

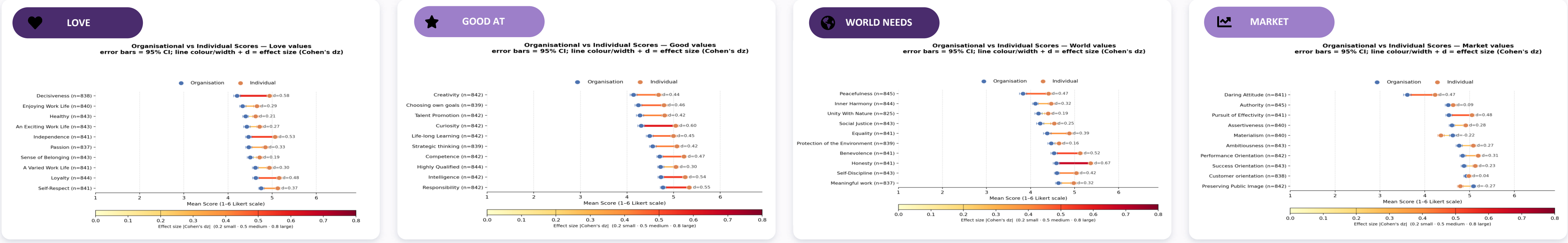
IKIGAI Purpose Assessment for CEOs and Leaders

How Culture, Career and Company Shape Personal and Organisational Values — and Purpose Beyond Them

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PART 1 — Individual & Organisational Values

Individual vs. Organisational Scores, by Dimension



Key Findings

1 Where You Work Beats Who You Are

Country of work shows the strongest link of any demographic tested: 35 of 40 individual traits and 25 of 40 organisational traits are significantly correlated with it — more than age (25/40), industry (22/40), leadership (27/40), or company size. The individual-side divide is clearest on Peacefulness, Creativity and Authority — how safe and empowered someone feels shifts more with national context than with their career stage or rank. Even the five traits that show no country effect, including Materialism and Decisiveness, don't vary by personal background either and appear to be constants, not context-dependent. Whatever "ikigai alignment" measures, it shaped more by *where* someone works than by *who* they are.

2 The Risk Divide

The largest effect size found in the entire project is Daring Attitude on the organisational side, driven by country only ($\eta^2=0.094$ — the strongest country effect of any of the 40 traits). France (4.33) and Malaysia (4.18) rate their organisations as the most risk-tolerant, while Switzerland (3.08) and Hong Kong (3.05) rate theirs as the most risk-averse. Two countries look at "does my company take risks?" and come to opposite answers just because of where they're based and how it changes their perception.

3 It's Not How Much You Lead – It's Whether You Lead at All

Leadership predicting Authority is the largest individual-level correlation in the dataset ($p=0.37$), the single strongest relationship any career factor has with any trait. Rather than growing steadily with rank, the effect appears in one sharp step. The jump from holding no leadership role to leading even a small team is far larger than any later increase from leading a bigger team. Authority switches on as soon as you're responsible for even a single person, not in proportion to how many. Someone leading a team of three and someone leading a division of three hundred are, on this trait, more alike than either of them is to someone with no direct reports.

4 Demographics Change How You See Yourself, Not How You See Your Employer

Leadership predicts 27 of 40 individual traits but is not significantly correlated with any organisational trait. Age shows the same split as Leadership, predicting 25 of 40 individual traits but only 1 of 40 organisational traits. These are two of the strongest predictors in the whole dataset on the individual side, and they both effectively disappear once the question changes from "how do you see yourself" to "how do you see your company". Getting older or becoming a leader changes a lot about how people describe their own values but changes almost nothing about how they rate their employer.

5 The Industries You'd Expect to Care Least About the Environment... Care Most

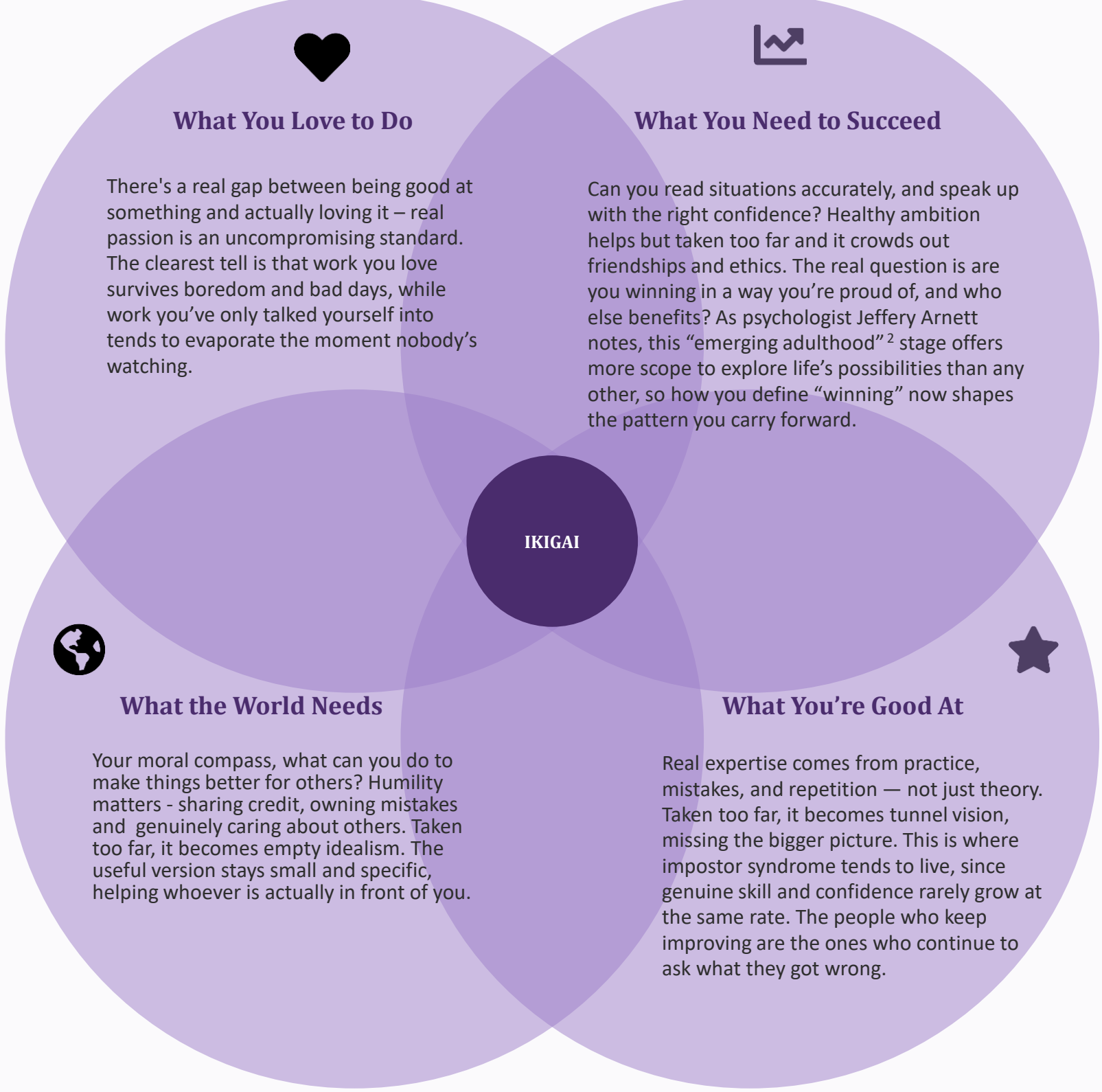
Oil, gas, chemical, and utilities workers report the highest personal environmental values of any industry — not the lowest, despite public blame for environmental harm. There are a few possible explanations worth considering: occupational exposure — people dealing directly with land and physical resources may be more aware of their impact on them, not less; moral licensing — a criticised reputation pushes people to hold stronger personal values that contradict it; or heavy ESG and compliance training genuinely shifting attitudes over time. This dataset can't say which explanation, or combination, is responsible.

Methodology

I tested ordinal demographics (age, work experience, leadership, education, company size) against all 40 traits using Spearman's rank correlation, and nominal demographics (industry, country) using one-way ANOVA with eta-squared as the effect size — restricting country comparisons to samples of 15+ to keep the estimates reliable. Because this meant running 40 tests per demographic, I applied a Benjamini-Hochberg FDR correction to control for false positives.

PART 2 — Adapting the Framework for a Younger Audience

The same four-dimension framework underlying Part 1 was reworked from a leadership assessment for CEOs and senior managers into a purpose-finding tool for young adults — removing all business, market, and organisational framing while keeping each dimension's psychological substance intact.



What Changed in the Adaptation

- Removed all business/market language ("customers," "the market," "financial performance") and replaced it with general life situations.
- Removed the organisational dimension entirely — no employer, no team, no "leading vs. following."
- Removed named leadership archetypes (Doer/Career, Idealist/Visionary, etc.) — no youth equivalent exists yet.
- Recalibrated tone and reading level for young adults building an independent life, not still-forming teenagers.
- Shortened each dimension from a full page to 250–300 words for accessibility.
- Preserved the actual psychological substance of each dimension unchanged — only the setting moved.



Kyoto, Japan