work, says he knows from experience and his own research that many organizations don’t

understand that the yearning for purpose and meaning is not simply a millennial issue, it's a basic human need. Compounding the problem is that many companies and systems just aren't set up to leverage this human need for meaning that is driving workers of all ages, he says.

"Organizations profoundly misunderstand this disengagement and what is needed to motivate people in the long term. While throwing money or perks at workers may compel people to achieve targeted goals, that limited mindset only leads to workers continually questioning 'now what?'" he explains.

On the other hand, when organizations *cultivate* purposeful work, he says the results are astounding – both people and organizations thrive.

"I've had conversations with people in various occupations, and I've seen firsthand that the most extraordinary people do ordinary things with an extraordinary perspective," he says. "When leaders put the purpose of their work and organizations above themselves, it gives people the freedom to deliver the purpose in what ways work best for them. Purpose inspires a culture of innovation, creativity and ultimately – safety."

Mercurio says we must learn to change our mindset to one that recognizes we are motivated when we know what we do matters; that there is a bigger purpose to our work; and that we will commit ourselves to proving that purpose consistently.

He stresses that it's never too late to find your invisible leader – and nurture it to gain a greater personal and professional satisfaction, he says. To do that, you need to:

- **Find and awaken your authentic purpose.** This is a person's or organization's genuine and unique reason for existence that is useful to others in society. "People can always copy what you do, but no one can copy why you are," he says.
- **Clarify your purpose.** By stating your purpose clearly – and sharing it regularly with others – you're "psychologically more committed and connected to it in your everyday life. This is true for individuals and for organizations," he says.
- **Deliver your purpose.** "Stating a purpose excitedly is great, but if we don't get excited about upholding it through the behavior and tough decisions we engage in every day, it will fade," he says.

Using practical tools, storytelling, research and case studies, **THE INVISIBLE LEADER** shows how individuals and organizations can find a way to motivate the heart and the mind to deliver extraordinary results.

"The idea of awakening, clarifying, and delivering purpose can seem daunting. But if we set out to find the small places in our organizations and in our lives that we can change, we end up having a big, immeasurable impact," Mercurio says.

About the Author

ZACH MERCURIO is an international speaker and purpose and meaningful work consultant. He has helped diverse organizations and individuals from around the world understand how purpose and meaning unleashes human potential to create thriving organizations and lives. Zach is the founder and author of PurposeSpeaks.com, the popular blog on purposeful leadership, work, and life, and is also a regular contributor on purpose for the Huffington Post. He is a researcher and adjunct faculty studying Organizational Learning, Performance, and Change at Colorado State University in Fort Collins, Colo.

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What others are saying:

"If you are seeking both practical guidance and powerful inspiration to unlock the power of purpose in your life or organization, *The Invisible Leader* is for you. Through vivid storytelling and compelling research, Zach Mercurio proves yet again that the pursuit and achievement of a world-bettering purpose is the most powerful driving force in life and work." - Aaron Hurst, national bestselling author of *The Purpose Economy*, CEO at Imperative

"At KPMG, our purpose-driven culture inspires us to make a tangible difference for our clients, our people, and society. In *The Invisible Leader*, Zach Mercurio explains why bringing purpose into the workplace is a business imperative and shares valuable insights on how to unleash its power within yourself and your organization." - Lynne Doughtie, U.S. Chairman & CEO, KPMG

"Nothing inspires or motivates people more than purpose -- to know that our lives and our work can make a difference. *The Invisible Leader* is a profoundly practical guide to empowering people with purpose so that your organization can make the greatest possible impact." - Andrew Ripley, Co-Founder & CEO, PurposeMatch.com

"A compelling, research-based case for elevating a shared "why" to its rightful place: as the invisible leader that pulls us all forward. Zach is a clear leader in the #lovework Revolution; get this book and join him in the movement!" - Josh Allan Dykstra, CEO at Strengthscope U.S. & Author of *Igniting the Invisible Tribe: Designing An Organization That Doesn't Suck*.