

Sæela

Discovery Workshop



Workshop Objectives

How can we improve Sacla desire chart and principles training through Human-Centered Design?

Focused in Human Empathy

Addressing human needs vs. improving products

Innovation from the bottom up

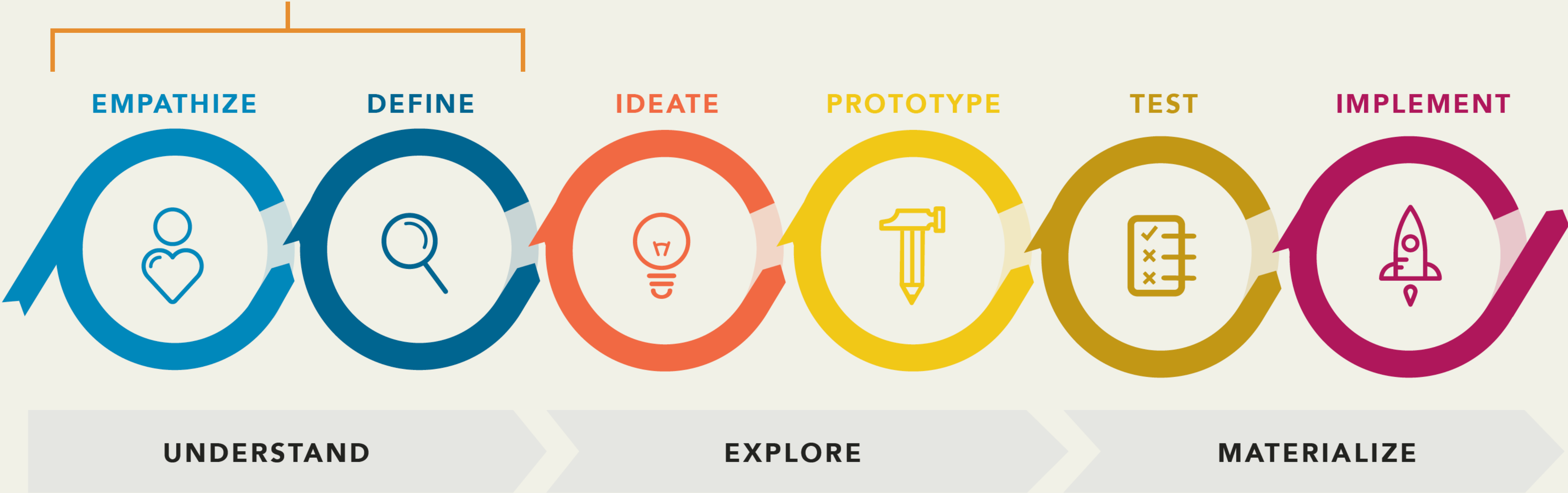
Our next big idea come from you

Understand and define

Empathy for employee needs then define opportunities for improvement

Design Thinking Mindset

Today's Workshop



Empathize



Discovery focused on Saela principles & culture

- Company-wide Surveys
- Interviewed 12 people
- Multiple roles
- Focus on front line
- Ride-along
- Good sample size to start seeing clear patterns



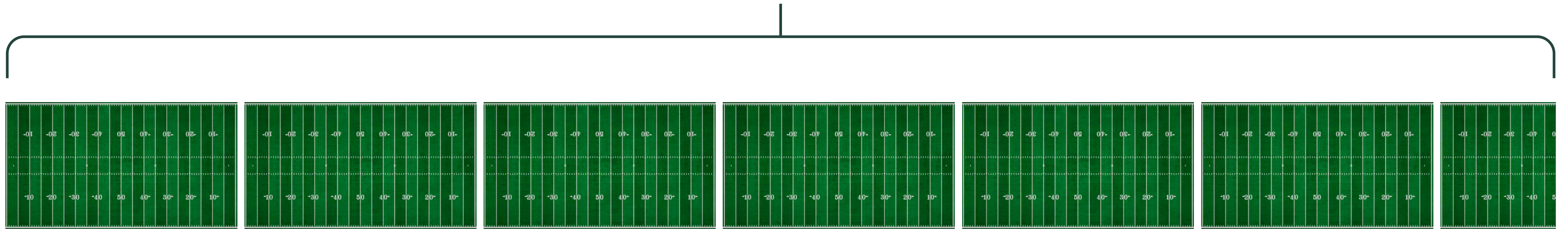
Service Specialists

What is it like? With Service Specialists being the largest part of our company, it will be helpful to better understand their point of view.

Perimeter of homes

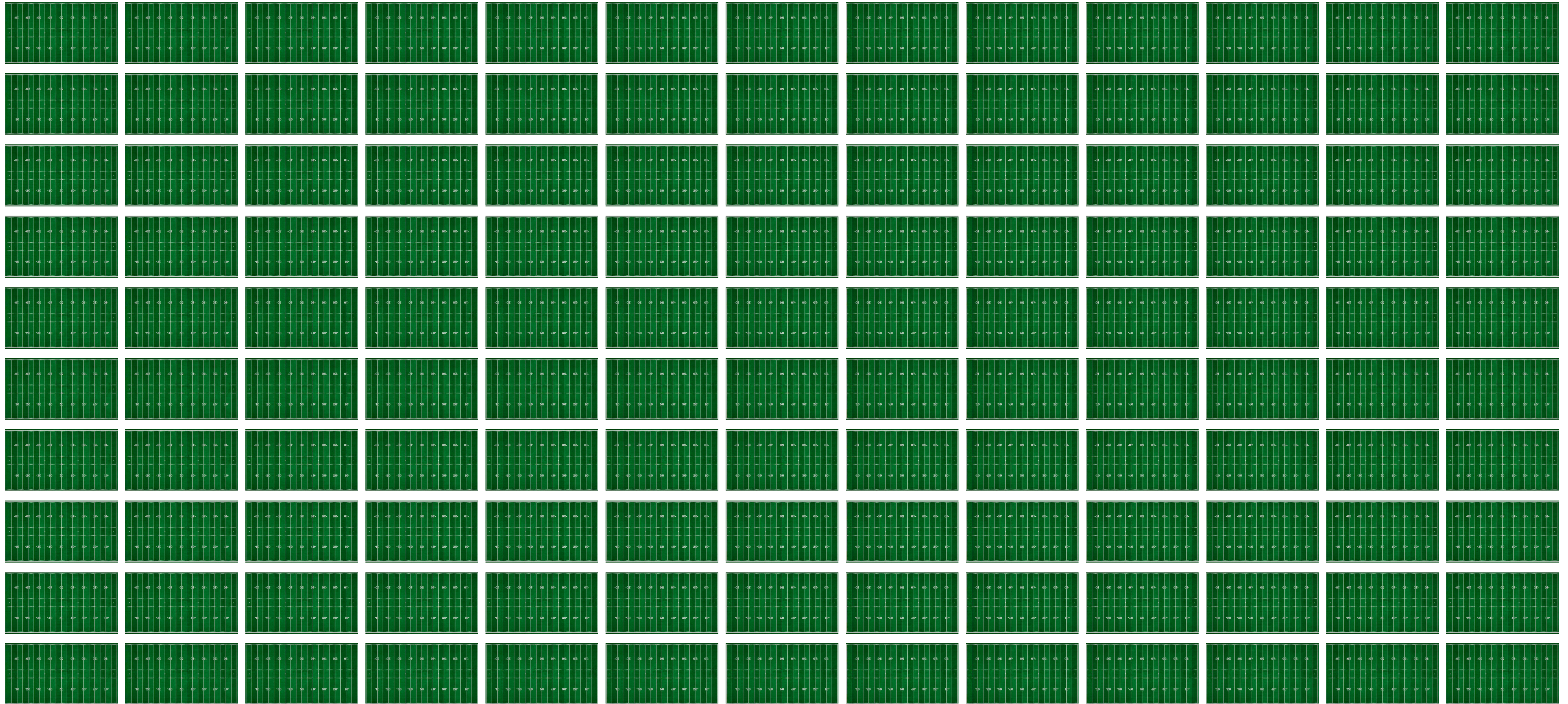
130 linear ft/home stretched out in a line for a 15 service day.

6.5 Football Fields Every Day



This is walked 2-3 times spraying eaves, transitions, using extension pole to knock down spider webs, etc.

One Month? 130 Football fields



Findings from the field

A report on what we observed.

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Joys in their personal lives revolve around helping others.

- Helping family
- Improving society
- Solving problems for others

Many find fulfillment in making customers happy.

Dealing with customers is difficult and cause frustration, but it can be rewarding.

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- Leaders are looked up to & liked.
- Strong personal relationships.
- Strong support within teams.
- Some like the challenge of finding solutions to customer problems.

Key Opportunities

These are not judgments on anyone, nor suggesting specific policies are right or wrong. We are just seeing through another's lens.

Re-Service Policy

There is much tension with the re-service policy. Many feel it is unfair to be penalized because of outside factors they don't have control over. They could perform a perfect service and still be penalized.

Daily Challenges

Difficult not knowing when the day is going to end.

- Frustration as unexpected servicing needs extend their day. It's difficult not knowing when their day is going to end.
- Common feeling that summers are brutal with routes and long schedules.
- Mostly in understaffed situations.

Unable to Fulfill Promises

It was brought up many times that it is challenging when customers are promised something we can't deliver on. The Service Specialist has the difficult job of smoothing things over with the customer.

Required Time at Each Home

- Feels like it shouldn't be a one-size-fits-all policy.
- Frustration that many factors like home size can change the time needed to do a great service.
- Many times, Service Specialists will do a complete service and have to sit in the vehicle for the remainder of the time.
- Feeling of inefficiency.

Drive Time Concerns

Not getting paid while driving leads to frustration.

- Estimated drive time is not accurate.
- Pins are not always accurate and can lead Service Specialists off course.
- Route density can make for long days of much driving. There were a lot of concerns with routes and drive time.

Recognition & Understanding

Strong need for recognition AND understanding.

- Recognition is felt for some and not others, but greatly valued by everyone.
- With recognition, they want to be understood. What they go through, how a click of a button affects them.
- Sometimes they feel like robots where they're just expected to do their job and not have emotion.
- Sometimes to the extent of feeling like principles are used against them to minimize real-life concerns.
- Working alone can be isolating.

Culture Findings

These findings relate to the whole company, not just Service Specialists. The experience is quite different in the field, so notes are made to indicate when that is the case.

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Positive Comments from Employees

“I love the culture at Saela. I’ve never experienced a culture like this before.”

“My previous job had core values and principles, but they didn’t mean anything. They mean something here.”

“Seeing all the videos that the CEO has taken time to make shows to me that he cares.”

“The desire chart has been helpful to me when used with a purpose. It is a way for me to visualize my thoughts on what I want to be.”

Key Opportunities

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Agreement with Principles, not Implementation

Employees tend to align with principles as concepts. But many of those same people don't like the way they implemented or enforced.

Trainings Received Better in Corporate

In corporate, success of principles training depends a lot on manager and format. In the field, there are bigger hurdles.

- Service Specialists don't get paid while in trainings. That, combined with the pressure to finish their routes, create an unfavorable environment for training. It is a major inconvenience to them.
- Principle trainings in the field are widely lifeless and unwelcome. Not making a connection in the field, sometimes doing more harm than good.
- In corporate, while sometimes not enjoyed, can feel like a break to the grind of the day.

The problem with enforced repetition

Repetitive nature of desire chart and trainings dilute impact and meaning.

- Satiation is a psychological phenomenon when over time, strict repetition can dilute impact and meaning. Common universal phenomenon that affects marketing, products, experiences, and relationships. Exact repetition increases memorability, but decreasing meaning.
- Initially, many like the principles of the Desire Chart, but over time it has become a checkbox with little purpose. Intensified by a monthly requirement.
- Same effect is happening with videos and trainings.
- Many people can easily remember elements of training and desire charts, but they have become stale and people are only doing them because they have to.

**“I see value in
the culture, but
it feels like
brainwashing”**

A common feeling, especially in the field, is the idea of being “cultish” or brainwashed. Some consistent feelings given:

- Always coming from Andrew with no other perspectives. Always cycling through the same messages every week, no variation.
- Intensified in the field because they aren't getting paid.
- Being a requirement with high frequency and tracked communicates forced compliance. “Have to” vs. “Want to”.
- Feels like there's an ulterior motive.

Desire Chart & Quizzes are a Checkbox

A checkbox for the company to meet a quota.

- While many see the value in the principle behind the desire chart, most never look at them.
- Tension with a required desire chart every month. Different goals take different amounts of time. Not a one-size-fits-all situation.
- It is difficult for people to come up with a desire every month, so they do it quickly to check the box.
- Much more helpful when it's done with a purpose and not as a requirement. When done to solve a problem, not to meet a deadline.
- Virtually nobody feels they benefit personally from quizzes, and are there to verify to Saela you watched the video. Many also dislike the longer questions as they take more time. Those who found them helpful used them as discussion points talked about together, not a quiz taken after.

Frequent use of Love-Based Motivation

By far, the most mentioned and practiced principle. People relate to it and find practical application.

Along with Fear-Based Motivation.

ROI Perspective was mentioned most as the principle people don't often practice or understand well.