People Insight Model

PEARL™

Introduction

People Insight have undertaken a comprehensive study to define a new model of engagement including the organisational factors influencing it. We have combined occupational psychology & business experience, extensive literature review and statistical analysis of over 20 million data points to develop PEARL™.

The organisational characteristics that drive engagement are represented by 5 global factors:

Purpose; Enablement; Autonomy; Reward and Leadership, each underpinned by 2 key factors, resulting in 30 core, actionable employee engagement drivers.

These, added to our 5 key indicators of engagement: Pride; Advocacy; Endeavour; Longevity and Care, form a comprehensive, actionable, and lean model of engagement. In our view[1], this best represents the items that are shown to predict outcomes in organisations across private, public and not for profit sectors.

The model informs our questionnaire design and reporting, and helps to provide real actionable recommendations. The core model is highly comprehensive but, if required, we can amend wording or add items to fit different clients' strategic needs or historical survey content.

PeopleInsight

Developed by Organisation Scientists

The model was developed by a team of People Insight's organisation scientists. Data was mined from over 400 separate client studies, covering all industries and organisation types, and included an analysis of the drivers of high engagement specific to the best workplaces.

The model reflects cultural and technological change

It is best practice to remain up to date with new innovations and data, and our database of 20 million datapoints represented a fantastic opportunity to review and validate our model. There is also a lot of evidence that indicates cultural shifts in the workplace, which we felt needed to be reflected in an updated model: new technologies; ways of working; cultural shifts from the retirement of Baby Boomers, transitioning to a workforce led by Generation X and millennials[18.] This led us to consider if the same questions are still valid in the current environment.

Peopleinsight

Model summary

- **Purpose** – what the organisation stands for and where it is going[2]
  Alignment – understanding organisational aims and goals and where you fit
  Integrity – fairness, quality services, and organisational values[3]

- **Enablement** – conditions that enable the individual to do their job well[4]
  Community – a supportive environment, and good vertical and horizontal communication
  Resources – equipment, resources, and job training

- **Autonomy** – influence over positive work and health circumstances
  Mastery – freedom over work activities and employee voice[5]
  Wellbeing – work/life balance, workload management, health & wellbeing[6]

- **Reward** – intrinsic and extrinsic rewards for workplace efforts[7]
  Alignment – understanding organisational aims and goals and where you fit
  Integrity – fairness, quality services, and organisational values[3]

- **Leadership** – leaders listen, support, and enable positive change
  Senior Leaders – senior leaders provide vision, listen, and act[8]
  Line Managers – line manager support, feedback, and coaching[9]

- **Engagement**[10,11]
  Pride
  Endeavour
  Commitment
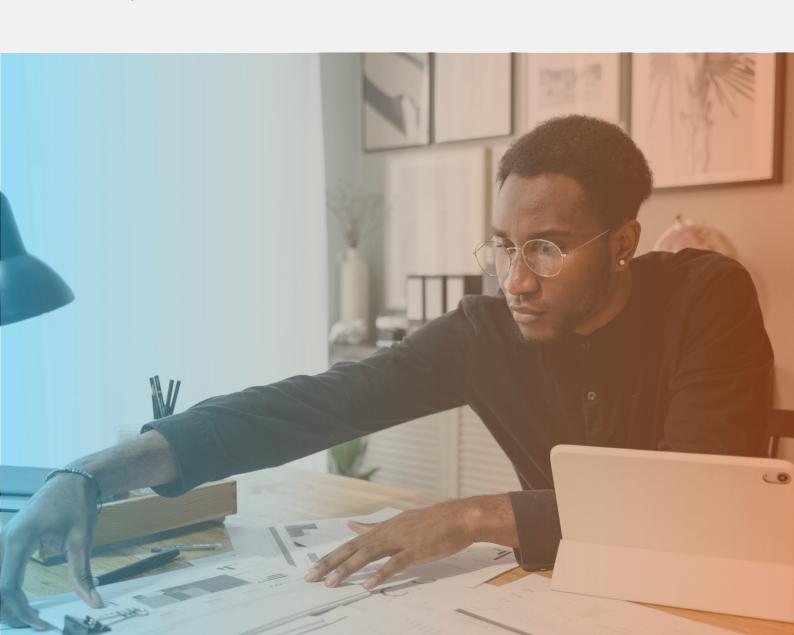 Advocacy
  Care

People insight

Design detail

To design the model, we have used:

- Evidence around employee engagement in the organisational psychology literature, and the key factors and items that are used in research and industry[12]

- The wider research around stress, resilience, and organisational health to inform the content of our measures and the design of our model. Including mapping items onto key drivers of wellbeing[13,14,15]

- Our experience in working with clients to inform our thinking, including what clients are interested in, and which items tend to associate statistically with engagement and other key outcomes.

- We have carried out our own primary research using data from over 400 client studies, and over 20 million data points.

- We used statistical methods such as factor analysis, correlations, internal validity calculations, etc. to determine statistically how questions cluster into factors.

- We have also focused on actionable items, and excluded "pseudo-engagement items" and those prone to bias

- Finally, we look to the work of other experts to sense-check our thinking, and to ensure that we are ahead of the curve in terms of the research and development we apply to our engagement work.

35 questions in the core model

We use a 5 question engagement index based on the best practice metrics in industry and academia[16,17], comprised of behavioural and emotional measures: **Pride; Advocacy; Endeavour; Intention to Stay and Care.**

We add to this 30 drivers from 10 factors derived as outlined above. This number represents:

- A balance of detail & parsimony; rich enough in content to not be too general; allows sophisticated analyses and provides granularity and differentiation in action recommendations between the different organisations

- Minimises overlap, and redundant and non-actionable items

- It is short enough to be easily deployable, and avoids survey fatigue

- It lends itself to Pulse and mobile surveying

We feel that using this structure and taking action on the basis of the resulting recommendations will help to create enduring engagement to achieve the goal of high performing, healthy organisations, and:

- To support questionnaire design, both with new and existing clients
- In reporting, showing overall scores, differences to benchmark, and history
- To support action planning

What if I have been using the previous model – should I move to the new one, and how will I measure historical progress if the model has changed?

All previous questions used by People Insight are still valid, and this is a recommended core model that is open to bespoke additions to meet to the needs of individual clients. Most questions from previous surveys will be able to be mapped onto the new 10 factor structure. Any additional questions a client may use that fall outside the new 10 factor model can still be reported on, with custom indices and factors.

PEARL™ Sample Question Set

1. Purpose	I understand the aims of <Client> The purpose of <Client> makes me feel good about my work
2. Enablement	I can get the training and development I need to do my job Communications are good between different teams
3. Autonomy	My opinion is sought on decisions that affect my work I have the freedom I need to get on with my job
4. Reward	I feel valued and recognised for the work that I do My career development aspirations at <Client> are being met
5. Leadership	Senior leaders provide a clear vision of the overall direction of <Client> My manager takes time to coach me and develop my skills
6. Overall Experience	I am proud to say I work for <Client> I would still like to be working at <Client> in two years' time.

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Emma Owen, HR Director – GKN

We'd love to talk

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