

Survey of Employee Attitudes Towards Personal Growth and Fulfillment

Survey Methodology

To understand the market for executive coaching and life coaching among workers, Leading Indicator Systems (LIS) conducted a nationally-representative online survey of 812 full-time workers employed by companies with at least 20 employees between November 25th and December 8th, 2021.

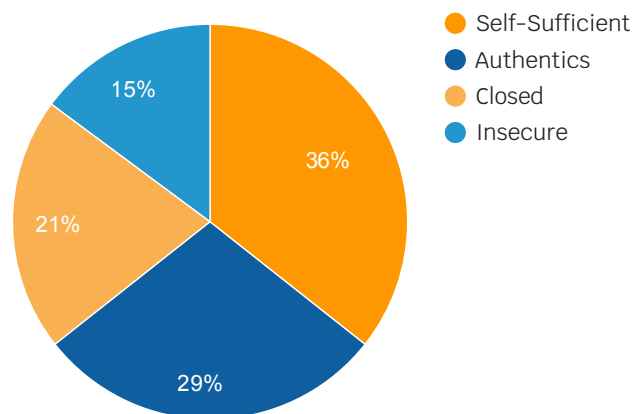
Using LIS' proprietary *AgileBrain*SM, a neuroscience-based emotional / motivational measurement technology, and other segmentation techniques, our analysis revealed the existence of four segments of employees, each with its own persona vis-a-vis personal growth and fulfillment and its own unique sets of needs. This white paper reports the results of the study in terms of each segment's demographics, emotional needs, attitudes toward work and lives overall, and the benefits of coaching that resonate best with them.

Executive Summary

Our segmentation analysis reveals the existence of four segments of employees vis-a-vis personal growth and fulfillment. Each represents a meaningful share (15% or more) of the workforce, and each persona varies meaningfully in terms of openness to help, personality traits and emotional needs.

4 Segments Identified

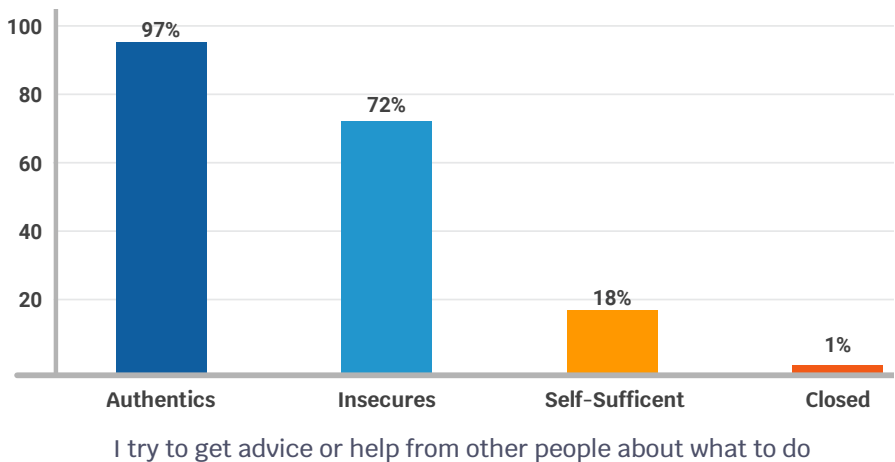
(Full-time, working for firms with 20+ employees)



Survey of Employee Attitudes Towards Personal Growth and Fulfillment

Key Findings

The survey found that nearly half of all employees, 45 percent, are open to getting help or advice. This figure varies dramatically across the segments from nearly total acceptance (97%) among the Authentics, to less than 2% among the Closed.



Considering the market overall, the greatest differences between those who regularly receive help and advice and those who never do pertain to *emotional outcomes*. Those who don't get help have substantially higher unmet needs to fulfill their personal potential (+38%), to achieve material success (+53%), and to gain social recognition (+74%). These findings speak directly to the effectiveness of good coaching in attaining desired results.

The four personas fall along a continuum illustrated below.

Personas	Willingness to seek help and advice	Differentiating personality traits	Dominant emotional needs
The Authentics (29%)	Most Willing	Extraverted, Open, Agreeable	Authenticity, Immersion, Success, Recognition, Justice
The Insecure (15%)	Willing	Anxious	Safety, Autonomy, Inclusion, Justice, Ethics, Purpose, Potential
The Self-Sufficient (36%)	Reluctant	Conscientious	Potential, Success (Fear of Failure), Recognition
The Closed (21%)	Totally unwilling	Introverted, Closed	Potential, Success, Recognition

Survey of Employee Attitudes Towards Personal Growth and Fulfillment

The Authentics

The most important segment for executive coaches is the *Authentics*. This segment contains the majority of those who are open to coaching despite representing a little more than one-quarter of the employee population.

- Demographically, this segment is disproportionately likely to be age 41-48 (the younger half of Gen X), male, married, higher income, hold a position in upper management, and work full-time in an office company location. They are disproportionately likely to work in the Tech sector. Although they are most likely to report “*working harder than ever*,” they are far and away the most positive toward their job and employer, believing that they have all the resources and information they need, and expecting their relationship with their employer to get much stronger. They are least likely to fear burnout.
- One of the key characteristics of this segment is their openness to spirituality, with half of this segment reporting that they are “very spiritual,” a rate twice as high as the total population, and report similar high levels of agreement regarding spirituality being a guiding force in their lives, wishing spirituality had an even greater role in their lives, seeing a

connection between their work and a higher purpose, believing that their work is making the world a better place, and refusing to work for a company or industry with questionable ethics.

- The *Authentics* are the segment most active on social media, with the majority checking it at least hourly and using Facebook, Instagram, Twitter, Whatsapp, and TikTok. This segment also reports the highest rate of Snapchat and LinkedIn usage. They also have the greatest involvement with both religion and social activism.

The Insecure

Perhaps the most important segment for life coaches is the *Insecure*. Despite being the smallest segment at 15 percent of employees, this segment is the most likely of the four to already be involved in some form of personal development program.

- Demographically, this segment is disproportionately likely to be millennial, female, single, upper-middle income, hold a position in middle management, and work remotely. They are disproportionately likely to work in the Healthcare, Retail, Hospitality, and Real

Survey of Employee Attitudes Towards Personal Growth and Fulfillment

Estate sectors. They are most likely to trust their employers, and second highest on having all the resources they need, but are also most likely to fear burnout and are least likely to say that their employer regularly monitors their emotional wellbeing, which is an issue since they are the segment most likely to say that they live in an emotionally unsupportive household or don't feel safe at home.

- They are the segment most likely to engage in yoga, meditation, walking, and hiking. They are also the top video gamers, and, accordingly, are the biggest users of Discord and Reddit. They have an intellectual streak as the segment most likely to read books, enjoy wine and cooking, and the arts. Interestingly, they are the biggest users of Pinterest.

The Self-Sufficient

The *Self-Sufficient* tend to be less ready for, and amenable to, coaching. Four in five avoid seeking help from others as a general rule, and they are the segment least likely to have a support network. They are the segment least likely to be working on either personal or professional development. Perhaps unsurprisingly, this is the largest segment of all, representing roughly one in three workers (36%).

- Demographically, this segment is disproportionately likely to be male and to work in the Transportation, Warehousing, Manufacturing, and Healthcare sectors.
- As the most self-reliant segment, the *Self-Sufficient* show the greatest interest in DIY projects and gardening.

The Closed

The toughest, most resistant segment for coaches has to be the *Closed*. This segment reports the lowest level of stress, a concept that they seem to abhor. The notion of seeking help from another person is anathema to them. They similarly show little interest in turning to a higher power, reporting the lowest level of spirituality of any segment. This segment represents 21 percent of employees.

- Demographically, this segment is slightly more likely to be male, white, older millennials, and the segment most likely to have supported Donald Trump in the last election. They are the segment least likely to be vaccinated and least likely to consider themselves at risk. They are the segment *least* likely to hold management responsibilities, tending to fill support, laborer, and trained professional positions, and highly rate their own work performance during COVID. The *Closed* re-

Survey of Employee Attitudes Towards Personal Growth and Fulfillment

port the lowest job satisfaction, are most likely to rate their manager poorly, and least likely to rate their company as caring about their wellbeing. Interestingly, this segment reports a slightly higher level of professional development than other segments, which, in this case, probably means required training at work. They are disproportionately likely to work in the Manufacturing and Financial Services industries, and are the segment least likely to be actively considering changing jobs.

- This segment has an aggressive streak as the group most likely to enjoy guns, strength training, cardio, and stock trading. They are the segment least likely to be on social media.

Why Spirituality?

*AgileBrain*SM measures the four domains of human emotional/motivational need. Spirituality is the least well-understood. Thus, this quick aside about it.

Spirituality and religion are not the same thing; although religions tend to emphasize spirituality as a part of faith, you can be 'spiritual' without being a member of an organized religion; conversely, you can be part of a religious community but not be especially spiritual. Spirituality can be an entirely individual practice, and has to do with having and building a sense of inner harmony and life purpose or meaning. Our lives contain both joy and pain; spirituality is a way of gaining perspective by identifying that your life has a deeper purpose and value than what you do every day. It can relieve you from dependence on material things and help you to understand your life's greater purpose. Perhaps unsurprisingly, people who report higher spirituality tend to report that they have better physical and psychological health, and are more resilient.

Survey of Employee Attitudes Towards Personal Growth and Fulfillment

AgileBrainSM Profiles Of The Four Segments

The Authentics

Authentics strive for outcomes of success and recognition on a basis of authenticity and immersion.

Your Sentence Completion Task:

When I think about my life overall, I wish I felt a little more/less...



The Insecure

The needs of the *Insecure* tend to be prevention-focused, foundational, and principled.

Your Sentence Completion Task:

When I think about my life overall, I wish I felt a little more/less...



Survey of Employee Attitudes Towards Personal Growth and Fulfillment

The Self-Sufficient

The *Self-Sufficient* strive primarily for outcomes.

Your Sentence Completion Task:

When I think about my life overall, I wish I felt a little more/less...



The Closed

Similarly, the *Closed* seek to leap directly to outcomes.

Your Sentence Completion Task:

When I think about my life overall, I wish I felt a little more/less...



Survey of Employee Attitudes Towards Personal Growth and Fulfillment

What AgileBrainSM Is Telling Us

Undoubtedly, this segmentation has revealed vastly different groups of people, particularly with regard to their willingness to take advice and/or confide in a coach. These groups have been extensively profiled on their demographics, work situations, and even on their personalities, revealing a consistent picture of their lives. What these traditional survey questions cannot reveal, however, is the *why* of their lives, the ultimate end-states that they strive to reach. In short, what *drives* them. For this, we need AgileBrain.SM AgileBrainSM is designed to bypass rational filters to get to the real forces that motivate us, that we often can't accurately describe or may not want to divulge. In each case below, it is doubtful that ordinary survey takers would, or could, have provided these insights:

The segment most open to personal development with a coach is the *Authentic*s. AgileBrainSM reveals that this segment doesn't just want to succeed, but that they are tremendously motivated by the need to feel unique (in a good way). Most of this drive is coming from negative energy, that is, as a reaction against the pressure to conform, to be "all the same." This segment also shows a strong drive for entering immersive "flow" states which, are not only enjoyable, but allow them to do their best work. They show a need

for social recognition, which often goes hand in hand with a drive for success, but a good deal of the energy here is also negative, indicating that they struggle with a fear of shame or censure.

The next most open segment is the *Insecure*. Here AgileBrainSM paints a very different picture, of a segment that struggles with foundational issues of anxiety, disempowerment, exclusion, and perceived injustice. Accordingly, the Insecure are particularly driven by principle, striving to end injustice, wrongdoing, and materialism. They are also more motivated by fulfilling their personal potential, that is, achieving true mastery, rather than obtaining material success or social recognition.

The profiles of the help-resistant segments indicate a lower absolute level of emotional needs, which means that they are relatively less motivated to make changes in their lives. Although they are motivated to fulfill their potential, succeed, and earn recognition, the intermediate strivings that can actually lead to their fulfillment – the "connective tissue" between aspirations and their foundations – tend to be lacking.

Survey of Employee Attitudes Towards Personal Growth and Fulfillment

Which benefits of coaching will be most impactful when addressing each segment?

One of the primary benefits of segmenting the market is the ability to identify different sets of needs for different audiences:

- True to their name, the *Authentics* display an unusually strong need to express their true selves, both proactively and in reaction to pressures of conformity. This segment is particularly motivated by experiential needs for authenticity, immersion, and caring. They also exhibit the 2nd strongest needs for justice and purpose. Addressing the high-level, even spiritual, needs of this segment is essential, particularly through planning for direct, tangible actions that allow them to live their values meaningfully and connect to their life purpose.
- The *Insecure* show the highest level of anxiety and fear of exclusion; they harbor deepest concerns about ethics of any segment. This segment's focus on ethics is significant because negative feelings about ethics are the single biggest predictor of quitting. They are the segment with the greatest needs for empowerment and fulfilling their personal potential, making them particularly appropriate candidates for coaching relationships. A major challenge of this segment is the need to reassure them that they are not going to be taken advantage of, and that everything about the coaching relationship will have only their interests in mind. Once trust is established, this segment will be very open to a vision of tangible moves that build up their personal resources, empowering them to take control of their lives and work. Thematically, focusing coaching on building self-confidence will be effective. This segment's strong needs for justice, ethics, and purpose also provide a meaningful "why" for their self-improvement efforts.
- The *Self-Sufficient* tend to be more focused on the needs of others, particularly family, than on themselves. They are the segment highest on conscientiousness and to value self-control. The Self-Sufficient are extremely grounded in their beliefs, rating their work performance over the past year as modest; they are also the segment most likely reject conspiracy theories. Despite this segment's sobriety and modesty, they do strive for fulfillment of their personal potential, and they seek success and recognition. A program of "self-coaching," focusing on self-directed planning tools and progress monitoring, with a light touch of a coach, is likely to be particularly effective.

Survey of Employee Attitudes Towards Personal Growth and Fulfillment

- Like the Self-Sufficient, the *Closed* also desire the rewards of fulfilling potential and achieving success and recognition, yet they have no coherent purpose driving them to improve themselves. When this segment is encountered, it will be most effective to focus on logical arguments for the benefits of coaching in terms of quantifiable “gains.” This segment is also distinguished by their large share of negative feelings in the areas of autonomy and ethics; emphasizing self-improvement as a means to reassert control and “set things right” should be particularly effective.

For more information

If you would like to learn more about how *AgileBrain*SM can transform your practice, please contact support@agilebrain.com or visit www.agilebrain.com.

*About AgileBrain*SM

Leading Indicator Systems’ *AgileBrain*SM technology reaches the emotional depths, mapping emotions across the complete landscape of human needs from self to social, from material to spiritual and up the hierarchy of needs from foundational to aspirational needs. As a result, employing *AgileBrain*SM technology can significantly

improve understanding of personal and organizational development issues and drive better decisions. The *AgileBrain*SM methodology plumbs the mind’s depths systematically and with high validity using an image-based exercise provides a sentence completion prompt that you complete by selecting from a set of related, validated images. *AgileBrain*SM maps responses (both the images selected and the speed of those selections) to each of the twelve emotional cells (in four domains – self, material, social, spiritual – and at 3 levels – foundational, experiential, aspirational). An algorithm is then applied that converts the selection data into a measure of emotional intensity. When used as a stand-alone assessment, *AgileBrain*SM provides an excellent resource for the personal development journey. When used in combination with traditional assessment measures, *AgileBrain*SM has been shown to significantly increase the explanatory power of many of the outcome professionals care about (e.g., emotional wellbeing, happiness/ fulfillment, engagement, retention, performance). And, because *AgileBrain*SM employs a systematic measurement process, individual results can be aggregated to look at the emotional dynamics of teams and other groups.

Survey of Employee Attitudes Towards Personal Growth and Fulfillment

About Leading Indicator Systems

Leading Indicator Systems, a trusted partner to human capital consultants and professionals for more than 20 years, is the innovator of *AgileBrain*SM and provides a portfolio of other assessment solutions designed to help move the needle on the things that matter most. Leading Indicator's Workforce Listening Series is a source of insights on the issues that keep human capital professionals up at night. Offering comprehensive, complementary service offerings that range from projects to program to platforms, Leading Indicator delivers assessments that are rigorously scientific while providing partners peace of mind. Company offerings include Talent Development, Leadership Development, Employee Engagement, Diversity & Inclusion, Organizational Alignment, and more. Leading Indicator assessments are used by millions of employees throughout the globe. For more information, visit <https://www.leadingindicator.com>.