WORKBOOK

THE 90-DAY PLAN

From declared purpose to embedded purpose.

Twelve weeks, four phases, one owner per row.

COMPANY

START DATE



A companion to the book “Nobody Believes Your Purpose”, by Enrique Burgos.

An internal communications handbook for turning purpose into retention, engagement and results.

THE BOOK IN TWO MINUTES

“Nobody Believes Your Purpose” starts from an uncomfortable observation: almost every company has a declared purpose and almost none has it embedded. The gap between what a company says it is and what its people live every day is not a cosmetic problem: it is paid for in turnover, absenteeism and disengagement, and it can be put in euros.

Across nine chapters, the book walks through closing that gap: diagnosing which of the four types your company is (aligned, pressured, misaligned or symbolic); calculating what disengagement costs; turning managers into translators of the purpose, because no relevant message should reach staff without going through them first; sustaining it with a ritual that has an owner, a calendar and a KPI; and making it permanent with architecture, a board dashboard and a pre-mortem to protect it.

WHY THIS PLAN

This plan compiles, into twelve weeks and four phases, everything the book asks you to do. It is not a summary to read: it is the tool to execute it. Each task points to its chapter, each row asks for an owner and a date, and each phase ends in a deliverable. The plan works on its own; it works much better with the book beside it.

> **BEFORE YOU START**
>
> Print this document, take it to the next committee meeting and write your company name and start date on the cover. Nobody throws away a document they have already written on.

10%

of Spanish employees are engaged at work. The global average is 20%. Fifteen years ago, Spain stood at 18%.

GALLUP, STATE OF THE GLOBAL WORKPLACE 2026

This plan exists to move that number inside your company. Twelve weeks.

HOW TO USE THIS PLAN

Print it. Put names and dates on it in the first meeting. Review it every two weeks in committee: fifteen minutes, first item on the agenda, not the last. Whatever goes at the end of the agenda gets pushed to next week, and you know it.

THE MOST IMPORTANT RULE

If you can only do one thing per phase, do the first one on the list. The two-floors test, the cost calculation, the receiver-first rule and the 3×3 audit are, each in its phase, the 20% that delivers 80%. Better four things sustained than twelve abandoned.

NOTES FROM THE FIRST MEETING

OVERVIEW · FOUR PHASES, TWELVE WEEKS

PHASE	WEEKS	GOAL	CHAPTERS
1 Diagnosis	1-2	Know where you stand: company type and three scores	1 and 3
2 The number	3-4	Know what it costs you: financial baseline	2
3 Translators and ritual	5-8	Build the channel: equipped managers and a first ritual	5 and 6
4 System	9-12	Make it permanent: architecture and a board dashboard	4, 7, 8 and 9

THE TWELVE WEEKS



Fortnightly committee review: fifteen minutes, first item on the agenda.

1 DIAGNOSIS

PHASE 1 · WEEKS 1-2

WEEK 1

- [ ] The two-floors test: five people, three questions (what is the purpose? what does it mean in your role? which decision proves it?).
  (Ch. 1 · The CEO in person, no intermediaries: that is the point.)
  OWNER _____ DATE _____

- [ ] The razor question in committee: which decision has cost us something in the last 12 months because we stayed true to our purpose? Document the answer, or the silence.
  (Ch. 1)
  OWNER _____ DATE _____

- [ ] Launch the 3-question survey to all staff: knowledge, internalisation, contribution, scored 0 to 10, anonymous, segmented by area and level.
  (Ch. 3 · People and Communications · Template on page 15 of this plan.)
  OWNER _____ DATE _____

WEEK 2

- [ ] Place the company in the 4-type matrix (aligned, pressured, misaligned, symbolic), with evidence and a separate vote from each committee member.
  (Ch. 1 · Template on page 14 of this plan.)
  OWNER _____ DATE _____

- [ ] Survey results: the three scores and the hierarchy gap (committee score versus front-line score).
  (Ch. 3)
  OWNER _____ DATE _____

- [ ] Read the latest 20 employee reviews (Glassdoor, InfoJobs) in committee. No defending: just listening.
  (Ch. 1)
  OWNER _____ DATE _____

PHASE DELIVERABLE

One page with the agreed company type, the three scores with their hierarchy gap and the lowest score highlighted: that is the one that will decide the phase 3 ritual.

2 THE NUMBER

PHASE 2 · WEEKS 3-4

WEEK 3

- [ ] Gather the four data points: voluntary leavers, average salary, days of absence and percentage of disengaged staff.
  (Ch. 2 · Finance and People)
  OWNER _____ DATE _____

- [ ] Calculate the three lines: turnover (leavers × salary × 0.5), absenteeism (days × cost per day) and disengagement (18% of salary × disengaged headcount).
  (Ch. 2)
  OWNER _____ DATE _____

WEEK 4

- [ ] Compare your absenteeism against the sector benchmark (Randstad quarterly report).
  (Ch. 2)
  OWNER _____ DATE _____

- [ ] Set up proper exit interviews, classified as avoidable or unavoidable, if they do not exist yet.
  (Ch. 8)
  OWNER _____ DATE _____

- [ ] Present the cost of disengagement to the board, right after the P&L: “this is what it costs us that people do not believe what we say we are.” Name the owner of the number.
  (Ch. 2 · CEO)
  OWNER _____ DATE _____

PHASE DELIVERABLE

The financial baseline, with an owner on the committee and a written methodology, so it can be recalculated the same way every year.

3 TRANSLATORS AND RITUAL

PHASE 3 · WEEKS 5-8 · THE LONGEST PHASE: FOUR WEEKS

WEEK 5

- [ ] Five-conversations self-assessment for the whole management layer: could you explain the purpose, connect it to each role, use it in an unpopular decision, flag an inconsistency upwards and answer a sceptic?
  (Ch. 5)
  OWNER _____ DATE _____

- [ ] Introduce the receiver-first rule: no relevant message reaches staff without going through their managers first.
  (Ch. 5 · Communications. It is free and takes effect immediately.)
  OWNER _____ DATE _____

- [ ] Separate managers' engagement data from staff data in every current and future measurement.
  (Ch. 5)
  OWNER _____ DATE _____

> **20/80 REMINDER FOR THIS PHASE**
>
> If this phase feels too big, just do the receiver-first rule. It is free, it is immediate, and it builds the channel everything else will travel through.

WEEKS 6 TO 8

- [ ] Translation workshops: one hour per manager and team, using a common template. What the purpose means here and what we do differently because of it. A written output per team.
  (Chs. 4 and 5)
  OWNER _____ DATE _____

- [ ] Train the five conversations with role-plays: half a day per group of managers.
  (Ch. 5)
  OWNER _____ DATE _____

- [ ] Design and launch the first edition of the ritual, with the format chosen according to the lowest phase 1 score: if it is knowing, a school; if it is feeling, experience and listening; if it is doing, accountability. With an owner, a signed annual calendar and a KPI.
  (Ch. 6)
  OWNER _____ DATE _____

- [ ] Open the formal inconsistency channel, the translator's return channel, with a public commitment to respond.
  (Ch. 5)
  OWNER _____ DATE _____

PHASE DELIVERABLE

Written translations per team, the first ritual run and documented (actual participation, what it produced, what was communicated afterwards) and the return channel up and running.

4 SYSTEM

PHASE 4 · WEEKS 9-12

WEEK 9

- [ ] 3×3 audit: three real pieces of evidence per dimension (knowing, feeling, doing). The empty boxes, ranked by consistency effect, are the plan for the year.
  (Ch. 4 · Template on page 16 of this plan.)

OWNER _____ DATE _____

- [ ] Coherence audit, express file: variable pay versus stated values.
  (Ch. 7)

OWNER _____ DATE _____

WEEK 10

- [ ] Full coherence audit: the last 3 promotions, the last 3 departures, variable pay and the order of sacrifice in the last crisis. In writing, for internal committee use.
  (Ch. 7 · Template on page 17 of this plan.)

OWNER _____ DATE _____

- [ ] Choose ONE architecture reform for the year (a purpose criterion in manager appraisals, a priority rule for crises, or a dedicated support structure) and give it a board date.
  (Ch. 7)

OWNER _____ DATE _____

WEEK 11

- [ ] Build the 5-indicator dashboard. Baseline, 4-quarter target and an owner per indicator.
  (Ch. 8 · Template on page 12 of this plan.)
  OWNER _____ DATE _____

- [ ] Governance test: who owns the purpose? How was it decided? Can it be revised? What protects it?
  (Ch. 8)
  OWNER _____ DATE _____

- [ ] One-hour pre-mortem: “it is 2031 and our purpose is dead. What killed it?” Obituaries written separately, then shared; five risks, each with an early warning sign and an owner.
  (Ch. 9 · Worksheet on page 13 of this plan.)
  OWNER _____ DATE _____

WEEK 12

- [ ] Board presentation, 20 minutes: dashboard with baseline and targets, the asymmetric bet (programme cost versus a conservative capture of the Gallup differential), the pre-mortem risk map and the chosen architecture reform.
  (Chs. 8 and 9 · CEO)
  OWNER _____ DATE _____

- [ ] Sign off the dates of the next three ritual editions and the quarterly measurement cycle. Non-negotiable, bad quarters included.
  (Ch. 6)
  OWNER _____ DATE _____

PHASE AND PLAN DELIVERABLE

Your company’s purpose turned into what it never was: an asset with an owner, a number, a channel, a ritual, a track record and insurance.

TEMPLATE · 5-INDICATOR DASHBOARD

The page that goes to the board. Fill it in by hand in week 11 and update it every quarter.

INDICATOR	BASELINE	4-QUARTER TARGET	OWNER	LATEST READING
1 Implementation score (and hierarchy gap)				
2 Response rate to what was heard				
3 Avoidable turnover				
4 Absenteeism				
5 Cost of disengagement				

"Five indicators. If your purpose dashboard has fifteen, you do not have a dashboard: you have a report."

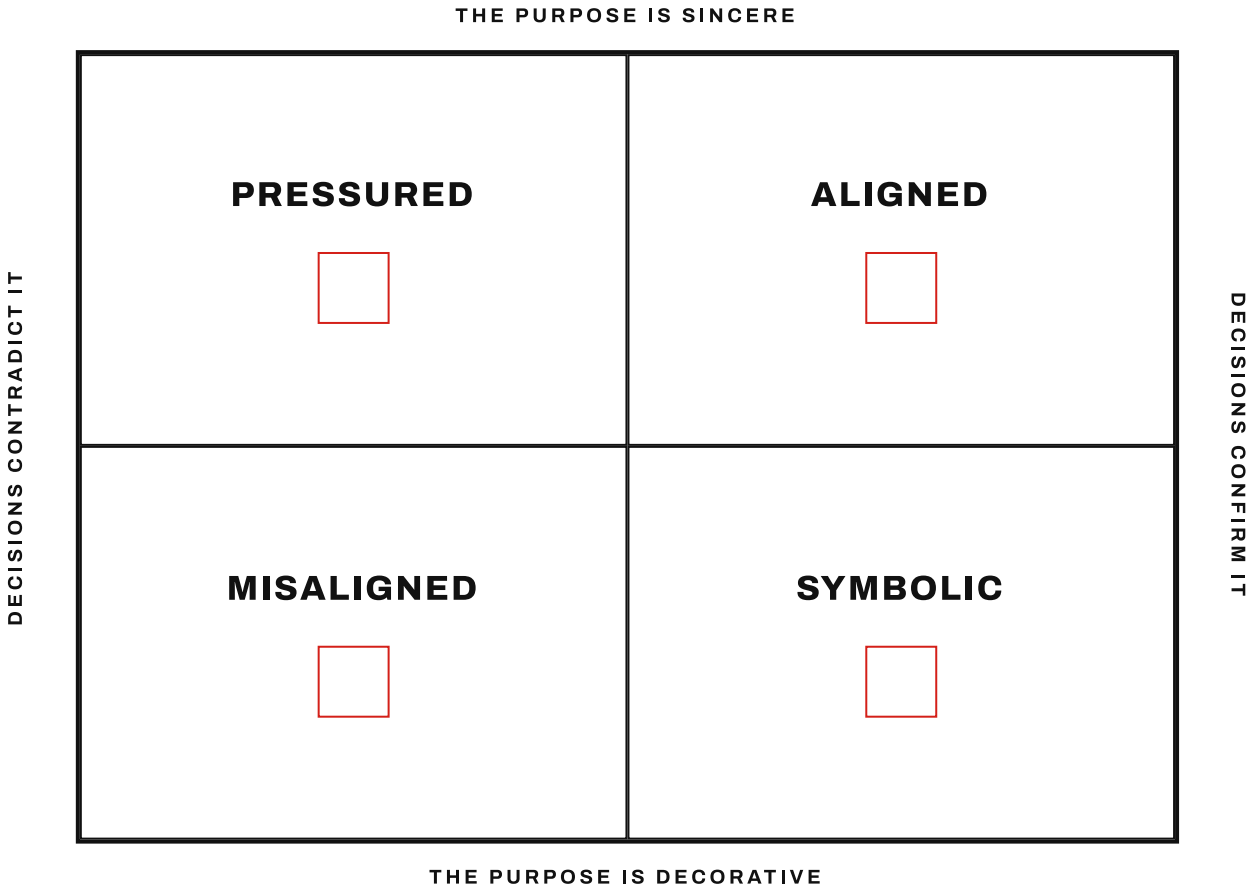
Hand out this sheet in the meeting. Everyone fills it in separately and in silence; only then is it shared.

“It is 2031 and our purpose is dead. What killed it?”

GROUP DISCUSSION · FIVE RISKS

RISK	EARLY WARNING SIGN	OWNER

Place your company in one of the four quadrants and write down why. If you hesitate between two, you are in the worse of the two.



OUR TYPE IS:

BECAUSE:

THE RECENT DECISION THAT PROVES IT:

TEMPLATE · THE THREE SCORES

Send it to all staff, anonymous, scored 0 to 10, and segment by area and level. This is your baseline.

KNOW. I know what this company's purpose means in my specific job.

0	1	2	3	4	5	6	7	8	9	10

FEEL. I care about it. I would make it my own even if nobody checked.

0	1	2	3	4	5	6	7	8	9	10

DO. I know what I do differently because of it, and I can give an example from this week.

0	1	2	3	4	5	6	7	8	9	10

SEGMENTATION

AREA	LEVEL	KNOW	FEEL	DO

These three questions are the author's adaptation, not the researchers' instrument. The University of Navarra's Purpose Strength Index has dozens of items, statistical validation and a sector benchmark. If your organisation wants to take this seriously, that is what you should use.

Three real pieces of evidence per dimension. Real means with a date and a name. The boxes you cannot fill are your plan for the year.

KNOW	FEEL	DO

EMPTY BOXES: _____ **OUT OF 9**

THE FIRST ONE WE WILL FILL, AND WHO:

Four files. In writing and for internal committee use. This is where you see whether the company believes it.

1 THE LAST THREE PROMOTIONS

Who and why? Does it fit what the purpose says?

2 THE LAST THREE DEPARTURES

Who left, voluntarily or not, and what signal does it send?

3 VARIABLE PAY

What does it measure? How much weight does purpose carry in it? If it is zero, say so.

4 THE ORDER OF SACRIFICE

In the last crisis, what was cut first and what was protected?

If all four files contradict the purpose, the problem is not a communications problem.

AFTER DAY 90

Day 90 does not close the programme: it closes the installation. From then on, purpose lives in two cycles. The quarterly one is already in the dashboard; the annual one does not repeat the first cycle: it reviews it.

EVERY QUARTER

- [ ] Measure the three scores (knowing, feeling, doing) and update the 5-indicator dashboard.
- [ ] Hold the ritual on its signed-off date, bad quarters included.
- [ ] Review the inconsistency channel and respond publicly to what came in.
- [ ] Go over the pre-mortem early warning signs: has any of them lit up?

EVERY YEAR

- [ ] Recalculate the cost of disengagement with identical methodology, to build a track record.
- [ ] Run the governance test again: owner, revision, protection.
- [ ] Repeat the pre-mortem and renew the five risks, each with a sign and an owner.
- [ ] Choose a new architecture reform and give it a board date.
- [ ] Go back to the three-scores question: did the one we targeted go up?

If a bad quarter wipes out the ritual or the measurement, you have not lost a quarter: you have lost the credibility of everything before it.



This plan comes from the book **“Nobody Believes Your Purpose”**, an internal communications handbook for turning purpose into retention, engagement and results, by Enrique Burgos, with a foreword by Ángel Bonet. Available on Amazon in paperback, hardcover and Kindle.

Every two weeks, more cases and data in “con Propósito”, the author’s Spanish-language newsletter · **conproposito.substack.com**

ENRIQUE BURGOS

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Before that he spent more than two decades in corporate marketing. He was part of Coca-Cola's Western Europe marketing team, where he led digital strategy and data for fourteen countries; he was marketing director at QDQ Media, director of relationship marketing at Unidad Editorial and global marketing director at an international technology training company.

He is the author of *Marketing Relacional* and co-author of *Iníciate en el Marketing 2.0* and *Del 1.0 al 2.0*, and speaks to leadership teams on purpose, culture and internal communications. He writes regularly in *con Propósito*, his Spanish-language newsletter (conproposito.substack.com).

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