

FOR THE WIN

Example Insights & Roadmap

Our work is confidential, so this is an example of a finished report modeled on past engagements.

Meet Pile, the Fictional Client

Located in Denver, Pile is a 2-sided market with a messy twist. Instead of listing items, sellers upload a photo of their “pile of stuff” and auction it off.

Team

315

Full-Time
Employees

64%

Hired in Past
12 Months

140

Product &
Engineering

7

HR &
Recruiting

Challenge

With investors pushing for recurring revenue, Pile launched a Pro Bidder subscription and hired experts in image recognition and smart bidding.

Since pivoting (and going remote), **progress has slowed to a crawl and 2 new engineers quit** within their first few weeks. HR has tried asking for suggestions, but survey completion is < 50%.

We surveyed all engineers and spoke with a representative sample

 Engineering Managers (Interviews)

7	4.5	34k
One-on-one interviews	Hours of recordings	Words analyzed

 Engineering Managers (Surveys)

12	5	92%
Rating-scale questions	Open-ended questions	Response rate

 Individual Contributors (Interviews)

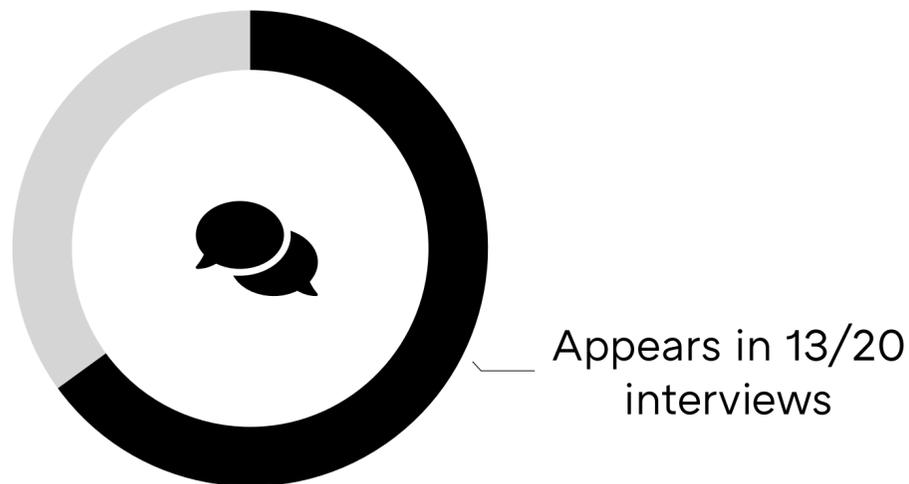
15	9.5	67k
One-on-one interviews	Hours of recordings	Words analyzed

 Individual Contributors (Surveys)

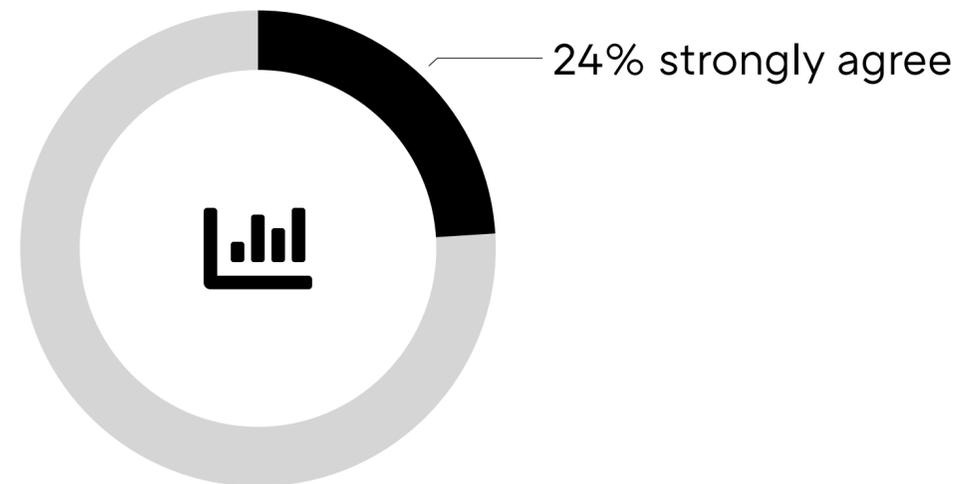
8	5	77%
Rating-scale questions	Open-ended questions	Response rate

Engineers at Pile struggle to maintain productivity and morale

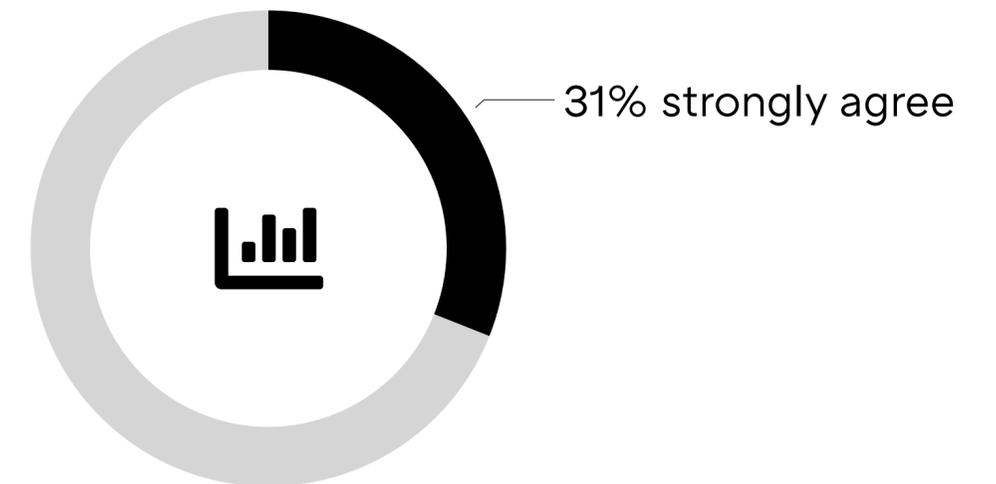
In the past year, I seriously considered a role elsewhere.



My productivity here is as high as it was in previous roles.

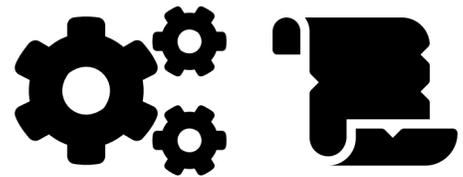


I see a path for me to advance my career in our organization.



Wondering how we got this data? Check “Research Methods” at the end of this presentation.

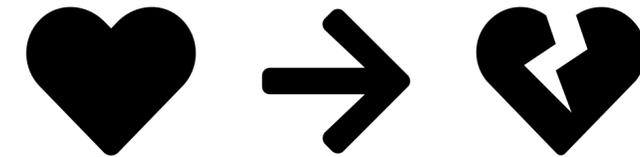
Working in silos leads to premature turnover among new hires



New engineers are overwhelmed by Pile's complex systems and inconsistent processes.



Managers struggle to balance onboarding with the rest of their responsibilities.



Even some experienced engineers lose their confidence and decide Pile just isn't for them.

Proposed Roadmap

This Month → **Q4 2020** → **Q1 2021** → **Rest of 2021**

Communicate our vision, priorities, and culture

Document our vision, mission, and goals

Hold values workshop at virtual offsite

Create culture handbook for onboarding

Recruit first VP of People

Standardize tools and processes across all teams

Audit every team's engineering docs

Standardize build and release process

Create engineering knowledge base

Migrate all teams to the latest API

Clarify everyone's role and responsibilities

Update org chart to match current reality

Write standard job descriptions for all roles

Train managers on coaching and support

Transition to continuous performance management

Connect new employees with their coworkers

Start cross-team lunch-and-learns

Formalize new hire buddy system

Formalize new hire mentor system

Formalize employee resource groups

Staff up, share our findings, approve budgets and start collecting feedback

Hire an onboarding coordinator to free up managers' time for more strategic work.

Establish an employee development budget of at least 2% of salary and start procuring tools and vendors.

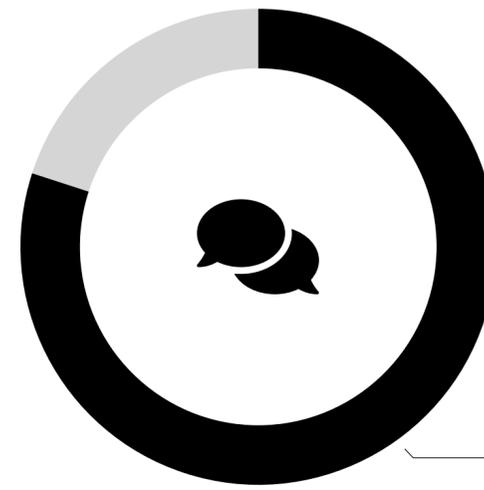
Share our findings at the next all-hands. Reinforce the takeaways over email, Slack, and one-on-ones.

Roll out new onboarding experience surveys so we can measure the impact of changes.

Working in silos leads to confusion and conflict.



24% of engineers strongly agree
*I can count on my co-workers to help
out when needed.*



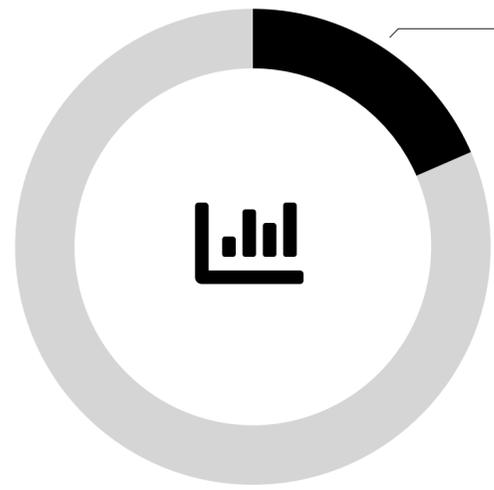
Appears in 16/20 interviews

How employees describe the issue

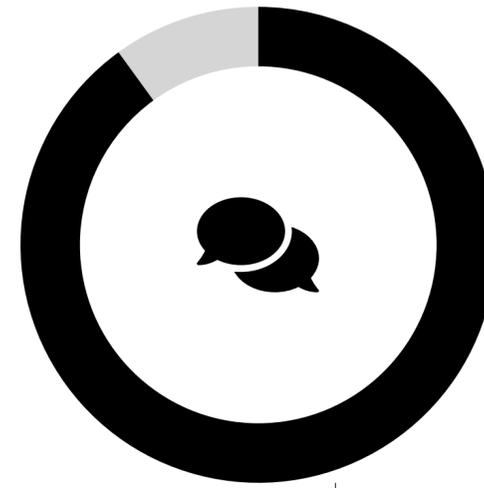
“Everyone at Pile seems to do things their own way, or have different understandings. And so our new engineers are just thrown into the deep end with a bunch of people they’ve only ever met in a Slack room.”

“I think there’s a sort of ‘get stuff done, nose-to-the-grindstone’ mentality here where everyone is in their own bubble. If we hadn’t worked on [Project] together, I probably never would have met my mentor.”

Information overload overwhelms new hires.



18% of engineers strongly agree
My employee onboarding helped me become familiar with the tools needed to do my job well.



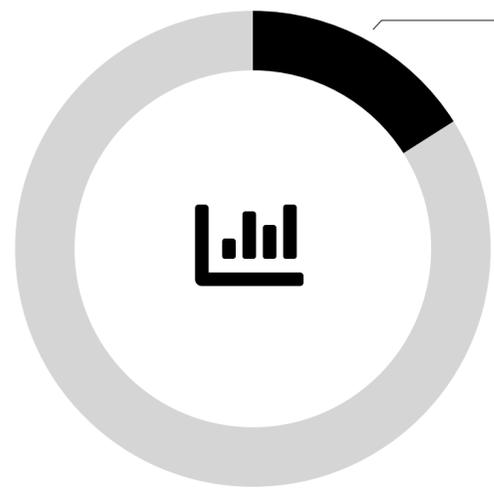
Appears in 18/20 interviews

How employees describe the issue

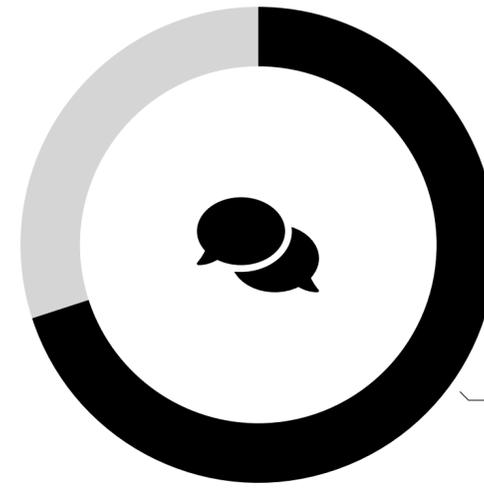
“I remember when I first got here thinking, ‘F*ck, there’s a lot to learn here.’ Like, I was at [Large Company] for [many] years and I’d never seen anything like this. It’s like walking through the Library of Alexandria.”

“Pile has a wonderful knack for creating lots of documentation and then squirreling away the most important bits in the least obvious places.”

Onboarding takes a backseat to urgent fires.



16% of engineers strongly agree
My manager provides me with the support I need to complete my work.



Appears in 14/20 interviews

How employees describe the issue

“I don’t remember exactly when I first sat down and talked to my manager, but I think it might have been a status update sometime in my third week.”

“I knew I had to have a one-on-one with them at some point during the day. But I had plenty of other things in the morning come up at the last minute, and I don’t know that we got more than a few minutes to catch up.”

In interviews, we asked employees to reflect on their experience at Pile

New Hire Experience

“Can you walk me through your first day on the job? What stands out?”

Unvoiced Concerns

“What’s one thing you wish would change, but haven’t asked for?”

Peer Relationships

“Other than your boss, who do you tap for advice? How did you meet?”

Obstacles to Progress

“What’s the biggest thing getting in the way of your productivity?”

Current and historical survey data was reviewed for supporting insights

Peer Relationships

I can count on my co-workers to help out when needed.

Career Growth

I see a path for me to advance my career in our organization.

Goal-Setting

At work, I know what I'm expected to deliver.

Management Support

My manager provides me with the support I need to complete my work.

FOR THE WIN

Where can we help?

Everyone's struggling, but you don't need to struggle alone.
Let us help you take the guesswork out of your strategy.

Schedule a Call