**Golden, Inc. – Case Study Report**

**Title**: *Golden Careers: Money Isn’t Everything*  
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**1. Problem Statement**

Golden, Inc. is facing a serious decline in **employee morale, retention, and productivity**, despite offering industry-leading compensation. Recent **mass resignations**, **lost business deals**, and **difficulty attracting top talent** suggest that the organizational changes implemented to improve efficiency have negatively impacted employee engagement, job satisfaction, and performance.

**2. Case Analysis**

**a. Symptoms:**

* Drop in morale and engagement (confirmed via employee surveys).
* High turnover rates, especially after annual bonuses.
* Poor client presentations and deal losses.
* Decline in after-hours work engagement (no one replies after 4:30 PM).
* Viral social media criticism (#AllthatglittersisnotGolden).

**b. Root Causes:**

1. **Over-Specialization and Fragmentation**: The assembly-line structure has led to a lack of ownership, understanding of the bigger picture, and connection to meaningful work.
2. **Limited Autonomy and Input**: Employees feel they have no input beyond low-level tasks, making their roles feel robotic and undervalued.
3. **Loss of Teamwork Culture**: Golden was known for strong team synergy, but the new structure isolates contributors, hurting collaboration and cross-functional alignment.
4. **Burnout and Work-Life Imbalance**: Although high salaries are offered, excessive demands without purpose lead to burnout.
5. **Leadership Disconnect**: Everest and the executive team underestimated the cultural and motivational impact of their operational changes.

**3. Alternative Options**

| **Option** | **Description** | **Pros** | **Cons** |
| --- | --- | --- | --- |
| **A. Continue Current Strategy with Incentives** | Offer even higher bonuses and perks to retain talent. | Easy to implement quickly; may buy time. | Doesn’t address core morale/engagement issues; temporary fix. |
| **B. Revamp Work Structure with Team-Based Projects** | Transition to small, cross-functional, autonomous teams with end-to-end ownership. | Boosts engagement, accountability, and client satisfaction. | Requires retraining and a mindset shift; may initially impact efficiency. |
| **C. Reintroduce a Mentorship & Feedback Loop** | Pair juniors with mentors and implement regular feedback cycles. | Builds culture, helps new hires grow, improves job clarity. | Slow impact; may not immediately solve productivity or performance concerns. |
| **D. Hybrid Approach** | Blend specialization with periodic team-based initiatives and ownership opportunities. | Balanced improvement; easier transition from current model. | Needs careful coordination and leadership buy-in. |

**4. Recommended Strategy**

**Recommended Option: B – Revamp Work Structure with Team-Based Projects**

**Justification**:

* Restores meaning to individual contributions.
* Encourages ownership and alignment with client needs.
* Reinforces collaboration, a value that historically gave Golden a competitive edge.
* Shifts from a "machine-like" workforce to a dynamic, thoughtful, and invested one.

**Action Plan**:

1. Pilot small agile-style deal teams for client proposals.
2. Rebuild the feedback culture with regular check-ins, not just annual surveys.
3. Empower employees to make decisions and understand project goals.
4. Rebrand Golden’s internal culture around “purpose + performance,” not just pay.
5. Train managers to lead with empathy and team collaboration.

**Conclusion**

Golden’s current success is unsustainable without cultural reform. By prioritizing **employee experience**, **team ownership**, and **strategic collaboration**, Golden can regain its competitive edge—not just in revenue but in **retaining and inspiring top talent**.