Reflektive

Evolving Performance Management Customer Stories

Protective. BLUECAT instacart

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Introduction

Change is coming. Every business knows it, but are you prepared?

Employees in today's workforce face unprecedented choice, and the key to staying ahead is not to merely hire the right talent, but to retain talent.

Human resources is the true agent of change in today's organization, especially in employee development processes. It is most essential to put power in the hands of managers and employees to drive growth, arming them with transparency into larger company objectives and empowering them with clear lines of their impact on the organization. This requires managers to take a more hands-on approach in proactively initiating and driving their employee development.

Much of this comes down to better feedback conversations. Reflektive's technology integrates real-time feedback, goal management, check-ins, and performance reviews to help companies make their people development processes agile to keep up with the rate of change. At the end of the day, this is what makes work meaningful to employees.

We are proud of our many customers who are recognized on lists of best places to work—a testament to how these companies are investing in their people to drive business results. According to Gallup, work units in the top quartile for employee engagement outperformed bottom-quartile units by:

10% *on customer ratings*

22% *in profitability*

21% *in productivity*

25% *in high-turnover organizations*

65% *in low-turnover organizations*

What better way to start your own performance management transformation journey than by learning from the best? Read on to hear how MEC, Protective Life, BlueCat, and Instacart reinvented their performance management.

MEC Creates Feedback Culture With Reflektive

ABOUT

MEC is one of the largest media agencies in the world, with a staff of over 5,000 people operating across more than 90 countries. It is a global group and serves many high-profile brands such as Vodafone, Paramount, Chevron, Tiffany, Chanel, and more. MEC's primary business offerings are media buying and planning, but it has adapted to changing times by growing its digital media services. It now offers everything from advertising operations to content marketing and more.

CHALLENGE

As a wide-reaching media organization, MEC was seeking a solution to measure and assess employee performance on a large scale. With over 5,000 employees located in more than 90 countries, the solution needed to be robust yet flexible.

"There was little consistency in terms of how people were being measured with all the different systems across the globe. We wanted to make it simple for them."

— *Marie-Claire Barker, Global Chief Talent Officer*

INDUSTRY
Digital media

YEAR FOUNDED
2002

HEADQUARTERS
London, New York, Miami, and Singapore

EMPLOYEES
5,000+

MISSION
To be their clients' most valued business partner

VALUES
Thrive, Grow Yourself, Grow People, Grow Clients, MEC Kindness, Grow Industry

"Just because people are [creatives] doesn't mean that they should be void of performance management. We all need that feedback."

— *Pele Cortizo Burgess, Global Chief Creative Officer*

MEC Creates Feedback Culture With Reflektive

SOLUTION

MEC launched Reflektive across the globe, using the Real-Time Feedback, Goal Management, Polls, and 1x1 Agenda tools to grow their feedback culture. Employees are able to give public recognition for good work, as well as private pieces of feedback to help with development.

> "We wanted to drive a culture of feedback because, by giving people [that], they can affect their own growth. We selected Reflektive because it was flexible for our needs and had all the elements we were looking for."
>
> — *Marie-Claire Barker, Global Chief Talent Officer*

For this distributed workforce, Barker was especially interested in Reflektive's mobile capacities.

> "It's open next to my emails, so it's very easy to quickly send recognition to someone who might have a job well done. But I also travel a lot, so having the capacity to give feedback through the app is great."
>
> — *Marie-Claire Barker, Global Chief Talent Officer*

RESULTS

With Reflektive, MEC is able to manage performance across the world. Real-time feedback is essential to their culture of growth and innovation. "Don't just live; thrive," says their company motto, and MEC is using Reflektive to do just that with feedback, goal-setting, and check-ins. Employees share recognition worldwide for all to see, which enables everyone to take pride in the positive feedback being shared and give input, which impacts the entire company.

MEC has achieved great success in manager utilization rates of Reflektive. Managers giving feedback to other employees at MEC makes up nearly 56% of all feedback worldwide, which is a testament to the company's core value: "grow people."

56% *Managers giving feedback to other employees at MEC makes up nearly 56% of all feedback worldwide.*

From Poland to India to Australia, Reflektive has become part of daily life at MEC.

> "There's something really cool about being recognized from the UK for my efforts if I'm in Australia. Reflektive helps me celebrate, recognize, and champion talent that exists within MEC. That is a culture which thrives."
>
> — *Pele Cortizo Burgess, Global Chief Creative Officer*

Protective Life Establishes Employee-Manager Alignment With Reflektive Check-Ins

ABOUT PROTECTIVE

Protective Life Insurance was established in 1907 and now markets its products and services in all 50 states. With a market capitalization of $5.48 billion as of September 2014, Protective is listed in the 2012 Fortune 1000 list.

In 2015, Dai-Ichi Life Holding, Inc., acquired Protective Life. The new parent company set out an aggressive growth plan for the Birmingham, Alabama-based insurance company. With a tenured workforce, Protective needed a performance management plan that would optimize retention and employee development.

CHALLENGE

As a wide-reaching financial organization, traditional performance management model, with goal-setting in January and an evaluation at the end of the year, was not meeting the needs of the modern workforce, which has shifted from production to knowledge work.

Protective identified three business needs:

1   Enable coaching and development of talent through continuous feedback

2   Streamline and simplify the performance review process

3   Transition from annual process to quarterly check-ins

INDUSTRY
Finance

YEAR FOUNDED
1907

HEADQUARTERS
Birmingham, Ala.

EMPLOYEES
25,000

MISSION
Protect tomorrow, so people can embrace today.

VALUES
Do the Right Thing, Serve People, Build Trust, Simplify Everything

Protective Life Establishes Employee-Manager
Alignment With Reflektive Check-Ins

SOLUTION

After running interviews, an employee survey, looking at outside research, and conducting a design workshop, Protective identified quarterly check-ins as the program that best fit its needs. Next, the company needed a technology solution that could deliver on the requirements of its forward-thinking program.

Program requirements:

— Simple and lightweight
— Continuous communication
— Future-focused, strength-based
— Ownership of performance
— Pay for performance

Protective eliminated their beginning-of-year goals and annual review, then implemented quarterly goal-setting and check-ins, with an end-of-year rating, through Reflektive.

> "When we started redesigning our performance management process, we decided to do quarterly check-ins and found Reflektive. The system didn't need a lot of training because it was very intuitive."
>
> — *Wendy Evesque, Senior Vice President and Chief Human Resources Officer for Protective Life Corporation*

> "We recognize that the talent people bring to us is really going to be the sustainable competitive advantage."
>
> — *Stephen Owens, Protective's VP for Talent Acquisition and Leadership Development*

RESULTS

Protective's new program drives alignment between managers and employees, and it helps employees know they're working on the right things. Using Reflektive's lightweight, intuitive solution for real-time feedback and check-ins enables managers to focus on the conversation, not the technology.

In turn, the company is poised to meet growth goals, knowing employees are being developed all year long.

IN THE TOOL — **HAVING A CONVERSATION**

10 minutes — **20–30 minutes**
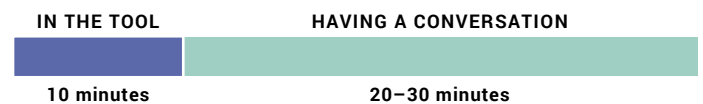
Managers are spending 10 minutes in the tool and 20–30 minutes with the employee, having a conversation. This balance ensures managers are leading as coaches, not caught up in a bureaucratic process.

40% INCREASE

Protective increased by 40% the number of people who say they understand exactly what they should focus on in the next 90 days, increasing alignment between company and individual objectives.

"I KNOW WHERE I STAND WITH MY MANAGER"

92%

92% of employees agree with the above statement, illustrating the presence of psychological safety, which enables good teamwork.

BlueCat Uses Reflektive So Performance Management Doesn't Slow Down Innovation

ABOUT BLUECAT

BlueCat, a subsidiary of Madison Dearborn Partners, is an enterprise DNS solutions company that helps corporations manage and secure their networks. Some of the world's largest enterprise corporations trust BlueCat's DNS services, including Apple, Facebook, SAP, Toyota, and Nike. Taking a software-centric approach to delivery, development, and implementation, BlueCat helps companies build and manage complex network infrastructures and meet changing business needs. Their technology is adaptive and open, giving clients the flexibility to grow their network without having to re-architect as the business expands.

CHALLENGE

In the world of enterprise technology, things move fast. BlueCat is constantly innovating and trying different things to develop solutions for their clients.

Employees work in two-week sprints, so they're constantly reviewing their work and accessing performance. In this type of environment, traditional performance management doesn't fit.

> "The ultimate goal of performance management is that people are learning and people are getting better at what they do. They're becoming better engineers, they're becoming better quality professionals."
>
> — Andrew Werktin, CPTO at BlueCat

BlueCat was looking for a performance management solution that was as agile as the way the company works and could allow for feedback across the organization.

INDUSTRY
Computer Networking

YEAR FOUNDED
2001

HEADQUARTERS
Toronto, Ontario

EMPLOYEES
325

COUNTRIES
17

MISSION
Transform businesses with enterprise DNS

VALUES
Collaboration, Ownership, Clarity, Transparency, Curiosity

BlueCat Uses Reflektive So Performance Management Doesn't Slow Down Innovation

SOLUTION

BlueCat turned to Reflektive to transform its performance management into a process that's better aligned with the company's work culture. With Reflektive's real-time feedback, goal management, and performance review solutions, the company found tools that enabled their processes.

> "I've honestly looked at every single performance management system out there and what I was so excited about with Reflektive was that this was a tool that would take what we wanted to do and make that happen. They took three of the things I was struggling with—recognition, career path, and giving feedback—and they really made it super malleable and easy for me to have those conversations and drive out what it meant to us."
>
> — *Cheryl Kerrigan, VP of people at BlueCat*

RESULTS

BlueCat always valued peer feedback among their teams, and with Reflektive, people look forward to receiving that feedback to better their performance. They've also experienced a better learning environment as opposed to an HR process.

86%

"People don't like to fill in forms. This made it really easy for them to engage in a conversation. We are actually sitting at an 86% engagement rate across the company. Because of the way employees are getting feedback, they know what to work on, they're engaged, they're getting recognized, and they know how to grow their career."

— *Cheryl Kerrigan, VP of people at BlueCat*

> *"We do work in two-week sprints. We like performance management to be run in a similar way to the way we do work. That is, we want check-ins more often, we want it to be lighter weight. With Reflektive and the way we're rolling out Reflektive, it's an enabler for a process that's meaningful to us, as opposed to a tool that we need to use to do something."*
>
> — *Andrew Werktin, CPTO at BlueCat*

Instacart Moves Faster With Reflektive

ABOUT INSTACART

Instacart is a service for same-day grocery delivery. The company enables consumers to shop through an online platform and have groceries delivered by a personal shopper. Users can choose from a catalogue of over 500,000 items at local retail stores, and are able to mix items from multiple stores in their order. After closing a Series D funding round of $400M, Instacart is now expanding with more locations and new verticals such as home goods from Sur La Table. They now serve more than 1,200 cities in 25 U.S. states.

CHALLENGE

Rapid growth and constant change are the name of the game for Instacart, a high-tech solution to get people their groceries in as little as an hour. It's not just the produce that's speedy:

> "As we rapidly scale, we need a lightweight, easy to use tool for recognitions and performance check-ins. We were relying on inconsistent Google docs which resulted in an inconsistent experience for our employees."
>
> *— Dave Osborne, Senior Regional Director at Instacart*

With several hefty funding rounds under its belt, Instacart found as it grew, employees wanted more frequent feedback to align their performance with the changes in corporate priorities. In addition, teams were working across departments to reach their goals for new city launches. Instacart wanted a way to both streamline feedback and make recognition more transparent between cross-functional teams.

INDUSTRY
Retail

YEAR FOUNDED
2012

HEADQUARTERS
San Francisco, CA

EMPLOYEES
300+

MISSION
Using technology to solve seemingly impossible real-world problems

VALUES
Customer experience, Accountability, Efficiency, Teamwork

Instacart Moves Faster With Reflektive

SOLUTION

Using the Real-Time Feedback tool and reviews from Reflektive is a seamless way for Instacart to keep moving quickly and get the performance management they require.

> "Reflektive is intuitive and easy to use but also provides the right structure and reporting so that we can track usage and compliance."
>
> — Dave Osborne, Senior Regional Director at Instacart

This means Instacart's employees have the responsiveness they need to be nimble and keep up with the changes around them. With distributed employees across 16 offices in the U.S., speed and coordination are essential to success.

> "By using the Gmail plug-in and integrating Reflective with Slack, the team is able to engage in real-time feedback all day in a public space. Making feedback visible encourages or reminds others to engage."
>
> — Ru Cymrot-Wu, Senior HR Business Partner at Instacart

RESULTS

Using Reflektive brought a new level of transparency and recognition to Instacart. "We've used Reflektive to launch quarterly team and personal goals, as well as quarterly performance check-ins. This allows our team members' development to be dynamic and responsive in a high-growth environment," said Ru Cymrot-Wu.

As engineering, operations, and other professionals work together, their efforts are more visible and honored. This openness helps to encourage greater collaboration and a stronger sense of belonging.

99% *Instacart employees take to Reflektive enthusiastically, showing a 99% review completion rate.*

They've generated over 975 unique pieces of recognition and over 3,900 interactions through Real-Time Feedback. With tools that integrate into their communication methods, such as Slack, they've found an effortless way to keep growing quickly with the transparency they desire.

> "Reflektive is intuitive and easy to use but also provides the right structure and reporting so that we can track usage and compliance."
>
> — Dave Osborne, Senior Regional Director at Instacart

> "We are invested in building a culture of feedback. Reflektive's real-time feedback tool has been instrumental in this effort."
>
> — Ru Cymrot-Wu, Senior HR Business Partner at Instacart