

Case Study: Indeed

Values, Culture, Mission, Leadership

A newly formed, multi-location team

A reorganization led to the formation of Indeed's UX Platform team

This newly formed team was having its first in-person offsite. Many people in the team had never physically met each other. Due to the variety of locations, skills, product focuses and work experience, it was critically important that this team take a collective breath and spend a couple of days connecting deeply. This event was also a key opportunity to establish shared values and goals. Group leaders would then need to take what emerged and continue to build on it with the team.



Learn more
about how we
supported the
UX Platform
team at **indeed®**

The team leaders were wary about how the think-speak-think people would engage in this kind of offsite...

"Several members of the team are very quiet, introverted people - how will we get them involved and make sure we've heard their perspective?"

Molly - Product Lead

The design phase

How we approached the challenge

When the leaders at Indeed realized that this event would benefit from professional support, they contacted PeopleStorming. The date and location were already set so we had about a week to design a three-day workshop that packed in a huge amount of learning, mutual discovery and collective strategy. Our partners emphasized that the instinct of the team would be to use this face-time to get more of their usual work done. Thus it was important to set the stage well so that every attendee would give themselves permission to step back from their day-to-day thinking and address bigger team health and strategy questions.

Since the ability to step back in this way is a facet of the cultural norms of a team, we realized that we'd need to lead with activities designed ultimately to produce a shared values charter. Such a structure would focus on the ability of the group to work together effectively and sustainably. Without that foundation, any other work would be at greater risk of misalignments, misunderstandings and disengagement.



We set the stage for the team to connect on a deeper level...

"I was able to see my coworkers as complex people and better recognize the strengths they bring to the team. I think being open and vulnerable allowed for trust and bonding that wouldn't be replicated a different way."

Kirsten - Content Writer



The design facets

- Three themed days: values, mission, leadership.
- Mini-immersions in different key topics plus personal time to reflect on how to incorporate those topics into the team charter.
- A variety of tools for building shared conclusions from individual learning.
- Energizers (based on cooperative theater games) to break up the day.
- As little talk from the facilitators as possible (no big presentations).
- Physical posters rather than slide decks (tactile, more accessible, participants could draw on them).
- PeopleStorming's Servant Leadership and You've Got Feedback exercises.
- Our newly-developed vulnerability and inclusion exercises.
- A leadership day that fostered open discussion around the topics from the first two days and marshaled follow-on work for the team charter.
- A leadership roles and responsibilities workshop.
- 1-on-1 coaching to help individuals internalize / apply what they'd learned.



There were moments of group connection that were so powerful, that they really stood out for many of the participants...

"I'm not sure what magic y'all brought to the table but (for whatever reason) people felt comfortable and ready to share and connect in that way that makes all the difference in the world."

Casey - Design Technologist

The impact

Better understanding of each others communication styles

More comfortable sharing feedback

More detailed picture of our work and the problems we need to solve

Much stronger connection to each other

Walls came down - we see each other more as well-meaning human beings

New communication tools

Trust and bonding that wouldn't be replicated a different way

We care about each other more than just at a colleague level

Shared understanding of how we can best work together

Better equipped to add value through push-back

Better able to recognize each others strengths

Narrowed in our main concerns, priorities, issues

The vulnerability exercise changed the dynamic of the team