

Don't Apply If You Have Career Goals And Aspirations

(a spotlight on company culture)



We thought it would be a fun exercise to analyze a few different companies and see what we could glean about their culture based on nothing more than what we could find online.

Company reviews on job boards, customer reviews, and company Facebook pages can tell us a lot about customer and employee perception, which can have an enormous impact on your brand.

This exercise does not include content from individual social accounts or private groups, only publicly available review sites such as Glassdoor and Yelp as well as the company website and their Facebook page(s).



per|cul|cha

performance
culture
change



Who:
Regional Financial Institution

Years in business:
50+

Size:
1,000+ employees

Structure
Over 100 branches across multiple states

How Current And Former Employees See This Company

Pros:

- Great benefits package.
- Autonomy and work-life balance.

Cons:

- Limited opportunities for advancement
- Low pay (for some positions)

This company highlights three core values which appear in various locations throughout their website. These are expressed as outward facing values between the company and customers but are also emphasized on the website career page and job descriptions for open positions.

Our Takeaway

While employee reviews don't specifically reference the core values, one lived value not directly identified by the company is a community feel, which some current and former employees are concerned is being replaced by a more corporate environment.

“stay true to the community roots”

“...is becoming the ‘other banks’; very corporate like.”

“...it is operating like a bigger corporate animal than it really is, which can be frustrating at times.”

“...continues to grow rapidly, some of the feel of being a community bank is disappearing...”

This may be due to what some mentioned as an emphasis on filling higher-level positions by former employees of other financial institutions. Those outside hires could also influence the collective

A Willis Towers Watson study found:

More than 70% of high-retention-risk employees say they have to leave their organization in order to advance their careers.

mindset and associated culture when new ways of working are introduced that may be perceived by others to run contrary to the company values.

Maintaining that community feel in order to best serve customers in rural areas may explain the limited growth opportunities. If the company is expanding, it is doing so away from existing branches, making growth within the branch challenging if there is limited to no turnover in higher level positions.

"No room to grow, tons of politics."

"Management can become close knit and cliquy. Not much room for advancement because average tenure is high."

"...the value of employee advancement is questionable."

"Even if you are promised that you will move up, they just tell you that to keep you happy. No advancement opportunities whatsoever."

Limited growth opportunities suggest a couple of things. First, that there is low turnover within higher level positions. This is likely with individual branches since when someone does leave, all those interested in advancement at that location compete for it. That can leave those who were overlooked disappointed, which could be perpetuated when someone is hired from outside the company, or the individual branch, and could lead to turnover at that point if it hasn't happened sooner.

The research didn't show whether there are any programs geared towards succession management, but none were mentioned in the employee reviews.

If turnover at the supervisory and management levels is low, that could create stagnation and complacency within the branches or the entire company. This can manifest as resistance to change, unwillingness to update systems or processes, and outdated management practices.

In a 2019 Addison Group study:

75% of surveyed employees report that being passed over for promotion will lead them to seek other jobs.

"Isn't a bad place to work but it's slow and is run with a very old mindset."

"The people there are great though. Just wish they would adhere to today's standards and step out of the past."

That isn't to say higher turnover would be ideal for this company, as they stress the benefits of community and relationships, which are best developed through consistency. However, if the entry and lower-level positions experience high turnover as a result of limited promotional opportunities, and those are the positions with the most interaction with customers, then there is a misalignment between one or more aspects of the company's values and the workplace culture.

The company would best be served by exploring with employees ways to create more opportunities for growth and learning - even if it doesn't result in a title change - that will increase engagement and longer-term commitment if that's what the company wants to achieve.

"Communication is very poor."

"Find ways to retain your employee's that leave because there are few openings."

In addition, the most consistent positive comments in current and former employee reviews were the benefits. In reviewing this company's benefits packages, the more lucrative ones don't take effect until one has worked there for at least five years; something those with promotional aspirations and limited opportunities are unlikely to reach. It's often the best employees who are the first to leave when limited pay and growth opportunities are limited, leaving behind those less motivated employees who may be more interested in the benefits than the work. That can contribute to, and reinforce, a collective mindset of complacency, which can limit creativity - one of this company's core values.

Exploring what the core values mean in terms of job type, succession planning, compensation and benefits, recruitment and hiring, employee development, growth and expansion, innovation, and customer interface will help this company shore up what already appears on the surface to be a fairly aligned culture. The philanthropic aspects of this company appear to connect deeply for some employees, but those and benefits alone are not enough to keep the best talent if additional opportunities are limited. Once the values are more closely aligned with employment practices, and those things are clearly communicated to prospective as well as existing employees, there is great potential for an engaged and committed workforce in this company's future.

This culture review was based on a simple online search. Imagine what's possible when we really focus on a company's culture.

"Employees in lower level jobs do not get a lot of opportunity to really be heard."

*Go beyond HR and find out what it takes to create the culture you want. To learn more send us an **email** or give us a call at **952 496 1444** — we'd love to chat!*



per | cul | cha

megan@perculcha.com
Phone: 952 496 1444