

SAMPLE DEBRIEF DECK



GOLDFISH , LLC

Interview Debrief

Overview

Objective

To answer the question, *“How do all the employees feel about the company?”*



Context



= a strongly-held viewpoint



= a majority viewpoint



= a minority viewpoint



Happiness

Are you happy?



Sources of happiness



COWORKERS



COMPANY'S MISSION



LONG-TERM COMMITMENT



★ ■ CO-WORKERS

"My co-workers are why I look forward coming to work. It's really the reason I'm at the company to begin with."

"We have the most generous, caring co-workers - I really believe that."





COMPANY'S MISSION

"I think what we try to accomplish as a company is incredibly admirable, and it makes me want to be a part of it."

"We are do-gooders, and I really like that."



★ LONG-TERM COMMITMENT

"It's amazing that this company has been around for twenty years. I have no doubt that [leadership] want to make sure it lasts for another twenty."

"You really get this sense of security and stability in what we do here. You know that this company isn't going anywhere."



Have you ever considered leaving?



Frustrations

What's frustrating?



TOP-HEAVY DECISIONS



RISK-AVERSE CULTURE



STIFLED CREATIVITY



SILO-ED DEPARTMENTS



★ ■ TOP-HEAVY DECISIONS

"A lot of times, a decision will just come out of left-field, and you're like, 'Did we even talk about that?'"

"It's not that I disagree with what's being decided, it's just that we're not even asked for our opinion."



★ □ RISK-AVERSE CULTURE

"We never give ourselves the space to ask, 'What if?' It always just feels like we have to double-down on what we've been doing. [...] It grows tiresome."

"It doesn't feel like an innovative company anymore. It's almost like we've been around so long we've just gotten comfortable with the way we do things."



STIFLED CREATIVITY

"Everything we do has a set-process around it. Which is nice, of course. But man, it does not push our thinking forward. I think we're going to really get hit from our competitors because we're not allowing ourselves to think creatively enough."

"I can't remember the last time [the leadership] asked for a new idea from our team. We're just expected to carry out the task, not to come up with it."



SILO-ED DEPARTMENTS

"I have absolutely no idea what anyone outside my team is working on. We just don't talk to each other."

"I don't remember the last time the entire company was all together in the same room."



What can be better

What should the company do to improve?



INCREASE INDIVIDUAL AUTONOMY



ENCOURAGE NEW IDEAS



IMPROVE COMMUNICATION BETWEEN TEAMS



CREATE A SHARED COMPANY VISION



★ ■ INCREASE INDIVIDUAL AUTONOMY

"If we went just a week without [the leadership] making any decisions in the day-to-day work, I think they'd be surprised with how much more productive and happier we'd all be."

"No more Monday/Friday check-in meetings, please! I understand the need to keep tabs, but have it be every other week, not twice in a single week."



★ ■ ENCOURAGE NEW IDEAS

"We need some sort of way to formalize the generation of new ideas. Whether that's a monthly company brainstorm, or some online forum, that needs to happen."

"Could the leadership maybe just email out a question asking for more input on projects? They just need to show that they care about innovating, and not just staying on the same path."



IMPROVE COMMUNICATION BETWEEN TEAMS

"Yes, the annual company get-together is nice and all, but we don't talk about what people are working on. We should do some sort of monthly or quarterly town-hall gathering to get a better sense of where everyone is at."

"How about something as basic as sharing the full company contact list? I don't think we've listed out everyone's contact info anywhere, so I can't even send a text to a co-worker to go grab coffee."



★ CREATE A SHARED VISION

"What's the bigger picture for where we're headed? And what's everyone's opinion on that? It'd be nice to ask that to every employee. I'd like to know what people would say."

"I know what the leadership is thinking. But I think they've neglected asking everyone else what they think about the company's direction. We need to come together and have that conversation."



Organization

make sturdy products that appeal to everyone

turn a profit

I don't know

Purpose

(the reason why the company exists)

affordable products

provide the best customer service



to still be around in another 20 years

a brand that people trust

not sure

Vision

(the end result of what you create as a company)

to always be a company our customers can depend on

to keep doing what we're doing



dependability

long-term thinking

loyalty

Values

(how the company carries out it's work)

friendliness

integrity

consistency

stability



chain-of-command

hierarchical

scattered

Structure

formal

extremely top-heavy

compartmentalized



Leadership

How would you describe the leadership style?



COMMITTED



MICROMANAGING





"It's really clear that the [leadership] cares. I mean, these interviews are evidence of that."

"[The leadership] is the first one in the office, and the last to leave. I respect that level of commitment."



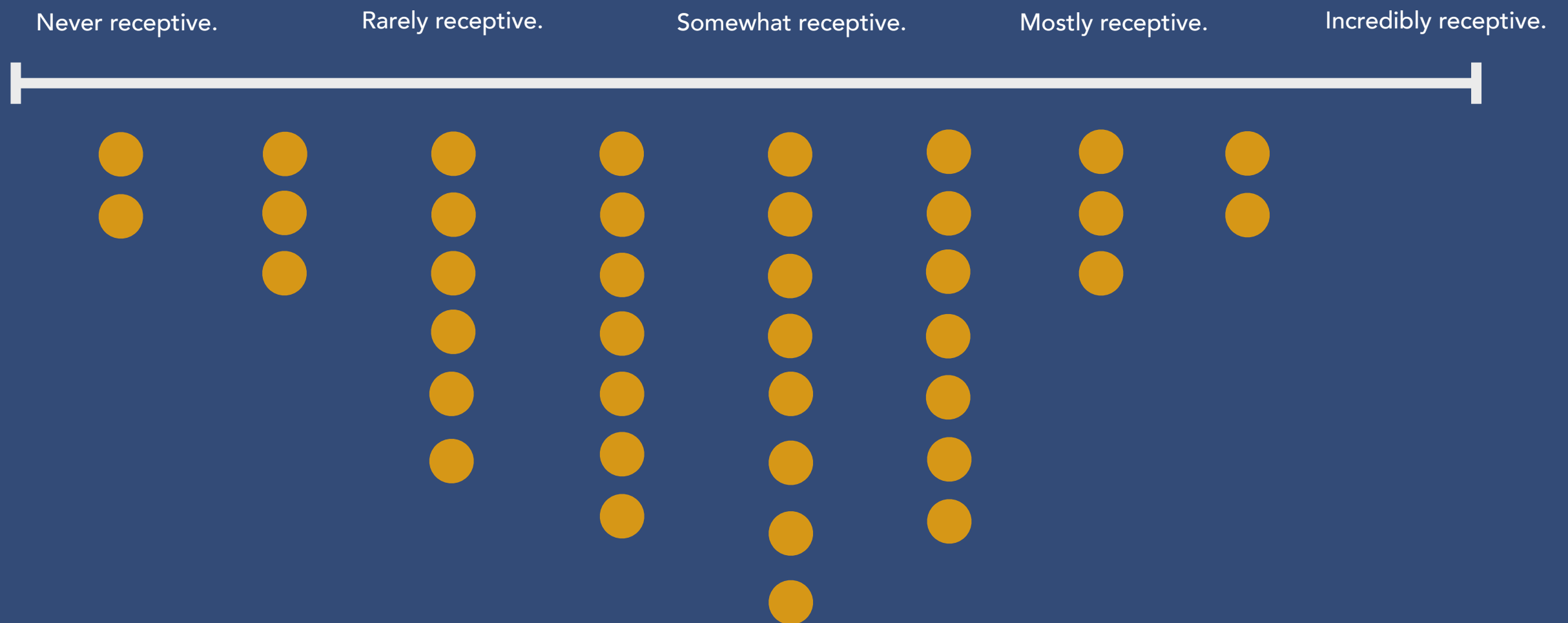
MICROMANAGING

"Decisions here are really controlled by just a few, and that's just the way it is."

"I think you get to a certain size of a company, and you just can't have your hands in the details as much anymore. It's making us slower, and it can feel quite draining."



How receptive is the leadership?



Communication

Have you ever held anything back?



Is anything unspoken in the company?

Absolutely, many things.

Yes, some things.

Sure, here and there.

Not really.

No, not at all.



What's unspoken?

- ★ ☒ LACK OF EMPLOYEE INPUT
- ☐ SALARY INCREASES
- ★ ☐ COMPLACENCY



★ ■ LACK OF EMPLOYEE INPUT

"No one is every willing to put their neck out and say that the employees here aren't being listened to. It's not catastrophic, but it's going to be at some point."

"How does everyone actually feel about the project? Yeah, no one ever asks, and so we just don't talk about that."



SALARY INCREASES

"There's no transparency around who gets salary increases, and why, and if there's the opportunity to get a raise. I just wish it were communicated a bit clearer."

"We totally dodge the salary topic. It's taboo, and it shouldn't be. If we just talked about it in the open, it wouldn't be this weird, scary thing."



★ □ COMPLACENCY

“You get the sense that we’re starting to stagnate as a company, and no one seems really willing to bring it up.”

“We’re comfortable as a company, and it’s completely unspoken how dangerous that is.”



My Take

Primary takeaway

**Actively ask for
employee input**



Decisions

New ideas

Company's direction



Thank you

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