AgileBrain℠

Emotions Matter

Workforce Listening Study Series

Wave 6 (Q3 2023)

Potential Success Recognition Support

Authenticity Immersion Caring Ethics

**Return of
the Great Resignation?**

Career Security Mission Justice

LIS

Leading Indicator Systems

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Executive Summary

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Executive Summary

The sixth wave of the Leading Indicator Systems' Workforce Listening Study Series tracks change in attitudes, beliefs, and behavioral intentions over time and focuses on top level priorities of C-Suite executives. For the past few waves, a top priority has been the focus on worsening employee emotional well-being.

Well-being remains a major theme in this 6th Workforce Listening Study, including:

1. A continued increase in emotional activation among workers
2. A continued shift toward emotional negativity among workers
3. Acute needs for support in the home and at work
4. Alarmingly high levels of stress and depression among workers
5. S**igns of a return of the Great Resignation**

For most American workers, unmet needs for child/elder care and living in emotionally unsupportive homes peaked in 2021 and have returned to 2020 baseline levels. Caregiving is still affecting one-in-ten workers and has a profound effect on that group's emotional well-being.

For some employees support systems have deteriorated dangerously. We are seeing a sustained uptick in feeling *unsafe* at home (up nearly 400% since 2021) and living in an emotionally *unsupportive* environment. Using a validated epidemiological assessment instrument, *fully half* of American workers score as being moderately or severely clinically depressed.

Despite improving general conditions, stress levels have plateaued at a relatively high level. Sensitivity to income inequality is increasing with a *growing majority* now believing that the gap between executive pay and worker pay is too large (58%). Nearly half (46%) believe their leaderships' commitment to social justice is insincere. These forces are driving employees to quit: Although the Great Resignation peaked in March 2021 at 34 percent, a wave of resignations is making a comeback, with 30 percent intent on leaving their employer.

Executive Summary (continued)

*Agile*Brain trends reveal a steady increase in emotional needs for in the Spiritual domain, such as justice, ethics and purpose at the expense of work-related Material needs, such as success. This represents a profound change in America, formerly thought of as a global bastion of materialism and appears to be one of the drivers of the re-emerging quitting phenomenon.

Each Workforce Listening Study examines several new areas of interest. This study includes research on neurodiversity and trauma. One-third of U.S. workers report some form of neuro-diversity while fully half report having experienced some form of trauma. These conditions have significant impacts on their emotional needs, activation levels and positivity / negativity.

About the Survey. The sample includes 1,040 respondents who are employed and working full time for an organization with at least 20 employees. The dataset was weighted to the target distribution of employees by company employment size classes provided by the Bureau of Labor Statistics; this step ensures that the sample is representative of the U.S. population of similarly situated workers. The survey was conducted online with panel provided by InnovateMR. The margin of error is 3.0% at 50%, providing a robust ability to detect significant differences. The survey was fielded between June 2nd and 15th, 2023.

AgileBrain℠ Emotional Needs Assessment. LIS's Workforce Listening Study Series includes our proprietary image-based AgileBrain℠ technique for assessing authentic emotional needs that can't be accessed by traditional survey methods, which provides unique predictive and explanatory power to the results. For more information on how to interpret *Agile*Brain results, see the **About *Agile*Brain** section at the end of this report.

Profile of Emotional Needs

*Agile*Brain provides valuable insights into your organization's motivational-emotional state. This section starts with the most general, highest-level insights about how your people are feeling before getting into the specific details.

Key takeaways:

1. The U.S. workforce is becoming more emotionally activated
2. Emotional valence is increasingly negative
3. Achieving one's full potential continues to be the top unmet need

*Note: The following **Profile of Emotional Needs** section (pp. 6-19) provides an example of a typical AgileBrain report delivered to an employer or affinity group addressing the emotional needs underlying well-being, engagement, team and leadership effectiveness, and/or organizational culture. In this case, the findings represent the entire U.S. workforce.*
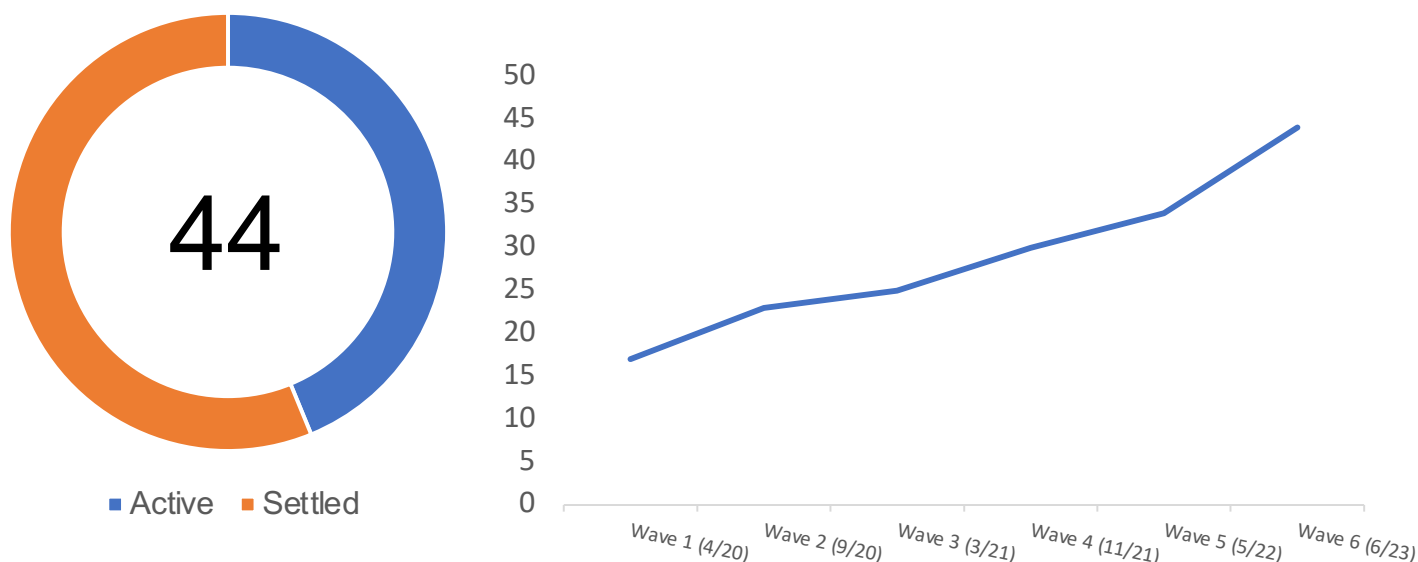
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Emotional Activation

The level of emotional activation exhibited by a group represents the degree of emotional tension that exists. Another way of describing this is the intensity of unmet emotional needs with the group. This is calculated using image selection selected relative to images presented. Emotional activation is scaled from 0 (lowest possible activation) to 100 (highest possible activation).

Emotional Activation of the U.S. Workforce
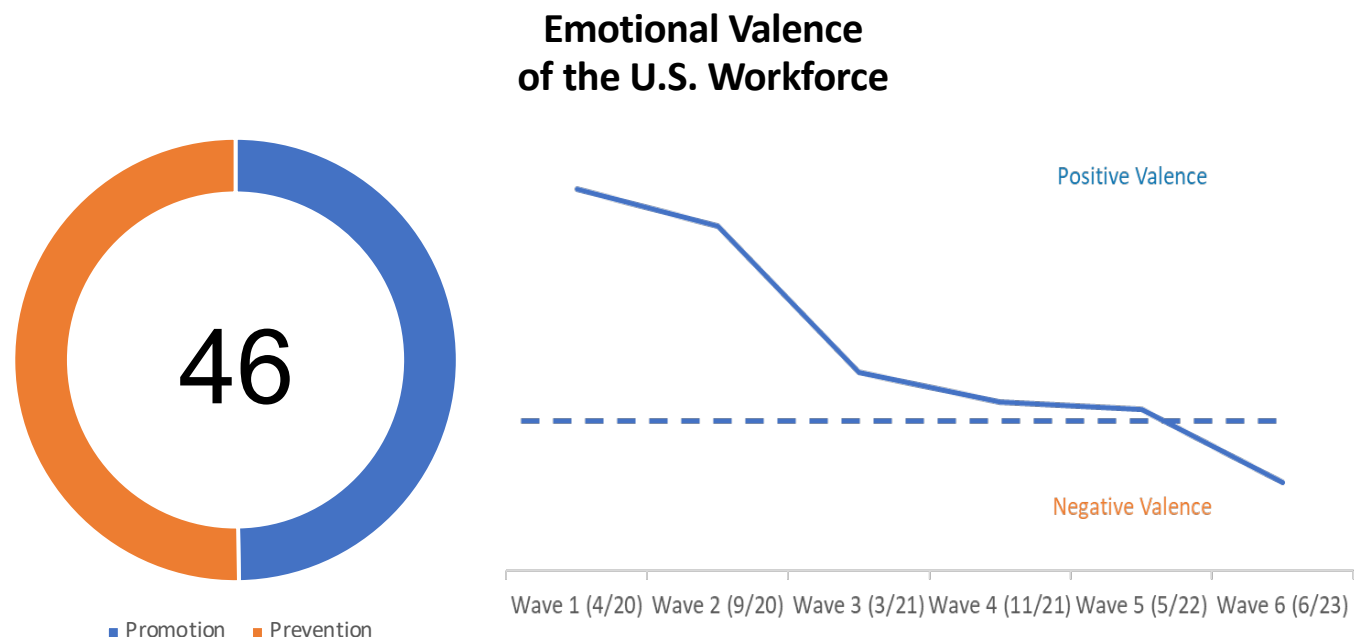

44

■ Active   ■ Settled

The U.S. workforce's average level of activation is 44, the sixth consecutive increase. This indicates that the U.S. workforce is experiencing somewhat strong emotional tensions overall. As described below, there are particular need areas that warrant attention.

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Emotional Valence

The average emotional valence exhibited by a group represents the relative degree of positivity or negativity of emotional needs. Positive emotional needs are strivings for more of a good feeling, also known as *promotion* needs. Negative emotional needs are strivings for less of a bad feeling, also known as *prevention* needs. Average valence is calculated using a combination of image selections and the relative speed of those selections separately for promotion and prevention needs. The sum of promotion needs is divided by the sum of prevention needs, resulting in a positivity ratio; to the degree that positive needs are expressed more than negative needs, higher scores will result. When relatively higher negative needs are present, lower scores will result. Emotional valence is scaled from 0 (entirely negative needs) to 100 (entirely positive needs).

**Emotional Valence
of the U.S. Workforce**

46

■ Promotion ■ Prevention

Positive Valence

Negative Valence

Wave 1 (4/20) Wave 2 (9/20) Wave 3 (3/21) Wave 4 (11/21) Wave 5 (5/22) Wave 6 (6/23)

The U.S. workforce's average valence is 46% positive. This indicates that the majority of emotional needs are negative, prevention needs (i.e., wanting *less of the bad*). This is the sixth consecutive wave showing increasingly negative emotional needs.
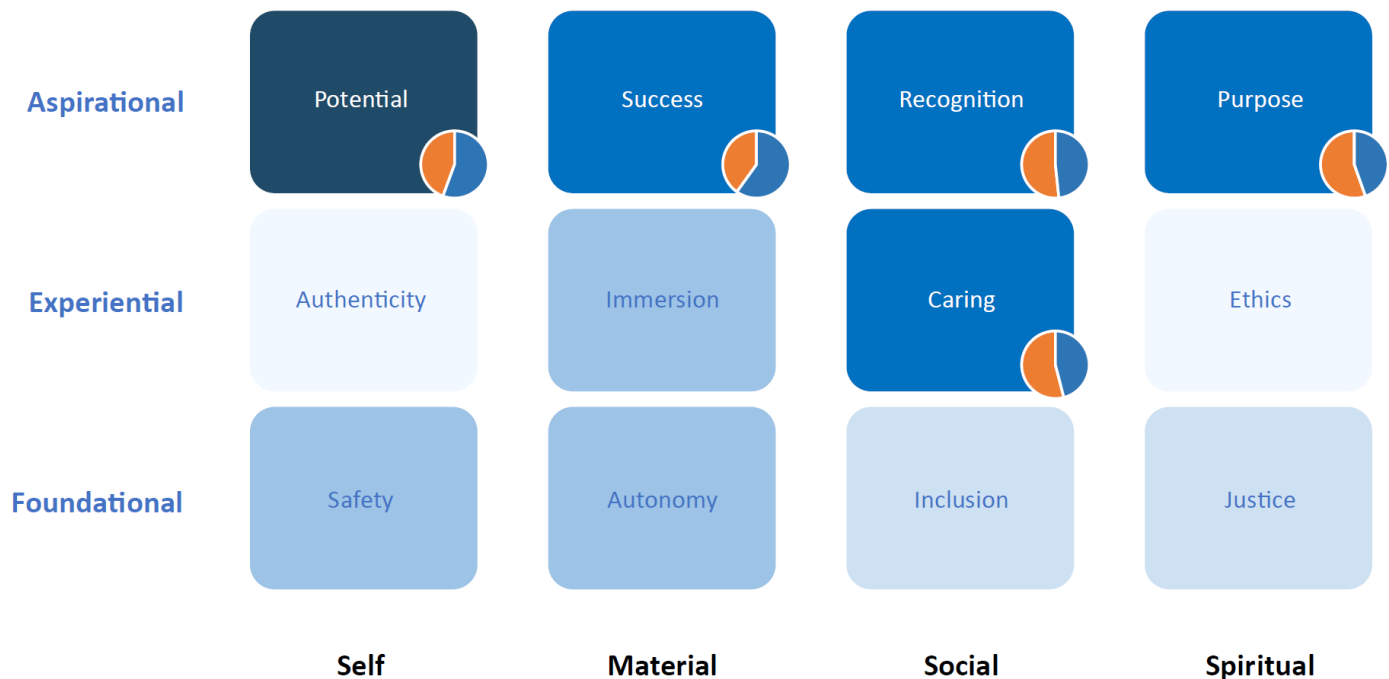
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U.S. Workforce – *Agile*Brain Emotional Needs Profile

Sentence Completion Task:

When thinking overall about the direction of my life, I wish I could feel a little more/less…

|	Self	Material	Social	Spiritual
Aspirational	Potential	Success	Recognition	Purpose
Experiential	Authenticity	Immersion	Caring	Ethics
Foundational	Safety	Autonomy	Inclusion	Justice

This profile of the overall U.S. workforce reveals the specific emotional needs contributing to the moderate level of emotional activation (44 out of 100) and a skew toward negative emotional needs (46p:54n). U.S. workers are relatively settled at the Foundational and Experiential Levels (except **Caring**) but are highly activated across the Aspirational Level, and particularly in the Self Domain about achieving their own personal potential. Both **Potential** and **Success** are skewed toward positive or promotion motivations (that is wanting more of a good thing), while the other Aspirational Level needs, **Recognition** and **Purpose**, show a skew toward prevention motivations (wanting less of a bad thing). **Caring** in the Social Domain is also moderately active with a skew toward prevention motives. Workers are seeing of lack of caring and they want less of it.

The negative skew in the Social and Spiritual domains is driving the overall negative emotional needs finding among U.S. workers.

Feelings: Promotion - Prevention Differences
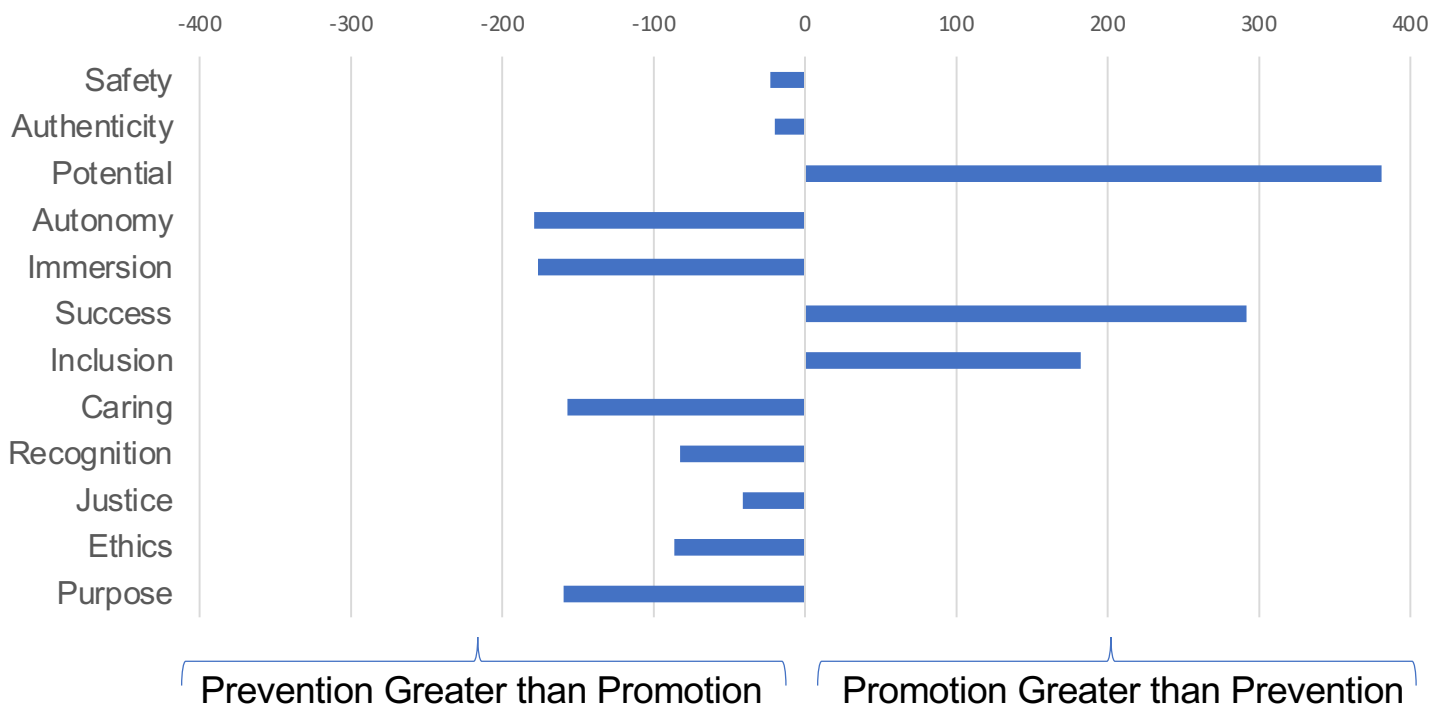
*Agile*Brain measures both kinds of emotional needs: the desire for more of the good (positive or promotion motivation) and the desire for less of the bad (negative or prevention motivation). Accordingly, we can compare the strength of each for each need. This chart displays the gap between prevention and promotion motivation. Bars that extend to the right represent needs that lean towards promotional, positive aspirations, while bars extending to the left represent needs that lean towards prevention-focused energies.

This analysis reveals that three of the seven most activated needs – **Potential**, **Success**, and **Inclusion** – are driven heavily by *promotion* energies. Organizations that offer proactive, affirmative opportunities for personal growth, support worker success and achievement, and open their cultures to more universal inclusion will help address these promotion needs.

On the contrary, four of the seven most needs – **Autonomy, Immersion, Caring** and **Purpose** – are driven primarily by *prevention* energies. Organizations should focus on removing practices that disempower workers and prevent them from getting in the flow of their work and revisiting policies that contribute to feelings of excessive materialism and uncaring will help address these prevention needs.

AgileBrain Emotional Needs: Promotion vs. Prevention
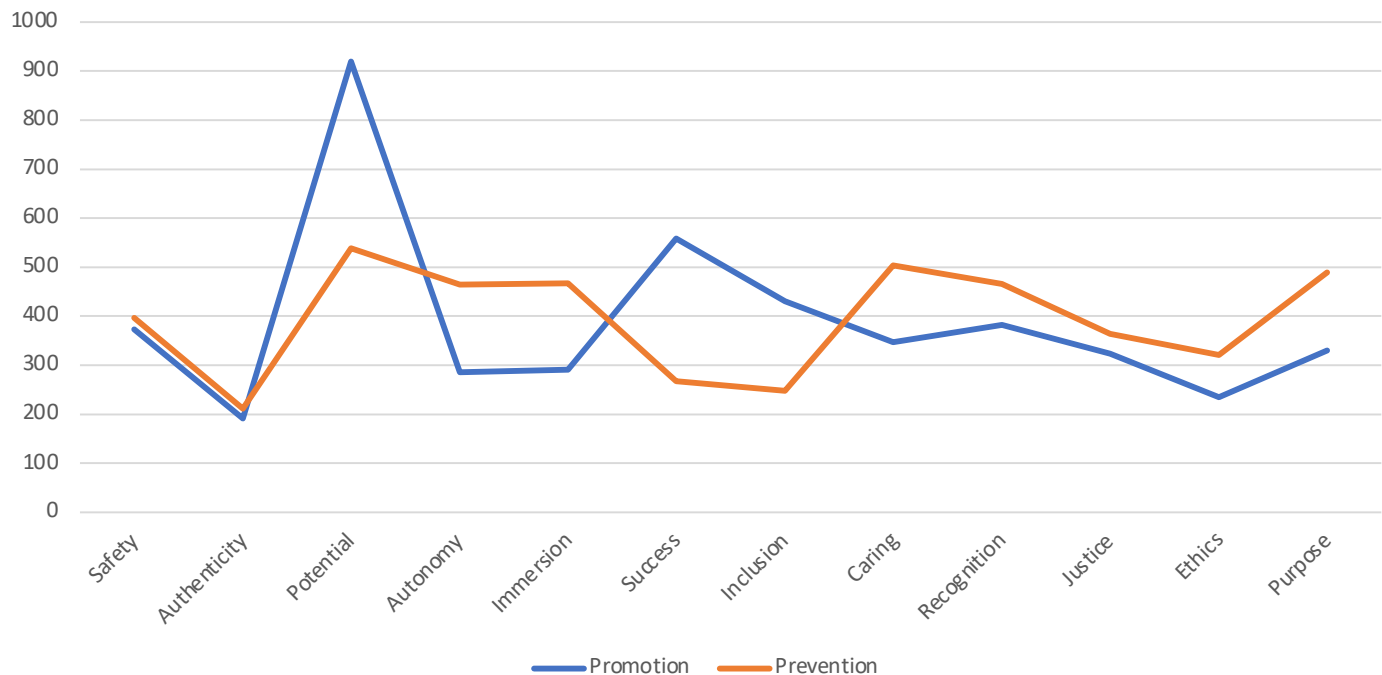
Viewed from another perspective, the need to achieve one's personal **Potential** shows the most dramatic skew towards positive promotion needs (wanting more of a good thing). Other emotional needs skewing heavily positive are the needs for material **Success** and social **Inclusion**.

The needs for psychological **Safety** and personal **Authenticity** are equally promotional and preventative.

The needs for **Autonomy**, **Immersion**, **Caring**, **Recognition**, **Justice**, **Ethics**, and **Purpose** all display dominant negative prevention needs (wanting less of a bad thing). The distinct negativity of the foundational needs for autonomy and justice, as well as social needs for caring and recognition, and all three spiritual needs (justice, ethics, and purpose) is cause for concern. This pattern drives the study's overall findings that workers' emotional needs are shifting increasingly toward prevention.

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Emotional Need Profile in Words

Potential. The analysis of the U.S. workforce sample highlights a strong collective appreciation for knowledge pursuit and personal growth. It indicates that the workforce cherishes the process of learning and the quest for excellence as intrinsic rewards. The driving principle of actualizing one's potential spurs them towards an unending journey of self-improvement and development.

The research shows that when there is a communal belief that excellence is its own reward, there's an inherent motivation to perpetually enhance and challenge oneself to reach their peak potential. This mindset engenders a positive feedback loop, wherein individual efforts and successes inspire others to amplify their efforts and set even higher goals.

By sharing this mindset and collaborating, the workforce can facilitate mutual growth, helping each other to ascend to new heights and secure even more substantial success. The findings underscore the power of a shared ethos to inspire collective achievement and success.

The analysis further shows that this sample acknowledges the inherent difficulties on the path towards self-improvement and actualizing their full potential. The study notes that there are instances when the workforce may grapple with self-doubt or question the feasibility of their goals. Experiencing feelings of inadequacy or discomfort is normal and does not characterize individuals or the group as a whole.

However, the research emphasizes the potential of mutual support and collective effort in overcoming such obstacles. By sharing experiences and offering encouragement, they can collectively alleviate feelings of insecurity or self-doubt. The group appears committed to the collective pursuit of becoming the best versions of themselves, suggesting an overarching culture of support and resilience.

This collaborative effort enables them to progress towards their shared goal of self-realization and the actualization of their full potential, further underscoring the power of shared experiences and collective motivation.

Emotional Need Profile in Words

Caring. The analysis of the U.S. workforce sample reveals a strong belief in fostering a positive and supportive work environment wherein everyone feels esteemed and respected. They acknowledge the significance of acknowledging acts of kindness and generosity, demonstrating a commitment to celebrating these qualities in their peers.

Simultaneously, they are cognizant of instances of unkind behavior, taking a proactive stance to address such incidents in a constructive manner. The study indicates that by actively promoting kindness and promptly addressing unkindness, they can uphold a positive, inclusive work atmosphere conducive to achieving shared objectives.

The research further highlights their dedication to cultivating a workplace culture that values kindness and generosity. They believe this is a fundamental cornerstone for a robust, cohesive work environment. By rewarding kindness and constructively addressing meanness, they aim to maintain a positive, supportive work environment, underscoring the importance of emotional intelligence and respect in the workplace.

The analysis also indicates a collective belief that kindness is a core aspect of their interpersonal relationships. They appreciate caring for others and expressing gratitude towards those who reciprocate this care. These actions are viewed as critical in forming strong, supportive teams.

Through prioritizing kindness and demonstrating respect for their co-workers, they cultivate a positive and inclusive workplace environment that fosters a sense of being valued and supported. This, in turn, can stimulate increased teamwork, greater motivation, and a robust sense of unity.

The research reveals their shared belief that kindness is the most significant gift they can exchange, and there is a clear commitment to reflecting this core value in all their interactions. By interacting with kindness and respect, they foster a supportive and positive work environment conducive to collective goal achievement. This reinforces the significance of compassion and mutual respect in creating a productive, harmonious workplace.

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Emotional Need Profile in Words

Purpose. The study on the U.S. workforce sample demonstrates a collective ambition that transcends mundane, material desires. While acknowledging the necessity of certain material success for sustainability, the workforce recognizes that this is not the ultimate goal of their work and lives. They perceive greater, deeper values to be explored by those who genuinely and modestly pursue them.

By prioritizing these values and seeking beyond material prosperity, the workforce aims to construct a work-life experience that is genuinely fulfilling and meaningful. At the same time, they are aware of the challenges of pursuing these deeper riches which require a degree of bravery and perseverance.

The commitment to mutual support in this shared journey towards a more purposeful and fulfilling life is noteworthy. Furthermore, the resolve to remain connected to their values, even during challenging times, emerges strongly. By collectively striving towards a deeper sense of purpose and meaning, the workforce creates a culture of excellence, inspiring others to discover their own sources of work and life fulfillment.

Continued commitment to supporting each other in this shared journey, and utilizing collective motivation to reach their goals, will undeniably have a positive impact on societal progress.

Further, the analysis shows a commendable dedication towards uncovering a deeper meaning in work-life. The study signifies that people are striving to go beyond the ordinary constraints of everyday work, aiming to connect with a profound, more spiritual purpose that motivates them to excel.

The research findings suggest that the workforce understands the power their work holds to make a difference in the world. They are committed to leveraging their skills to create a positive impact. Through focusing on this elevated purpose, it's clear they are seeking greater fulfillment in their work, which could inspire others to do the same.

It's recommended that the U.S. workforce stays connected to this deeper purpose, using their work as a platform for achieving greater spiritual satisfaction. By doing so, they are likely to foster a more positive impact on society while inspiring others to join them on this journey.

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Emotional Need Profile in Words

Success. The study conducted on the U.S. workforce sample underlines the necessity of a shared emphasis on delivering results. It signifies that there is a collective alignment in their efforts, all aimed at achieving a common objective. This results-oriented mentality ensures the team maintains a sense of purpose and drive.

Popular mottos such as "Together, we're in it to win it" or "Success is a team effort" encapsulate the importance they place on collaboration and teamwork in their pursuit of success. By coordinating their efforts towards a shared aim, they are able to leverage each other's strengths, navigate challenges, and ultimately meet their goals.

The findings reveal that this focus on results contributes to fostering a positive and productive team culture. Here, every member feels motivated and committed to success. The study also highlights the importance the group places on cultivating a culture of accountability and open communication within the team. This translates into individual responsibility for contributions and regular communication, ensuring that all team members share a unified understanding of their progress and goals.

This study further shows that our sample exhibits a strong motivation to remain competitive, encapsulated in their motto, "Refuse to lose". This drive pushes them to consistently deliver their best efforts. As a group, they leverage each other's abilities and skills to gain an edge in their respective fields. Setting high expectations and having the determination to not fall short propels them to excel and achieve their set objectives.

The study highlights the necessity for a team to maintain clear goals, facilitate open communication, and commit to continuous improvement in order to sustain this level of motivation. By working collectively and focusing on incessant improvement, they ensure a competitive edge and the realization of their objectives.

This "Refuse to lose" mentality fosters a culture of determination and excellence, propelling the team towards unprecedented levels of success. The findings underscore the power of a shared competitive ethos in driving collective achievement and maintaining industry leadership.

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Emotional Need Profile in Words

Recognition This analysis of the U.S. workforce sample acknowledges the detrimental impact of any form of humiliation on morale and well-being, leading to a decline in motivation and performance. The study shows their awareness of the consequences of their actions and words, enabling them to foster a work environment that is supportive and inclusive.

By making concerted efforts to avoid humiliating situations, they promote a culture grounded in kindness and respect, where every team member feels valued and supported. Such an environment can further stimulate open communication, creativity, and collaboration.

The research emphasizes that avoiding humiliation involves fostering individual and team accountability and maintaining the same high standards of respect and kindness for everyone. By collaboratively working to prevent humiliation and promote a positive work environment, the team can enhance productivity and success. These findings underscore the importance of emotional intelligence and a respectful culture in a high-performing workplace.

This study also recognizes the significance of appreciation and acknowledgement for one's efforts. These people collectively believe that recognizing hard work and individual contributions is critical in sustaining a positive and motivated work environment.

The research highlights that when one's efforts are recognized and acknowledged, it positively impacts their motivation and overall job satisfaction. Thus, they highly value the acts of recognition and appreciation, contributing to a culture that emphasizes these qualities.

By fostering such a culture, people create a workplace where everyone feels valued and supported, and individuals are motivated to realize their full potential. They understand that the gratification derived from being acknowledged can act as a strong motivator, and they actively seek to cultivate this sentiment. These findings highlight the role of recognition and positive reinforcement in enhancing employee engagement and performance.

Consensus Chart - Workforce Listening Wave 6
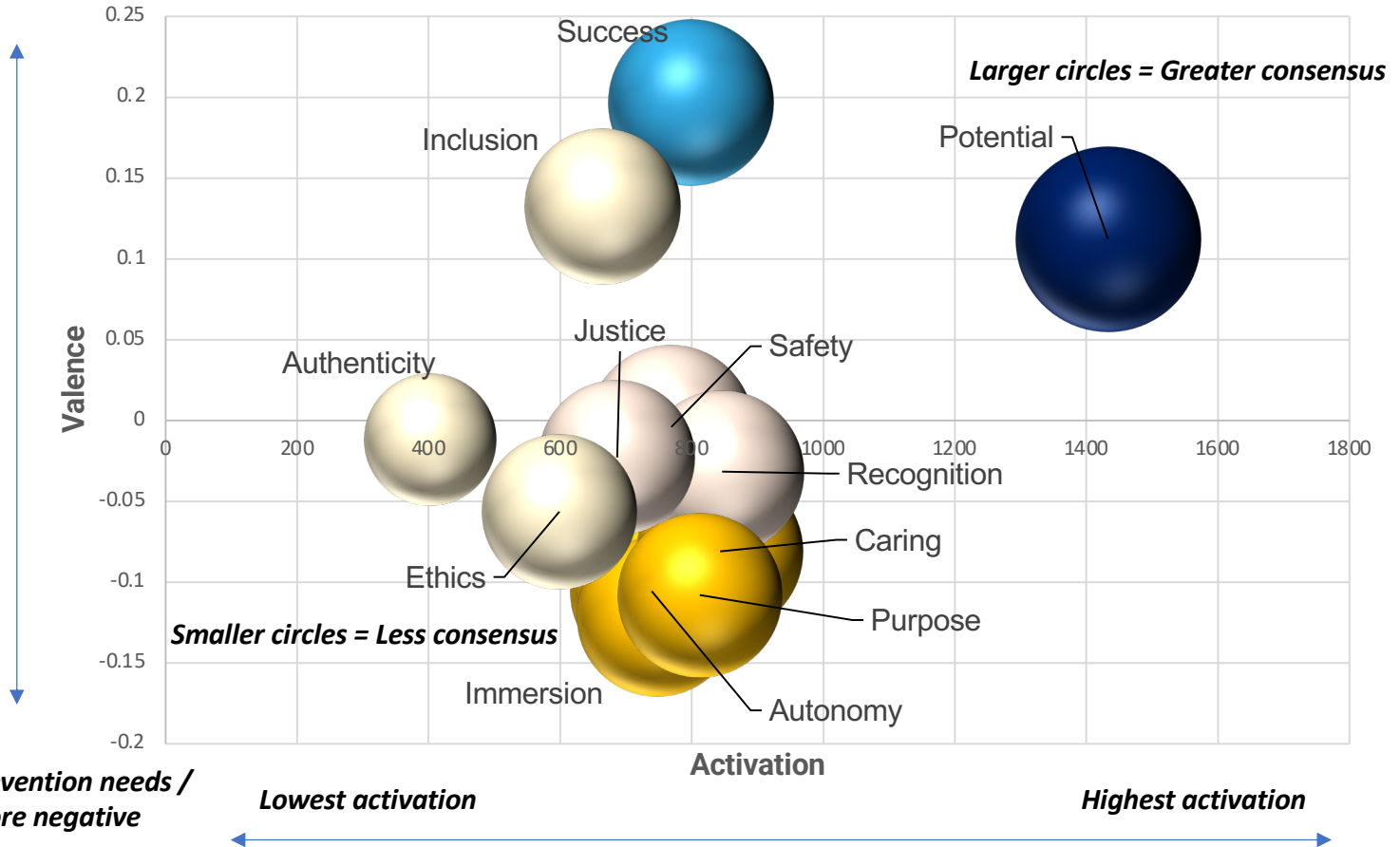
This chart displays the level of agreement among workers around each of the emotional needs. Here, **Potential** stands out with higher activation, relative positivity and greater consensus (larger bubble size). Other larger bubbles include **Autonomy**, **Caring**, **Success**, **Purpose** and **Immersion**. This means that these needs are intensely felt by a relatively large proportion of the population; with the exception of Success, all of these skew negative.

The need for **Authenticity**, on the other hand, shows less consensus (smallest bubble) and the lowest level of activation. This suggests tension among some sub-set(s) of the workforce between the need to express personal identity and to conform to the organizational culture, to "fit in". This finding hints at the struggle for diversity.

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Level of Agreement (Stated):

The 12 emotional need areas were also assessed using traditional scaled response items. On a stated basis, the areas of weakest employer performance include:

1. Caring (the company shows it cares about employees)

2. Safety (it's easy to speak up)

3. Authenticity (I can really "be me")

4. Purpose (a reason for being beyond profit)

The depth of the challenge employers face is manifest even in the cognitive assessment.

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Comparing Thoughts and Feelings

Consciously Satisfied Need   Unmet Emotional Need
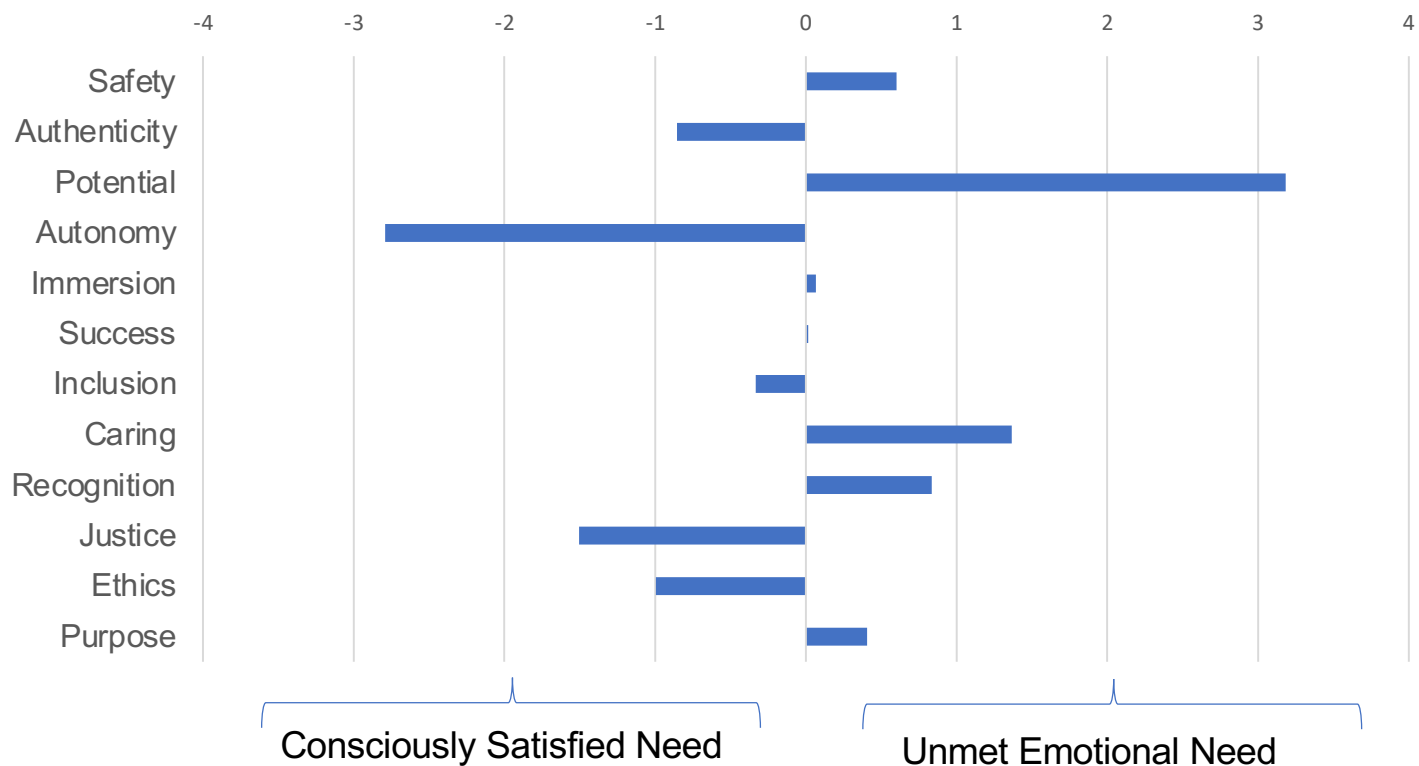
Each emotional need has been measured both emotionally (via the image exercise) and cognitively (via traditional survey items). This chart displays the gap between thinking (i.e., How well is this need being fulfilled?) and feeling (i.e., How much of this unmet need am I *feeling*?).

Bars extending to the right represent needs that are *felt* more than they are consciously fulfilled. Bars extending to the left represent needs that are already satisfied, hence, stated *delivery* in these areas is greater than *unmet need*.

This analysis reveals that the demand for **Potential** far exceeds the level of fulfillment currently being supplied. The demand for **Caring** and **Recognition** also exceed the level of fulfillment with **Safety** and **Purpose** reflecting the same lack of fulfillment to a lesser degree.

Emotional Needs Trends

This is the 6th Workforce Listening Study, looking at the emotional needs of the U.S. employees. This section tracks high level trends in emotional needs over the course of those studies, which began in the weeks following the COVID outbreak.

Key takeaways:

1. The absolute level of emotional activation (i.e., intensity of needs) has continued to rise with each wave of research.
2. Along with the increase in emotional activation, needs have turned increasingly negative (or prevention-focused, i.e., desiring *less of the bad*).
3. The share of Material (e.g., the natural home of work needs) domain needs has decreased substantially. Concurrently, the share of Spiritual Domain needs (i.e., **Justice**, **Ethics**, **Purpose**) has grown substantially.
4. The *highest-stress* need states have shown exponential increases in prevalence.

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AgileBrain **Emotional Activation**

More activated

Less activated
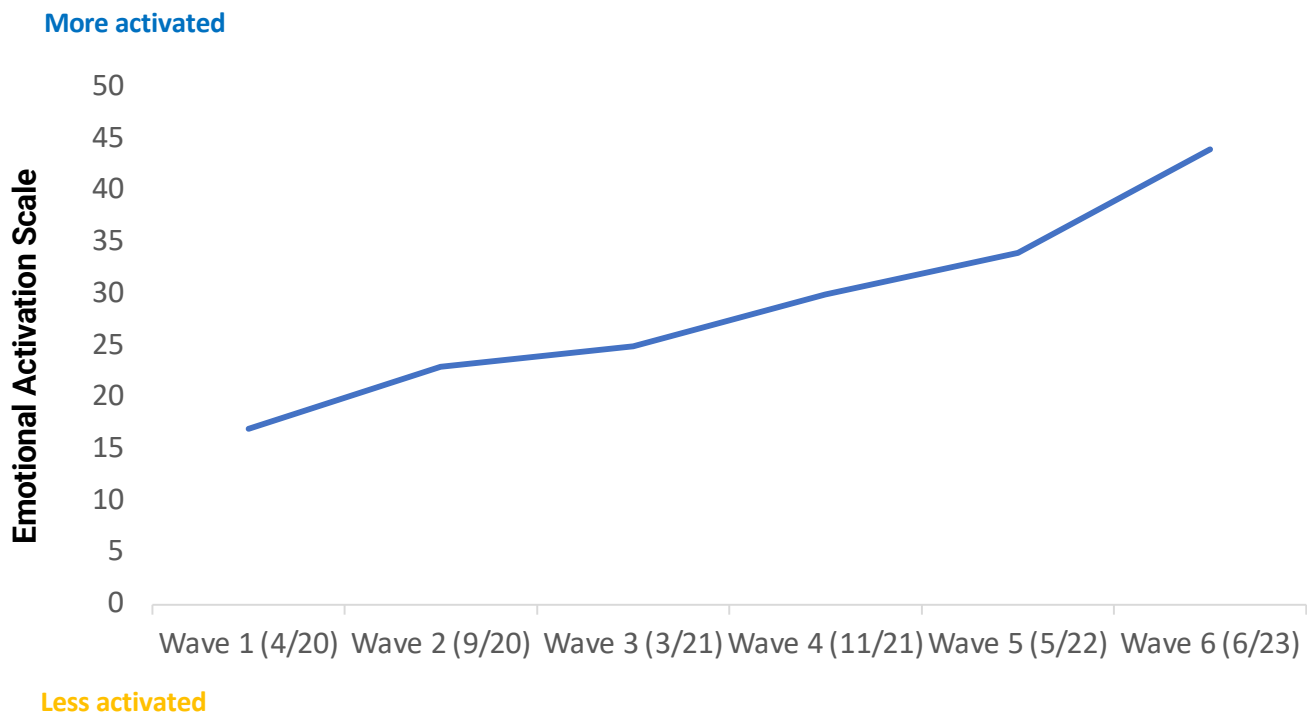
Since the start of the pandemic, we have observed a continuous increase in the level of *emotional activation,* or the absolute level of unmet emotional needs. Between April 2020 and June 2023, the level of emotional intensity has nearly <u>doubled</u>. This is a critical leading indicator of future issues and should be heeded by anyone responsible for the well-being policies of companies, public entities, or associations.

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AgileBrain Emotional Valence − Positivity/Negativity Ratio
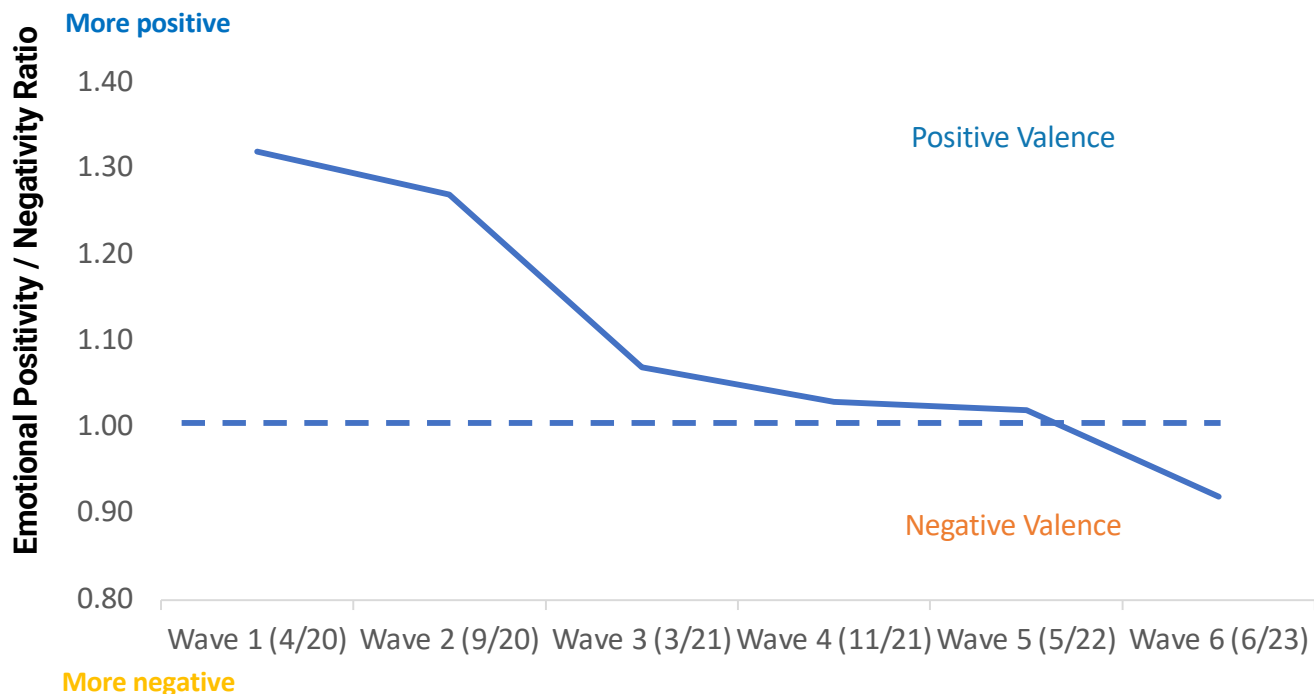
Accompanying the increased level of emotional activation, there has been a steady deterioration of *positive* emotional needs (desires for *more of the good*), as emotional needs shift towards the negative (desires for *less of the bad*). Like the increase in emotional intensity, the turn to the negative should be of great concern to policymakers.

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AgileBrain Emotional Needs Over Time

Legend: Safety, Authenticity, Potential, Autonomy, Immersion, Success, Inclusion, Caring, Recognition, Justice, Ethics, Purpose

	Wave 1 (4/20)	Wave 2 (9/20)	Wave 3 (3/21)	Wave 4 (11/21)	Wave 5 (5/22)	Wave 6 (6/23)
Purpose	8%	7%	7%	9%	8%	9%
Ethics	5%	5%	6%	7%	8%	7%
Justice	7%	8%	8%	9%	8%	8%
Recognition	6%	8%	8%	9%	9%	9%
Caring	9%	7%	8%	8%	9%	9%
Inclusion	10%	9%	9%	8%	8%	8%
Success	9%	9%	9%	9%	9%	8%
Immersion	10%	10%	9%	8%	8%	8%
Autonomy	11%	11%	10%	9%	9%	8%
Potential	11%	12%	10%	11%	10%	12%
Authenticity	6%	5%	6%	6%	6%	6%
Safety	9%	10%	9%	8%	8%	9%

Domain group totals (Spiritual / Social / Self / Material): Wave 1: 20%, 25%, 30%, 26%; Wave 2: 20%, 24%, 33%, 27%; Wave 3: 21%, 25%, 28%, 25%; Wave 4: 25%, 25%, 26%, 25%; Wave 5: 24%, 26%, 26%, 24%; Wave 6: 24%, 26%, 24%, 27%.

Over time, the share of Material Domain needs (i.e., **Autonomy**, **Immersion** and **Success**) has decreased from a peak of 33% to the current share of 24%. Over this period, the share of Spiritual domain needs has increased from a low of 20% to the current share of 24%. Self and Social domain needs have remained relatively constant over time.

The significance of this shift cannot be overstated. Since the start of the pandemic, there has been a steady refocusing of priorities from materialism to higher principles.

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AgileBrain Emotional Needs Over Time – Material Domain
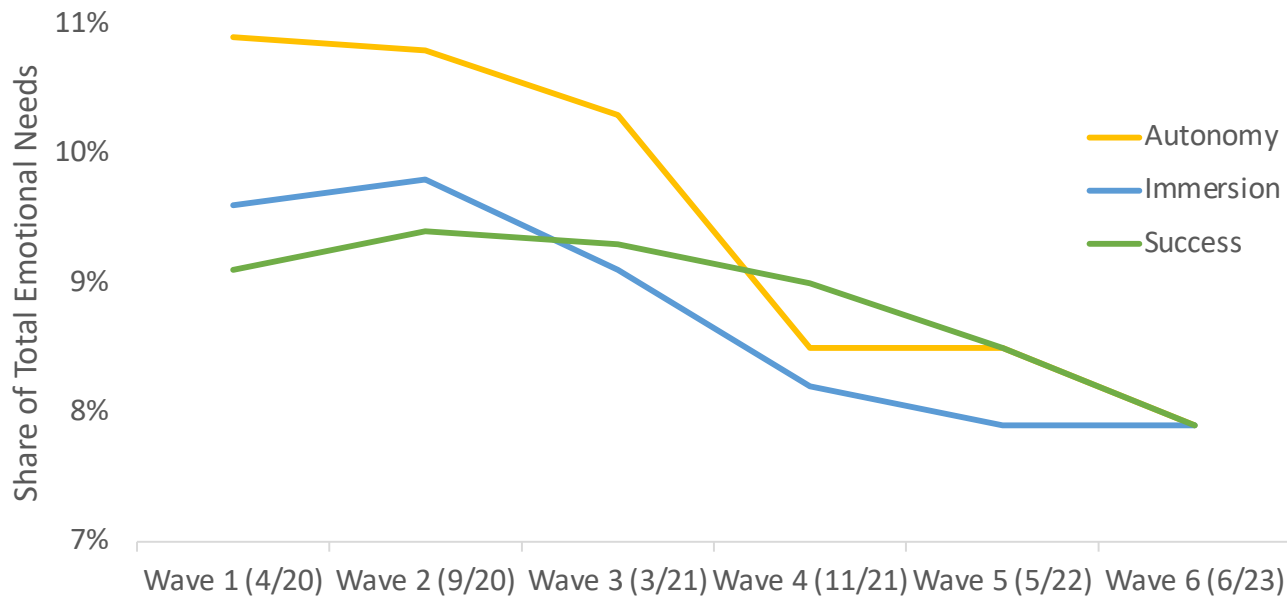
Since the start of the pandemic, needs in the Material Domain have been in steady <u>decline</u>. The share of needs has shifted towards its antipode or polar opposite, the Spiritual Domain. This means that concern about the "here and now" of day-to-day work is receding in importance relative to workers' concerns for ultimate issues of **Justice**, **Ethics**, and **Purpose**.

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AgileBrain Emotional Needs Over Time – Spiritual Domain
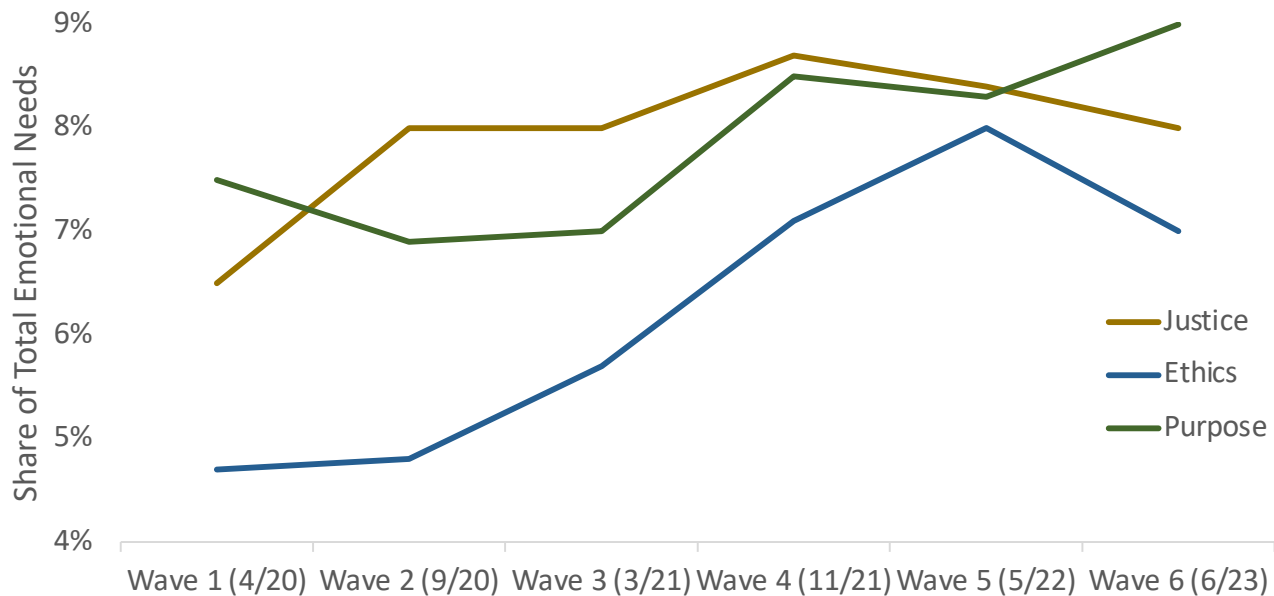
Since the start of the pandemic, the needs of the Spiritual Domain (i.e., **Justice**, **Ethics** and **Purpose**) have increased significantly. The increase in the share of these "ultimate concerns" or "higher principles" has come at the expense of declining concern for the mundane and material. Although emotional needs for Justice peaked in Wave 4 (Fall 2021) in the wake of George Floyd protests and calls for social Justice, it remains significantly above Wave 1 levels (Spring 2020). **Ethics** peaked in Wave 5 (Spring 2022) but also remains significantly above baseline. The one Spiritual Domain need that continued to rise in Wave 6 was **Purpose**. Workers remain anxious to find their higher purpose, whether its working for their current employer or elsewhere.

AgileBrain Emotional Needs Over Time – Self Domain
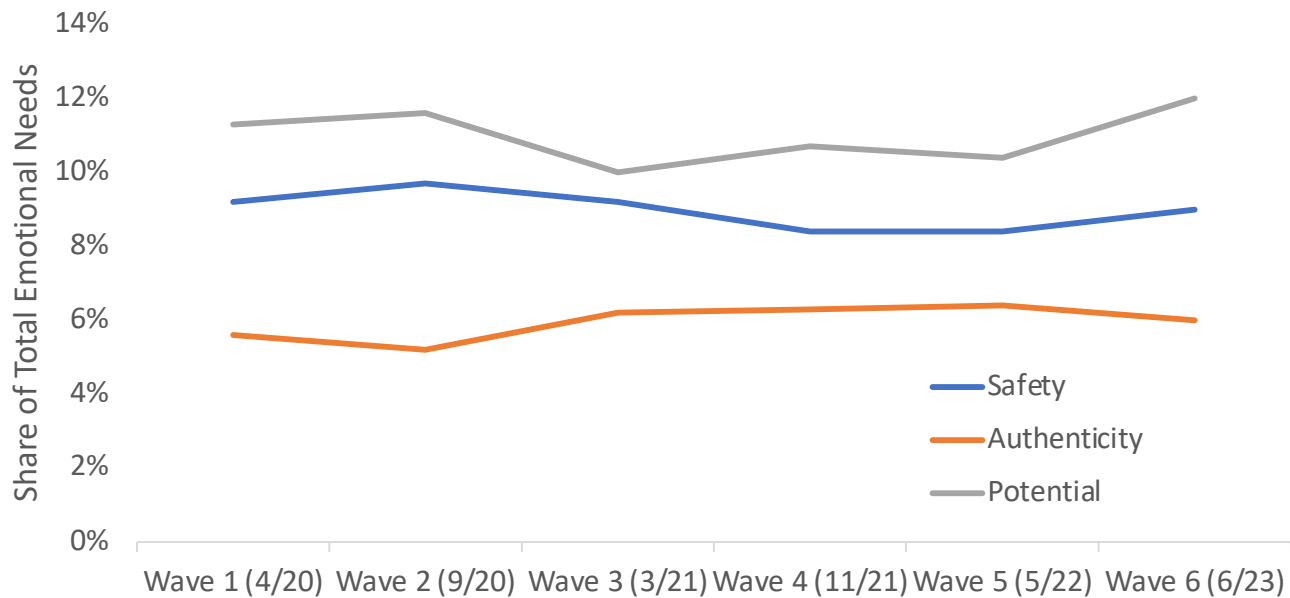
At the start of the pandemic, needs for safety and potential dominated; both show recent upticks. Overall, needs in the Self Domain (i.e., **Safety**, **Authenticity** and **Potential**) have remained relatively flat, indicating the constancy of people's needs for the personal.

AgileBrain Emotional Needs Over Time − Social Domain
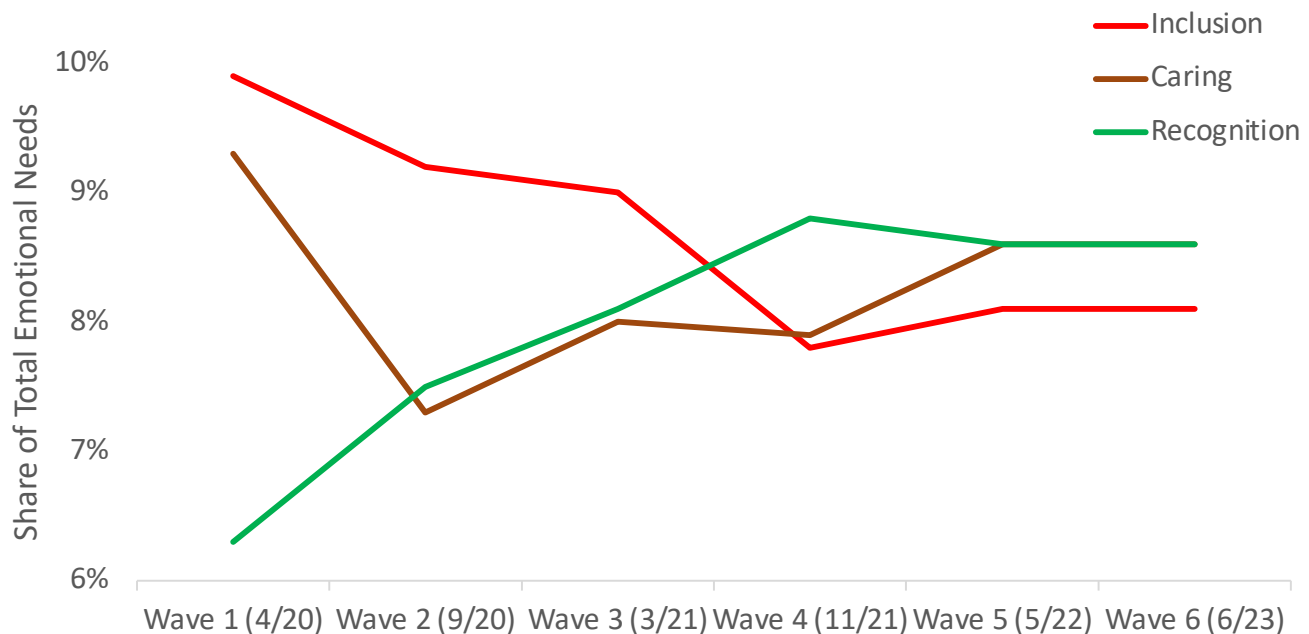
At the start of the pandemic, needs in the Social Domain (i.e., **Inclusion**, **Caring** and **Recognition**) split. Needs to feel **Inclusion** and **Caring** dominated while need for Recognition was very low. Since that time, the need for Recognition has re-emerged as a concern. The rapid change in Social domain strivings suggests that our concern for others as a focus of our motivation is highly variable. Faced by a threat, like the pandemic, our instincts are to herd.

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*Agile*Brain 10 States Over Time

Legend:
- 1.00 Equality-Seeking
- 2.00 Relief-Seeking
- 3.00 Aspiring Agreement
- 4.00 Stressed Revealing
- 5.00 Connection Craving
- 6.00 Amiable Optimism
- 7.00 Mission-Questing
- 8.00 Diligent Struggling
- 9.00 Focused Striving
- 10.00 Cautious Concealing
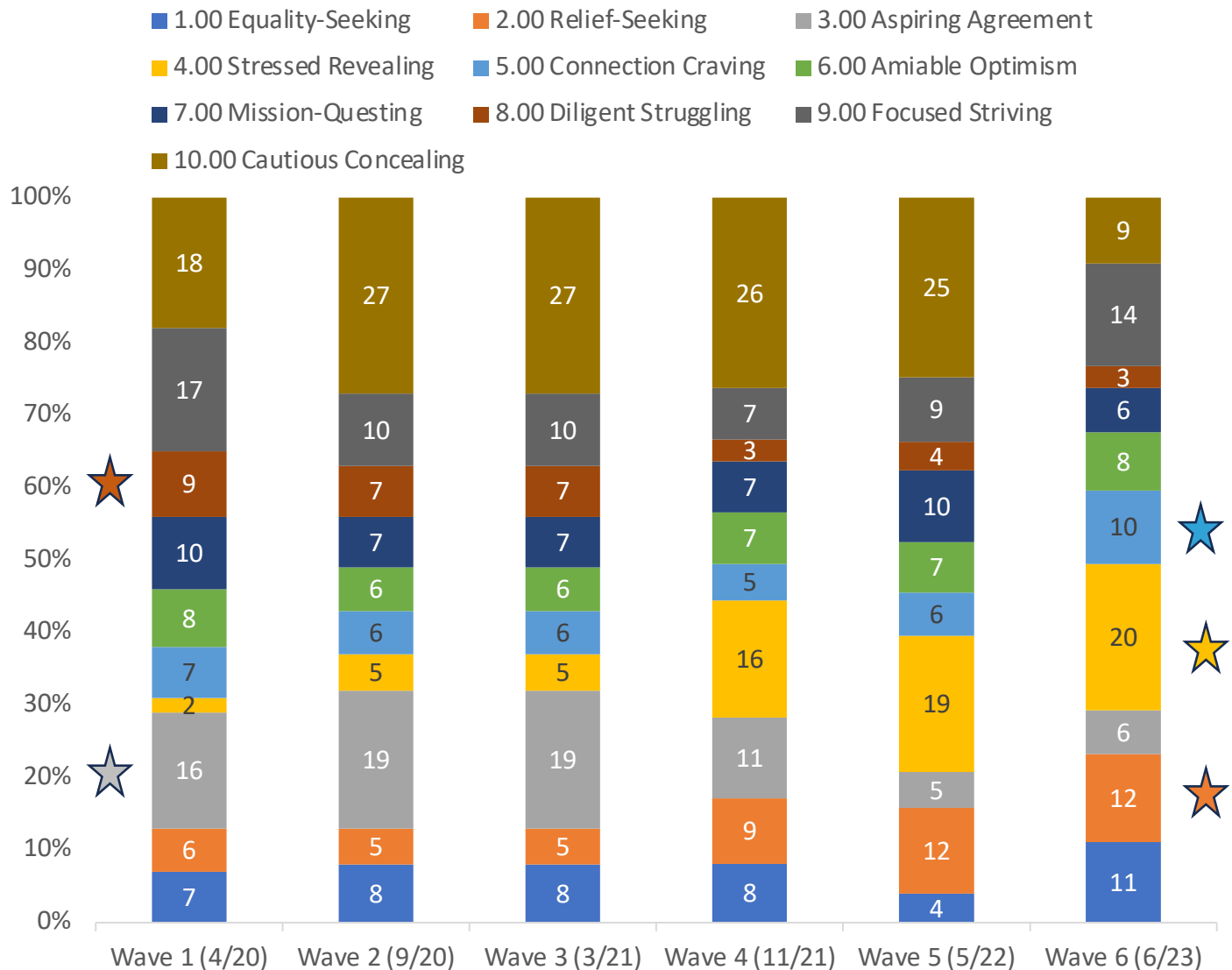
*Agile*Brain results can be clustered into 10 distinct patterns, each showing a unique pattern of needs. Several of these clusters, or States, show the most psychologically stress and those States are growing in relative size:

- The Stress Revealing State increased from 2 percent to 20 percent, a tenfold increase.

- The Relief Seeking State doubled from 6 percent to 12 percent.

☆ indicates the emotional need states showing the most change (increase or decrease) over time

Stress & Work

The Workforce Listening Study Series tracks the emotional needs associated with a wide range of work-related issues. This section explores employees' attitudes and emotions about their work and stress.

Key takeaways:

1. Although certain aspects of work have improved post-COVID, one-fifth of workers worry about losing their jobs.
2. Sensitivity to income inequality is increasing, with a growing majority now believing that the gap between executive pay and worker pay is too large.
3. The percentage of the workforce planning to quit has rebounded to "Great Resignation" levels; this sentiment is associated with increasingly negative emotional needs.

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Stress at Work

**"I am extremely challenged by work
under the current conditions"**

W1 April 2020	W2 Sept 2020	W3 March 2021	W4 Nov 2021	W5 May 2022	W6 June 2023
8%	15%	26%	18%	18%	6%
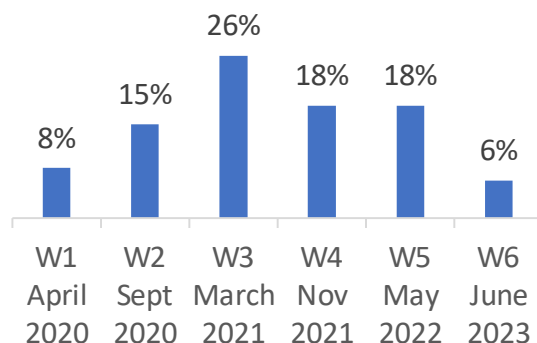
**"I am extremely concerned about potential
loss of income or employment"**

W1 April 2020	W2 Sept 2020	W3 March 2021	W4 Nov 2021	W5 May 2022	W6 June 2023
20%	21%	34%	22%		21%
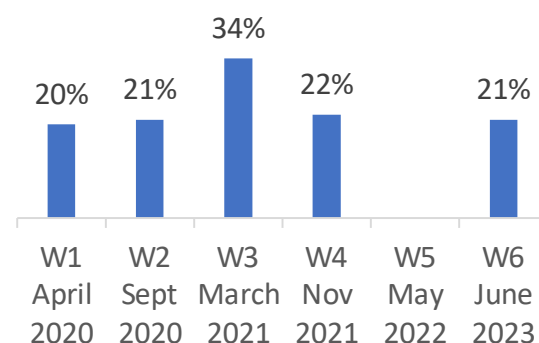
At work, stress has lessened as the pandemic has receded. Nevertheless, one in five continues to worry about losing their job. Emotions can serve as protective factors when it comes to the stresses of work. Two emotions are significantly correlated with feeling *less* stressed by one's work: **Caring** and **Purpose** (as positive or promotional strivings).

AgileBrain Framework – Activated Needs, Personal Situation, Stressed at Work

	Self	Material	Social	Spiritual
Aspirational				Purpose
Experiential			Caring	
Foundational				

![AgileBrain℠ Emotions Matter]
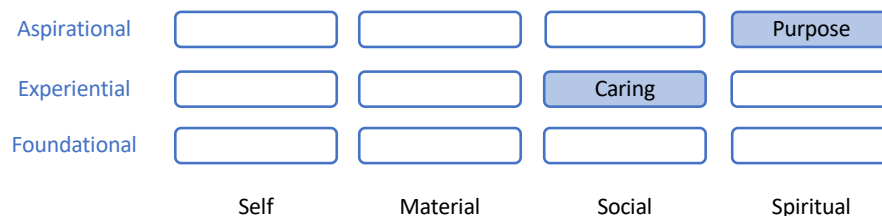
Stress at Work – Social Justice and Executive Pay

Commitment to Social Justice

Legend:
- ■ Leadership just wants to appear committed to social justice
- ■ Leadership is sincerely committed to social justice

Fairness of executive pay

Legend:
- ■ The gap between executive pay and worker pay is too large
- ■ Executives at my company are paid fairly

Sensitivity to income inequality is increasing with a growing *majority* now believing that the gap between executive pay and worker pay is too large. As might be expected, concerns about these kinds of ethical issues are associated with needs for relief from **Injustice** and **Wrongdoing**, or unethical conduct, but also spill over into negative emotions in other domains.

AgileBrain Framework – Activated Needs, Social Justice and Equity, Stress at Work

	Self	Material	Social	Spiritual
Aspirational		Failure	Scorn	
Experiential	Conformity		Uncaring	Wrongdoing
Foundational		Disempowerment		Injustice
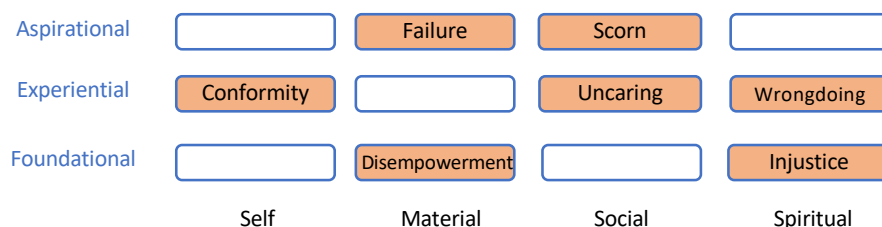
Stress at Work - Retention

**"I am actively considering (or already committed to)
finding work with a new employer"**

W3 March 2021	W4 Nov 2021	W5 May 2022	W6 June 2023
34%	22%	20%	30%
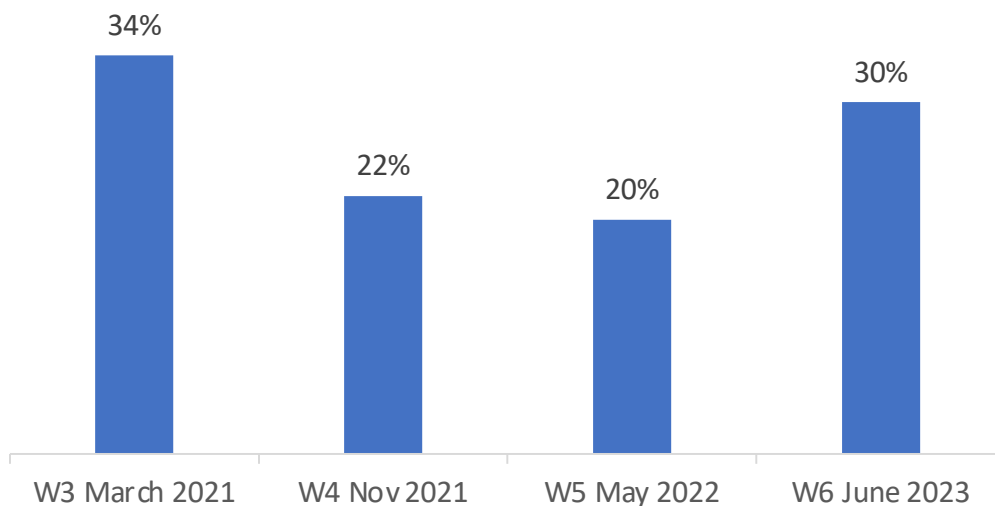
The U.S. workforce <u>appears to be approaching a new wave of the Great Resignation</u> as employees react to return-to-office mandates and other concerns. The desire to leave one's employer is associated with a rise in prevention needs, particularly among aspirational (top row) needs for **Limitation** (negative potential), **Failure** (negative success), and **Scorn** (negative recognition). Feelings of **Wrongdoing** (negative ethics), **Injustice**, **Uncaring**, and **Disempowerment** also act as drivers of quitting.

AgileBrain Framework − Activated Needs, Likelihood to Quit, Stress at Work

	Self	Material	Social	Spiritual
Aspirational	Limitation	Failure	Scorn	
Experiential			Uncaring	Wrongdoing
Foundational		Disempowerment		Injustice

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Emotions Matter

Stress at Work - Retention

"I am committed to continuing my career with my employer"

More positive

Most likely to stay
are most positive

Most likely to quit
are most negative

More negative

Strongly disagree | Disagree | Neither | Agree | Strongly agree

There is a strong relationship between emotional valence (more positive or more negativity emotional need) and the intention to stay or quit. The loss of positivity is a leading indicator of the intention to quit.

The significant deterioration in the Positivity / Negativity ratio in this most recent Workforce Listening Study suggests that the Great Resignation is returning.

Workforce Listening Study #6: Return of the Great Resignation?

Work Performance – Self Rated

Chart legend: ■ Strongly disagree ■ Disagree ■ Neither ■ Agree ■ Strongly agree

Statement	Strongly disagree	Disagree	Neither	Agree	Strongly agree
I took on challenging work tasks when available	2.1	8.1	19.5	39.1	31.2
I worked at keeping my job skills up-to-date.	0.9	7.6	17.7	33	40.7
I started new tasks myself, when my old ones were finished.	1.9	7.3	18.2	35	37.6
I kept in mind the results that I had to achieve in my work.	0.9	4.3	18.5	36.3	39.9
I was able to separate main issues from side issues at work.	1.5	9.2	20.6	38.7	30
I managed to plan my work so that it was done on time.	1.8	8	15.1	32.6	42.5

Using Koopman's *Individual Work Performance Questionnaire*, we find that nearly 9 percent of American workers believe they are doing a "perfect job." Another 50 percent believe they are performing extremely well. Thirty percent believe they are performing at a moderate level. Only ten percent acknowledge poor performance.

This finding suggests that roughly two-thirds of the U.S. workforce tends to externalize the causes of their stress, that is, to attribute it to forces outside their control (after all, they are performing "great" or "perfectly").

Distribution of IWPQ scores

Pie chart values: 9.9, 30.7, 50.6, 8.8

Pie chart legend: ■ "Poor" ■ "Moderate" ■ "Great" ■ "Perfect"
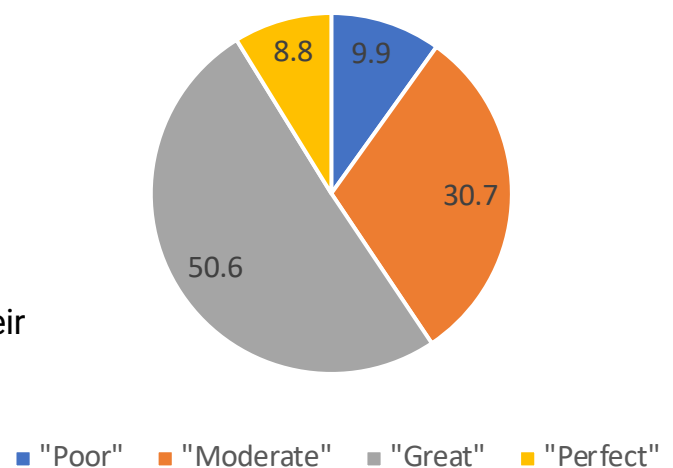
Mental Health in Focus

*Agile*Brain provides a wealth of information regarding the motivational-emotional state of your organization. This section explores issues related to employee mental health.

Key takeaways:

1. The <u>majority</u> (55 percent) of the U.S. workforce meets the clinical threshold for depression.
2. Greater depression is associated with stronger emotional activation and increasingly negative emotional valence.
3. The nearly <u>fourfold</u> increase in feeling "unsafe at home" has not improved, and those living in such conditions show elevated activation and prevention needs.

Employee Mental Health − Depression

Levels of Depression (CESD-10 Scale)

- Non-depressed
- Moderate depression
- Severe depression
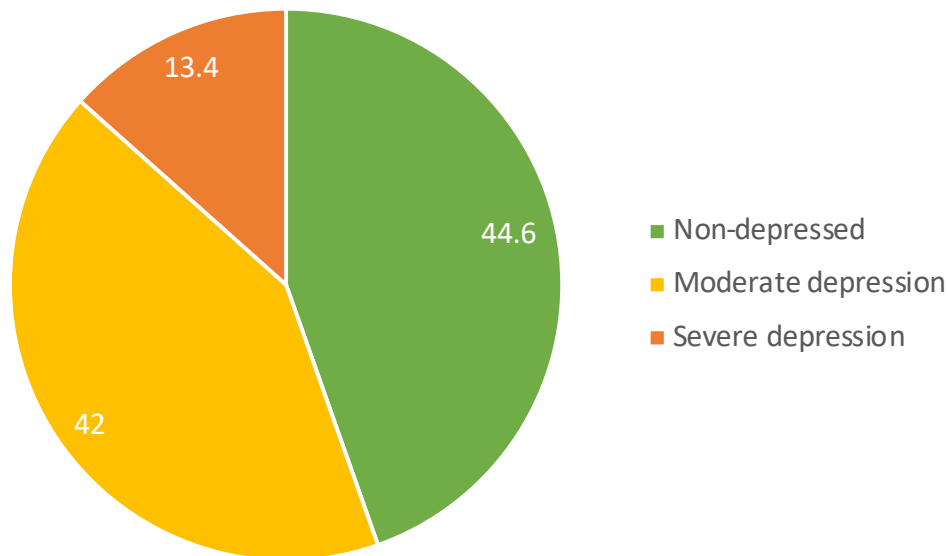
Using the Center for Epidemiological Studies 10-item depression scale, Wave 6 revealed that a <u>majority</u> of American workers meet the minimum criterion for depression, and one-in-seven met the criterion for severe depression.

The level of depression is significantly correlated with a variety of unmet needs, particularly *prevention* (or *relief*) needs. In descending order of correlation strength, depression is associated with needs for relief from feeling uncared for, psychologically unsafe, excluded, scorned, disempowered, failing, limitation, stagnation, and being treated unethically. In fact, 11 of the 12 emotional need areas all showed prevention dominance. Only Purpose (the meaning of life?) showed a promotion need among the depressed.

AgileBrain Framework − Activated Needs, Depressed

	Self	Material	Social	Spiritual
Aspirational	Limitation	Failure	Scorn	Purpose
Experiential	Conformity	Boredom	Uncaring	Wrongdoing
Foundational	Insecurity	Disempowerment	Exclusion	Injustice

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Employee Mental Health – Depression

Emotional Activation and Valence by Level of Depression

**More positive/
More activated**

Most depressed are most negative

— Valence

- - Activation

Most depressed are most activated

**More negative/
Less activated**

Non-depressed — Moderately depressed — Severely depressed
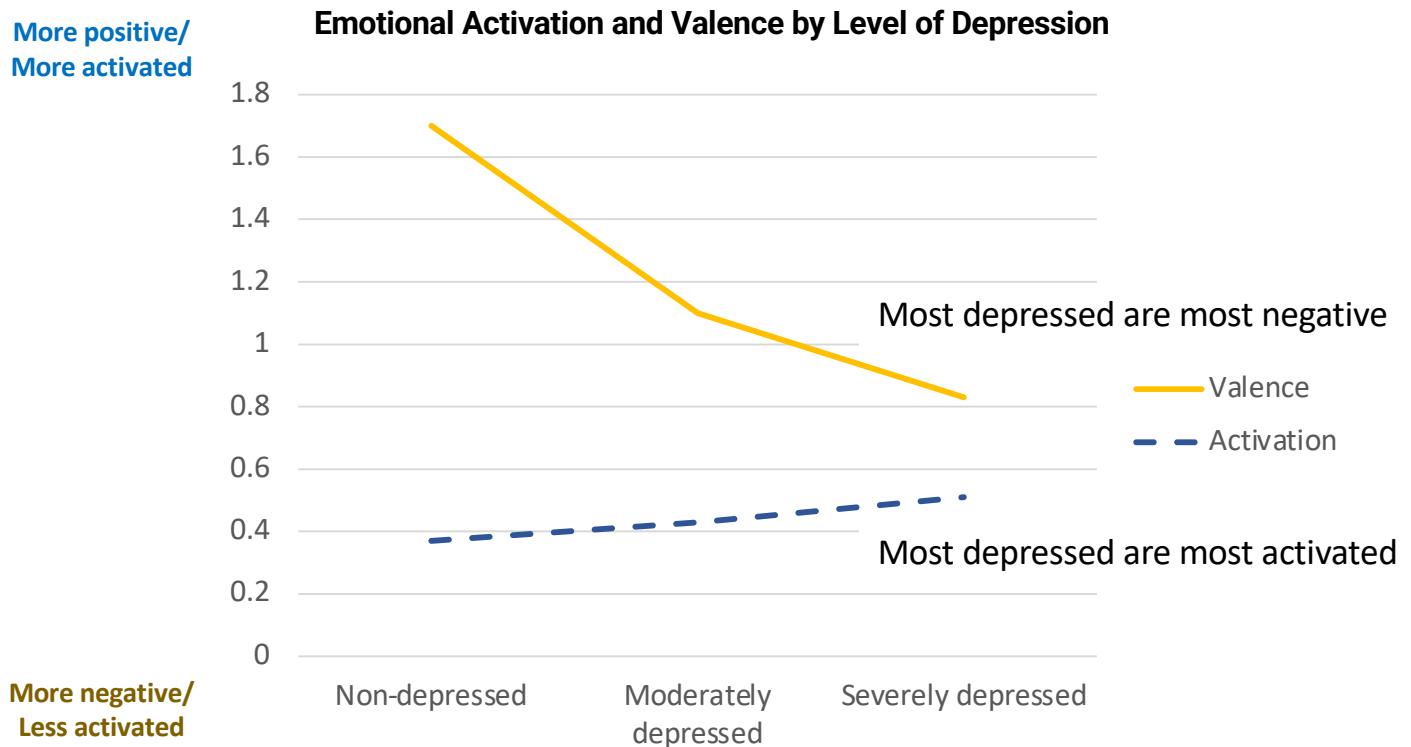
*Agile*Brain reveals that level of depression as measured by the validated Center for Epidemiological Studies instrument is strongly associated with both emotional activation and valence. With each incremental increase in the severity of depression, there is an increase in the intensity of emotional needs and a sharp turn toward negative, or prevention, needs.

Employee Concerns with Own Health Issues…

% Extremely concerned…

…about own physical health

13% 21% 37% 16% 29% 22%
W1… W2 Sept… W3… W4 Nov… W5 May… W6 June…

…about own mental health

13% 18% 35% 19% 31% 24%
W1 April… W2 Sept… W3… W4 Nov… W5 May… W6 June…

…about vulnerability to addiction

5% 12% 27% 17% 21% 13%
W1 April… W2 Sept… W3… W4 Nov… W5 May… W6 June…
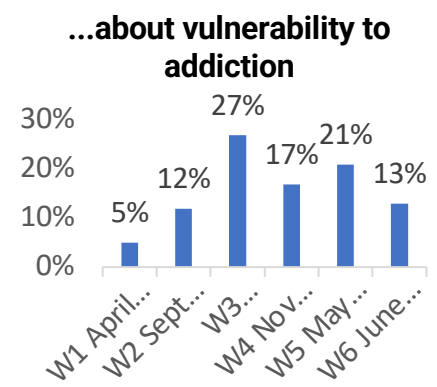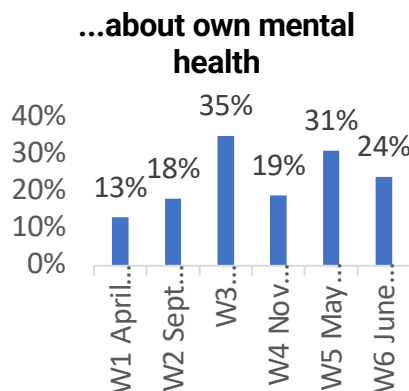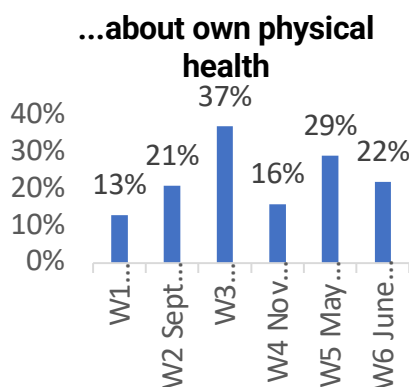
Fortunately, there have been improvements in physical, mental, and behavioral health since the peak in Wave 3 (March 2021).

Nevertheless, one in five American workers is in fair/poor health. Poorer health status is significantly correlated with the need for relief from feeling uncared for, psychologically unsafe, and struggling. It is also significantly correlated with feeling trapped-stagnant-failing (i.e., Disempowerment, Boredom, Failure), all components of the Material domain.

Health

1.7 · 14.4 · 16.3 · 30.7 · 36.9

- Poor
- Fair
- Good
- Very good
- Excellent
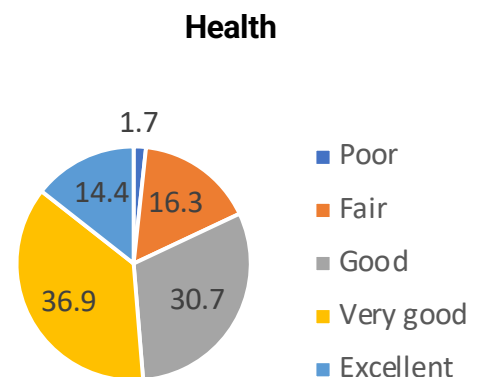
*Agile*Brain Framework – Activated Needs, Own Health

	Self	Material	Social	Spiritual
Aspirational	Limitation	Failure		
Experiential		Boredom	Uncaring	
Foundational	Insecurity	Disempowerment		

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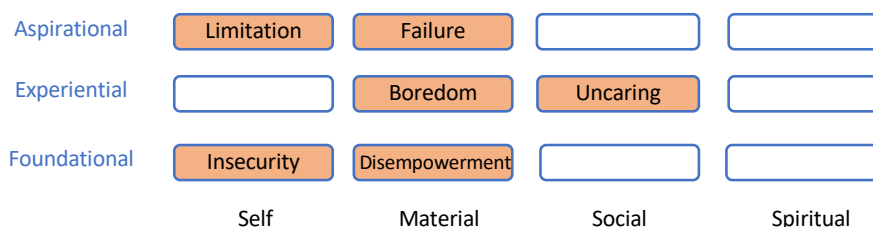
Stressors – Home Life

Live in emotionally unsupportive home

- W1 April 2020: 13%
- W2 Sept 2020: 15%
- W3 March 2021: 17%
- W4 Nov 2021: 18%
- W5 May 2022: 13%
- W6 June 2023: 16%

"I don't feel safe at home"

- W1 April 2020: 0.25%
- W2 Sept 2020: 1.79%
- W3 March 2021: 1.40%
- W4 Nov 2021: 1.20%
- W5 May 2022: 4.30%
- W6 June 2023: 4.40%

+358%
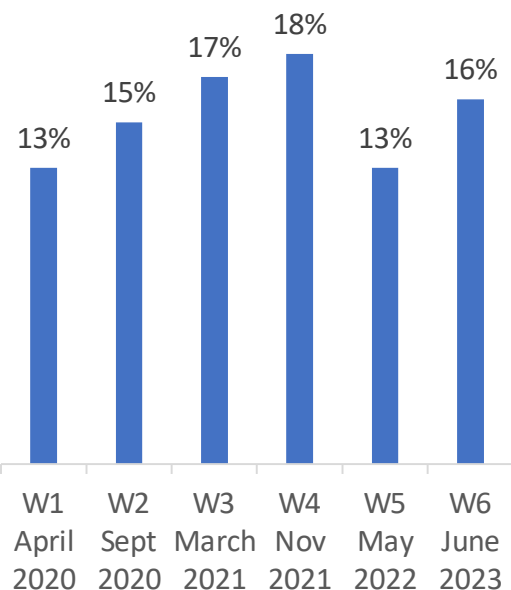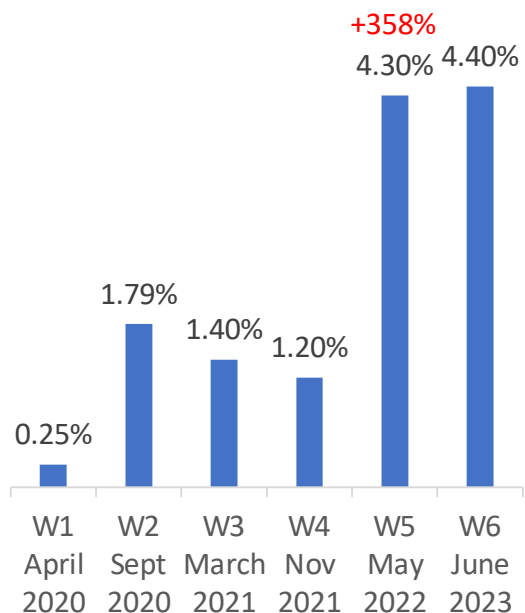
For many, support systems have deteriorated dangerously. One in six people lives in an emotionally unsupportive home. Nearly one in 20 does not feel safe at home – a continued rise from the alarming jump observed in Wave 5.

Feeling unsafe at home is significantly associated with feeling uncared for, feeling unable to be one's authentic self, feeling unsafe and treated unethically, as well as all the prevention needs of the Material Domain (i.e., **Disempowerment**, **Boredom**, **Failure**).

AgileBrain Framework – Activated Needs, Home
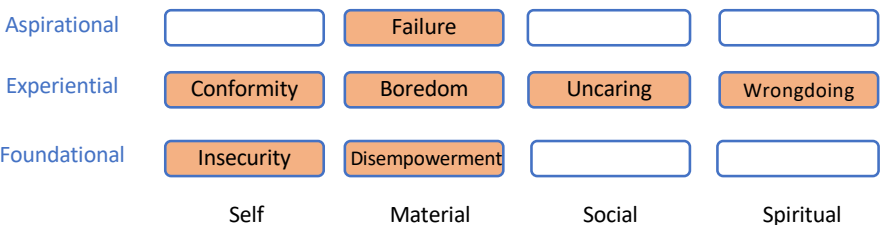
	Self	Material	Social	Spiritual
Aspirational		Failure		
Experiential	Conformity	Boredom	Uncaring	Wrongdoing
Foundational	Insecurity	Disempowerment		

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Emotions Matter

Stressors

Emotional Activation and Valence by Safety of Home

More positive/
More activated

More negative/
Less activated

Least safe at home are most negative

Least safe at home are most activated

—— Valence
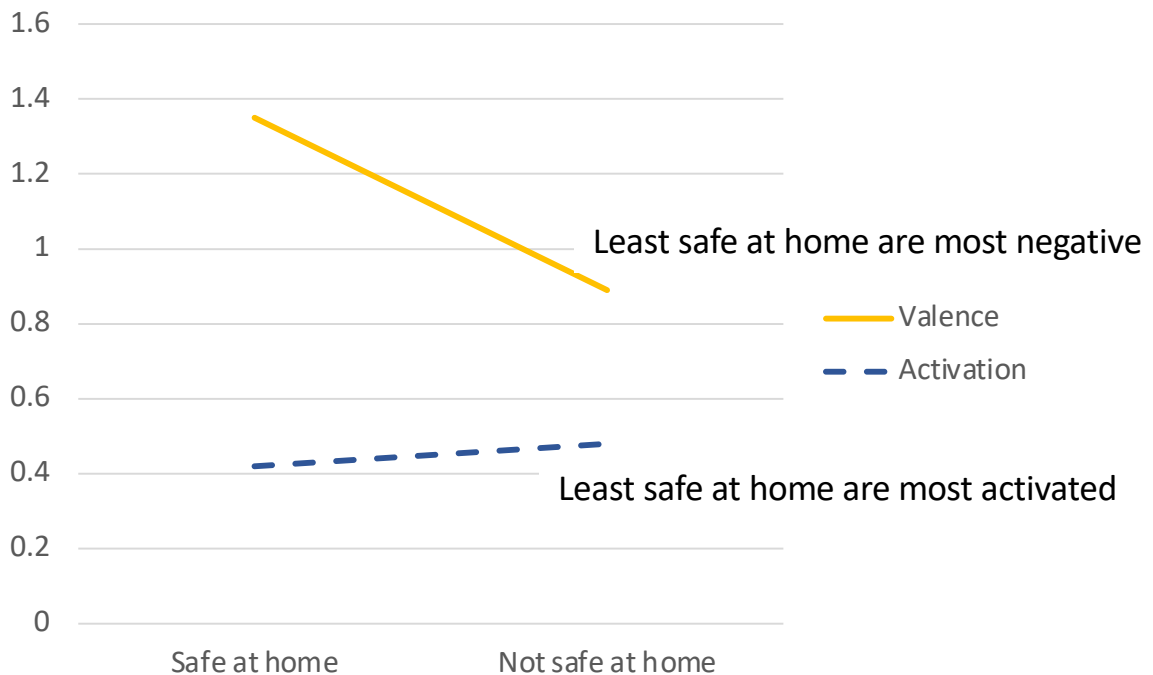
– – Activation

Safe at home   Not safe at home

Similar to the finding on level of depression, those who say they don't feel safe at home are significantly more emotionally activated and show substantially more negative (prevention-focused) emotional needs.

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Emotions Matter

Stressors – Caregiving

Unmet need for child- or elder-care

10%	10%	13%	10%	10%	10%
W1 April 2020	W2 Sept 2020	W3 March 2021	W4 Nov 2021	W5 May 2022	W6 June 2023

Caregiving Duties

To young child: 30.4
To adult child: 11.4
To partner or friend: 6.3
To parent or …: 16.5
None of these: 53.2
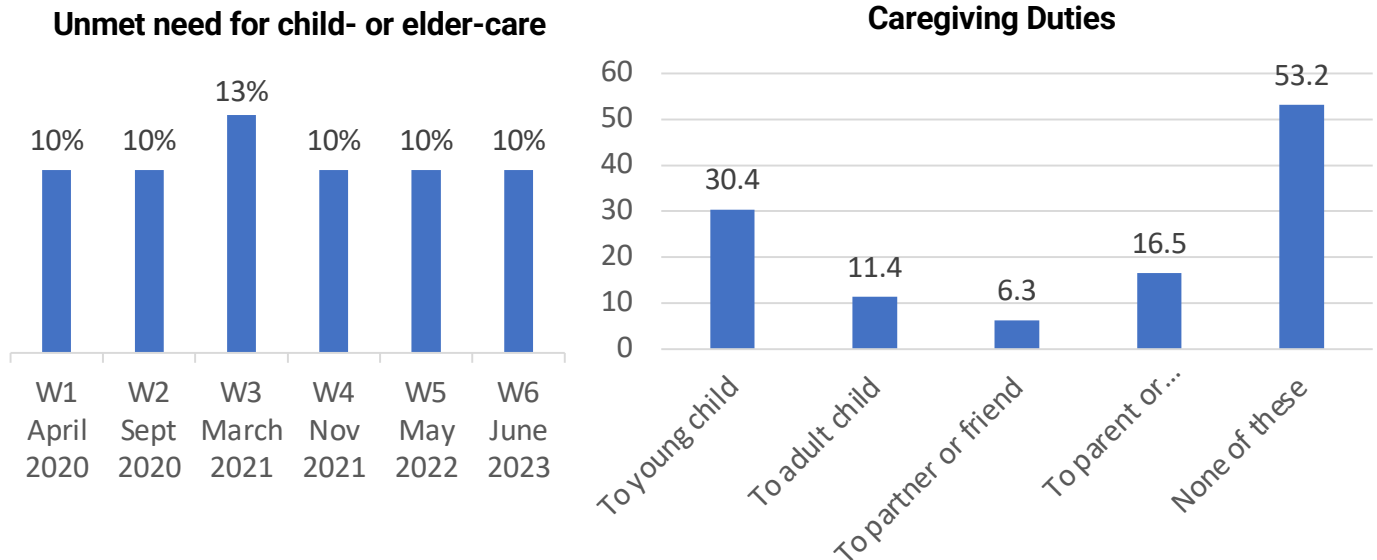
An unmet need for care is significantly associated with feeling excluded (negative **Inclusion**) and feeling limited, or unable to fulfill one's potential (negative **Potential**).

***Agile*Brain Framework – Activated Needs, Caregiving**

	Self	Material	Social	Spiritual
Aspirational	Limitation			
Experiential				
Foundational			Exclusion	

Supports - Network

Emotional Supports Sources

71.7	54.3	34	20.2	3	13.1
Family	Friend(s) outside of work	Friend(s) at work	A mental health professional	A coach	None of the above
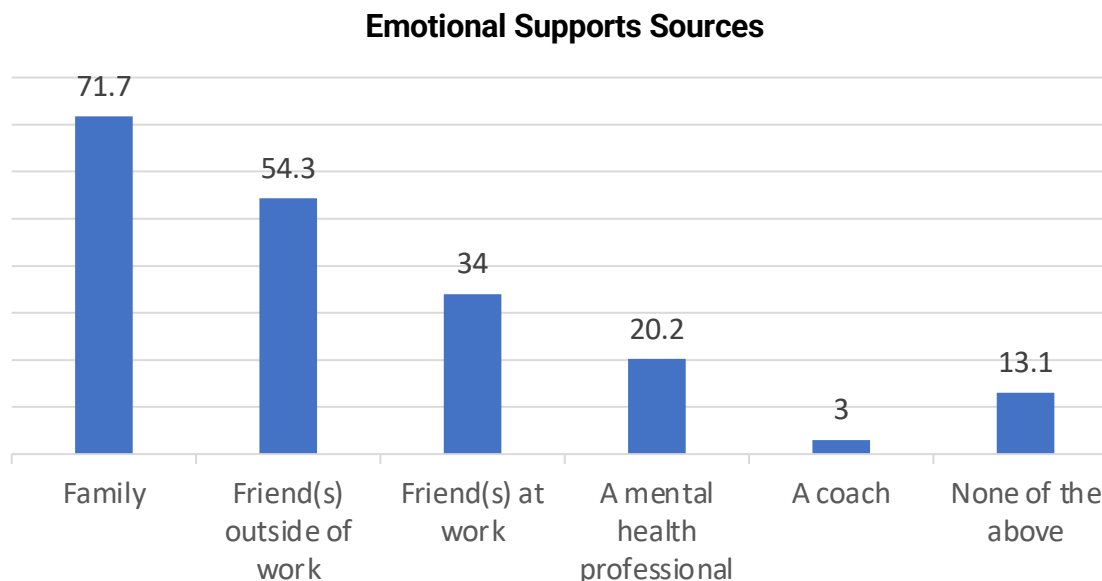
Despite the dire news about mental health issues, only one in five currently works with a mental health professional, and only three percent have a coach.

For most, support systems have returned to baseline levels; however, one-in-ten experiences an unmet need for care resources or has no support network.

"I have no support network"

W1 April 2020	W2 Sept 2020	W3 March 2021	W4 Nov 2021	W5 May 2022	W6 June 2023
11%	11%	7%	13%	18%	13%
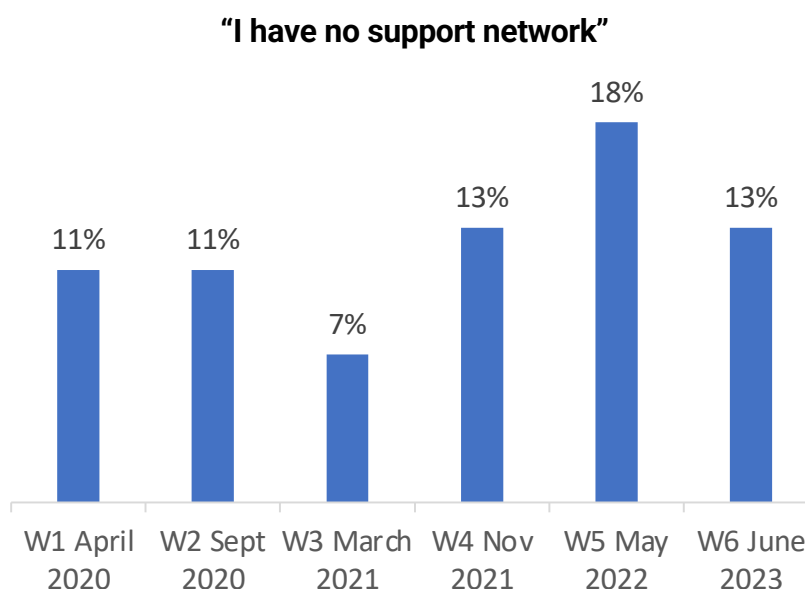
Supports – Professional Care

American workers are about twice as likely to have a psychotherapist as a coach. Among non-users, a majority are open to starting a therapy or coaching relationship.

Receptivity to Therapy
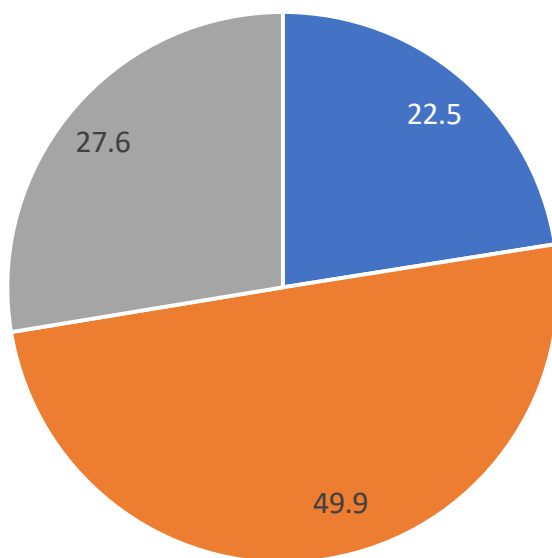
- 22.5 ■ I currently have a therapist or other mental health professional
- 49.9 ■ I don't currently have a therapist, but I would be open to having one
- 27.6 ■ I don't currently have a therapist and I'm not open to having one

Receptivity to Coaching
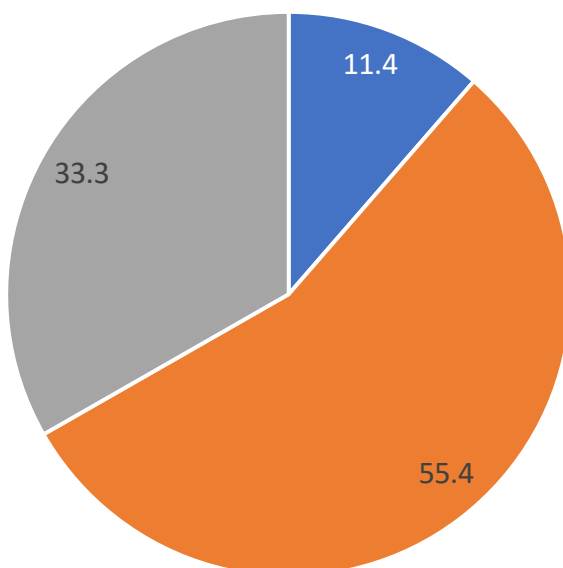
- 11.4 ■ I currently have a coach
- 55.4 ■ I don't currently have a coach, but I would be open to having one
- 33.3 ■ I don't currently have a coach and I'm not open to having one

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Emotions Matter

Employee Mental Health – Social Media

How often do you check social media?

- Constantly (even while working) — 16.4
- Hourly — 15
- A few times per day — 42.3
- Once a day — 11.2
- A few times per week — 7.1
- Once per week or less — 3.6
- I don't use social media — 4.3
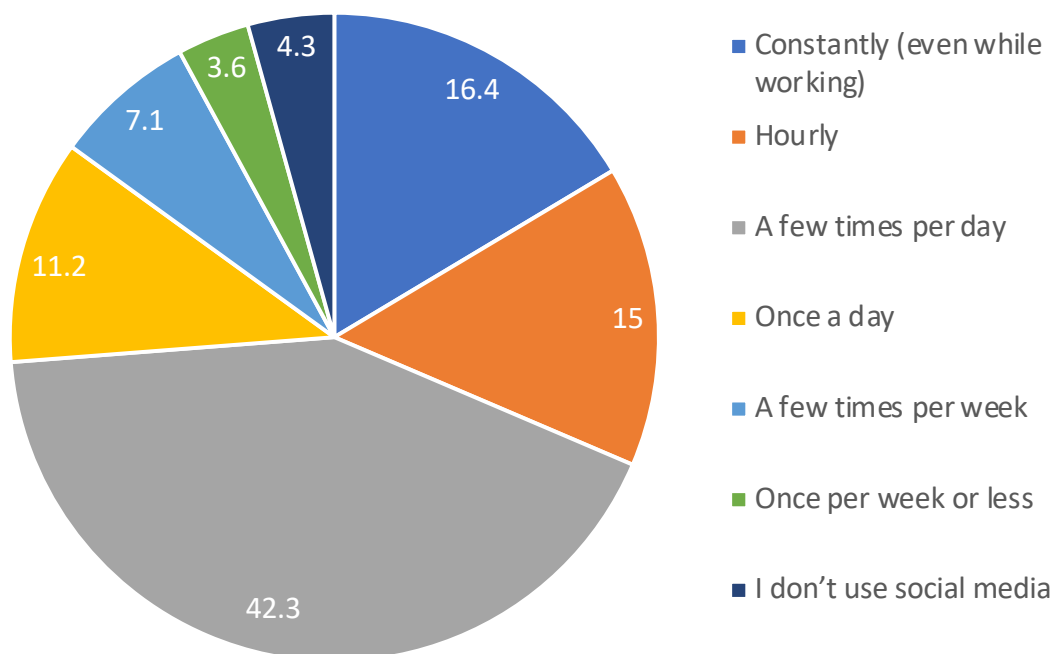
Social media use has been correlated with a variety of negative effects on mental health. It is used by 96% of American workers, with one-third checking it <u>hourly or continuously</u>.

Frequently checking social media is significantly correlated with unmet needs for feelings of personal **Authenticity**, social **Recognition**, **Caring**, and material **Success**.

***Agile*Brain Framework – Activated Needs, Mental Health**

	Self	Material	Social	Spiritual
Aspirational		Success	Recognition	
Experiential	Authenticity		Caring	
Foundational				
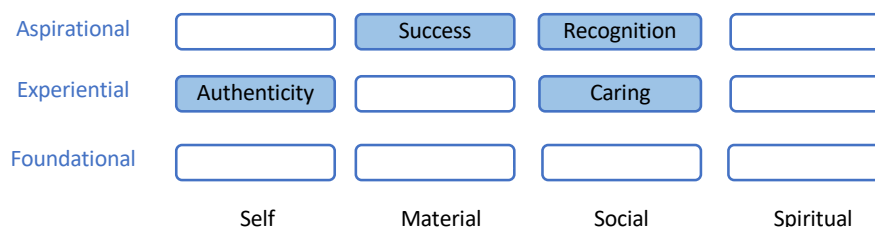
Neurodiversity in Focus

Each Workforce Listening Study explores one or more new topic areas in depth. This section examines neurodiversity in the workforce.

Key takeaways:

1. Fully one-third of the U.S. workforce self-reports as having at least one form of diagnosed neurodiversity, the most common being attention deficit disorder.
2. The majority (56 percent) report having experienced trauma.
3. Neurodiversity and the intensity of trauma are both directly reflected in increased emotional activation and the dominance of negative prevention-focused emotional needs.

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Neurodiversity

Neurodiversity Formally Diagnosed

Category	Value
PTSD	0.8
Bipolar	1.2
Autism spectrum (ASD)	2.1
Developmental Coordination...	2.6
Sensory Hypersensitivity	3.2
Sensory Integration Disorder (SID)	4.1
Anxiety/Depression	4.1
Obsessive Compulsive Disorder...	8.7
Attention deficit disorder (ADD or...)	18.3
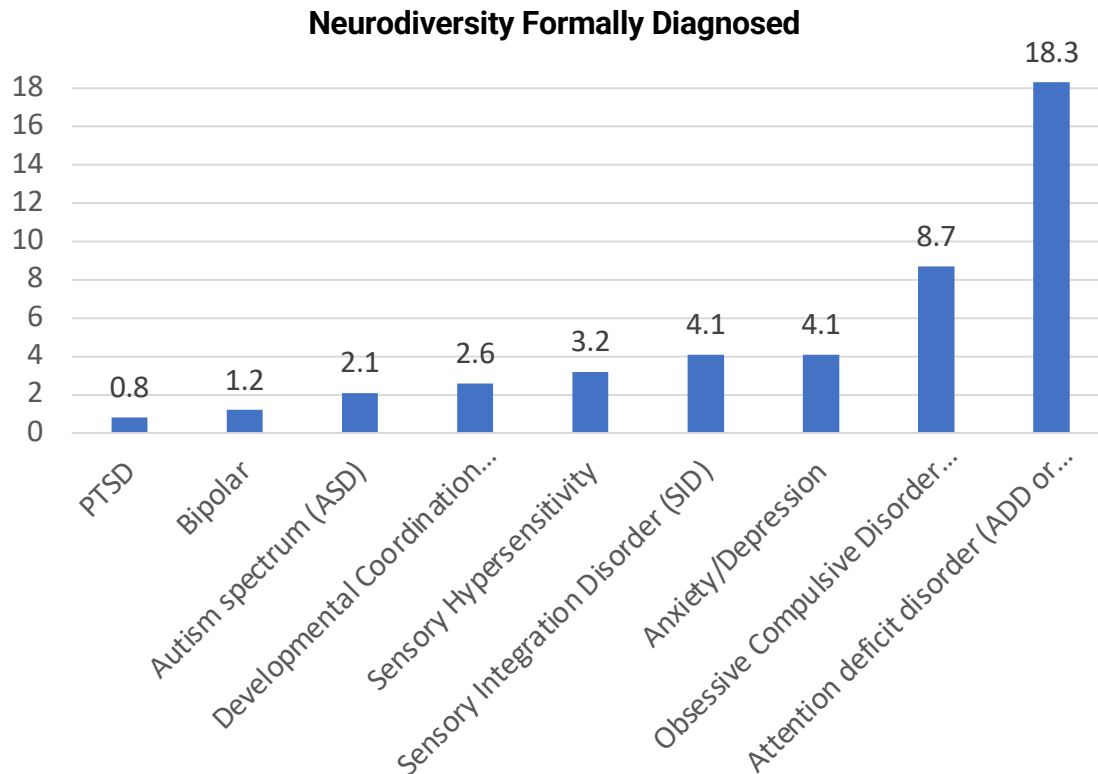
Having a diagnosed form of neurodiversity is significantly associated with a variety of prevention (negative) emotional needs including the need for relief from feelings of **Insecurity**, **Conformity** (being unable to express one's individuality), Limitation (feeling one's Potential is blocked), **Exclusion**, **Uncaring**, **Scorn**, and **Wrongdoing** (feel one's being treated unethically). Across conditions, the most common promotion (positive) emotional needs are the need for **Autonomy**, **Success**, and a higher **Purpose**.

Only Immersion and Justice showed little activation among the population.

*Agile*Brain Framework – Activated Needs, Neurodiversity Diagnosed

	Self	Material	Social	Spiritual
Aspirational	Limitation	Success	Scorn	Purpose
Experiential	Conformity		Uncaring	Wrongdoing
Foundational	Insecurity	Autonomy	Exclusion	

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Emotions Matter

Neurodiversity

Emotional Activation and Valence by Neurodiversity Type

More positive/
More activated

More negative/
Less activated

— Valence
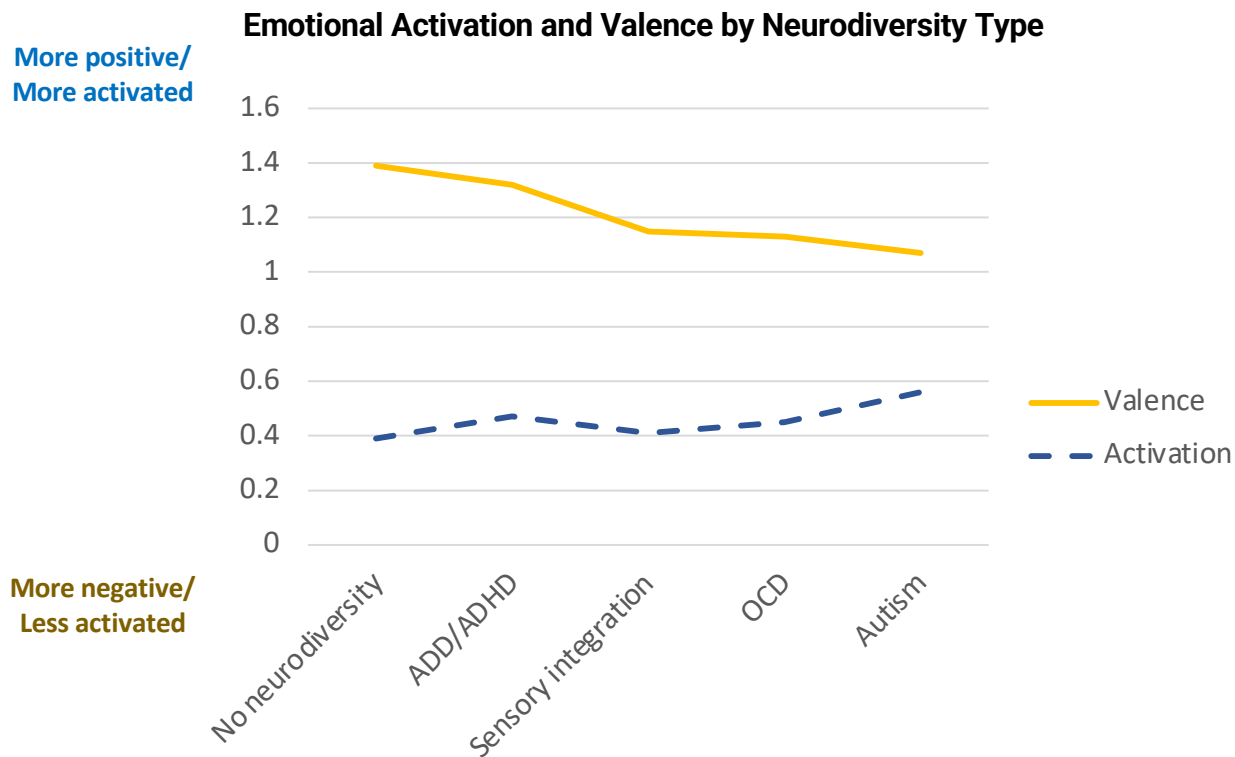
- - Activation

Having a diagnosed form of neurodiversity is significantly associated with heightened emotional activation and increasingly negative, prevention-focused emotional needs.

Neurodiversity

Neurodiversity Symptoms
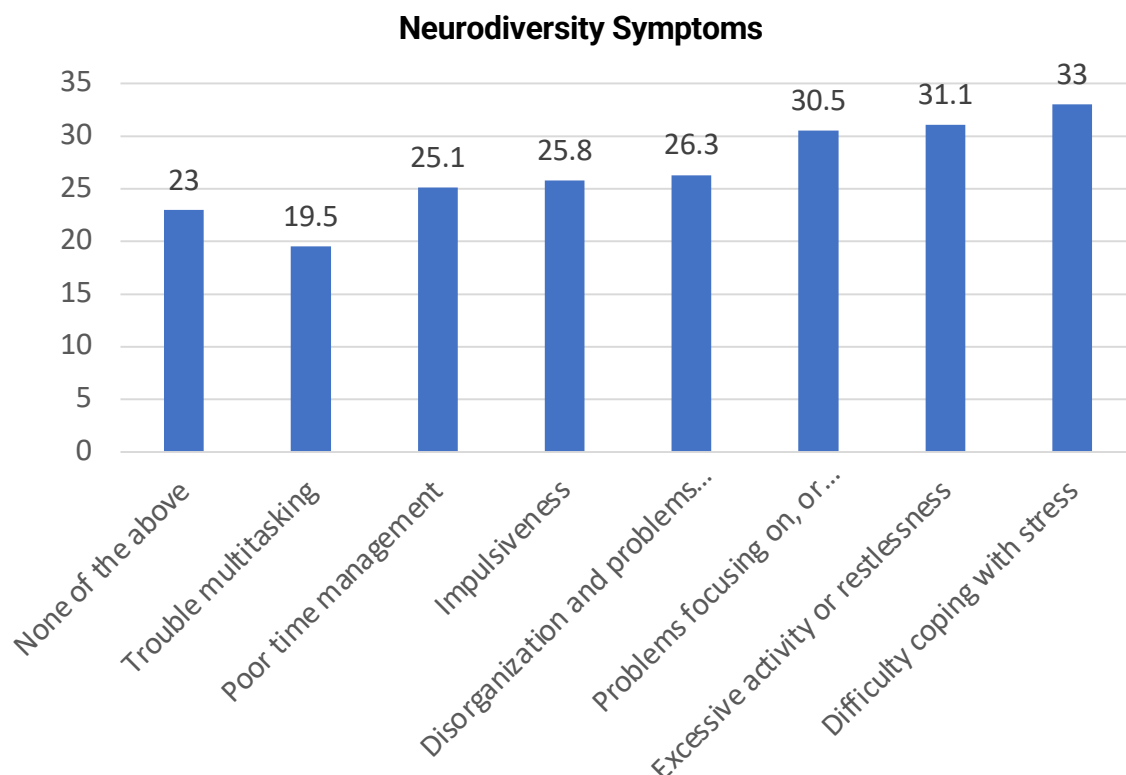
The prevalence of the symptoms of neurodiversity is far higher than a formal diagnosis, as expected. Experiencing symptoms of neurodiversity is significantly associated with a variety of prevention (negative) emotional needs, including the need for relief from feelings of **Insecurity**, **Limitation**, **Disempowerment**, **Exclusion**, **Uncaring**, **Scorn**, and **Wrongdoing**, or unethical treatment. Across all reported symptoms, the strongest correlations are with feeling uncared for and feeling unsafe.

*Agile*Brain Framework – Activated Needs, Neurodiversity Symptoms

	Self	Material	Social	Spiritual
Aspirational	Limitation		Scorn	
Experiential			Uncaring	Wrongdoing
Foundational	Insecurity	Disempowerment	Exclusion	

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Emotions Matter
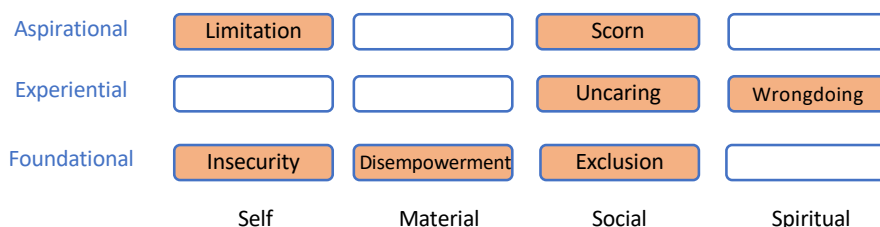
Neurodiversity

Self Awareness among the Neurodiverse

Statement	Strongly disagree	Disagree	Neither	Agree	Strongly agree
When I get stressed out, my mind shuts down.	13.4	17.8	24.5	24.8	19.6
Other people don't understand the way I think.	4.7	13.1	29.7	27.5	25
I understand the ways in which I see the world differently than others.	1	3.9	22	39.5	33.3
I understand how my mind works.	2.2	4.9	21.9	37.4	33.5

■ Strongly disagree ■ Disagree ■ Neither ■ Agree ■ Strongly agree

Study respondents who self-identified as neurodiverse also reported their social orientation. Their responses indicated a high level of self-awareness:

- 44 percent agree that their minds "shut down" when they get stressed.
- 53 percent agree that other people "don't understand the way I think."
- 73 percent recognize the ways that they think differently.
- 71 percent believe they understand their own minds.

Neurodiversity

Trauma as a Form of Neurodiversity

Category	Value
Developmental trauma (results from early life exposure to ongoing or repetitive trauma, usually within the child's care giving system)	14.9
Repetitive trauma (from exposure to multiple, chronic, or prolonged traumatic events)	20.3
Complex trauma (results from multiple, chronic, prolonged traumatic events within an interpersonal relationship [e.g., family violence])	21.9
Acute trauma (from exposure to a single overwhelming experience like an accident, disaster, abuse, assault, or loss)	31.9
None of the above	44.2

The majority of the American workforce (56%) reports having experienced some form of trauma, with one in five reporting repetitive or complex trauma. Similar to other neurodiversity findings, the strongest correlation with trauma is feeling uncared for, along with a wide variety of other prevention needs. Indeed, the only emotional need area that isn't activated for trauma victims is Immersion in the Material Domain. There, the negative or prevention need would be relief for stagnation or boredom – something trauma victims may seek refuge in.

AgileBrain Framework – Activated Needs, Trauma

	Self	Material	Social	Spiritual
Aspirational	Limitation	Failure	Scorn	Materialism
Experiential	Conformity		Uncaring	Wrongdoing
Foundational	Insecurity	Disempowerment	Exclusion	Injustice

Workforce Listening Study #6: Return of the Great Resignation?

AgileBrain℠
Emotions Matter

Neurodiversity

More positive/ More activated

Emotional Activation and Valence by Level of Trauma

Most traumatized are most negative

— Valence

- - Activation

Traumatized of any degree are more activated than non-traumatized

More negative/ Less activated

No trauma | Acute trauma | Repetitive trauma | Developmental trauma | Complex trauma

Increasing Trauma Intensity / Duration ->
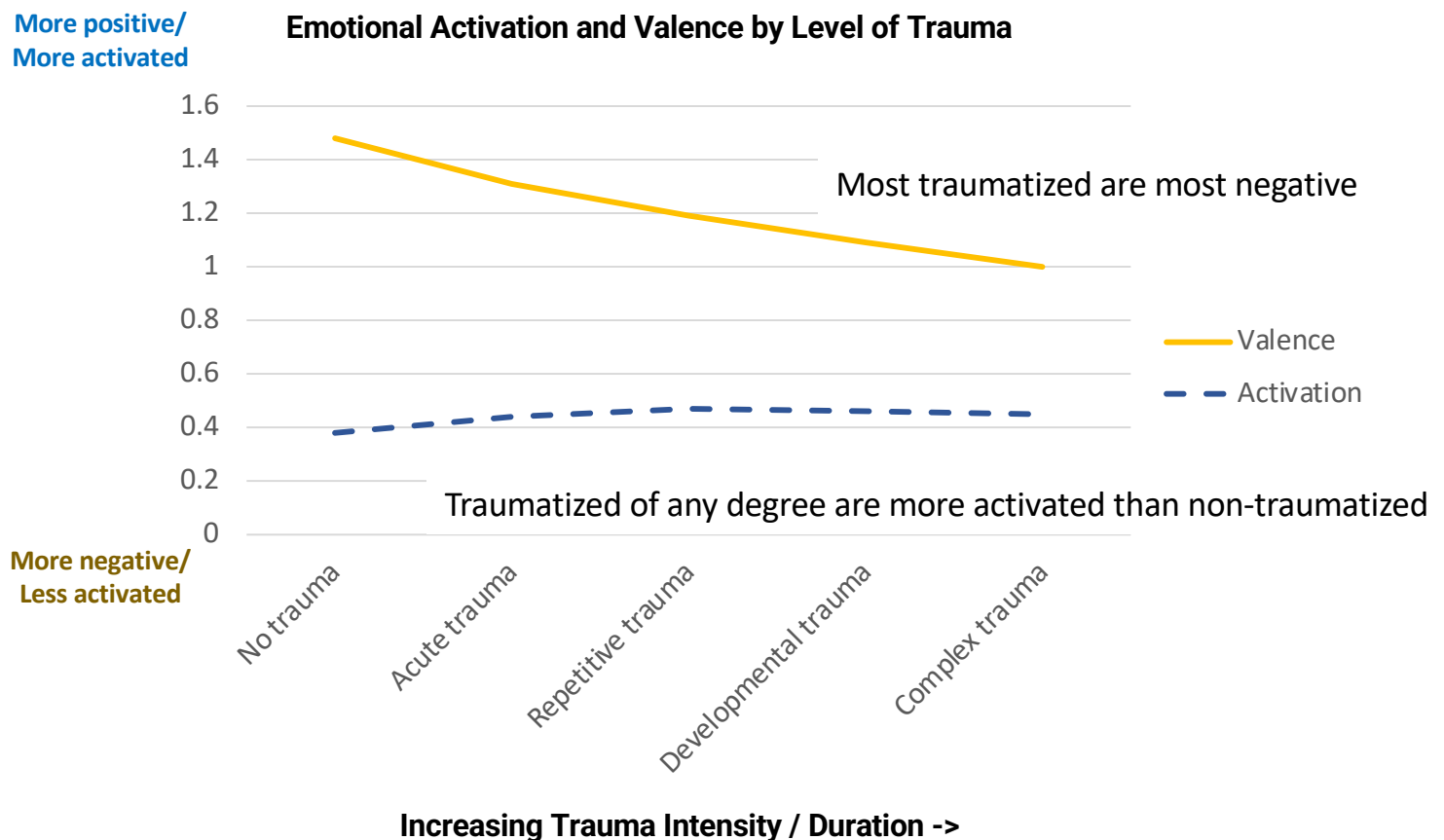
The intensity and duration of trauma are directly reflected in increased negativity of emotional needs. Interestingly, the most significant emotional activation difference occurs between people who have not experienced trauma and those who have. Activation appears to plateau even with increasing intensity and duration. Could this be habituation to repeated trauma?

Why We Do What We Do

Each Workforce Listening Study explores one or more new topic areas in depth. This section examines certain relationships among attitudes, activities and emotional needs in the workforce.

Key takeaways:

1. Perhaps reflecting a sensitivity to social injustices, a liberal orientation is more associated with prevention-focused (negative) needs.
2. Conservatives have more promotion-focused (positive) needs but are far more likely to question (negative) how well democracy is working.
3. *Agile*Brain reveals the emotional needs associated with a wide variety of lifestyle choices and activities.

Workforce Listening Study #6: Return of the Great Resignation?

AgileBrain℠
Emotions Matter

Politics

Political Orientation

- Very liberal
- Somewhat liberal
- Neither liberal nor conservative
- Somewhat conservative
- Very conservative

14.2
19.9
36.6
18.4
10.9
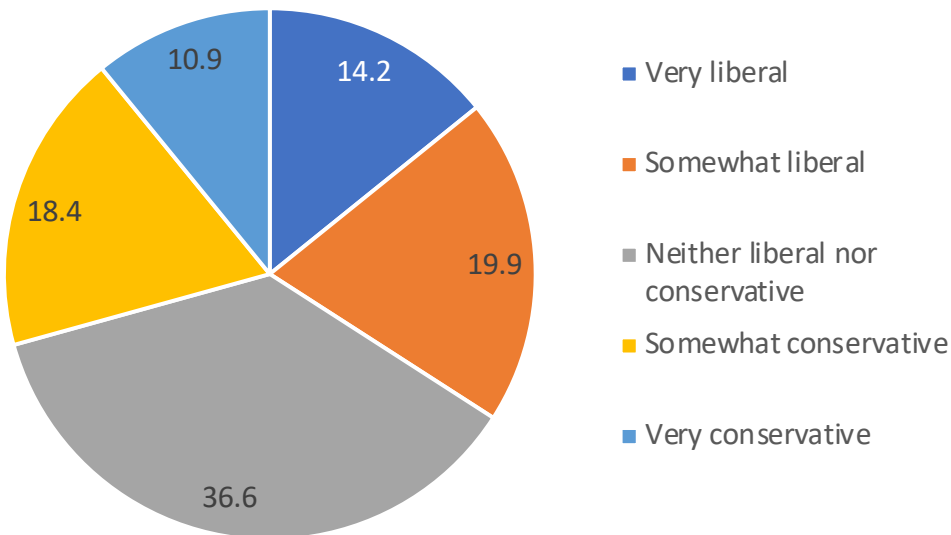
Liberal orientation is significantly associated with needs to relieve feelings of insecurity, disempowerment, stagnation, failure, exclusion, and uncaring, as well as promotional needs for justice, caring, and inclusion.

How well is democracy working?

Viewing democracy as working well is significantly correlated with promotional needs for purpose, caring, and immersion; viewing democracy as working poorly is significantly correlated with needs to relieve feelings of limitation, injustice, insecurity, and being uncared for.

17.6
27.9
31.1
17.6
5.7

- Very poorly
- Somewhat poorly
- Neither well nor poorly
- Somewhat well
- Extremely well

AgileBrain℠
Emotions Matter

Politics

How well is democracy working?
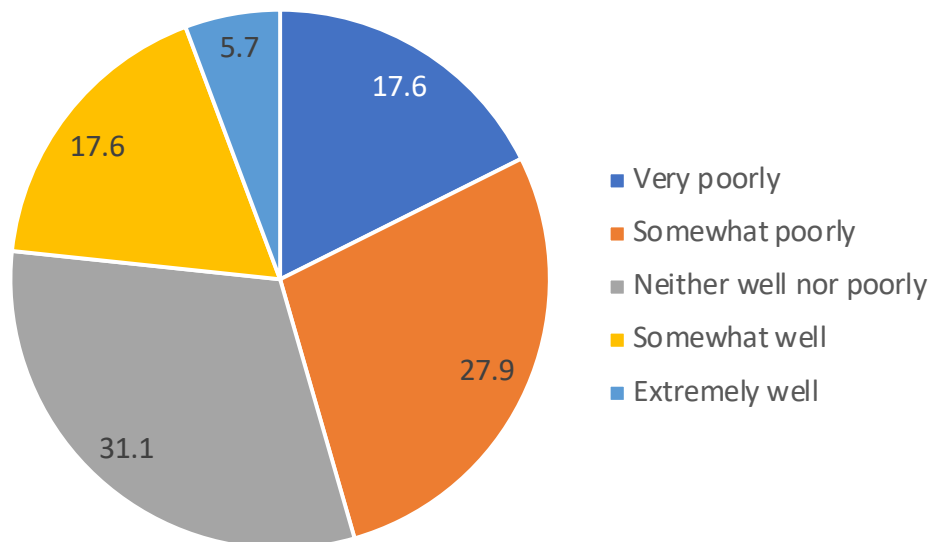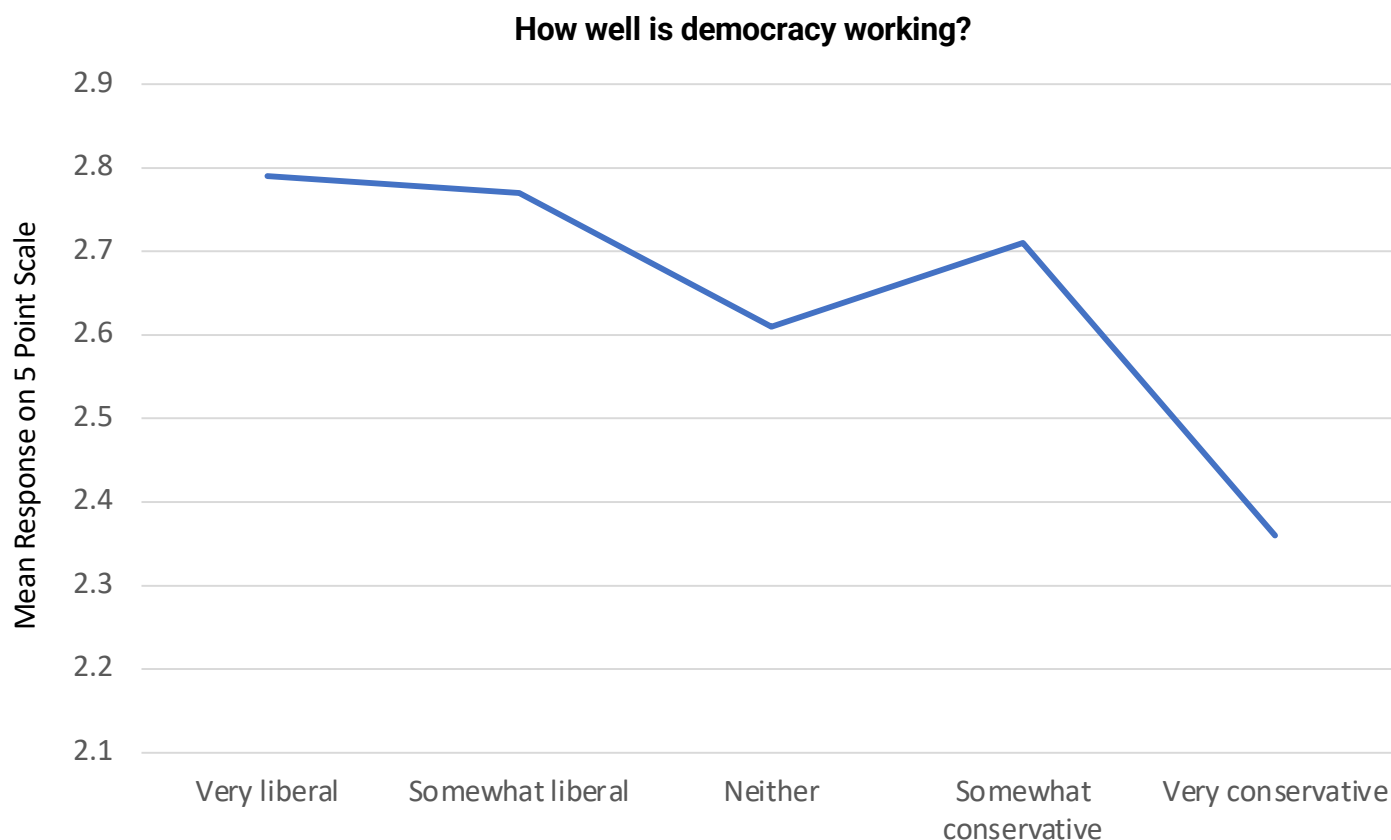
Findings show that the more liberal a person is, the more likely they are to believe that democracy is working well. The more conservative a person is, the more likely they are to doubt democracy.

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Emotions Matter

Activities & Emotional Needs

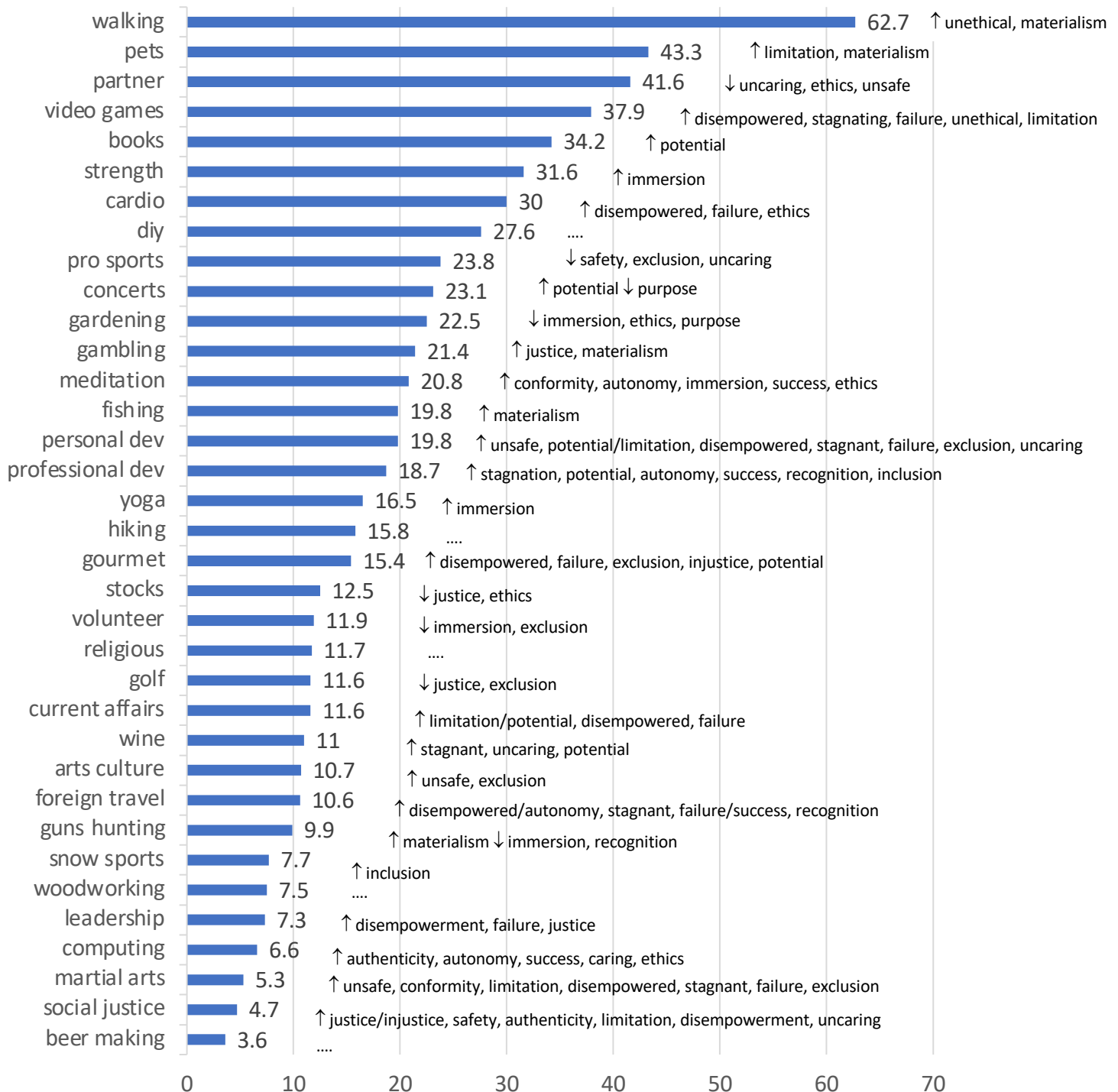| Activity	Value	Emotional Needs
walking	62.7	↑ unethical, materialism
pets	43.3	↑ limitation, materialism
partner	41.6	↓ uncaring, ethics, unsafe
video games	37.9	↑ disempowered, stagnating, failure, unethical, limitation
books	34.2	↑ potential
strength	31.6	↑ immersion
cardio	30	↑ disempowered, failure, ethics
diy	27.6	….
pro sports	23.8	↓ safety, exclusion, uncaring
concerts	23.1	↑ potential ↓ purpose
gardening	22.5	↓ immersion, ethics, purpose
gambling	21.4	↑ justice, materialism
meditation	20.8	↑ conformity, autonomy, immersion, success, ethics
fishing	19.8	↑ materialism
personal dev	19.8	↑ unsafe, potential/limitation, disempowered, stagnant, failure, exclusion, uncaring
professional dev	18.7	↑ stagnation, potential, autonomy, success, recognition, inclusion
yoga	16.5	↑ immersion
hiking	15.8	….
gourmet	15.4	↑ disempowered, failure, exclusion, injustice, potential
stocks	12.5	↓ justice, ethics
volunteer	11.9	↓ immersion, exclusion
religious	11.7	….
golf	11.6	↓ justice, exclusion
current affairs	11.6	↑ limitation/potential, disempowered, failure
wine	11	↑ stagnant, uncaring, potential
arts culture	10.7	↑ unsafe, exclusion
foreign travel	10.6	↑ disempowered/autonomy, stagnant, failure/success, recognition
guns hunting	9.9	↑ materialism ↓ immersion, recognition
snow sports	7.7	↑ inclusion
woodworking	7.5	….
leadership	7.3	↑ disempowerment, failure, justice
computing	6.6	↑ authenticity, autonomy, success, caring, ethics
martial arts	5.3	↑ unsafe, conformity, limitation, disempowered, stagnant, failure, exclusion
social justice	4.7	↑ justice/injustice, safety, authenticity, limitation, disempowerment, uncaring
beer making	3.6	….

(x-axis: 0, 10, 20, 30, 40, 50, 60, 70)

WFL6 also looked at the emotional goals associated with lifestyles and activities. Insights made sense. Skiers seek inclusion, yogis seek immersion, etc. Walkers are focused on the Spiritual, martial artists seek autonomy…
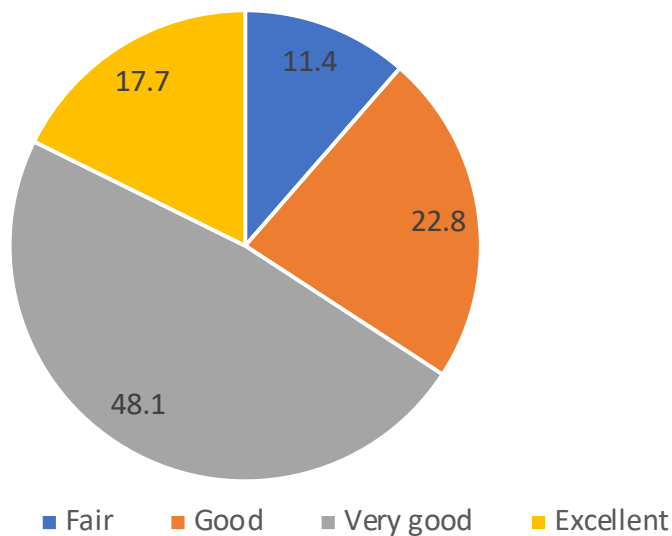
Sample Characteristics

Each Workforce Listening Study seeks to examine a representative sample of the U.S. workforce. This section highlights some of the characteristics of the sample.

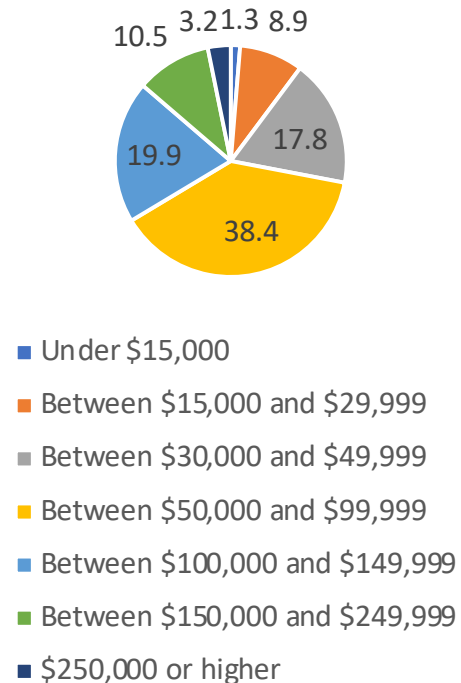# *Workforce Listening Study #6*: Return of the Great Resignation?

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Sample Characteristics

Financial Well-being

11.4

22.8

48.1

17.7

■ Fair ■ Good ■ Very good ■ Excellent

Household Income

10.5 3.2 1.3 8.9

19.9   17.8

38.4

■ Under $15,000
■ Between $15,000 and $29,999
■ Between $30,000 and $49,999
■ Between $50,000 and $99,999
■ Between $100,000 and $149,999
■ Between $150,000 and $249,999
■ $250,000 or higher
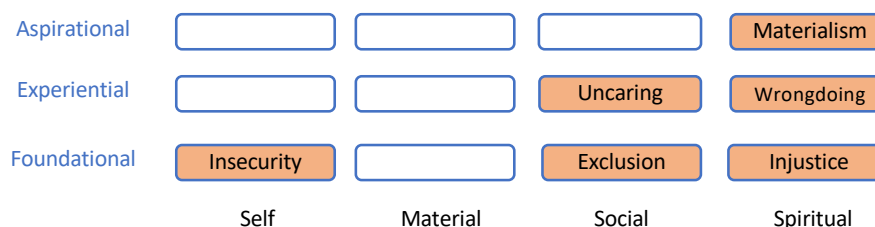
Although two-thirds of American workers see or perceive themselves as being in very good or excellent financial shape, nearly one-third earn below median household incomes. Lower income is significantly correlated with a variety of unmet emotional needs including, respectively, feeling uncared for, treated unjustly, unethically, and materialistically, excluded, feeling without purpose, and feeling psychologically unsafe.

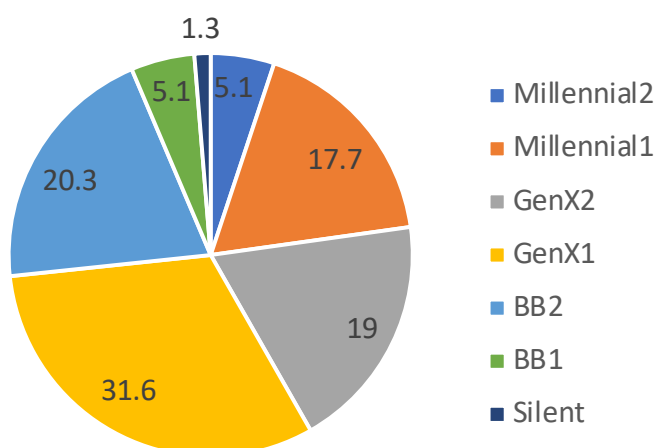### *Agile*Brain Framework − Activated Needs, Financial Stress

	Self	Material	Social	Spiritual
Aspirational				Materialism
Experiential			Uncaring	Wrongdoing
Foundational	Insecurity		Exclusion	Injustice

Workforce Listening Study #6: Return of the Great Resignation?

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Emotions Matter

Sample Characteristics

Generation

- Millennial2
- Millennial1
- GenX2
- GenX1
- BB2
- BB1
- Silent

1.3 · 5.1 · 17.7 · 19 · 31.6 · 20.3 · 5.1

Gender

- Male
- Female
- Other

1.3 · 43.4 · 56.6

Ethnicity

- Black
- Asian
- Hispanic
- White
- Other

1.3 · 5.1 · 6.3 · 6.3 · 81

Handedness

- Ambidextrous
- Left
- Right

11.7 · 8.1 · 80.2

Workforce Listening Study #6: Return of the Great Resignation?

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Sample Characteristics

Marital Status

- Single — 29.3
- In a committed relationship — 13.2
- Married — 43
- Separated — 2.4
- Divorced — 10.4
- Widowed — 1.7

Education

- Some high school
- High school graduate or GED — 17.3
- Some college — 27.1
- College graduate — 35.8
- Some post-graduate — 4
- Post-graduate degree — 14.1
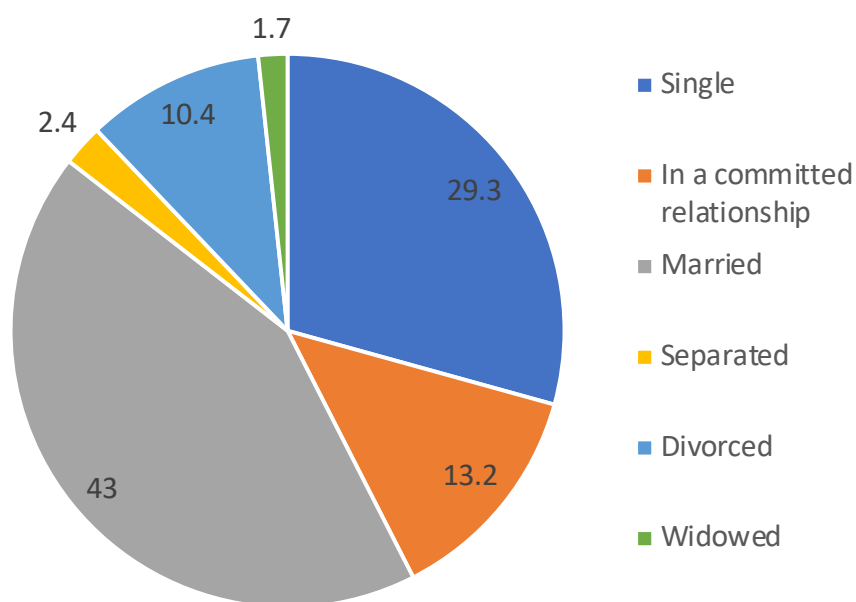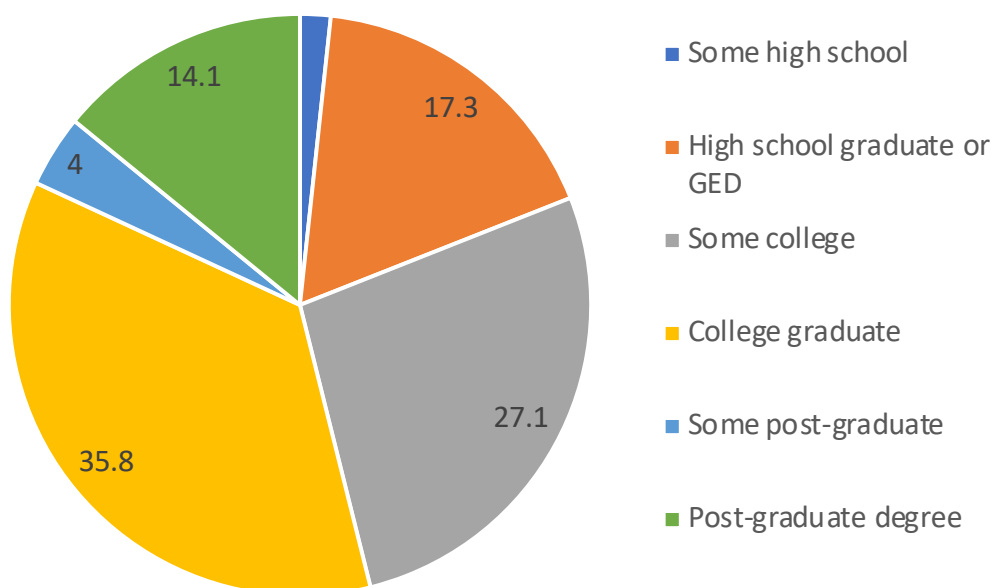
Workforce Listening Study #6: Return of the Great Resignation?

Sample Characteristics

Employment Size
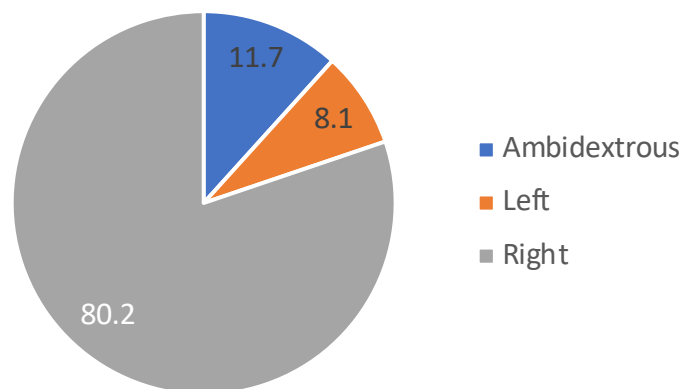

- 5,000 or more employees — 26.1
- 1,000 – 4,999 — 16.8
- 500-999 — 16.3
- 100-499 — 21.1
- 50-99 — 9
- 20-49 — 7.5
- 1 to 19 — 3.3

Role

- Upper Management — 11.3
- Middle Management — 18.4
- Frontline Manager/Supervisor — 9.9
- Trained Professional — 16.3
- Skilled Laborer — 15
- Administrative Staff — 8.2
- Support Staff — 6.9
- Sales — 6.9
- Other — 4
- Consultant — 2.1
- Scientist — 1

Workforce Listening Study #6: Return of the Great Resignation?

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Sample Characteristics

Work Environment

- Mobile
- Outdoors
- Educational
- Factory
- Healthcare
- Warehouse
- Remote
- Retail
- Office

Values: 2.7, 5.9, 6.9, 7.7, 8, 8.1, 10.6, 13.6, 36.4

Location

- Working from home
- Working part time from home and part time at a company location (my choice)
- Working part time from home and part time at a company location (company's choice)
- Working full time at a company location

Values: 12.4, 14.1, 8.1, 65.4

Workforce Listening Study #6: Return of the Great Resignation?

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Industry

Pie chart values: 0.3, 0.2, 0.4, 1, 1.2, 1.3, 1.6, 1.8, 1.8, 2.1, 2.2, 2.7, 4.7, 4.9, 5.4, 5.4, 5.5, 5.9, 8.2, 8.8, 11.2, 11.4, 12.1

Legend:

- Medical devices
- Religious & non-profit
- Biotechnology
- College, University, & Adult Education
- Utilities
- Legal Services
- Primary/Secondary (K-12) Education
- Hotel & food services
- Government & public administration
- Other
- Health Care & Social Assistance
- Manufacturing
- Broadcasting & Publishing
- Pharmaceuticals
- Arts, Entertainment, & Recreation
- Agricultural & forestry
- Scientific & Technical Services
- Telecommunications
- Real estate & construction
- Transportation, warehousing, & logistics
- Information Services & Software
- Banking, Finance, & Insurance
- Retail & Wholesale

About *Agile*Brain

- **How to Interpret *Agile*Brain Results**

- **Try AgileBrain for yourself**

- ***Agile*Brain can transform your business!**

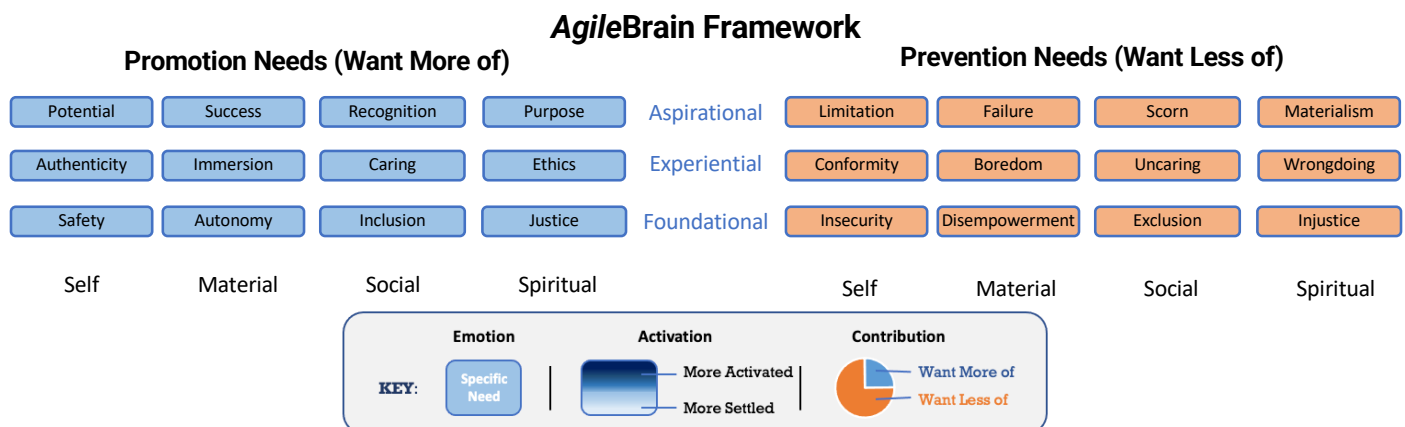- **Access *Agile*Brain resources and experts**

How to Interpret *Agile*Brain Results

The Science – *Agile*Brain is built on 3 scientific threads:

- 125 years of Psychological Theory about emotion and motivation

- The brain's ability to process images much better than text

- The brain's serial processing of images – recognition first, then emotion, then cognition

The Framework – *Agile*Brain integrates 125 years of motivational theory (106 theories in all) into one comprehensive and comprehensible framework, comprising 12 emotional needs organized in 4 Domains (Self, Material, Social and Spiritual) and 3 Levels (Foundational, Experiential and Aspirational). Those 12 needs can be expressed as promotion needs (positives or things one wants more of) or as the prevention needs (negatives or things one wants less of). So, for example, in the Material Domain humans have a foundational need for **Autonomy**, or self-agency. If one feels empowered one can chose what one does and Immerse oneself in it. **Immersion**, or getting in the flow, is much more likely to lead to **Success**. This is an example of promotion needs leading to a positive outcome (Autonomy leads to Immersion leads to Success). Prevention needs can lead to negative outcomes. For example, if one feels **Insecurity** (negative Safety), one is more likely to conform (to "fit in"). **Conformity** imposes **Limitation** on one's ability to achieve one's Potential.

*Agile*Brain Framework

Promotion Needs (Want More of)   **Prevention Needs (Want Less of)**

Potential	Success	Recognition	Purpose	**Aspirational**	Limitation	Failure	Scorn	Materialism
Authenticity	Immersion	Caring	Ethics	**Experiential**	Conformity	Boredom	Uncaring	Wrongdoing
Safety	Autonomy	Inclusion	Justice	**Foundational**	Insecurity	Disempowerment	Exclusion	Injustice
Self	Material	Social	Spiritual		Self	Material	Social	Spiritual

The Interpretation – *Agile*Brain-certified practitioners (coaches, therapists, consultants and researchers) use *Agile*Brain to understand what emotional need areas are activated (deeper shades of blue), which are settled (lighter shades of blue) and what is the contribution of promotion needs (wanting more of a good thing) or prevention needs (wanting less of a bad thing) to activation in that need area. For the purposes of this report; only the cells that are activated at a statistically significant level are labeled and colored blue or orange to indicate the dominant contribution.

The Implication – This data can be used at the individual level in coaching, consulting and therapy applications and aggregated for group, organizational and research applications. *Agile*Brain data has shown to add significant predictive power to a wide range of organizational concerns (e.g., retention, engagement) and societal issues (e.g., mental health, addiction).

*Agile*Brain can transform your business!

Advances in neuroscience and behavioral psychology have proven, what we already knew, that emotions drive our behaviors much more than rational thought. If you're in a people business (and who isn't these days), then you can now take advantage of those scientific advances to transform your business.

The business adage "what gets measured matters" was flawed because we had no way to measure emotions. And so, we relied on traditional techniques – like surveys, focus groups and conversations – that are all cognitive. They ask you to <u>think</u> about how you <u>feel</u>. And that's a problem, because humans struggle to articulate their true feelings and will often hide them even if they can – what psychologists call cognitive bias.

*Agile*Brain is a powerful new measurement and feedback system grounded in behavioral psychology and neuroscience that bypasses those biases to capture employees' true feelings. This approach has been validated, peer-reviewed and published. Coaches, consultants, researchers and business professionals are using it actively to uncover important insights and accelerate the pace of change in a variety of ways:

- Personal & Leadership Development
- Team Dynamics
- Organizational Culture & Employee Engagement
- Employee Well-being & Total Rewards Design
- Market & Brand Research
- Mental Health & Public Policy

What makes *Agile*Brain so unique?

*Agile*Brain is a completely different way to capture employee feedback:

Fun – image selection, not long lists of questions.
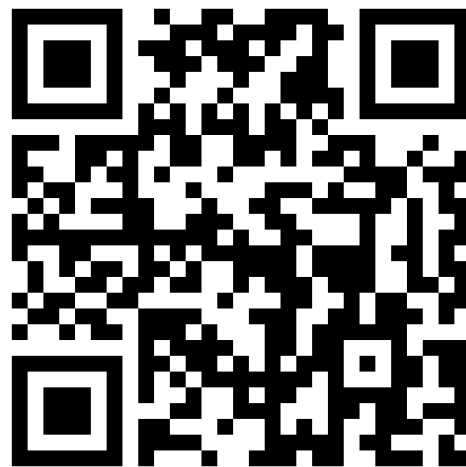**Fast** – under 3 minutes, not another long survey.
Powerful – generating 2-8x more explanatory insight in a fraction of the time.

Learn how you can put *Agile*Brain to work in your work!

AgileBrain℠
Emotions Matter

Try AgileBrain Yourself

https://tinyurl.com/AgileBrainDemo

Click *Schedule a Debrief* at the bottom of your *Agile*Brain results for a complimentary review with an *Agile*Brain Expert

Access *Agile*Brain Resources and Experts

Tap into *Agile*Brain insight:

- Request copies of other WFL studies

- Purchase data sets or request analyses

- Discuss research collaborations

- Learn more about *Agile*Brain solutions

- **Benchmark your organization's emotional needs**

Visit us online:

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- www.agilebrain.com

Reach out to our scientists:

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