

CASE STUDY: BARKING HOUND VILLAGE

Taming the problem of dogged turnover



THE CHALLENGE

Reducing excessive turnover and improving employee engagement

- ◆ Barking Hound Village, an Atlanta-area dog daycare and grooming business with **six locations**, faced paralyzing **turnover of nearly 200% per year**
- ◆ Stymied managers spent excessive amounts of time trying to fill staffing shortages and were often **forced to perform frontline duties themselves** to keep stores running
- ◆ Staff had **low morale** and unfavorable appraisals of their direct managers and owners
- ◆ Constant challenges fueled by turnover **frustrated owners** and kept them from expanding the business



OUR WORK

Two-pronged approach combining leadership development for the senior team with a redesign of the employee experience

- ◆ Leveraging our proprietary **Meaning Mindset Leadership Assessment**, we identified the biggest roadblocks to engagement and retention
- ◆ We collaboratively designed a four-month program to both **improve leadership capabilities** and **structurally optimize employee experience**
- ◆ Our program focused on making work meaningful for the staff through the 3 C's of the Meaning Mindset – **Contribution, Community, and Challenge**
- ◆ The program included a series of **skills-based workshops** for the senior team, individual and group **coaching**, and **consulting** around organizational design and employee experience



KEY RESULTS

In just four months, BHV registered **seismic shifts in job satisfaction, leadership appraisal, and retention**

17%

decrease in turnover

52%

increase in Employee Net Promoter Score

30%

higher appraisals of leadership



“ This program transformed our business and took our senior team, including me, to the next level. Retention is way up and I can feel the positive energy when I walk into a store. I am finally able to focus on the future of our business rather than putting out fires everyday. ”

- Matt Fishman, Owner of Barking Hound Village

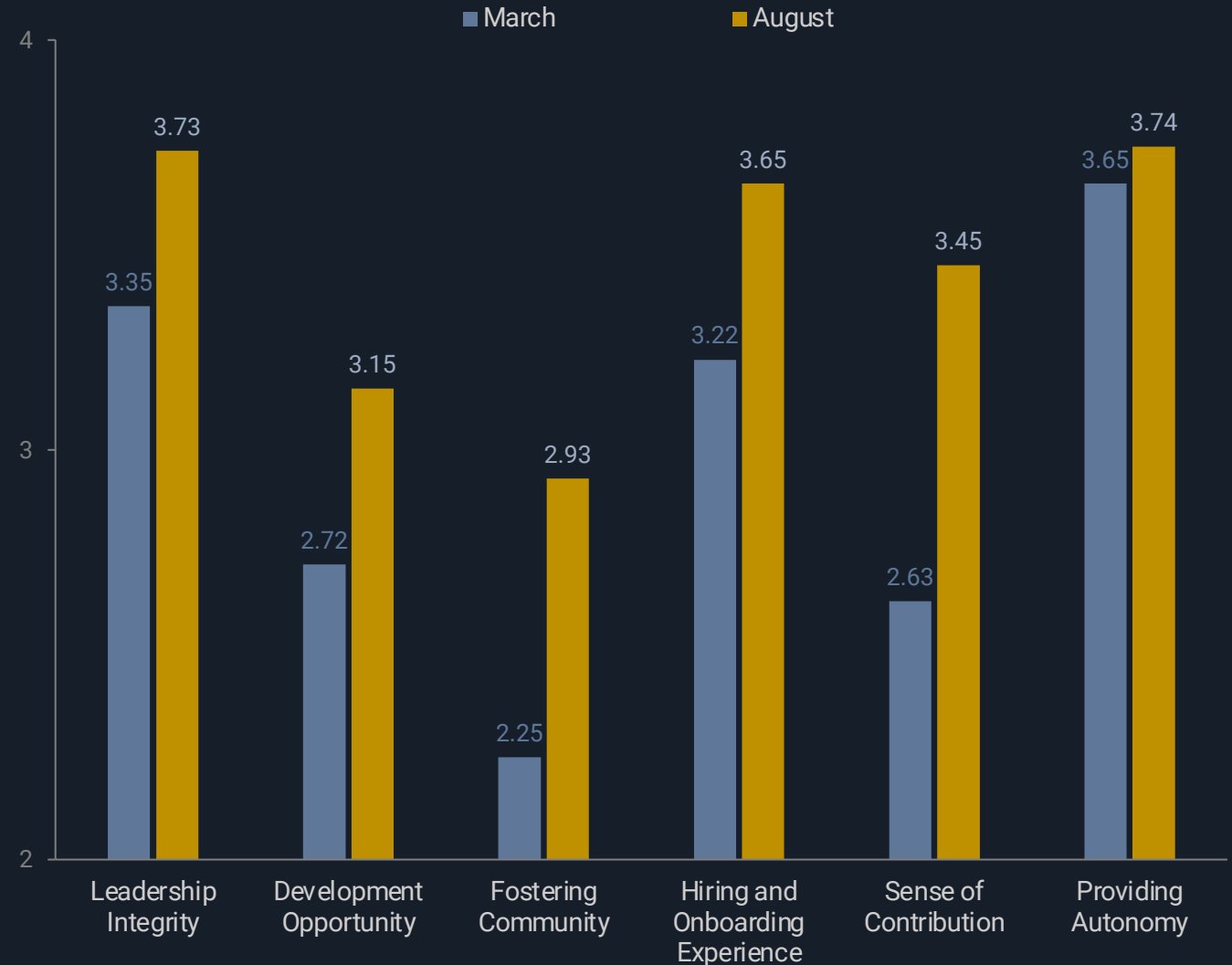


FULL PROGRAM RESULTS



LEADERSHIP PERCEPTIONS

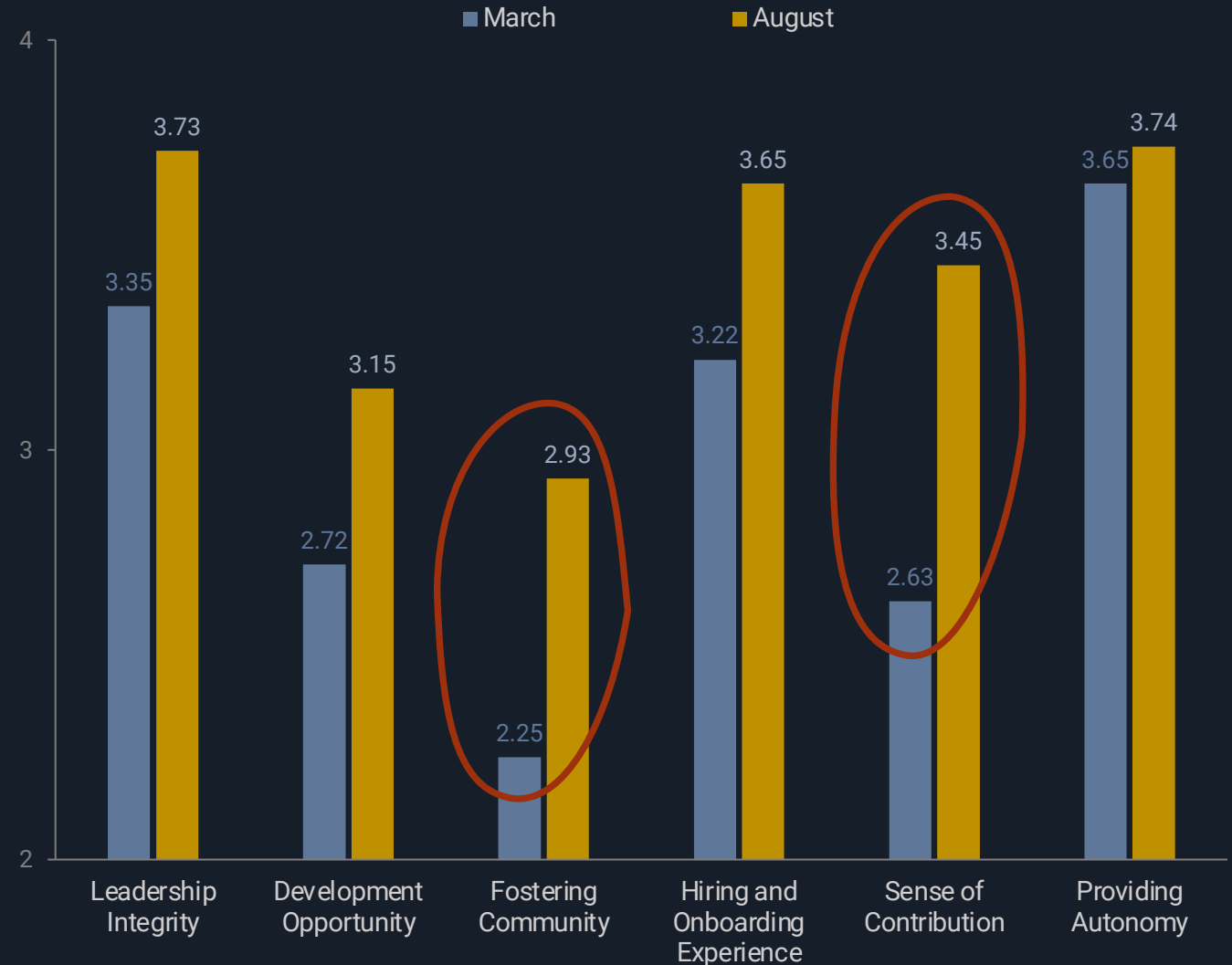
Every measure of the staff's **perception of leadership improved** from March to August, with an **average 15% increase** across the board





LEADERSHIP PERCEPTIONS

Major gains in community (30%) and contribution (31%), two of the leadership practices most predictive of engagement and retention

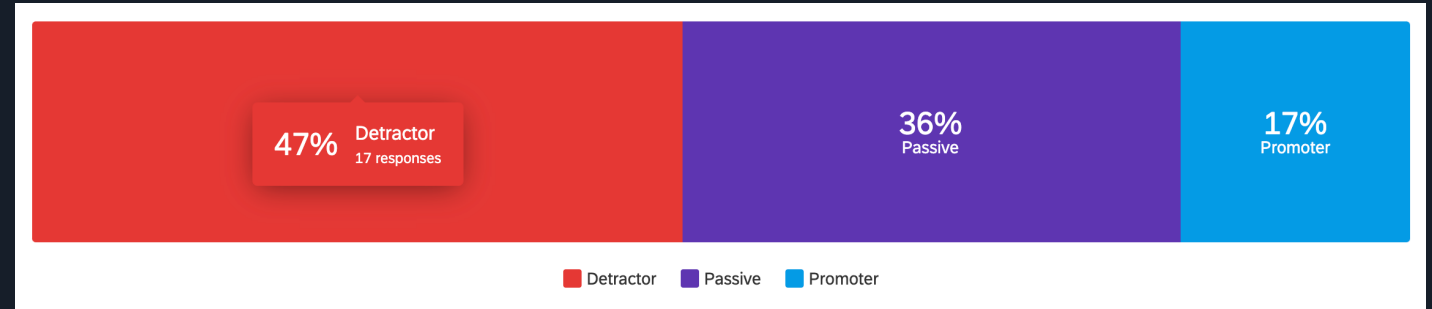




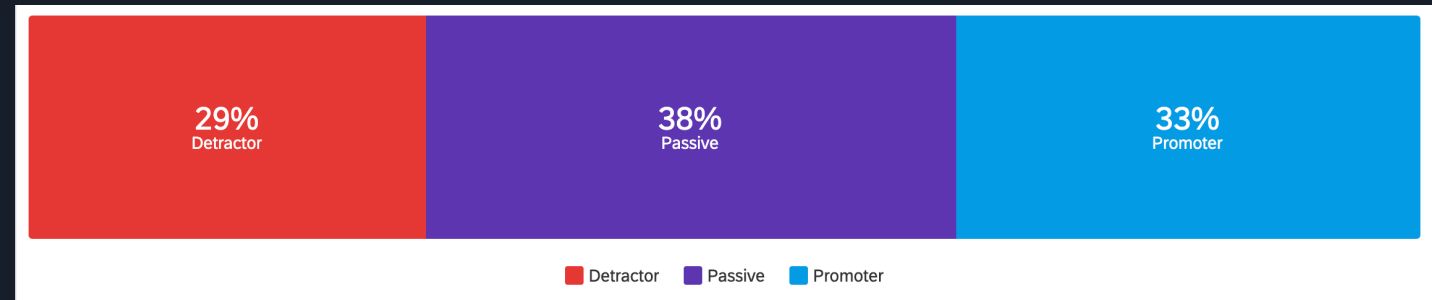
EMPLOYEE NET PROMOTER SCORE

eNPS showed a massive
36 point jump, a
52% increase in just four
months

March 2022 – eNPS of **-31**



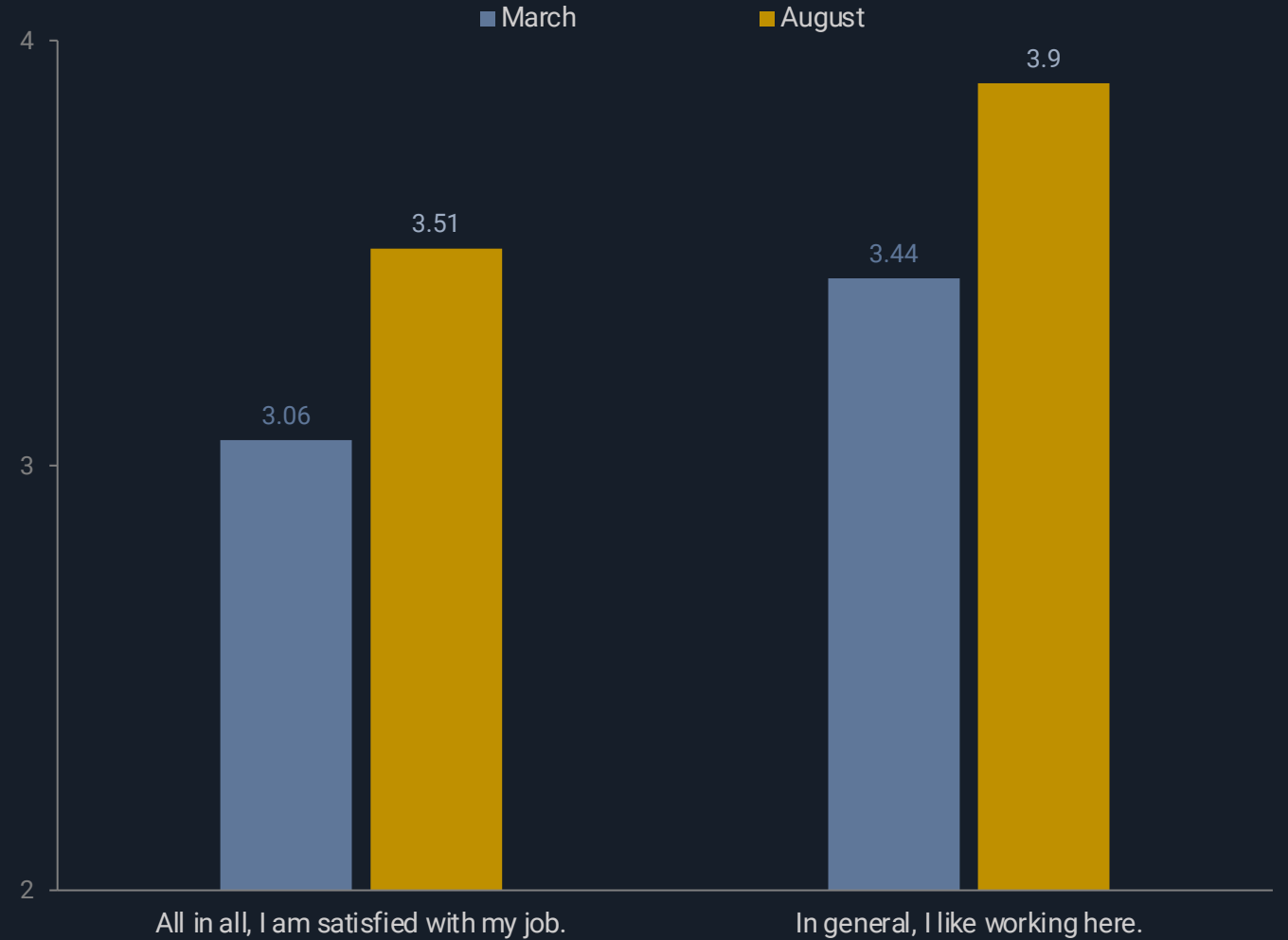
August 2022 – eNPS of **5**





JOB SATISFACTION

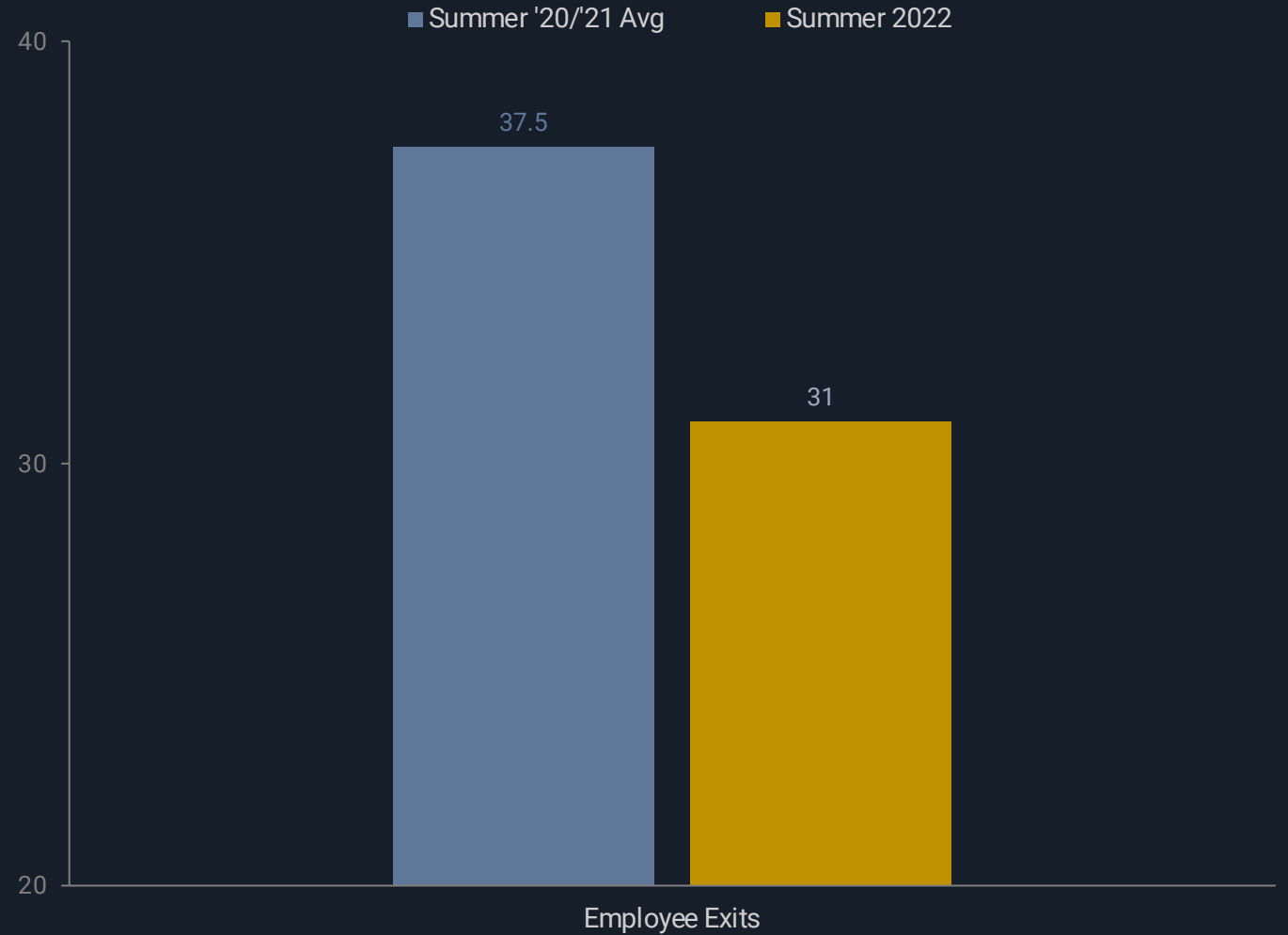
15% increase in job satisfaction scores across four months





TURNOVER

Turnover **decreased 17%**
in the period following our
work





OPEN FEEDBACK

The qualitative data showed a **seismic shift in culture**

The open feedback in the August survey saw a big shift in focus. While the initial survey comments were largely focused on ineffective leadership, toxic work environment, and struggling operations, there were **no negative feedback on any of these topics in the post-project survey**. This speaks to **major improvements in leadership effectiveness and the culture of the organization**.


Contact us to learn how we can help
your business thrive.



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