



# **Employee Engagement Smart Brief: 23andMe**

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# Employee Engagement Assessment

This report provides a comprehensive overview of employee engagement across various dimensions within a company. It leverages employee feedback to assess and provide recommendations in key areas such as job satisfaction, productivity levels, employee involvement in company culture, and the effectiveness of communication channels.

## 23andMe

Employees value 23andMe’s flexible work arrangements, inspiring mission, and supportive team culture, yet frustration arises from inconsistent leadership, opaque decision-making, and unclear career progression that erodes engagement and productivity. Disruptions in transparent communication and feedback mechanisms have led to skepticism about management’s ability to set a clear strategic direction, impacting overall satisfaction and psychological safety. Focusing on establishing strong leadership accountability, clear strategic planning, and structured career development pathways will be essential to bolster employee trust, enhance productivity, and secure long-term organizational success.

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### 1. Employee Satisfaction & Productivity

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Evaluate overall employee satisfaction, identifying key positive and negative contributing factors.

Neutral

#### Key Findings

- Employees value 23andMe’s mission, talented colleagues, and work-life balance, which serve as strong positive drivers.
- Significant negative factors, such as dysfunctional leadership, slow career progression, and inconsistent communication, are undermining overall satisfaction.
- There is a departmental disparity where frontline/support teams experience better communication compared to the challenges faced by cross-functional and product management roles.

#### Action recommendations

- Implement leadership development initiatives and improve communication transparency to address issues with decision-making and strategic clarity.
- Establish clear career progression frameworks and review compensation policies to enhance employee growth and retention.
- Develop and consistently communicate a long-term business strategy across all departments to improve alignment and cross-functional collaboration.

Overall, employee satisfaction at 23andMe is mixed. While many employees are passionate about the mission, enjoy excellent work-life balance, and value interactions with talented colleagues, significant concerns

regarding leadership, career progression, and communication negatively impact overall morale.

**Key Positive Drivers:**

- **Talent & Culture:** Employees frequently note that “team members are well skilled and kind” and appreciate working with “really nice team and cool mission.”
- **Work-Life Balance:** Comments like “work/life balance is fine” and “flexible schedule and time offs” highlight the supportive environment.
- **Innovative Projects:** The impressive lab facility in Phoenix (“built out a whole lab... it was beautiful and fresh”) and the “great ancestry product” contribute to enthusiasm.

**Key Negative Drivers:**

- **Leadership & Decision-Making:** A recurring theme is dysfunctional leadership and chaotic decisions, with quotes such as “the entire feel of the company is chaotic,” “no transparency and communication,” and “CEO is terrible.”
- **Career Progression & Compensation:** Employees report slow career advancement (“career progression is slow”), scarce promotions (“I witnessed only 2 promotions... in 3 years”), and lower salary concerns.
- **Strategic Uncertainty:** Multiple remarks stress an unclear business strategy (“no foresight beyond 6mo,” “unclear future”), compounded by a lack of accountability and consistency in decision-making.

**Department/Role-Specific Notes:**

- **Frontline and support teams**, such as the support and medical teams, receive praise for “great communication.”
- **Cross-functional and product management roles** face challenges with inconsistent directives and collaboration difficulties (“it may be hard to work cross functionally” and “questionable decision-making from product management”).

In summary, while employees are drawn to 23andMe’s mission and the quality of their immediate teams, pervasive issues in strategic leadership and career development create a divide in overall satisfaction.

## How likely are employees to recommend this company as a great place to work, and why?

Negative

### Key Findings

Employees are not highly likely to recommend the company largely due to significant issues related to leadership and inconsistent decision-making.

While there is strong appreciation for talented colleagues, mission focus, and flexible work setups, these positives are outweighed by concerns over chaotic leadership and a vague strategic direction.

Uncertainty about the company’s future further contributes to employee dissatisfaction and low recommendation scores.

### Action recommendations

Strengthen leadership by implementing structured decision-making processes and clear communication channels to ensure consistency.

Develop and share a clear long-term strategic plan to address uncertainties and demonstrate commitment to future growth.

Establish regular feedback mechanisms to address employee concerns and refine leadership practices based on direct input.

Overall, the likelihood that 23andMe employees would recommend the company as a great place to work appears to be moderate to low. While the organization is praised for its talented colleagues, mission focus, and flexible work arrangements, significant issues with leadership and decision-making create considerable reservations.

**Key Concerns:** • Multiple comments highlight chaotic leadership and inconsistent decision-making: one employee noted “no consistency in decision making,” while another described “whiplash on just about every decision.”

- Leadership conflicts and poor strategic focus were frequently mentioned, e.g., “no one in leadership can agree about what to prioritize” and “the CEO is terrible.”
- Uncertainty around the company’s future was raised with quotes like “there’s no idea where future of company is headed,” contributing to employee anxiety.

**Positive Aspects:** • Employees consistently praised the caliber of their peers, stating “most of the people are great” and “great supportive team, fast paced, pay is very good and so are the benefits.”

- Flexible work arrangements and good work-life balance were also frequently mentioned as positive points.

In summary, despite a strong culture among the individual contributors and attractive benefits, the unresolved issues in executive leadership, a lack of clear strategic direction, and reports of microaggressions undermine overall confidence in the workplace. This mix of commendable team dynamics with significant organizational and leadership challenges likely keeps the overall recommendation score below what would be expected from a highly endorsed workplace.

## Evaluate employees’ productivity levels, including the main positive and negative drivers of productivity.

### Negative

#### Key Findings

Employees show strong individual commitment and alignment with the company mission, with many praising supportive work environments and work-life balance.

Productivity is significantly impacted by leadership inconsistencies, chaotic decision-making processes, and limited opportunities for career progression.

Some departments benefit from clear internal communication and collaboration, while cross-functional teams face challenges due to silos and inconsistent management practices.

#### Action recommendations

Implement leadership development and training programs to ensure consistent decision-making and improve managerial practices.

Enhance transparency in decision-making processes by establishing clear procedures and better internal communication channels.

Develop defined career advancement pathways and regular promotion reviews to boost employee motivation and retention.

**Summary:** 23andMe employees demonstrate strong individual commitment driven by an engaging mission and supportive work environments. However, productivity is hindered by leadership inconsistencies, unclear decision-making processes, and limited career advancement.

**Positive Drivers of Productivity:** • Passion for the mission – one review noted employees “poured their hearts into their work.” • Supportive team dynamics and flexible schedules, with several comments praising work-life balance. • Specific departments (e.g., support and medical teams) exhibit clear communication and collaboration (“great communication from support and medical team”). • An overall culture where “everyone is trying,” enhancing day-to-day performance.

Negative Drivers of Productivity: • Leadership issues – multiple comments highlight biased management and a CEO described as “terrible,” undermining team morale. • Frequent and chaotic decision-making processes, with one employee stating, “a decision is made at an exec meeting only to be reversed.” • Limited career progression (“I witnessed only 2 promotions, cross-functionally, within 3 years”), causing stagnant motivation. • Lack of transparency and communication creates confusion about company direction and future.

Departmental/Functional Differences: • Departments with strong internal communication (support, medical, lab teams) maintain higher productivity levels. • Cross-functional and product teams face challenges due to inconsistent decision-making and silos, hampering collaboration and overall effectiveness.

## What are the top three actions the company could take to improve employee productivity?

### Negative

#### Key Findings

The answer reveals significant internal issues where misaligned leadership, an unclear strategic direction, and limited career progression are major barriers to productivity.

Employees express deep concerns over inconsistent decision-making and a lack of accountability, which contribute to overall inefficiencies.

The recommended actions focus on rectifying these negative conditions by improving leadership processes, strategic vision, and career development opportunities.

#### Action recommendations

Define clear performance metrics and timelines for leadership realignment, strategic planning, and career development initiatives to quantify progress.

Supplement the recommendations with quantitative data from employee surveys to ensure that the proposed actions address the most critical issues.

Develop a structured communication plan, such as regular town halls or updates, to monitor implementation and maintain transparency throughout the improvement process.

Summary: Employees highlight misaligned leadership, unclear strategic direction, and limited career progression as major productivity barriers. Addressing these areas can improve decision-making, engagement, and overall efficiency.

#### • Strengthen Leadership Alignment and Accountability

- Establish clear, consistent decision-making processes to prevent “bad bad bad decisions” and inconsistent reversals.
- Implement regular leadership check-ins and accountability metrics, addressing the “absolute 0 accountability” critique.
- Enhance transparent communication to ensure all teams understand executive decisions.

#### • Develop and Communicate a Clear Strategic Vision

- Define a coherent roadmap to tackle the “unclear focus and business strategy” and “no foresight beyond 6mo” concerns.
- Hold periodic town halls or Q&A sessions to inform employees of progress and strategic shifts.

- Reinforce a unified mission that motivates teams beyond the current financial and operational uncertainties.
- Enhance Career Progression and Development
  - Introduce structured promotion tracks and mentorship programs to counter “career progression is slow” and infrequent internal promotions.
  - Offer targeted training and development initiatives to empower employees and retain top talent.
  - Foster an environment where growth opportunities are transparent, addressing concerns over “limited opportunities.”

**What are the top three actions the company could take to improve overall employee satisfaction?**

Negative

### Key Findings

Employee feedback reveals significant leadership issues, including a lack of accountability, dysfunctional decision-making, and inconsistent leadership behaviors that negatively affect morale.

There is a pronounced deficit in transparent strategic planning and communication, leaving employees uncertain about the company's long-term vision.

Limited career progression opportunities, lower salaries, and recurring benefit cuts indicate that the current compensation and development programs are insufficient to meet employee expectations.

### Action recommendations

Introduce structured leadership training and clear accountability measures to reform decision-making processes and rebuild trust.

Enhance transparency by establishing regular strategic communication sessions and feedback loops to keep employees informed of long-term plans.

Reassess and revamp career development and benefits programs by incorporating employee input, thereby clarifying promotion paths and improving compensation packages.

**Summary:** To boost employee satisfaction, 23andMe should focus on leadership improvement, transparent strategic planning, and enhanced career development and benefits.

- Strengthen Leadership Accountability and Alignment
  - Introduce clear accountability measures to counter "leadership only cares about leaderships job security" and reports of "dysfunctional" decision-making.
  - Implement a structured decision-making process to eliminate the "whiplash on just about every decision" phenomenon.
  - Invest in leadership training to create alignment and mutual respect among teams.
- Increase Transparency and Strategic Communication
  - Regularly communicate long-term strategies, addressing concerns like "no foresight beyond 6mo" and an "unclear future" regarding privatization.

- Establish feedback loops so employees aren't left confused by abrupt changes, as exemplified by decisions reversed without proper explanation.
- Enhance Career Progression, Recognition, and Compensation
  - Develop clear promotion paths and regular performance reviews to resolve issues like "lower salary and promotions" and "limited opportunities."
  - Reassess the benefits structure to stop the trend of "benefit cuts every year" and reinforce employee morale.



### How involved are employees in the workplace and company culture?

Neutral

#### Key Findings

Employee participation is mixed: while some employees are enthusiastic about informal social events and initiatives, there is a lack of consistent engagement across the organization.

Systemic challenges such as unclear leadership, poor transparency, and communication issues detract from the potential to build a strong, cohesive company culture.

#### Action recommendations

Implement clearer communication channels and transparent decision-making processes to restore trust and encourage broader participation.

Enhance leadership practices through training and regular feedback to foster a more stable and engaging work environment.

Develop structured, inclusive engagement programs aimed at integrating remote and in-office employees to strengthen overall company culture.

Summary: Employee participation in optional company events and initiatives at 23andMe appears mixed. While several reviews note enthusiasm for team-driven gatherings and social initiatives, broader organizational issues seem to dampen consistent engagement.

Positive aspects:

- Employees report enjoyment of social activities, with quotes like “great coworkers and free lunch” and “fun events,” indicating active participation in informal, optional events.
- Initiatives to include all employees are noted, as one review mentions, “teams do well to make WFH employees feel part of the team,” suggesting efforts at peer support are valued.
- A supportive and flexible work environment, highlighted through “supportive, kind, and flexible work environment” and “work/life balance is fine,” may encourage participation in employee resource groups and similar programs.

Challenges affecting engagement:

- Multiple reviews cite “lack of transparency and communication” and a “No culture” comment, which imply that the strategic or structured support for volunteer programs and resource groups might be insufficient.

- The overarching issues with leadership—described as “questionable” or “terrible”—and chaotic decision-making create an uncertain environment where employees might be hesitant to invest time in optional initiatives.
- Concerns about slow career progression and inconsistent practices may detract from enthusiasm, as employees focus more on navigating internal turbulence than on engaging in extracurricular activities.

In conclusion, while pockets of enthusiasm exist for optional events and peer-support activities at 23andMe, systemic challenges in leadership and organizational clarity hinder broader, consistent participation in programs like employee resource groups and volunteer initiatives.

### To what extent do employees feel connected to the company?

Neutral



## Key Findings

Employees feel strongly connected to the mission and their peers, which creates pockets of positive engagement within the company.

A major concern is the disconnect with leadership, with issues such as unclear strategic direction and inconsistent decision-making undermining overall trust.

The coexistence of strong team-level support and significant leadership challenges results in a mixed or split sense of connection among employees.

## Action recommendations

Improve leadership communication by developing clear strategic plans and emphasizing transparency to help employees understand the company's path forward.

Implement leadership training initiatives aimed at enhancing accountability and decision-making skills to build trust across all levels of the organization.

Conduct targeted follow-up surveys or focus groups to gain deeper insights into the specific areas of leadership disconnect and to track improvement over time.

**Summary:** Employees at 23andMe show a split sense of connection. Many are passionate about the mission and enjoy close, supportive interactions with colleagues. However, disconnects with leadership and unclear strategic direction hinder full organizational commitment.

**Connection to 23andMe's Mission:** • Several employees state they "love the mission" and feel energized by the company's focus on genetic insights. • There's pride in the work, with mentions of "interesting problems" and "people passionate about the power of genetics." • However, employees express concern over a "lack of a path to get there" and an unclear future, weakening long-term mission alignment.

**Connection with Colleagues and Immediate Managers:** • Numerous comments praise the supportive culture and teamwork: "wonderful ICs and managers who are great people," "really nice team," and "most of the people are great." • Positive remarks highlight a flexible schedule, work/life balance, and efforts to make remote workers feel included. • Such grassroots connections help maintain morale despite broader challenges.

**Connection with Leadership and Overall Company Care:** • A recurring negative sentiment is about inconsistent and questionable decision-making—"whiplash on just about every decision" and "no accountability." • Several employees note that leadership "only cares about leadership's job security," with the CEO described as "terrible" and the executive team as "dysfunctional." • A lack of transparency in strategic decisions, like sudden reversals and secrecy around future plans, erodes trust and lowers the sense that the company "genuinely cares" for its employees.

Overall, while internal teams and the mission spark strong connection at the peer level, dismal leadership practices and poor strategic communication create significant friction, undermining overall engagement with 23andMe.

**Evaluate employee feedback and communication mechanisms and their effectiveness.**

Negative

## Key Findings

There is a clear inconsistency in the feedback process: while some teams benefit from effective informal communication, senior-level mechanisms lack structure and transparency.

Employees report that critical feedback is not properly captured or acted upon, resulting in confusion and a decline in overall trust in leadership decisions.

The disparity between effective grassroots communication and problematic top-down decision-making is undermining employee engagement and morale.

### ★ Action recommendations

Implement a formal, comprehensive feedback system that regularly collects and evaluates employee input across all levels.

Improve leadership transparency by establishing clear channels and protocols for communicating decisions and their rationale to all employees.

Conduct regular reviews of communication strategies to ensure consistency and to proactively address issues that detract from employee engagement.

**Summary:** Employee feedback and communication at 23andMe are inconsistent. While some teams and functions demonstrate effective, supportive communication, many employees feel that critical feedback is neither adequately captured nor acted upon at higher levels, leading to a decline in overall engagement.

**Key Findings:** • **Feedback Mechanism:**

- Informal channels exist, as noted by “great communication from support and medical team” and team efforts to integrate remote workers.
- However, “no process for decision-making” and decisions reversed without proper notification (“bubble it back up to say WTF?”) reveal a lack of formal, effective feedback loops.

• **Timeliness and Clarity of Communication:**

- Some employees appreciate timely information within their immediate teams.
- Conversely, many cite “lack of transparency” and inconsistent messaging from leadership, leading to confusion and uncertainty about the company’s direction.

• **Impact on Employee Engagement:**

- Consistent, supportive communication in local teams fosters work-life balance and team cohesion.
- In contrast, executive-level missteps (e.g., “bad bad bad decisions,” “whiplash on just about every decision”) diminish trust, hinder career progression, and reduce overall engagement.

Overall, while grassroots communication is a strength at the team level, the absence of a robust, top-down feedback mechanism and clear decision-making process erodes employee confidence and engagement.

**Assess opportunities for professional growth and their impact on employee engagement.**

Negative

### ! Key Findings

Employees experience slow career progression with few promotions and unclear pathways for advancement.

Inconsistent and biased leadership, coupled with ambiguous decision-making, has led to reduced employee morale and engagement.

Although informal mentoring and a strong company mission exist, they do not sufficiently counterbalance the negative impact of limited professional growth opportunities.

### ★ Action recommendations

Develop and implement a formal career development framework that clearly outlines promotion criteria and career trajectories.

Initiate leadership training programs aimed at improving decision-making transparency and reducing bias in managerial practices.

Establish a structured mentorship program to provide consistent guidance and support for employee growth.

Summary: Employee growth at 23andMe appears constrained by unclear career pathways and inconsistent leadership, which in turn negatively impacts engagement despite a strong mission and talented teams.

Opportunities for Professional Growth: • Slow career trajectory: Employees noted “career progression is slow” and witnessed “only 2 promotions, cross-functionally, within 3 years.” • Limited advancement: Comments such as “lower salary and promotions did not feel common” indicate few formal growth opportunities. • Unclear decision-making: Descriptions like “no process for decision-making” and “questionable decision-making from product management” create ambiguity about future roles. • Biased and inconsistent leadership: Reports of “biased management” and frequent reversals in decisions hinder reliable career planning. • Informal mentoring: Despite formal issues, “great coworkers” and “wonderful ICs and managers” offer support and guidance.

Impact on Employee Engagement: • Reduced morale due to stagnant growth prospects and leadership missteps. • Uncertainty over company direction (e.g., concerns about privatization and “lack of transparency”) further demotivates employees. • Positive team culture and mission passion are offset by career stagnation, leading to disengagement in the long term.

## Do employees feel they are fairly compensated and recognized for their contributions?

Negative

### ! Key Findings

Employees initially benefit from competitive pay and benefits, but over time, frequent benefit cuts and diminished promotions contribute to feelings of insecurity.

There is significant dissatisfaction regarding recognition, with limited career progression and inconsistent leadership decisions undermining morale.

Overall, declining compensation practices coupled with inadequate recognition are negatively affecting employee engagement.

### ★ Action recommendations

Conduct a thorough review of the long-term compensation structure to address issues like benefit cuts and ensure sustainable pay practices.

Implement a transparent and consistent recognition and promotion framework to better acknowledge employee contributions.

Improve leadership communication to provide clarity on career progression and future company direction, which may help restore trust and engagement.

**Summary:** Employees express mixed feelings regarding compensation and recognition. While many appreciate initial competitive pay and benefits, there is growing concern over deteriorating rewards and recognition practices, which negatively impacts overall engagement.

**Compensation Insights:** • Some praise "good pay and benefits until you're laid off." • Others note "benefit cuts every year" and "lower salary and promotions did not feel common." • These concerns suggest that, despite competitive starts, long-term compensation feels insecure.

**Recognition & Engagement:** • Limited career progression and infrequent promotions leave employees feeling underrecognized. • Leadership's inconsistent decision-making, as illustrated by statements like "no idea where future of company is headed," compounds frustration. • This lack of acknowledgment undermines the energy and passion many employees have for 23andMe's mission.

Overall, while the work/life balance, flexibility, and intelligent coworkers enhance the work environment, persistent compensation cuts and inconsistent recognition create disengagement and erode morale.

## Evaluate employee alignment with the company mission and values, and its impact on employee engagement.

Negative

### ! Key Findings

Employees strongly resonate with the company's mission and product, showing clear alignment with core values.

However, leadership confusion, lack of transparent strategic direction, and issues like limited career opportunities and benefit cuts are significantly undermining overall employee engagement.

### ★ Action recommendations

Improve leadership communication by establishing and clearly conveying a consistent strategic direction to build trust.

Review and enhance career progression paths and employee benefits to address morale issues.

Invest in leadership development programs to ensure decision consistency and better alignment with the company's mission.

**Summary:** Employees show strong alignment with 23andMe's core mission—passionate about genetics, ancestry, and health insights—but inconsistent leadership and unclear strategic direction are undermining engagement.

**Strengths in Mission Alignment:** • Many employees appreciate the company's mission; one noted, "love the mission." • Enthusiasm for the product is evident with comments like "great ancestry product" and "interesting space giving people access to genetic information." • Colleagues are described as "great people," "intelligent anomalies," and "nice team," reinforcing shared values.

**Challenges Impacting Engagement:** • Leadership confusion: Employees highlighted "no idea where the future of [the] company is headed" and decision reversals causing "WTF?" moments. • Lack of transparency: One employee stated, "believing in a mission and believing in a CEO are not the same thing." • Poor career

progression and benefit cuts erode morale, evident from reports of “limited opportunities” and “benefit cuts every year.”

These issues create a disconnect between employees’ passion for the mission and frustrations over leadership practices, ultimately impairing overall engagement.

## How do autonomy and flexibility impact employee engagement?

Negative

### Key Findings

Employees appreciate flexible scheduling and remote work options, indicating that autonomy has the potential to enhance engagement.

Inconsistent leadership and unclear strategic priorities are undermining the benefits of autonomy, causing confusion and reducing motivation.

The lack of clear career progression and limited cross-functional promotion opportunities further detract from potential engagement gains.

### Action recommendations

Develop and implement leadership training programs to promote consistent decision-making and strategic clarity.

Enhance communication of strategic priorities to ensure employees understand how autonomy and flexibility align with company goals.

Review and improve career development processes to better support employee growth and capitalize on the benefits of flexible work arrangements.

**Summary:** Employee perceptions suggest that 23andMe offers valuable flexibility—such as flexible schedules and supportive remote work options—but inconsistent leadership and unclear strategic priorities significantly undermine the positive impact of this autonomy on overall employee engagement.

**Flexibility & Remote/Hybrid Benefits:** • Flexible scheduling and work-life balance are consistently praised. • Remote work initiatives help integrate work-from-home employees, sustaining productivity. • Positive team interactions and supportive colleagues enhance satisfaction within flexible systems.

**Leadership & Strategic Challenges:** • Erratic and opaque decision-making creates uncertainty and limits effective autonomy. • Frequent reversals in strategy and poor alignment among leadership lead to confusion. • Slow career progression and limited cross-functional promotions dampen motivation.

**Analysis:** • While the autonomy enabled by flexible scheduling provides immediate benefits to employee satisfaction, it is overshadowed by the broader organizational issues. • The disconnect between flexible work arrangements and a lack of clear, consistent strategic direction creates stress and disengagement. • Ultimately, the empowering aspects of flexibility are undermined by a leadership structure that fails to capitalize on or support this autonomy effectively.

**Evaluate employee work-life balance and well-being, including their impact on employee engagement.**

Negative

### Key Findings



Employees enjoy flexible work practices, remote work, and generous time-off policies which create a supportive work-life balance.

Despite positive well-being initiatives, leadership inconsistencies, unclear strategic direction, and communication issues are undermining employee engagement.

### ★ Action recommendations

Develop and implement a clearer strategic plan with consistent decision-making to strengthen leadership credibility.

Introduce leadership training and improved communication channels to restore trust and boost employee engagement.

Regularly collect detailed employee feedback to identify and address specific concerns affecting engagement and morale.

Summary: Employees at 23andMe appreciate flexible work practices and a supportive work-life environment, yet overall engagement is compromised by leadership inconsistencies and uncertain strategic direction.

Work-Life Balance and Well-Being Strengths: • Flexible schedules and work-from-home options maintain daily balance.

- Generous time-off policies and free lunch offerings add to employee satisfaction.
- Positive team interactions create a supportive atmosphere and reduce work stress.

Impact on Employee Engagement: • Inconsistent and opaque decision-making undermines trust in leadership.

- Questionable executive management and shifting priorities create a sense of instability.
- Unclear long-term strategy and fear of layoffs erode motivation and career progression.
- Cultural and communication issues contribute to overall fatigue and diminished morale.

While the flexible work environment and supportive culture enhance immediate well-being, the persistent leadership challenges and strategic uncertainties have a significant, negative long-term impact on employee engagement.

## Assess the physical and psychological safety environment at the company and its impacts on employee engagement.

Negative

### ! Key Findings

The physical workspace is praised for its modern facilities and supportive amenities, indicating a strong physical safety environment.

Psychological safety is significantly compromised due to erratic leadership, poor communication, microaggressions, and unclear strategic direction.

The negative psychological aspects are undermining employee trust and engagement, despite the positive physical work conditions.

### ★ Action recommendations

Implement leadership training programs focused on clear communication, consistency in decision-making, and strategic transparency.

Conduct regular employee surveys and feedback sessions to pinpoint psychological safety issues and address them promptly.

Strengthen DEI initiatives with measurable outcomes to effectively combat microaggressions and improve the overall psychosocial work environment.

**Summary:** Employees find the physical workspace supportive, with perks like modern lab facilities and flexible work arrangements, but significant concerns remain around psychological safety due to erratic leadership and poor communication.

**Physical Safety Environment:** • Modern facilities noted (e.g., “a whole lab within the LabCorp building in Phoenix”). • Positive amenities such as free lunch, flexible hours, and solid work-from-home inclusion. • Generally safe everyday working conditions.

**Psychological Safety Environment:** • Leadership inconsistencies cause distress; one employee recounted decisions being reversed without communication (“WTF?” moments). • Unclear business strategy and lack of transparent decision-making undermine trust. • Reports of microaggressions and biased management have created a stressful atmosphere. • “The entire feel of the company is chaotic,” leaving employees uncertain about the future.

**Measures Implemented:** • DEI initiatives exist, though some employees feel they’re insufficient given reported microaggressions. • Supportive team cultures and dedicated individual contributors help mitigate broader leadership failures. • Regular supportive communication from specific teams (support and medical).

**Impact on Employee Engagement:** • While peers are “great people” and the work-life balance is positive, the prevailing leadership issues and lack of strategic clarity jeopardize long-term engagement and morale.