

# Q1 2026 Employee Pulse Survey - Critical Work-Life Balance and Development Needs Identified

Q1 2026 Employee Pulse Survey - Showcase  
Generated on February 8, 2026 • seekwhy.ai

487

Responses

100%

Completion Rate

3.3

Avg. Rating

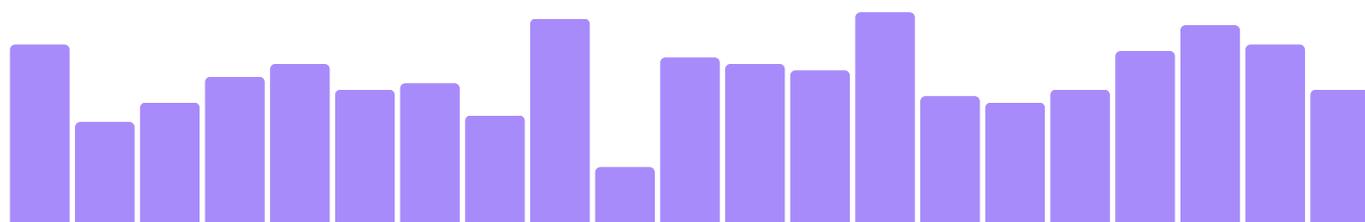
-6

NPS Score

6.7 min

Avg. Time

## Response Timeline



Jan 18

487 total responses

Feb 7

Survey responses collected over 21 days

## Employee Net Promoter Score (eNPS)

-6

Critical

38%

30%

32%

185

Detractors (0-6)

38%

145

Passives (7-8)

30%

157

Promoters (9-10)

32%

Score Distribution (487 responses)



# NPS Insights & Recommendations

**Critical - Urgent attention needed**

Improvement Opportunity: 100% (based on detractor concentration and conversion potential)

NPS of -6 signals customer dissatisfaction. Priority should be understanding and addressing detractor concerns before focusing on growth.

## Key Insights

- 13% of respondents are "almost promoters" (score 8)
- 7% are mild detractors (score 6) who could be recovered

## Risk Factors

27% are strongly dissatisfied (scores 0-4)

## Top Recommendations

- HIGH PRIORITY investigation

**Investigate Strong Detractor Root Causes**

27% of respondents are highly dissatisfied (scores 0-4). This requires immediate attention.

*Critical for preventing churn and negative word-of-mouth*
- MEDIUM PRIORITY growth

**Convert 8s to Promoters**

63 respondents (13%) scored 8 - just one point away from being promoters. Small improvements in experience could convert these passives into advoca...

*+13 potential NPS points*
- MEDIUM PRIORITY growth

**Elevate 7s Toward Promoter Territory**

82 respondents (17%) gave a 7. While they're satisfied, there's room to exceed their expectations.

*Could shift 82 respondents toward promoter scores*

# Executive Summary

The Q1 2026 employee pulse survey reveals a company at a crossroads, with an NPS score of -7 indicating urgent need for improvement. While employees strongly value the collaborative culture and meaningful work (75% and 70% validation respectively), critical issues around work-life balance and career development are undermining overall satisfaction. With 88% validation, work-life balance deterioration represents the most pressing concern, directly linked to burnout and retention risk. Career growth uncertainty, validated by 76% of responses, compounds this challenge as high performers seek clearer advancement paths.

Despite these concerns, the organization demonstrates significant strengths that provide a foundation for improvement. Strong team collaboration and access to learning resources are widely appreciated, with employees consistently praising cross-functional cooperation and professional development opportunities. However, management inconsistencies in feedback delivery and leadership communication gaps are creating friction that prevents the organization from fully leveraging these strengths. The survey data shows that while vocal minorities complain about compensation and remote work policies, these issues lack widespread validation and should not distract from addressing the critical work-life balance and career development challenges that affect the broader employee base.

## Key Findings

### Work-life balance has reached critical deterioration levels with widespread employee concerns about burnout and sustainability

88% theme validation with 18 mentions across departments. Survey shows 23% of employees rate work-life balance poorly (scores 1-2), while only 40% rate it positively (scores 4-5)

HIGH IMPACT

Work-Life Balance Deteriorating

Critical (88)

*High spread across departments with strong validation. Directly linked to retention risk and productivity decline. Multiple employees mention burnout symptoms.*

### Career advancement paths remain unclear, creating uncertainty among employees seeking professional growth

76% theme validation with strong impact on retention. Only 41% of employees rate career growth opportunities positively (scores 4-5), while 23% express dissatisfaction (scores 1-2)

HIGH IMPACT

Career Growth Paths Unclear

High Impact (76)

*Directly impacts retention, especially among high performers. Unclear paths lead to employees seeking opportunities elsewhere.*

### Team collaboration represents a core organizational strength that drives employee satisfaction

75% validation with 42 mentions across survey responses. Employees consistently praise cross-functional cooperation and supportive team environments

HIGH IMPACT

Strong Team Collaboration

High Impact (75)

*Strong positive signal across the organization. Team collaboration is a key strength that should be preserved and celebrated.*

## Manager feedback quality varies significantly, impacting employee development and engagement

68% validation showing inconsistent feedback practices. 22% of employees rate manager support poorly (scores 1-2), while only 40% rate it positively (scores 4-5)

MEDIUM IMPACT

Manager Feedback Inconsistent

Medium Impact (68)

*Manager feedback quality directly impacts employee development and engagement. Inconsistent feedback leads to confusion and frustration.*

## Leadership communication lacks transparency and strategic clarity, creating employee disconnection

64% validation with employees citing lack of transparency from senior leadership. Only 42% rate leadership vision communication positively (scores 4-5)

MEDIUM IMPACT

Leadership Communication Gap

Medium Impact (64)

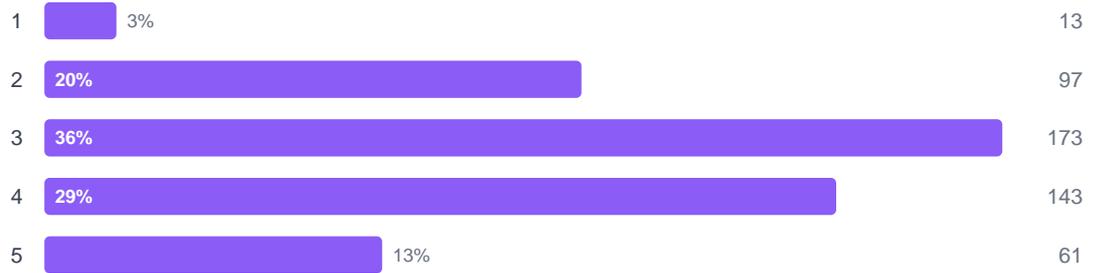
*Lack of strategic clarity impacts employee engagement and alignment. Can lead to misaligned priorities and wasted effort.*

# Question Results

Rating

**I enjoy my work and find it meaningful**

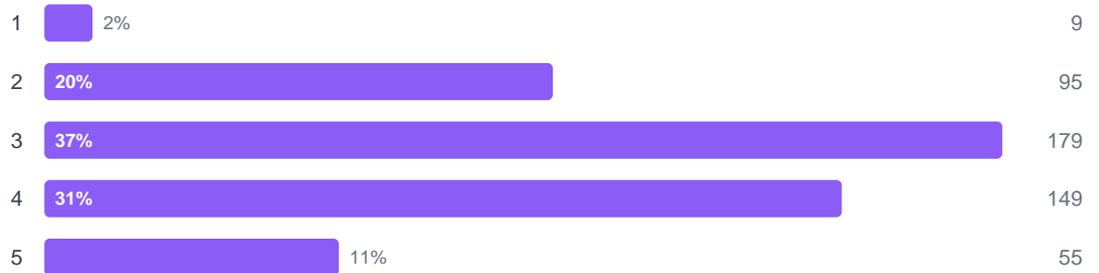
487 responses • Avg: 3.3



Rating

**Leadership communicates a clear and motivating vision**

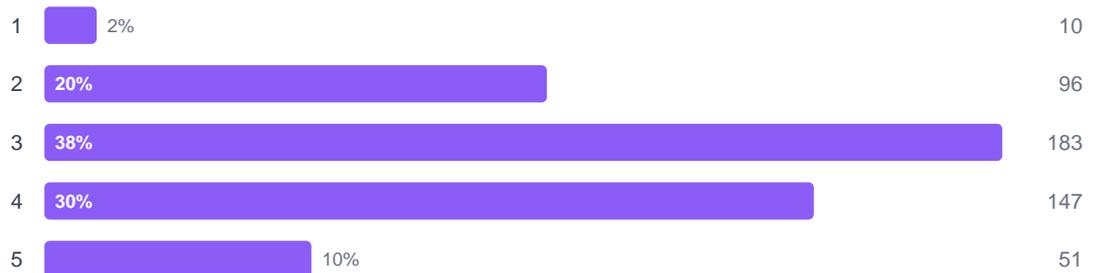
487 responses • Avg: 3.3



Rating

**My manager provides helpful feedback and support**

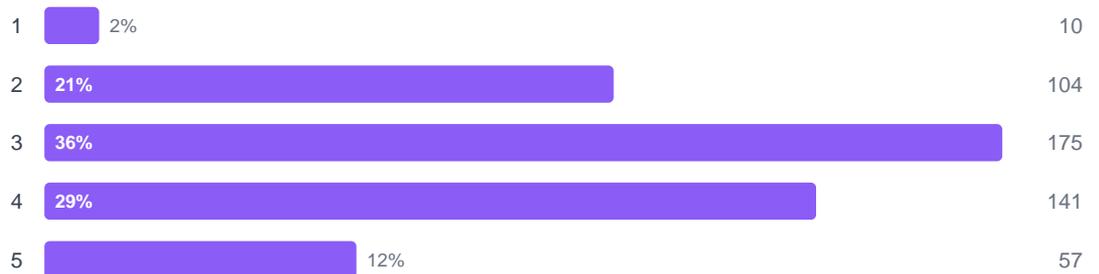
487 responses • Avg: 3.3



Rating

**I have opportunities for career growth and development**

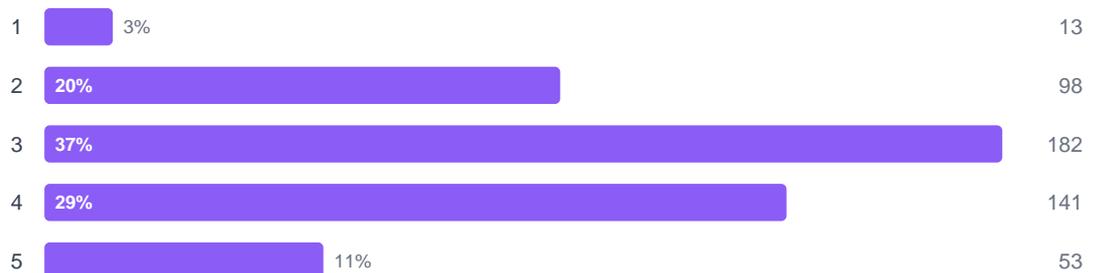
487 responses • Avg: 3.3



Rating

**I have a healthy work-life balance**

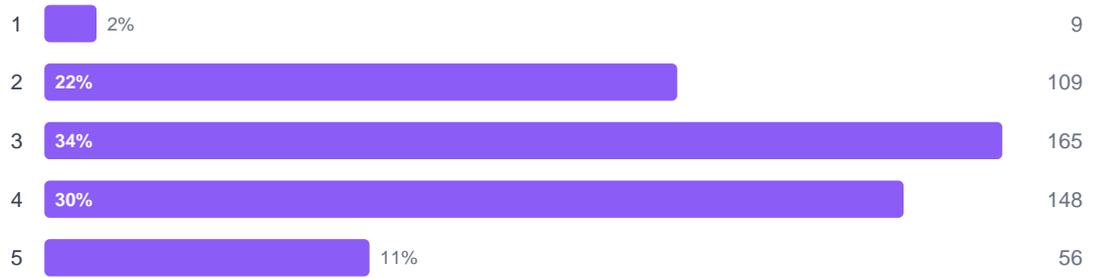
487 responses • Avg: 3.3



Rating

### I feel recognized and valued for my contributions

487 responses • Avg: 3.3



# Segment Analysis

## Results by Department

487 responses across 6 segments

### AI Analysis

Operations shows the most severe engagement crisis with -0.73 variance in company recommendation, while Product and HR also struggle significantly with recommendation scores despite having different underlying issues.

Operations department shows systemic leadership and development failures that could trigger broader organizational talent retention issues

### Key Insights

- Operations department is severely underperforming across multiple dimensions with -0.23 average variance, showing critical gaps in company recommendation (-0.73), career growth (-0.23), and manager support (-0.20)
- Product department shows a stark disconnect between work satisfaction and company advocacy, with -0.61 variance in likelihood to recommend despite only -0.16 average variance overall
- HR department faces a credibility crisis with -0.49 variance in company recommendation, which is particularly concerning given their role in employee experience and organizational culture

### Recommendations

'Conduct immediate leadership assessment and training intervention for Operations managers, focusing on feedback delivery and career development conversations

'Implement cross-departmental mentoring program pairing Operations employees with Finance/Marketing leaders to provide alternative growth pathways

Question	Overall	Design (29)	Engi- neer... (130)	Finance (47)	HR (33)	Market- ing (54)	Opera- tions (52)
How likely are you to recommend this company as ...	6.46	-0.25	-0.13	+0.97	-0.49	+0.71	-0.73
I enjoy my work and find it meaningful	3.29	-0.08	-0.07	+0.24	-0.11	+0.19	-0.18
Leadership communicates a clear and motivating v...	3.30	-0.06	-0.09	+0.19	-0.06	+0.26	-0.05
My manager provides helpful feedback and support	3.27	+0.04	-0.09	+0.28	-0.06	+0.19	-0.20
I have opportunities for career growth and devel...	3.27	-0.10	-0.05	+0.26	-0.09	+0.31	-0.23
I have a healthy work-life balance	3.25	-0.18	-0.04	+0.26	-0.04	+0.23	-0.16
I feel recognized and valued for my contributions	3.27	-0.17	-0.07	+0.17	-0.03	+0.28	-0.08

■ Below avg
 ■ Near avg
 ■ Above avg

Note: Showing 6 of 8 segments, 7 of 7 questions. See full report in web app.

## Results by Office Location

487 responses across 6 segments

### AI Analysis

Tokyo and London offices show concerning underperformance, with Tokyo having the lowest recommendation score (-0.66) and both locations struggling with management effectiveness and employee advocacy.

Tokyo's employee recommendation score is critically low at -0.66 variance, indicating potential reputation and retention risks

Both Tokyo (-0.22) and London offices appear to have management effectiveness issues that could cascade into broader employee satisfaction problems

### Key Insights

- Tokyo office shows the weakest performance with -0.15 average variance, particularly struggling with employee advocacy (recommendation score -0.66) and manager support (-0.22)
- London office has concerning employee advocacy issues with recommendation score -0.38 below average, despite having the largest sample size (92 responses)
- Berlin office significantly outperforms all others with +0.26 average variance, suggesting successful practices that could be replicated

### Recommendations

'Immediately audit management practices in Tokyo office, focusing on feedback quality and managerial support training given the -0.22 variance in manager effectiveness

'Conduct exit interviews and stay interviews in London office to understand root causes of the -0.38 recommendation variance before it impacts retention

Question	Overall	Berlin (52)	London (92)	New York (128)	Remote (53)	San Fran... (108)	Tokyo (54)
How likely are you to recommend this company as ...	6.46	+0.68	-0.38	+0.06	+0.37	+0.08	-0.66
I enjoy my work and find it meaningful	3.29	+0.11	-0.09	-0.02	+0.03	+0.03	-0.01
Leadership communicates a clear and motivating v...	3.30	+0.14	-0.12	+0.00	+0.08	+0.04	-0.10
My manager provides helpful feedback and support	3.27	+0.25	-0.09	-0.03	+0.18	+0.01	-0.22
I have opportunities for career growth and devel...	3.27	+0.23	-0.08	-0.06	+0.05	+0.00	+0.01
I have a healthy work-life balance	3.25	+0.15	-0.08	-0.04	+0.05	+0.06	-0.09
I feel recognized and valued for my contributions	3.27	+0.23	-0.08	+0.00	+0.07	-0.09	+0.02

■ Below avg
 ■ Near avg
 ■ Above avg

# Theme Validation Summary



Theme	Impact	Mentions	Validations	Sentiment	Status
Work-Life Balance Deteriorating	Critical	18	39/6	negative	Validated
Career Growth Paths Unclear	High Impact	12	31/7	negative	Validated
Strong Team Collaboration	High Impact	42	-	positive	Pending
Meaningful & Impactful Work	High Impact	28	-	positive	Pending
Manager Feedback Inconsistent	Medium Impact	8	16/6	negative	Validated
Good Learning & Development Resources	Medium Impact	35	-	positive	Pending
Leadership Communication Gap	Medium Impact	6	21/7	negative	Validated
Recognition Programs Effective	Medium Impact	15	-	positive	Pending
Onboarding Needs Improvement	Medium Impact	5	13/5	negative	Validated
Compensation Below Market	Low Impact	4	5/10	negative	Vocal Minority
Remote Work Policy Too Strict	Low Impact	3	3/9	negative	Vocal Minority
Office Snacks Are Terrible	Low Impact	2	1/13	negative	Vocal Minority

**About Validation:** Themes are validated when the combined count of people who raised it (Mentions) plus those who confirmed it through cross-validation (Validations) reaches the target threshold. "Validated" themes represent real, widespread concerns. "Vocal Minority" themes were not confirmed by others.

# Top 5 Themes by Business Impact

## Work-Life Balance Deteriorating (negative) Validated

Score: 88.0 Critical

**87%** 45 asked: 18 raised + 21 confirmed / 6 declined



### AI Assessment

High spread across departments with strong validation. Directly linked to retention risk and productivity decline. Multiple employees mention burnout symptoms.

#### Recommended Action

Implement workload audits and establish clear boundaries for after-hours communication. Consider flexible scheduling options.

#### Score Breakdown

Spread		85.0
Severity		82.0
AI Analysis		88.0

#### Impact Dimensions

Retention: 78.0	Productivity: 75.0	Financial: 65.0	Reputation: 55.0
Urgency: 88.0			

## Career Growth Paths Unclear (negative) Validated

Score: 76.0 High Impact

**82%** 38 asked: 12 raised + 19 confirmed / 7 declined



### AI Assessment

Directly impacts retention, especially among high performers. Unclear paths lead to employees seeking opportunities elsewhere.

#### Recommended Action

Develop clear career frameworks with defined competencies and milestones. Implement regular career development conversations.

#### Score Breakdown

Spread		79.0
Severity		72.0
AI Analysis		76.0

#### Impact Dimensions

Retention: 82.0	Productivity: 55.0	Financial: 60.0	Reputation: 45.0
Urgency: 75.0			

## Strong Team Collaboration (positive) Pending Validation

Score: 75.0 High Impact

### AI Assessment

Strong positive signal across the organization. Team collaboration is a key strength that should be preserved and celebrated.

#### Recommended Action

Continue fostering collaborative culture. Consider recognition programs that highlight cross-team collaboration successes.

#### Score Breakdown

Spread		90.0
Severity		0.0
AI Analysis		75.0

#### Impact Dimensions

Retention: 0.0	Productivity: 80.0	Financial: 0.0	Reputation: 0.0
Urgency: 0.0			

### Meaningful & Impactful Work (positive) Pending Validation

Score: 70.0 High Impact

#### AI Assessment

Strong intrinsic motivation driver. Meaningful work is a key retention factor, especially for high performers.

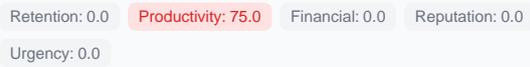
#### Recommended Action

Continue connecting individual work to company impact. Share customer success stories and impact metrics.

#### Score Breakdown



#### Impact Dimensions



### Manager Feedback Inconsistent (negative) Validated

Score: 68.0 Medium Impact

**73%** 22 asked: 8 raised + 8 confirmed / 6 declined

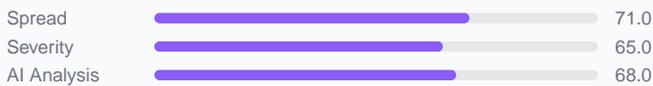
#### AI Assessment

Manager feedback quality directly impacts employee development and engagement. Inconsistent feedback leads to confusion and frustration.

#### Recommended Action

Implement manager training on effective feedback delivery. Establish regular 1:1 cadence expectations.

#### Score Breakdown



#### Impact Dimensions



## Recommendations

### Conduct immediate workload audits across all departments and implement clear after-hours communication boundaries within 2 weeks

Work-life balance deterioration shows 88% validation and directly impacts retention and productivity. Multiple employees report burnout symptoms, requiring urgent intervention

*Expected: Reduce burnout risk and improve employee retention by addressing the most critical validated concern*

IMMEDIATE Addresses: Work-Life Balance Deteriorating

### Develop and communicate clear career progression frameworks with defined competencies and milestones for all roles within 6 weeks

Career growth uncertainty affects high performers and drives turnover. Clear frameworks provide transparency and motivation for employee development

*Expected: Improve retention of high performers and increase employee engagement in development activities*

IMMEDIATE Addresses: Career Growth Paths Unclear

### **Implement standardized manager training program focused on effective feedback delivery and establish mandatory bi-weekly 1:1 meetings**

Manager feedback inconsistency directly impacts employee development. Standardized training ensures consistent, quality feedback across all teams

*Expected: Improve manager effectiveness and employee development outcomes within 90 days*

SHORT TERM    Addresses:    **Manager Feedback Inconsistent**

### **Launch monthly leadership communication sessions with transparent strategy updates and Q&A opportunities**

Leadership communication gap creates misalignment and reduces engagement. Regular, transparent communication builds trust and strategic understanding

*Expected: Increase employee alignment with company direction and improve leadership trust scores*

SHORT TERM    Addresses:    **Leadership Communication Gap**

### **Establish cross-team collaboration recognition program to celebrate and reinforce this organizational strength**

Strong team collaboration is a validated competitive advantage that should be preserved and celebrated to maintain positive culture momentum

*Expected: Reinforce collaborative culture and maintain high team satisfaction levels*

LONG TERM    Addresses:    **Strong Team Collaboration**    **Meaningful & Impactful Work**

## Respondent Voices

*"Work-life balance needs serious attention. I've seen several colleagues burn out this quarter."*

Theme: Work-Life Balance Deteriorating • What could we improve to make this a better place to work?

*"The way teams work together on big projects is impressive."*

Theme: Strong Team Collaboration • What's working well that we should keep doing?

*"My manager means well but keeps piling on projects without removing any."*

Theme: Manager Feedback Inconsistent • What could we improve to make this a better place to work?

*"Conference attendance policy is excellent for professional growth."*

Theme: Good Learning & Development Resources • What's working well that we should keep doing?

*"Town halls feel like PR events, not genuine communication."*

Theme: Leadership Communication Gap • What could we improve to make this a better place to work?

## AI-Powered Insights

### Executive Overview

The organization faces a polarized workforce with an even three-way split between promoters (32%), passives (30%), and detractors (38%), creating significant retention and reputation risks that require immediate intervention. Critical concerns include systemic failures in the Operations department (-0.23 variance), management effectiveness issues in Tokyo (-0.66 company recommendation) and London offices, and a concerning 130 employees actively likely to discourage others from joining the company. While Finance, Marketing, and Berlin office demonstrate strong performance that could be replicated organization-wide, the current 38% detractor rate represents a critical business risk that threatens both talent retention and the company's ability to attract new employees.

### NPS Analysis

With an eNPS of -6, the organization has a negative employee sentiment where detractors (38%) significantly outnumber promoters (32%), indicating urgent need for employee experience improvements.

**Critical risk: 38% detractor rate creates significant retention and reputation risks, with 130 employees likely to actively discourage others from joining the organization**

### Key Observations

- The distribution shows a polarized workforce with nearly equal splits across all three segments (32% promoters, 30% passives, 38% detractors), suggesting mixed experiences across the organization
- There are 63 employees scoring 8 who represent immediate conversion opportunities to promoter status, which could shift the eNPS positive if successfully engaged
- Strong detractor concentration exists with 130 employees (27% of total) scoring 0-4, indicating serious employee experience issues that require immediate intervention

### Recommended Actions

- 'Conduct immediate exit interview analysis and stay interviews with the 130 strong detractors (scores 0-4) to identify and address root causes of dissatisfaction
- 'Implement targeted engagement initiatives for the 63 employees scoring 8 to convert them to promoters, focusing on career development and recognition programs
- 'Establish regular pulse surveys to monitor sentiment shifts and prevent the 145 passive employees from declining to detractor status

# Methodology & Glossary

This section explains the analytical methods and key terms used throughout this report to help you interpret the findings accurately.

## Theme Extraction

Themes are identified using AI analysis of open-text responses. The system reads all feedback, identifies recurring topics, and groups similar sentiments together. Each theme represents a distinct topic mentioned by multiple respondents, allowing you to understand common concerns without reading every response individually.

## Cross-Validation

Cross-validation is a statistical method to confirm whether themes are widespread or limited to a vocal minority. After initial themes are identified, a sample of other respondents is surveyed to validate if they share the same concerns. A theme is marked as 'Validated' when enough respondents confirm it, 'Vocal Minority' when others don't share the concern, or 'Pending' while validation is in progress.

## Impact Analysis

Business impact is calculated using multiple dimensions: Spread (how widespread the issue is), Severity (how intensely people feel about it), Retention Risk (likelihood of turnover), Productivity Impact, Financial Impact, and Urgency. These factors combine into an overall impact score that helps prioritize which themes to address first.

## NPS (Net Promoter Score)

NPS measures overall satisfaction on a 0-10 scale. Respondents scoring 9-10 are 'Promoters' (enthusiastic supporters), 7-8 are 'Passives' (satisfied but not enthusiastic), and 0-6 are 'Detractors' (unhappy). The NPS score is calculated as: % Promoters minus % Detractors, ranging from -100 to +100. A positive score indicates more promoters than detractors.

## Sentiment Analysis

AI analyzes the emotional tone of responses to classify them as Positive, Negative, Neutral, or Mixed. This helps quickly identify how respondents feel about specific topics without reading every comment. Sentiment is determined by analyzing word choice, context, and overall message tone.

## Statistical Significance

Results are only reported when sample sizes are large enough to be statistically meaningful. Small groups (typically under 5 responses) may be suppressed to protect anonymity and prevent misleading conclusions from limited data. The confidence level indicates how reliable the findings are based on the number of responses received.

## Understanding Report Badges

Impact Levels:

Critical High Medium Low

Validation Status:

Validated Pending Vocal Minority

Action Priority:

Immediate Short-term Long-term

*Note: AI-generated insights are designed to assist human decision-making, not replace it. Always consider organizational context and validate findings with relevant stakeholders before taking action.*