Throughout our 20-year history, it has been our philosophy that you find and hire really talented people, engage them in a team culture with development opportunities, and provide them with a mission to make a meaningful impact in our clients’ lives. It's that simple, right? Well, actually it takes a lot of hard work. But it’s work that we believe is critical to our success because when we ask our teammates what they value most at Greenleaf Trust, they say the same three words every year — team, culture, and clients. They respect and care about their talented teammates. They thrive in a collaborative culture that provides them with career growth opportunities. And, their work is aligned with our mission to make a positive impact in our clients’ lives.

So, I found it validating after reading an article on employee engagement in Harvard Business Review that the team at Facebook felt the same way. The article was written by Lori Goler, Janelle Gale, Brynn Harrington, and Adam Grant and titled The 3 Things Employees Really Want: Career, Community, Cause. At Facebook, they survey their workforce twice a year and ask them what motivates them at work. According to the article, what their employees value most generally falls into three buckets of motivators: career, community, and cause.

Career is about work. Having a job that allows you to make decisions, use your strengths, and promotes learning and development is important. Community is about people. Feeling respected, cared about, and recognized by those you work with creates a sense of belonging. Cause is about purpose. The ability to make an impact and align with a company’s mission is a source of pride. The Facebook employees also generally felt that all three motivators were important. In other words, a fulfilling job is not just about career opportunities, or being a part of a team, or alignment with the company’s mission. It’s about all three.

Interestingly, the level of importance of these motivators was also fairly consistent across age group, geographic location, and job function at Facebook. Sure, Millennials were more concerned about career than Baby Boomers, but the relative difference in importance was not significant.

Finally, the authors suggest that the three motivators are part of a psychological contract or unwritten expectations and obligations between employees and employers. When the contract is fulfilled, people are engaged, committed, contribute more, and perform better.

We agree. That’s why we are sternly committed to our “T” and two “Cs” at Greenleaf Trust.