

THE
GROWTH
DIVIDE

An Economic Imperative for
People Management Innovation

Table of Contents

Remarks on Growth from Rajeev Behera	3
Executive Summary	5
Intro: Growth in Our Era	6
What is the Growth Divide?	8
The Divide in Action	10
Investigating the Divide	12
Opportunities to Bridge the Gap	17
Best Practices & Playbook for Action	19
Conclusion	23
About & Acknowledgements	24

Remarks on Growth from Rajeev Behera



Growth is on our minds. We can sense its importance when we're listening to the news during our commute saying that, for example, half the S&P 500 is expected to turn over in the next 10 years. Or when brainstorming about our team's strategy for the next year in light of market opportunities, competitive threats, and disruption.

Growth drives our decisions both as individuals and as members of an organization, and its voice has become increasingly urgent.

At the organizational level, we must be growth-minded to succeed. If the competition is outpacing the growth of your business, you're giving away market share and likely struggling to increase shareholder value. Increasing revenue, innovation, and productivity are all components of the total growth a company needs to thrive, and in some cases, survive.

Growth in our current fast-paced business environment relies on [organizational agility](#). To effectively compete and innovate at the speed of today's digital business, you need to unleash your strategy, your operations, and your people.

Without continually adapting, companies are hard-pressed to maintain a competitive advantage. They need systems to collaborate around ambitious strategic goals more effectively than ever, and to be responsive to changing market conditions. This means empowering employees to read market signals, proactively innovate, and take calculated risks with greater confidence.

Moving into an agile, high-growth state is the result of people who are engaged, motivated, and performing at their best with a shared purpose.

They are capable and prepared to make the real-time decisions required to keep a company in the fast lane. The needs of the people who make up our workforce matter more than ever, and we must treat them like people, not resources, to enable their full potential. The pursuit of innovation and growth itself can be energizing and inspiring, keeping the vitality of the business alive and people excited about their work. Yet we also need to follow through with intuitive systems and tools which allow talented people to create, implement, test, and learn from their new ideas and employee experiences.

At Reflektive, we believe the key to growth lies in aligning and clearly communicating organizational priorities with individual needs. We're excited to share our insights with you in this book, and believe it will help you make a case for people-powered growth, innovation and performance in your agile organization.

Executive Summary

There is an overlooked chasm in our workplace, and it is holding companies and people back from reaching their highest level of performance and potential. Business leaders have one set of assumptions about what is necessary for efficient growth, while employees have another set of expectations about what they need to develop, contribute, and perform at their best. The result of this mismatch is ineffective, antiquated people management processes and a negative employee experience which both undermine business success.

We've termed this gap the **Growth Divide**, and this book is meant to provide information to understand its effects, conceptualize solutions, and help you create a roadmap for change.

Through research conducted by Wakefield Research and insights from third party experts, we've constructed a clear, unbiased picture of how the Growth Divide impacts all organizations. For HR and business leaders, this should be a wake-up call to examine how their employees are treated. By seizing opportunities to bridge the divide and improve the employee experience, leaders can achieve strategic goals.

Meaningful, competitive growth comes from engaged people performing at their best. Moving to more responsive feedback, modern performance management, and continuous development will increase organizational agility and keep people thriving in their organization to create value.

In our fast-moving age of digital business and transformation, the needs of customers and employees have evolved and continue to do so at a rapid pace. The way we lead and transform HR needs to, at a minimum, keep up with the same pace.

94%

of executives feel **employees are satisfied** with performance review process



EMPLOYERS

EMPLOYEES

61%

of office professionals feel their company's **process is outdated**



74%

of employees feel **they would be more effective** with more frequent feedback

35%

of employees **don't understand** how their role impacts the company's success

Intro: Growth in Our Era

The business world has always gone through waves of transformation. The Industrial Revolution brought us into a new era of large-scale production and changed the capacity for growth. Likewise, the rise of technology fostered a myriad of possibilities for communication, commerce, innovation, networking, and speed.

Yet the pace of technological advancement didn't match the pace of human accessibility. Across the global community, many segments of people were not able to fully utilize technology and learn tech-related skills until comparatively recently. This was called the Digital Divide, and it left parts of our world playing catch-up as information and networks became increasingly valuable. Poverty came to mean not only a shortage of financial resources, but a shortage of access to information and people.

The Digital Divide has narrowed significantly with the spread of access to technology, information, and networks. The pace of our personal lives and business has increased every day during this process as we become ever more interconnected with smarter gadgets and applications at our fingertips. The playing field of technology is levelling out, and that is forcing us to move and make better decisions more rapidly than ever.

“Organizations around the world are shifting their business models to digital, always-on, service-centric customer solutions, and this is forcing companies to flatten the organization, create more dynamic roles, and reskill people faster than ever.”

JOSH BERSIN
Principal & Founder,
Bersin & Associates



In our competitive, fast-changing reality success in business means sustainable, purposeful growth with high-performing employees and leaders. Without growth, companies simply can't keep up and can become at risk for being sold or declining to their eventual closure.

Business success in our time requires having strong players in your corner, so growth-minded organizations are prioritizing attracting, managing, and retaining the right talent. This is a challenging task for several reasons:

- The unemployment rate in the United States was at 4 percent [as of June 2018](#), which means strong candidates have a large number of choices for their next employer.
- Churn is a significant problem and high cost in retaining people with generalist skills because of opportunities to seek better roles and low barriers to doing so.
- Companies must learn to hire for completely new skills in complex, emerging areas of tech such as customer experience, digital transformation, AI, Data Science, Machine Learning, etc.
- Great recruiters who can keep pace with change and maintain a pipeline of exciting candidates have become extremely rare.

“Technology changes very fast and it can be difficult for humans to keep pace,” said Rachel Ernst, head of employee success at Reflektive. “If a company wants to grow quickly, I recommend focusing on hiring people that are curious, open-minded and are driven to grow. In the end, curiosity and drive far outpace former experience.”

SECTION 1:

What is the Growth Divide?

A recent investigation by the [World Economic Forum](#) discovered that there has been a steady growth in productivity of about 2.6 percent per annum. However, researchers also revealed that output per worker has not matched that pace. According to their findings, the point of friction against faster growth is not the generation of new ideas but bringing them from concept to reality.

Why is it that businesses and the people that support them aren't reaching their potential for reliable growth and innovation?

When business leaders think of growth, they are concerned with earnings, revenue growth, market share, and often times survival. They believe their performance and people management processes are sufficient to support these priorities, yet connected workers have a different set of beliefs and expectations. They want to understand their impact and have resources which will support their own growth and professional contributions.

“The Growth Divide” is how we've termed this gap, defined as the disconnect between what employers see as necessary for sustainable growth with their business operations and intellectual capital and what employees see as necessary for them to contribute, grow professionally, and thrive.

In a study commissioned by Reflektive and conducted by Wakefield Research, the Growth Divide was found to be significantly wider than initially suspected. 94 percent of HR and VP-level operations people surveyed are confident that employees are satisfied with their company's performance review process, while over 60 percent of employees feel the process is outdated, too

Kumud Kokal, head of business systems at Airbnb, is an advocate of real-time feedback and performance management:

“Employees are looking for real-time feedback so that they can grow. They don't want to wait six months or a year for feedback – they want to get it right away,” said Kokal at Bersin's IMPACT 2018 event and following the Growth Divide study announcement.

generic, or incomplete. A further 74 percent of employees feel they would be more effective with more frequent feedback, while 35 percent of employees don't know the impact of their role on the company's overall success.

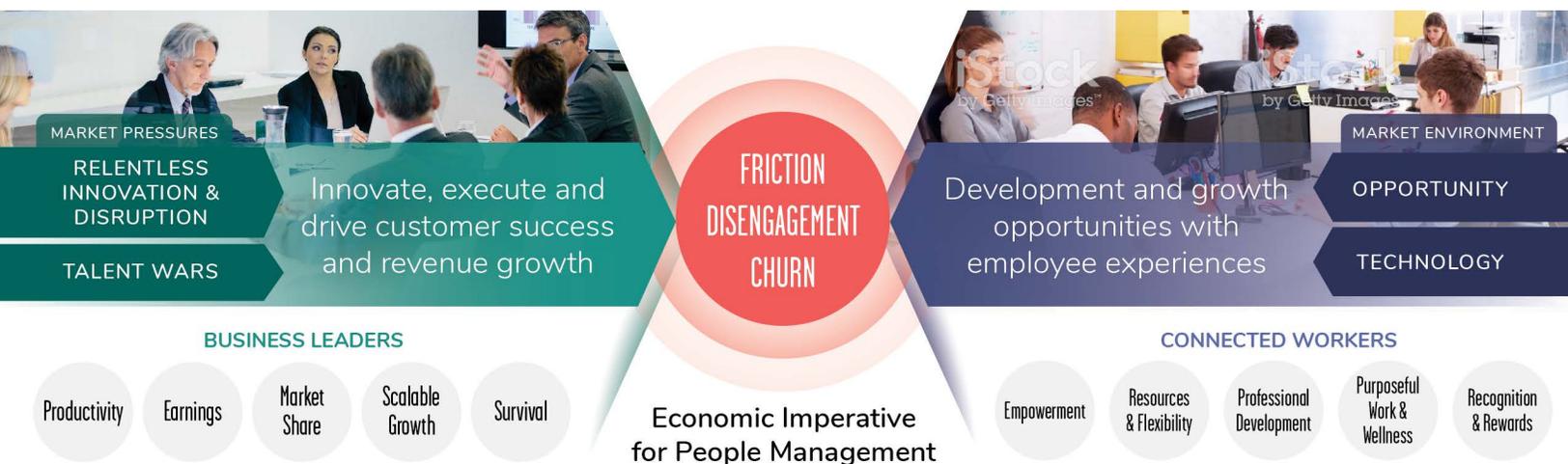
The Growth Divide represents a considerable blind spot for business leaders in unlocking employees' full potential and tying it to organizational goals.

“There are no businesses left that are not people businesses. More than 80% of US stock market valuation is based on brand, IP, and services – which is all dependent on people. Companies that falter, slow, or fall behind always have people or culture problems under the covers – so HR’s role as the curator and sponsor of culture and values is more important than ever.”

JOSH BERSIN
Principal & Founder,
Bersin & Associates

Today's connected, savvy employees want more from their performance management programs. They want to feel empowered, have access to resources and flexibility, continue their professional development, be recognized, and get a sense of purpose from their work. They're dissatisfied with traditional performance management which has failed to modernize and does not reflect their digital and people engagement preferences.

Business leaders must continually innovate, drive customer success, and revenue growth. We've observed that these priorities can often fall into misalignment with those of employees, and it results in friction, disengagement, and churn. The Growth Divide hampers organizational performance and puts companies at risk of losing motivated, skilled talent due to unmet needs and expectations.



SECTION 2:

The Divide in Action

In our current business environment, there is an economic imperative for business leaders to address employees' needs. Left unchecked, the Growth Divide will accelerate and compound existing issues within an organization, leading to serious externalities. More efficient, predictable growth is possible when business leaders accept this mismatch in priorities and begin to make changes.

Barriers to leaving and seeking a new job are low, so employees with a negative experience are likely to move on to another job or into the gig economy, taking with them talent, creativity, intellectual capital, and vital energy. Churn can also cut into long-term business value in terms of competitiveness and differentiating innovation. It's extremely costly and cannot be sidestepped merely with monetary incentives. Bonuses and retirement plans won't keep skilled talent around if they aren't being recognized and supported in their development.

“Analytics and technology are playing their subversive role to catalyze the much bigger cultural shift that is making its way through our organizations. It will fundamentally reshape what HR does.”

For employees and leaders alike, working under a constant sense of urgency is the new normal. To remain competitive, organizations need a growth-minded culture, a high level of agility, real-time systems to sense and respond to market dynamics, and faster methods of feedback and course correction. They need to cultivate new ideas and test them rapidly to continue innovating, which requires better communication and employee engagement. If an idea is showing promise in a pilot program, for example, the right people need to know about it, polish it through real-time feedback, and collaborate quickly to continue building on the initial success.

DR. ANNA A. TAVIS
Ph.D., Clinical
Associate Professor
& Academic Director,
Human Capital
Management Program,
New York University

Innovation itself takes place when people have a high level of autonomy, clarity, insight and motivation.

Empowering employees to be knowledgeable and take calculated risks

means that they can bring their creativity and skills to new heights.

When organizations punish people for perceived failures of new ideas, it means they simply aren't interested in taking the risks that go along with innovation. This signals to employees that they should be afraid of making mistakes, so they will tend shy away from trying anything new.

“What’s made us successful up until now will likely not be what gets us where we need to go. We recognize that the talent that people bring to us is really going to be our sustainable competitive advantage.”

STEPHEN OWENS
Vice President, Talent Acquisition & Leadership Development, Protective Life

SECTION 3:

Investigating the Divide

At Reflektive, the Growth Divide has been on our radar from the beginning. Quantitative and qualitative feedback from our customers showed how much companies could benefit by switching away from antiquated, broken performance management methods. We had pieces of the picture: Employees didn't like annual performance reviews, leaders weren't emphasizing change, and so on.

Yet it became apparent we needed to dig deeper and get a sense of the entire problem. Were we right in envisioning the magnitude of the issue? How could we quantify this unspoken divide and help others to understand it's impact? What information would help people advocate for change in their organization?

We worked with Wakefield Research to answer these questions and more by surveying 500 HR and VP-level (or higher) leaders and 2,000 connected U.S. employees across many industries as well as SMB, mid-market, and enterprise segments. The survey was conducted from February to March 2018, and the margin of error was +/- 4.4% for executives and +/- 2.2% for office professionals. The results are even more significant than we'd predicted and show just how urgent a problem the Growth Divide truly is:

Executives Don't Realize Employees Find Performance Review Process Outdated

94%

of HR and VP-level operations people across industries are confident in their review process

61%

of employees say their review process is outdated

51%

of employees want performance check-ins once a month or more

35%

of employees don't understand how their role impacts the company's success

Employees Want More Frequent Reviews

46% of companies (2 in 5) are currently only using annual performance reviews, whereas more than half (51%) of office professionals would prefer to have performance check-ins at least once a month and 81% would prefer at least quarterly check-ins.

Review Frequency



Frequent Feedback Would Motivate Professionals to Bring Up Issues

94% of office professionals want their manager to address their mistakes and development opportunities in real time, and 74% believe they'd be more proactive in bringing up work problems to their manager if they received more frequent feedback.

Fewer Performance Reviews Can Lead to Communication Barriers

Nearly half (48%) of employees admit they don't feel comfortable raising issues with their boss between formal performance reviews. The percentage among millennials is 54%. More than 2 in 3 (68%) company executives frequently learn for the first time about an employee's concerns during a performance evaluation.

Executives Working Overtime on Annual Reviews

93% of executives spent hours off-the-clock making sure they have the right information for an upcoming annual review—15 hours on average.

58% of executives frequently reschedule or delay employee performance reviews because they don't have enough time to prepare all the necessary materials. 23% have delayed a review for an entire month or longer.

Missed Development Opportunities

More than 2 in 3 (67%) executives admit to having removed negative feedback from an employee's evaluation because too much time had passed to bring it up. That could be why 62% of employees frequently feel the feedback in their performance evaluations is incomplete.

Executives Reveal Top Company Challenges

More than 2 in 5 (42%) executives think talent recruitment and employee growth and development are the main challenges their companies now face, followed by productivity, innovation, profitability, employee retention, and positive office culture.

CHALLENGES EXECUTIVES ARE FACING AT THEIR COMPANY



Performance Review Apprehension Runs High for Millennials

More than half (54%) of employees frequently feel anxious or stressed during their performance review period. Millennials feel even more stressed than their Gen X and Boomer counterparts.

63%

MILLENNIALS

52%

GEN X

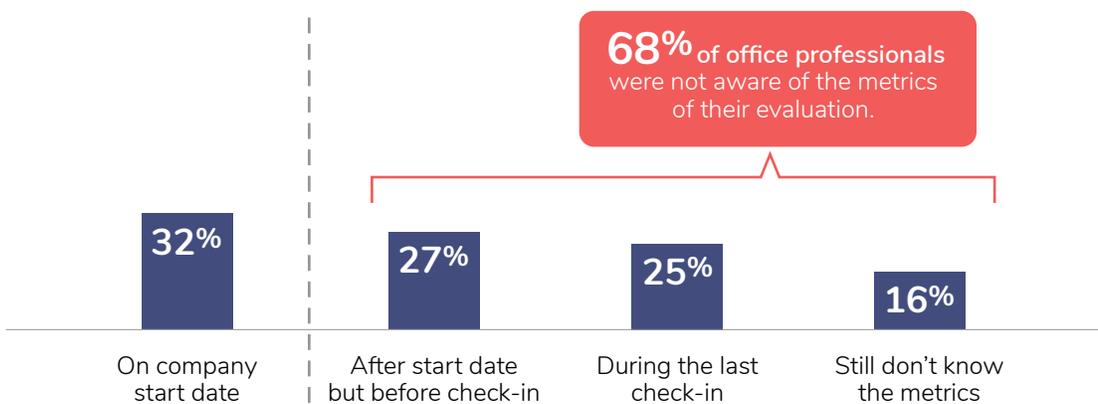
41%

BOOMERS

Employees Aren't Briefed on Performance Metrics Soon Enough

68% of office professionals did not find out the metrics by which their performance would be evaluated right when they started at their company, including 16% who still don't know.

WHEN OFFICE PROFESSIONALS LEARNED THE METRICS THEY WOULD BE EVALUATED ON



Many Employees Don't Know their Contribution

More than a third (35%) of office professionals don't understand how their role impacts the company's success with Millennials having the least understanding compared to their older counterparts.

41%
MILLENNIALS

32%
GEN X

29%
BOOMERS

Executives Hope to Provide More Frequent Check-Ins

43% of executives would like to establish more frequent performance reviews in the next 12 months.

The Cost of Performance Reviews

Executives spend an average of **15 hours** outside the office making sure they have the right information for an upcoming annual review.

EMPLOYERS



Lost Productivity

58% of executives frequently reschedule or delay employee performance reviews because they don't have enough time to prepare all the necessary materials

23% have delayed a review for an entire month or longer

Missed



Development Opportunities

67% of executives have removed negative feedback from an employee's evaluation because too much time had passed to bring it up



EMPLOYEES

Unnecessary Anxiety

54% of employees feel anxious or stressed during their performance review period

MILLENNIAL
63%

GEN X
52%

BOOMER
41%

62% of employees frequently feel the feedback in their performance evaluations is incomplete

68% of office professionals **did not find out the metrics by which their performance would be evaluated** right when they started at their company

16% still don't know

Disengagement

68% of executives frequently learn for the first time about an employee's concerns during a performance evaluation

48% of employees admit they don't feel comfortable raising issues with their boss between formal performance reviews

We've helped 450+ companies transform performance management — will you be next?

Read more: reflektive.com/customers

[See Full Infographic](#)

Our research is sponsored by Reflektive and conducted by Wakefield Research. Learn more at growthdivide.com.

Reflektive

Transforming Performance Management

SECTION 4:

Opportunities to Bridge the Gap

The data behind the Growth Divide may seem alarming, but it reveals valuable opportunities for positive changes which will create measurable impact for the business and employees.

Traditional performance management isn't delivering value in today's climate—for companies or employees. "The primary example of this was the annual performance review," says Rob McClellan, CTO of Reflektive client SmartPak, "For us it was a lot of work, stress, and process that had very little output benefit for the associates; we had no way of knowing if meaningful conversations between employees and managers were happening."

Many of our clients have found traditional performance management too retroactive as well: "[We] wanted to give and receive feedback in a more programmatic way, and focus on future growth rather than past performance," says Jo Dennis, Chief People Officer at Omada Health. Mr. McClellan faced a similar situation at SmartPak: "Reviews often addressed things that happened 14 months before. That didn't fit into the 'speed' aspect of our company values."

Both Omada Health and SmartPak are examples of companies who recognized the urgent need to bridge the Growth Divide and proceeded to do something about it.

Mr. McClellan partnered with HR to implement a pilot program in his IT department and test a different way of doing performance management. From an old-school process, they moved to quarterly check-ins, real-time feedback processes, and agile goal-setting. He expected results, but was pleasantly surprised at how quickly his team supported and engaged with the new system. "I've had such an interesting look into who's leaving feedback," he says, "and that includes many of the more cynical folks on the IT team. If you can get IT to [participate], then just about anybody can."

When Ms. Dennis was talking to the employees of Omada Health, she found people wanted to have a clearer understanding of the expectations the company had for them. “Feedback was really where it started,” she says. “Timely, actionable feedback needs to come from the people you’re working every day with.” Omada Health was able to use technology to transform their feedback process into a lightweight, real-time system which blends easily into their workflow.

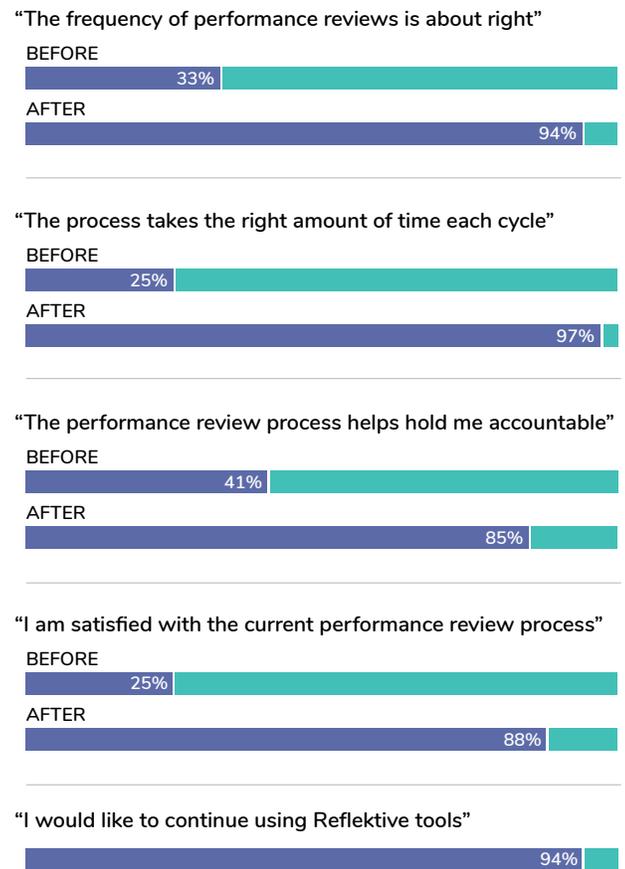
Going through the effort to change performance management has been worth it for business leaders and employees alike. At Omada Health, three big metrics have moved, including a 13 percent increase in the feedback from employees on the quality of their people management, and a 6 percent improvement in the quality of feedback. SmartPak saw 25 percent employee satisfaction with the review process move to 88 percent after they modernized their processes. Beforehand, 33 percent of employees were happy with the frequency of performance reviews and 25 percent felt the process took the right amount of time. Those metrics have risen dramatically, to 94 percent and 97 percent, respectively.

“I get so much more visibility as to all the great things that are happening at SmartPak, and I can reinforce those behaviors digitally, as well as in person,” says Mr. McClellan. “Our growing ENPS reinforces that we did the right thing.”

By digitally transforming the way they do performance management, these organizations have successfully increased productivity, responsiveness, and communication to drive scalable growth. As Mr. McClellan explains, “We’re helping each other out and sharing knowledge together.”

“Instead of thinking of HR as human resources, professionals in this space need to think of themselves as being in the business of human transformation.”

JACOB MORGAN
Author & Speaker



SECTION 5:

Best Practices and Playbook for Action

A Simple Playbook for Action:

Change efforts to bridge the Growth Divide require key players to team up and collaborate: An HR leader should be involved in any people-focused initiative, along with IT for implementation, an executive sponsor, and a people manager who can champion the effort in their department. The executive sponsor could be a CEO, CFO, VP of Ops, or the same CHRO/HR leader who will partner with the people manager champion for their work on the ground.

- 1. Conduct Initial Research:** Gain a thorough understanding of how your current performance management process is being perceived at your organization. Assess if it is fulfilling its purpose, which tends to be driving high performance. By surveying and conducting key stakeholder interviews, learn what specific components are/aren't working in order to create a baseline view of the current situation.
- 2. Envision Success:** Establish a vision for what purpose you want your performance management program to serve in the future. This strategic thinking should include key decision makers (with influencing and veto power), select managers, and representative employees. The picture of where you would like to go and how you talk about it should be compelling to all parties involved.
- 3. Design your Performance Program Components:** Now that you have a starting point and a future vision, it's time to design each part of your program. Build out how you want your goal creation and communication process to work (cascading, bottoms up, etc), frequency of review conversations, content of review conversations, development planning, how you want calibration structure to work, and expectations of giving and receiving feedback across the organization.

4. **Create an Action Plan:** Develop a project plan with goals, deadlines, and milestones to secure support. Ensure your plans directly address pain points from employees your research has uncovered.
5. **Prepare a Test Program:** Educate and prepare a test group with skills they will need to use new tools and be more engaged in the performance management process. Employees may need training to request and provide constructive feedback, while managers may need guidance on handling more frequent touchpoints with their reports.
6. **Run a Pilot Project:** Introduce changes in a pilot group and drive adoption with resources and active dialogue. Observe your vision in the wild and keep note of any points of friction.
7. **Look to Scale Up:** Monitor and measure results of the pilot project to inform the next steps to take. Present the findings from the pilot, identify key learnings, decide on any tweaks, and obtain resources for full-scale roll-out.
8. **Prepare for a Larger Implementation:** Deepen your action plan using the lessons from your pilot, whether it is adding real-time feedback tools to existing systems and changing incrementally or completely renovating your processes.
9. **Launch and Ongoing Support:** Roll out the new program and tools across all applicable groups. Support engagement with the new program through ongoing education, support resources, and ensure that leadership models new behaviors.
10. **Actively Monitor:** Over time, continue to assess the information generated by your new performance management processes. Strive to keep checking the pulse of your employees' satisfaction on a regular basis and make course corrections as needed.

[Learn More About Managing Change in Your Organization](#)

General Best Practices from Our Experts:

Update Performance Review Processes and Recognition:

Employees are overwhelmingly unsatisfied with their performance management and recognition programs. While 94 percent of executives in our survey expressed confidence in their current review process, over 60 percent of employees feel the processes at their organizations are too generic, infrequent, and often incomplete. This should be a wake-up call for leaders to move towards modern processes which align all of the factors that impact employee experience (feedback, compensation, benefits, recognition, etc) at the fast pace we all operate under today.

Encourage Two-Way Dialogue:

Increasing the frequency of check-ins and dialogue about performance is also essential to growth. An agile organization needs equally fast communication for leaders to keep abreast of problems and opportunities. 74 percent of employees say more frequent feedback would help them be more effective and more likely to bring issues up to their superior. Quarterly check-ins are one way to meet this need for employees and keep them on-track while identifying barriers to growth for the organization.

“The data from across many industries confirms what we’ve been innovating for since 2014: Business performance and employee success hinges on real-time, ongoing feedback among leaders, managers, and employees.”

RAJEEV BEHERA
CEO of Reflektive

Adopt a Real-Time Feedback Style:

A substantial 94 percent of employees want their mistakes or opportunities for development addressed immediately. Feedback isn't useful to employees or an organization when it comes once a year and addresses problems retroactively. By moving to real-time feedback systems, employees can develop their skills rapidly while staying in-tune with the organization's needs. They form more meaningful bonds with their boss, which leads to better collaboration, less churn, and higher engagement.

Create Ongoing Development Opportunities:

Leadership and Development programs are an effective way to deepen employees' skills and help them keep up in an ever-shifting business climate. Employees recognize this and are hungry to participate: 40 percent of employees surveyed wanted leadership and professional development

programs such as coaching, seminars, and workshops. To meet their needs and aid retention, businesses should not only deliver learning for their people's current roles, but the next stages of their career path.

Clarify to Employees How they Drive Success:

Everyone wants to find meaning in their work. However, 35 percent of employees do not know the impact of their roles on the company's overall success, which means a failure of businesses to align goals on the individual, team, and organizational levels. The Millennial generation is now the largest part of the workforce, and this percentage is even higher in their demographic at 41 percent. To provide a sense of clarity and purpose, managers should work with their reports to create individualized goals which track directly to company strategy and communicate about their reports' impact on an ongoing basis.

Try a Pilot Program:

If you are encountering friction in your efforts to bridge the Growth Divide, a pilot program can be a great starting point to demonstrate value. Pilot programs are effective in a variety of departments, and can be championed by any business leader passionate about change. For example, at SmartPak doing the pilot in the IT Department allowed Mr. McClellan to easily implement new tools since IT would be performing that function in a wider roll out.

“HR staff must take a broader view of talent development... This includes helping employees develop the skills they need for their job but also working on career development, workplace design, recognition, learning and development, and retention. And, we must not forget well-being including employees' physical, financial and emotional health. It's a tall order but in today's environment, organizations that are embracing these areas are finding greater employee engagement and longer employee retention.”

CLAIRE SCHOOLEY
Consultant on Learning, Recruiting,
and Employee Engagement

SECTION 6:

Conclusion

The Growth Divide is an urgent challenge to take on, and this is an opportune time for HR and business leaders to make impactful, energizing change using contemporary practices and technology. With the hard evidence against traditional performance reviews, we can see that these changes will make a major positive difference in the employee experience, while opening the door for sustainable growth. Engaged, innovative people are instrumental in maintaining the vitality of an organization and spurring success.



Rachel Ernst of Reflektive discusses the Growth Divide Study



Watch the on-demand **Growth Divide Webinar** to learn more

Keep up with our latest insights and research on growth at the **Reflektive blog**

Explore related resources at **GrowthDivide.com**

Contribute to the conversation using **#GrowthDivide**

SECTION 7:

About and Acknowledgements

About the co-authors



Rajeev Behera

Founder & CEO

[@RajeevBehera](#)

Rajeev Behera is co-founder and CEO of Reflektive, where he leads the company's innovation, investment, growth and business development strategies, as well as sets the tone for culture. His drive to make Reflektive the gold standard in employee-centric organizations where people love coming to work every day has earned the modern performance management startup “Best Places to Work in the Bay Area” accolades and a five-star Glassdoor rating.

With a keen sense of what it takes to evolve performance management from a cumbersome annual event into a lightweight, real-time, agile process, Behera has not only guided the company in raising \$102 million from Lightspeed Venture Partners, Andreessen Horowitz, and TPG Growth in the last 4 years, but he has also overseen its rapid staff expansion from 20 to 170+ employees with a global presence in the last year alone. Under Behera's leadership, Reflektive has become the performance management solution of choice for over 450 of the world's best places to work.

Prior to launching Reflektive, Behera spent over 3 years as Director, Mobile Product at Disney Interactive, honing his people-centric and interactive design vision. There, he built and managed Disney's first free-to-play mobile product development unit and oversaw the development of 4 iTunes Top 10 iOS applications. Before Disney, he spent more than 5 years in the digital marketing space at Tumri, Like.com, Adteractive and NexTag. A graduate of University of California, Berkeley, Behera is a sought-after speaker, author and subject-matter expert in employee engagement, performance management, company culture and real-time feedback strategies in HR.



Rachel Ernst

Vice President of Employee Success

[@RachelErnst17](#)

Rachel Ernst is VP of Employee Success at Reflektive, overseeing human resources, recruiting, and office management. Ernst also builds knowledge for Reflektive’s customers on change management, goal management, check-ins, real-time feedback, and employee engagement polling. She is passionate about evolving the performance management ecosystem to fulfill its ultimate goal of inspiring high performance through ongoing, real-time feedback.

Ernst’s passion for leadership stems from starting and participating on a Board of Directors for a women’s college organization. Her work there inspired Ernst’s interest in a career which entails regular coaching, listening to and facilitating action on employee feedback, and working to build effective, cohesive leadership teams.

Before joining Reflektive, Ernst spent 3+ years at Quantcast, leading its learning and development team and people partnerships and operations with a focus on coaching, individual growth, and leadership development. Prior to that, she served as Director of HR for 4 years at Fidelity Investments. Ernst earned a BA in International Relations and German at University of California, Davis and an MBA in International Business at the Brandeis International Business School.



Erick Mott

Head of Communications

[@ErickMott](#)

Erick Mott leads Reflektive’s corporate communications strategy and team including analyst relations, public relations, and executive communications programs which create brand awareness and thought leadership. Mott collaborates with a wide range of executives, customers, partners, analysts, press, and industry thought leaders to research, create, and communicate ideas, insights, and stories which help drive customer success and sustainable revenue growth.

Prior to joining Reflektive, Mott was a full-time consultant, blogger, and

speaker drawing upon his deep experience as a marketing leader and revenue-generating entrepreneur with business technology, professional services, and consumer products. Mott earned a BS in Business Administration at Notre Dame de Namur University.

Insights from:

Josh Bersin, Principal & Founder, Bersin & Associates, [@Josh_Bersin](#)

Kumud Kokal, Head of Business Systems, AirBnB, [@KumudKokal](#)

Dr. Anna A. Tavis, Ph.D., Clinical Associate Professor & Academic Director, Human Capital Management Program, New York University

Stephen Owens, Vice President, Talent Acquisition & Leadership Development, Protective Life

Rob McClellan, CTO, SmartPak

Jo Dennis, Chief People Officer, Omada Health

Jacob Morgan, Author & Speaker, TheFutureOrganization.com, [@JacobM](#)

Claire Schooley, Consultant on Learning, Recruiting, and Employee Engagement, [@SchoolCW](#)

About Reflektive

Reflektive is a leader in providing innovative, real-time performance management and analytics solutions for HR leaders and their agile organizations. Founded in 2014, Reflektive securely delivers Real-Time Feedback and Requests, Goal Management, Performance Reviews, Check-Ins and analytics applications in the cloud for more than 450 clients worldwide including AAR, Blue Origin, Comcast, Dollar Shave Club, Healthgrades, Instacart, Wavemaker Global, and Protective Life. Based in San Francisco, Reflektive has secured funding from Andreessen Horowitz, Lightspeed Venture Partners and TPG Growth and was recognized in Gartner's 2017 Cool Vendors in Human Capital Management report. Reflektive's mission is to create the first people management platform built to help employees reach their full potential.

For more information, visit www.reflektive.com.