

PEOPLE, PROFESSIONALS & PROFIT CENTERS:

# The Connection Between Lawyer Well-Being & Employer Values\*

A health hierarchy appears linked to the value systems of employers & their ability to effectively communicate those values by providing adequate feedback.

Respondents were split into three groups based on their responses to the question:

What do you feel your employer values *most* about you?



## Group 1

**FEELS VALUED FOR:**  
Talent, Skill & Humanity



## Group 2

**FEELS VALUED FOR:**  
Productivity & Financial Worth



## Group 3

**FEELS VALUED FOR:**  
Unvalued or No Feedback

### Distribution of Respondent Groups

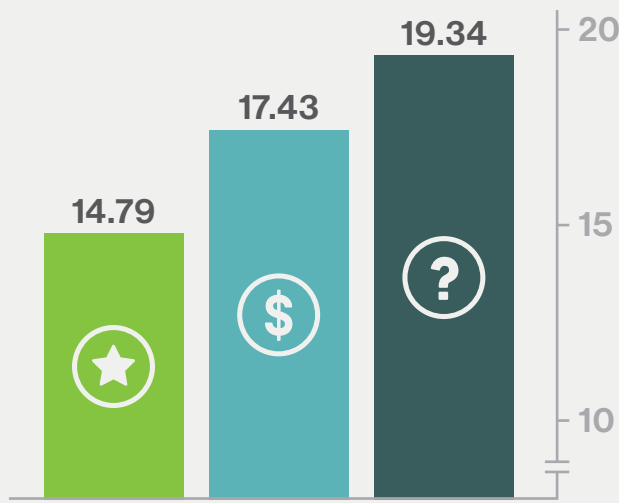


### Perceived Stress Scores

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.**

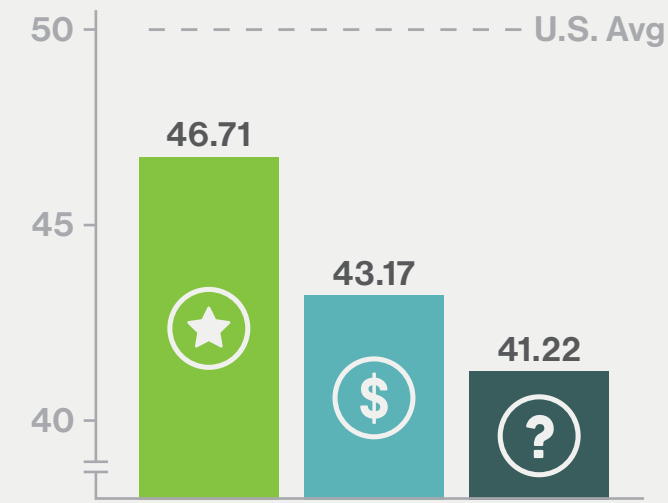
## High scores

have a well-established correlation with both **psychiatric & physical disorders.**



### 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.**

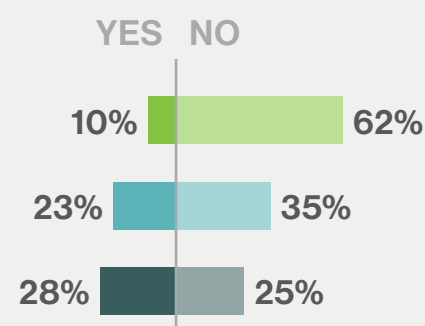


**100%** of respondents are **below U.S. average.**

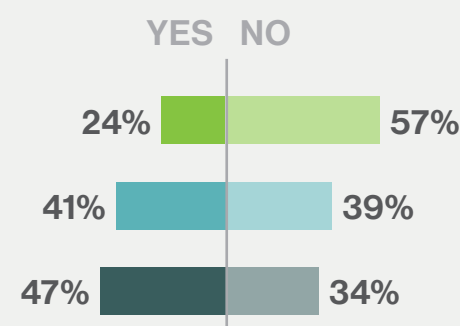
Respondents were also asked a series of Yes / No / Unsure response questions.

Here, the Yes / No responses by each group are compared. "Unsure" responses not depicted.

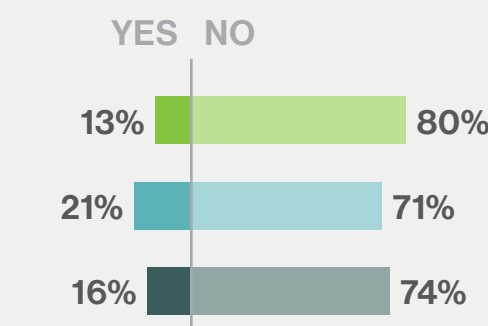
Does your workplace foster, reward or normalize maladaptive behaviors?



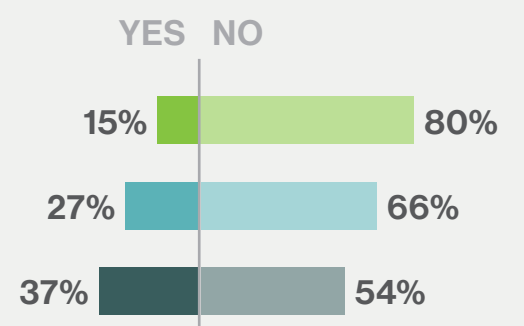
Has your time in this profession been detrimental to your mental health?



Has your time in this profession caused your use of alcohol and/or other drugs to increase?



Are you considering leaving, or have you left, due to mental health, burnout, or stress?



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, selection, or evaluation** of an individual's chosen or prospective work environment.

\*For more information, please see the full study by Krill, Degeneffe, Ochocki & Anker [here](#).