



# Key ways culture and engagement change as a company grows

April 2022

# Presenters



Fresia Jackson  
Lead Research People Scientist



Craig Forman  
Lead People Scientist

**Chat:**

**Using emojis, how do you feel when you hear the word data? (E.g., 🍷 🤔 🤔)**

# The leader in Employee Experience

5,000+

Companies

195

Countries

1m+

Reviews completed

8m+

Surveys completed

3k+

Benchmarks

The world's most innovative companies use Culture Amp

Large Enterprise

Enterprise

Mid Market

SMB

ORACLE



SOURCELY



Etsy



billie



box



VINOMOFO

38%

Increase in company confidence



8%

Increase in Revenue

colesgroup

43%

Decrease in turnover



“Is this normal?”  
or “What can we  
expect?”

# The Culture Crunch report

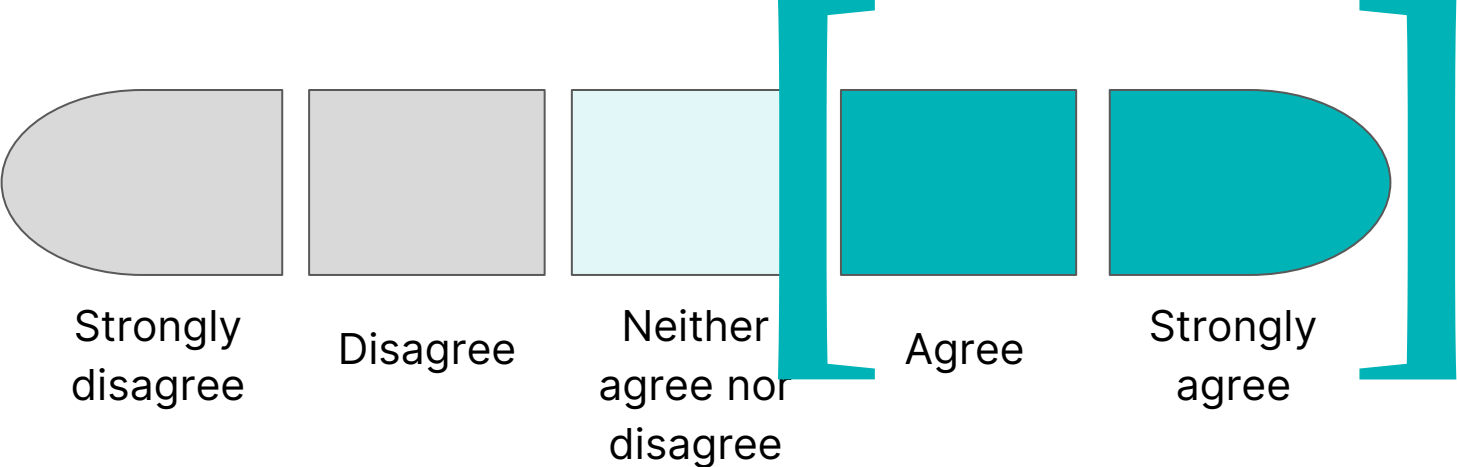
A blueprint to help you build your culture intentionally by looking across almost 4,000 organizations to see the predictable changes that happen by:

- Funding stage
- Growth trajectory
- Company size

## OUR SAMPLE

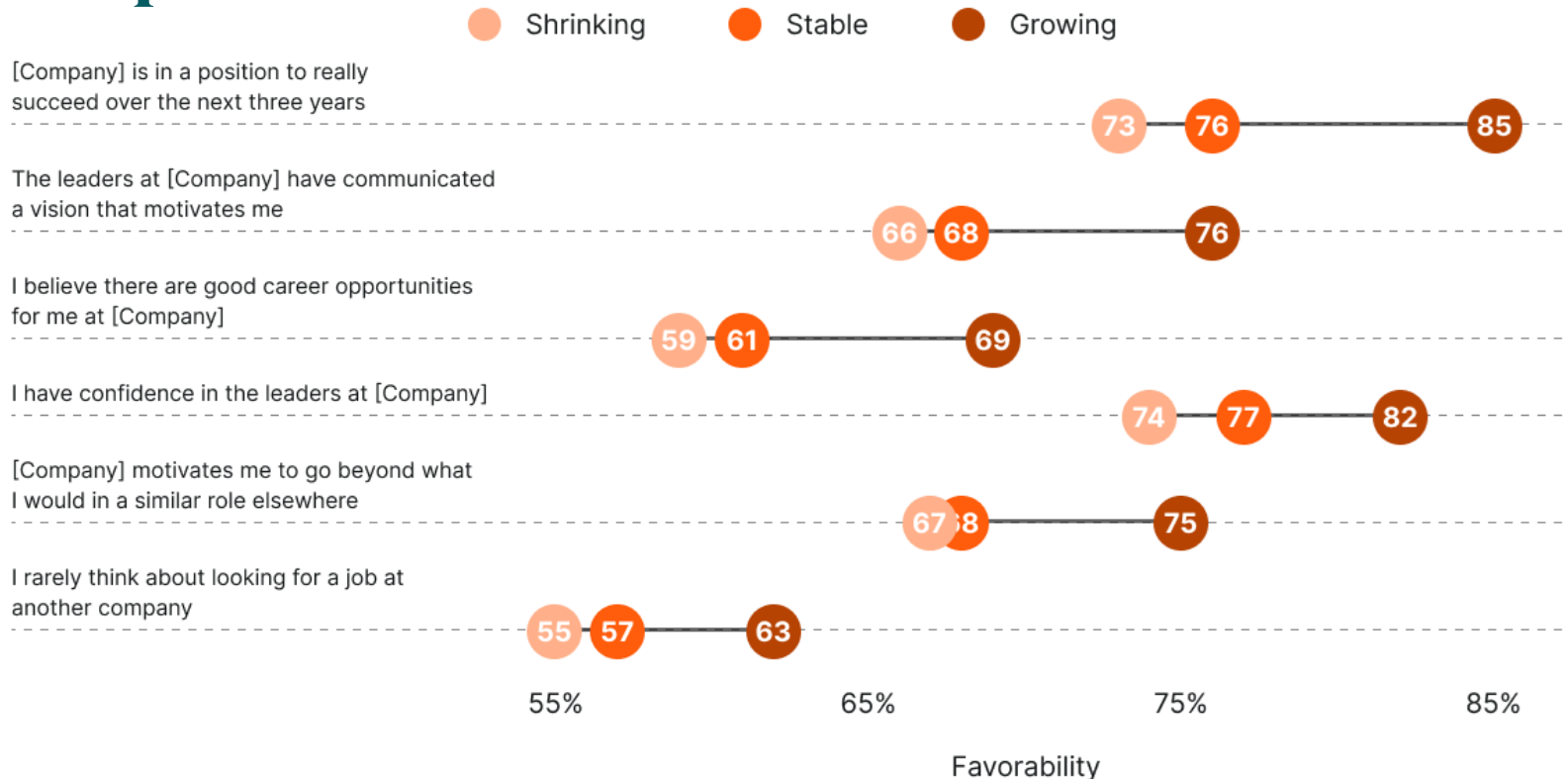
COMPANY CHANGE	GROWING	STABLE	SHRINKING
Defined as	Increased headcount >15% in one year	-5% < Headcount change < 15%	Decreased headcount >5% in one year
# of companies	1381	1665	973
Median size	236	190	154
Median relative size change	27%	0%	-8%
Median tenure (in years)	1.6	2.8	2.8

# Favorability





# Employees at growing companies are generally more positive



# Poll: What do you think are the 3 pitfalls of growth?

<b>Learning &amp; Development</b>	<b>Innovation</b>	<b>Alignment</b>
<b>Enablement</b>	<b>Managers</b>	<b>Role Clarity</b>
<b>Work-Life Balance</b>	<b>Feedback &amp; Recognition</b>	<b>Collaboration &amp; Communication</b>

# The 3 pitfalls of growth

There are only 3 questions where stable companies score higher:

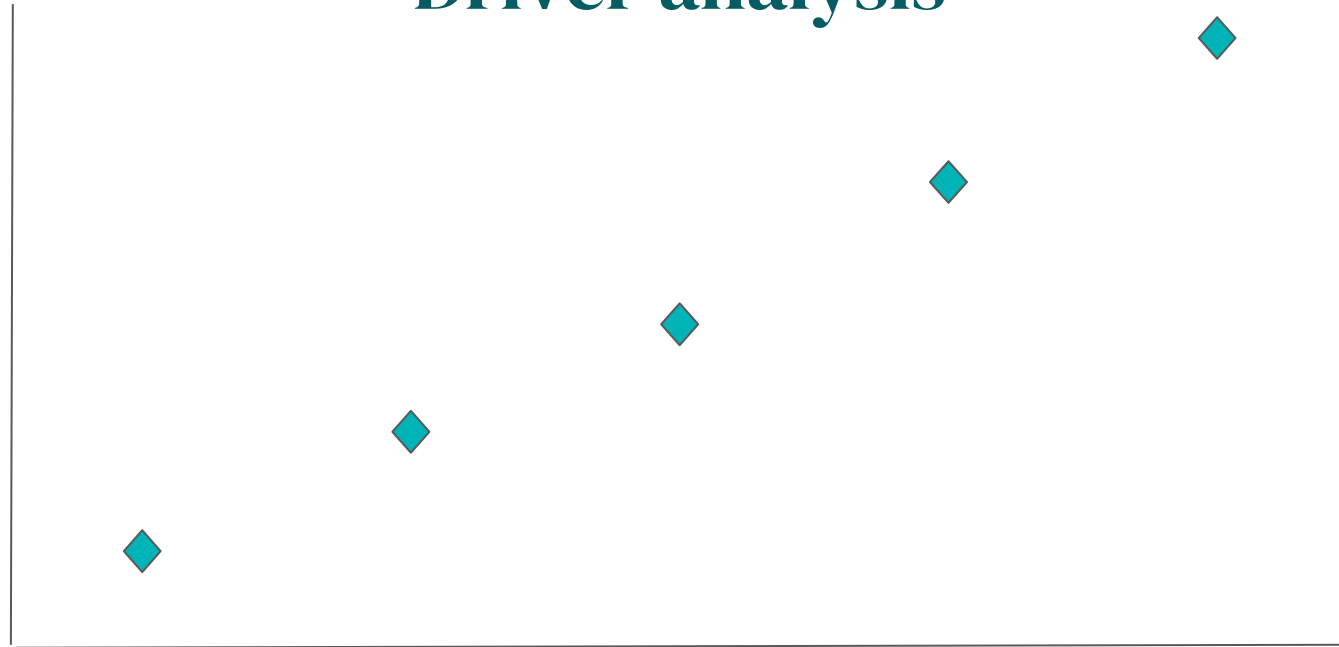
- **Role clarity** “I know what I need to do to be successful in my role”
- **Enablement** “The information I need to do my job effectively is readily available”
- **Work-life balance** “I am able to arrange time out from work when I need to”

Does what matters to  
employees change as a  
company grows?

# Driver analysis

Question 1

Strongly agree  
Agree  
Neither agree nor disagree  
Disagree  
Strongly disagree



Strongly disagree

Disagree

Neither agree nor disagree

Agree

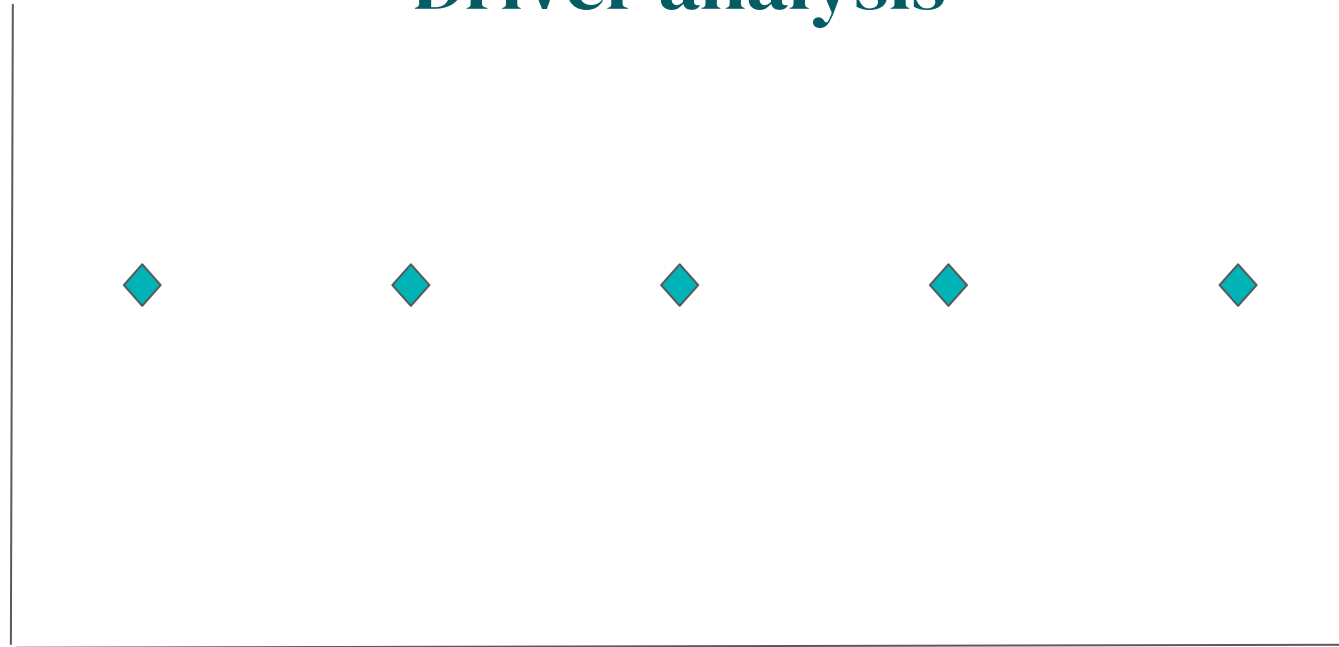
Strongly agree

## Engagement

# Driver analysis

Question 2

Strongly agree  
Agree  
Neither agree nor disagree  
Disagree  
Strongly disagree



Strongly disagree

Disagree

Neither agree nor disagree

Agree

Strongly agree

## Engagement

# Poll: Which factor do you think becomes a higher driver of engagement when a company is growing?

Inclusion	Leadership	Learning & Development
Alignment	Managers	Role Clarity
Work-Life Balance	Feedback & Recognition	Compensation

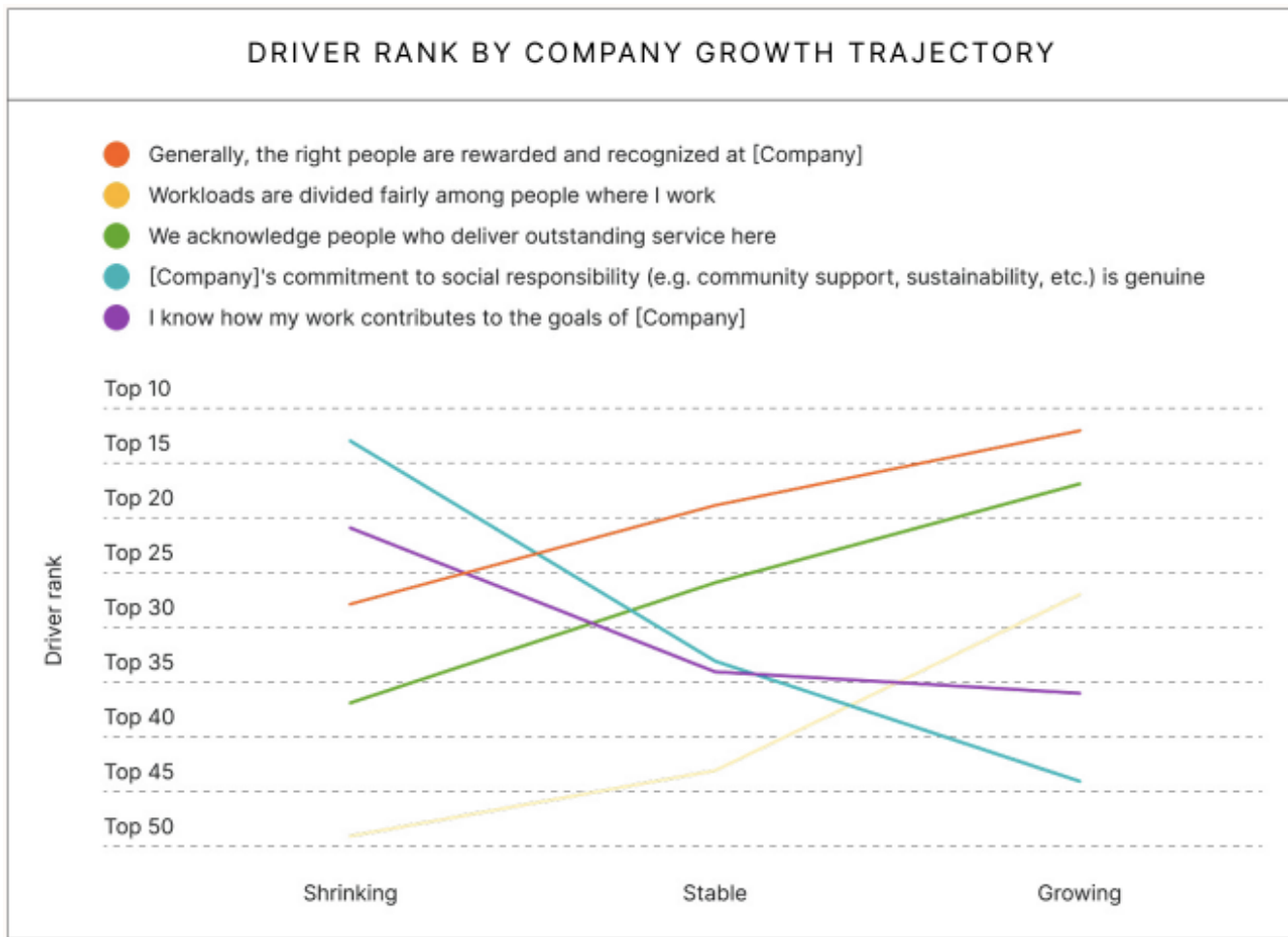
# 4 of the top 5 drivers were consistent

These were in the top 5 for all categories (shrinking, stable and growing):

1. I have confidence in the leaders at [Company]
2. The leaders at [Company] demonstrate that people are important to the company's success
3. [Company] is a great company for me to make a contribution to my development
4. [Company] effectively directs resources (funding, people, and effort) towards company goals



# What drives employee engagement changes



# Recognition tips

## 1. Good vs. Poor recognition

- a. Connect the dots between the activity and the impact
- b. Bonus - connect it to a value

## 2. What gets recognized gets repeated

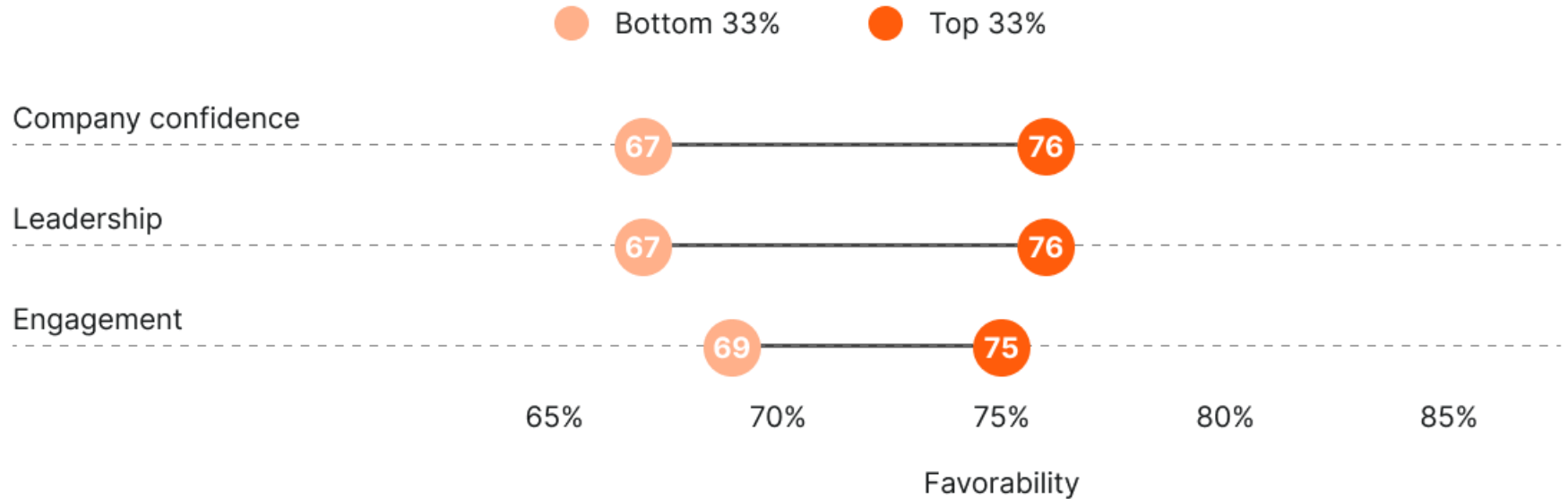
- a. Use recognition in your meetings

## 3. Plan time to recognize

## 4. Understand your level of influence

# Culture is a competitive advantage

# If employees are confident in the company and leaders, their stock price is higher



# Poll: Which leadership question had the greatest impact on stock price?

I have confidence in the leaders at [Company]

The leaders at [Company] keep people informed about what is happening

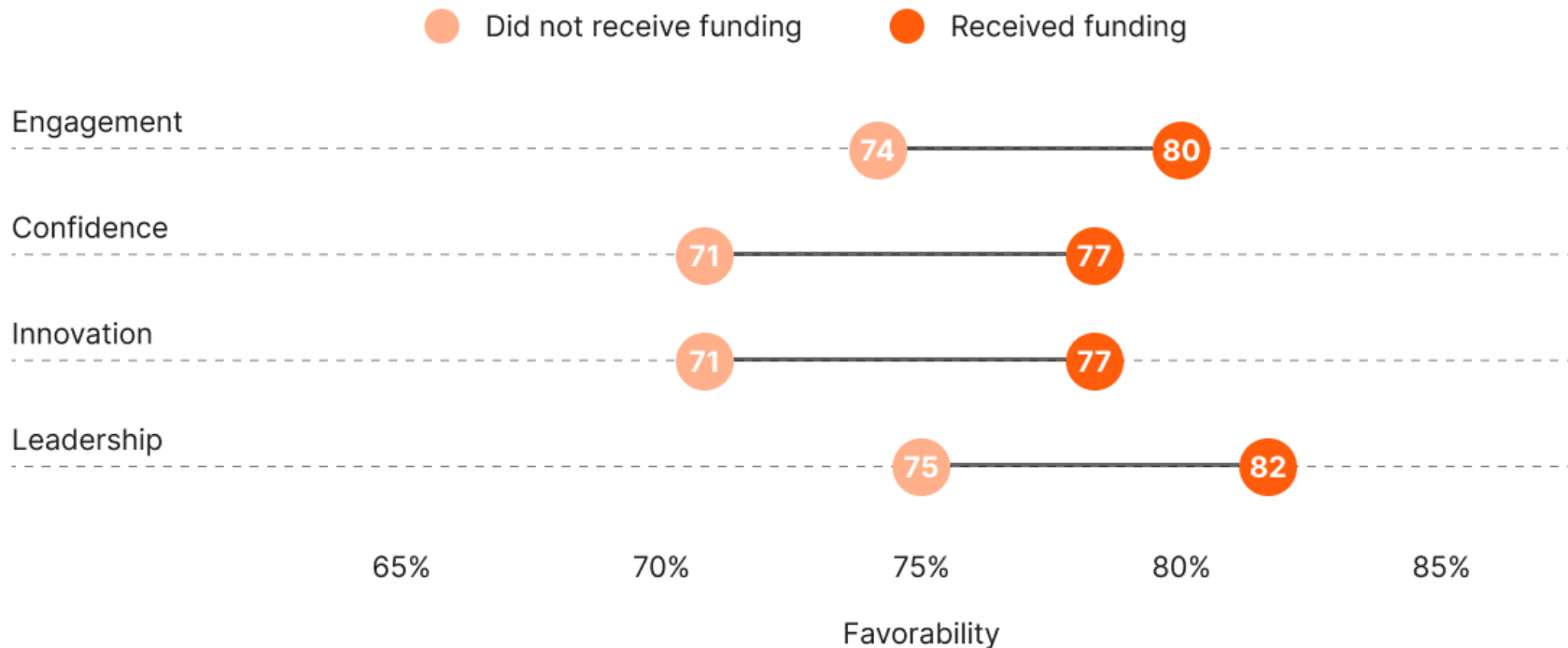
The leaders at [Company] demonstrate that people are important to the company's success

The leaders at [Company] have communicated a vision that motivates me

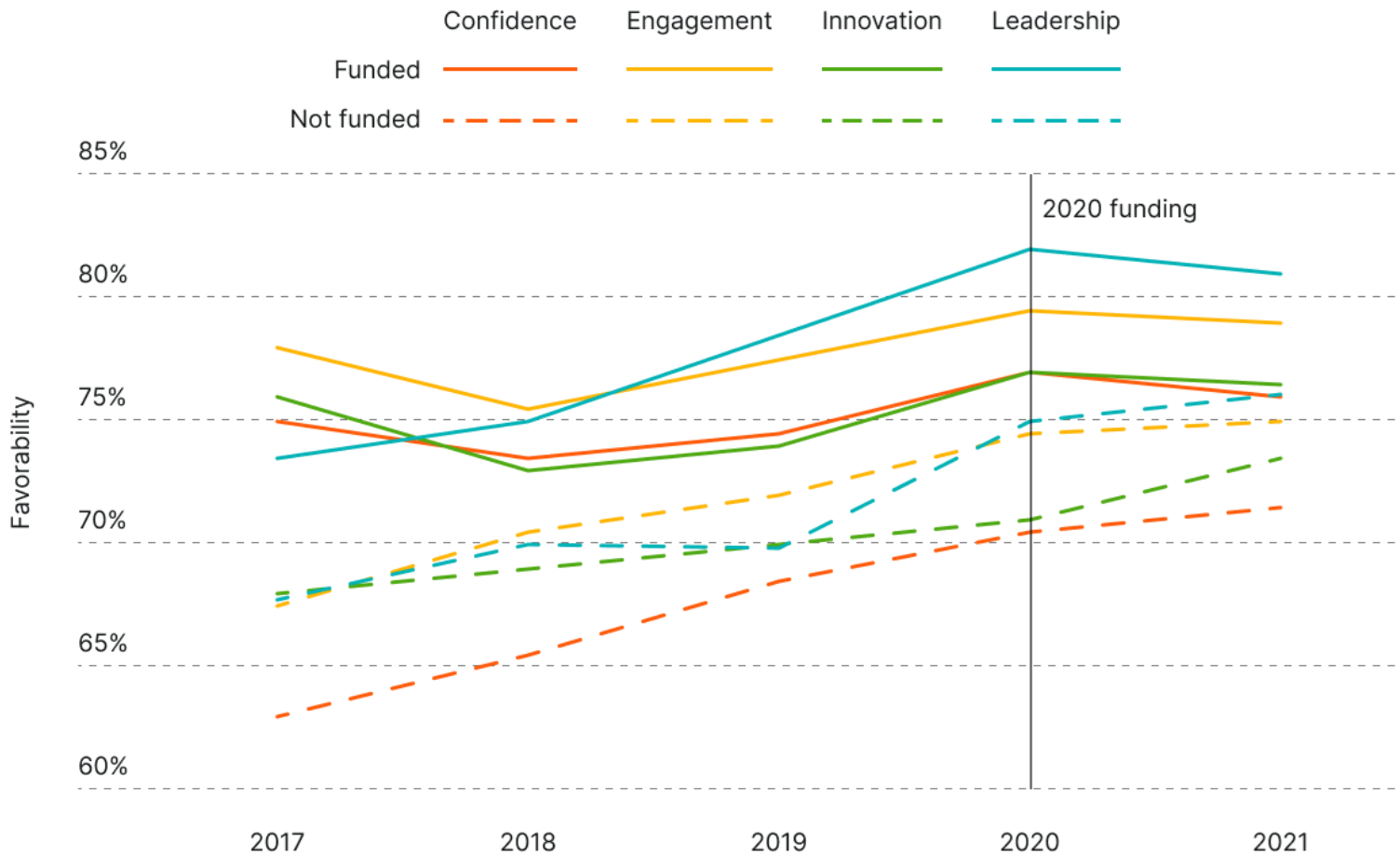
# Poll: Which leadership question had the greatest impact on stock price?

I have confidence in the leaders at [Company]	8
The leaders at [Company] keep people informed about what is happening	5
The leaders at [Company] demonstrate that people are important to the company's success	9
The leaders at [Company] have communicated a vision that motivates me	5

# Companies with great leaders are more likely to receive funding



# Employee perceptions precede funding





# Employee perceptions precede funding

THIS INDICATES...	RATHER THAN...
Having a culture that emphasizes innovation makes you more likely to receive funding	Having an injection of cash makes the company more innovative
Leaders that communicate a strong vision and instill confidence in their employees are more likely to secure funding	A fundraise increases employees' confidence in leaders
Employees are capable of recognizing companies that are going to be successful	Raising funds gives employees confidence in the company's prospects

# Chat:

**Which emoji exemplifies your understanding of how companies change as they grow?**

## Key takeaways:

- While there's a growth glow, role clarity, enablement, and work/life balance are things to watch out for
- Leadership and L&D are important no matter what's happening in your organization, but recognition is particularly important when growing
- Perceptions of senior leadership and confidence in the company/product precede monetary success

# Chat:

**What's your 1 big aha from this  
webinar?**

# Check out the full report to learn:

- What comes first, employee perceptions or growth?
- Are there unique drivers for each company size?
- What are the top challenges for large companies?
- How does culture change based on funding stage?



# Questions?

# Don't hesitate to reach out!



Fresia Jackson  
Lead Research People Scientist

<https://www.linkedin.com/in/fresiajackson/>



Craig Forman  
Lead People Scientist

<https://www.linkedin.com/in/culturecraig/>