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VICTORY VENTURES

2026 TEAM ENGAGEMENT SURVEY REPORT

SURVEY DATES
Jan 12, 2026 to Jan 23, 2026

RESPONSES
62

CONFIDENTIALITY
No names. Comments scrubbed, in random order.

Confidential. Prepared for Victory Ventures' leadership team by Coach.Win.

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HOW THIS REPORT WAS MADE
Definitions, benchmark and confidentiality

Select any line to jump to it.

AT A GLANCE

WHERE THE TEAM STANDS

Victory Ventures is better informed and prouder than last year, but the hospital work has stretched crews thin and cut into thanks, training and career growth.

The monthly town hall turned the leadership results around, and pride and plans to stay rose with it. The hospital contract pulled the other way: crews describe more buildings, overtime and weekends on call with little thanks, and recognition, training and career opportunities all slipped. Paper tickets retyped into the ERP and a vision that feels far from field work remain the daily friction.

ENGAGEMENT INDEX

71

Share who agree across the five Overall Satisfaction statements

▲ +3 pts vs 2025

UPPER MIDDLE

WOULD RECOMMEND

+19

Good · 62 ratings

▲ +15 vs 2025

UPPER MIDDLE

RESPONSES

62

57 in 2025

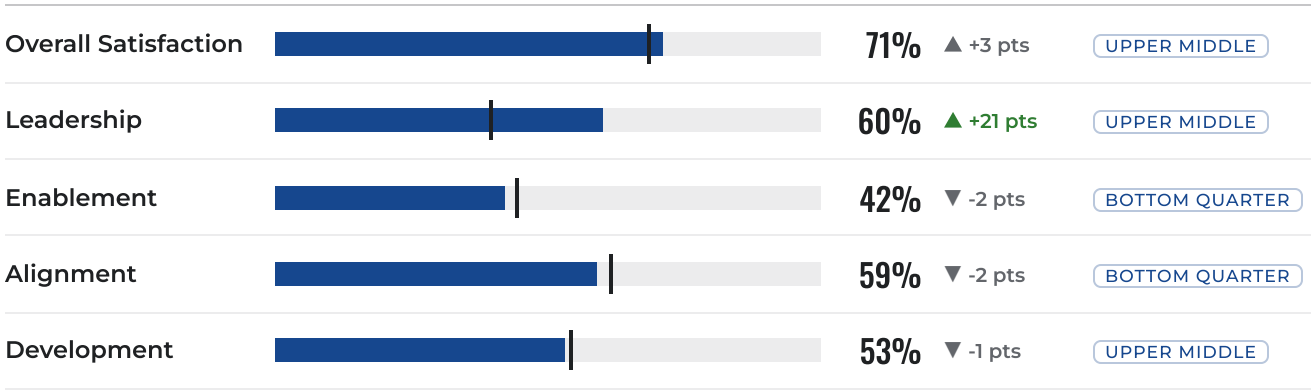
RETENTION RISK

39%

Don't clearly see themselves here in two years, or think about leaving

▼ -7 pts vs 2025

THE FIVE PARTS



Bars show the average share who agree or strongly agree with the part's statements; the tick marks 2025.

STRONGEST STATEMENTS

4	See myself here in two years — TOP QUARTER	84%
12	I know how to succeed in my role — BOTTOM QUARTER	81%
1	Proud to work here — UPPER MIDDLE	79%

WEAKEST STATEMENTS

11	Systems and processes — BOTTOM QUARTER	27%
10	Learning and development — BOTTOM QUARTER	27%
16	Career opportunities here — UPPER MIDDLE	39%

WHAT CHANGED SINCE 2025

UP 39 PTS **Leadership:** Leaders keep people informed (16% to 55% agree)

DOWN 20 PTS **Enablement:** Learning and development (47% to 27% agree)

UP 19 PTS **Leadership:** A vision that motivates me (46% to 65% agree)

DOWN 14 PTS **Alignment:** Recognition for good work (54% to 40% agree)

PRIORITIES

THREE PRIORITIES FOR THE NEXT 90 DAYS

Drafted by AI from the whole report: the statements that most drive whether people would recommend Victory Ventures, what slipped since last year, and what the comments say most often. Reorder, replace or drop them before planning.

1 Thank and staff the hospital work

Recognition for good work is a fix-first driver that slipped since last year. Several comments say overtime since the hospital ramp goes unnoticed and feedback comes only when jobs fail.

Have leads and dispatch thank field crews directly for good work and after-hours calls each week, and have leadership review hospital staffing so overtime and weekend coverage ease.

Measure next year: Recognition for good work

2 Define the path from tech to lead

Career opportunities here is a fix-first driver that slipped, and several comments say no one has explained what it takes to advance or who decides. Several also say no manager has asked about their career goals.

Write down and share what it takes to move from tech to lead, including pay steps, and have each manager hold a career conversation with every direct report.

Measure next year: Career opportunities here

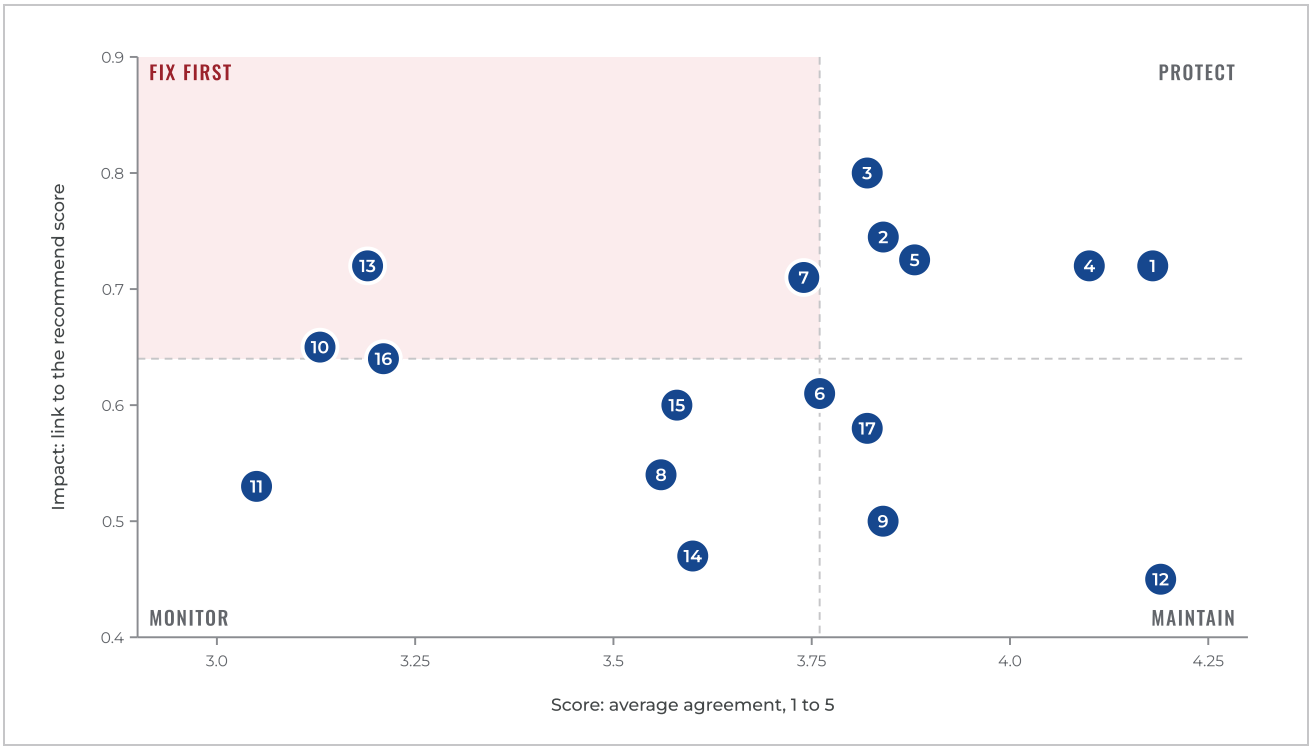
3 Protect training from the call board

Learning and development fell the most of any statement and is a fix-first driver. Comments say classes get pulled for calls, new hires learn on ride-alongs alone, and new leads get no coaching.

Build a basic new-hire checklist and class schedule, and keep scheduled training from being pulled for calls.

Measure next year: Learning and development

WHAT DRIVES THE RECOMMEND SCORE



Each dot is a statement, numbered as in its part. Up means people who agree with it are more likely to recommend Victory Ventures as a great place to work; right means more people agree. Lines split at the middle statement each way. A link shows what moves together, not what causes what.

FIX FIRST
Drives the recommend score, scores low

- 13 Recognition for good work
- 7 A vision that motivates me
- 10 Learning and development
- 16 Career opportunities here

PROTECT
Drives the recommend score, scores high

- 3 Rarely think about leaving
- 2 Would recommend as a great place to work
- 5 Motivated to go beyond
- 1 Proud to work here
- 4 See myself here in two years

MONITOR
Less linked, scores low

- 15 Interest in my career
- 8 Leaders keep people informed
- 11 Systems and processes
- 14 Quality and improvement come first

MAINTAIN
Less linked, scores high

- 6 My manager is a role model
- 17 A great place to develop
- 9 What I need to do my job
- 12 I know how to succeed in my role

1 TEAM ENGAGEMENT
OVERALL SATISFACTION

AGREE	AVERAGE	VS 2025	BENCHMARK
71%	4.0	▲ +3 PTS	UPPER MIDDLE

	STATEMENT	DISAGREE · AGREE	AVERAGE	VS 2025	BENCHMARK
1	**Proud to work here** I am proud to work for Victory Ventures.	2% 79%	4.2	▲ +4 pts	UPPER MIDDLE
2	**Would recommend as a great place to work** I would recommend Victory Ventures as a great place to work.	14% 65%	3.9	▲ +4 pts	LOWER MIDDLE
3	**Rarely think about leaving** I rarely think about looking for a job at another company.	5% 61%	3.8	▲ +1 pts	LOWER MIDDLE
4	**See myself here in two years** I see myself still working at Victory Ventures in two years' time.	7% 84%	4.1	▲ +7 pts	TOP QUARTER
5	**Motivated to go beyond** Victory Ventures motivates me to go beyond what I would in a similar role elsewhere.	2% 65%	3.9	▼ -2 pts	UPPER MIDDLE

Strongly disagree · Disagree · Neither agree nor disagree · Agree · Strongly agree

WHAT THE COMMENTS SAY

Anything you'd add about working at Victory Ventures? (Optional)

> KEY TAKEAWAY
>
> **Match staffing and recognition to the hospital workload, because the crew loyalty that keeps people here is wearing thin under overtime that goes unthanked.**

Most people like their crews and the family feel, and many are proud of the hospital work. Since that work started, several feel stretched and unthanked, and those comments, along with pay, explain why rarely thinking about leaving and recommending the company score lowest.

Stretched thin, thanks dried up

10 of 24 comments

Since the hospital ramp, people describe more buildings, overtime and weekends on call with the same number of techs, and say no one above them notices the effort. This is what drives the comments about leaving and the weaker scores on recommending and going beyond.

The crew and family feel 10 of 24 comments

People stay for coworkers who help without being asked, a boss they like and an owner who knows them personally. Several weigh this against higher pay elsewhere and choose to stay.

Pay gap and no next step 7 of 24 comments

Several say nearby shops pay more, and one says it made them seriously consider leaving. Others want a career conversation and say no one has told them what comes after their current role.

Pride in the hospital contract 4 of 24 comments

A few say landing and servicing the hospital system makes them proud and feels like building something real. The same comments often add that the work is wearing them out.

> **WHERE VIEWS DIFFER**
>
> Some say management listens more and the monthly town hall keeps them informed, while others say leadership is focused on the big contract and the rest feel forgotten. Separately, a few point to slow tools: one to paper work orders and double entry in the ERP, another to a slow quoting spreadsheet, and a third hopes the piloted work-order app reaches everyone.

What will we do this year to add techs or ease on-call load for the hospital work, and how will leaders thank crews for the extra hours?

EVERY COMMENT, IN RANDOM ORDER (24)

1. Mostly happy here. When I started nobody really trained me, I learned by riding along and guessing. It worked out but it could have gone badly for me or a customer.
2. Leadership is busy chasing the big contract and the rest of us feel forgotten. Still waiting on a career conversation [detail removed].
3. Since the hospital ramp started it's been nonstop. I've worked more overtime this fall than in the last two years combined and nobody above me has said a word of thanks. I used to feel proud here. Now I mostly feel like a truck number. If something better comes along I'm taking it.
4. I'd probably recommend it to a friend in the trade, with a few caveats. Things are better than a year ago, the town hall helps and people are more informed. But nobody has told me what my next step looks like in five years. I like the work, I'd just like to know there's a future in it.
5. Feel invisible lately. Work hard, hear nothing.
6. The monthly town hall has made a real difference. I finally know what's going on instead of hearing it from a guy at the supply house. Please keep doing it.
7. Thinking about leaving. Too many weekends on call and nobody seems to notice.
8. Pay is okay but I know shops nearby paying a couple dollars more an hour. Staying for now because of the team and the steady work.
9. I came from a bigger company where I was basically a number. Here people say hi and ask how the weekend went. The crew that piloted the work-order app seems really happy with it, so I hope the rest of us get it soon.
10. Love the people, but we've been stretched thin since the hospital work started. More buildings, same number of techs. I'm proud of the contract, I just wish hiring had kept up with it.

11. Good people, good company. Glad I'm here.
12. Telling people we service the hospital buildings makes me proud. Some weeks I'm worn out, but it feels like we're building something real.
13. Management listens more than it used to. [name] in dispatch goes out of her way to balance the loads when calls pile up, and I don't think that gets noticed enough.
14. The family feel is real. But family also forgets to say thanks when it's busy, and the last few months have been very busy.
15. [detail removed] and the owner still knows my kids' names. That's rare in this trade. Pay hasn't always been top of the market, but the company stood by me through slow winters and I've tried to do the same. I plan to finish my career here.
16. Feels like family here. [detail removed], three guys offered to swing by and help before I even asked.
17. Great team to work with, honestly.
18. Proud of what we did with the hospital system. Paper work orders and entering everything twice in the ERP are wearing on me though, and I don't see where I go next after crew lead. Nobody's talked to me about that.
19. Proud of the hospital deal. Biggest job we've ever landed and [detail removed].
20. Not sure I see myself here in two years. The quoting spreadsheet takes forever to open and then I'm told to get quotes out faster. Feels like we're asked to do more with the same old tools.
21. Good place, just really busy. Thank-yous have dried up lately.
22. Pay is behind other shops and everybody knows it. [detail removed] and I honestly thought about it for a while.
23. i like my crew and my boss. the overtime during the cold snap was a lot, got paid for it but missed a bunch at home. ask me again in spring
24. my buddy at another shop makes a little more but he never gets home for dinner. i'll stay put

YOUR NOTES ON OVERALL SATISFACTION

2 TEAM ENGAGEMENT LEADERSHIP

AGREE	AVERAGE	VS 2025	BENCHMARK
60%	3.7	▲ +21 PTS	UPPER MIDDLE

	STATEMENT	DISAGREE · AGREE	AVERAGE	VS 2025	BENCHMARK
6	**My manager is a role model** My manager is a great role model for employees.	8% 61%	3.8	▲ +5 pts	UPPER MIDDLE
7	**A vision that motivates me** The leaders at Victory Ventures have communicated a vision that motivates me.	10% 65%	3.7	▲ +19 pts	TOP QUARTER
8	**Leaders keep people informed** The leaders at Victory Ventures keep people informed about what is happening.	11% 55%	3.6	▲ +39 pts	UPPER MIDDLE

Strongly disagree · Disagree · Neither agree nor disagree · Agree · Strongly agree

WHAT THE COMMENTS SAY

Anything you'd add about leadership at Victory Ventures? (Optional)

> KEY TAKEAWAY
>
> **Explain the reason behind every change in priorities, overtime or coverage before techs hear it from dispatch, and close the loop on town hall questions.**

Most say leaders keep them far better informed since the monthly town hall began, and the hospital contract news coming straight from the top stood out. The common complaint is that decisions and priorities still change without explanation, and senior leaders feel distant from field work.

Town hall replaced the grapevine

12 of 22 comments

The monthly town hall and the shorter all-hands give people contract news and direction they used to piece together from rumor or the truck. Several still call it one-way, with questions that get no answer back.

Vision far from the field

9 of 22 comments

Several say the vision talk at the town hall is big picture and doesn't connect to a 6am call, paper tickets or double entry. They also say senior leaders are rarely seen on job sites or at the shops, and they ask for ride-alongs on a bad day.

Changes arrive without the why 7 of 22 comments

Priorities shift mid-week and overtime and coverage rules for the hospital buildings changed with no explanation. Techs hear it from dispatch and then have to explain it to customers. This erodes trust in the next announcement.

Direct managers earn trust 7 of 22 comments

Most comments about direct supervisors and crew leads praise them for showing up, giving straight answers, working alongside the crew and following up when a process is broken. One comment says a manager is too overloaded to coach, and new people learn on the trucks alone.

> **WHERE VIEWS DIFFER**
> Direct managers get warm praise, while senior leadership is seen as more open but still distant. Some call the town hall the best thing leaders did this year, while others say it repeats vision words and leaves questions unanswered.

When a decision or priority changes, who tells the field why, and how fast?

EVERY COMMENT, IN RANDOM ORDER (22)

1. The hospital contract news came straight from the top at the town hall and not the rumor mill, which was a first for me. They explained what it meant for the branches and I felt proud hearing it.
2. The town hall was the best thing leadership did this year. I actually know what's going on now instead of piecing it together from the truck.
3. Decisions change and nobody tells us why.
4. love my crew lead, he's fair and does the work right alongside us. The vision stuff at town hall sounds nice but nobody says what it means for my day. Decisions get switched around and we find out after the fact.
5. My manager is the reason I stay. He shows up, answers questions straight, and doesn't pass the buck. The town hall helps too, I hear things from the top now instead of through the grapevine.
6. Town hall is fine but it's mostly one way. Questions get 'we'll look into it' and then nothing comes back.
7. My manager is overloaded and has no time to coach anyone. New people got thrown on trucks and figured it out on their own. Leaders say people matter but I dont see it.
8. [name] has ridden along with me more than once and he listens when we say a process is broken. He doesn't just nod, he follows up. That kind of leadership is why I trust the shop side of this company.
9. I have never seen anyone from the leadership team on a job site. They talk about being customer focused but they haven't seen what it takes to get a rooftop unit running in a heat wave.
10. Direct supervisors are great. Senior leaders I mostly see at the all-hands. It would be nice if one of them rode along on a bad day in the field.
11. We were told one thing about overtime and coverage for the hospital buildings, then it changed two weeks later with no explanation. Techs found out from dispatch. When you ask why you get a vague answer, and it makes it hard to trust the next announcement, even the ones at the town hall.
12. vision? we hear a lot of words at the town hall. nothing changes in how my day goes, still paper tickets and double entry.
13. Better communication this year, still some surprise changes.

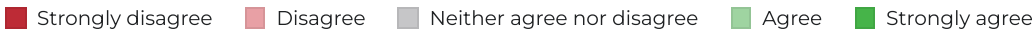
14. Communication from the leadership team has improved measurably since the monthly town hall began in October. The updates on contracts and where the company is headed are especially appreciated.
15. Leadership is more open than a year ago, that's true. The town hall gives me answers I used to have to guess at. What still bugs me is when a priority changes mid-week and no one says why. We were told to push one thing, then the next week it was something else, and the techs are left explaining it to customers. Fix that and I'd rate everybody higher.
16. [detail removed] I got the time off with no hassle and my manager covered my calls. Leadership treated me like a person and not a headcount, and I won't forget it.
17. good people running this place, they're honest with us even when the news isn't great
18. my manager is solid. upper leadership has been busy w/ the hospital contract and it shows, we barely see them. at least the town hall tells us where they are at.
19. Honestly leadership feels distant. The vision gets repeated but I could not tell you how my job connects to it. Recognition used to be a thing and it dried up this year when everybody got busy. Policies shift and we hear about it second hand. I like the people I work with, I just don't feel much from the top.
20. Town hall is good, no question. But the vision talk is big picture and I can't connect it to what I do on a call at 6am.
21. Town halls are working. Keep them going.
22. the 45 minute all-hands is better than 90, respect for our time. Still wish the owners got out to the shops more though.

YOUR NOTES ON LEADERSHIP

3 TEAM ENGAGEMENT ENABLEMENT

AGREE	AVERAGE	VS 2025	BENCHMARK
42%	3.3	▼ -2 PTS	BOTTOM QUARTER

	STATEMENT	DISAGREE · AGREE	AVERAGE	VS 2025	BENCHMARK
9	**What I need to do my job** I have access to the things I need to do my job well.	3% 71%	3.8	▲ +8 pts	UPPER MIDDLE
10	**Learning and development** I have access to the learning and development I need to do my job well.	16% 27%	3.1	▼ -20 pts	BOTTOM QUARTER
11	**Systems and processes** Most of the systems and processes here support us in getting our work done effectively.	26% 27%	3.0	▲ +6 pts	BOTTOM QUARTER



WHAT THE COMMENTS SAY

Anything you'd add about the tools, training and processes at Victory Ventures? (Optional)

> KEY TAKEAWAY
>
> **Roll the work-order app out to every crew so tickets stop being written on paper and retyped into the ERP.**

Most comments center on paper service tickets that office staff retype into the ERP, and on the work-order app pilot as the fix that crews outside the pilot are still waiting for. Basic tools are mostly in place; the friction is in processes that exist but work badly: data entry, scattered files, slow quoting and parts approvals.

Paper tickets and ERP retyping

10 of 26 comments

Paper tickets get lost, wet or are hard to read, then get keyed into the ERP, which delays invoices and sends billing chasing techs. The pilot crew calls the app a clear improvement, and those still on paper ask when they get it.

Scattered and outgrown systems

6 of 26 comments

Files sit across a disorganized shared drive, and service history means checking the CRM, the ERP and the drive or calling a tech. The quoting spreadsheet is slow on multi-building jobs and has crashed and lost work, which makes same-day quotes hard.

Parts stockouts and PO sign-offs 4 of 26 comments

Parts missing from trucks and the warehouse cause second trips that customers notice. Separately, two-signature PO approvals for small parts stall work when an approver is out, sometimes while a customer's unit is down.

No structured new-hire training 3 of 26 comments

Training is missing rather than broken: new techs learn on ride-alongs or by trial and error, with no class or checklist. This fits the drop in the learning and development score, and the ride-along approach breaks down when senior techs are busy.

> **WHERE VIEWS DIFFER**
> Some say training does not exist, while two comments say a lead or manager makes time to teach when asked. Several report having the tools they need, while others describe regular trips back for parts that were not in stock.

What would it take to move every crew from paper tickets to the work-order app this year, and in what order?

EVERY COMMENT, IN RANDOM ORDER (26)

1. Still waiting on the app. The pilot crew gets it and the rest of us get a clipboard.
2. Double entry is killing us. Tickets come in on paper, handwriting is hard to read, we key everything into the ERP, then chase techs to clarify what they meant. Invoices go out late because of it and then collections asks us why. The app pilot proves it doesn't have to be this way.
3. [name] in dispatch has been great about showing me how the board works so I can see my day ahead. Between that and the app on the pilot crew, scheduling feels a lot smoother than a year ago.
4. Two sign-offs to buy a forty dollar part is ridiculous. I've sat in the shop waiting on an approval while a customer's unit is down.
5. I have what I need to do my job. My lead walks new people through things, and the town hall has helped me understand why processes are changing.
6. Paper tickets get wet, lost or unreadable. Then double entry in the ERP. Fix it.
7. Parts are out of stock all the time. I made two trips for the same job last month because the part wasn't on my truck or on the shelf, and the customer noticed.
8. I have what I need most days. Parts are the exception. We get to a site and the part isn't on the truck or in the warehouse, so it turns into a second trip. When it is in stock the job goes fine.
9. Tools are okay, training was learn as you go.
10. I like the CRM fine. But to pull a customer's service history I have to check the ERP, the shared drive and sometimes call a tech. One place for all of it would save me real time with the maintenance agreement accounts.
11. Our crew has been on the app pilot since November and I would not go back to paper. Notes, photos and parts get logged right at the unit, and billing isn't chasing us for tickets anymore.
12. Quoting spreadsheet gets the job done but it takes forever to open and recalc on bigger jobs. The multi-building quotes are the worst.

13. The work-order app is the best thing we've added in years.
14. The quoting spreadsheet is slow and has crashed on me more than once. I lost a half built quote on a deadline. Customers want numbers same day and the spreadsheet makes that hard.
15. pilot app is great, hope the rest of us get it soon
16. Training for new guys happens on the fly. You ride along with a senior tech and pick it up. That works if the senior tech has time, which during the hospital ramp up they mostly didn't.
17. Tools are fine for what I do. Truck is stocked, laptop works, and if I need something I ask and usually get it.
18. Shared drive is a disaster. Five versions of the same file, no naming rules, and half the folders belong to people who left.
19. App pilot looks great from what I hear, but the rest of us are still on paper tickets. Then someone in the office retypes it all into the ERP.
20. Learning and development basically doesn't exist here. I was handed a truck after a couple of days and told to call if I got stuck. No class, no checklist, nothing written down. I learned most of it from other techs on break and from my own mistakes.
21. Systems here feel like they were built for a company half our size. Too many manual steps, too many places to look, and nobody has time to fix any of it.
22. The ERP does what we need for invoicing, but we enter a lot of things twice, once from the paper ticket and once to match up purchasing. It is manageable. It also eats a few hours a week that I would rather spend following up on open invoices.
23. Honestly I came in expecting paper and a lot of phone calls, and parts of that are still true. But the app pilot shows leadership is serious about fixing it. I've watched the pilot crew close out tickets in minutes while I'm still filling out carbon copies. I'm hopeful this year gets all of us there. When I've asked my manager for training he has made time.
24. Warehouse side is okay. The truck stock list helps and I get the supplies I ask for.
25. PO approvals need two signatures even for small stuff like fittings and fasteners. Not a big deal when everyone is in the office, painful when one of them is out for a few days.
26. shared drive is a mess but I can usually find what I need if I know who to ask

YOUR NOTES ON ENABLEMENT

4 TEAM ENGAGEMENT ALIGNMENT

AGREE	AVERAGE	VS 2025	BENCHMARK
59%	3.7	▼ -2 PTS	BOTTOM QUARTER

	STATEMENT	DISAGREE · AGREE	AVERAGE	VS 2025	BENCHMARK
12	**I know how to succeed in my role** I know what I need to do to be successful in my role.	0% 81%	4.2	▲ +7 pts	BOTTOM QUARTER
13	**Recognition for good work** I receive appropriate recognition when I do good work.	21% 40%	3.2	▼ -14 pts	BOTTOM QUARTER
14	**Quality and improvement come first** Day-to-day decisions here demonstrate that quality and improvement are top priorities.	5% 56%	3.6	• 0 pts	LOWER MIDDLE

Strongly disagree · Disagree · Neither agree nor disagree · Agree · Strongly agree

WHAT THE COMMENTS SAY

Anything you'd add about roles, recognition and priorities at Victory Ventures? (Optional)

> **KEY TAKEAWAY**
>
> **Agree on one definition of good work that puts doing the job right ahead of closing fast, and have dispatch and leads use it to set the pace and to give thanks.**

Most say they know their own job, but the signals around it conflict: meetings and the town hall say quality comes first, while dispatch and daily follow-up reward closing tickets fast. Recognition mostly arrives when something goes wrong, so good work tends to meet silence.

Feedback only when jobs fail

7 of 18 comments

People hear about callbacks, missed windows, bad reviews and wrong invoices, but rarely get thanked for good work, especially in the field and on after-hours calls. One adds that thanks depends on which lead you have, and another says it faded once the hospital work ramped up.

Own role is clear

6 of 18 comments

Many say they know what they own and what done looks like, such as a set route or the month-end close. Some add that this clarity covers the role, not the priorities inside it.

Close-fast pressure undercuts quality 5 of 18 comments

Quality is talked up at the Monday all-hands, but dispatch pushes fast closes, so techs who take time to do it right get questioned and rushed jobs return as callbacks. Others say priorities swing between speed and callbacks week to week, and on quotes nobody has said whether fast or right matters more.

Recognition that does land 4 of 18 comments

The town hall shout-outs for the hospital system work, manager check-ins and thanks at month-end close are valued. People call these steps an improvement but want them more often and more direct.

> **WHERE VIEWS DIFFER**
>
> One comment says quality still comes first on their crew because the lead sends them back to fix work even on a tight schedule, which contrasts with the close-fast pressure others describe. While most are clear on their role, two comments say they don't know how they are measured or what really counts.

If dispatch and leads judged a job by whether it stays fixed, not by how fast the ticket closes, what would we change in how we schedule work and in who we thank?

EVERY COMMENT, IN RANDOM ORDER (18)

1. [detail removed], so I know exactly what's expected of me and [name] lets me run my quotes the way I need to. Most of my recognition comes from customers more than from inside the company, but the support is real when I ask for it.
2. Quality gets talked about at the Monday all-hands but dispatch keeps pushing to close tickets fast. Most of us still do it right because we want to, not because the schedule lets us. Recognition is hit or miss depending on who your lead is.
3. Pretty clear what's expected in my role. The quoting spreadsheet slows everything down and nobody has said whether getting quotes out quick or getting them right matters more. [name] thanked me [detail removed] and I appreciated it.
4. Good people here, but I don't know what the next step looks like for me. No career path that I've seen.
5. Expectations are clear to me. I get my route, I know what done looks like.
6. i know what i need to do, no question. recognition is another story, mostly you hear something when a job goes bad. good jobs just get silence.
7. New guy here. Got trained on the fly, shown the truck and told to ride along. I honestly don't know how I'm being measured or if I'm doing ok.
8. Quality and improvement are top priorities according to what gets said in meetings. Day to day it's close the ticket and get to the next one. Techs who take the extra hour to do it right get questioned, techs who close fast get left alone. That tells me what really matters. A few of us have stopped bringing it up.
9. recognition dropped off a lot once the hospital ramp started. everybody's heads down and nobody says anything.
10. The field never hears thanks. We hear about the callback, the missed window, the bad review. I can't remember anyone saying good job on a rooftop install.
11. Quality still comes first on my crew. [name] will make us go back and fix something before we leave a site, even when the schedule is tight, and that's why customers keep calling us back. #DoItRight

12. Only hear from management when something goes wrong.
13. I know what my job is on paper but what really counts keeps changing. Double entry in the ERP eats up my afternoons and when I flag it nothing happens. The only feedback I recieve is when an invoice is wrong.
14. The town hall has helped. Hearing leadership call out specific people for the hospital system work felt good, and my manager checks in on how I'm doing. I wish it happened more often but it's better than last year.
15. Clear on my role. Nobody has to guess what I own [detail removed]. [name] says thanks when we close out the month and that goes a long way.
16. The hospital system contract made people proud and the town hall mentions it, which is good. But the techs doing the night and weekend calls rarely get a direct thank you. Management is busy, I get it, but it would be nice.
17. Roles are clear for most of us. Priorities are less clear. One week it's speed and the next week it's callbacks.
18. Pressure to close tickets fast is constant. I've left jobs I wasn't fully comfortable with because the next call was already stacking up, then it comes back as a callback and that's on me. Don't tell me quality is a priority and then ask how fast I'm closing.

YOUR NOTES ON ALIGNMENT

5 TEAM ENGAGEMENT DEVELOPMENT

AGREE	AVERAGE	VS 2025	BENCHMARK
53%	3.5	▼ -1 PTS	UPPER MIDDLE

	STATEMENT	DISAGREE · AGREE	AVERAGE	VS 2025	BENCHMARK
15	**Interest in my career** My manager (or someone in management) has shown a genuine interest in my career aspirations.	8% 53%	3.6	▲ +4 pts	LOWER MIDDLE
16	**Career opportunities here** I believe there are good career opportunities for me at this company.	24% 39%	3.2	▼ -8 pts	UPPER MIDDLE
17	**A great place to develop** This is a great company for me to make a contribution to my development.	8% 68%	3.8	▲ +3 pts	TOP QUARTER

Strongly disagree · Disagree · Neither agree nor disagree · Agree · Strongly agree

WHAT THE COMMENTS SAY

Anything you'd add about growth and development at Victory Ventures? (Optional)

> KEY TAKEAWAY
>
> **Define and share what it takes to move from tech to lead, and give every new lead basic training on running a job and a crew.**

People value the license and cert courses the company has paid for, but most see no clear way to advance and say no one has talked with them about what comes next. Training in the current role is real but fragile: it gets dropped when work is busy, and new hires and new leads learn on the job.

No visible path to advance

8 of 21 comments

Comments say the route from tech to lead is undefined, with no word on what it takes or who decides, and some outside the field crews see no next step at all. This lines up with career opportunities, the weakest development statement, and one comment says good people have left after topping out.

Managers rarely discuss career goals

6 of 21 comments

Several say no manager has ever asked what they want to do here, and one who asked about a path was told to wait and see. This explains the middling score on managers' interest in careers.

Training cut when busy

6 of 21 comments

Classes get pulled for calls, and the hospital contract pushed development aside this year. New hires got a few ride-along days instead of onboarding, and new leads get the title with no leadership training or coaching.

Paid licenses and certs valued

5 of 21 comments

People notice and appreciate when the company pays for license and cert courses, and one mentions getting the exam day off. These courses show growth is possible, though one comment adds that the next step after them is unclear.

> **WHERE VIEWS DIFFER**
> One comment praises a manager who asked about long-term goals and wrote them down, while several say no one ever has. One comment sees the hospital work opening new roles, while another says that same contract crowded out development this year.

Who will own a written tech-to-lead path this year, and how will we keep scheduled training from being cut when the work gets busy?

EVERY COMMENT, IN RANDOM ORDER (21)

1. Training is good when it happens, but when it's busy it's the first thing cut. I had a class on the schedule twice and got pulled for calls both times.
2. Good place to learn. I've picked up a lot from the senior guys on my crew and there's room to grow if you push for it.
3. Company paid for [detail removed] and gave me the exam day off, which meant a lot. [detail removed] and it's the first shop that ever did that.
4. Company paid for a cert for one of the techs on my crew, good move. I just don't see what comes after tech other than lead, and nobody has said how you get there.
5. Would like to see some leadership training for new leads. They get the title and a van full of people and that's about it. Some of them are great anyway, but it shouldn't be luck.
6. They promote leads straight off the crew and say good luck. No leadership training, no coaching, and then people wonder why crews are frustrated. Give new leads some basics on running a job and a team.
7. The town halls have helped me see where the company is going. The hospital work is opening up new kinds of jobs and I think there will be a spot for me in it.
8. [name] sat down with me and asked where I want to be in five years, then actually wrote it down. First manager who has done that.
9. I got to take [detail removed] and it helped. Beyond that I'm not sure where I go from here, and nobody has brought it up.
10. Dispatch has nowhere to go from here. We do a lot to keep the field running and no one has ever talked to me about moving up or learning a new role.
11. Nobody has ever asked me what I want to do here. Not once.
12. There's no path from tech to lead. Nobody has told us what it takes or who decides.

13. training gets cut every time we're busy and we're always busy
14. The hospital contract ate everything this year. Anything about development got pushed aside. The new hires were handed a truck and told to ride along for a few days, and that was their training.
15. Customer service reps get no development at all. We take calls, we handle the angry ones, and that's the job forever. A few classes or a way to move toward account management would go a long way.
16. I learned most of my job on the fly. It worked out, but a real onboarding would have saved me a few rough months. I still like the work and the people.
17. Career path is vague. I asked once and was told we'll see.
18. my manager is decent but we have never talked about my goals. company did pay for a license class for one of our guys which was good to see
19. They paid for a guy on my crew to take his journeyman license course last year, so I know it's possible here.
20. There's growth in Sales if you're willing to take on bigger accounts, but outside of that it's hard to tell. We hear about plans at the town hall without many details yet.
21. I've watched good people leave because they topped out. Same title, same pay, no conversation about what's next. That's a problem the company hasn't dealt with.

YOUR NOTES ON DEVELOPMENT

6 WORKPLACE NET PROMOTER SCORE
WOULD YOU RECOMMEND WORKING HERE?

How likely are you to recommend Victory Ventures as a great place to work?

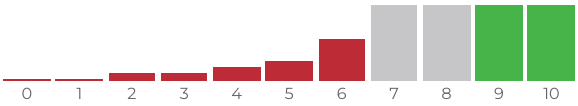
2026

+19

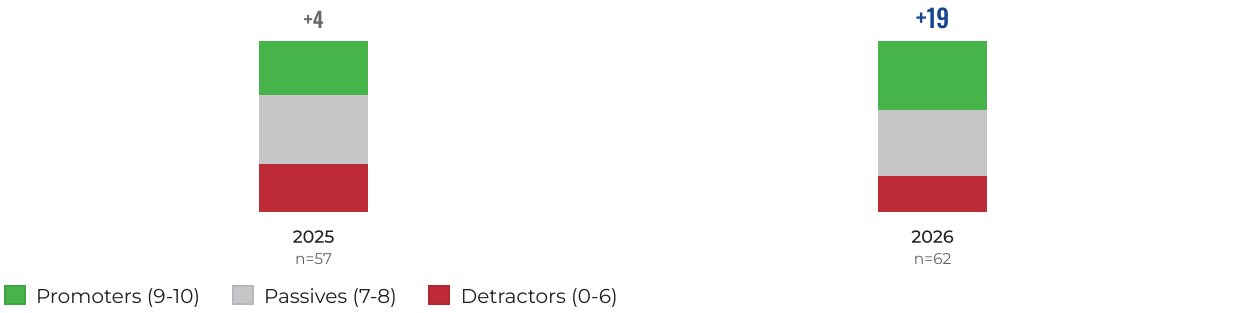
Good · ▲ +15 vs 2025 UPPER MIDDLE

25 promoters (9-10), 24 passives (7-8), 13 detractors (0-6); average 7.7 of 10.

SCORES THIS YEAR



BY YEAR



KEY TAKEAWAY

Lay out a clear path up, with pay steps, for techs who have mastered the job, and pair it with regular thanks for the extra hours, since passives raise these two gaps most often.

Coworkers who back each other up are the strongest reason people would recommend Victory Ventures, and more open leadership since the town halls adds to that. The heavy workload since the hospital contract, the lack of a clear path up, and missing thanks for extra effort hold many back, especially passives and detractors.

Crews that back each other

17 of 48 reasons

Coworkers come up across all three bands: people who help outside their job, experienced techs coaching newer ones, and a crew that has your back. Even detractors who are burned out or unhappy with pay say they like their coworkers.

No clear path up

10 of 48 reasons

Passives and detractors say they can't see where the job leads once they are good at it. Views on pay are split: some call it fair or decent, while others say it trails other shops, and that keeps a few from recommending the company.

Town halls opened leadership up 10 of 48 reasons

Mostly promoters, with some passives, say the monthly town hall made leadership open and honest, and that leaders are approachable and give straight answers. Passives who credit the town halls still add a complaint about workload or recognition.

Hospital ramp stretched crews thin 9 of 48 reasons

Workload rose with the hospital contract while staffing did not, which brought weekend work, nonstop overtime nobody asked for, and burnout. This drives most detractors and turns several passives into recommenders with a warning attached.

> **WHERE VIEWS DIFFER**
> Promoters see the hospital contract as proof the company is growing and can handle big work, while detractors see weekends and overtime with no end in sight and no one noticing the cost to the techs. The work-order app pilot splits the same way: promoters are eager for it, while those still on paper and double entering in the ERP feel left behind.

What would it take to add staff for the hospital work and show every tech a clear next step, with pay, this year?

PROMOTERS' REASONS (9-10), IN RANDOM ORDER (20)

1. [name] has been here 25 years and still takes time to walk the newer techs through the hard calls. That kind of person is why I'd tell a friend to apply.
2. The town hall changed things. [name] and the leadership team answer real questions and you can tell they aren't hiding anything.
3. Solid company, steady hours, honest people.
4. I've worked at a few shops in the trades and this one treats you like a person. There's still room to grow but I'd recommend it.
5. Steady work, a fair boss, and a crew that has my back.
6. The people are what make it worth it. The work is hard but you're never doing it alone.
7. nothing feels hidden anymore, monthly town hall helped a lot
8. Good benefits, good people, and finally some real communication from the top.
9. Knowing where the company is headed makes me want to stay. The hospital contract gave everyone something to be proud of, even if it has been a lot of work.
10. The pilot crew keeps raving about the work-order app and I can't wait to get it. Feels like the company is finally catching up on tools.
11. Customers stay with us for years and that says a lot about how we do the work. Proud to be part of it.
12. Leadership is approachable. I walked into the COO's office with a problem and got a straight answer the same day.
13. Good team. The app pilot shows they're willing to spend money to make our jobs easier, and the rest of us can't wait to get it.

14. We're growing and it feels like a place with a future, not just a job. The hospital deal proved we can handle big work.
15. Customers actually thank us, and the owner knows my name. Hard to find that at a company this size.
16. Proud we landed the hospital system. Biggest job we've ever had and it shows the company is going somewhere.
17. Work doesn't dry up here, even in the slow months. That matters when you have a family.
18. Great coworkers.
19. People here help each other out even when it's not their job.
20. Good people, and leadership actually tells us what is going on now.

PASSIVES' REASONS (7-8), IN RANDOM ORDER (17)

1. Decent company. Recognition is spotty, you can do great work and not hear a word for months.
2. Good place to work but we're stretched thin right now.
3. Fine place. Quoting spreadsheet is slow and it makes our whole week harder than it needs to be.
4. 7 because the work is steady and the team is good, but I don't know what my future looks like here.
5. The town hall helps but the hospital work has everybody running. I'd recommend it with a heads up about the workload.
6. I like it here. The pilot crew has the new app and the rest of us are still on paper, so it feels a bit uneven.
7. Would recommend to the right person. Pay is about average for the area and there's no clear next step after you get good at the job.
8. Mostly good. I'd say it's a solid job, just not one where I can picture a career yet.
9. Good people, honest company, but I got trained on the fly and had to figure out a lot on my own.
10. I like my team but I can't see where I would go from here. No real path up.
11. Decent pay, decent hours most of the time. Hard to get ahead without a path laid out.
12. Pretty good company overall. Busy to the point of burnout some weeks, but they do listen when you say something.
13. Better than my last shop, not perfect. We need more hands for the amount of work we have.
14. Management is open now with the town halls, which I appreciate. I just wish they would notice the extra effort people put in.
15. Pay is fine, not great. The people are good though.
16. It's a good crew and I get along with everyone. Leaders got busy this year and the thank yous kind of stopped.
17. Fair pay, fair boss, but we still double enter everything in the ERP and it eats hours every week.

DETRACTORS' REASONS (0-6), IN RANDOM ORDER (11)

1. Still on paper work orders and double entering in the ERP while the pilot crew gets the good tools. Feels like we are the afterthought.

2. The workload went up after the hospital contract and the staffing didn't. I like my coworkers but I'm burning out.
3. New guys get dumped into the deep end with no real training, and then the rest of us end up covering their mistakes.
4. Been here a while and never heard a thanks for the extra hours. Even a small one would have gone a long way.
5. Great people, but I'm tired. Too many weekends lately and no end in sight.
6. No clear path to move up and pay is lower than the competitors. Hard to tell a friend to join.
7. The field doesn't get noticed. Office gets the shoutouts, we just get more calls.
8. Got put on a truck with almost no training. Sink or swim and I nearly sank.
9. Pay is below what other shops are offering and everyone knows it.
10. I can't recommend it right now. The hospital work stretched us thin and nobody seems to see what it costs the techs.
11. Overtime has been nonstop since the hospital ramp started and nobody asked if we wanted it.

YOUR NOTES ON THE RECOMMEND SCORE

7 TEAM ENGAGEMENT RETENTION

RETENTION RISK

39%

24 of 62 people · ▼ -7 pts vs 2025

People who did not agree that they see themselves here in two years, or that they rarely think about looking elsewhere.

WHY IT MATTERS

These two statements are the earliest warning this survey gives about who may leave. What this group wrote, anywhere in the survey, is summarized below so leadership can act before anyone decides.

	STATEMENT	DISAGREE · AGREE	AVERAGE	VS 2025	BENCHMARK
3	**Rarely think about leaving** I rarely think about looking for a job at another company.	5% 61%	3.8	▲ +1 pts	LOWER MIDDLE
4	**See myself here in two years** I see myself still working at Victory Ventures in two years' time.	7% 84%	4.1	▲ +7 pts	TOP QUARTER

WHAT THIS GROUP SAYS

Every comment from this group, from any part of the survey, summarized together. Ids are fresh for each comment, so a count is comments, not people. No comment is shown here, so none can be tied to this group.

KEY TAKEAWAY

Add staffing for the hospital work so overtime and weekends ease, and thank the field openly for the hours it has already put in.

This group likes its coworkers and direct supervisors, but many feel unseen and stretched thin by the hospital work. Most also cannot see a next step here, and training is often learn-as-you-go.

Hard work goes unnoticed

12 of 68 comments

Many say thanks dried up once everyone got busy, especially for the field. They hear from management only about callbacks, wrong invoices and missed windows.

No visible career path

11 of 68 comments

Many see no next step after they get good at the job, and few have ever had a career conversation. Some say people have already left after topping out.

Hospital ramp overtime and weekends

10 of 68 comments

Overtime and on-call weekends rose with the hospital contract, but staffing did not, and several say they are burning out. Comments that mention leaving tie it to these hours going unnoticed.

Thrown on trucks untrained

9 of 68 comments

New techs get a truck after little or no training, and training gets cut whenever work is busy. Others end up covering mistakes, and new leads get no coaching on running a crew.

> **WHERE VIEWS DIFFER**
>
> Some say pay trails nearby shops, while others call it fair or about average and stay for the steady work and the team. Some praise the monthly town hall, while others say it does not change their day or bring leaders any closer to the field.

What will we do in the next quarter to cut hospital-ramp overtime, and how will we show the field we noticed the hours already worked?

YOUR NOTES ON RETENTION

METHODOLOGY

HOW THIS REPORT WAS MADE

WHO ANSWERED	62 people at Victory Ventures completed the survey, Jan 12, 2026 to Jan 23, 2026. 57 completed it in 2025.
AGREEMENT	Each statement is answered from Strongly disagree (1) to Strongly agree (5). "Agree" is the share who chose Agree or Strongly agree; "disagree" is Disagree or Strongly disagree. The average is on the 1 to 5 scale. Changes since last year are in percentage points of the share who agree.
ENGAGEMENT INDEX	The average share who agree across the five Overall Satisfaction statements: pride, recommending the company, rarely thinking about leaving, seeing yourself here in two years, and going beyond what you would elsewhere.
WOULD RECOMMEND	The workplace Net Promoter Score: the share who answered 9 or 10 minus the share who answered 0 to 6, from -100 to +100. Up to 0 needs improvement, 1 to 29 is good, 30 to 70 is great and above 70 is excellent.
DRIVERS	For each statement, the correlation across people between agreeing with it and the 0 to 10 recommend score, computed when at least ten people answered both. It shows which statements move with whether people would recommend working here, not what causes it.
BENCHMARK	Each statement compared with the most recent Team Engagement Survey of 5 other companies Coach.Win works with (174 responses, surveys from 2025 on). "Top quarter" means Victory Ventures has a higher share who agree than three in four of them.
RETENTION RISK	The share who did not agree (chose 1 to 3) with either "I see myself still working here in two years' time" or "I rarely think about looking for a job at another company."
CONFIDENTIALITY	The report never shows who answered. Comments appear in random order. Before anyone read them, names and details that could point to the writer were removed and marked [name] or [detail removed] (22 passages). No group smaller than three is ever shown, and the retention group's comments are only summarized.
AI	Summaries, themes and the three priorities were drafted by AI from the comments. Every number was computed directly from the answers, and each theme's count is the number of comments that raised it.

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