# One Team, One Family
# How Okta are Winning the War on Talent

## Customer Story

## At a glance

Founded in 2009, Okta, Inc. enjoyed 50% YoY growth globally, seeing business transition from pre-IPO stage to first billion and now onto an ambitious $5 billion.

A focus on people is key to support continued success.

## Team Framework

Andy recognises that *"People want to come to work to collaborate with like minded people. It isn't all about the pay cheque.*

*We want to create an environment where people can be creative, and to see that they're adding value. We needed a framework on how to operate as a team."*

## Challenges

Keeping up with hyper-growth naturally brings organisational growing pains. It can see employees transition in and out of the business through various growth stages as different expertise is required to keep up with the fast pace.

## Planning for scale

Recognising the importance of people to the business, Andy Bryars, Director of EMEA Customer Success, engaged with the Amplified Group in 2019. His intention was to help build a framework on how to operate as a team, to enable the Customer Success team to scale.

Through some early mentoring, Andy was introduced to the Amplified Group. Andy was keen to invest and support the team, ensuring the culture was maintained to support the growth of the company.

Okta's investment enabled the great talent within the team to develop, ensuring career development paths to manager levels, while maintaining the culture as new members join.

Team first is a sentiment reflected across the regional teams. As Tony Roberts, Regional Customer Success Manager for Benelux & Nordics recently posted, "We start the week as a team and we end it as a team, no work talk, just time to be together and build relationships that foster trust and transparency."

## Benefits: One team, one family

1. **Team Culture: Operate as a single entity**
   "We are one team, with one united voice, and a single vision."

2. **Talent Attraction: Create a team that others want to join**
   This is their USP. Attract the right talent, that has the attributes for customer success and are team players first and foremost. The team believes in shared values and culture rather than monetary rewards alone.

3. **Employee Retention**
   The team has seen zero attrition over the last seven years, growing from 4 to 25 people. They nurture home-grown talent, ensuring personal development and promotions within the team.

## Key metrics

The EMEA Customer Success team has seen zero attrition & grown the team 357% over 7 years

**RETENTION**
Zero attrition

**ONE TEAM**
United with a single vision

**96% PERCENTILE**
Against 30,000 others who have taken Five Behaviours Assessment

## The importance of employee retention

Andy's team has seen an incredible zero attrition over the last seven years, growing from three to twenty-five people today. They pride themselves on nurturing talent, ensuring personal development and encouraging promotions from within the team.

The team is estimated to grow by another 50% by the end of 2022.

Their strong values as a team are attractive to candidates during the hiring stage. It has helped them prioritise finding team players that fit in seamlessly with the team culture.

## Keeping on-track

*"The work Vicky has done with my team really helps senior members transition to manager level. It helps keep us honest. It keeps us asking questions, am I doing the right job for everyone?*

*We are always looking for the next person to bring through and empowering our individuals to shine."*- Andy Bryars, Director of EMEA Customer Success

## Whether you're looking at hiring or attrition, the research numbers

### Hiring Costs

Research carried out by Oxford Economics found it takes recently hired professional workers 28 weeks to reach optimum productivity, which has an attached cost of £25,200 per employee.

A comparable tech industry salary of £70k = £37,692 per employee

### Attrition Costs

The cost of each resignation can cost up to a third of the worker's annual salary. With an average tech industry employee turnover rate of 13.2%, a team of 25 people could see 3 people leaving at an estimated cost of £70k.

## Look after your people and the numbers will follow

Whilst number reviews are vital, the WW Customer Success Leadership has a strong belief that you need to look after the people to hit the number. This is top of Andy's mind when there is a need to hit a short-term revenue goal.

"There's a balancing act. We need to remind ourselves that we need to look after our people first and foremost and the execution will follow."

What's clear to see is that the team built up resilience as the pace gets more intense and able to handle whatever comes their way.  Andy commented "Some weeks can be extremely challenging but with the right team in place, we are able to get over the bumps. We have also recognised that in this fast paced industry we need to enjoy the journey, the collaboration and have fun along the way!"

## Measurement tools

Andy strongly believes that you should "Never take the team health for granted. Invest and keep working on it every day. Invest in your team and rewards are 10-fold in return."

Measurement is an important part to maintain team fitness and the team do this through monthly speed checks and feedback sessions. This process creates tangible actions for follow up. Andy and his management team ensures the framework is used right from the start with every new employee.

In keeping with team transparency, they have created an internal wiki page. Customer success is core to EMEA's success and working across different departments is vital to ensure a customer first approach. Understanding how to interact with different functions helps to build relationships and to understand roles and responsibilities.

## Speed of on-boarding

*"We are on-boarding new team members at the right level, and once hired we offer everyone a DiSC assessment which is shared with the team. Everyone is also encouraged to complete an 'About Me' profiler worksheet. This helps develop team relationships and an understanding of how to work with each other."*

## Team Muscle Memory

*"With the Amplified Group framework, we are living and breathing it in what we do. What we learn is always top of mind.*

*We conduct monthly surveys, undertake the DiSC assessment for every new starter, and we're now working on 'train the trainer' so that this all becomes muscle memory.*

*We will need the Amplified Group to help guide us as we continue to grow as it's the external point of view that's really valuable."*
- Andy Bryars

## What's Next?

There is a growth mindset that is clear to see with Andy and the wider team.

"We are working on redefining our values and purpose for Customer Success. We would also like to put in a more formalised structure around team development for next year.

Amplified Group helped focus us on what's important."

## Five steps to build a team operating system

If you are interested in how Okta built their Team Operating System, the process was outlined in the #GetAmplified podcast with Andy Bryars, Organisational Fitness = Hyper Growth.

### 1.Set a team baseline

Working with the Amplified Group and using the Five Behaviours® process, the Okta Customer Success team were able to baseline how they performed as a team.

### 2.Individual assessments

Using the DiSC assessment, each team member was provided with a common foundation that helped them understand how to communicate and engage with different personality types.

### 3.Workshop

A two-day workshop helped the team agree on core areas that would help them to scale.

### 4.Everyday life

During the pandemic in 2020, this framework helped unify the team and focus on the most important actions. The Five Behaviours are based on the simple principles of trust, open productive conflict, accountability, commitment, and working together towards collective results.

### 5.Continuous development

The goal is to ingrain the methodology as muscle memory so that it's just the way the team works. The foundations have been laid so that when new people join, they are integrated quickly. Senior members of the team are now able to take the baton to get the best results from the team.

## Ready to execute faster?

It's easy to get started with the Team Speed Check

Email team@amplifiedgroup.co.uk

*"The speed check is great! We partnered with Amplified to help us retain our fantastic culture and collaborative team spirit which enables us to execute at such a fast pace through our Hyper-Growth.*

*(This is what makes Okta and our Customer First Organisation such a great place to work; something we don't want to lose!)*

*The Speed Check keeps us honest and is an important part of ensuring we continue to be focused on our team health and effectiveness as we scale."*

- Jamie McDonnell on LinkedIn
Regional Manager, Customer Success