

The Flourishing Profile

A psychometric assessment for organisations that want to understand what's really going on with their people.

BY THE TIME YOU HAVE THE DATA, IT'S ALREADY HAPPENED

Engagement surveys are important. But they measure a moment that has already passed. The disengagement they reveal has typically been building for months — quietly, below the surface, while people were still showing up and getting things done.

That means the insight arrives after the fact. You find out that something went wrong at a point when you've already lost the opportunity to intervene early — and often, already lost the person.

The more useful question isn't 'how engaged are our people right now?' It's 'are our people in a position to engage at all — and if not, why not?'

WHAT SHAPES A PERSON'S CAPACITY TO ENGAGE

Engagement isn't a fixed trait. It's the product of a relationship — between a person's core psychological needs and the conditions you're asking them to operate in.

When those conditions match what someone genuinely needs to function well, engagement follows. When they don't, the gap shows up in a dozen different ways — reduced motivation, quiet withdrawal, a performance that plateaus — and it almost never gets named accurately, because most people don't have the language for it.

Before you run your next survey, it's worth knowing whether the conditions are in place for people to engage with it honestly — and to act on what it surfaces.

WHAT THE FLOURISHING PROFILE MEASURES

The Flourishing Profile is a psychometric assessment built on the POISE framework — a model developed from the convergence of five independent bodies of research into core human psychological needs.

It measures five dimensions:

- Purpose — the need for direction, meaning, and understanding
- Others — the need for connection, belonging, and supportive relationships
- Identity — the need to feel valued, recognised, and good about oneself
- Safety — the need for agency, autonomy, and the ability to shape one's situation
- Energy — the need for positive engagement, aliveness, and joy

For each dimension, it measures two things: how strongly an individual is driven by that need, and how well it's currently being met. The gap between the two — weighted by how much that need matters to this person — is the primary signal.

It also measures a set of personality traits that shape how intensely a person experiences any unmet need. The same gap looks very different on different people — and the report accounts for that.

HOW ORGANISATIONS USE IT

One of the most valuable applications is using the Flourishing Profile before an engagement survey — not instead of one. Running it first tells you whether your people are psychologically ready to engage meaningfully with the process, and surfaces the conditions that would need to shift for survey results to actually improve. It gives you a foundation to act from, rather than a score to react to.

Beyond that starting point, the Profile is used as:

- A diagnostic ahead of a coaching or development conversation — giving both the individual and the coach a clear, shared starting point
- An onboarding tool — helping you understand what a new hire needs to settle and perform, before the warning signs appear
- A baseline for teams going through change — identifying where people are psychologically before a restructure or transition, not after

At an organisational level, we can provide anonymised aggregated data across your population — showing patterns and hotspots of engagement risk and unmet needs by team, function, or cohort. This gives HR and senior leaders a clear, evidence-based picture of where conditions are working well and where the risk is concentrated, without exposing individual results.

Each respondent receives a personalised seven-page PDF report delivered by email within one working day. There is no benchmarking against population norms — only a clear picture of this person, in this context, right now.

WHAT MAKES THIS DIFFERENT

Most psychometric tools answer the question: what is this person like? The Flourishing Profile answers a different question: does this person currently have what they need to perform and engage?

That distinction matters in practice. Knowing someone's personality type doesn't tell you whether they're at risk. Knowing whether their core psychological needs are being met — and which ones aren't — does.

The tool is designed for practitioners, HR and OD professionals, and senior leaders with a genuine interest in their people. It requires no licence, no accreditation process, and no minimum volume.

Each report is purchased individually, per respondent. You buy what you need, when you need it.

THE ASSESSMENT BEHIND THE REPORT

The Flourishing Profile is developed by Jenny Watson (GMBPsS MCIPD), with psychometric design supported by Dr. Clare L. Cooper (MA PGDip PhD CPsychol), a Chartered Psychologist with 19 years of applied psychology experience.

The POISE framework draws on Self-Determination Theory, Attachment Theory, McClelland's Needs Theory, and neuropsychotherapy research. The item bank is constructed from open-source instruments, professionally scored and narratively interpreted.

Want to explore whether this is the right fit?

Start with a conversation. We'll ask the right questions, understand your context, and give you a straight answer about whether and how this could be useful.

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