

82% of Pinterest Employees Use Goals to Keep Them on Track With Reflektive

The Challenge

Up until 2013, Pinterest was conducting bi-annual performance reviews every January and July. Their review process included downward, upward and peer feedback. However, goal-setting was inconsistent across the company with different teams using various goal formats, timing and tools.

The people team recognized that a formal review process twice a year was not the best way to drive individual and organizational performance for three main reasons:

- ▶ **Employees weren't getting enough feedback** and coaching on a continuous basis. This made it difficult for employees to know what was going well, how they could improve and where they stood.
- ▶ The **goals were easily misaligned and forgotten** as the company continued to grow rapidly. Employees lacked clarity on how their work was critical at the organizational, team and individual levels.
- ▶ The **recency effects** of filling out a review twice a year made unbiased promotion and merit increase decisions extremely challenging. There was no accurate picture of the work each employee did and how they did it.

The Solution

By replacing large, cumbersome bi-annual review cycles with an agile goal check-in system, Pinterest gained more clarity and alignment without adding an extra time commitment for their employees or overhead administration.

With Reflektive, Pinterest has implemented a lightweight check-in for every employee every other month plus semi-annual 360 reviews.

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The benefits of regularly checking in is ensuring that expectations are the same for the manager and employee.

Joel Constable — Head of People Development at Pinterest



Pinterest is the world's first and biggest discovery engine for visual bookmarking. It helps its 100M+ active monthly users discover and save creative ideas that they can incorporate into all aspects of their lives.



CONSUMER TECH
Industry



2010
Year Founded



SAN FRANCISCO, CA
Headquarters



1700+
Employees



MISSION
Help users find the things they love, and inspire them to go do and make those things in their daily lives.

Pinterest's Check-In Questions

1. Have these goals changed or should they change?
2. Goal Progress: Ahead, On Track, Behind
3. What do you need to help you make better progress towards your goals?
4. What went well this month?
5. Provide 1-2 pieces of feedback that could help this employee make better progress towards their goals.
(ONLY manager answers this question)

The Results

After Pinterest partnered with Reflektive to be the system of record and execution for goal management, check-ins, and annual 360's, the team was able to bring their vision of continuous feedback and company-wide goal alignment to life. In addition to ease of use, the Pinterest people team saw several key benefits:

- ▶ **High Engagement:** In 2017, 82% of Pinterest employees logged individual goals in the system. These employees had an average of 3.5 goals each. They also achieved an excellent 91% completion rate for their company-wide 360 review.
- ▶ **More Feedback & Transparency:** Individual contributors and managers noted doing bi-monthly reviews was enabling important course corrections that wouldn't have surfaced until a much later time with the previous process.
- ▶ **Dynamic Goal Management:** Increased feedback through bi-monthly check-ins allowed employees and managers to manage their goals dynamically as company goals shifted. Tracking the changes with agile goal management at the individual-level helped with setting future goals and forecasting results.

EMPLOYEES WHO LOGGED INDIVIDUAL GOALS



COMPLETION RATE OF 360 REVIEW



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As we worked more with Reflektive, they continued to iterate and drive against our vision.



Joel Constable

Head of People Development
at Pinterest

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It was important we invested in a tool to facilitate bi-monthly check-ins to promote ongoing, two-way feedback between employees and managers. These check-ins also help ensure alignment on goals and expectations at a more frequent cadence throughout the year.



Dana Reynolds Faataui

People Development Specialist
at Pinterest