



MASSIVE INTEREST IN CHANGING JOBS

2021 is often called the year of the Great Resignation, leaving many CEOs and HR departments worried about maintaining an engaged workforce. According to a Microsoft survey, 41% of the global workforce are considering resigning from their current roles, and Monster, a global leader in connecting jobs and people, is reporting that 95% of workers are considering a job change. Even though workers are now returning to the workplace after months of working from home, workers continue to re-evaluate their priorities and options.

TOXIC CULTURE OVERRIDES COMPENSATION

LinkedIn's *Global Talent Trends* report found that, while job seekers are viewing nearly twice as many job posts before applying, posts mentioning **culture** get 67% more likes, shares, comments and clicks compared to average posts.

Research conducted by MIT-affiliated Revelio Labs found that toxic corporate culture is by far the strongest predictor of industry-adjusted attrition and is 10 times more important than compensation in predicting turnover. Toxic workplace culture is a fear-based culture.

THE FEARLESS ORGANIZATION

According to Harvard Professor Amy Edmondson, fear not only drives employees away, it is expensive. Fear silences all but the most confident voices (rarely the smartest or most observant), and small signals of impending risks are thus discounted or ignored. In her book, *The Fearless Organization*, Edmondson details the **importance of psychological safety. Psychological safety is not a goal, but the soil where other feelings flourish. When people feel comfortable speaking up, organizations are able to problem-solve as a team and make course corrections early.** Edmondson explores strategies to create a climate where workers feel encouraged to speak up, where there is implied permission for candor. She provides many examples of how CEOs and COOs "reframe" failure and disagreement. These statements cannot be copied from someone else, they must be customized. "Fail often to succeed sooner" and "Problems are a team sport" are two examples of reframing statements.

GOOD CONVERSATIONS LET VOICE HAPPEN

When asked for practical advice on how to create a psychologically safe culture, she said "Structure is your friend. In general, we don't have really good conversations, really good meetings. Impose lightweight structures that let voice happen such as one person speaking at a time, everyone listening, capture or record the content. Best practices of high-quality conversation are rare but enforceable."

Everyone familiar with LEGO SERIOUS PLAY know that it provides a structure that supports high-quality conversations.

Sincerely,



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