

THE Challenge

To develop the philosophy and approach to measuring and enabling performance, growth and contribution at Linktree.

Linktree had a commitment to developing their people, but had challenges in creating consistency in their approach.

Em Moore, Linktree's Snr Director People & Culture said, "Scale ups and starts up are often ambiguous because there is such rapid growth, so we wanted something that could grow and change as we grow and change. Something that was consistent and engaging. We wanted to create that shared language."

THE Solution

We listened

We talked to the business, it's leaders and its employees - we made sure we found out what was important to people when it came to the measurement of their performance and the direction of their growth.

We connected

We checked that our philosophy and approach was really connected to Linktree's values and culture. We made sure it felt like "us", and sought to understand both how people would use the framework and how they would feel about it.

We built

We designed a cadence, conversation structures, growth tracks, leader and employee learning and system implementation to deliver our framework and experience.

We iterated

True to Linktree's values we "act then adapt" - we rolled out the approach with feedback and learning in mind. We surveyed for feedback and made changes based on people experiences.



THE Approach

Lots of organisations Performance and Development frameworks focus wholly on the measurement of past performance, and while we know that's important, it shouldn't be the only factor that influences the philosophy on performance, growth and contribution.

Em comments "At the heart of this, the reason, is so people are motivated and engaged, love what they do and can see a path with you - so putting that person at the centre and building something inclusive that provides a framework but something that can ebb and flow with the person and the business is so important"

Taking a people centred approach meant listening, engaging, testing, co-designing and building capability.

THE Result

The result of the thinking, researching, listening, understanding and connecting was Linktree's overall performance, growth and development philosophy "Becoming".

Becoming enables managers to have better conversations about performance, growth and development, while providing employees with a clear view of their performance and impact, as well as what they need to do, or the support they need to move through the career pathways at Linktree.

The engagement in the process speaks for itself with over 90% of employees completing their 360 reviews (and contributing to the reviews of others), cycle on cycle. Feedback on the program has been overwhelmingly positive, due in part to the listening activities that informed the overall design. Employees told us loud and clear that they wanted a transparent process to measure their performance, but most importantly they wanted to feel engaged in conversations about their career - through Becoming, both are possible.