

Meeting Topics:

- How effectively does the company support employee career development and growth?
 - Maddy: I think that the company really effectively supports our career development and has always focused on more sales trainings and leadership courses and prioritizes those like next steps for people. I think the biggest thing is figuring out what that means for that person. There's been a shift in supporting myself and the team and with our bambooHR goals and having more structure. I think it's just a matter of what does that look like for each person individually, but I'd say it's a pretty effective job.
 - We have our IOT training, and I feel like that's a fun group thing away from the office but honestly, it's tough because everybody's journey's a little bit different. Sales training that we do are great. A mentorship program of some sorts
 - Mentorship program is in the works with Bram and Auston
 - Jordan: Really since the switch I think people are kind of feeling at least in the in the original summit days that was you needed you and you were small enough and then depending on the situation kind of an isolated team where you know you didn't necessarily have that much motility amongst the team but now with a lot more accounts and docs to service that you if you wanna be an arthroplasty or you wanna be in biologics you know I think we can accommodate that easier and so yeah I think just the feedback in the past year was pretty positive on that regard as well.
 - Troy: I'll second to what Jordan said as far as you know how things were in the past. Josh is really the only one that kind of barely was on when we were in the summit days right, so it was interesting to kind of hear his feedback. He's out in Walla Walla and not seeing like a ton of cases and so one thing he mentioned was just during our one on ones and quarterly reviews and the fact that you guys even asked "how are you liking the job, are you being challenged and what is there more to do that we could do on our end, how keep him motivated and what is like path looks like." I don't ever remember being really asked that back in the earlier summit days. Having the managers just have a finger on the pulse for each individual Rep I think is you know shows that they do care. I see that for myself as an older Rep just even continuing to be asked those things and not just being pushed to the side of you know they've been there for a bit. I think that's a cool thing that Josh shared with me. Wonderful company to work for keep doing a good job type of thing. Josh has been coming out and seeing more cases in tri-cities and making that a priority to see things that he hasn't you know really seen
 - Do you feel like there is enough follow up?

- I mean quarterly is pretty often! I was used to not even meeting but once a year or if someone would leave and it was like 2 years under the job and we would sit down and kind of go over or COVID happened and then we were forced to kind of sit down and go over things. Quarterly is not something that I'm used to and something that I really like-- it's definitely much better than it was in the past amazing!
- If you have any goals in BambooHR have you had updates with managers??
 - Is that helping track things better?
 - Yes! Definitely!
- Are there sufficient opportunities for product knowledge enhancement and learning new product categories?
 - Jordan: It's trauma and biologics especially. I think we've been handed all kinds of opportunity and all kinds are brought to our team meetings and situations like that where it makes it easy for the team they'll be there and partake but I think at this point compared to where things were in the past it's kind of on you if you're choosing not to be involved in trauma and biologics and those kind of things right so, positive growth in the last year, everyday grow in your knowledge!
 - Maddy: Most of the feedback I got was we all recognize that there's so many opportunities. Like Jordan was saying like at the end of the day it's kind of up to the employee to reach out about any interest they have on a new product and category. I feel like when you know if it's me or a teammate that reaches out to a manager I feel like that manager will make it a priority with trainings. I also think it's definitely a balance of, what does the business need at a moment versus what do you wanna do if that makes sense like so I think from like an awareness standpoint. Sometimes you wanna learn everything but also where do you need me. Some kind of guidance would be nice.
 - Do you need more guidance?
 - Maddy: It's dependent on the employee. You want to have that knowledge for every product bucket but sometimes there might be something the business needs you to focus on first
 - We've been given all the information and training for each individual person to just kind of go out there and own it. it's kind of up to that person to do that whether they want to or not and so there's certain categories that might be lacking, but at the end of the day you guys have done such a good job at coming down.
 - Jason's come down and tons of trauma trainings. Personally, there's always like a couple of products in that portfolio that maybe I have to reach out to him and get something like individual training done because maybe not everyone can you know make that.
- How accessible are medical education opportunities? Do they meet employees' needs?

- o Maddy: needing help with our cuffmend number and Manik coming was AMAZING! In our sports meetings we definitely talk about what we need. We'll reach out to the managers, and they'll come and do a training in that meeting, I feel it's exceeded our needs personally. It really helps and we all feel confident after those meetings.
 - o Another feedback i got was you know someone said maybe quarterly labs focused on a new product or procedure where anyone from the field can come and get hands on would be cool and maybe more beneficial for some people.
 - Maddy: Might not need quarterly labs because there are always labs going on and its ultimately up to the employee.
 - Troy: Yeah I love that idea that's me I mean I don't have any kids or anything I loved going to Seattle I know not everyone on our team loves going to Seattle or like getting away from family. But for myself I'd love to swing into the lab for half a day and play around and learn. I cannot speak for the rest of my team but definitely something i could take away some good stuff from. If a few people could come over for 3-4 hours that would be fine
 - Maybe we can reuse some specimens and bring them out??
 - Jordan: Big shift in the trauma side and we're seeing more and more cases with Tyler down here driving troch nails like crazy. Madigan Madigan metal starting to pop off so I think the rewards are coming and that's getting everybody else, realizing we've got to start being able to do trauma or cover the case. I think it's been good and then Mason's been running bio trainings with our team meetings every couple of weeks so that's been fun too.
 - Logan: Mason is up here in Bellingham right now going over Biologics, the product managers that take the time to come up and share their expertise are great. We will discuss certain cases that we might need training with for example we have our first hindfoot nail coming up and Bram is planning to do a saw bone lab with the team.
- Does the company provide clear career paths and progression opportunities?
 - o We already touched on this
 - I feel like some people have progressed, but the path hasn't always been very clear. It really comes down to people leaving or moving up and or some sort of restructuring um but it's still not very clear, but I think like we would the feedback. Maybe the next step can come up with those quarterly reviews.
 - Things are still being figured, as we approach our one-year anniversary—we just want everyone to feel comfortable to speak up, Auston just wants everyone to thrive and be happy in their roles!

- How well does the performance review process align with employee development goals?
 - They've been positive, but there is just a little bit of question and wondering what happens at the year mark I and I guess how the page turns over as we start a new fiscal year just because we haven't crossed that bridge yet as Invictus. There's some folks wondering what will happen with compensation meetings.
 - Your initial reviews in July we're going to have an entire year to look back on.
 - We're going to follow up on your goals that were set in bamboo HR.
 - We'll take a look at all the different progress that you've made on Axis.
 - Going to be the same thing you're going to be going back through checking off all the different things that you feel like you're regularly and consistently performing
 - Then everything's going to be reviewed again
 - The reason why we have to do them quarterly so you're getting constant touches and we can connect you with whoever you need to get connected with if you're interested in any development opportunities
 - Your compensation reviews were in October and we'll kind of look back at your historical performance reviews and that will play a factor into it along with obviously any contributions you made on AXIS.
 - It will all be taken into consideration when discussing your comp reviews
 - The July reviews are going to be just like any other review but we'll have the opportunity to discuss everything that we went over during the prior fiscal year
 - Then once we get our quotas that's why the compensation reviews are kind of delayed until October.
 - Logan: Having the detailed review process has helped me better focus on my weaker areas as a rep to continue to get better
 - Maddy: I think BamboHR is great in this since you get reminders
 - had arthroplasty modules assigned to me
 - it reminds you about it which is good
 - holds you accountable
 - I love the quarterly reviews
- Anything else....
 - Diving into sales opportunities and TL diving into knowing their sales process for that specific person
 - Maddy will see if there is any other feedback from this person
 - The little notes section might be helpful

- Shift towards strategic accounts and really focused on these certain areas.
- Performance reviews while they're kind of repetitive now will kind of almost make more sense when they have those dialed in accounts where we're really specific with our goals and our account goals versus just general things
 - sales targets
 - want to get doctors to meetings
- We can't always control those goals so right so we're talking about what's next, whether it's growing in trauma, getting troch nails in the next quarter with a new doc or something like that it's you know if we can just have a little
- Like the specific accounts strategic goals, this will help us see the bigger picture.
- Looking more forward to this to the quarterly reviews once we have a few more months than our tenured accounts.
 - Would you like overarching account goals in BambooHR in addition to AXIS. Milestones, product goals?
 - Likes the idea, but maybe kind of redundant
 - Yes, but no, depends how frequently you go back.
 - Maybe make a view so that you can go back and look back in AXIS.
- Loving that the team is using AXIS for shouting out and in Google Chats
- Next meeting in June
- Any other initiative that your team needs please be sure to bring that to our attention, please!