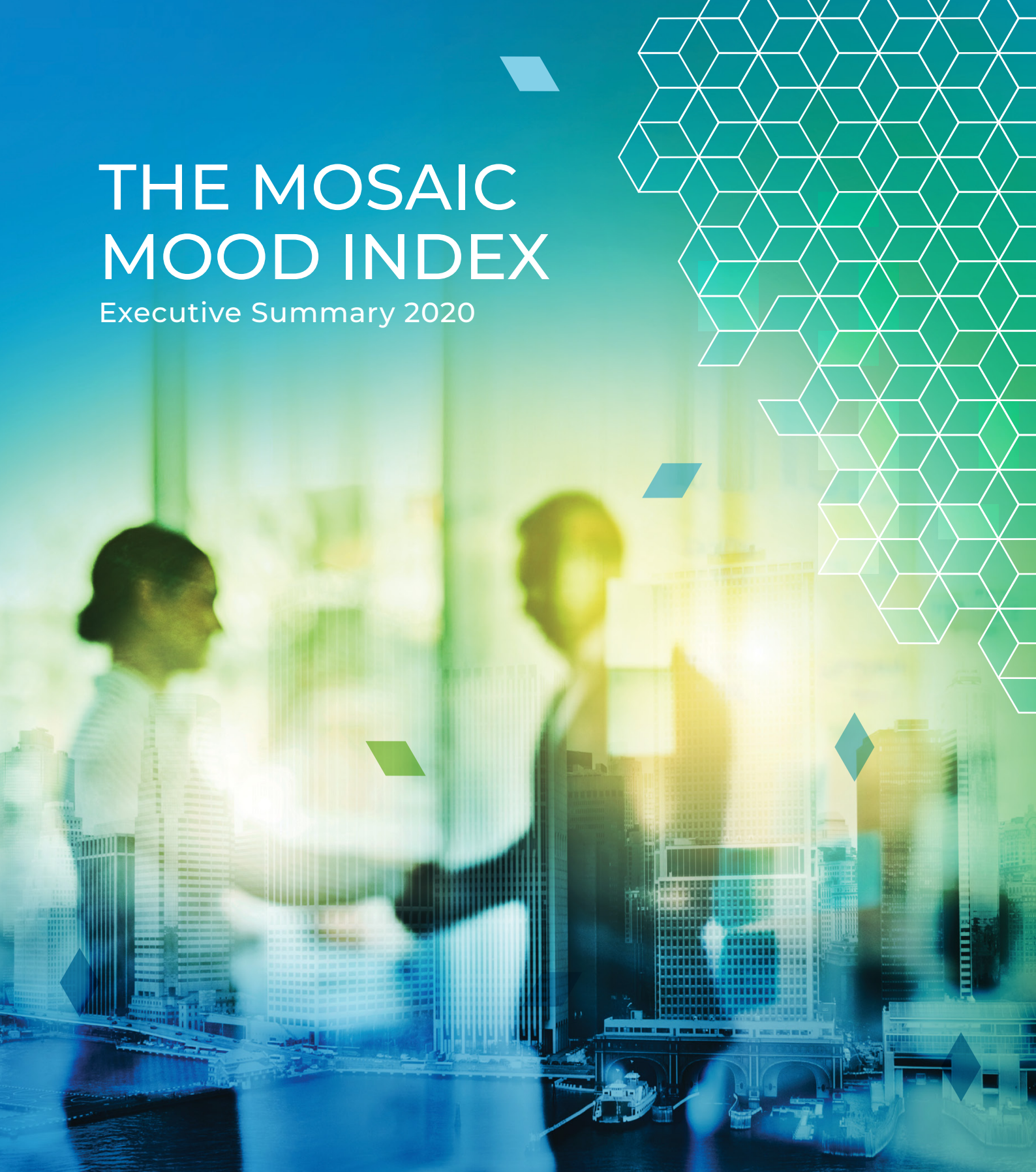


THE MOSAIC MOOD INDEX

Executive Summary 2020



THE MOSAIC
COLLECTIVE

ADVISORY ▶ CAMPUS ▶ MENTORING



FOREWORD

We are living and working in a unique period of time. Not only are there often multiple generations of workers in the workplace, each generation brings with it different attitudes about work and wellbeing and its role in shaping our future. Add to this the backdrop of living and working through a global pandemic, the first in living memory for any of us. Regardless of our age and whether we are Gen-Z, a Boomer or a Millennial, Coronavirus has led to a rapid and seismic shift in the way we work.

We believe what you told us in the survey remains relevant and is actually critical to understand so that the learnings are not lost in a “return to normal”. You told us about your mood and we heard you. Now you can see what you said. We think you’ll agree with us that we have work to do. We need to show up and be the change we want to see. If we have learnt anything over the last few months, and what the MOSAIC Mood Index clearly tells us, is that the status quo we had all been living with was not working.

Claire & Emma

Claire Debney and Emma Sharpe | Founders
The MOSAIC Collective

Methodology:



Electronic survey

conducted 19 February to 10 April 2020



32 Questions

on various factors that impact employee wellbeing in the workplace



Respondents

18-65+ from around the world within the legal sector (across various industries)

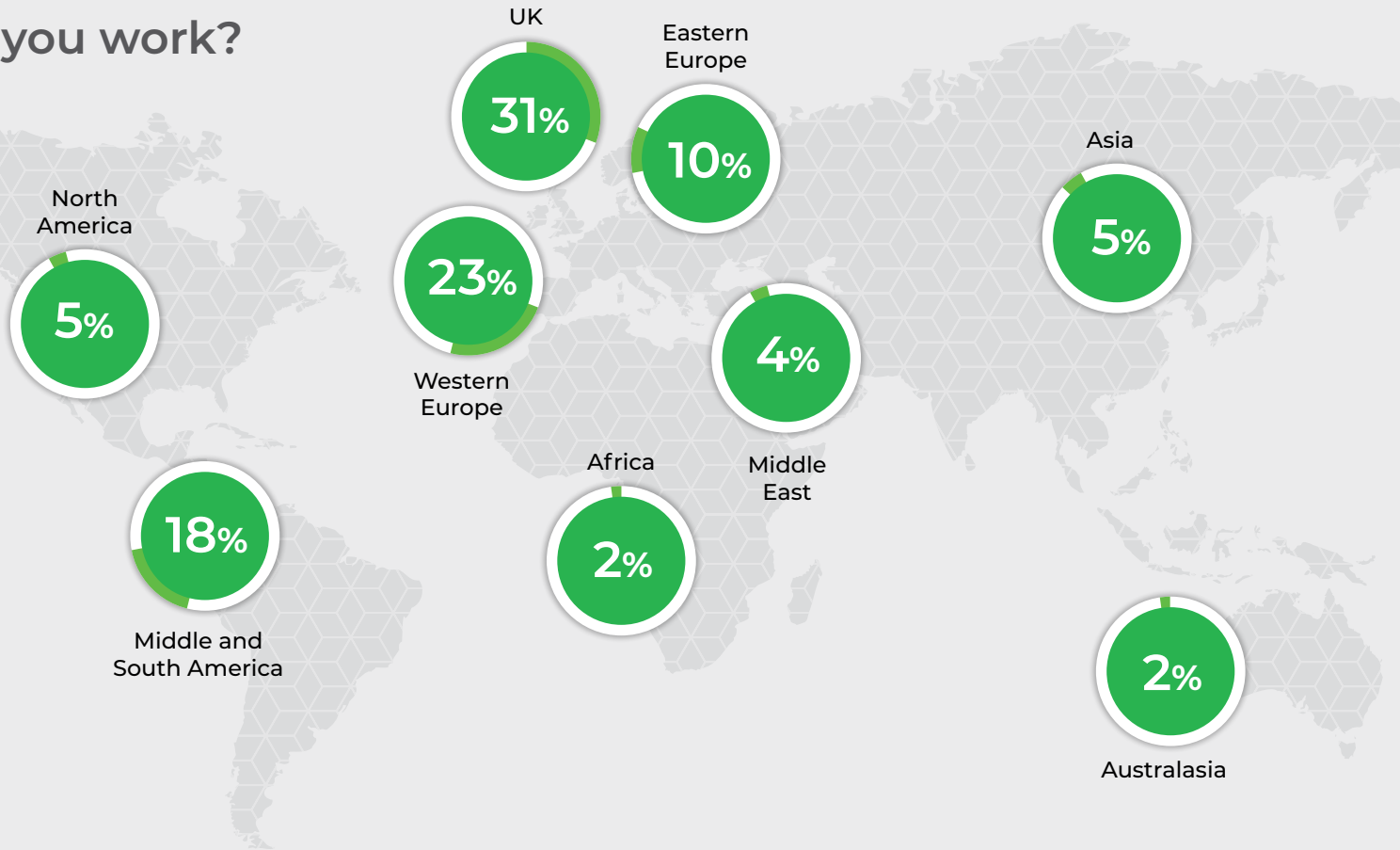
TOTAL: 1,477 responses



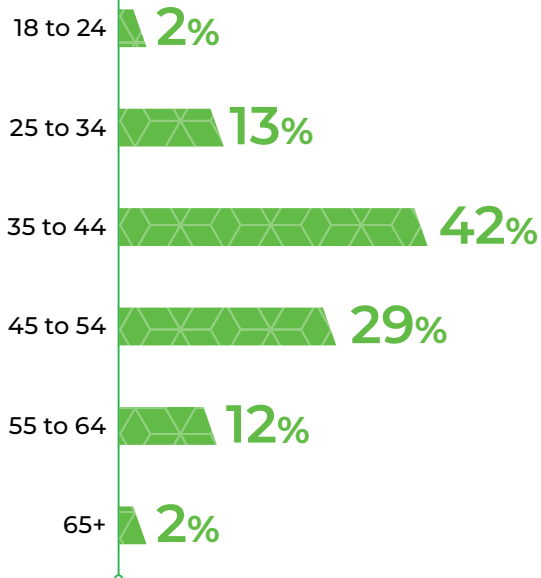
DEMOGRAPHICS

Where do you work?

n = 1477

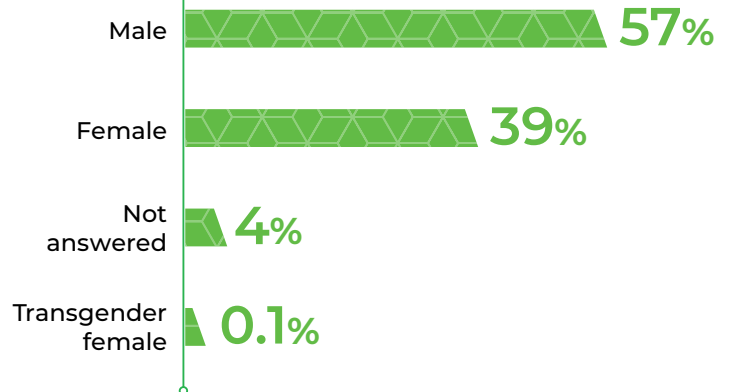


Age



Gender

To what gender do you most identify?

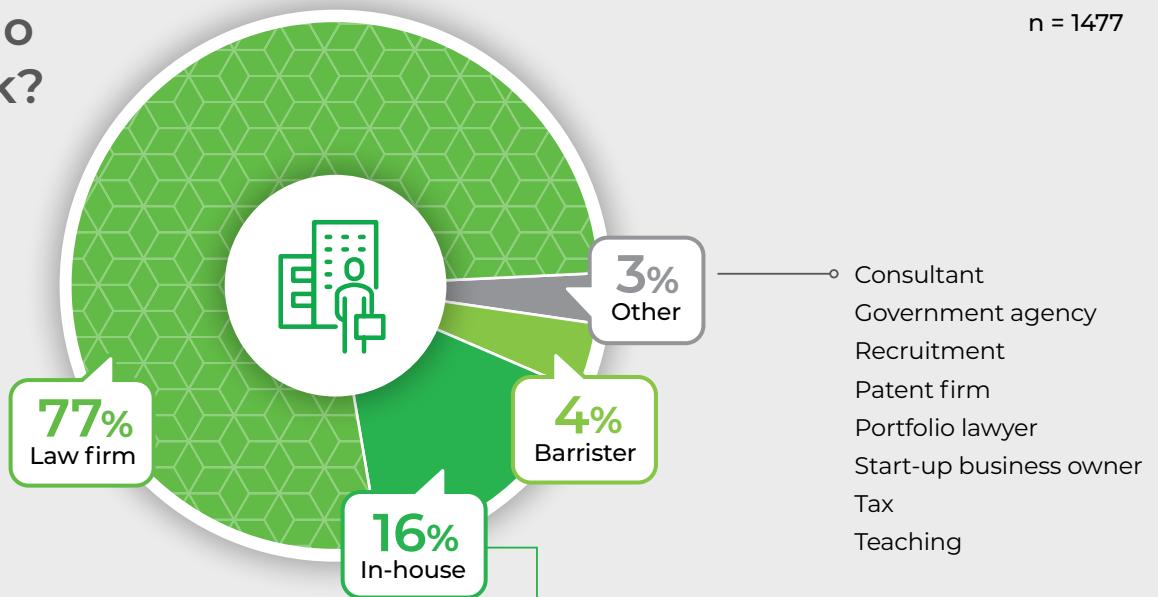




DEMOGRAPHICS

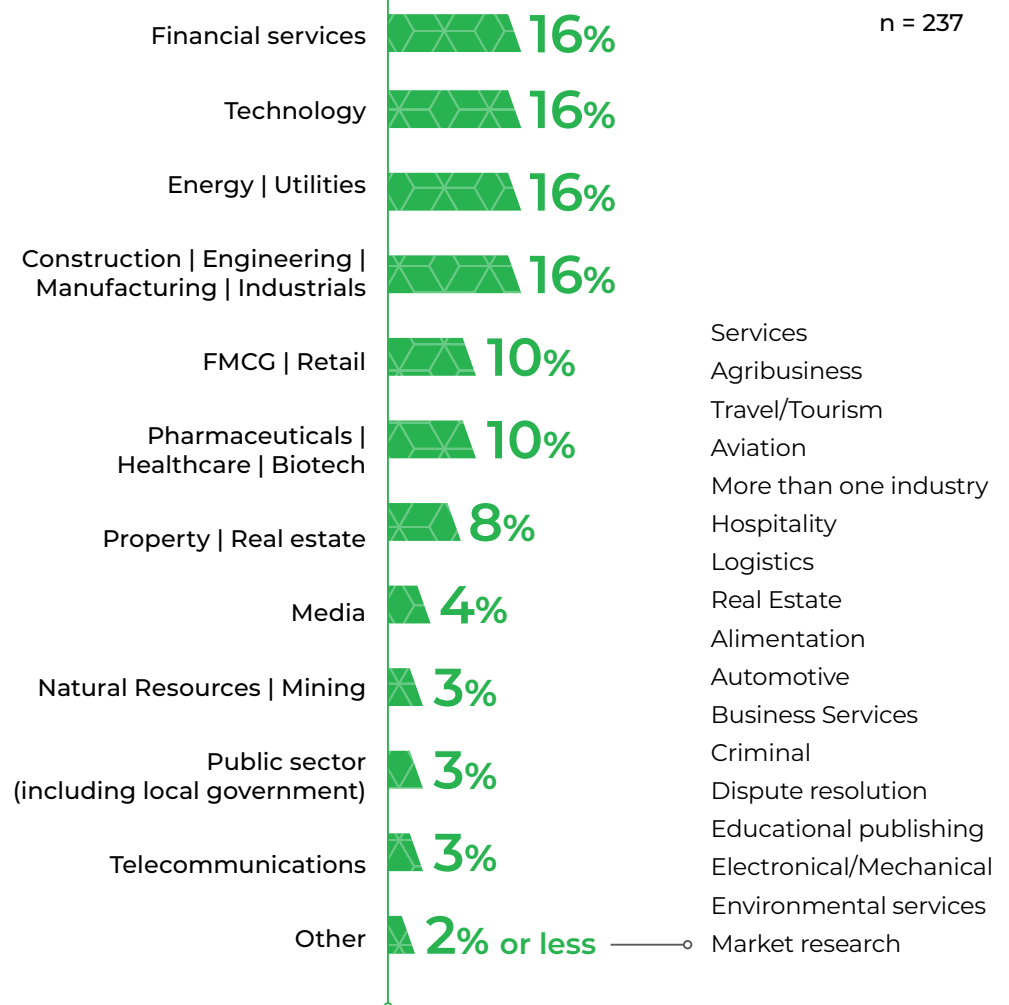
Where do you work?

n = 1477



If you work in-house, what is your industry?

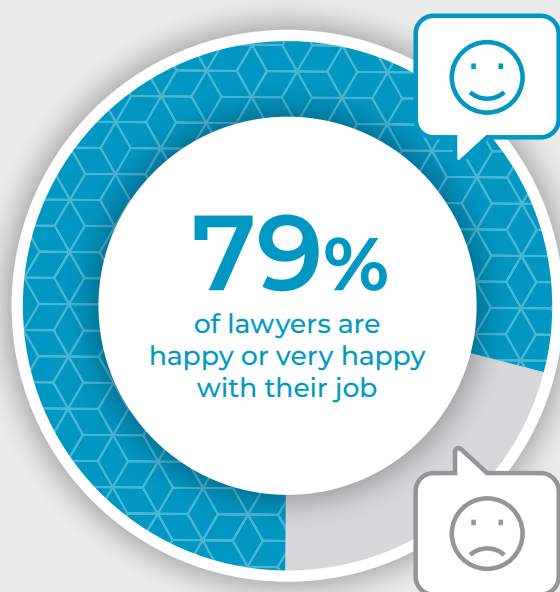
n = 237





INSIGHTS

Most of you are happy with your job, mainly because of your salary and the quality and value in your work. Negatives mainly relate to long working hours, boring work, insufficient salary and / or limited opportunity to progress. **Most of you say your mood at work affects your home / personal life but only half of you find it easy to talk about your mood.**

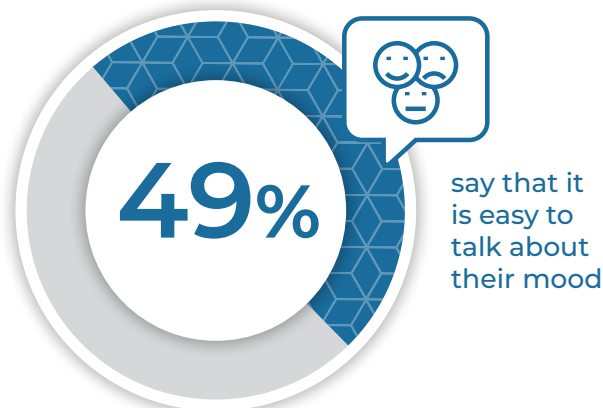
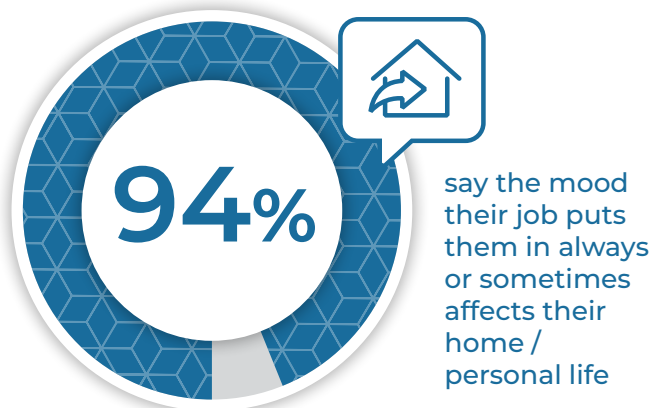


Main reasons for being happy:

- 65%** Salary
- 64%** Quality of work
- 60%** Meaningful, impactful work
- 52%** Title and recognition
- 52%** Flexible working
- 47%** Work-life balance
- 42%** Personal values aligned with job
- 39%** Opportunity to progress

Main reasons for being unhappy:

- 47%** No work-life balance
- 34%** Poor quality, repetitious, monotonous work
- 24%** Salary
- 22%** Limited or no opportunity to progress
- 20%** Location
- 19%** Personal values not aligned with job
- 16%** Lack of flexible working
- 6%** No title and recognition
- 4%** Work is not meaningful, impactful





INSIGHTS

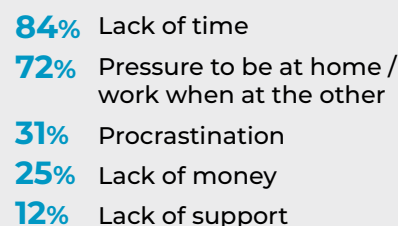
Most of you recognise your own personal impact on your happiness in your job. Although you acknowledge the importance of and opportunity for personal and professional development, **your behaviour does not reflect this**. Exercise and nutrition are the top two ways you invest in yourselves. Only half of those who have a budget for self or other investment actually spend it; and most cite lack of time as the main reason why you don't invest more in yourselves.

Personal growth

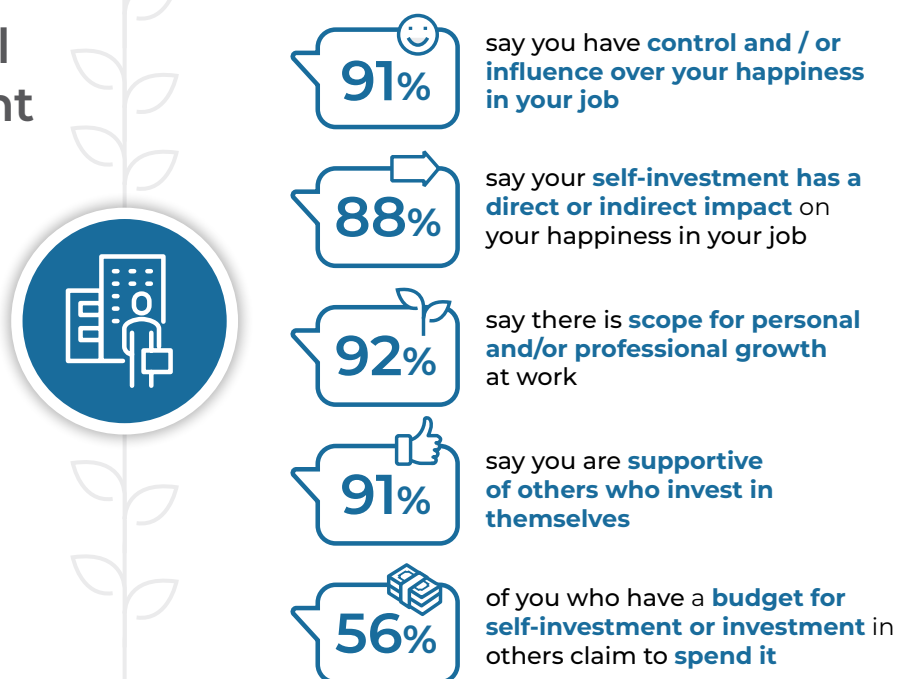
How do you invest in yourself?



Main barriers to self-investment:



Professional development





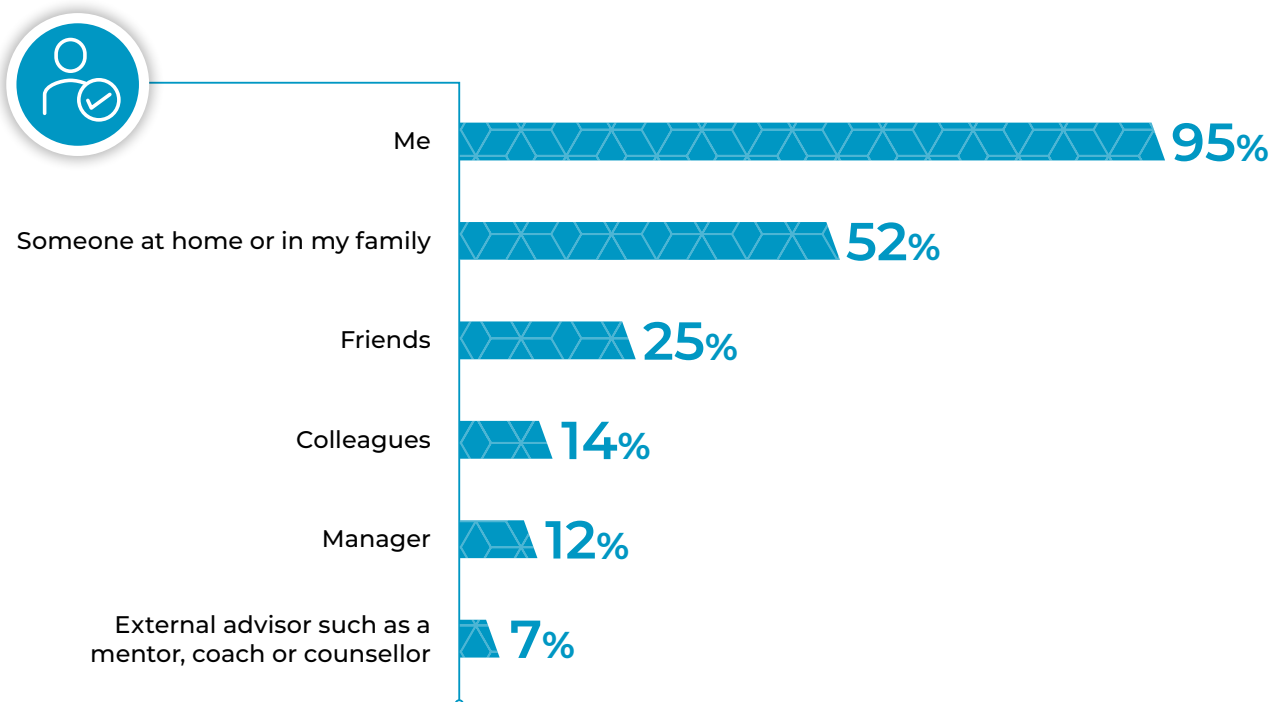
INSIGHTS

Just under two thirds of you claim to have a career plan. **You have little formal support;** most of you say you look after your own interests and a quarter say friends do. Only 12% say their manager looks after their interests.

Do you have a career plan?



Who looks after your interests?

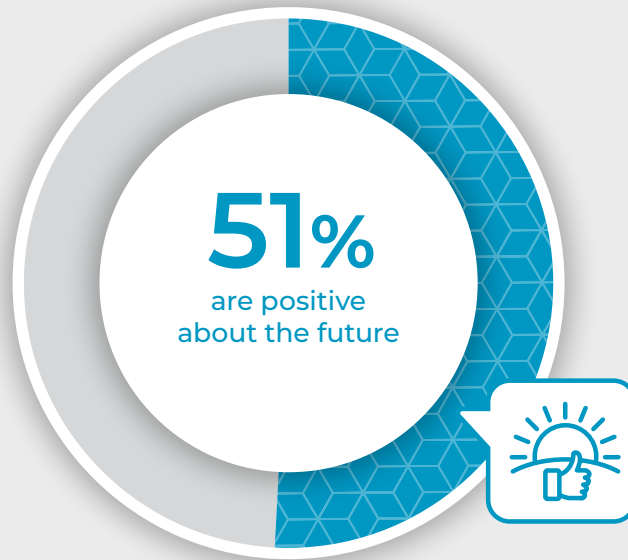




INSIGHTS

Half of you are positive about the future. Your main challenges are building your businesses and careers while managing work-life balance and financial pressures.

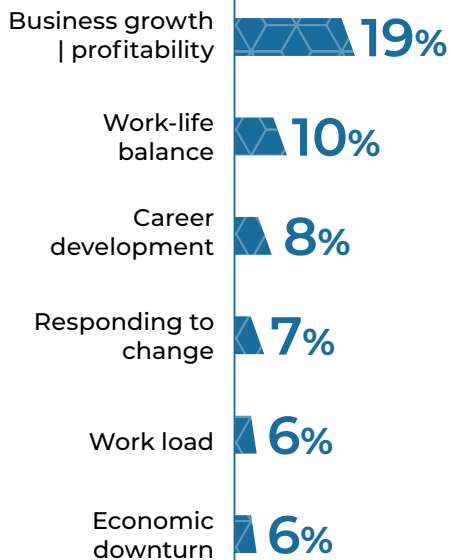
How do you feel about the future?



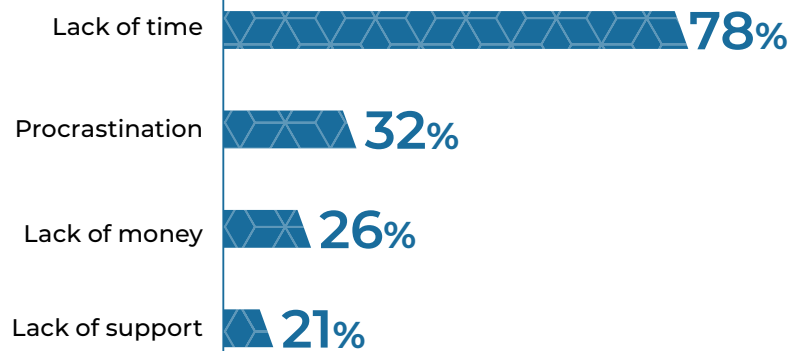
Looking into 2020:



What are the main challenges you are facing?



What are the barriers to making changes for the better?

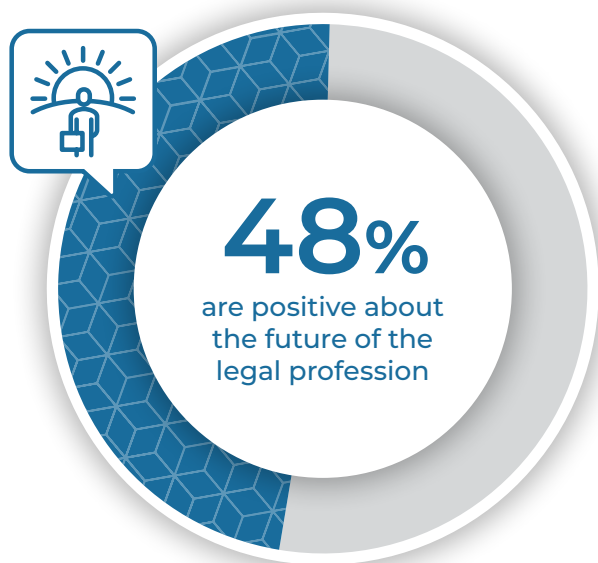




INSIGHTS

Half of you are positive about the future of the legal profession. Although around three quarters feel that everyone is responsible for change, around a quarter believe that it is primarily the responsibility of law firm owners / partners. The main challenges to the legal profession are perceived to be technology / digitalisation and **the profession's ability to adapt to change**. The changes you would make all relate to an improved working environment: better work-life balance; better financial model; more diversity; clients with more realistic expectations / demands; less competitiveness and more cooperation / collegiality.

Attitudes towards the future of the legal profession



Main challenges

- 24%** Technology | AI | Digitalisation
- 11%** Adapting to change
- 9%** Financial and economic uncertainty
- 8%** Work-life balance

What changes would you make?

- 16%** Work-life balance
- 12%** Better financial model | Abolish timesheets
- 6%** More diversity | Equality
- 6%** More realistic client expectations and demands
- 6%** Less competitiveness | More cooperation and collegiality

Who is responsible for change?





INSIGHTS

Most of you recognise that your level of engagement in improving the future has an impact on your mood at work. Only half believe the legal profession will place a higher value on well-being in 2020.

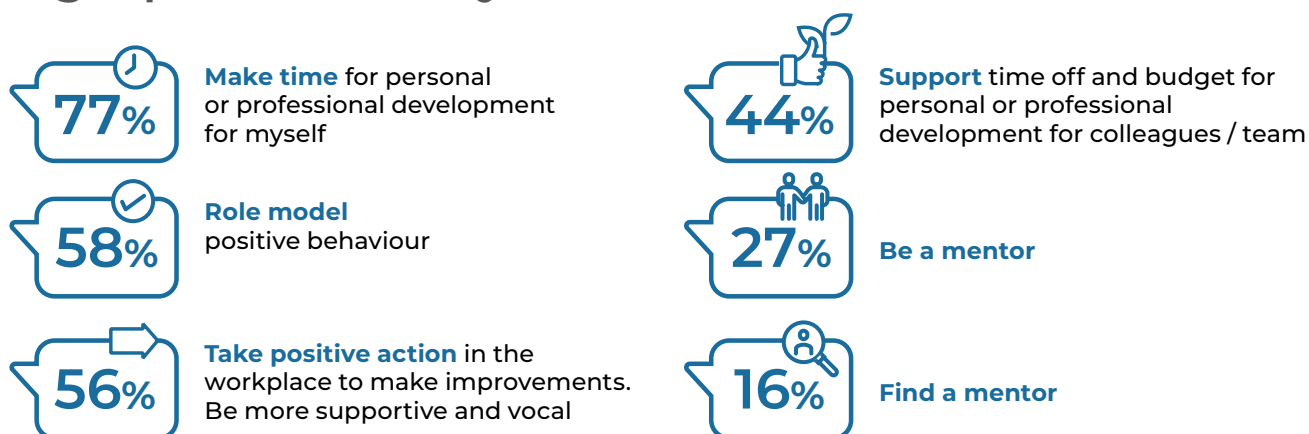
When asked what positive changes you could action:

Most of you would focus on self first; make time for self-development; role model positive behavior; find a mentor. And others second; make improvements in the workplace; support and budget for others' self-development; be a mentor.

Level of engagement in improving the future



What positive actions could improve aspects of the legal profession or your mood?





OVERALL INSIGHT

You want a working environment that provides meaningful work, flexibility and work-life balance, and the time and support for professional and personal development of self and others.

Insights about the legal working environment

😊 What makes you happy?

- Salary 
- Title and recognition 
- Quality of work | Meaningful work 
- Flexibility and work-life balance 



☹️ What are the negatives?

- A lonely profession** 
 - Individuals look after their own interests, most don't get or expect support from managers
 - Highly competitive, little cooperation / collegiality
- High reported levels of stress** 
 - Personal challenges relate to building your business and career while experiencing workload and financial pressures
 - Work challenges mainly relate to adapting to change, mainly in the areas of technology and finance – and the impact this is having on client relationships and profitability

The work environment impacts:



Mood at home and personal life



Behaviour

Knowledge about the importance of self-investment has not translated into action i.e. although you say you support self-investment for yourselves and others you don't do it:

- **Time pressure** is the main reported barrier to self-investment
- **Improved work-life balance** is the most common change you would make to the legal profession





CONCLUSION

Our individual mood, the mood of our profession, the national and global mood: we are in this together.

The Mood Index revealed that despite professing high levels of happiness in our jobs, we are stressed and lonely. We recognise the personal impact that our work can have on our mood and happiness. We aren't doing what we need to or want to do to improve our mood. What is stopping us? Lack of time. Time pressure. We don't prioritise it. We know what we need to do. We know what we want to do. So the conundrum here is what do we do next?

So much of what happens between us as human beings is about how we communicate with each other. If we choose to say nothing then we cannot be surprised that nothing changes. We need to find a balance between the negative and positive emotions at play in our professional lives. It is out of balance for most of us.

Now more than ever a conversation is needed. If the change brought about the global pandemic that we are all living through does not forge a new path then it is hard to imagine what it would take to make that happen.

We are all part of a bigger picture. We all need to play our part. Now is the time to change the conversation.

Thanks, Claire & Emma



THE MOSAIC COLLECTIVE



Our consulting division works with clients to deliver transformation projects and advise on strategy. Our particular focus is on people. We also specialise in designing and delivering coaching for individuals or teams through Lumina Spark or Gallup Strengths assessments.



We believe that learning, collaboration and meaningful conversations are key to personal growth and career development. We design and deliver learning programs from short courses to leadership academies in partnership with experienced faculty from around the world. These programs are different as there is nothing else out there like this. Truly intentional. Focused. Curated to unleash your potential.



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themosaiccollective.co | mosaicforlawyers.com

email: hello@themosaiccollective.co

