

Transcript of clip from André Martin's Mind Tools Expert Interview

“There have been quite a few trends and disruptions to the workplace and, Rachel, the most talked about is often COVID. Many like to point to COVID as the great disrupter of work. But COVID wasn't the cause. It was an important accelerator to massive changes in the way that work gets done. But if you go back even before COVID, there were these trends that were already sort of seeping their way into the dialogue.

“I think the first was sort of the rise of the culture deck and really this movement towards companies becoming brands and products themselves. And you see it in these wonderful career sites, in the ways recruiters reach out, in these beautiful stories of what it's like to work in any given organization. And although I think the intent is really good, often the messages are much more aspirational than they are a reflection of the day to day in the company.

“A second really important trend has just been the decade of overall growth. And so in companies we sort of lost the muscle in some key areas of building fit and engaging employees because we became over-dependent on extrinsic motivators – things like beautiful offices, better pay, more vacation, all those things that when you're growing you can give a little bit more easily and a little bit more generously.

“I think a third one that's been really intriguing to me comes from a book I read by Pete Davis, called 'Dedicated,' and in it he cites this idea of infinite browsing. He says that we're living in the age of infinite browsing with all of our access to information, all of the social media that's happening, influencers in our world.

“It's created this phenomenon where we are constantly looking for the greener grass, the better experience, where we have this intense fear of missing out and that sort of got in the way of us really, truly committing to our companies, to our craft. And so it's really started to contribute to a lot of movement and questioning about fit.”

[Listen to the full 30-minute interview in the Mind Tools Club.](#)