15Five Offers LiveIntent Greater Transparency and Tracking Around Company Objectives

The role of modern HR teams delves far deeper than it did a generation ago. Hiring, on- and off-boarding, performance management, culture, and the list goes on. HR challenges are especially present at high growth companies like LiveIntent, where expanding headcount and scaling of operations is helping them to redefine email marketing for businesses.

Abby Hamilton and Caitlin McCann, LiveIntent's VP and Manager of People Development, along with LiveIntent's Business Operations team, recognized the need for improved internal communications during this growth phase.

In particular, employees felt out of the loop when it came to understanding what other teams were working on and how these efforts collectively laddered up to company goals. Caitlin and the

Business Operations team partnered up and began their search for a tool to unify everyone around overarching objectives, provide visibility, and keep more organized records of performance. Functions to accomplish this up to that point were loose and consisted of 2 platforms:

- **Namely: People Ops utilized Namely's HR software tool for managing LiveIntent's employee directory and performance reviews. The platform ended up being too costly, particularly since they weren't leveraging all of its potential capabilities.**

- **Google Forms: As an interim tool between Namely and a long-term solution, the team turned to Google Forms. Unfortunately, this wasn't designed to be a viable review tool. The highly manual processes (compiling and exporting data, following up with managers... etc.) led to a great deal of wasted time**

Spurred on by LiveIntent's CEO, who became excited about finding new ways to measure accountability, HR decided to introduce a bona fide OKR system. This would offer greater transparency into corporate objectives as the basis for that accountability. And, with administrative tasks becoming more automated, it would also allow more time for strategic optimization of People Ops processes.

Initial success breeds steady expansion

Abby and Caitlin first implemented 15Five's OKRs with the product and engineering teams since most of the feedback they received centered around what was happening in these departments. This introduced a new level of transparency into both team and individual workflows as well as contributions to the broader company.

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> **I like the ease of use. To easily be able to say to our CEO we're at 88% completion rate without having to do a ton of research or run a bunch of reports I think is excellent."**

Based on the positive results of this test run, Abby and Caitlin knew it made sense to roll 15Five out to the rest of the organization a few months later. They quickly found that people enjoyed publicizing what they were working on and department, team, and individual goals. This cemented 15Five as OKRs system for all levels of the enterprise.

Next, Abby and Caitlin explored 15Five's complete performance management suite:

- **Performance Reviews: The team has found this tool far more intuitive and convenient than previous methods. Push notifications, nudges, and completion percentages for semi-annual reviews are all in one place and consist of one-click steps, making the entire process much more manageable.**

- **High Fives: LiveIntent combines 15Five's employee appreciation tool with Slack, and bi-weekly town halls now regularly feature High Fives to publicly praise key contributions from various individuals.**

- **1-on-1s: 15Five's 1-on-1 functionality has been spreading. Managers are becoming more and more aware of how this improves communication with direct reports and is an invaluable tool to keep projects on track.**

• **Peer Reviews:** When they saw how well-received peer reviews were on the leadership and manager levels, Abby and Caitlin introduced it elsewhere to make performance management even more all- encompassing. Employees now welcome input from their peers to complement manager feedback.

Having previously taken on the bulk of LiveIntent's day-to-day HR processes, Caitlin appreciated the new direction more than most. "15Five is drastically better. It's so much more intuitive and all in one place, which is very helpful and gave us a better idea of how we were doing as a company overall."

Positive experience leads to full buy-in

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LiveIntent's partnership with 15Five is just under 2 years old. Although hard data on productivity and participation is forthcoming, feedback so far has been highly positive throughout the organization.

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> **You can't underestimate the power of the pulse. We use 15five to give employees a way to be heard and to have a voice."**

All of the software's tools have been universally accepted, but certain features have particularly resonated among the group:

• **OKRS:** Formalizing objectives allows teams to strike a better balance between establishing challenging-enough goals and subsequently achieving them. It also improves accountability in quarterly leadership meetings, in which they can celebrate what they've just accomplished while setting goals for the following quarter.

• **Reviews:** People appreciate the opportunity for feedback calls after the reviews. For HR, the ability to send quick email reminders at the click of a button rather than having to spend significant time on individual outreach has been a boon to efficiency.

• **Best-Self and Private Manager Questions:** HR uses these to improve survey templates and identify employees who need more development. VPs and managers are also seeing how the process comes full circle when reporting on top performers.

World-class service

Beyond a well-designed product, LiveIntent is very pleased with 15Five's Customer Success team. This has been a pain point with some of their other partners, but they've enjoyed the high level of service 15Five offers in the way of energy, responsiveness, and openness to feedback. It comes as no surprise, then, that LiveIntent has found a one- stop shop for HR support. As Abby sums up, "It's all housed in 15Five for us, we're not using any other system."

> **The ability to document means you can easily revisit and have ongoing discussions about objectives, which is great from an accountability perspective."**

About 15Five

15Five is a continuous performance management solution that helps employees grow and develop, in just 15 minutes each week. Through a lightweight weekly check-in, 15Five delivers everything a manager needs to impact employee performance, including continuous feedback, objectives (OKR) tracking, recognition, 1-on-1s, and 360° reviews.

To learn more, visit **www.15Five.com**