Respondents were split into three groups based on their responses to the question:
What do you feel your employer values most about you?

<table>
<thead>
<tr>
<th>Group 1</th>
<th>FEELS VALUED FOR:</th>
<th>Talent, Skill &amp; Humanity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 2</td>
<td>FEELS VALUED FOR:</td>
<td>Productivity &amp; Financial Worth</td>
</tr>
<tr>
<td>Group 3</td>
<td>FEELS VALUED FOR:</td>
<td>Unvalued or No Feedback</td>
</tr>
</tbody>
</table>

Distribution of Respondent Groups
62% Best health Lowest risk of attrition
10% Worst health Highest risk of attrition
28% Worse Health Higher risk of attrition

Perceived Stress Scores
Measures the degree to which situations in one’s life are appraised as stressful. Gauges how unpredictable, uncontrollable and overloaded life feels. Lower scores are better.

SF-12 Mental Health Scores
The SF-12 is a health-related quality-of-life questionnaire used to assess physical and mental health. Higher scores are better.

Respondents were also asked a series of Yes / No / Unsure response questions. Here, the Yes / No responses by each group are compared. “Unsure” responses not depicted.

What significance does this research hold for the goal of improving well-being in the legal profession? There are specific areas where employers & individuals can focus to improve health & well-being.

Understand that business-centric management approaches have the potential to negatively impact the health & well-being of lawyers.

Recognize & disrupt self-defeating management practices. Making lawyers feel more valued for their skill or humanity rather than productivity or responsiveness may improve well-being, mitigate unwanted turnover & reduce healthcare costs.

Too little feedback or feeling unvalued means that lawyers may experience the highest levels of stress & worst health.

Aligning values between individuals & employers may allow for a better understanding of the personal or professional values of an individual’s chosen or prospective work environment.

*For more information, please see the full study by Krill, DeGennefe, Ochocki & Anker here.*