



The PRIDE Model in a nutshell

The PRIDE Model is a unique approach to building employee engagement and high performance in the workplace and aims to make work better for everyone.

People with pride will make more effort, make better decisions, forge better relationships and have a positive influence on their colleagues. They will also take more care of their own and their organisation's reputation. People with pride are generally happier and healthier. They are more confident in their own abilities, are more fulfilled, and are less likely to suffer from stress.

The PRIDE Model explores what it means to have pride at work and identifies five core conditions – Purpose, Reputation, Integrity, Direction and Energy – that can be successfully created in the workplace.

The two principles

Adopt a dual perspective

Nothing happens at work unless employees “turn up” physically and emotionally. A leader is always required to have the big picture in view, but he or she needs to look at life from the individual's point of view as well. The PRIDE Model presents a way of looking at life at work from the dual perspective of the organisation and the people that work there, and putting their interests on a par.

Bring your whole brain to work

If you want to build successful teams who take pride in their work, you need to appeal to the rational and the emotional. Engage your brain – every bit of it. Technical ability and intelligence alone do not make an effective leader; you need to have sensitivity and emotional intelligence as well.



The five factors

PURPOSE An authentic statement of purpose can create an emotional connection between an institution and the people who work there. But it is not enough to think that this alone creates meaningful work. Individuals have their own perspective on what gives them a sense of purpose and this will impact how they relate to their work and how they find fulfillment.

REPUTATION The reputation of an organisation lives and dies by the performance of its employees but how much attention is really given to what's in it for them? Creating an effective employer brand that celebrates the role of the individual and recognises the impact of their contribution will not only drive recruitment but will encourage employees to believe in their own value.

INTEGRITY Think "inner truth", the employee experience from recruitment through to retirement, and don't forget to add the dimension of their every day interaction with colleagues on your premises. Culture, values and behaviours are the real-life demonstrations of policies, standards and processes and every individual person contributes to the whole.

DIRECTION Clear and visible direction, and a sense of contributing to a future goal, is a huge factor in employee engagement. This is often expressed in terms of where an organisation is going and its strategy to get there; but it also needs to articulate what employees need to do to contribute. It is vital to have a vision but also to know how far and how fast people are able and willing to come with you.

ENERGY Energy at work exposes the truly interdependent nature of the working relationship. Creating a safe and stimulating environment will feed your employees' energy. Their energy in turn will feed into your dynamic environment. The more you put in, the more you get out, and the greater the benefit for all. To build longevity, sustainability and stamina, you need a plan.



Establishing purpose

The PRIDE Model explores what it means to have pride at work and identifies five core conditions – Purpose, Reputation, Integrity, Direction and Energy – that can be successfully created in the workplace.

PURPOSE: An authentic statement of purpose can create an emotional connection between an institution and the people who work there. But it is not enough to think that this alone creates meaningful work. Individuals have their own perspective on what gives them a sense of purpose and this will impact how they relate to their work and how they find fulfillment.

Here are some of the questions you should ask if you want to raise the topic of purpose in your organisation and explore how you and your colleagues relate to it.

Your organisation



- What does this factor currently mean to your organisation?
- How do you define the value that your organisation has for society?
- Are you fulfilling a particular need?
- Are you doing something differently/better than others in your sector?
- Who benefits from your products and services?
- How far do you see the need for your products and services in the future?
- Are there any factors that are disrupting the market that you are in?
- How does your organisation deliver against your purpose?
- How does your purpose determine the way you operate?
- Are your external stakeholders aware of your purpose (this could include customers, clients, patients, media)?
- Are your internal stakeholders aware of your purpose (this could include employees, contractors, suppliers)?



Yourself & your colleagues



- How does the topic of purpose sit with you?
- Do you think about purpose, or talk to others about it?
- How far do you/have you defined your own sense of purpose?
- What motivates you?
- What do you love doing?
- How far are you able to make your own living, or are you dependent on others?
- Are other people dependent on you?
- When you look to the future, do you see yourself working in the same role/doing something different?
- What has made you feel proud in the last six months/year/5 years?

You & your organisation



- How do you relate to your organisation's purpose?
- How far do you feel that your own purpose is in sync with that of the organisation?
- What gives you a sense of fulfilment at work?
- How do you ensure that your employees (and other stakeholders) know, understand and work in accordance with your organisation's purpose?
- How far do you/would you discuss individual sense of purpose with your colleagues at work?



Building your reputation as an employer

The PRIDE Model explores what it means to have pride at work and identifies five core conditions – Purpose, Reputation, Integrity, Direction and Energy – that can be successfully created in the workplace.

REPUTATION: The reputation of an organisation lives and dies by the performance of its employees but how much attention is really given to what's in it for them? Creating an effective employer brand that celebrates the role of the individual and recognises the impact of their contribution will not only drive recruitment but will encourage employees to believe in their own value.

Building your reputation in the employment market entails developing a structured proposition that demonstrates what is expected of employees and what they get in return.

Here are some of the questions you need to ask yourself if you want create an Employer Brand for your organisation.

Who needs to be involved?



Draw up a list of the factors that affect the employee's experience of your organisation – try to think of everything. It is likely that every department in your organisation will have some sort of impact on perception of employer brand, so draft a plan about how you connect with them and whom you need to talk to.

What is your story?

How do you describe the company's purpose, its products and services, the relationships it has with all its key stakeholders, its direction, the opportunities it offers employees, the culture and values of the organisation and its impacts on the world.



What do you already know from the inside?

How would you describe the benefits of working for your organisation? Why do employees join, stay or leave? What did they know before they joined? How has that matched their experience to date?

What does it look like from the outside?

What would a potential candidate find out about you from the outside? Do you have official and unofficial pages on Facebook? How does your brand do on Glassdoor? Have you been featured in the media recently? Ask recruiters, headhunters, recent job candidates, sector-specific media and even customers for their views.

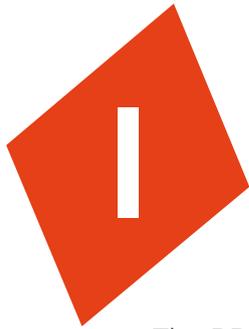


What is the true employment contract?

How does the employee contribute to the organisation's purpose and business, and what are the benefits in return? What are the conditions of work, the physical and tangible terms and conditions? What is the culture and mood of the company? Are its values demonstrated in other employees, peers, supervisors and leadership? Do employees feel a sense of shared purpose with the organisational goals? Are they proud to work for your organisation?

How do you communicate your employer brand?

Treat the communications of your employer brand as a strategic exercise and take advice on stakeholder and audience segmentation, creative messaging and storytelling, and channel selection. Check out the recruitment websites of some of the world's highest-profile employers: the BBC, BP, Coca-Cola, EY, John Lewis, Mars, McDonald's, Siemens, Unilever, the Virgin Group; and the most attractive entrepreneurial and high-growth brands: Airbnb, Dropbox, Facebook, Innocent Drinks and Zappos. Make materials (such as candidate-recruitment packs, a defined employer-brand story narrative, an account of the component parts of your employee journey) available to everyone who interfaces with your potential candidates.



Delivering integrity

The PRIDE Model explores what it means to have pride at work and identifies five core conditions – Purpose, Reputation, Integrity, Direction and Energy – that can be successfully created in the workplace.

INTEGRITY: Thinking about brand integrity, most people look at the employee experience from recruitment through to retirement, through the lens of organisational processes. That's a fine start, but I prefer to call this the inner truth and examine the every day interactions that your colleagues experience at work. Culture, values and behaviours are the real-life demonstrations of policies, standards and processes and every individual person contributes to the whole.

Here is a simple exercise for you to put your model employee experience to the test and take a walk in your employees' shoes. Get a few colleagues together to identify some of the real incidents that happen in your workplace on a regular basis. Think about a Monday to Friday, or other shift pattern and walk through the days, gathering their stories. Get them to describe when things go right or things go wrong, what are the typical behaviours of their managers and their colleagues. Discuss how these incidents impact their experience of work and then work on some targets and aspirations for improvements.

Here are some of the most frequently cited examples of regular factors that demonstrate the 'inner truth' of your organisation and impact your employees' everyday mood.

- Monday morning greetings
- Assigning work
- Team meetings
- Inter-departmental relationships
- Management capability and support
- Dealing with complaints
- Giving/getting feedback
- Out of hours contact
- Work-life balance
- Social events

And if there is one single factor that people always talk about, it is their own manager. It is vital to make sure managers have the right skills and the time to manage. Organisations that invest in their managers see huge returns in terms of employee motivation and performance.



What does a good line manager look like?

A line manager is pivotal in the employee's relationship with their organisation. The best line managers I have known have these two distinct perspectives: on the one hand, they understand the organisation they are in and want to deliver great products and services to their customers; on the other, they are completely aware of what it takes to achieve results and motivate their teams to be the best they can be. Without exception, what they also share is an unshakable respect for people and the aim to achieve the best outcomes for all parties.

From my experience, this is what good line managers in high-performing organisations generally look like:

- They are respectful and have a great sense of fairness
- They are self-motivated and able to motivate others
- They are clear communicators, able to give direction and clear instructions
- They are inclusive, yet decisive
- They are able to listen, consult with others, moderate, negotiate and reach decisions
- They give and receive feedback and act upon it
- They delegate tasks but maintain personal responsibility for team effort
- They praise, challenge and coach
- They are role models and advocates of the organisation
- They are committed to the team and relish its success





Setting a clear direction

The PRIDE Model explores what it means to have pride at work and identifies five core conditions – Purpose, Reputation, Integrity, Direction and Energy – that can be successfully created in the workplace.

DIRECTION: Clear and visible direction, and a sense of contributing to a future goal, is a huge factor in employee engagement. This is often expressed in terms of where an organisation is going and its strategy to get there; but it also needs to articulate what employees need to do to contribute. It is vital to have a vision but also to know how far and how fast people are able and willing to come with you.

So if you or your boss has decided on the future strategy, here are some things to consider as you embark on communicating it to your employees.

Establish a ‘summary’ view that is shared by your Board

The starting points are: who is the organisation and what does it do, who are the main stakeholders, what is their experience, and how is the strategy guiding the organisation to meet their needs in the future. This provides context that will help the narrative, and set it up in a way that makes sense to the people delivering on it.

Explore the strategy

Exploring the strategic direction means finding out about the different aspects of the organisation’s activity, who has charge of what, who delivers the present and who turns an eye to the future. How much of the future strategy has been translated into implementation plans, with budgets, resources and deadlines, and how much is a high-level vision? Is there that precious line of sight between what an individual is doing in their job and where the organisation is supposed to be heading?





The Big Picture, not the whole picture

There is a lot of debate about how much the average employee wants to know about future strategy. Rather than guessing, it is smart to take the time to understand the different needs of your employees before embarking on communications. It is important for everyone to have at least a common understanding of the core meaning of the strategy, and where it will take the whole organisation, but it is rarely necessary or productive for everyone to know everything.

Make it relevant

To be effective, you need to communicate in a way that means something to the recipients. The core messages need to be consistent and clear, but the story must also be told in terms that everyone will understand – and that means in different words for different levels and in different languages for different nationalities. It could also mean different channels to suit different people. Some will need the words, others will understand more from pictures, infographics and videos. The more creatively you tell your story, the more people will remember, relate to and repeat it.

It's not all about telling

The whole idea that employees are simply 'an audience' to be performed to, or talked at, is demeaning. Employees are the main players in an organisation, they are the pilots not the passengers, the surgeons not the patients, and the company strategy is really their strategy too. It is important that employees should be able to discuss the strategy and work out ways to contribute. Giving them the opportunity to take part in developing their own plans is a smart way to gain their creative contribution and commitment.

Feeding back on progress

Having confidence in the future requires evidence of success in the present. Set up regular reports on how the organisation is doing and give employees feedback on how their efforts contribute to collective outcomes. There will be times when the strategic direction needs to be reinforced, and others when it needs to be changed. Those who have real understanding and involvement in their company's direction are much more likely to respond positively and adapt to change.



Making it personal

Leaders need to set the competency framework for their organisation, but also to view their staff as individuals. Who is able and ready to move from one job to another? What will enable them to fulfil future tasks? What people wish to stay where they are, and who is seeking a change of direction? All employees should understand what it takes to succeed in your organisation, how their current skill set meets its expectations, and see room for personal growth or development.



Creating an energy plan

The PRIDE Model explores what it means to have pride at work and identifies five core conditions – Purpose, Reputation, Integrity, Direction and Energy – that can be successfully created in the workplace.

ENERGY: Energy at work exposes the truly interdependent nature of the working relationship. Creating a safe and stimulating environment will feed your employees' energy. Their energy in turn will feed into your dynamic environment. The more you put in, the more you get out, and the greater the benefit for all.

Here are some tips to put an energy plan into practice in the workplace that will build longevity, sustainability and stamina.

Energise yourself!

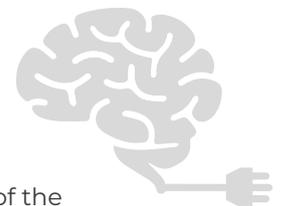
Positive energy is contagious. Think about your relationship with work, what prompts you to get up in the morning, what makes you feel most energised, and what gives you the greatest sense of fulfilment. Your goal should be to feel those positive emotions more often, and to enable your colleagues to feel them too

Understand the scope

Your plan should include premises, working practices, the ability to offer flexible benefits and headspace. It's also about inspiring people to invest in their own physical and mental fitness, to give their best and adapt in the future to a longer working life.

The physical environment

Think about whether your physical environment is fit for purpose. Does the layout of the office/ward/warehouse support your processes? Are people given the opportunity to interact with each other efficiently? Do employees enjoy enough light, heat and access to fresh air? Do people have any choice about where they sit for different tasks?





Employee health: know the facts – and the special cases

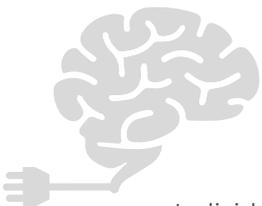
Some offices, hospitals and shops are healthier than others. Investigate the trends and reasons for employee sickness and recurring conditions. Find out what is going on at the healthy ones and share best practice. Specific working conditions, such as shift and night work are proven to upset sleeping and eating patterns, and can lead to greater alcohol and tobacco consumption. If your employees are required to work in any of these conditions, explore preventative health measures such as education and awareness schemes.

Create thinking spaces at work

Give your employees times and places that are free from continual activity and distraction. Thinking spaces allow individuals to practise mindfulness techniques, or focused problem-solving. If you need people to perform consistently under pressure, give them the means to recover; if you need new solutions, new ideas, create conditions conducive to creative thought.

Addressing negative energy

Peaks in demand, increasing workload, pain points in your production cycle, poor management, organisational change, relocation or restructuring can all create negative energy. Alleviate stress by providing coaching to leaders dealing with new situations, or positive backing and recognition to people enduring exceptional or uncertain times.



What makes people feel good and how to make that the norm

Individual behaviour and sentiment contribute to the energy levels of an organisation. Whether leaders or team members, people make conscious decisions about how to interact and have the ability to impact each other. Discover what makes your employees feel motivated, energised, inspired, and find the means to deliver those conditions. For many, positive energy comes from working with like-minded people, who have built relationships or emotional connections with co-workers. Tapping into the sources of positive energy and inspiration will make your workplace a more stimulating environment that will survive and thrive.