



# STAFF THRIVING INDEX

Practitioner's Guide to the Pixel Staff Thriving Index

**Pixel Leadership Group, LLC** is a leadership and organization development consulting firm composed of psychologists, business leaders, and social scientists who enjoy applying their collective expertise to help maximize leaders' potential, create inspired and innovative teams, and build people-centric organizational cultures. We use our deep understanding of behavioral and assessment science to develop customized solutions to help our clients achieve their unique goals.

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# OVERVIEW

This guide has been created for use solely by *Pixel Perspectives+ 360 Certified Practitioners* (i.e., described herein as the “coach”) and is not intended for distribution (i.e., do not share this document with others who are not certified by Pixel Leadership Group). The purpose of this guide is to orient and provide additional details about the **NEW Pixel Staff Thriving Index** found in the *Pixel Perspectives+ 360 Insight Development Report*.

In line with Pixel’s drive for continuous improvement and desire to bridge the gap between coaching science and practice, we recently added the **Pixel Staff Thriving Index** to the *Pixel Perspectives+ 360* assessment and report. Developed by Pixel Leadership Group’s Research + Analytics Team, the **Pixel Staff Thriving Index** is a proprietary instrument we have been researching over the past five years. This set of 15 items represents critical areas of the employee experience which have been shown in our research, as well as many others’ (e.g., McKinsey, Deloitte, Harvard, etc.), to be connected to critical organizational outcomes (e.g., market growth, customer satisfaction, profits, etc.).

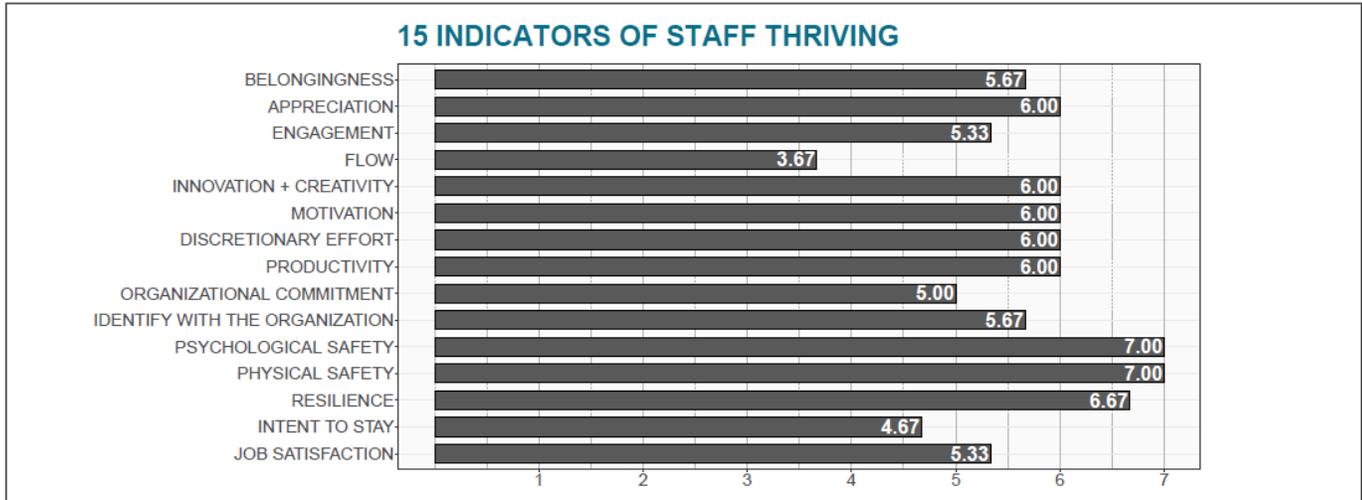
While we often include the **Pixel Staff Thriving Index** in our assessments for validity analysis and research purposes, we decided to present the results in the *Pixel Perspectives+ 360 Insight Development Report* to provide leaders and their coaches an understanding of their Staff’s current level of “thriving.” This section should be considered experimental. As we collect more feedback from our coaches and more data tied directly to the Pixel Perspectives+ 360 tool additional upgrades and interpretive information will be made available.

Over the past 5 years, our research has indicated that an employee’s direct leader is the most powerful influence on the 15 areas covered in the **Pixel Staff Thriving Index**, which is why we felt including this information “side-by-side” with feedback from their staff about the leader’s leadership practices it would assist in deepening self-awareness. The coach and leader can have a rich conversation about their impressions of the results, ways in which the leader’s practices may be influencing the results, and what actions, if any, the leader would like to take to target improving their employees’ work experience. As the coach, you can assist your client in making connections across the data they receive in their *Pixel Perspectives+ 360 Insight Development Report*.

In this document, we walk you through considerations for interpreting and debriefing this part of the report with your client.

# #1 THE PIXEL STAFF THRIVING INDEX ITEMS

Below we present what the *Pixel Staff Thriving Index* results look like when presented in the report as well as the items Staff respond to in the assessment.



CATEGORY	ITEM
<b>BELONGINGNESS</b>	I feel like I belong here.
<b>APPRECIATION</b>	I feel valued and appreciated.
<b>ENGAGEMENT</b>	I am enthusiastic about my work.
<b>FLOW</b>	I become so focused on my work that I can go long periods of time without realizing it.
<b>INNOVATION + CREATIVITY</b>	I regularly suggest creative ways to innovate and improve our work.
<b>MOTIVATION</b>	I feel driven to perform well at my job.
<b>DISCRETIONARY EFFORT</b>	I often go above and beyond my defined work responsibilities during my workday.
<b>PRODUCTIVITY</b>	I am highly productive at work.
<b>ORGANIZATIONAL COMMITMENT</b>	I want to stay with this organization for a long time.
<b>IDENTIFY WITH THE ORGANIZATION</b>	I am proud to be a part of this organization.
<b>PSYCHOLOGICAL SAFETY</b>	I feel psychologically safe at work, that is, free from harassment, insult, bullying, and other people or things in my environment that would cause significant distress.
<b>PHYSICAL SAFETY</b>	I feel physically safe at work, that is, free from physical harm or injury due to equipment misuse or failure, poor safety standards, or other people or things that could put my body at risk.
<b>UNNECESSARY LEAVE</b>	I often take sick leave even when I don't really need it.
<b>INTENT TO LEAVE</b>	If given the opportunity for another job at another organization with similar pay and benefits, I would take the job.
<b>JOB SATISFACTION</b>	Taking everything into consideration I am extremely satisfied with my job.



## #3 FACTS ABOUT THE PIXEL STAFF THRIVING INDEX

- **Interpreting the Results**
  - Only a leader’s Staff members were presented with these items in the assessment.
  - If less than 3 Staff members completed the Pixel Perspectives+ 360 assessment overall, then no results are presented for the Staff Thriving Index – this will be blank in the Insight Development Report
  - If 3 or more Staff members completed the Pixel Perspectives+ 360 assessment overall, but less than 3 responded to a single item in the Pixel Staff Thriving Index (i.e., they might have selected “Not Enough Information to Rate/NA” when responding to the item), then there will be scores for all categories that received at least 3 responses and those that have fewer than 3 will be suppressed (as seen in the example below for “Belongingness,” “Unnecessary Leave,” and “Intent to Leave”).
  - **Understanding the 15 Staff Thriving Indicators:**
    - Staff members were asked to respond to the 15 items using the scale of *Strongly Disagree (1) to Strongly Agree (7)*. The highest score possible is a 7.00 and the lowest score possible is a 1.00.
    - The scores presented are simply the AVERAGE of all Staff members’ responses.
    - **For the 15 Thriving Indicators, a higher score can be interpreted as staff experiences are positive, whereas a low score indicates their experiences are negative.** For example, a score of 6.00 on **APPRECIATION** would suggest that on average, staff members agreed that they “*feel valued and appreciated.*”
    - If the score is a 6.00, one could qualitatively say that on average, the staff agrees with the statement. Similarly, if the score is a 2.00, one could qualitatively say that on average the Staff disagrees with the statement.
    - They were also provided with the option to select “Not Enough Information to Rate/NA” which would be considered blank or unanswered.
  - **Understanding the Staff’s Current Thriving Zone:**
    - Across our research populations, the scores for the *15 Staff Thriving Indicators* are skewed – that is, the average score is on the high side of the scale. So, in order to provide more context for interpreting the Staff Thriving Indicators, we have used a statistical calculation to covert the scores relative to the norm group.
    - Again, here, higher scores are better with 1.00 being the lowest score and 7.00 the highest score possible.