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**People Science**

# People Success Elements

What people  
need in the new  
world of work

## **People Success**

Glint's mission is to help people be happier and more successful at work. We see a world where employers put people at the center of everything they do, addressing the needs of individuals and empowering them to take joint ownership of their happiness, development, and prosperity. We call this vision "People Success," where people bring their best selves to work—in order to do their best work.

To support our mission and vision for People Success, Glint offers a unique approach and methodology to help organizations measure employee engagement based on our own robust research and ongoing analyses of customer data. Using Glint solutions, our customers gain powerful insights on what drives their employee engagement and use the insights to build towards their own People Success culture.

# People Success Elements

## What people need in the new world of work

### A new world of work

Recent global events have necessitated a deeper review of what matters most to people today. The COVID-19 pandemic, social unrest, racial injustice, political and economic instability, and many other factors have had a major impact on the everyday lives of people across the globe. Consequently, Glint has seen a shift in focus on what is most important to the happiness and success of employees. Workers everywhere have reevaluated where, when, and why they work in the context of the life they wish to lead. In short, a new world of work is upon us. While Glint's fundamental philosophy of People Success remains the same – that successful organizations take a people-centric approach to employee engagement and performance – we knew it was imperative to reexamine our measures of employee engagement in this era.

### A new understanding of People Success

To develop a deeper understanding of People Success in the modern work world, Glint took a scientific approach to measure people's evolving needs for happiness and success in the workplace from mid-2020 to now. This endeavor started with review and synthesis of recent empirical research on how culture, management practices, and work environment impact employee experience at work, especially during challenging times.

We also leveraged insights from multiple data sources. First, we gathered data from LinkedIn members regarding importance of various employer attributes (e.g., recognition, fair treatment, sense of belonging, safe and healthy work conditions). We also examined Glint's customer data to understand the importance of various employer value proposition characteristics (e.g., work-life balance, flexible work arrangements, career growth opportunities).

In our investigation of the trends and variance in employee engagement in 2021, we learned that employees who were satisfied with their organization's flexibility policies and felt cared for at work during these times were much more likely to be happy at work and to recommend working for their employer ([September 2021 Glint Wellbeing Report](#); [December 2021 Glint Wellbeing Report](#)).

## Key Definitions

At Glint we define **People Success** as people bringing their best selves to work—in order to do their best work.

This ultimate state is dependent on their level of **Employee Engagement**, the degree to which people are motivated to invest their cognitive, emotional, and behavioral energies toward successful outcomes.

Through our scientific approach, Glint has defined the **People Success Elements**. These are six over-arching categories that together summarize the fundamental needs and expectations most critical to a person's holistic life experience (not just their work experience) that best shape the environment for high engagement.

## The Great Resignation

66% of LinkedIn members had either left their job or considered leaving to pursue a passion project in the past year (based on a poll of 15,585 global LinkedIn members in July 2021).

Starting in July 2021, more than 4M people per month have left their jobs in the U.S. This is the highest on record since 2000. ([Yahoo Finance Report](#) 9 March 2022)



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### The new model for the modern work world

Overall, these research findings confirmed that many of the fundamental human needs at work, such as meaningful work and need for connection, remained consistent with prior Glint analyses. However, several new factors emerged as critical to creating employee experiences leading to People Success. For example, foundational needs for health and safety and feeling cared for had come to the forefront. While important, they were not key differentiators to the employee experience prior to 2020.

Based on the research findings, we proposed a People Success model of six employee experience constructs, each consisting of a set of factors we believed to be the most descriptive of People Success in the new world of work. To test the model, we mapped 120 survey questions from Glint's Master Taxonomy to each of the proposed factors. We then examined the correlations of these items with Glint's two-item outcome metric (happiness at work and likelihood to recommend their organization as a great place to work), leveraging our database of over 350 million survey responses. This resulted in a shorter list of 65 items measuring specific employee experience factors that had the greatest power to predict engagement.

As our final step to test the proposed People Success model, we commissioned an external panel study of global respondents to ensure we had the point-in-time data needed to execute required validation steps. We translated the 65 items into seven languages and administered these items to over 650 respondents representing multiple countries across regions, different job types (i.e., salaried and hourly), and organization sizes. We conducted various statistical analyses, including correlations, Cronbach's Alpha tests, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA), to examine the validity of the proposed People Success model. As a result of these analyses, we established that the best fit model contained the six (originally proposed) People Success factors: Purpose, Clarity, Growth, Empowerment, Connection and Wellbeing.

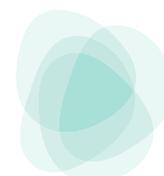
We call these factors the [People Success Elements](#).

Throughout this study of People Success in the new world of work, in addition to evidence of a strong linkage between these six elements and engagement, we found relationships with other important outcomes like burnout and intent to stay. Key findings in each area include:

- **Purpose:** Employees feeling a sense of purpose are 120% more likely to recommend their company as a great place to work.
- **Clarity:** 54% of employees lacking role clarity reported burnout in 2021, compared with 38% of employees with role clarity.
- **Growth:** Employees who see opportunities to grow are 3 times more likely to say they will remain with the company in two years.
- **Empowerment:** Employees empowered at work are 2.4 times more likely to be happy at work.
- **Connection:** Employees with a strong sense of Belonging are 6 times more likely to be engaged.
- **Wellbeing:** Employees who feel cared for at work are over 3 times as likely to be happy at work and recommend working for their organization, an increase of over 35% since 2020. Flexible work arrangements, inclusive workplaces, and work-life balance are the fastest growing priorities for job candidates since the COVID-19 pandemic began.

### New themes emerging as important engagement factors in the New World of Work

- Employees feeling cared for, valued, and supported by their organization
- Employees feeling that their organization values diversity and inclusion
- Employees believing that their organization focuses on continuous improvement
- Employees understanding what they should be focused on in their work



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# People Success Elements

What people need in the new world of work

## People Success Elements

The six People Success Elements are fundamentally human-centric. They present employees as people, not workers. They encompass the needs and expectations that are critical to a person's holistic life experience, not just their work experience.



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# People Success Elements

## What people need in the new world of work

### Measuring People Success

The People Success Elements help organizations to assess the unique experiences that tend to make people happier and more successful in their culture.

So, how can you use this framework as a measurement within your organization? The secret is a defined short set of People Success "core drivers" – those critical few survey items aligned to each element that have the greatest predictive impact on people success for your company. Glint recommends shorter, more frequent pulsing (e.g., 15 – 20 question surveys administered quarterly) based on how actionable an item is and how likely it is for the score to change over time.

To identify a new set of People Success Core Drivers, we examined all 350 taxonomy items ranked by their correlation to the two People Success outcomes: eSat (How happy are you working at <Company Name>.) and Recommend (I would recommend <Company Name> as a great place to work.). Using a threshold of Pearson  $r > = 0.65$  resulted in a top-45 list of items which were then rated on the evaluation criteria (see side bar) Glint uses to determine the short (~20 item) core driver list.

### Core Driver Criteria

- **Correlation:** strength of correlation to engagement (eSat + Recommend)
- **Actionability:** can be acted upon at the local team level
- **Customer utilization:** at least 50 customers using the item and expectations for future utility
- **Benchmark scores:** mid-range values to avoid range restriction
- **Redundancy:** drop one if redundant ( $r > = 0.80$ ) with other items
- **Outcomes:** avoid items used as outcomes in other Glint programs
- **Applicability:** experienced by all job types, levels, and cultures
- **Referent:** preference to items that do not have a referent (e.g., "My manager," "My team") unless that frame of reference is essential to what the item is intended to measure

### The new core drivers of engagement

The resulting list of 20 top core drivers (on the right) included 14 items (shown in black text) that had been identified as core drivers in previous studies, as far back as our 2015 analysis.

As predicted by the emerging topics, we identified six new top drivers (shown in blue) that were never on the top 20 list in Glint's prior analyses.

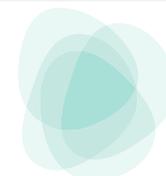
Each of the People Success Elements is represented by 2 – 4 core drivers.

#### People Success Element

#### 20 People Success Core Drivers

<b>Purpose</b>	I have confidence in the leadership team.
	I am excited about <COMPANY_NAME>'s future.
	People at <COMPANY_NAME> live the company values.
<b>Clarity</b>	The work that I do at <COMPANY_NAME> is meaningful to me.
	<COMPANY_NAME> continually improves the way work gets done.
	I know what I should be focusing on right now.
<b>Growth</b>	[My manager] provides me with feedback that helps me improve my performance.
	I have good opportunities to learn and grow at <COMPANY_NAME>.
	My role is an excellent fit with my strengths.
<b>Connection</b>	I feel a sense of belonging at <COMPANY_NAME>.
	Teams at <COMPANY_NAME> collaborate effectively to get things done.
	Leaders at <COMPANY_NAME> value different perspectives.
<b>Empowerment</b>	I feel satisfied with the recognition or praise I receive for my work.
	<COMPANY_NAME> does a good job of communicating with employees.
	I feel empowered to make decisions regarding my work.
<b>Well-being</b>	I have the resources I need to do my job well.
	At work, I feel cared about as a person.
	I feel well supported by <COMPANY_NAME> at this time.
	I am able to successfully balance my work and personal life.
	I believe meaningful action will be taken as a result of this survey.

Blue text = new items on the Core Driver list



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## What else has changed as a result of this analysis?

In addition to the new core drivers presented on the previous page, certain items were removed as core drivers and other new items were added to Glint's taxonomy to measure emergent topics.

### Removed Core Drivers

Four items that were listed as top-20 drivers since 2017 dropped off the 2022 list in this latest analysis mostly due to redundancy with higher performing drivers:

- I have good career opportunities at <COMPANY\_NAME>.
- I would recommend my manager to others.
- Overall, I am satisfied with how decisions are made at <COMPANY\_NAME>.
- <COMPANY\_NAME> has a great culture.
- I am satisfied with my team.

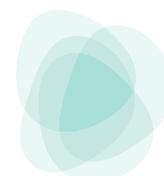
### New Items Added to Glint's Taxonomy

For some of the emergent topics, we did not yet have adequate items to test, so we created new items to add to our taxonomy:

- <COMPANY\_NAME> actively supports my efforts to acquire additional professional skills and experiences.
- My career development is actively supported by someone in my organization.
- I am satisfied with my ability to choose when and where I work.
- I am able to provide the basic needs (food, water, shelter) for myself and dependents.

## Improve the employee experience by activating People Success elements

Organizations may discover that what they had been doing to improve engagement prior to 2020 may no longer fully address the needs and expectations that employees have in the new world of work. While we have discussed the top drivers of engagement thus far, there are additional items (see "Other Drivers" in the following pages) within each People Success Element that were also strong predictors of engagement and may be particularly important for individual organizations. The following pages describe each element from the employee point of view, the Glint-recommended drivers, and examples of actions organizations can take to improve.

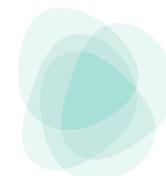


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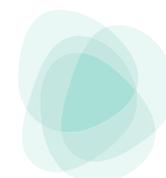
Purpose		
How do I feel?	What drives my engagement?	Improvement actions for organizations
<p><i>"I see how I am part of something bigger than myself – how the work I do has a meaningful impact on others or helps drive organization success."</i></p>	<p><u>Core Drivers</u></p> <ul style="list-style-type: none"> <li>• I have confidence in the leadership team.</li> <li>• I am excited about &lt;COMPANY_NAME&gt;'s future.</li> <li>• People at &lt;COMPANY_NAME&gt; live the company values.</li> <li>• The work that I do at &lt;COMPANY_NAME&gt; is meaningful to me.</li> </ul> <p><u>Other Drivers</u></p> <ul style="list-style-type: none"> <li>• &lt;COMPANY_NAME&gt; delivers a great customer experience.</li> <li>• I understand how &lt;COMPANY_NAME&gt; plans to achieve its goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the organization's greater purpose and help employees embrace their role in it</li> <li>• Communicate the impact the organization is having and share success stories</li> <li>• Identify ways the organization can support surrounding communities and involve employees in these initiatives</li> <li>• Provide managers with talking points and presentation materials to discuss strategy with their teams</li> <li>• Ask for employee input on how to better serve stakeholders</li> </ul>
Growth		
How do I feel?	What drives my engagement?	Improvement actions for organizations
<p><i>"I maximize my strengths, take on challenging work, learn new skills, and diversify my experience to expand my impact and my opportunities."</i></p>	<p><u>Core Drivers</u></p> <ul style="list-style-type: none"> <li>• I have good opportunities to learn and grow at &lt;COMPANY_NAME&gt;.</li> <li>• My role is an excellent fit with my strengths.</li> </ul> <p><u>Other Drivers</u></p> <ul style="list-style-type: none"> <li>• I have good career opportunities at &lt;COMPANY_NAME&gt;.</li> </ul>	<ul style="list-style-type: none"> <li>• Empower employees to own their personal and professional development path</li> <li>• Provide transparency on roles, levels, criteria, and skills needed to move to desired roles</li> <li>• Provide opportunities for skills development</li> <li>• Train leaders on coaching employees and developing talent within their teams</li> <li>• Create connections between mentors and employees, especially for those who may be underrepresented</li> </ul>
Clarity		
How do I feel?	What drives my engagement?	Improvement actions for organizations
<p><i>"I know what success looks like and how to prioritize. I know when I am on track, and I get regular feedback that helps me change course as needed and make progress towards my goals."</i></p>	<p><u>Core Drivers</u></p> <ul style="list-style-type: none"> <li>• &lt;COMPANY_NAME&gt; continually improves the way work gets done.</li> <li>• I know what I should be focusing on right now.</li> <li>• My manager provides me with feedback that helps me improve my performance.</li> </ul> <p><u>Other Drivers</u></p> <ul style="list-style-type: none"> <li>• &lt;COMPANY_NAME&gt; has a clear sense of direction.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish clear goals, roles, and priorities for teams and employees</li> <li>• Establish a practice of checking in on progress and giving employees regular feedback during one-on-one meetings</li> <li>• Implement after action learning reviews upon the completion of major milestones or key stakeholder interactions</li> <li>• Make time to learn from mistakes, and explore ways to improve performance</li> </ul>



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Empowerment		
How do I feel?	What drives my engagement?	Improvement actions for organizations
<p><i>"I have access to the information, people, tools, and resources to work effectively. I am trusted to make decisions, take risks, and try new approaches in my work."</i></p>	<p><u>Core Drivers</u></p> <ul style="list-style-type: none"> <li>• &lt;COMPANY_NAME&gt; does a good job of communicating with employees.</li> <li>• I feel empowered to make decisions regarding my work.</li> <li>• I have the resources I need to do my job well.</li> </ul> <p><u>Other Drivers</u></p> <ul style="list-style-type: none"> <li>• Overall, I am satisfied with how decisions are made at &lt;COMPANY_NAME&gt;.</li> <li>• I am encouraged to find new and better ways to get things done.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage managers to identify top 3 roadblocks for their teams and work to remove them</li> <li>• Streamline approval processes, find ways to create more autonomy and delegate authority to lowest levels in the organization</li> <li>• Recognize and reward risk-taking and learning from failure</li> <li>• Allow deskless workers to redesign their workspace to improve workflow</li> </ul>
Connection		
How do I feel?	What drives my engagement?	Improvement actions for organizations
<p><i>"I feel a sense of belonging as a uniquely valued, trusted, and integral member of a diverse community of people who appreciate my contributions. I have collaborative and high-quality relationships with my colleagues."</i></p>	<p><u>Core Drivers</u></p> <ul style="list-style-type: none"> <li>• I feel a sense of belonging at &lt;COMPANY_NAME&gt;.</li> <li>• Teams at &lt;COMPANY_NAME&gt; collaborate effectively to get things done.</li> <li>• Leaders at &lt;COMPANY_NAME&gt; value different perspectives.</li> <li>• I feel satisfied with the recognition or praise I receive for my work.</li> </ul> <p><u>Other Drivers</u></p> <ul style="list-style-type: none"> <li>• Diverse perspectives are valued at &lt;COMPANY_NAME&gt;.</li> <li>• Top leaders demonstrate a visible commitment to diversity.</li> <li>• I would recommend my manager to others.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze survey results to identify underrepresented groups who report lower feelings of belonging</li> <li>• Set up team-to-team connection activities to build relationships and understanding between teams</li> <li>• Encourage managers to build a team environment that is open and values diverse perspectives</li> <li>• Provide examples of inclusive behaviors to all employees to set the expectation that inclusion is everyone's responsibility</li> <li>• Facilitate small group conversations where everyone is invited to share their personal stories and learn from others</li> </ul>
Wellbeing		
How do I feel?	What drives my engagement?	Improvement actions for organizations
<p><i>"I am respected and feel safe, secure, and equitably treated. I am entrusted with the flexibility to best direct my talents, time, and energy to maintain my health and happiness."</i></p>	<p><u>Core Drivers</u></p> <ul style="list-style-type: none"> <li>• At work, I feel cared about as a person.</li> <li>• I feel well supported by &lt;COMPANY_NAME&gt; at this time.</li> <li>• I am able to successfully balance my work and personal life.</li> </ul>	<ul style="list-style-type: none"> <li>• Listen to employees' needs around well-being and design personalized offerings to meet the needs of a diverse workforce</li> <li>• Encourage managers to set boundaries in a hybrid/virtual world and check in regularly with employees</li> <li>• Review pay/benefits and HR practices to identify and eliminate inherent biases</li> <li>• Provide access to physical and mental health resources (e.g., gym memberships, confidential counseling, fitness courses)</li> </ul>



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## Conclusion

By challenging previous paradigms of employees' needs and work expectations and focusing on the most critical drivers of engagement, organizations can reap the benefits of People Success. Glint encourages organizations to seek regular input from employees using Glint's People Success framework and act on areas where gaps exist.

## Next Steps

1. When you design your next survey, use the People Success Elements as a lens through which to consider the experiences that are engaging to your people. Are you planning to measure the priority topics that reflect people's evolving needs and expectations at your organization?
2. Review recent employee survey results, comments and other feedback since 2020 and identify any new themes that were not covered in your last employee survey.
3. Now look for survey questions to measure these topics using the Glint recommended key driver items on pages 7 and 8.

What people need to be happiest and most successful may evolve over time, but ongoing gathering and acting on employee feedback will always be at the heart of Glint's approach to creating People Success. We continue to believe the best measurement approach is shorter, more frequent surveys on topics that are scientifically linked to key outcomes.

During the uncertain times of 2020 and beyond, it is even more important to provide employees with a way to make their voices heard. Leaders can leverage this feedback to quickly gain insight into the key drivers impacting their employees' engagement and, ultimately, business performance. By doing so, organizations will be equipped to navigate the challenges of today and realize the benefits of becoming a People Success organization.



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