

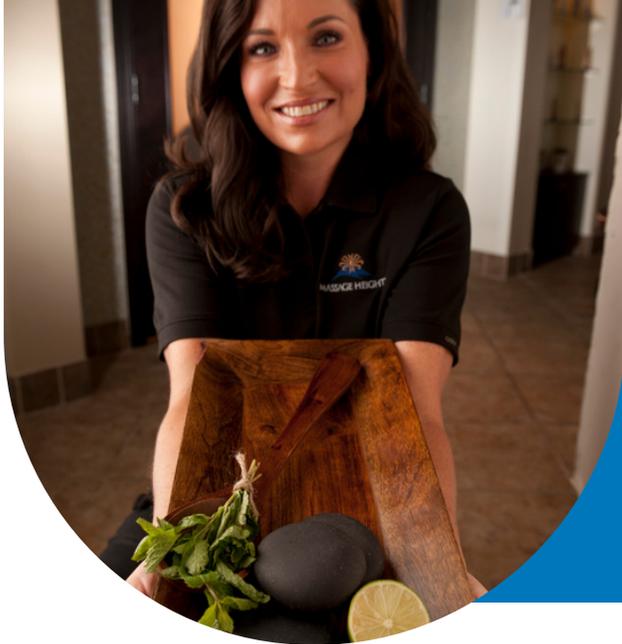


EMPLOYEE ENGAGEMENT

MESSAGE HEIGHTS

How the leadership team used FBR's survey data to positively impact employee well-being and culture

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BACKGROUND

With new CEO Susan Boresow on board, Massage Heights conducted an employee engagement survey with FBR to establish a baseline employee satisfaction benchmark in May 2021.



WHAT THEY DID

The entire executive team reviewed the data together and planned a day-long retreat to share the results with staff.

The day's agenda focused on values. They went through each question as a group, encouraging open discussion.

Susan shared some of the initiatives that had already been put into motion, including a retirement program and a flex return to office policy. The staff then formed breakout groups to discuss the survey results in more detail and came back together to present what they had identified as priorities.

THE RESULT

Susan could physically see the shift in body language during the discussion. There was a level of trust established and a refocus on core values that allowed the team to express changes they felt would improve the Massage Heights culture.

WHAT CHANGED

The leadership team implemented a number of changes to support employee well-being and positive culture:

Creation of a Culture Team

The Culture Team is in charge of creating a fun and inviting environment: organizing community fundraisers, celebrations, happy hours, and a prize system.

Revamp team meetings

Team meetings are held monthly to review goals and responsibilities. Each person gives a 20 second update on wins from the past week and goals for the coming week.

Structured one-on-ones

Established structured performance reviews, monthly coaching, and personal plans for each team member.

Revisit onboarding process for new employees

Onboarding videos and employee handbook are being reviewed and updated.

Relaxed dress code

Implementing a casual dress code was one of the smallest changes but resulted in the most excitement.

New office space

The team will be moving to a new location. One room in the new space will be allocated for employees, with the Culture Team deciding how to use it.



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