

Case Study #2

Location Labs



Challenge

- Not attractive as a small venture-backed company, deeply in the red.

Job Quality Category Targeted for Improvement

- Voice and Representation

Job Quality Improvement(s)

- Conflict resolution through “disagree and commit” culture.
- Let teams define their own metrics and how to achieve them
- Employee recognition awards; “reward employees before they ask”.
- All employees are brutally honest about their workplace culture, i.e., who they are and who they aren’t to attract and retain the right fit.
- Involve employees in “hiring for potential”, i.e., initiative, values, and diversity of experience.

Outcomes

- 95% retention rate with no layoffs.
- Grew from 20 to 180 people in 10 years but kept their “community” culture.
- 60% of their employees have referred people who they’ve hired.
- Acquired by AVG in 2014 for \$220 million.

