

Meta Case Study Response

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Introduction

Meta, formerly known as Facebook, is an American multinational company. Owing to the legal, competitive, and financial challenges faced by the company, 25% of its workforce was laid off by 2023. Though this measure stabilized the company's financial position, it took a toll on its human capital. The employees reported a morale crisis along with serious concerns regarding the company's leadership. Thus, Meta is in dire need to transform its "year of efficiency" into a "year of engagement."

Data Analysis

The analysis of the given dataset of 7500 Meta employees resulted in the following observations: -

- 1) The highest percentage of employees belong to the 'Meets Expectations' (i.e. performance appraisal rating 1) category (83.4%) followed by 'Top Performers' (i.e. performance appraisal rating 2) (15.5%) and 'Needs Improvement' (i.e. performance appraisal rating 0) category (1.1%).
- 2) The mean values suggest that among all three categories of employees, Top Performers have the highest turnover ratings (3.48).
- 3) Among these Top Performers, following insights were gained: -
 - a) In terms of Ethnicity, Blacks are in minority (5.1%) yet their mean values indicate that they have the highest job satisfaction (3.05), immediate supervisor (2.24), trust in leadership (2.58) ratings and the lowest turnover ratings (3.37).
 - b) In terms of Gender, employees who identify themselves as Others are in minority (4.0%). Interestingly, their mean values imply they have the highest job satisfaction levels (2.70),

turnover intentions (3.65) and lowest immediate supervisor (1.67) and trust in leadership ratings (2.41).

c) In terms of Age, Millennials are in majority (94.7%) and Generation Z are in minority (1.3%).

Recommendations

Based on the aforementioned observations, following interventions can be implemented to address Janielle's concerns regarding identification and retention of top talent as well as elevation of employee engagement.

Top Talent Identification

Performance evaluation is crucial for identifying top talent in an organization. Given Meta's employees have lost trust in its leadership and management, the company needs to deploy a performance appraisal system that reflects more transparency. This is possible by incorporating elements of the Management by Objectives¹ framework in its current performance appraisal system. With continuous feedback, regular check-ins with managers and mutual setting of SMART (Specific, Measurable, Achievable, Relevant and Time-bound) goals, employees would have a better idea regarding the company's expectations and their progress w.r.t to these expectations.

Top Talent Retention

Research² has shown that high performers are 400% more productive than average ones. By effectively implementing the following practices, Meta can retain its Top Performers (having the highest turnover intentions) and produce high quality work.

1. Custom Recognition and Rewards Systems

A survey by Brandon Hall Group³ showed that organizations that prioritize the recognition of their employees are 41% more likely to observe increased employee retention. In terms of Maslow's Hierarchy of Needs Theory, employee recognition programs cater to employee's higher psychological needs such as Need for Belongingness

and Esteem⁴. This in turn intrinsically motivates them to work harder and stay in the organization. As found by Gallup⁵, custom employee recognition programs are the most effective ones. Thus, Meta needs to implement recognition programs that would cater to specific needs of its top performers. For example, implementation of a “Kudos Currency” system⁶ in which top performers can earn points for their work achievements and redeem them for desirable rewards such as the best parking spot (for office goers) or lunch deliveries (for remote employees). The more they achieve in terms of the goals aligned with the company’s mission and vision, the more points they earn.

2. Diversity and Inclusion Management

As a diverse and inclusive workforce is beneficial for organizational growth ⁷, Meta needs to take actions aimed at retaining its top talent from diverse groups. Given data suggests that high performing Blacks are feeling acknowledged for their contributions and hence are ready to stay. Meta can leverage this and continue to implement the practices that are resulting in such positive outcomes. In terms of Gender, however, top performers in the ‘Others’ category have the lowest ratings on satisfaction with immediate supervisor and trust in senior leadership. Though they are highly satisfied with their jobs, they are ready to leave Meta. Meta needs to refer to the BCG’s BLISS (Bias-Free, Leadership, Inclusion, Safety, and Support) Index⁸, a statistical tool that places high importance on senior leader’s and immediate supervisor’s actions in reducing attrition rates. Moreover, research has shown that a diverse and inclusive workforce is a key attention driver for Millennials and Gen Z⁹. Thus, paying attention to DEI initiatives would enable Meta to retain Millennials (who constitute the highest percentage of its top performers) and Gen Z (who are the future of the corporate workforce)¹⁰.

Employee Engagement

The following practices would enhance the employee's morale and engagement levels by regaining their trust in the company's leadership, mission, and vision.

1. Compassionate Leadership

Research by Dutton et al. titled 'Compassion at Work'¹¹ showed that the absence of compassionate leadership during tough times erodes loyalty among employees who suffer directly as well as among their colleagues who witness lack of care. In view of this, leaders should be empathetic to not only the employees who were let go but also to the ones who lost their colleagues. They need to foster a culture of support by encouraging the remaining employees to assist their terminated colleagues with relevant resources and connections. For example, akin to Google's Xgoogler¹², Meta can create its own community and collectively help the terminated employees by providing them mentorship opportunities, job search support etc. Seeing their former colleagues grow personally and professionally would boost the morale of the employees who survived layoffs.

2. Transparent Communication

By being open to dialogue about the company's vision and resources to finance the same, Meta can mitigate the uncertainty that tends to follow the layoffs. From now on more frequent updates by department heads during team meetings would aid in instilling confidence in employees regarding the company's roadmap.

3. Foster a Sense of Community

Meta needs to create opportunities for its remaining employees to collaborate and reconnect with each other post layoffs. Meta can host potluck lunches, happy hours or recreational activities to provide employees to socialize and get to know each other better.

4. Harness the power of AI

Meta can partner with companies such as inFeedo that harness the power of AI in enhancing employee engagement. Amber¹³, an AI enabled chatbot, converses with employees on regular intervals of time. Based on these conversations, Amber's analytics engine proactively identifies experience gaps and suggests the best course of actions to improve employee engagement.

Conclusion

By implementing the aforementioned people-centric practices, Meta would regain its employees, especially top performer's, confidence in the company's leadership as well as growth potential. In other words, Meta's "year of efficiency" will evolve into a "year of engagement" by creating a workplace that inspires, empowers, and flourishes.

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