

#### ABOUT JIVE SOFTWARE

Jive is a global software company building communication and collaboration solutions for businesses. The company was founded in 2001 and since has grown to over 600 employees and nearly \$200 million in revenue. In 2011, Jive filed for its IPO and has since become part of the Aurea family of customer experience solutions.

Jive has undergone impressive growth, resulting in frequent change internally. Despite this, its company values have remained intact and driven the culture. Amy Dobler, Director of Employee Success and HR Business Partner, says that at Jive, employees are encouraged to be open, to be transparent, and to honor the spirit of innovation—a key driver of business success.

#### THE PROBLEM

## A rigid performance review process in a fast-paced culture

#### ABOUT THE PROBLEM

When Amy and her team decided to take a closer look at the company's performance management system, they realized it no longer held up to the company's rapid pace of change or its cultural values of transparency and innovation. Jive was administering an annual, 360° review, which not only lacked reliable performance data, but also failed to drive employee engagement. Results of an employee survey showed a clear disconnect between the experience at Jive and an ideal performance review process. Words used to describe the existing process included frustrating, ineffective, slow, and hassle.

#### THE OLD PROCESS

- Employees didn't have a clear picture of their performance throughout the year
- There was no framework to enable rich conversations with managers and to coach for improved performance
- Peer feedback was more like a pat-on-the-back, which didn't help employees improve their skills
- Evaluations were unreliable due to org changes or subject to recency bias



“Prior to using Zugata, we had a rigid, annual review process. We collected assessments from the employees, their peers, and managers. It proved difficult and stressful for people to recall and deliver reliable performance data over a year's time. And in a dynamic culture like Jive's, things tend to change, including your manager. The once-a-year model no longer fit.”

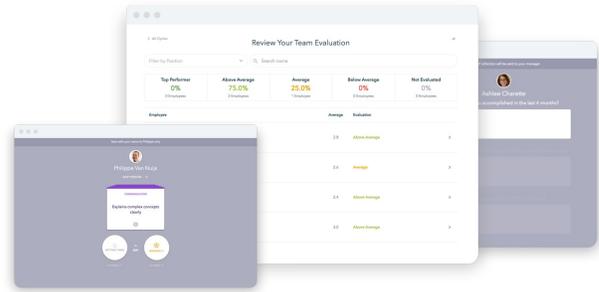


**AMY DOBLER**  
Director of Employee Success and  
HR Business Partner at Jive

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## THE SOLUTION

Meaningful check-ins, continuous feedback, and a new framework for evaluations



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## THE INITIATIVE

The key initiative was to transform the existing performance management process into a people-first program. To do this, Amy involved Jive employees and executives to design an ideal system. What they found was that making the process more simple would make the biggest impact.

Now, performance management at Jive drives employee performance forward through regular touch points with managers and continuous feedback from peers. This ensures that employees have a clear picture of their performance and contributions to strategic business goals quarter by quarter. In addition, employees are equipped with the data and resources to support their development.

To measure performance for compensation decisions, Jive decoupled compensation conversations from the quarterly manager check-ins. This made the significant shift away from merit-based increases, where performance was the single indicator of an increase, to a more holistic salary review program in which contributions and market data, relative to your peers, drive compensation decisions.

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## THE NEW PROCESS

- Jive empowers employees and managers with ongoing and meaningful feedback and performance data, creating a high-performance culture
- The HR team enables quarterly performance check-ins called 4x4s—comprised of four questions, four times per year—resulting in rich and personalized conversations with managers about performance and development
- 4x4s also help surface and address obstacles before they become insurmountable and lead to turnover
- Continuous feedback is templated so that it is actionable and provides employees with a clear picture of where they can focus to improve their skills or behaviors
- Evaluations questions are framed by a rater's intentions to deliver more consistent and reliable results



“We knew we needed to partner with a vendor with a “whole employee” view on performance. Introducing Zugata, first to a Steering Committee of Managers and then to our Executive Team, wasn't about ticking a box to make HR's role in performance management “easier”—  
**it was about unleashing feedback, both strength-based and constructive, for the benefit of Jive employees, the functions they are a part of, and Jive the business, in that order.”**



**AMY DOBLER**  
Director of Employee Success and  
HR Business Partner at Jive

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## THE RESULT

# A culture of coaching, feedback, and growth

The evolution of the performance management process at Jive resulted in a culture of coaching, feedback, and growth. In Zugata, employees and managers have a centralized location for 4x4s, feedback, and performance data. The use of Zugata reinforces the cultural value of transparency, allowing leaders and employees to share multi-directional and continuous feedback with one another.

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## OUTCOMES



### Continuous Development

Employees at Jive use Zugata for meaningful, multi-directional feedback from peers and managers each day



### Rich Manager Check-ins

Employees prepare for quarterly 4x4 conversations with managers by using Zugata's Self Reflection module



### Culture of Transparency

Leadership drives a culture of transparency and growth through high levels of engagement with the Zugata platform



### Unbiased Evaluations

A framework for objective performance evaluations are easily built and administered in Zugata

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## USING ZUGATA, JIVE'S NEW PROGRAM DELIVERS VALUE TO ITS EMPLOYEES. AFTER THE PILOT...

5x

### increase in communication

Jive saw an accelerated use of continuous feedback week over week.

3x

### increase in engagement

Jive employees increased their use of Zugata for feedback and check-ins over time.

100%

### adoption with executive sponsorship

Through high executive engagement, user participation increased to 100% over four weeks.

## ABOUT ZUGATA

**Zugata is Performance Management Software for high-performance cultures.**

It is the only solution that enables both performance evaluation and performance development, driving performance forward and impacting your company's bottom line. Our robust platform accelerates employee performance by using sophisticated algorithms to gather continuous feedback, enabling meaningful check-in conversations, and delivering personalized resources to help employees advance their skills.