



David Hassell

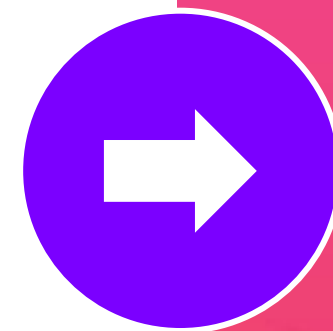
Co-Founder & CEO
15Five

“ Half the money I spend on advertising is wasted; the trouble is, I don't know which half.

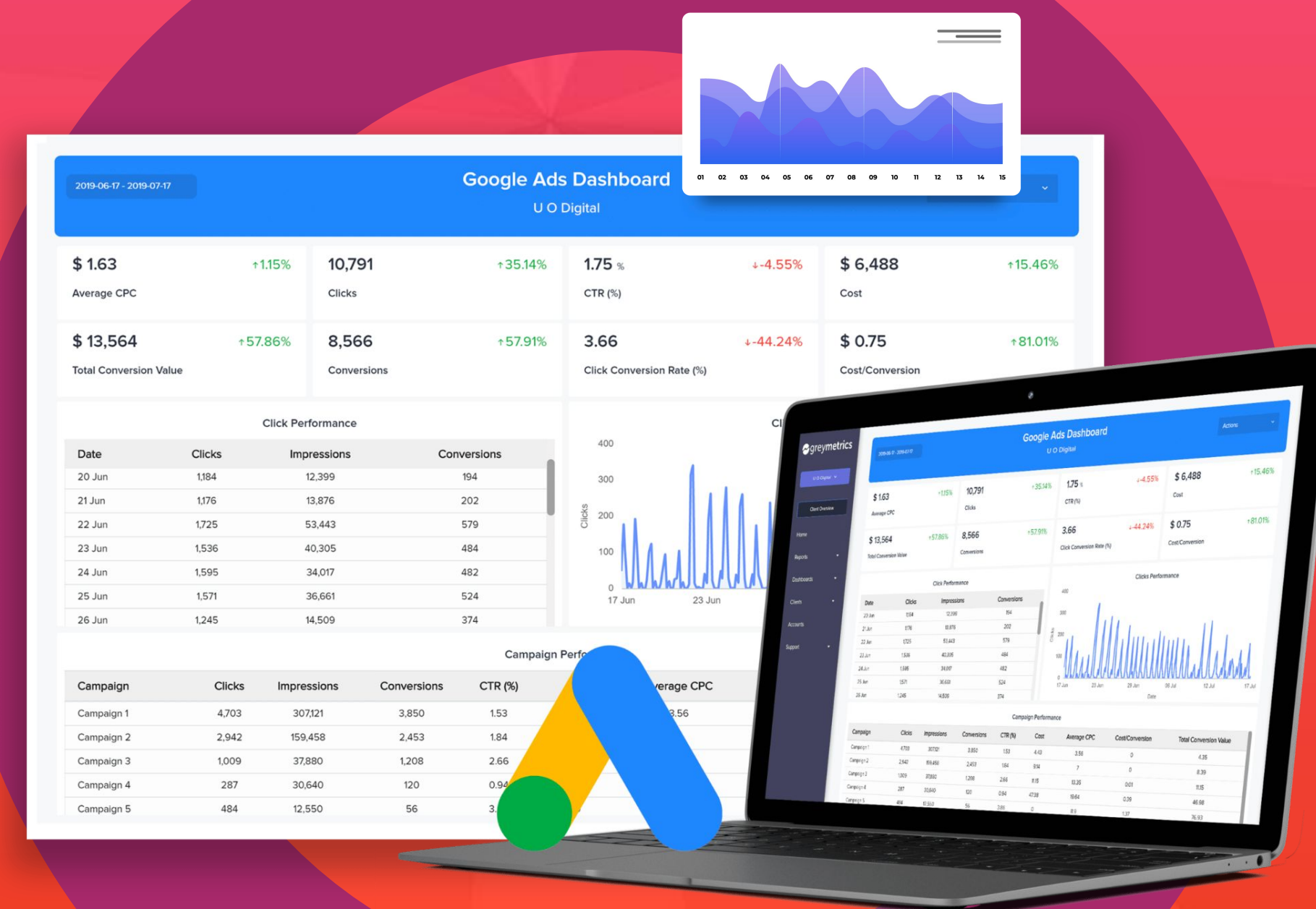
John Wanamaker
US Department Store Merchant (1838-1922)



Marketing went from guessing and hoping...



...to measuring and proving.

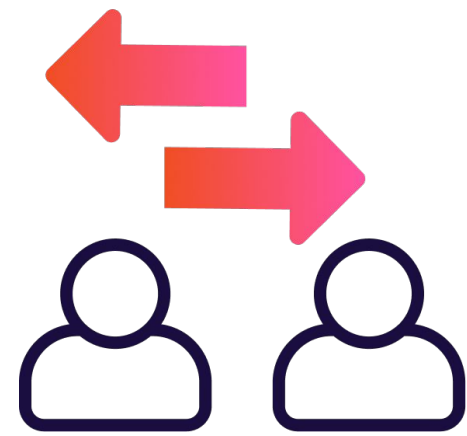


**Technology has helped transform
profession after profession
from tactical to strategic.**

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profession after profession
from tactical to strategic.**

HR is next.

The expectations HR leaders face are more intense than ever.



**Employee
Expectations**



**HR Stuck
In The Middle**



**Business
Pressures**

Strategic HR leaders don't just improve their perception.
They improve their businesses.

-14%

Decrease in HR
and Business
Outcomes

Compliance HR

-2%

Decrease in HR
and Business
Outcomes

Middle HR

+15%

Increase in HR
and Business
Outcomes

Strategic HR



Source: 26th Annual Sapient Insights HR Systems Survey



● Compliance HR ● Middle HR ● Strategic HR



Retention of top talent

Employee engagement

Productivity

Market share

Innovation

Profitability



Source: 26th Annual Sapient Insights HR Systems Survey



Why shouldn't HR have its
own strategic platform?



Dr. Jeff Smith

Head of Product

15Five

You know how impactful effective performance management could be.

Disengaged teams are

23%

Less profitable

18%

Less productive

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Less productive

It costs

50-200%

of an employee's
annual salary to
replace them

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Disengaged teams are

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Less productive

It costs

50-200%

of an employee's
annual salary to
replace them

A full

70%

of the variance in team
engagement is
influenced by
the manager

You've heard these things for years.



Managers matter.

Managers matter.

**HR should be strategic, not
administrative.**

Managers matter.

**HR should be strategic, not
administrative.**

Data-driven decisions are ideal.

**But you've never
had a reliable way
to consistently act
on them.**



Most performance management systems don't actually manage performance.

They barely measure it.

New OKR
Philosophies

Manager
Mandates

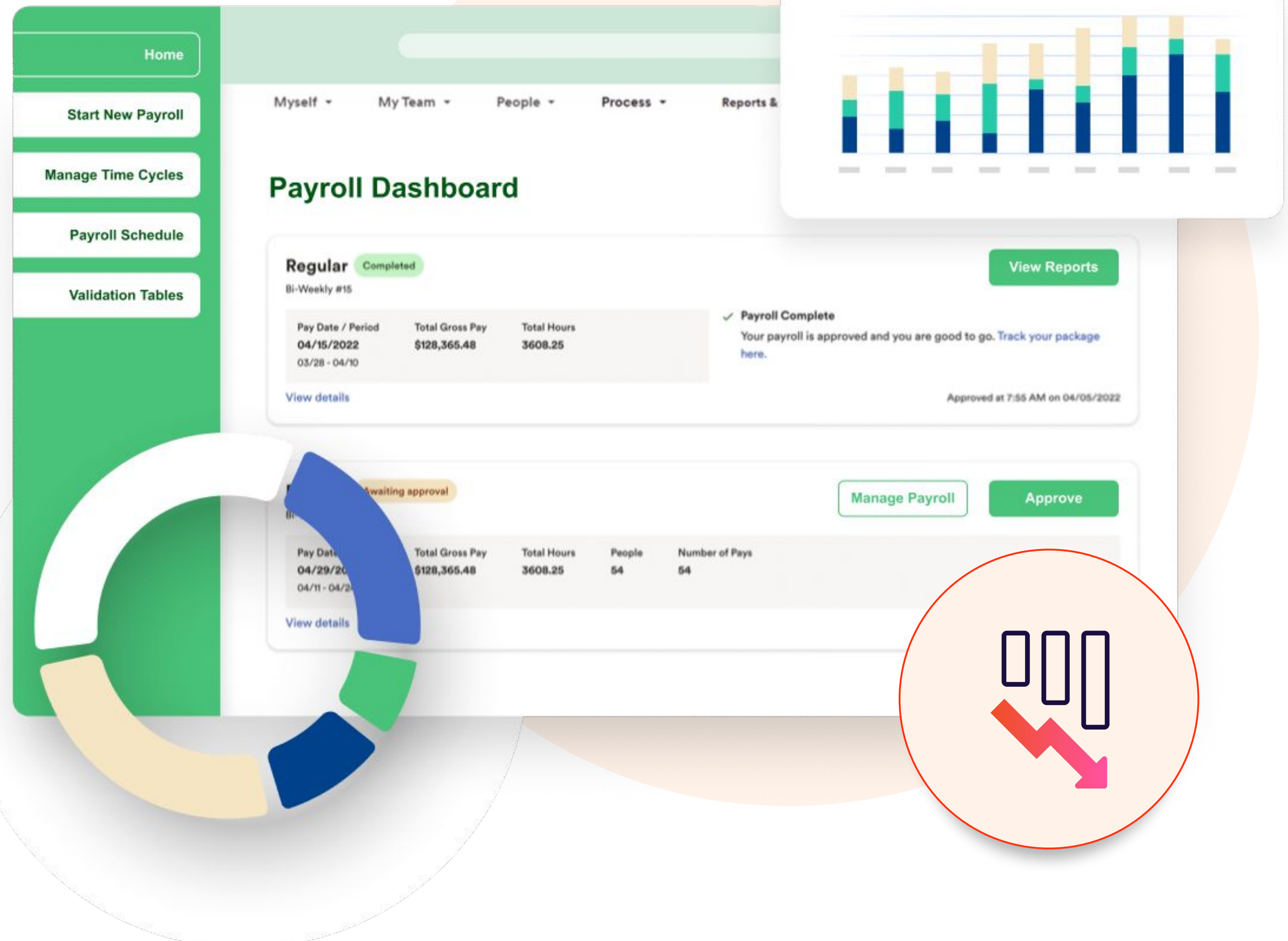
Employee
Surveys

Annual
Reviews

More
Frequent
1:1s

It's too common
to start with
HR tactics
instead of
desired
outcomes

HR leaders are turning to their HRIS to deliver the outcomes it wasn't built for





You need managers and employees to actually buy in

Getting performance management right is no small task



You need managers and employees to actually buy in



You need a way to drive change that can scale

Getting performance management right is no small task



You need managers and employees to actually buy in



You need a way to drive change that can scale



You need a way to measure progress

Getting performance management right is no small task



You need managers and employees to actually buy in



You need a way to drive change that can scale



You need a way to measure progress



You need to connect actions back to business outcomes

Getting performance management right is no small task

15Five is evolving to help HR leaders actually deliver on performance management's promise:

**Driving positive outcomes.
For your people *and*
your business.**

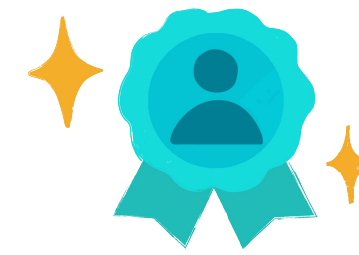


Your HRIS is a
system of record.

15Five is a
system of *action*.



Built to drive *action*
and *impact*.



**Maximize Employee
Performance**



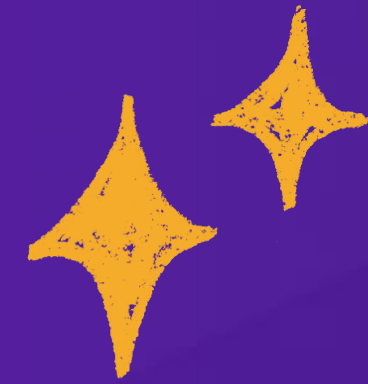
**Increase Employee
Engagement**



**Decrease Regrettable
Turnover**

That's the promise of

The HR Outcomes Flywheel



What does HR need to accomplish to support our business goals?

1. Outcomes

2. Signals

3. Insights

4. Recommendations

5. Actions



Measure drivers
of these
outcomes.

1. Outcomes

2. Signals

3. Insights

4. Recommendations

5. Actions



1. Outcomes

4. Recommendations

2. Signals

5. Actions

3. Insights

Easily identify opportunities to make the biggest impact.



Choose a data-driven plan aligned to your organization.

1. Outcomes

2. Signals

3. Insights

4. Recommendations

5. Actions



1. Outcomes

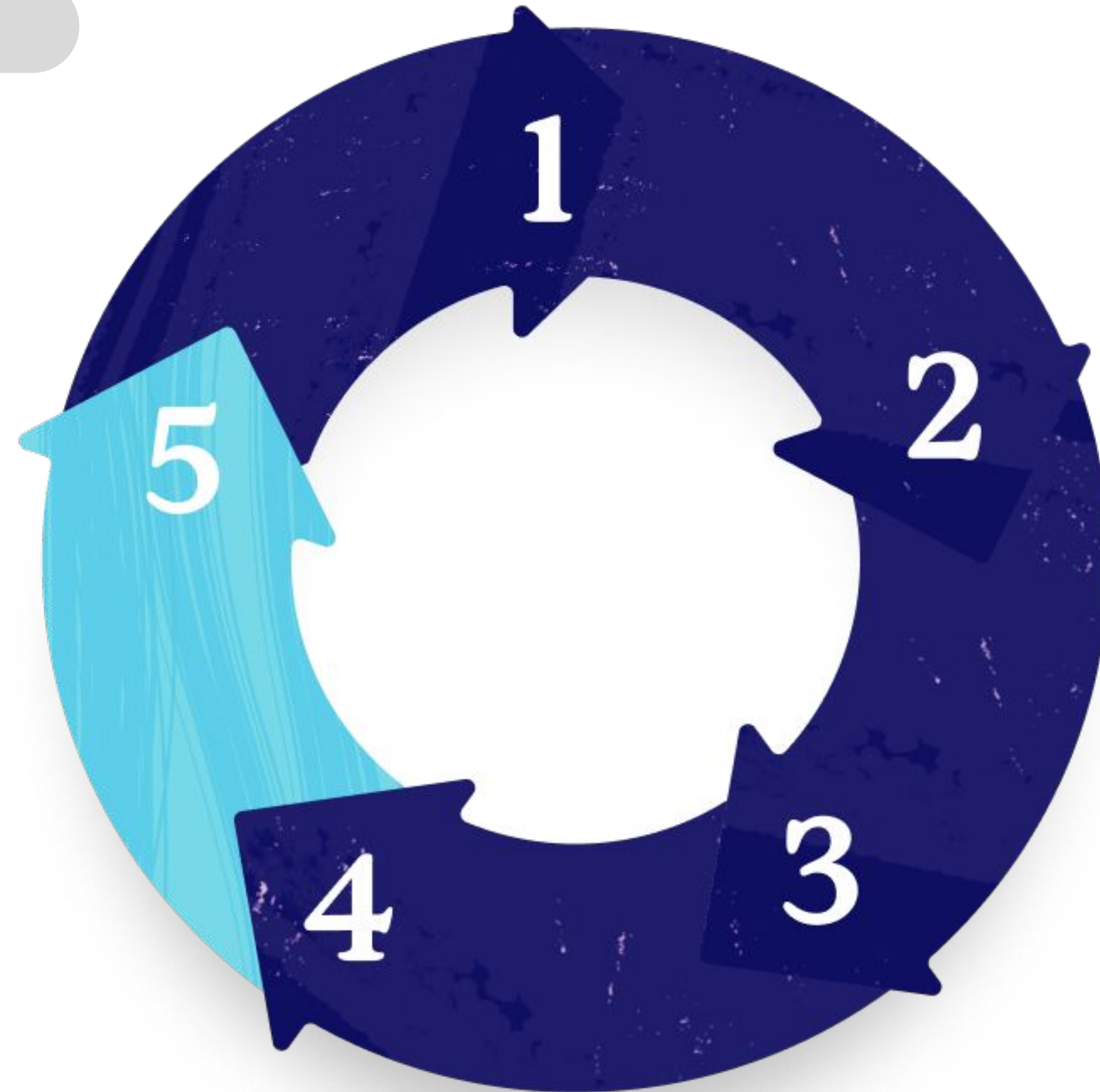
4. Recommendations

2. Signals

5. Actions

3. Insights

Take the right actions, at scale.



Measure the
impact + repeat.

1. Outcomes

2. Signals

3. Insights

4. Recommendations

5. Actions



The HR Outcomes Flywheel is the future of strategic HR

1. Outcomes

What does HR need to accomplish to support our business goals?

2. Signals

What's going well and what can be improved?

5. Actions

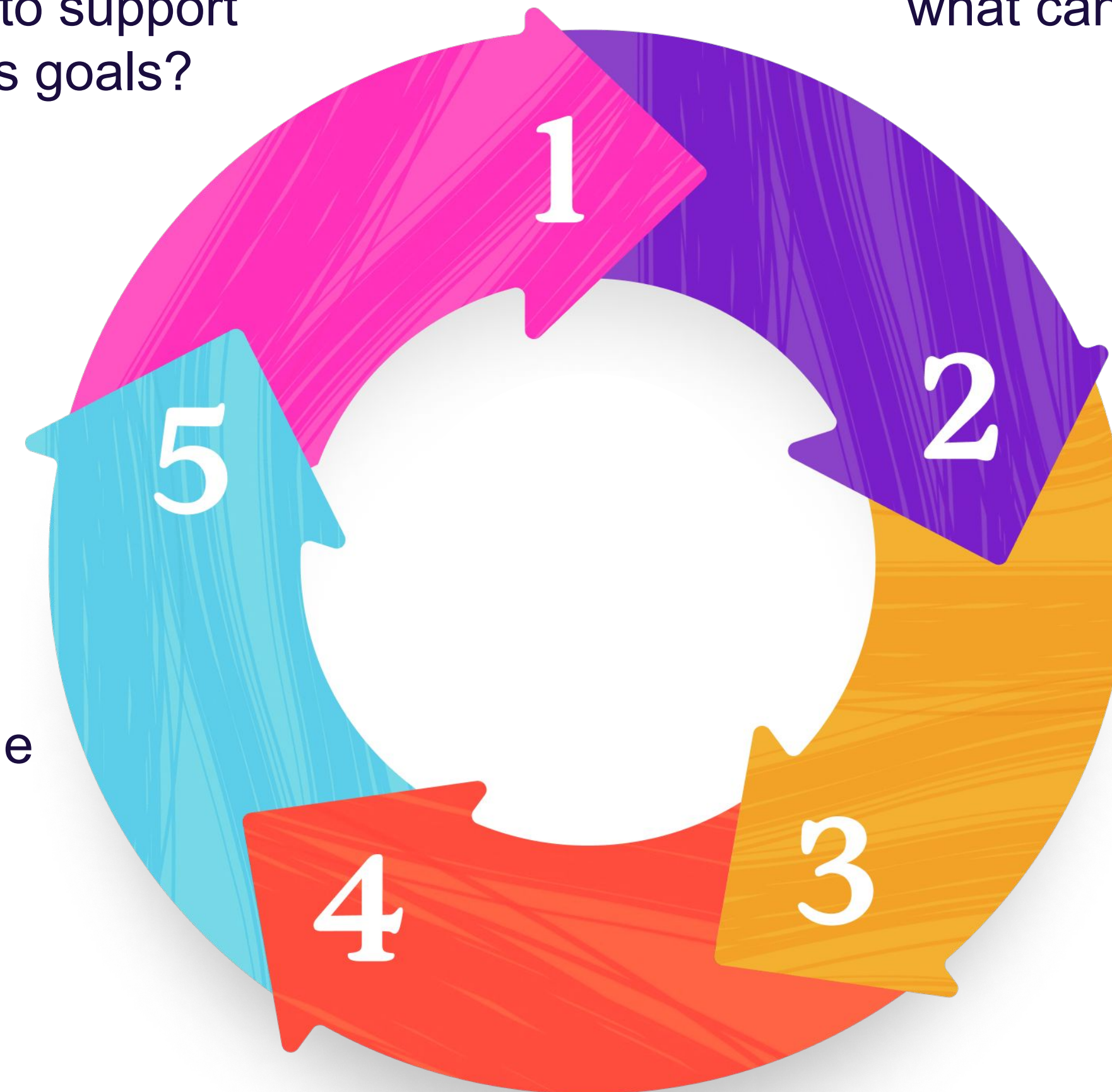
How do we scale this through managers?

3. Insights

Where should we focus our energy?

4. Recommendations

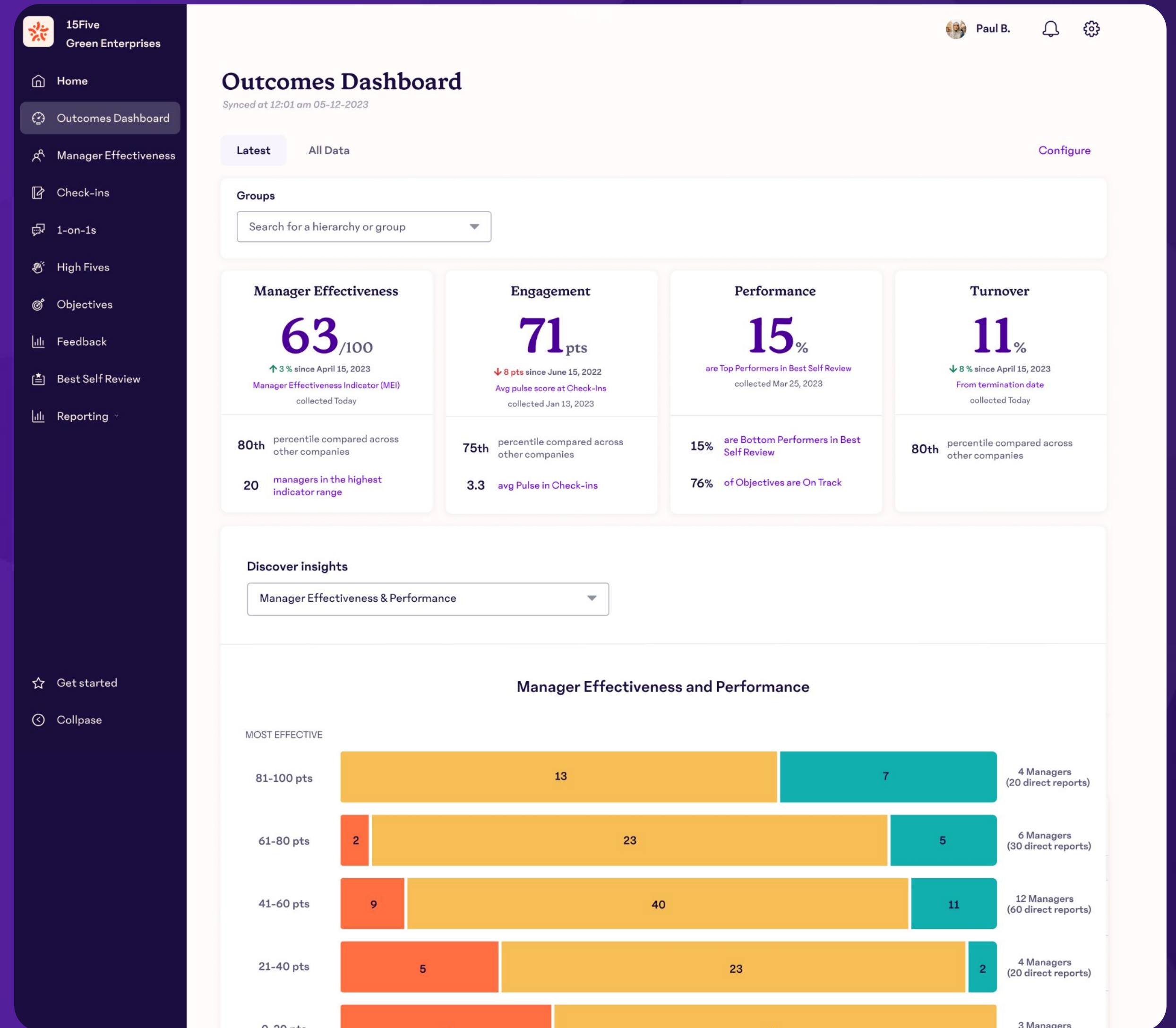
What should we do?



The flywheel scales strategic HR



The HR Outcomes Dashboard and Manager Effectiveness Indicator are the foundation.



HR Insight Themes



Productivity

Improve Performance
with a focus on
Productivity



Feedback

Improve
Performance with a
focus on Feedback



Goals

Improve Performance with a
focus on Goals



Career Growth

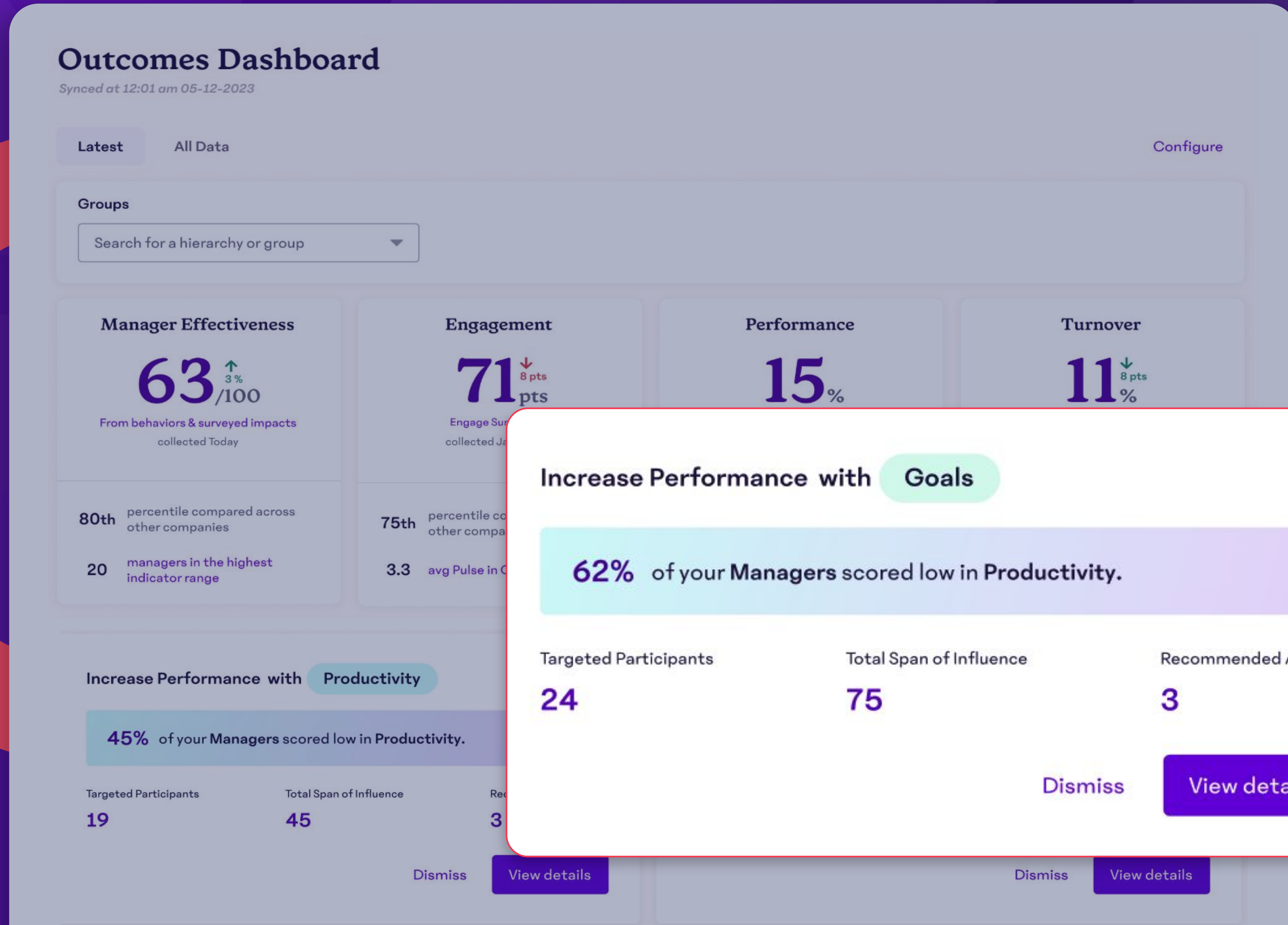
Improve Retention with a
focus on Career Growth



Teamwork

Improve Engagement
with a focus on
Teamwork

More Robust Insights



More Robust Insights

15Five Green Enterprise

Home
Outcomes Dashboard
Manager Effectiveness
Check-ins
1-on-1s
High Fives
Objectives
Request Feedback
Best-Self Review®
Engage
Reporting

Marilyn

Manager Effectiveness Indicator

Summary Factors Compare [Configure](#)

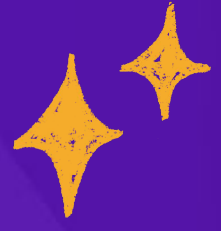
MEI Factors Compare by: Manager

Value range 100 - 81 80 - 61 60 - 41 40 - 21 20 - 0

Manager	MEI	Setting Goals	Objectives usage	Self-Management	Supporting Career Growth	Check-in usage	Demonstrating Business Acumen	Enabling Productivity	High Fives usage	Rev
Big Cats LLC.	98	90	84	94	65	95	36	40	23	
Jerome Bell Sales Manager	91	89	97	96	80	74	81	39	22	
Kathryn Murphy Sales Manager	66	66	92	86	68	69	55	27	0	
Floyd Miles Sales Manager	63	71	73	77	76	44	55	59	26	
Darrell Steward Sales Manager	60	78	62	54	45	41	47	34	39	

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Brian Deyo

Sr. Staff Product Manager
15Five

New OKR
Philosophies

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Employee
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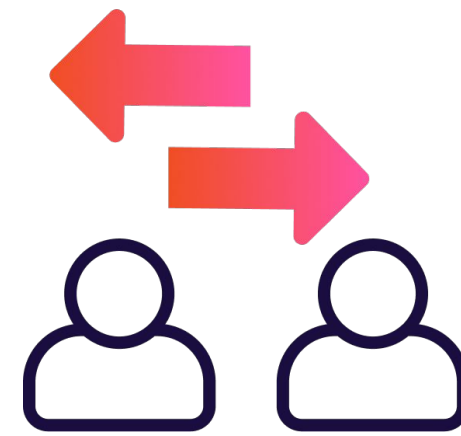
More
Frequent
1:1s

How can we end
the chaotic list
of tactics that
frustrate and
burn out
managers + HR?

Three critical problems we want to address



**No unified system
of action analysis**



**No single place for
manager focus**



**No bulk actions to
intentionally guide**

Actions that impact outcomes, all in one place

4 recommendations

Actions with my team

This week Next week All Completed

Discuss role clarity going into the new quarter

Press ENTER to save

B I [List Icon] [List Icon] [Link Icon] [Lock Icon] [Comment Icon]

✓ Check-in task: Facilitate workshop with team and do...
System action Only visible to...

My summary

Next action due	Talking points added	Next 1-on-1 date	Goals on track
Today	0	Oct 3	75%

My actions ✓ 6 actions completed today

This week Next week All Completed

+ Create an action

- ✓ Review tickets Sep 20 Blocker [Avatar] [Comment Icon] [More Icon]
- Write manager review Today Best Self Review [Avatar] [Comment Icon] [More Icon]
- ✓ Discuss role clarity Tomorrow Discussion [Avatar] [Comment Icon] [More Icon]
- ✓ Check-in task: Facilitate workshop with team and do ... Due Wed Discussion [Avatar] [Comment Icon] [More Icon]

Show more

Actions Demo

Let's see how it works!



Actions



**New
Insights**

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Emily Diaz

Vice President, Transform
15Five



How can we make every manager effective, with the highest ROI?

The right education & coaching at the right time



I can help you with some 1-on-1 skills. Where should we start?

Welcome to 15Five's Transform Microlearning!
Up your leadership game, help your teams make an impact, and grow your career. Explore our bite-sized, researched backed video resources.

Learn more about having meaningful 1-on-1s from one of 15Fives Transform Coaches.

Hard Conversations Made Easier
Better Decision Making: Bias & Analysis
Hard Conversations
Launch Better Decision Making
Goals That Matter
Driving Psychological Safety with Role Clarity
Setting Goals That Matter with OKR's
Driving Psychological Safety with Role Clarity
Goals
Launch Driving Psychological Safety

Give a summary about a direct report

Recommend talking points

Summarize last 1-on-1



15Five Transform

Training and coaching for modern leaders.



Luminary Content

Learning journeys with
world-renowned leaders.

Supercharging the 15Five Transform Programs with Industry Luminaries



**Dr. Beverly
Kaye**



**Ellen
Burts-Cooper**



**Marshall
Goldsmith**

From Insights... to Actions

Outcomes Dashboard

Synced at 12:01 am 05-12-2023

Latest All Data Configure

Groups

Search for a hierarchy or group

Manager Effectiveness

63 ↑ 3% /100

From behaviors & surveyed impacts collected Today

80th percentile compared across other companies

20 managers in the highest indicator range

Engagement

71 ↓ 8 pts pts

Engage Sur collected J

75th percentile co other compa

3.3 avg Pulse in C

Performance

15%

Turnover

11 ↓ 8 pts %

Increase Performance with **Goals**

62% of your Managers scored low in Productivity.

Targeted Participants	Total Span of Influence	Recommended Actons
24	75	3

Dismiss View details

Increase Performance with **Productivity**

45% of your Managers scored low in Productivity.

Targeted Participants	Total Span of Influence	Rec
19	45	3

Dismiss View details

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Leah Hahn

Sr. Product Manager
15Five

Managers matter.

Managers matter.

**But they all have different
starting points and needs.**

Managers matter.

**But they all have different
starting points and needs.**

**In an ideal world, each manager
would have an expert available
to help them 24/7.**



**How can we make
sure that every
manager is an
effective manager
at scale?**

Faster, better

Amplify impact by removing friction with

Spark AI

4 recommendations

Insights from Engagement Survey
R&D GROUP SUMMARY
Showing 1-3 of 10

- Role Clarity** View 20 responses
Employees have expressed that they are often brought into new projects without established
- Utilization** View 13 responses
The majority of responses suggest that employees th
- Autonomy** View 5 responses
These is an opportunity to limit micro-ma

Spark AI

Hi Paige!

1-on-1s are a great way to connect with your people. You can also use 1-on-1 time to address concerns, talk about prioritization, and removing obstacles. Always ask your team for feedback too.





How can I make sense of all the data I need to drive results?

Faster, better

Move from *measurement* →
action faster with

Spark AI

4 recommendations

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'23

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Within 30 days of adopting the Flywheel approach:
74% of managers improved 1 or more
Manager Effectiveness competency.

Within 30 days of adopting the Flywheel approach:
19% of managers improved Intent to Stay (Retention)



Jamy Conrad

Vice President of People
TrustRadius



Dr. Jeff Smith

Head of Product
15Five

In 30 days of adopting the Flywheel approach:
63% of TrustRadius' managers
improved engagement on their team.

In 30 days of adopting the Flywheel approach:
25% of TrustRadius' managers
improved performance readiness.



Jamy Conrad

Vice President of People
TrustRadius



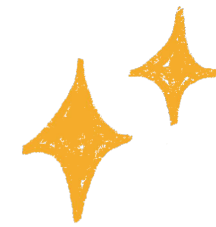
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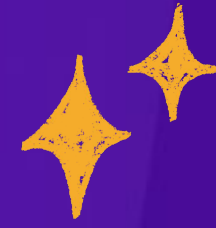
3. Insights

Where should we focus our energy?





Actions



**Expanded
Coaching +
Training**



Spark AI



New Insights

~~Goodbye~~
~~Administrative~~
~~HR~~

Hello
Strategic
HR

15Five is now your system of **action and impact.**

Are you ready to improve performance, retention, and engagement through your managers?



INNOVATION

LAB



Questions?

Come to an Innovation Lab

Visit 15five.com/flywheel to learn more



