



## EMPLOYEE ENGAGEMENT

# HOT DISH ADVERTISING

How the leadership team used detailed employee survey feedback to increase employee commitment and accountability.

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The tone of the organization feels like people are more committed and accountable to each other.

Hot Dish Advertising  
Leadership Team

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## BACKGROUND

Hot Dish Advertising first participated in FBR's employee engagement survey as part of the Franchising at Work study. They received a basic scorecard showing their benchmark score in eight key areas of the survey.

The following year, they resurveyed their employees, and opted to receive the full detailed results in order to do a deep dive into the data and gain the opportunity to see open comments from employees.

## WHAT THEY DID

The leadership team, led by Dawn Kane and Jennifer Campbell, reviewed the results of the survey and went through all the open comments to identify any sensitive issues they needed to address before sharing the data with the staff.

The (anonymous) comments revealed that one person was clearly very unhappy. As they discussed it, one of the leadership team members owned it and shared that they hadn't felt comfortable bringing the issue up earlier.

The team then shared the results with the entire staff, and followed up with a meeting to discuss them.



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### WHAT CHANGED [YEAR ONE]:

#### Improved worker accommodations

With the shift to remote work, Hot Dish supplied employees with larger screens, stand up desks, laptop stands, and considered additional one-off requests that would make people more comfortable at home.

#### Increased feedback

Creation of a kudos Slack channel to show appreciation and give shout outs. Each quarter they randomly select one giver and one recipient of a kudos to win an Amex gift card.

### WHAT CHANGED [YEAR TWO]:

#### Encouraged healthy work boundaries

Because the team is still working remotely, leaders make a concerted effort to encourage people to take a break from the computer, walk around the block, and shut down for the day at 5:00 p.m. to reduce burnout.

#### Created opportunities to connect

More in-person touch points. They created more opportunities to connect and engage with each other remotely.

#### Focus on Culture

Creation of non-leadership committees focused on team wellness and connection. Hot Dish established a “Fun Committee” to plan monthly events during work hours to socialize virtually. Some of the events include lunchtime trivia (lunch is delivered), social hour at the end of quarterly meetings as a fun wrap-up to the day, and monthly summer happy hours. There’s also a team health committee that plans optional wellness events, including the Hot Dish Hike Club on Saturdays.

### THE RESULT

Leadership said the tone of the organization now feels like people are more committed and accountable to each other.

Additionally, all employees were working remotely. They were asked if they wanted to return to the office, but ultimately arrived at a decision to continue remote work.



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