

# **EMPLOYEE EXPERIENCE**

**A MODEL TO ATTRACT AND RETAIN TALENTS**

**INDUSTRY RESEARCH PROJECT**

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**ABSTRACT\_**



# 1. ABSTRACT

How might we better attract and retain skilled tech talents?

Given the effort that several businesses face to hire and retain skilled talents in the tech industry, it is crucial to comprehend how to compensate employees efficiently and tailor incentives to different profiles. It is also essential to build a culture that works for the tech industry. When an organisation manages both its talent and culture effectively, the interplay between them can create a virtuous cycle: attracting talent, sparking innovation, and creating impact (Doucette and Parsons, 2019).

Diverse employees have different values, motivations and goals during distinct stages of their lives. It is becoming essential for top tech organisations to continually understand the characteristics, necessities and behaviours of innovative people to provide a thriving culture that excites, evolves, supports and expands their careers and lives. These efforts lead impacts on worker engagement, client satisfaction, and profitability.

In this vast landscape of hiring and retaining skilled tech professionals, this investigation will explore the application of human-centred design principles, behaviour design and digital technologies to generate a community of care, and bolster a culture of care, where the most inspiring, innovative, and customer-focused talent desires to be part of it.

“LinkedIn research found that the main reason a person leaves an organisation and the main reason someone joins an organisation is the same: career opportunity. This is the key to attracting and retaining top tech talent” (Thomson, no date).

This research supports the conception of a model that allows understanding what specifically staff is motivated by, moving away from what people do and going forward to who people are, creating a seamless and positive employee experience across the entire employee lifecycle.

# **INTRODUCTION\_**

## 2. INTRODUCTION

Why is it essential to discuss and address the challenges in recruiting and retaining high skilled tech employees?

The impulse for this research is to investigate the intricacies of attracting and retaining top performers in the tech industry and find a solution to combat high turnover in the sector and save billions of dollars every year.

According to RiseHigh research about how long people stay at top tech companies, the average duration of employment spans from as little 10.7 months to as long as 26 months (Van Klaveren, 2016a). The impact cost of it is enormous. Another report carried out by Oxford Economics reveals that replacing members of staff incurs significant costs for employers: £30,614 per employee. “The overall financial impact of staff turnover across the five sectors analysed amounts to a staggering £4.13bn per year. To bring costs down, businesses should do more to retain existing employees”(Doucette and Parsons, 2019). Considering it takes 51 days on average to fill vacancies in the information technology (IT) industry, companies are spending billions to recruit hard-to-find tech talent and then replace that same talent when they leave in one to two years (Johnson, 2018). Even when companies effectively attract and recruit niche tech talent, they are lucky if they retain them for more than one year. In fact, the tech sector has the highest turnover rate at 13.2% out of every single business sector (Johnson, 2018). Results from a recent “HR Reflections” survey, which captured the opinions of HR professionals around the world, have revealed the biggest HR challenges facing the industry as engaging staff and attracting the best talent (Pritchard, 2014). To tackle this problem, it is vital to develop critical analysis and in-depth research to help tech companies attract and retain the top talents. Consequently, it will help people find careers that matter to them and match their expectations, values, and life goals.

Understanding the techniques of dynamic collaboration and the several methods, principles, frameworks, modules and tools used by high-performance teams helps to recognise behaviours and opportunities to improve attraction and retention of skilled tech minds, to build a safe and fertile environment for people to work in harmony and achieve their best performance delivering projects. Taking advantage of behavioural science to generate a positive impact on the tech community can be a possible pathway to inspire, and engage and understand top talent employees.

# LITERATURE REVIEW\_

### 3. LITERATURE REVIEW

- What is the current thinking about the need for better recruitment and retention of staff?

Talent is top of mind again as leaders struggle with how to capitalise on the opportunities of a changing post-recession economy while at the same time keeping workers happy and engaged. Even though many parts of the global economy are still struggling, there continues to be a talent shortage, and many companies still struggle to hire and hold key talent (Isson and Harriott, 2016).

In this context, it is essential that companies increasingly understand people, their expectations and their values. That is why it is vitally important to understand the employee more deeply.

At the same time, younger workers continue to enter the workforce while older workers retire. These younger workers have a different expectation for the pace of feedback, career development, promotion, and what it means to be an employee. Also, the world of work has changed, with social media providing new ways to connect, engage, and find candidates. This enables candidates to promote their skills, while at the same time leaving a gold mine of talent data to be harnessed as a competitive edge for hiring managers (Isson and Harriott, 2016).

#### 3.1 A data date

On LinkedIn's social platform, sharing big data and the fact that people can have an intimate relationship with someone before we even start working together has opened up new possibilities to directly attract new talent, with no filter by recruitment agencies. Because the primary motivation for recruitment agencies is to create as many big databases of people as possible, not only get people jobs, and not only hire the right talents for a specific client, it is about volume.

Great candidates are often fielding multiple offers at once. The problem, as explained on Quora by Stuart Liroff, VP of talent acquisition at Academia.edu:

"My biggest problem is that nearly all candidates are actively pursuing multiple opportunities. Where I used to be able to work pretty much 1:1 with passive candidates, I no longer have that luxury" (Petrone, 2020).

There is too much noise in the market, making it hard to grab candidates' attention.

According to Ambra Benjamin, global leadership recruiting leader at Facebook: “In my opinion, the greatest obstacle for recruiters is connecting with candidates through the noise of all the other 2,000 recruiters trying to reach out to the same candidates” (Petroni, 2020).

It is interesting to understand, for example, how diverse platforms can help employers and employees during the recruitment process. While LinkedIn offers, through its database of professionals, a talent search service for companies, Glassdoor conversely aims to bring information from several companies to market professionals. Instead of being a hierarchical old fashion structure, it is entirely flat, it is almost like a dance, where companies have access to a virtual showcase of talents and professionals obtain an x-ray of these companies. A data date. And the top tech talents have to decide: I will spend 1/3 of my life, 8h of my day with this company? It is a very important decision. More employees understanding of the need companies have, the opportunities available and the value they represent, (rather than previously being a very unbalanced relationship emotionally) more empowered people will bring fairness and balance to permeate this relationship.

The days of scanning job boards, college recruiting trips, open houses, and advertising are obsolete. Future success in talent management will be largely dependent on an organisation’s ability to mine their database (Isson and Harriott, 2016).

It is essential to understand the speedy digital transformation associated with recruiting people. From data collection, there is a new way of dealing with recruitment and attracting top talents. Nevertheless, just dealing with data is not enough; it is vital not to let the algorithm work by itself, or with some kind of bias. The way to interpret this data has to be analysed with the HR department and researchers’ criteria and knowledge.

There is a shortage of twenty-first century talent acquisition strategies (Isson and Harriott, 2016).

The good news is, as the authors of the book *People Analytics in the Era of Big Data* so clearly explain, that diving into the Big Data ocean with predictive analytics fishing gear virtually ensures that you will catch exactly what you’re fishing for. First, think about the talent pool. In truth, there is no shortage of qualified people for any one company. The talent ocean has not been overfished for the needs of your company. The problem is that there are many boats fishing. You need a world-class talent acquisition system. This is where predictive analytics comes to the rescue (Isson and Harriott, 2016).

There is a window of opportunity here concerning the development of new tools, systems, services and products related to the acquisition of new talents. HR departments will necessitate innovating more and more to carry out their work efficiently through the most modern people analysis, using big data, machine learning and artificial intelligence.

Transforming human resource management to fit Industry 4.0 is not a necessity, but a matter of survival for HR professionals (Poba-Nzaou, Galani and Tchibozo, 2020).

Particularly, since the early 1980s, HR professionals have been criticized for their tendency to focus mostly on traditional administrative tasks and compliance, despite recurring calls to play a more strategic role within organizations (Sandholtz et al., 2019).

Most companies are not prepared for the challenge of attracting, retaining, and developing people; talent management is typically led by HR and is not at the heart of business strategy; less than two - thirds of HR directors report to CEOs (due to lack of business knowledge), and they earn up to 50 percent less than peers in finance, marketing, IT; the influence of HR has declined significantly over the past 10 years (Weiss and MacKay, 2009).

People Analytics is a new domain for most HR departments. However, with the application of new techniques and new thinking to talent management, the field of People Analytics is becoming more Mainstream. Leading companies are increasingly leveraging sophisticated methods to analyze employee and business data to enhance their competitive edge. How companies can create business value from their Big Data assets? By effective People Analytics, we mean analytics that start with a strategic human capital business goal or question, integrate disparate data sources together, create a prediction for the future, and lead to business actions with measurable results (Isson and Harriott, 2016).

Among the technologies associated with the fourth industrial revolution, we have chosen, for reasons of parsimony, to discuss Big Data and analytics applied to HR or people analytics, as it is one of the fast-growing technologies with the most potential for HR function and HR professionals (Poba-Nzaou, Galani and Tchibozo, 2020).

Against this mindset about the effectiveness of the use of big data and its positive impact, recent studies point to a series of difficulties and challenges linked to the access and interpretation of big data in the recruitment process.

The newest improvement in hiring, which is both encouraging and disturbing, is the growth of data science-driven algorithms to discover and evaluate job candidates. Unfortunately, data science - which is still in its infancy when it comes to recruiting and hiring - is not yet the panacea employers hope for (Cappelli, 2019).

Big data analytics also presents special challenges related to its impact on persons with disabilities. When a person's inability to use the technology constitutes an impediment to a proper assessment, the analytical tool may lead to claims of discrimination. Further, federal law precludes an employer from obtaining information about a candidate's medical history or condition before making a hiring decision. To the extent a big data tool collects information about medical history or causes candidates to disclose such information at an inappropriate time, the tool may violate discrimination law (Forman, Glasser and Aibel, 2018).

Companies must be aware of the potential risk before embracing big data analytics in the hiring process, including many fail predictions from algorithms.

criteria, the employer may be unable to produce sufficient evidence of the decision-making process. Indeed, the algorithm that the employer is required to defend might be different from the version that was used at the time of the hiring decision. Often, even the vendor or data scientist who created the algorithm does not know what the algorithm is doing (Forman, Glasser and Aibel, 2018).

Sometimes the predictions based on past experiences will not give the right answers for future issues. Algorithms based on the past will only give us more of the same, without being aware of the fast cultural and social changes in people's lives.

As Amazon learned, the past may be very different from the future we seek. It discovered that the hiring algorithm it had been working on since 2014 gave lower scores to women—even to attributes associated with women, such as participating in women's studies programs—because historically the best performers in the company had disproportionately been men. So the algorithm looked for people just like them. Unable to fix that problem, the company stopped using the algorithm in 2017. Nonetheless, many other companies are pressing ahead (Cappelli, 2019).

I believe there is a vital role of big data in the huge landscape of attracting and retaining the top tech talents. I agree with Isson and Harriott (2016) about how digital technology has changed the way people connect and find jobs. However, it is important to understand the critical point of view of Cappelli (2019) in terms of harmful usage of big data by itself and the way the models and hiring tools are built. I agree that big data



will not solve all problems in the hiring process, and there is a huge chance of bias in the algorithm's predictions and in artificial intelligence outcomes. Moreover, taking data from social media or websites, people have visited also suggests essential issues regarding ethics and digital privacy. The critical analysis of technology's fundamental role and big data analysis in the talent recruitment process presents different arguments for and against these technological innovations. I also believe that the path of the future is to use the tools of big data, machine learning, and artificial intelligence ethically in an environment controlled by HR professionals so that processes and outcomes are rigorously evaluated before agreeing with the analysis made by new technologies available. I also believe that employers need to collect increasingly large volumes of data that the algorithm require to make accurate predictions. It is rendered worthless if the recruiter can not understand the results. There is value in big data, but if we don't understand how the conclusions are made, it is very hard to understand its implications. They must know what they are looking at to indicate the value of each data point and interpreting behaviour trends. But what is the right kind of data that should be ethically collected and analysed by recruiters and employers?

### **3.2 The Covid-19 effect: how the global crisis changed everything**

The world is always changing, and three factors that accelerate human history are wars, revolutions and epidemics—the first characteristic of it: **the acceleration of processes that were already underway**. For example, after the first world war, women entering the workplace to do jobs, usually done by men, won them considerable respect and admiration. Women proved themselves to be every bit the equal of men and the process to have the right to vote was accelerated. Yuval Noha Horari set another great example: his university in Israel has been debating for years whether to go online to take classes or not. In one week it was decided that now everyone has online classes. And the same acceleration processes are happening right now and moulding the future of recruiting and retaining talents in the tech industry. Microsoft's CEO Satya Nadella captured perfectly one of the most significant impacts of the pandemic, when he declared that "We have seen two years' worth of digital transformation in two months."(Spataro, 2020)

### **3.3 Employees' context**

People worldwide have been coping with the COVID19 pandemic for at least 12 months and even longer in some regions. Historic and life-threatening natural disasters ranging from wildfires to monsoons have introduced additional worries. The U.S. and other countries are grappling with an ongoing reckoning with racial injustice and

tense political issues. Working parents with school-age children are being stretched to the limit. Furthermore, many of these challenges have disproportionately impacted employees in underrepresented minority groups. “Employees are human, and it is no longer feasible to compartmentalise work and personal life. They expect their employers to not only embrace but also support them in all of their humanity” (Glint Data Insights Report, 2020).

The COVID-19 pandemic is first and foremost a human tragedy that has played out across the globe. People are experiencing unprecedented levels of disruption in their homes and communities, as well as in their jobs. McKinsey surveyed more than 800 US-based employees on a wide variety of topics related to employee activity, COVID-19-related perceptions and impacts, and employee outcomes. The primary focus of the research was to determine factors that lead to employee engagement, well-being, and work effectiveness during and after a crisis. They found that employees working remotely see more positive effects on their daily work, are more engaged, and have a stronger sense of well-being than those in non remote jobs with little flexibility do. Parents working from home appear to be faring better than those who are more isolated are. Fathers working remotely seem much more positive about the experience than mothers are (Emmett et al., 2020).

### **3.4 Wellbeing takes centre stage**

Around the world, employees are mentally and emotionally exhausted. They need and demand, resources to help them cope with mental health problems. If companies make mental health services more accessible and intervene in the workplace in ways that improve well-being, they will simultaneously make investments that will provide real improvements in employee outcomes and consequently, in company performance (Pfeffer and Williams, 2020).

Even before the pandemic, mental health and well-being were already of great importance within organizations from different industries. Top tech companies were already aware that something had to be done to help employees.

In the New York Times article called Silicon Valley Goes to Therapy, become clear how this problem is affecting the tech industry. Across Silicon Valley, anxious tech workers are finally admitting they have a problem. “The questions that are percolating in the national consciousness are making tech work not as glamorous or as noble as it was,” said Meredith Whittaker, a Google researcher who resigned in June 2019, in part to protest the company’s military contracts and its ethics around artificial intelligence.

“There’s a lot of anxiety. How could you not have that? Tech companies are fuelling some of the most egregious human-rights abuses” (Bowles, 2019). Silicon Valley is approaching its anxiety the way it knows best. So now there is on-demand therapy. Therapy metrics. Therapy R.O.I. Matching therapists with clients using the tools of online dating (Bowles, 2019). The platform Calm is the first “unicorn” meditation startup, valued at \$1 billion in 2019. It was voted iPhone App of the Year in 2017 and Google Play’s Editors’ Choice a year later. Calm was the top meditation app of 2019 by worldwide revenue and downloads (Curry, 2020).

In 2012, Salvatierra stepped in front of a Caltrain, abruptly ending his life. He was 39 years old. Salvatierra was an executive who helped build eBay from the ground up. He was the former CFO of Skype, a VP at PayPal, and always one of the smartest in the room, according to his colleagues.

*“He described the startup environment as a perfect storm for people who may struggle with mental health issues.”*

*“In Silicon Valley, where your biggest asset is your brain, the stigma is magnified, according to Penelope Draganic, whose husband Zarko also struggled from depression and ended his life.”*

Whitman, whose sister struggles with bipolar disorder, says the myth of mental illness is that people are unable to do their jobs (Fink et al., 2019).

Even before Covid-19, behavioural health problems such as anxiety, stress, and depression were widespread, constituting a leading cause of diminished well-being and exacting an enormous toll in the form of absenteeism, reduced productivity, and increased healthcare costs. The pandemic has only made the situation worse. A McKinsey survey of approximately 1,000 employers found that 90 percent reported that the COVID-19 crisis was affecting the behavioural health and often the productivity of their workforce. (Pfeffer and Williams, 2020).

During the pandemic, employee burnout has reached a new high—with no indications of abating. According to Glint Report (2020) data, we are in unprecedented employee-burnout territory. Even the term “burnout” has arguably become a limited representation of what we are facing: a sustained level of stress, anxiety, and provocation with no end in sight. We cannot overemphasize that organizations need to make employee well-being a top priority (Glint Data Insights Report, 2020). Given the economic toll of mental and substance use disorders, employers should be highly motivated to invest

in behavioural health else risk increased healthcare costs and employee attrition. Measurement of employee stress and mental well-being is on the rise, but still lacking. A pre-pandemic survey of more than 600 firms by benefits consultant Willis Towers Watson reported that the proportion of employers measuring their employees' stress level was projected to increase from 16 percent to 53 percent by 2021. That increase would still leave a significant fraction of employers with no data on the empirical dimensions of employee behavioural health challenges (Pfeffer and Williams, 2020).

Organizations with higher levels of wellbeing achieve better business outcomes; higher levels of employee engagement, improved revenue, greater customer satisfaction and fewer safety incidents (Enhancing physical, financial, emotional and social wellbeing, 2020). Carolyn Kalafut believes employee well-being will be a key priority in 2021. Happiness and success depend on personal well-being. Promoting and protecting people's well-being is mission critical—whether addressing employee health and safety, helping people cope with prolonged stress, or supporting those with colliding work and personal lives. Employees will seek more support for their wellness and mental health, gravitating toward organizations with cultures focused on taking care of one another. Managers will get better at having meaningful conversations that go beyond the “what” of work to acknowledge the needs of the whole person. Organizations will normalize well-being and mental health, knocking down stigma and embracing human imperfection with compassion. And leaders will help everyone understand, prioritize, and take ownership of their vitality and peace of mind. Those who do it right will unlock the best of human potential (Rasieleski et al., 2021).

### **3.5 What are the challenges about attracting and retaining staff in the current climate?**

The global pandemic has given many people a chance to pause, think, rethink and reassess what is important to them. Across every region of the UK, over 80% of candidates agreed or strongly agreed, with the statement: ***“I want to find more meaningful work”***. Pre-pandemic research suggests employers need to recognise that candidates are more motivated by factors such as a feeling that what they are doing is of value to others or broader society. A sense of contributing within a team. Having more control and autonomy over their role and responsibilities. Having opportunities to learn and to feel challenged. The research above carried out during lockdown show a new factor: 78% of men and 87.3% of women who responded to the survey said that when thinking about their next job hunt, it was “Important”, or “Very Important” to them, ***“How a company treated their current workers during the crisis”***. The value of a job cannot be measured by the pay alone. There are many indications that we will

come out of lockdown into higher unemployment and lower open job volumes. This will change the balance of power in the 'war for talent'. This does not mean that recruiters jobs will get easier. The core problem will change from hiring against a talent-shortage to finding still-scarce talent in a much bigger pool of candidates. This new landscape has important implications for recruiters, who are coming back to an uncertain market (Are UK workers coming out of lockdown, and searching for meaning?, 2020).

According to Justion Black - Head of People Science at Glint - now is the time for bold leaders to reimagine a new world of work - a world that puts people at the centre. Why prioritize people? Because business prosperity and success depend on human ingenuity. That means industries have a mission and an opportunity to use ingenious thinking to reinvent the employee experience. Competition demands that we attract, engage, and retain talented people; that we champion diversity, inclusion, and belonging; and that we help more people achieve happiness and success (Rasieleski et al., 2021).

Belonging, connection, well-being, mental health, flexibility...If you're a people leader feeling overwhelmed by your employees' needs, start with one of the most straightforward habits to help your employees: **conversations** (Glint Data Insights Report, 2020). Now it is time to make hybrid working 'work' and dovetail factors such as employee preferences and wellbeing with business requirements.

The pandemic has thrust the human resources function into the spotlight. HR has thrived during this difficult time in organisations where the function is well led, has strong senior stakeholder equity, has prioritised employee wellbeing and has robust capability in people analytics. Companies need their HR functions like they've never needed them before – not only to be the conductor of digital transformation and new ways of working for people related issues, but to put the 'human' at the centre and ensure that our workplaces become fairer, better and more humane.

Employees want consumer-grade experiences at work that are meaningful, deeply personalised and digital. You can't measure, personalise and improve the employee experience without people analytics, and the research at Insight222 finds that employee experience ranks second (behind business and strategy) as the area where people analytics is adding the most value in 60 global companies. (Green, 2020)

Industries world-wide need more than ever to implement in their organisations human-centred design methodologies, efficient and simple people processes, new systems, policies, and programs to attract candidates and retain top talents. What does this

mean for employers? It has been easy until now: If companies want the best, they offer people more money. And that has been enough to drive them. Right now there is a step-changing, what probably never would have happened without Covid-19 and it is about **values**. People start to question themselves. “What are my values? How am I valued? Did they put the employees first?” Furthermore, companies started to ask: “What works for you? Do you want to work from home?” It is probably the most significant single point in history where employers have had to show the values they have to their employees. Moreover, some of them succeeded, and some failed during these unprecedented times because of the outdated model about how companies value people by money.

Psychological studies suggest that employers may hold a flawed set of assumptions about what genuinely motivates people. Most believe that their employees are driven by extrinsic factors, such as money. But the evidence shows that intrinsic motivations – such as the enjoyment of the role or intellectual appeal of the job – are far more important (Shotton, 2020).

### **3.6 What effects COVID had on our concepts of what work is?**

People traditionally thought of work as a place to be for a fixed amount of time. Everybody starts realising that work is more about satisfaction for employees, completing tasks that need to be done for the organisation, and moving everything forward whilst not jeopardising their families. However, how do people manage that within their life? Working remotely, most people do not have to be in a specific workplace for an amount of time every day anymore. It has now become a much more flexible relationship between the organisation and the employees. Nowadays, companies have to trust their employees, and the opposite is also true. This becomes a much better way of working than we have had in the past, where most people just sit in a chair for eight hours a day and whether they do loads of work, or very little work, they get paid the same amount of money. It is also exciting because managers cannot really sit on employees shoulders anymore and watch them all the time. So, this is a crucial time for employers and employees to rethink their values. Money is worthless if there is no time to spend it. This crisis made everyone pause and ask: “What is work? Is this a better way to do it? Is this better for me? Do I get to see my kids?” It makes people value what is important in their lives, what really matters. Because for the first time ever, individuals around the world had to make their own version of what work looks like at home, and some of them will like it and some people will not.



According to Shubhang Dave - People Science Expert at Glint - people around the world are reimagining their careers—and their entire lives. Just as entire industries have pivoted, collapsed, or become something new, individuals are also ready to reinvent themselves, their careers, and their lives. Many of those less tethered to a physical office will look for new places to call home; others will learn new skills and set their sights on new jobs. Organisations will need to capitalise on these revamped expectations to keep people energised and focused or risk losing them to new opportunities. That means building growth cultures that support the development of new capabilities and internal mobility. Investments in technology and training will be a critical part of competing in the work from-anywhere, learn-from-anywhere world (Rasieleski et al., 2021).

### **3.7 How the world's best companies are responding to coronavirus?**

Companies are having different reactions to protect their employees and their businesses during the pandemic. For example, Amazon is launching a \$25 million relief fund for delivery drivers and seasonal workers amid the coronavirus outbreak (Gurchiek, 2020). Amazon is also increasing the pay of its employees by \$2 per hour from their hourly pay of \$15 per hour (Moorhead, 2020). The aim is to help employees *“that are under financial distress during this challenging time”*, the company said. Starbucks is offering *“catastrophe pay”* to U.S. baristas who have been exposed to the coronavirus. EY, one of the UK's Big Four accountancy firms, has gone virtual with parts of its student recruitment process in response to the spread of coronavirus. Google is supporting more than 100,000 North American Employees to Stay Home (Gurchiek, 2020). Microsoft is the first large tech company to commit to keeping paying hourly workers. Since Microsoft has joined other companies in asking employees to work from home, those hourly workers who can't work from home are still getting paid. Apple has donated \$15 million towards the global COVID-19 response as well as efforts to lower the economic effect. It is also matching its employee donations two-to-one on a national and international level. Apple has donated 10 million masks to the medical community in the US. Like Microsoft started, Apple is continuing to pay all its hourly workers even though they can't go to work. (Moorhead, 2020).

The examples, very reactive and though good, are more of a Public Relation exercise in response to Covid. They are less forward-thinking in their day-to-day humanity, and it will be interesting to see what happens when the crisis is over. Will they return to previous approaches, or will this be a new dawn in human-centred employment?

All these tech companies are showing leadership, however they have some of the biggest problems with retention of staff. So obviously something is going wrong in those companies, they are making decisive decisions based on evidence right now but what maybe they are not doing is using all their big data and design systems to build community and connect in meaningful ways, in other words, to retain staff.

Workforce dynamics have always been complex during business cycle changes. However, what's different in this economic cycle is that human capital executives and hiring managers now have Big Data analytics to leverage in attracting, acquiring, and advancing the right talent through the organization (Isson and Harriott, 2016).

Here's how long employees are staying at the 10 biggest companies in tech:

- Facebook: 2.02 years
- Google: 1.90 years
- Oracle: 1.89 years
- Apple: 1.85 years
- Amazon: 1.84 years
- Twitter: 1.83 years
- Microsoft: 1.81 years
- Airbnb: 1.64 years
- Snap Inc.: 1.62 years
- Uber: 1.23 years (Peterson, 2018).

Tech companies are trying to treat everybody the same, when really humans are one of the most complex systems we ever come across, and everyone in this planet has different loves, passions, fears, values and needs. And more than ever we have got a lot of data, social media data, internet data, and interviews on the way into a new workplace experience module. So, why aren't we practising more human-centred design approaches to working?

It is also important to tailor a company's approach because employees' needs and experiences vary in different geographically and in different stages of their lives. While all workers are experiencing some degree of disruption, the range of experiences is wide, from the very positive to the very negative. McKinsey's research, for example, shows: of the population of fathers working at home, 79.4 percent report positive work effectiveness, with 63.2 percent feeling engaged and 70.5 percent saying they have a positive state of well-being. Conversely, of the group of employees working in non-remote positions with little workplace flexibility, 70.5 percent report negative work effectiveness, with 50.4 percent feeling disengaged and 57.6 percent saying they're



struggling (Emmett et al., 2020).

Christina Rasioleski - a Senior Consultant at Glint - believes old paradigms will die. HR programs, like annual engagement surveys, learning and development approaches, performance management systems, and compensation policies, will be high on the list for reimagination. Design thinking will take centre stage to create and conceive the next phase of employee experience — focused on empathy, humanity, and doing right by people. HR has an open door to smash antiquated ideas to make way for exceptional work (Rasioleski et al., 2021).

According to Ed Hurst - Principal Consultant at Glint - Technology will help people be better humans. **Artificial intelligence will not replace humanity's emotional intelligence.** But technology is poised to support the things that humans are best at, guiding us to the mindsets and habits that help us build connections, practice empathy, and be our best authentic selves at work. **Personalized suggestions, tailored resources, and timely reminders in the flow of work will be the foundation of organizations that are best equipped for tomorrow's economy.** This support will be tied to what enables us to be happier and more successful at work—delivering strategic results in the process. The right tools will be light, easy, insightful, and agile, helping us to find time and space to invest in what's really going to deliver the right results (Rasioleski et al., 2021).

### 3.8 Historic Moment

We are in a historic moment, and it's time to make a change. In the historical tradition, after a period of recollection, restriction, and death, there is a great explosion of life. This is the case of the Renaissance after the Great Plague. The Great Plague marked an end of an era in Europe, its impact was profound, and it resulted in wide-ranging social, economic, cultural and religious changes. These changes led to the emergence of the Renaissance. After the French Revolution, fashion in Paris became very extravagant. We will probably have an outburst of sociability and the trend is a period of great joy and happiness. So, there is great opportunity ahead to transform society and drive organisational innovation based on the priority of our values and purposes. So, what is left from this Pandemic? The impact and acceleration of the need for change.

**MY INITIAL RESEARCH  
IN IDENTIFYING WHAT  
MOTIVATES, WHEN  
AND HOW\_**

## 4. MY INITIAL RESEARCH IN IDENTIFYING WHAT MOTIVATES, WHEN AND HOW

The literature review helped to deeply understand the main problems regarding attraction and retention in the tech industry, and the urgent need for change. The literature revealed how crucial it is to research human behaviour and psychology to identify what motivates people in distinct stages of their lives, in different countries and cultures. Therefore, it is possible to know the most important values for people in their lives and, consequently, in their careers. What makes employees attracted to different technology companies and how to improve talent retention within diverse organisations? It is time for companies to identify opportunities, improve employee experience across different touch-points and articulate the dependencies and complexities across their careers.

Every data and insight in the investigation are collected from primary and secondary research. Academic references have been addressed and compared to examine why it is necessary to understand people's values and what challenges to the existing models can be improved in the employee experience scenario. Moreover, as part of that, I interviewed a variety of tech employees to listen and learn what kind of things are important to them and how their companies were coping with this unpredictable year of 2020.

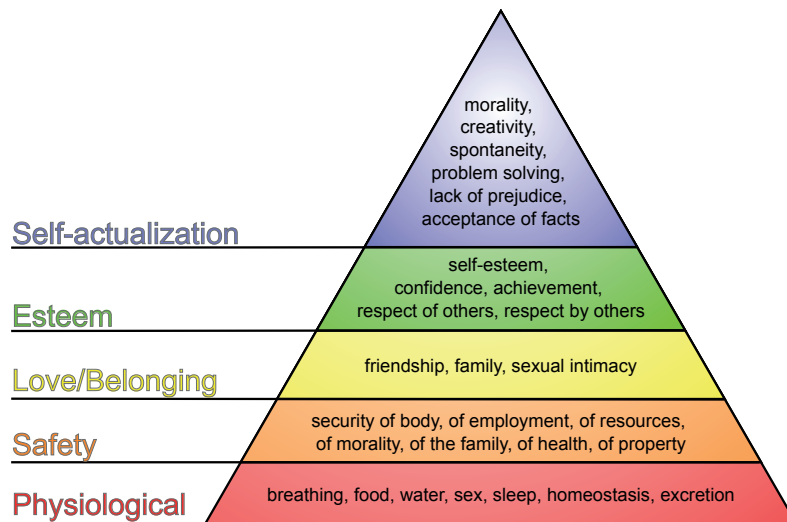
Before I can present detailed information about the model I created to tackle the attraction and retention problem in the tech companies, it is crucial to understand what other models exist, what are the best current practices. I did my primary research first, and I got rich data back from the interviews. However, are these representative of known models, theories and values patterns?

### 4.1 Models

#### - First Model: Maslow's Hierarchy of Needs

In the context for human needs and wellbeing, the initial research on motivation began with the understanding of Maslow's Hierarchy of Needs (HON), a developmental psychology theory proposed by Maslow (1943). This theory sets ahead of the idea that individuals move through a fundamental number of hierarchical motivations, in a particular order, based upon both physiological and psychological needs. These 'needs' to which Maslow referred, in order of importance, are: **physiological, safety, belongingness, self-esteem, and self-actualization** (Maslow, 1954, 1943).

Maslow's Hierarchy of Needs - figure 1



The first state in the HON, and according to Maslow, the most vital, accounts for basic human physiological needs such as food, water, homeostasis, sex and breathing. The second degree relates to psychological and physical safety: such as security of body, of family, of employment, of health, of property and morality. The HON's next stage regards love and belongingness and includes intimacy, family and friendships (Maslow 1943, 1954). Maslow points to these three stages as deficiency needs, stating that if these three areas are not answered, then the individual will experience negative physiological and psychological consequences. The HON infers that if these fundamental needs are satisfied, an individual can focus on more important needs such as self-esteem, confidence and respect, eventually reaching a 'metamotivated' state of self-actualization that includes morality, creativity, spontaneity and problem-solving (Maslow, 1943).

However, human beings have developed new capabilities and the world has evolved since 1943. That is where The Barrett Model comes from, looking at Maslow's theory from a 21st-century perspective, and showing how his model became more sophisticated and updated.

### - **Second Model: THE BARRETT MODEL**

The Barrett Model is inspired by Abraham Maslow's Hierarchy of Needs and tested over more than two decades of real-world experience with thousands of organizations, the model identifies the seven areas that comprise human motivations. These range from basic survival at one end, to service and concern for future generations at the other. It provides a proven and extraordinarily useful map for understanding the values of employees, leaders, and stakeholders. It also offers a means for creating more supportive and productive relationships between them, and a deeper alignment

of purpose across organizations. Originally developed in 1997 by Richard Barrett - the founder of the Barrett Values Centre (BVC) and the founder and director of the Academy for the Advancement of Human Values (The Barrett Academy) - the model was formed by leveraging ancient eastern philosophy to extend Maslow's concept of self-actualization in his hierarchy of needs. The result was a depiction of the full spectrum of needs underlying human motivation and behavior (Wiedemann, 2016).

*"I realised that these different levels of consciousness that the Vedic philosophers were talking about really describe the different levels of self-actualisation that Abraham Maslow talked about. So I began to put it together. Maslow's Hierarchy of Needs with the different stages of self-actualisation that you get from Vedic philosophy and build the model, the seven levels model. That was the first breakthrough."* Richard Barrett (ValueCentre, 2015).

The second breakthrough was recognising that at any level of consciousness, there are specific values which are important for that level of consciousness. So Barret began to allocate values to the different levels of consciousness and that was the beginning of the Value Centre. *"If I can find out people's values then I can measure where their consciousness is, and not only that I can do that with organisations and groups"* - Richard Barrett (ValueCentre, 2015).

Barret realised that when people make decisions based on beliefs, they are using information from the past to project into the future, assuming that the future is going to be very much like the past, but it's not true anymore. The future is not like the past, and it is constantly changing. So, we need a deeper base for making decisions, one that aligns more at a deeper level with who we are. When we use values-based decision making, we are actually aligning the decisions we make with our true sense of self, what is really important to us (ValueCentre, 2015).

## THE BARRETT MODEL - figure 2



(Wiedemann, 2016)

The Barrett Model is rooted in understanding authentic motivations – the values that matter to people and motivate them. These values – conscious or unconscious – motivate every decision made or action taken. Focusing on values allows us to comprehend and interpret the foundations of behaviour. Barrett Analytics and Culture Assessments offer a sophisticated suite of metrics for finding the key insights (Wiedemann, 2016). Employees have their own values when they walk in the door, and they are influenced everyday by the values they experience in your organization. Understanding the values currently at play is essential to put your wanted culture into action (Values: The Foundation of Culture, 2007).

*“Using Barrett Values Centre tools to measure our progress and changing needs of our organization over time has enabled us to zero in on the critical few elements we needed to focus on to drive measured improvement in our culture at Mastercard. - Laura Irwin, Vice President of Human Resources, Mastercard Canada*

*“I thought well if we can find out what people’s values are rather than their beliefs, then we can use this methodology and these tools to map the values of people all over the world.” - Richard Barrett (ValueCentre, 2015).*

Currently, the Barrett Model is supported by not only the pioneering work of Abraham Maslow, but also the more recent work of Deci and Ryan’s Self-Determination theory (SDT), Ryff’s model of Psychological Well-Being (PWB), Seligman’s work on Flourishing, and the resurgent academic interest around Aristotle’s concept of ‘Eudaimonia’ and the deep human yearning to live a meaningful life (Wiedemann, 2016).

#### - SELF-DETERMINATION THEORY (SDT)

Self-Determination Theory is a framework for understanding human motivation, which asserts that the fulfilment of basic psychological needs fuels motivation, growth, and well-being (Ryan and Deci, 2000). According to SDT, the three needs for **relatedness, competence, and autonomy** are universal and fundamental to healthy human functioning. The need for relatedness is a sense of feeling cared about through close, secure relationships. The need for competence is a desire to feel effective in one's environment. The need for autonomy represents the importance of having volition or choice, and being an agent of one's own life (Wiedemann, 2016). SDT has gathered vast amounts of supporting empirical evidence in explaining differences in performance and well-being across multiple domains of research (Deci and Ryan, 2008).

#### - PSYCHOLOGICAL WELL-BEING (PWB)

Carol Ryff's model of psychological well-being has been one of the most influential theories in clinical psychology over the past few decades (Ryff, 1989). Ryff integrated the ideas of many important works in psychology and philosophy on the study of well-being. She identified common themes from each of these historic works and integrated them into six key dimensions of psychological well-being: **positive relations with others, environmental mastery, autonomy, self-acceptance, personal growth, and purpose in life**. There is incredible consistency between PWB and the seven levels of human needs in the Barrett Model. Both models address the importance of Relationships and competent Performance (called "environmental mastery" in Ryff's model). The Evolution level of the Barrett Model incorporates Ryff's autonomy, self-acceptance, and personal growth dimensions. Ryff's "purpose in life" dimension is similar to, but not as fully articulated as the Barrett Model's levels for facilitating a sense of purpose, which are Alignment (or authentic self-expression), Collaboration (or interconnection), and Contribution; (Wiedemann, 2016).

#### - HUMAN FLOURISHING

Martin Seligman is probably the most widely known author on human flourishing, whose PERMA model is outlined in his book titled Flourish. The PERMA model includes five dimensions of flourishing, which are **positive emotions, engagement, relationships, meaning, and accomplishment**. The PERMA model is consistent with the Barrett Model's levels for Relationships, Performance (accomplishment), Alignment (engagement and positive emotions), and Collaboration/Contribution (meaning) (Wiedemann, 2016).

## - EUDAIMONIC WELL-BEING

There has been a recent surge of academic interest in the study of human happiness leading many scholars to return to Aristotle's thoughts on "eudaimonia" and what constitutes the most vital, fullest expressions of human nature and a life well-lived. From the eudaimonic perspective, true happiness involves a deeper sense of fulfillment arising from the development and expression of one's highest potential. The term, eudaimonia, although translated to mean happiness, is better thought of as purpose fulfillment or self-realization. The full spectrum of the Barrett Model represents both the subjective, hedonic well-being, arising from satisfying the foundational needs, and eudaimonic well-being, arising from the satisfaction of the higher needs of the model (Wiedemann, 2016). Eudaimonia, therefore, can be thought of as a state of **personal fulfillment from living out one's purpose**. It is said to be experienced when individuals are fulfilling their unique potential in contribution to the common good (Turban and Yan, 2016).

### **Barrett and Employees Motivation**

According to Barrett, in the article "What motivates employees?", the reason that leaders are interested in what motivates employees is that motivation leads to commitment, commitment leads to engagement, and engagement leads to high performance. Who wants to build a high performing organisation needs to understand employee motivation and how to provide employees with what they are looking for. What they are looking for depends on two main factors—the level of psychological development they have reached and the demands placed on them by their current life circumstances. Although our primary motivations will always be determined by the level of psychological development we have reached, a change in our life circumstances can alter our needs, and hence what motivates us. (Barrett, 2017).

Barrett affirms that we all grow and develop in seven distinct stages. Each stage of development entails mastering a different set of needs. The first three stages of development are focused on satisfying our basic needs— **surviving, belonging and developing a sense of our own self-worth**. The fourth and fifth stages of development are focused on satisfying our first order growth needs—**individuating and self-actualizing**, and the sixth and seventh stages of development are focused on satisfying our second order growth needs—**integrating and serving**. The seven stages of psychological development are shown in Figure 2 (Barrett, 2017).



## The Seven Stages of Psychological Development - Figure 3



When employees feel the organisation cares about them, by satisfying their needs, they manifest a sense of loyalty and connection to the organisation. The sense of connection strengthens commitment when the organisation supports them in their personal and professional growth; and the commitment increases to emotional and intellectual engagement when the organisation gives them opportunities to do the type of work that affords them challenging situations where they have to use their creativity or work that allows them to make a difference in the world and fulfils their sense of purpose (Barrett, 2017).

### Barrett Model and Actualizing Human Potential

Since the emergence of humanistic psychology and positive psychology movement, psychologists have been trying to identify the fullest expressions of human nature. Investigation on human flourishing has shown the healthiest examples of human nature to be vibrant, creative, growth-oriented, connected with others, and dedicated to making a positive contribution to something greater than themselves.

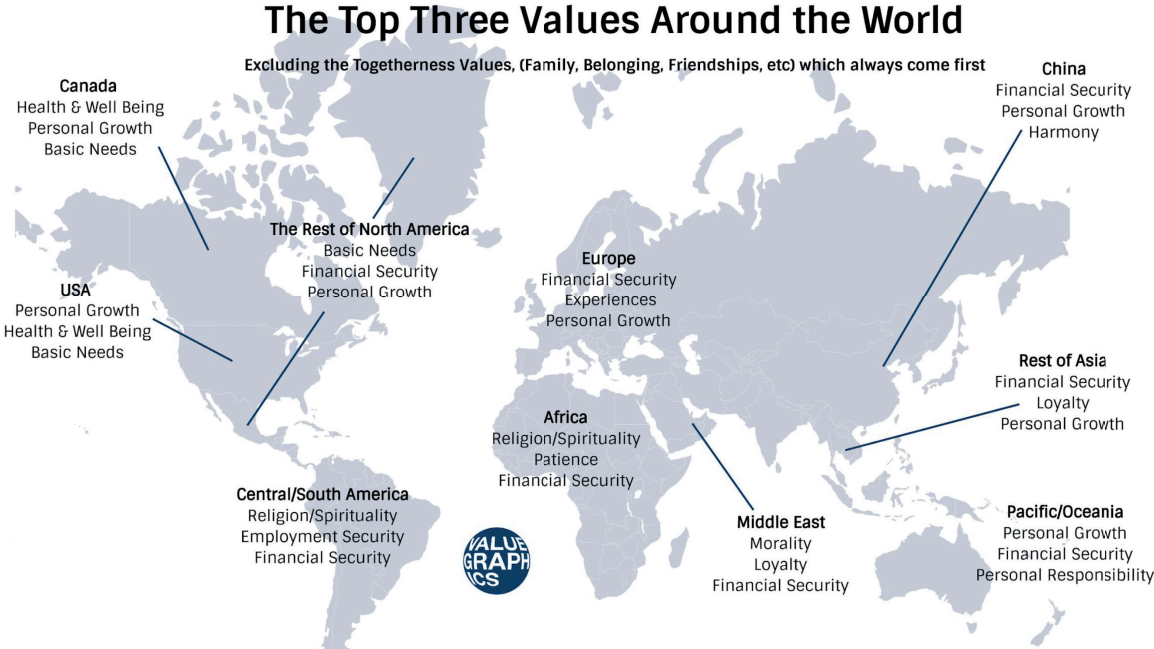
Standing on the shoulders of Abraham Maslow, and continuing to be supported by emerging theories in psychology with significant amounts of empirical evidence, the Barrett Model clearly illuminates what is needed for human beings to flourish and thrive (Wiedemann, 2016).

The beginning was with Maslow and his theory is always at the heart of this investigation. This has been developed upon Barrett, with the authentic motivation, going into the states of psychological development, and moving forward on to 21st-century employment perspective. In the next model, there is a larger thing to look at, which is around the geopolitical differences and what people value depending on where they are in the world.

**- Third Model: Valuegraphics Database**

The Valuegraphics Database is the first global dataset of what people value, what people care about most. (Allison, 2019), and is informed by almost a half-million surveys from around the world in 152 languages, about what people value, want, need and expect in life. Metrics include 40 core human values like belonging friendships, money, authority, and family, as well as answers to another 370 questions covering a broad range of contextualizing topics (Valuegraphics, 2018).

The top three values around the world (Allison, 2019) Figure 4



**56 Core Values Determine Everything We Do**



THE VALUEGRAPHICS DATABASE

**The 10 Most Important Values**

Individual motivations and values are universally organized. Research shows that the hierarchy of these values varies significantly. According to Valuegraphics, here are the top 10 values people share across cultures (Neufeld, 2020).

Top ten values (Neufeld, 2020) - Figure 6

Rank	Value
1	Family
2	Relationships
3	Financial Security
4	Belonging
5	Community
6	Personal Growth
7	Loyalty
8	Religion/Spirituality
9	Employment Security
10	Personal Responsibility

While it may not be surprising that family emerges as the most important value globally, it's interesting to note that a number of other 'connectedness' values — such as relationships and belonging — emerged in the top 10. Values of loyalty, and religion/

spirituality ranked #7, and #8, respectively. At the same time, security-related values, including financial and employment security, score highly around the world (Neufeld, 2020).

While many similarities exist across cultures, a number of fascinating differences emerge. Take morality, for example. Across all regions, it illustrated some of the widest variance—it was the second-most important value in the Middle East, whereas it came in near the bottom in Central and South America. Another notable outlier surrounds the value of patience. The African region placed the value within its top five. By contrast, it ranked globally about mid-way (#26) through the list. Another fascinating discovery is how both North America and the Middle East ranked the value of authority—both ranked it equally (#17), significantly higher than the global average of #30. Meanwhile, the value of tradition saw the highest ranking in Central and South America, but the lowest in Europe. (Neufeld, 2020).

# What Do We Care About Most?

Neuroscientists, psychologists and sociologists agree: our values determine everything we do. Some values are consistently important everywhere on earth, while the importance of others varies.



Based on robust analysis of 500,000+ **VALUEGRAPHICS** surveys in 152 languages, here are the **56 values** that drive all human behavior.

1. Family	11. Basic Needs	21. Education	31. Positive Environments	41. Equality	51. Peace
2. Relationships	12. Harmony	22. Tradition	32. Happiness	42. Service to Others	52. Money
3. Financial Security	13. Health/Well-Being	23. Balance	33. Ambition	43. Dependability	53. Unselfishness
4. Belonging	14. Experiences	24. Love	34. Self-Control	44. Courage	54. Confidence
5. Community	15. Respect	25. Material Possessions	35. Self-Expression	45. Cooperation	55. Freedom of Speech
6. Personal Growth	16. Compassion	26. Patience	36. Environmentalism	46. Tolerance	56. Determination
7. Loyalty	17. Social Standing	27. Morality	37. Independence	47. Leisure	
8. Religion/Spirituality	18. Creativity & Imagination	28. Righteousness	38. Wealth	48. Influence	
9. Employment Security	19. Trustworthiness/Honesty	29. Friendships	39. Politeness	49. Intimacy	
10. Personal Responsibility	20. Security	30. Authority	40. Generosity	50. Political Freedom	

Some values, such as the importance of family, are nearly universal, while others show much more variation. Below is a closer look how the ranking of selected values differ across regions.

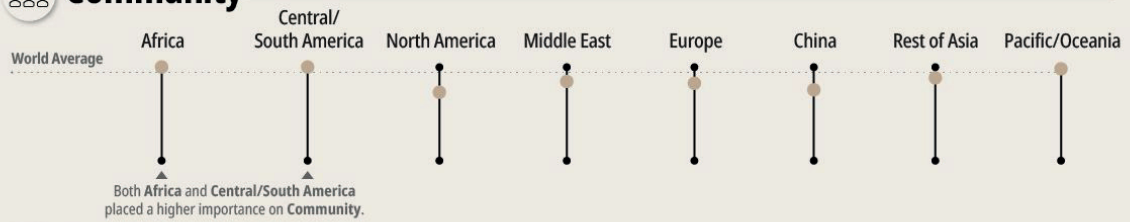




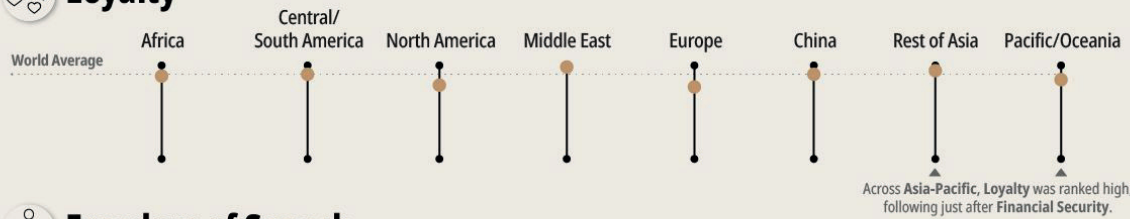
## Family



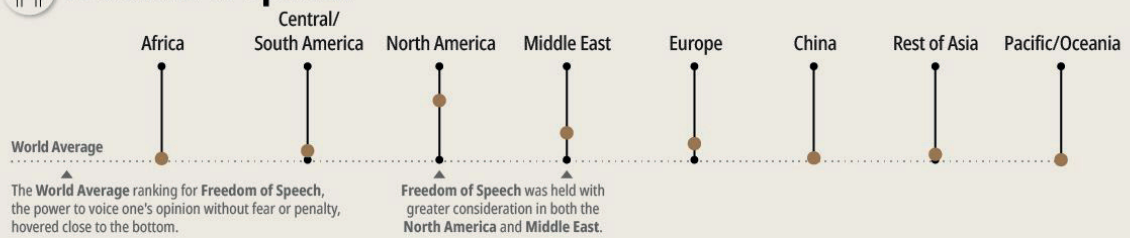
## Community



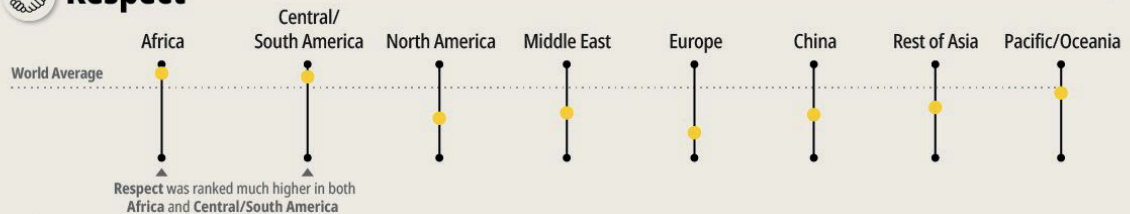
## Loyalty

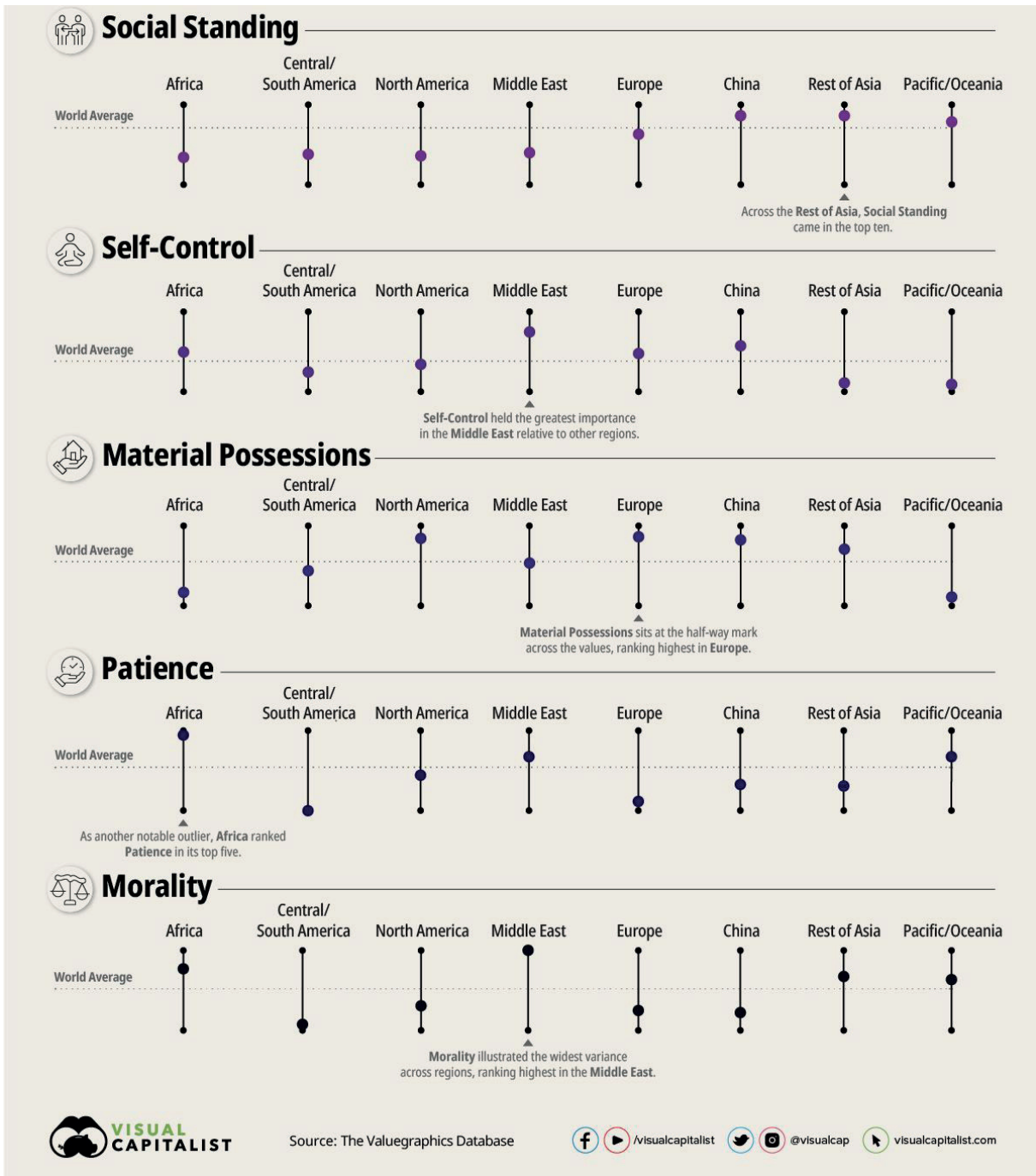


## Freedom of Speech



## Respect





What we care about most? (Neufeld, 2020) - Figure 7

*“Valuegraphics shows how to understand, reach, and motivate your target audiences more effectively and efficiently.”* – Dorion Carroll | VP Mobile Shopping for Amazon (Valuegraphics, 2018).

As the world becomes increasingly complex, understanding how values impact our attitudes and behaviors can help us deepen our understanding across several avenues of life. Consumer research, marketing, leadership, psychology, and many other disciplines all fall within the broad spectrum of the influence of what humans value (Neufeld, 2020).

*“Valuegraphics are destined to reduce wasted effort, time and money.”*  
– Maxwell Luthy | Director of Trends and Insights, TrendWatching (Valuegraphics, 2018)

*“If you can understand what your target audience cares about, what they spend their lives chasing, now you have an actual chance to use data to understand how to engage and influence and motivate them.”* - David Allison, Founder of Valuegraphics (Neufeld, 2020).

The Valuegraphics Database shows that we are still very tribal, and we still have cultural influences. People are very different. There are still different priorities and values, depending on where they are in the world.

## EXPERT INTERVIEWS

Now it is time to look at the interviews and perceive if they do reflect the evidence of known models and patterns. Interviews are considered qualitative research instruments and assist in assembling information about people’s needs and recognising insights for additional examination. Conducting and leading interviews have provided me with precious panoramas on the investigated topic that I would not have obtained otherwise. A great statement gained at an interview with Victoria, from Australia, was: *“Working at Deloitte, some people that I noticed that really enjoy their job because they get to change different roles. So if you were stuck as a business strategist, for example, your whole entire life, that will come to a point where you’re not like where you want to try something else. And this still gives him or her the feeling of meaning, autonomy, and freedom in the workplace, and they are not stuck in one position that you can’t learn anymore”*. This statement relates to the need for challenges and learning during different stages of human life. Work needs to be challenging to be rewarded. Moreover, challenge events play an essential role in “personal growth”, which is the sixth top value people share across the world according to ValueGraphics research (figure 6), and the

first top value in her region, Pacific/Oceania (figure 4). In this case, we can also see a need for autonomy and learning to fulfil their desires and thrive going forward in their careers. The values of autonomy and continuous learning are part of the fourth stage of The Barrett Model, called Evolution (figure 2). The fourth stage of psychological development is focused on satisfying our first order growth needs: individuating - where it is about becoming who you really are (figure 3).

The interview continues and when asked about talent retention in tech companies, she says: “I think retaining staff at this point is so important, because the younger generation wants to start their own business. No one wants to work for anybody, we all want to make our own marks. So I think this is a very interesting topic, like, how do you retain people who are talented? And that is really challenging. How can you kind of retain people who are good at their job and make them feel like they’re worthy in that position?”

Feeling worthy is a lot about recognition, and links to values as esteem; respect; reward. Self-Esteem is the fourth need in Maslow’s theory. When fundamental needs are satisfied, an individual can focus on more important needs such as self-esteem, confidence and respect. (Maslow, 1943). It can also be seen as autonomy, personal growth and purpose in life when we talk about younger generations wanting to start their own businesses, which lead us precisely to the six dimensions of psychological well-being (PWB) proposed by Ryff (1989) and explored by The Barrett Model, according to Wiedemann (2016).

The following interview is part of the interview with North American Marianna Ludensky, during the second month of the Covid-19 pandemic, direct from Silicon Valley. How did you feel about having to work from home now on? “I was really excited. I was really happy. It was like I was gonna have a snow day forever. Like a really long snow day. Thrilled that I could do my work from home. It’s like my biggest dream was answered.”

It is straightforward to observe the positive and vibrant reaction of Marianna. The first dimension of flourishing, according to the PERMA model, is Positive Emotions. That is equivalent to the Alignment value (engagement and positive emotions) of Barrett, according to Wiedemann (2016). In stage six of The Barrett Model, the value Employee Fulfillment is completely aligned with the interviewer’s answer. There is also a sense of belonging in this case, because she seems grateful being part of the workforce that has the opportunity to work from home.



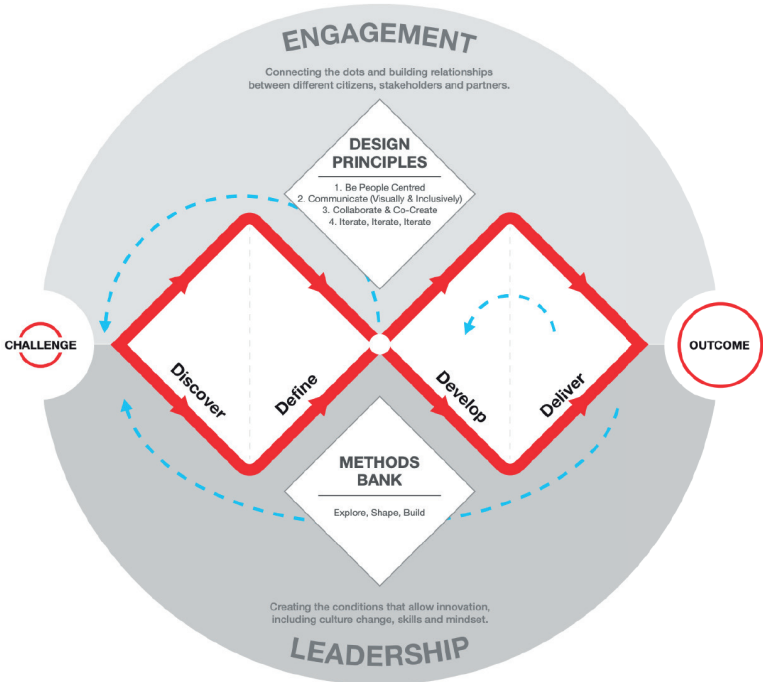
“In the past, it was too much work plus the commute, it was just unbearable. Now, I have more flexibility and more time to deal with problems”. Marianna Ludensky

Flexibility and having more time in this context is linked to the value of autonomy, that represents the importance of having volition or choice, and being an agent of one’s own life, according to the Ryff’s model (Wiedemann, 2016).

Maslow’s theory is a fundamental base for understanding human needs and motivations. The Barrett Model is a value-based approach defining the stages of evolution. However, what’s been suggested from expert interviews, is that what people need, what people want and desire changes geographically and differs at distinct points in their lives. Victoria and Marianna, are talking about how beneficial COVID has been in terms of giving them autonomy, challenge and personal growth. But also, Marianna talks about what people want now is different from what they want tomorrow.

### Methodology

Various designers guide the process of design in different ways. It is crucial to explain why designers should follow a design process: there is a need to examine and understand the problem in order to design the best solution. At the heart of the framework for innovation is Design Council’s design methodology, the Double Diamond – a clear, comprehensive and visual description of the design process. (Design Council, 2020)



The two diamonds describe a manner of examining an issue more broadly or profoundly (divergent thinking) and then taking focused action (convergent thinking). Segmented into four distinct stages, Discover, Define, Develop and Deliver, it maps the divergent and convergent phases of the design process, revealing the diverse modes of thinking used by designers. This is not a linear process as the arrows display on the diagram. According to the Design Council's framework for innovation, this is a list of the different sub-steps in each phase:

**Discover:** The first diamond helps people understand, rather than simply assume, what the problem is. It involves speaking to and spending time with people who are affected by the issues.

**Define:** The insight gathered from the discovery phase can help you to define the challenge in a different way.

**Develop:** The second diamond encourages people to give different answers to the clearly defined problem, seeking inspiration from elsewhere and co-designing with a range of different people.

**Deliver:** Delivery involves testing out different solutions at small-scale, rejecting those that will not work and improving the ones that will. (Design Council, 2020)

As is shown above, my methodology has followed the approach outlined by the Design Council's double diamond. I have started with the question and researched the sector in the Discover stage. Then in the Define stage, I moved through the available models, investigating what other people were doing and started to focus on a version to release to the public in the definition of the problems above. After that, in the Develop stage, I did a survey and based on the outcome of this and in gathering the data, I created personas and benefits packages developing my model. Then I tested it again and proves that works in the Deliver stage, where I synthesized the information to shape my proposition.

**BUILDING THE  
MODEL BASED ON MY  
FINDINGS\_**

# 5. BUILDING THE MODEL BASED ON MY FINDINGS

## How might we develop an efficient model to attract and retain top talents?

It is possible to create and deliver a seamless and positive employee experience across the entire employee lifecycle, driving change in the attraction and retention process. If people want different things in diverse life stages, it is important to understand employees’ needs and values to create strategic solutions. When you know the precise values your employees care about and need most, it is possible to design benefit packages and incentives that people truly value. From my research, I noticed that there is an opportunity that’s not being really looked at, which shapes remuneration packages around people’s needs and changes over time and regions.

### Tech companies & employee benefits

It is important to look closely at big technology companies’ benefits and observe what is being offered to their employees. In a 2018 Hired report, more than half (55%) of tech workers surveyed listed compensation and benefits as the most significant factor they consider when looking for a job or evaluating an offer. Based on benefits provided, a 2018 survey by Comparably ranked Facebook number one in Best Companies for Perks & Benefits (large companies in the US), with Salesforce ranked second, followed by Google (Lotze, 2019).

Facebook	Salesforce	Google
<ul style="list-style-type: none"> <li>● Paid parental leave:</li> <li>● Option to work remotely</li> <li>● Health/dental/vision insurance</li> <li>● Life insurance</li> <li>● Flexible Spending Accounts</li> <li>● Relocation assistance</li> <li>● 401(k):</li> <li>● Health club membership</li> <li>● Child care</li> <li>● PTO/vacation time</li> <li>● Sick time.</li> <li>● Disability income protection</li> </ul>	<ul style="list-style-type: none"> <li>● Paid parental leave</li> <li>● Health/dental/vision insurance</li> <li>● Life insurance</li> <li>● Flexible Spending Accounts/Health Savings Accounts</li> <li>● Relocation assistance</li> <li>● 401(k)</li> <li>● Health club membership</li> <li>● Child care</li> <li>● PTO/vacation time</li> <li>● Sick time</li> <li>● Disability income protection</li> <li>● Paid cell phone</li> <li>● Tuition</li> </ul> <p>Additional benefits</p>	<ul style="list-style-type: none"> <li>● Paid parental leave</li> <li>● Health/dental/vision insurance</li> <li>● Life insurance</li> <li>● Flexible Spending Accounts/Health Savings Accounts</li> <li>● Relocation assistance</li> <li>● Retirement plan/401(k)</li> <li>● Health club membership</li> <li>● Child care</li> <li>● PTO/vacation time</li> <li>● Sick time</li> <li>● Disability income protection</li> <li>● Tuition</li> </ul> <p>Additional benefits</p>

<ul style="list-style-type: none"> <li>● Paid cell phone</li> <li>● Equity awards</li> </ul> <p>Additional benefits</p> <ul style="list-style-type: none"> <li>● On-site Medical, Vision, and Dental Center for Menlo Park office employees</li> <li>● Robust Military Leave benefits</li> <li>● Survivor Income Benefits</li> <li>● Lyra Mental Health</li> <li>● Nursing rooms on campus with industrial hospital pumps.</li> <li>● Bereavement leave</li> <li>● Best Doctors service</li> <li>● Paid Family Sick Time</li> <li>● Paid Family Leave</li> <li>● A 30-day paid break every five years</li> <li>● Fertility assistance</li> <li>● Tax Desk support</li> </ul>	<ul style="list-style-type: none"> <li>● Employee Stock Purchase Plan (ESPP)</li> <li>● Employee Assistance Program (EAP)</li> <li>● Volunteer Time Off (VTO): One of the most popular employee benefits. All employees receive seven days of paid time off and an up to \$5,000 match every year to spend giving back to causes that are meaningful to them. The top 100 volunteers are granted \$10,000 to donate to a nonprofit of their choice.</li> </ul>	<ul style="list-style-type: none"> <li>● Shuttle program available for employees with longer commutes.</li> <li>● Additional support available for employees who bike or walk to work.</li> </ul>
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The diversity of benefits offered in the technological sector is impressive. At first glance, these perks seem to satisfy all employees. However, it is the industry that suffers the most employee turnover, as we saw earlier, according to Peterson (2018). These companies offer everything for everybody. We concluded that this is not working in retaining talent, and companies still have to invest heavily in attraction.

The problem with offering everything to everyone is missing the opportunity to understand each employee's individual values and needs. Furthermore, this shows that these companies do not understand their own people; that is the most precious thing they could do. This attitude is the equivalent, for example, of a wealthy father not buying any presents for his kids. He tells the secretary to buy them. So they get everything, but nothing they really want. And then maybe a father who has not got an enormous amount of money makes something perfect just for that child, but it is so special and unique, that matters so much more than expensive presents. So it is about being noticed and understood in many ways.

Facebook, Salesforce or Google are assuming that you want child care, for example. What if you do not want kids? What if you can not have kids? Then, somebody else is taking an extra benefit because they are getting childcare? Instead of actually having that benefit, you just see it as something that someone else is getting, and you are not. The big tech companies appear to care about you as a person when really all they'll end up doing is taking an amount of money that employees are worth and buying those as part of your overall value as an employee. They make it look like they care about the employee as a person. But they are saying: if you are coming to work for us and you're disabled, a 60-year-old man in a wheelchair, you're exactly the same as an 18-year-old girl coming in who is into gym and running, so you both have exactly the same perks and benefits.

Impressively, these companies that also work daily using design methodologies and user experience as part of their business offer, but do not apply human-centred design (HCD) principles within their employees.

## **5.1 The Adaptive Employee Model**

After understanding all the models we have looked at and speaking to my expert interviews, what I want to investigate is: how might we better attract, and more importantly, retain staff in a competitive sector by understanding them better and evolving what we do alongside them as they grow? What if we could create a model that was an ongoing experience that suited employees, not just new employees, but all of the organization's talents throughout their employment lifetime to hopefully increase this lifetime with the company, thus reducing the investment cost over time?

The Adaptive Employee Model is my proposition based on all previous research, from Maslow, through Barrett and Valuesgraphics. The investigation shows that values are fundamental because they directly influence desires, motivations and what people want to achieve in their lives. However, these values vary a lot according to location, age, marital status, if you have children or some particular need. During all these different events through our lives, people have different needs depending on their life stage. When I understood it, I realised that instead of offering all the benefits to all employees - that this is already happening and is not working, plus it is very wasteful and expensive for the company due to its 'one size fits all' approach - it could be better and more effective to do something tailor-made.

In other words, the Adaptive Employee Model helps organisations in gathering data that is useful and accurate to create people-related strategies, designing different

benefits packages that are valuable to them. But in this model, the solutions and the benefits are not universal; instead, it is created according to what is relevant to the employees. This model was developed using frameworks of Human-Centred Design to understand people and place the employee at the centre of the decisions, and then creating a package that addresses employees' values.

Human-centred design is premised on empathy, on the idea that the people you're designing for are your roadmap to innovative solutions (Kolawole, 2020).

Empathy was the key to develop this design research. First, I had to empathise with the problem to establish what I already knew and what I would like to discover through the research. Secondly, I had to empathise with the users to understand the target, their needs, feelings, and what they want. It was an essential pathway to keep people in the centre of my research and my model.

Design researchers carefully investigate human experience and behaviour, dream up new ways to spark and distil insight, and inspire teams and clients to address people's needs through bold, optimistic design. (Design Research, 2019).

The Adaptive Employee Model aims to strengthen the bonds between employees and tech companies since I offer solutions specifically formulated according to the employees' values; this working relationship becomes highly appropriate for them. The employee feels heard and really understands that they are being treated differently and uniquely. I feel, based on my research, that this is the key to building better labour relations increasing the attraction and retention of talents and decreasing employee turnover.

This model also considers some information about the differences between people at different times in their lives, gathering from my expert interviews. How do I make a pre and post-COVID version of the 21st century based on the information and research analysed so far, how do I build on that?

How does the Adaptive Employee Model work?

In the quest to develop a tailor-made model that met organizations and employees' expectations, the requirement arose to research the most important values in people's lives. First, I created a Survey to collect data to build my model. With the analysis of the research results, I was able to create personas and design different combinations of benefits that were in line with what people value most.

## - Values Survey

The Values Survey emerged as a tool to support the recognition of personal values. The initial idea was to understand what are the most important values for people, taking into account age, gender, relationship status and location. Therefore through a digital survey platform, the Values Survey was formulated and sent by several digital channels through an access link that can be found at:

<https://marcos17design.typeform.com/to/RH2nWgYs>

In order to develop this survey, it was necessary to create a comprehensive list of values where people could easily find which ones are most relevant to their lives. So the first step in the development of this research was to choose values based on Maslow's theory and The Barrett Model as an academic base. The list of values to be chosen by the participants included 48 different values covering a holistic view and contemplating the most important researched values. I could have gone on forever trying to fill the list of human values, but I had to do something which was achievable and respected the time of my interviewees, so it was not too much work for them to answer. I had to prioritise, and because of that, I chose 48 values. At the same time, it would not be feasible to offer all the values options existing in the world. So in addition to being able to choose the main values through the list offered, people could include any value that was not present in that list, picking "Others" and having the possibility to write it down.

The first information collected by this survey is relative to the participants' personal and socio-geographical data, such as name, age, gender, relationship status and location. Next, people could choose their values after this statement:

Think about your personal values. Next, you will find a list to choose the most important value in your life right now.

Then the person could also choose the second and third values that are most important to them, in order to collect the three most important values in people's lives today. The list created for the Values Survey contains the following values:



<ul style="list-style-type: none"> <li>● adaptability</li> <li>● balance (home/work)</li> <li>● being the best</li> <li>● belonging</li> <li>● caring</li> <li>● coaching/ mentoring</li> <li>● collaboration</li> <li>● commitment</li> <li>● community involvement</li> <li>● compassion</li> <li>● continuous learning</li> <li>● creativity</li> <li>● diversity</li> <li>● efficiency</li> <li>● enthusiasm/positive attitude</li> <li>● entrepreneurial</li> </ul>	<ul style="list-style-type: none"> <li>● environmental awareness</li> <li>● ethics</li> <li>● family</li> <li>● financial stability</li> <li>● friendship</li> <li>● future generations</li> <li>● generosity</li> <li>● health</li> <li>● humility</li> <li>● humour/ fun</li> <li>● independence</li> <li>● job security</li> <li>● leadership</li> <li>● listening</li> <li>● making a difference</li> <li>● openness</li> <li>● patience</li> </ul>	<ul style="list-style-type: none"> <li>● personal fulfilment</li> <li>● personal growth</li> <li>● personal image</li> <li>● power</li> <li>● professional growth</li> <li>● recognition</li> <li>● respect</li> <li>● reward</li> <li>● risk-taking</li> <li>● safety</li> <li>● social impact</li> <li>● teamwork</li> <li>● wealth</li> <li>● well-being(physical/emotional/mental/spiritual)</li> <li>● wisdom</li> <li>● Other</li> </ul>
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**- Grouping of values by physical and emotional patterns**

I tested the survey by pushing it out by e-mail and digital media. I was happily surprised by the positive feedback, and I started synthesising the data and seeing patterns in the results that came back, allowing me to build varied personas.

**- Data collection and analysis**

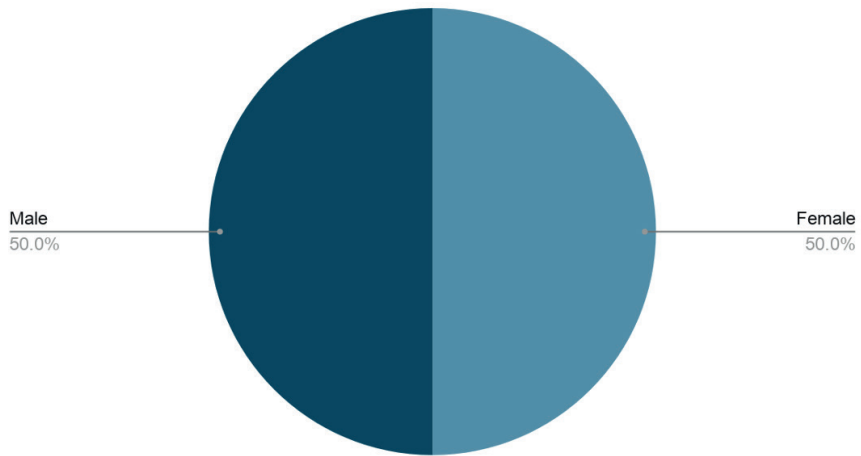
In total, 90 people answered to the Values Survey in the first ten days.

The big picture:

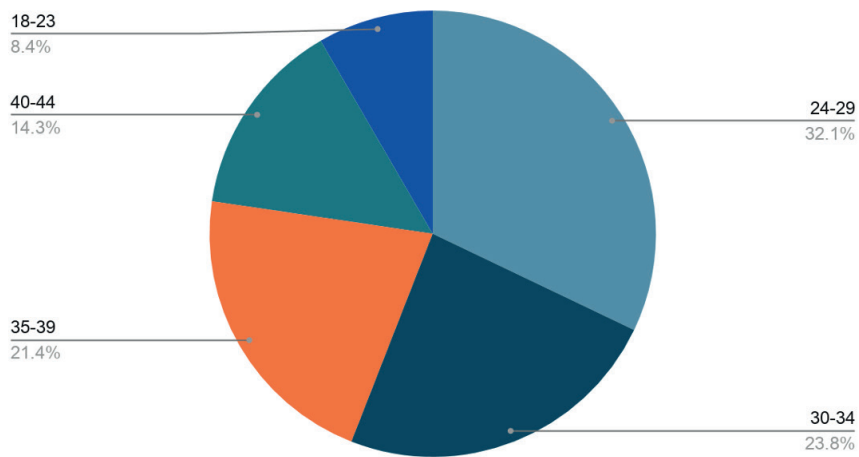
- 226 views
- 169 starts
- 90 responses
- Completion rate 53.3%
- Average time to complete 02:36

The Values Survey results shows:

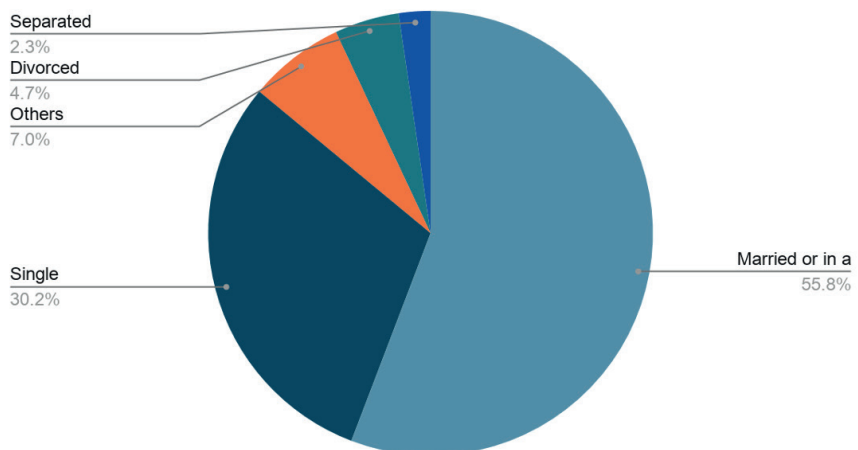
### Gender



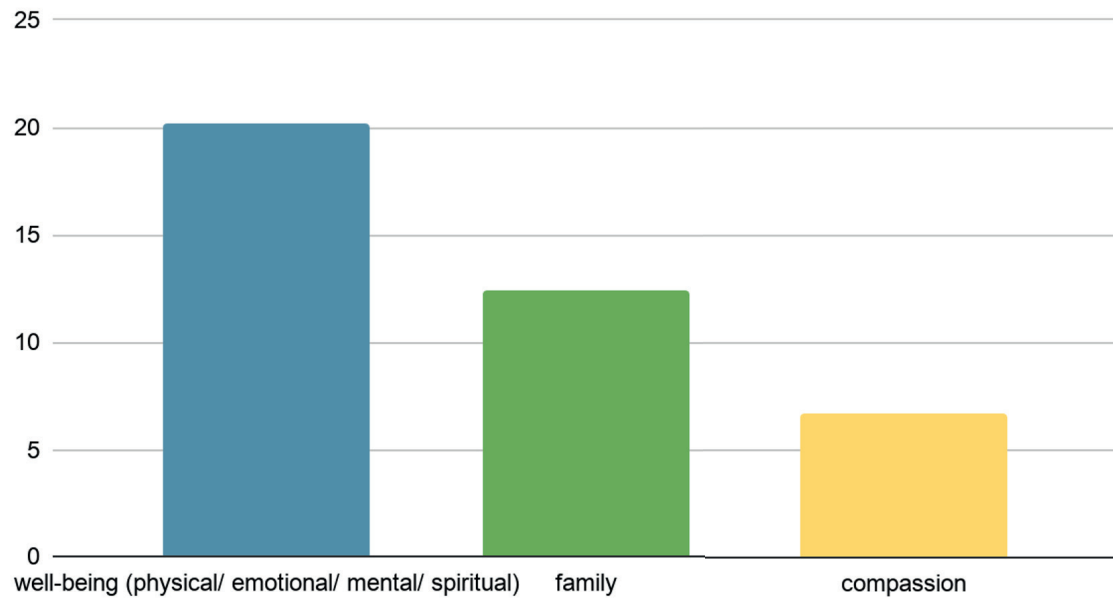
### Age



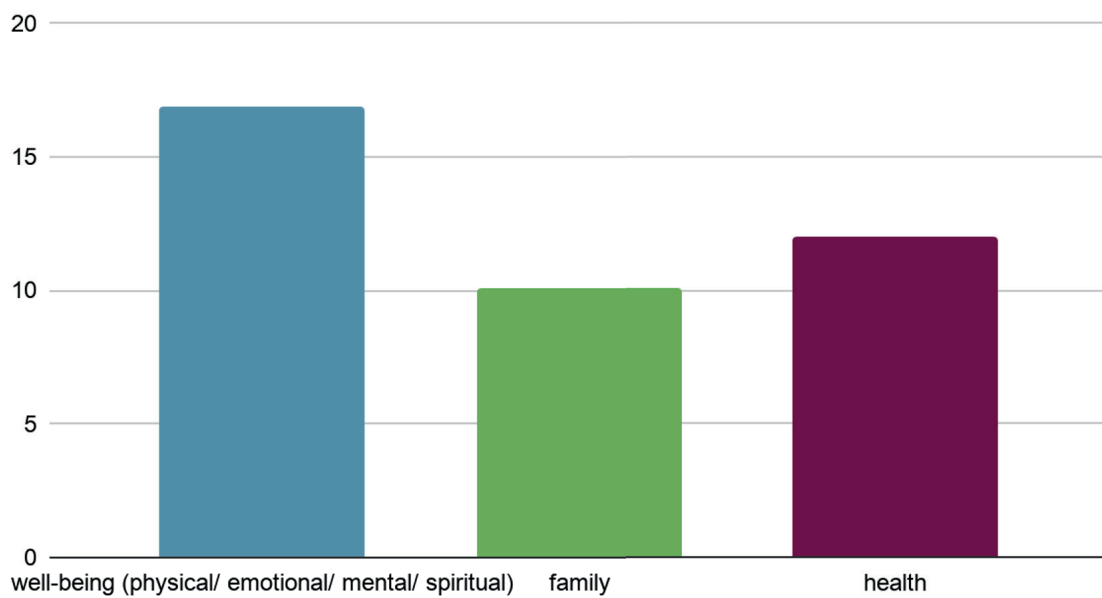
### Relationship status



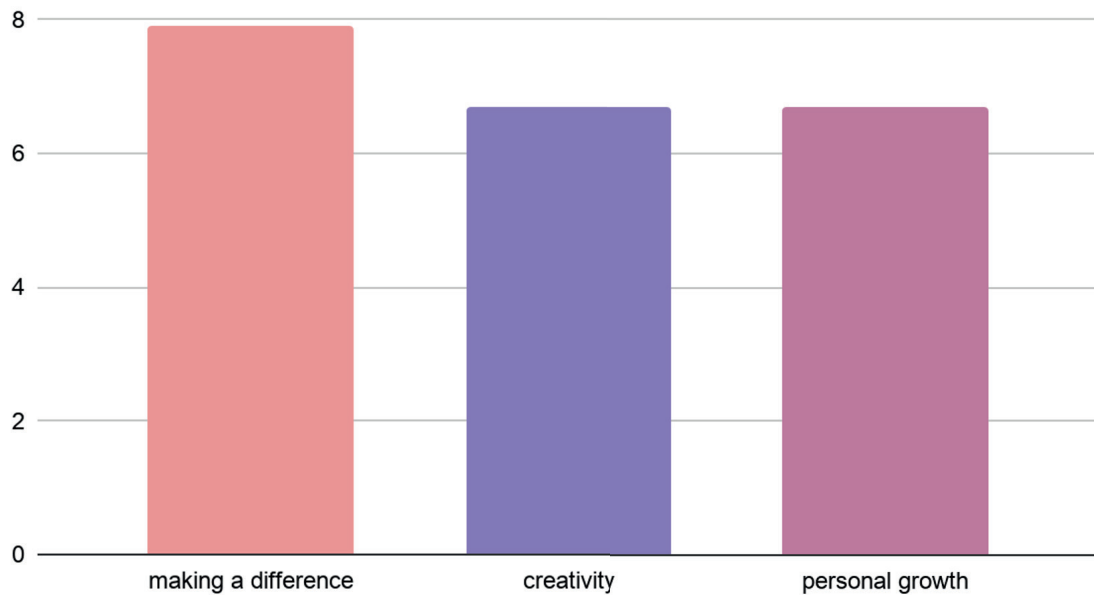
(%) The most important Value in your life



(%) The second most important Value in your life



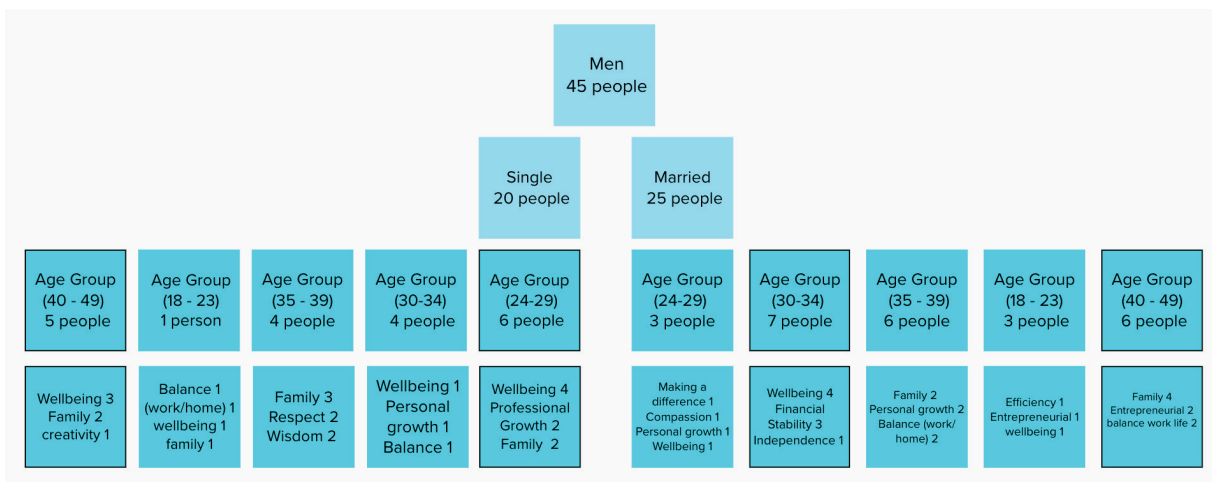
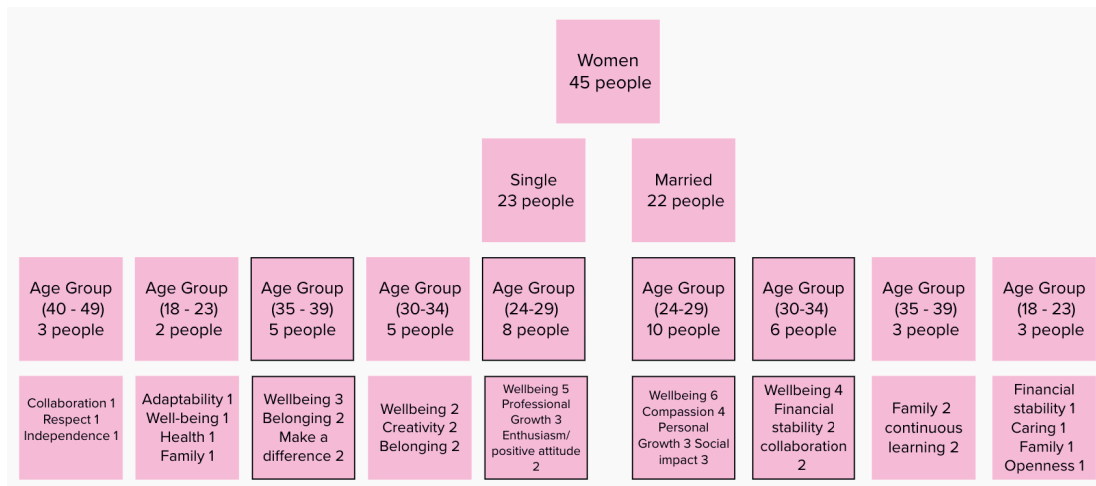
(%) The third most important Value in your life



In this research, we observed that the most important values for those surveyed are well-being, family and compassion, precisely in that order. However, not everybody fits into these categories. It was only the result obtained in this specific research, but we can also verify the importance of health, making a difference, creativity and personal growth at the top of the list of the most important values. As the research took place during the Covid-19 pandemic, the results reflect this context, bringing the value Well-being to top number one, which covers physical, emotional, mental and spiritual, as people generally value what they need.

Following the data analysis of the Values Survey, **well-being** is the most important value mentioned in this research among all participants, and considering the current moment in history, it becomes understandable that this value should have been in the first place (please see Appendice A for more information on Values Surveys outcomes).

## - Observations on Varying priorities



Women in the 40-49 age group value independence, respect and collaboration, while men in the same age group prefer family, well-being and work-life balance.

Single men in the age group of 30-34 have two principal values: well-being and personal growth. In the group of married men of the same age, the main values are well-being and financial stability. It is understandable because financial stability is a priority for those who are married. When you are single, you have only got yourself to worry about, whereas when you have a family, you have dependents, so money and stability become crucial.

Analyzing from a geographic point of view, for example, we see that in Spain the most important value is adaptability, which is understandable if we consider its geographical location and how cosmopolitan it is. However, in Brazil, the most important value is family (please see Appendix B for more information on Values Surveys Table), agreeing with Valuegraphics research (Neufeld, 2020), where family appears as the number one global value.

According to this research, singles from both genders, ages 24-29, value well-being and personal growth most, probably because they are only concerned with their own journey since they have no concerns about marriage and children at this point in their journey. However, it is worth mentioning that both married men and women, between 30-34 years old, value wellbeing and financial stability, probably because they have financial responsibility for their spouse and children.

In this synthesis from Values Survey I am trying to explain what this data showed, trying to find the affinity and patterns of activity. Because only after it was possible to create different profiles (personas) using the most important values from different groups of people to build my model. However, it is essential to emphasise that even after analysing the data and finding standards of values, it is clear that people value different things during different stages of their lives. Furthermore, the values also vary geographically, as there is a cultural and geopolitical factor influencing each person's current needs, and it changes over time. Consequently, to be effective in building a model to improve attraction and retention is necessary to understand the employees and build a human-centred system to be successful in the relationship between organisations and employees.

The development of this work by expanding the testbed significantly would allow many more personas and much more accurate solutions. However, within the scope of this project, we seek only to prove the core thesis that different people need different things at different points in distinct places, and the better we understand them, the better we can service these needs and hopefully improve the attraction and retention of staff.

### **- Creating Profiles**

Deepening in the research data analysis was possible to establish eight personas according to the Values Survey data (please, see Appendice C for more information about all personas). These personas were created to illustrate the set of an individual's values and understand how we can strategically meet his needs by developing a tailored benefit plan. My intent is just to show the differences between people. The creation of these eight personas ranges across all of the groupings that I noticed when I analysed the data, so I will compare next just two of these personas to show how similar, but different they are.

### **- Benefit Packages**

An employee benefits package is a combination of compensations that enhances an employee's salary. Below is an example of how exclusive benefit packages were put together for this first persona.

# Victoria Van Dijk

age: 28 years old

residence: Amsterdam, The Netherlands

education: Postgraduate Diploma

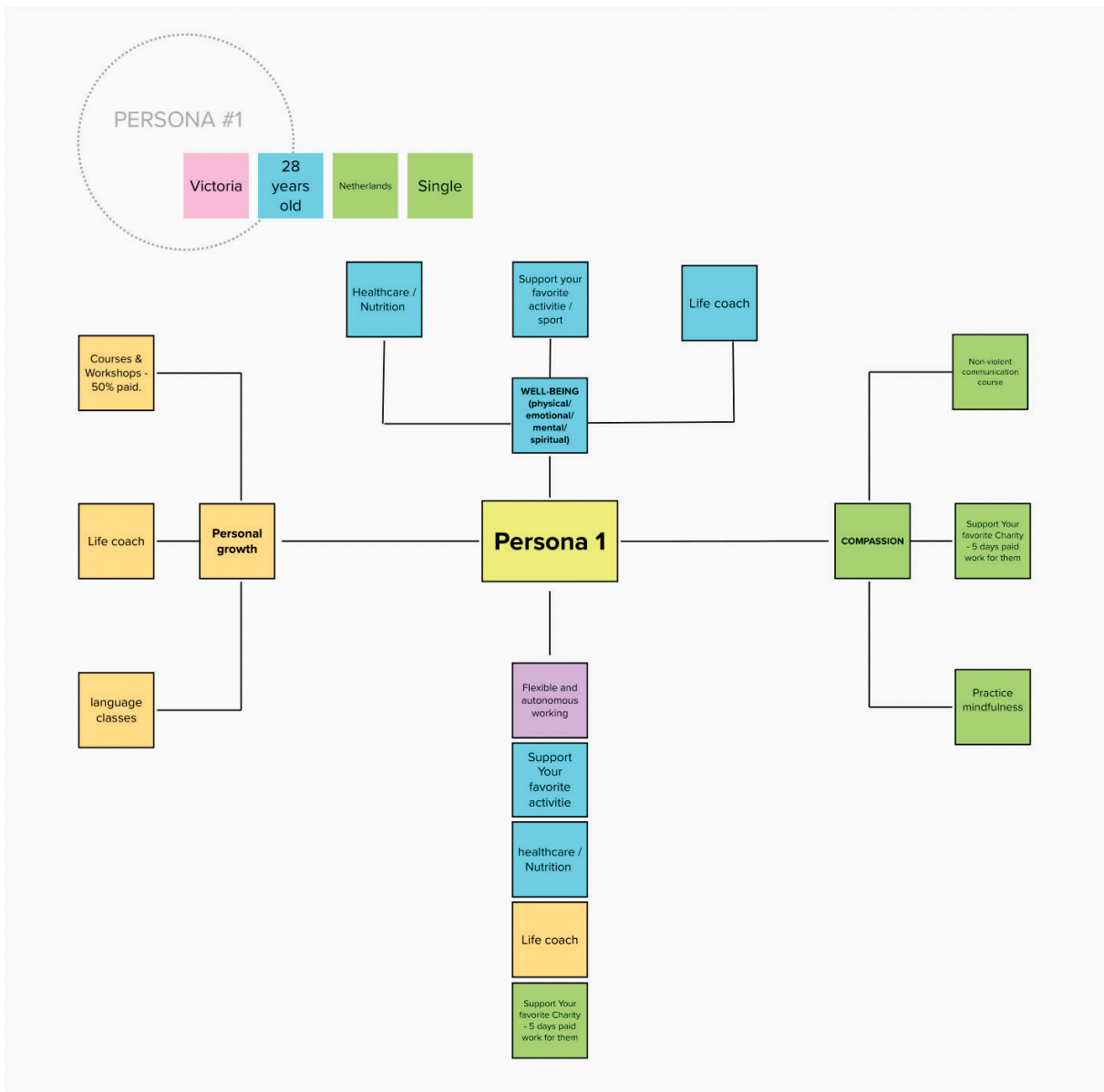
occupation: Frontend Developer

marital status: Single | No children



*"The secret to happiness is helping others"*

Victoria is a mid-weight Frontend Developer, having recently gotten her post-graduation diploma from the University of Amsterdam. She loves sports, running, and meditation to keep healthy her body and mind. She likes to have a hybrid work-life that combines working from home with time in the office.





The three top values related to this persona can be found in the figure above: Well-being, Compassion, and Personal Growth. From then on, I developed a package of benefits for the employee that matched their needs based on their values. From each value, three benefits associated with each value were developed. With these nine benefits options, it was possible to put together an ideal package for this persona. In this way, it is possible to include at least one benefit corresponding to each value in the package. In this example, the benefits package generated by the model is composed as follows:

- Support your favourite activity - (Wellbeing)
- Health care & Nutrition - (Wellbeing)
- Life Coach - (Personal Growth)
- Support your favourite charity - 5 days paid work for them - (Compassion)
- Flexible and Autonomous working: That is the heart of what it means to work in the 21st century now. With the pandemic scenario, there was a massive change in labour relations. We discussed earlier that working from home or a hybrid working model is a current fact. That is why offering the flexibility of work is inside all benefits packages of this model was an option that has proven to work during the last 12 months. This insight was generated from the expert interviews, supporting the importance of understanding people in depth.

Another important aspect considered in this model is that although it is personalised, it is not a static model, because people change and their needs and values also vary. Unlike large technology companies that even offer dozens of benefits, they do not offer solutions that follow each employee's personal evolution and their benefits do not grow or switch over time. This is why it is crucial to periodically apply my value-based model to ensure that the benefits offered can always be aligned with each employee's most important current needs. The Adaptive Employee Model allows organisations to see how that staff member will change over time based on evidence, analytics and data.

To exemplify the differences in profiles that were generated from the research results, below is another persona's reference:

# Peter Metzger

age: 27 years old

residence: Stockholm, Sweden

education: Bachelor Degree of Fine Art (BFA)

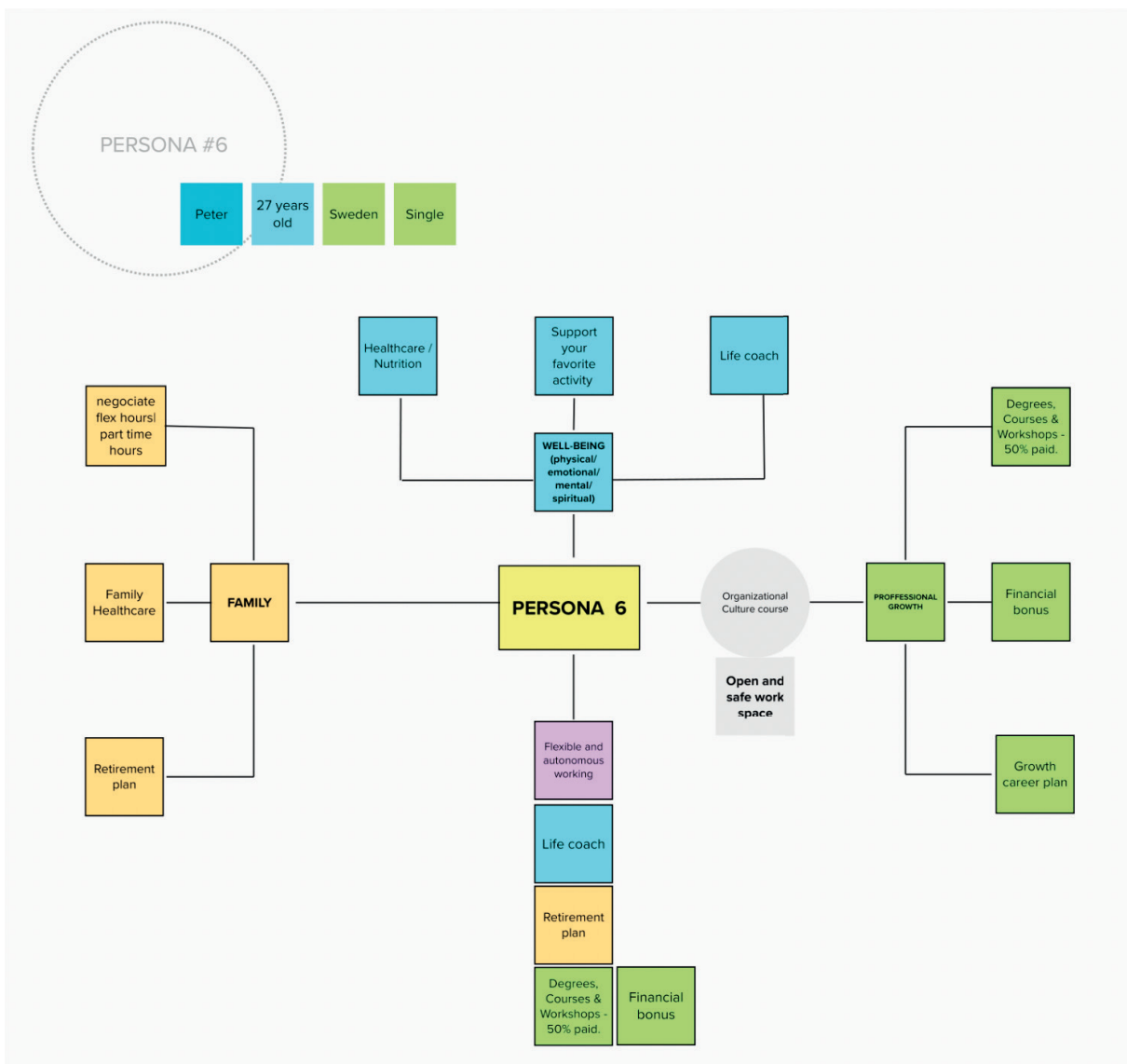
occupation: Product Designer

marital status: Single | No children



*"I need my family as pillars of support, especially in difficult times"*

Peter likes to invest heavily in technical courses to keep himself updated and help achieve higher work positions. He likes to spend time with his family, cooking and watching movies.



It is interesting to perceive these personas are part of the same age group in both examples. However, distinct benefits packages were generated according to their values. The top three values of this persona are **Family, Well-being and Professional Growth**. Because of that was designed a benefits package that offers Healthcare, Life

Coach, Courses & Workshops, Financial Bonus and Flexible and Autonomous Working. This individual analysis of values makes it possible to build customised solutions by applying the Adaptive Employee Model.

From the moment the model is applied within the company, it is possible to discover the different profiles of its employees and optimize the benefit offers to better understand, attract and retain talent. Organisations can start doing much more tailored, much more focused, much more human centred offers to employees depending on where they are in life. This process of systematic valuation of top values will be documented using empirical data to refine and improve benefit offers and the model itself.

**TESTING THE MODEL\_**

# 6. TESTING THE MODEL

Finally, one of the most important moments of this work was to test the model and verify its effectiveness and functioning. Only then would it be possible to assess whether the benefit packages generated would really resonate positively with people’s values. The way found to perform this test was through interviews with some participants who answered the first Values Survey, because, with the data collected and analysed, specific personas and benefits packages were created.

With the benefit packages ready, I started talking to the interviewees again. On that occasion, two job offers were presented. The two job offers had the same job description, responsibilities and requirements. But the number of wages between them was different. Below are how the job opportunities were presented: While option A has a salary of 50k per year and has no benefits, option B has a salary 10% lower, 45k per year, plus the additional benefits package generated by The Adaptive Employee Model. The main idea was that the interviewee had to choose between a higher salary without benefits or a lower salary with the addition of the tailored benefits package.

**A | Product Designer**  
Company Name: 17 Solutions

Job description: You will be expected to utilize your full range of product design, interaction design, and visual design skills.

Responsibilities: Oversee the user experience of a product from conception to launch in partnership with product managers, engineers, UX researchers and content strategists.

**Salary: \$50,000/yr**

**B | Product Designer**  
Company Name: 17 Solutions

Job description: You will be expected to utilize your full range of product design, interaction design, and visual design skills.

Responsibilities: Oversee the user experience of a product from conception to launch in partnership with product managers, engineers, UX researchers and content strategists.

**Salary: \$45,000/yr + Tailored Benefits:**

- Flexible and Autonomous working
- Support your favourite activity
- Health care & Nutrition
- Life Coach
- Support your favourite charity:  
- 5 days paid work for them t

“I feel supported and safe with this kind of benefit, as it met my greatest needs.”

Carolina Garcia - A/B test interview

“These benefits to me are more important than a slightly lower salary.”

Raphael Leite - A/B test interview

After presenting these two options, 100% of respondents chose option B, that is, the results converged to the proposal that contains the tailored benefits plan based on their values, even with a 10% lower salary. Another interesting point is that the benefits offered would cost much less than the \$ 5,000, which is being saved in the salary and reducing expenses for the company.

# **ANALYSING THE DATA FROM THE TEST\_**



# 7. ANALYSING THE DATA FROM THE TEST

A hundred per cent of the responses that came back, supported The Adaptive Employee Model showing that my prototype works. So, what does this mean?

The first analysis according to my A/B test is that people value experience over money. And if these experiences are modelled according to the most important values for the employee, the relationship and communication between worker and employer will change dramatically. Because they feel respected, valued, supported, and know that the company really cares about his needs. That is what makes the model successful in both attracting and retaining top tech talents.

During the recruitment process, the employee experience begins to be distinct from the tech industry’s traditional practices, as the model offers a human-centred strategy and personalized employee’s solutions, increasing engagement, motivation, and commitment.

### - Employee Journey

(18 - 25)	(26 - 32)	(33- 39)	(40 - 46)	(47 - 53)	(54 - 60)
Wellbeing & Personal Growth	Professional Growth & Independence	Family & Balance (work/life)	Making a difference & Flexibility	Wellbeing & Family	Health & Financial Stability
Gym/Sport & Courses Workshops 50% paid	Retirement Plan & Financial bonus	Childcare & Flexible and autonomous working	Social impact opportunity & Flexible and autonomous working	Flexible and autonomous working & Family Healthcare	Health club membership & Profits share

Below is a brief description to illustrate how the employee’s journey could changes throughout different life stages and how the benefits package adapts to these various stages.

Between 18 and 25 years old, the employee is at the beginning of his career, and his focus is only on himself. With core values such as health and personal growth, the benefits package includes gym, courses and workshops 50% paid. The next phase

between 26 and 32 years old, the employee is probably starting a relationship and already thinking about starting a family, his main values change to independence and professional growth, and now his benefits package includes financial bonus and retirement plan. Between 33 and 39 years old, the employee wants more time to be with his family and take care of his children, and his values are geared towards family and balance work-life, so his benefits package was redesigned to offer child care and flexible work. Between 40 and 46 years old, when the children are older and go to college, and now he has more time and seeks a more meaningful job that has a positive impact, his values are making a difference and flexibility, and his benefits are Social impact opportunity & Flexible and autonomous working. Then, from 47 to 53 years old, the employee is in a phase where he is already more concerned with his and his family's well-being and health, his values are well-being and family, and the benefits offered by the company are flexible and autonomous working & family healthcare. Later, between 54 and 60 years old, the worker is engaged in taking care of health and plans more financial stability to make his dreams come true, his main values are health and financial stability, and his benefits package includes health club membership & profits share.

**CONCLUSIONS\_**

## 8. CONCLUSIONS

This research aimed to investigate how best to attract and retain tech talents. Based on a quantitative and qualitative analysis of human values, it can be concluded that technology companies must understand their employees on a very personal level to keep up with the incredibly rapid transformation of the world and recruitment and retention strategies. Human-centred design and data analysis are important factors to consider when designing a 21st-century employee-centric solution. The results indicate that potential employees are more receptive to job offers that can offer personalised benefits, that adapt quickly to their reality and consider their current needs and stage of life, because human beings are diverse, complex and unique.

My literature review was showing that the attraction and retention of top tech talents is a huge problem. Plus, it's an expensive problem. An issue that faces not only employees, but companies, and there has to be a better way of doing it. Considering that we are experiencing a pandemic crisis with the arrival of Covid-19 the world has changed completely, transforming the way we do everything. The move to online lifework has been a big thing. It's caused real problems for big tech companies like Google and Facebook, who have invested in billions of dollars worth of buildings that now sit empty.

The Adaptive Employee Model will help companies boost employee attraction and retention rates, and point to value-building strategies to make tech talents more engaged and fulfilled. Once organisations understand the precise values employees care about most, it is possible to design compensation packages that people truly value. Every employee will feel like they work in the most outstanding company because values are aligned. It is a very human model to help businesses economise, improve their workforce, and diminish turnover rates.

During my investigation, I learned that Maslow and Berret's psychological theories are fundamental to understanding the evolution of human beings' needs, motivations and values. These theories were really in line with my thinking that people are unique and different. People are different at different stages of their lives and according to their place, because of sociodemographic and cultural influences. Individual values also change throughout the journey of each person. That is why it is essential for this model's functioning to be organic, adaptable, with a periodic application and centred on the employee.

Only when we understand people, it is possible to build customized solutions for the diverse needs throughout the career of employees. During this model's development,

I learned that the more we talk to people, the greater the chance of customizing their experiences and developing benefits packages that matter to them.

When I tested the benefit packages, I realized, through the results, that the benefits generated by the Adaptive Employee Model were efficient in attracting and retaining talents, since people preferred the job offer that contained personalized benefits packages instead of a higher salary.

The idea of applying the model with annual regularity makes the employees feel valued and noticed when they realize that this model is made to help them to walk a successful career and more meaningful life, through the understanding of their most important values.

**RECOMMENDATIONS  
AND FUTURE  
THOUGHTS\_**

## 9. RECOMMENDATIONS AND FUTURE THOUGHTS

The proposed model adapts with people based on their values and will scale with the amount of data it can get. Thus, more the model is applied, more accurately it will become. It was possible from ninety people to create eight personas and dozens of different combinations of personalized benefits. Then I imagine that with technological advances, it will be possible to adapt this module to a digital system, where thousands of people could access values assessments and contribute to the database's enrichment. This would make it possible to build millions of personas based on an even more significant amount of human values that were not viable to use for creating my prototype. With the help of machine learning technology, it will be possible to understand the personas' needs, classify different scales of values and generate hundreds of benefits options. Utilizing artificial intelligence, the system will learn the sociodemographic and psychological patterns of the personas. It could begin to predict future changes in values according to the different stages of the human being's life, and thus already customize a new benefits package updated according to each profile. It will be possible, for example, to foresee changes in the priority of values of a young employee who has just discovered is pregnant and so, at the same time anticipate her future needs, and most predictable employee lifecycle desires. The more big data set, the more valuable the evidence is, and more specific the model will be able to compose the value-based packages for people.

It is necessary to consider ethical aspects concerning the scaling of this system. Data security and digital privacy are sensitive and fundamental issues when dealing with personal data. We have to be attentive when collecting and analysing data, avoiding categorizing people through autonomous digital technologies to the point of losing the ability to make decisions based on face to face, because the relationship between employer and employee is always going to be about conversations. We can not lose the core essence of the Adaptive Employee Model since each human being is unique and different. Furthermore, dealing with employees will always be human.

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## **Interviews**

Brown, V. (2020) Product Designer at Deloitte. Interviewed by Marcos Arruda

Ludensky, M. (2020) Senior Product Manager. Interviewed by Marcos Arruda

Garcia, C.(2020) HR Manager at JCV. Interviewed by Marcos Arruda

Leite, R. (2020) Designer at Radio3. Interviewed by Marcos Arruda

Tavares, T. (2020) People Manager. Interviewed by Marcos Arruda

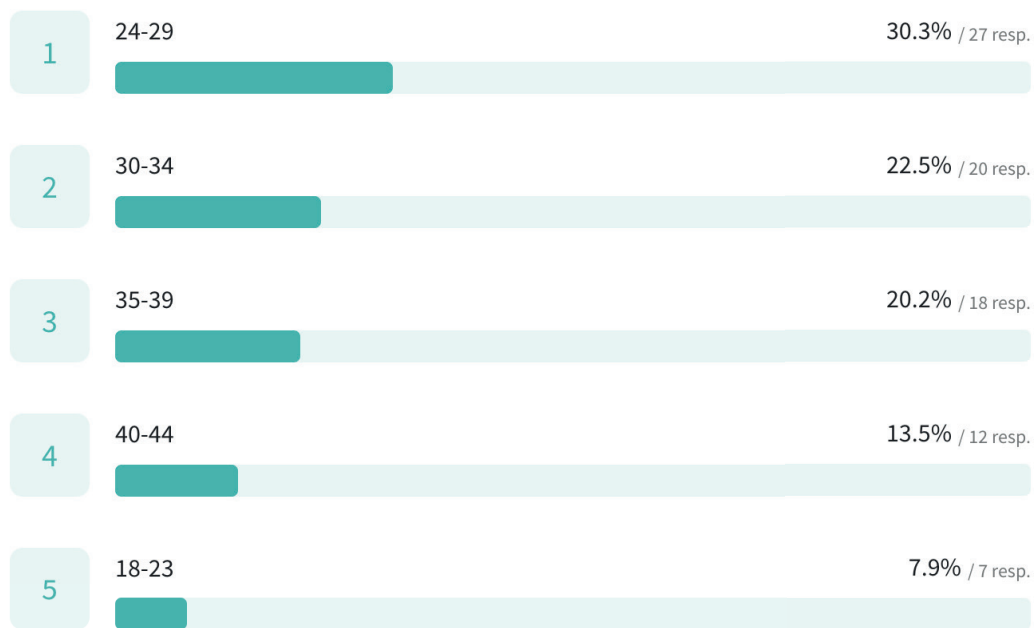
# APPENDICES+

# 11. APPENDICES

## A - Values Survey results

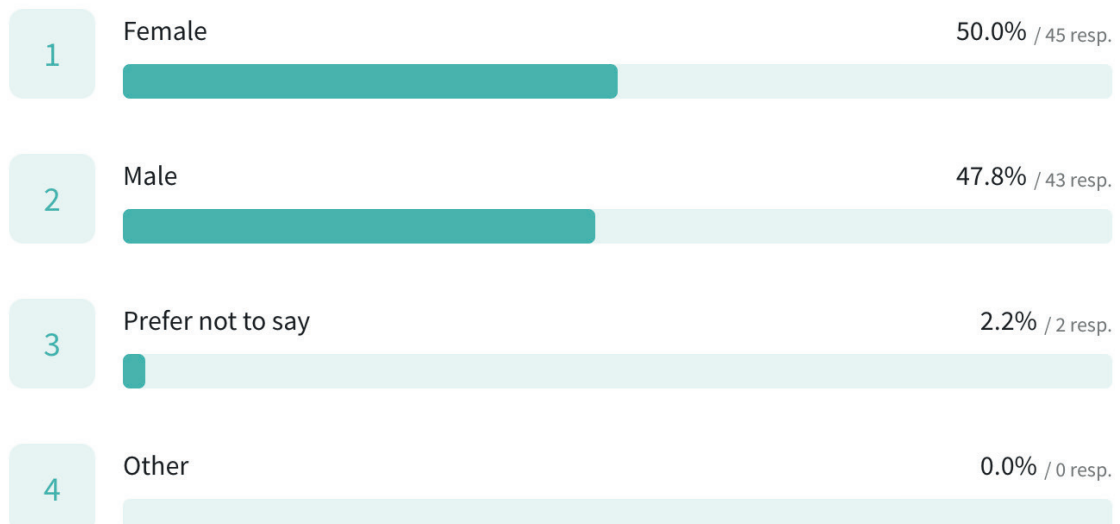
### What is your age?

89 out of 90 answered



### What is your gender?

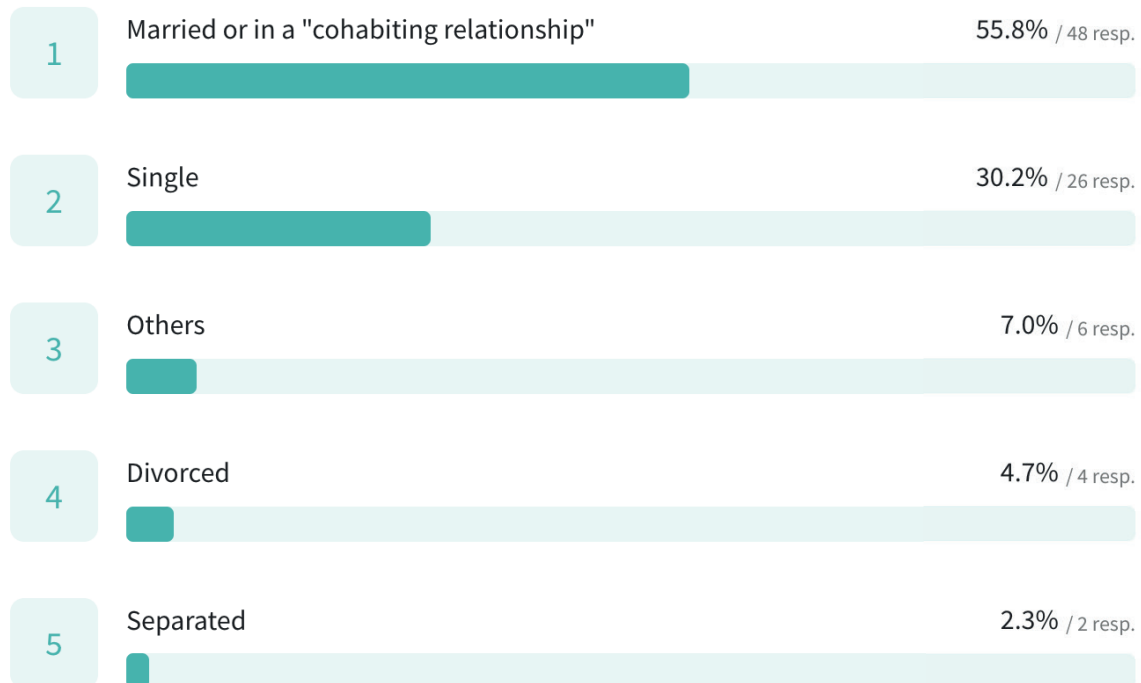
90 out of 90 answered





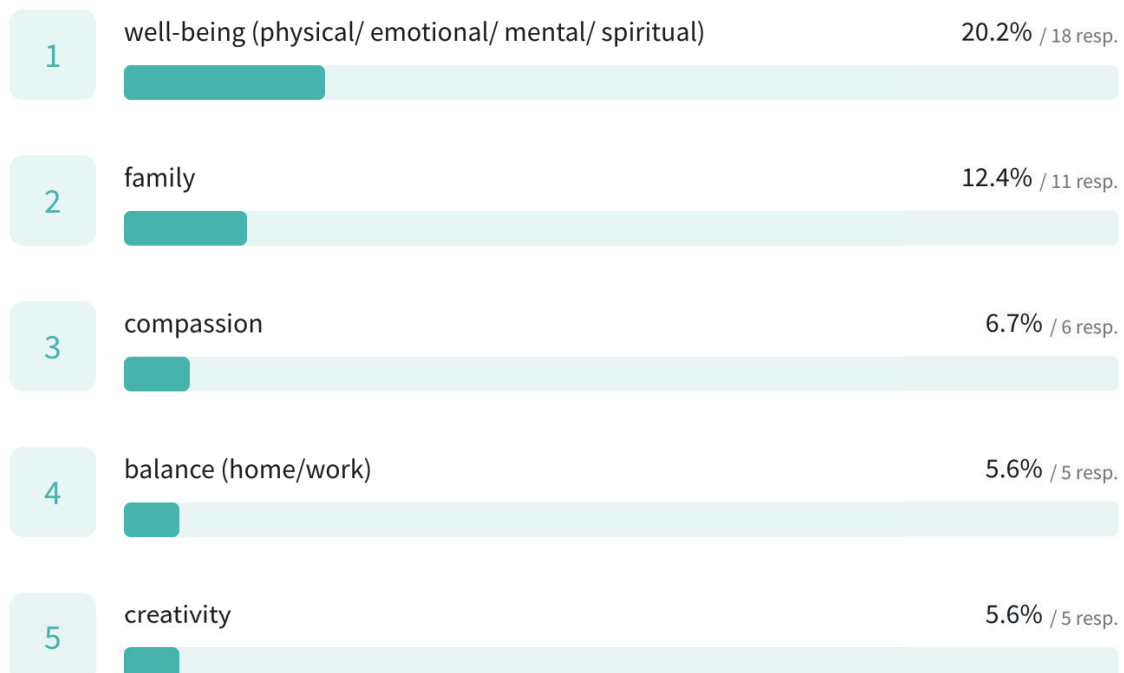
## What is your relationship status?

86 out of 90 answered



## Choose the most important Value in your life:

89 out of 90 answered



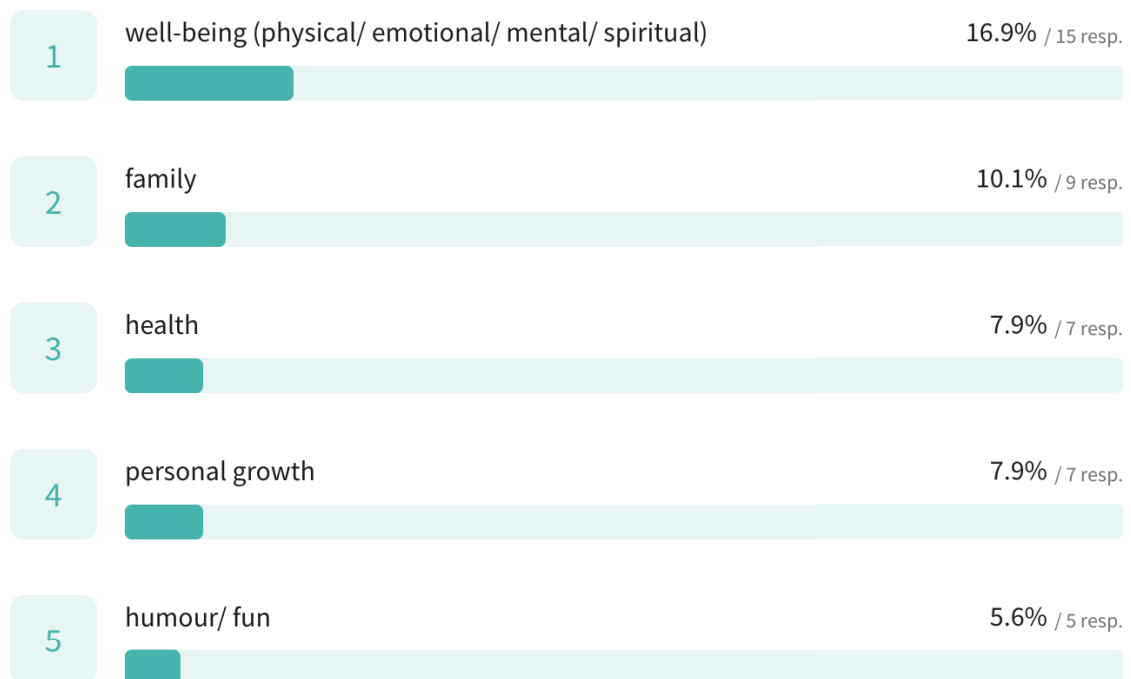
## Choose the third most important Value in your life:

89 out of 90 answered



## Choose the second most important Value in your life:

89 out of 90 answered



# B - Values Surveys Table

Name	Age	gender	relationship stat	Country	First value	Second Value	Third Value	other value	Submitted At
Joanna Thompson	18-23	Female	Single	Canada	adaptability	health	future generations		25/11/2020 02:34
Clara Fadel	18-23	Female	Married or in a	brazil	caring	openness	respect		25/11/2020 09:48
Cornelia von Bahr	18-23	Female	Married or in a	Sweden	financial stability	family	creativity		26/11/2020 03:11
Daniela Jokilehto	18-23	Female	Others	Sweden	well-being (physical/ en	family	enthusiasm/ positive attitude		25/11/2020 02:10
Laila Franklin	24-29	Female	Married or in a	Sweden	balance (home/work)	enthusiasm/ positive at	social impact		11/12/2020 21:10
Kristin Hall	24-29	Female	Others	UK	belonging	listening	enthusiasm/ positive attitude		25/11/2020 09:39
Josefin	24-29	Female	Married or in a	Sweden	compassion	well-being (physical/ en	making a difference		25/11/2020 15:20
Rebeca Rodriguez	24-29	Female	Married or in a	Sweden	compassion 4	well-being (physical/ en	personal fulfilment		25/11/2020 08:47
Sophie Arntsen	24-29	Female	Married or in a	Norway	continuous learning	well-being (physical/ en	social impact		24/11/2020 15:09
saga west	24-29	Female	Married or in a	sweden	continuous learning	friendship	belonging		27/11/2020 14:47
Liv Meads	24-29	Female	Married or in a	United Kingd	diversity	social impact	compassion		25/11/2020 14:16
Tabea Scherer	24-29	Female	Single	Portugal	enthusiasm/ positive at	leadership	creativity		25/11/2020 14:11
Ana Carolina Magalhães	24-29	Female	Married or in a	Brasil	health	family	friendship	Na	25/11/2020 00:46
Pooja Vaidya	24-29	Female	Single	India	openness	adaptability	humility	Honesty, Mut	25/11/2020 01:16
Elin	24-29	Female	Married or in a	Sweden	openness	compassion	environmental awareness		25/11/2020 05:48
Erika Selene Reyes	24-29	Female	Others	USA	personal fulfilment	professional growth	well-being (physical/ emotional/		25/11/2020 06:14
Isa	24-29	Female	Single	Sweden	personal growth	well-being (physical/ en	caring		25/11/2020 07:47
Andrea Lamas	24-29	Female	Single	Peru	well-being (physical/ er	humour/ fun	making a difference		25/11/2020 07:46
Welyn Goh	24-29	Female	Married or in a	Singapore	well-being (physical/ er	personal fulfilment	personal growth	none	25/11/2020 08:06
Claire	24-29	Female	Married or in a	Sweden	well-being (physical/ er	personal growth	balance (home/work)		25/11/2020 08:07
Emma Roslund	24-29	Female	Married or in a	Sweden	well-being (physical/ er	professional growth	environmental awareness		25/11/2020 08:22
Astrid Rönnborn	24-29	Female	Single	Sweden	well-being (physical/ er	balance (home/work)	diversity		25/11/2020 08:27
Victoria	24-29	Female	Single	Sweden	well-being (physical/ er	friendship	personal growth		25/11/2020 08:37
Giovanna Bins	30-34	Female	Married or in a	Brasil	balance (home/work)	well-being (physical/ en	belonging		25/11/2020 08:59
Julia	30-34	Female	Married or in a	Sweden	balance (home/work)	financial stability	personal growth		25/11/2020 09:06
Cecilia	30-34	Female	Single	Sweden	belonging	personal growth	enthusiasm/ posi D		25/11/2020 09:06
Alex Holm	30-34	Female	Single	Sweden	caring	creativity	adaptability		25/11/2020 09:17
Heba Habib	30-34	Female	Single	Sweden	creativity	friendship	compassion		25/11/2020 09:34
Marianna Ludensky	30-34	Female	Married or in a	Usa	creativity	humour/ fun	collaboration	Kindness	25/11/2020 10:32
Gaëlle	30-34	Female	Married or in a	the Netherla	diversity	well-being (physical/ en	making a differer na		25/11/2020 10:54
Elin Svensson	30-34	Female	Married or in a	Sweden	financial stability	family	well-being (physical/ emotional/		25/11/2020 11:22

Name	Age	gender	relationship stat	Country	First value	Second Value	Third Value	other value	Submitted At
Layla Oliveira	30-34	Female	Married or in a	Brazil	well-being (physical/ er	belonging	collaboration	honesty	25/11/2020 13:14
Josefine	30-34	Female	Married or in a	Sverige	well-being (physical/ er	listening	respect		25/11/2020 14:34
Rachel	30-34	Female	Single	usa	wisdom	humour/ fun	belonging		25/11/2020 14:52
Joudy Loo	35-39	Female	Single	Spain	adaptability	belonging	humility		25/11/2020 16:20
Aimee Dean	35-39	Female	Single	Sweden	collaboration	ethics	making a difference		26/11/2020 09:59
Katalin Emese Merai	35-39	Female	Married or in a	Sweden	compassion	health	continuous learning		25/11/2020 03:09
Josephinne	35-39	Female	Married or in a	Sweden	creativity	family	balance (home/work)		25/11/2020 05:29
Tanja	35-39	Female	Married or in a	Sweden	family	continuous learning	caring		25/11/2020 06:36
That's a secret	35-39	Female	Single	Sweden	recognition	wealth	well-being (physical/ emotional/		25/11/2020 06:57
Debora Viegas	35-39	Female	Single	Brazil	well-being (physical/ er	family	making a difference		25/11/2020 07:04
Andrea Urquieta	35-39	Female	Divorced	Sweden	well-being (physical/ er	belonging	openness		25/11/2020 07:22
Inga Alik	40-44	Female	Divorced	Latvia	independence	personal growth	openness	Freedom, repl	25/11/2020 07:39
Angelica Pineros	40-44	Female	Single	Sweden	respect	health	humour/ fun		25/11/2020 08:34
Ana Carolina Garcia Cam	45-49	Female	Single	Brazil	collaboration	family	personal fulfilment		25/11/2020 09:11
Gabriel Sinico	18-23	Male	Single	Brazil	balance (home/work)	well-being (physical/ en	family	-	25/11/2020 09:44
Isak Petursson	18-23	Male	Married or in a	Sweden	efficiency	power	wisdom		25/11/2020 10:27
Chiller	18-23	Male	Married or in a	Swe	entrepreneurial	well-being (physical/ en	creativity		25/11/2020 13:26
Yash Dhavalikar	24-29	Male	Others	India	compassion	personal growth	family		25/11/2020 14:00
oskar smith	24-29	Male	Married or in a	netherlands	compassion	well-being (physical/ en	humour/ fun		25/11/2020 14:11
Carlos Ronchetti	24-29	Male	Single	Netherlands	family	well-being (physical/ en	making a differer	Honesty	25/11/2020 18:29
Nils Westhoff	24-29	Male	Others	The Netherl	humour/ fun	health	openness		25/11/2020 09:11
Mikhail Erikov	24-29	Male	Married or in a	Russia	making a difference	personal growth	diversity		28/11/2020 23:06
Patrick	24-29	Male	Single	Brazil	well-being (physical/ er	balance (home/work)	financial stability		25/11/2020 07:11
Noname	24-29	Male	Single	sweden	well-being (physical/ er	humour/ fun	personal growth		25/11/2020 08:57
Raoni	30-34	Male	Divorced	Swed	-	balance (home/work)	collaboration		25/11/2020 00:54
Jamie Harris	30-34	Male	Married or in a	Sweden	continuous learning	independence	financial stability		25/11/2020 14:39
wowowo hold on.	30-34	Male	Married or in a	Netherlands	ethics	wisdom	balance (home/work)		27/11/2020 22:14
Frank	30-34	Male	Married or in a	Sweden	family	well-being (physical/ en	independence		26/11/2020 03:00
pablo	30-34	Male	Married or in a	sweden	financial stability	well-being (physical/ en	personal growth		23/11/2020 20:37
Rafael amaral	30-34	Male	Married or in a	Brazil	teamwork	entrepreneurial	collaboration		25/11/2020 09:29
Albert Urchukov	30-34	Male	Separated	Russia	well-being (physical/ er	personal growth	creativity		25/11/2020 09:00

Name	Age	gender	relationship status	Country	First value	Second Value	Third Value	other value	Submitted At
Christian Croona	30-34	Male	Married or in a	Sweden	well-being (physical/	making a difference	caring		25/11/2020 14:3
Fernando Arruda	30-34	Male	Married or in a	USA	well-being (physical/	er efficiency	financial stability		25/11/2020 08:0
Raphael Miranda Leite	35-39	Male	Single	Spain	adaptability	health	financial stability	Peace	25/11/2020 00:5
Mark	35-39	Male	Married or in a	Sweden	balance (home/work)	enthusiasm/ positive at	creativity		25/11/2020 06:4
Gustavo Noleto Bertolino	35-39	Male	Married or in a	Brazil	family	environmental awarene	enthusiasm/ positive attitude		25/11/2020 00:4
Marcelo Krausche	35-39	Male	Single	Brazil	family	well-being (physical/	en respect		25/11/2020 09:0
Peter Johansson	35-39	Male	Married or in a	Sweden	family	personal growth	balance (home/work)		25/11/2020 18:2
Guðmundur Björnsson	35-39	Male	Married or in a	Sweden	making a difference	humility	personal growth	Happiness	25/11/2020 20:4
Nils Söderström	35-39	Male	Married or in a	Sweden	Other			exporation	28/11/2020 18:1
Axel Norén	35-39	Male	Married or in a	Sweden	personal growth	well-being (physical/	en wisdom		26/11/2020 12:2
Rafael Tavares da Costa	35-39	Male	Single	United King	respect	family	wisdom		25/11/2020 05:0
Sebastian Akerman	35-39	Male	Others	Sweden	wisdom	enthusiasm/ positive at	family	Happiness	23/11/2020 22:3
Tiago Tavares da Costa	40-44	Male	Separated	Schweiz	adaptability	humour/ fun	wisdom		23/11/2020 19:4
Fernando Weno	40-44	Male	Married or in a	Brazil	creativity	collaboration	entrepreneurial	;) )	24/11/2020 15:0
Fernando Molin	40-44	Male	Single	Sweden	creativity	enthusiasm/ positive at	friendship		23/11/2020 22:3
Fabricao Souza Batista	40-44	Male	Married or in a	Brazil	family	entrepreneurial	adaptability	Liberty	25/11/2020 08:4
Massimo Civilini	40-44	Male	Married or in a	Italy	family	balance (home/work)	making a difference		30/11/2020 00:5
Phill	40-44	Male	Divorced	Sweden	family	creativity	humility		27/11/2020 16:5
marc	40-44	Male	Married or in a	England	professional growth	well-being (physical/	en belonging		30/11/2020 12:1
Rodrigo Freitas	40-44	Male	Married or in a	United State	respect	ethics	compassion		24/11/2020 19:4
Rob	40-44	Male		England	well-being (physical/	er family	social impact		25/11/2020 15:0
Matt	40-44	Male	Single	Switzerland	well-being (physical/	er openness	collaboration		27/11/2020 16:3
Yamar Aires da Silva	45-49	Male	Separated	Brazil	family	health	well-being (physical/	emotional/	27/11/2020 17:0
Mick Stockton	45-49	Male	Married or in a	UK	family	financial stability	balance (home/work)		27/11/2020 17:0
Jonatan Korpelainen	45-49	Male	Married or in a	swe	social impact	community involvemen	family		27/11/2020 17:3
Eli Catalan	55-59	Male	Married or in a	sweden	continuous learning	belonging	creativity	keeping it wei	30/11/2020 16:2
Tuva	24-29	Prefer not to	Married or in a	Sweden	compassion	openness	continuous learning		30/11/2020 12:1

# C - Mural Board - 8 Personas

