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There's a theory of psychology called self-determination theory. And it talks about personal growth as being one of the main factors that contribute to human happiness.

This is based on the science by testing people to see if they're growing they're actually happier in life.

We think that what makes for happiness is ease of life. But that's actually not how human motivation works.

The belief with growth is it can happen in so many different ways. Historically, it's about skills. But now we know it's about so much more. It's about being a human being.

One thing that gets boring really quickly in your job is you feel like you're perfect at it. You go in Monday morning, you do it, you know you're good at it. You're not changing. You're not learning. What really gives us happiness at work are jobs that allow for growth. When you're learning something, you're challenging yourself. It's not super easy.

The whole aspect of growth and learning and development is happening on a day to day basis. One of the most basic things to do is change the way you reward and recognize. One example is that annual reviews are pretty much worth nothing.

It's been about eight years that we've had no annual performance reviews of any kind. We've replaced it with something we call the check in, which is essentially encouraging feedback between an employee and his or her manager. One area where we invest is in people being able to continue to learn and grow in their education.

Giving employees training, education, involvement, and challenging new opportunities, because there's always something new.

Because we want people to continue to feel challenged and like they can grow here, instead of needing to leave. It really is about that growth mindset. I should be thinking about what role I want to have next or two roles from now. Where do I want to be five years from now?

It's not where we have some destination at the end. We really are going to be on the journey for a long time. Employers that allow workers to grow over time are going to increase employee happiness. Those are the kind of jobs that people love.

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