HR's Guide to Driving Business Impact

How to Build People Programs That Deliver Value

Lattice

Executive Summary

In moments of uncertainty, companies reset their priorities. While many business leaders still highly value their company's people and culture, their priorities shift to business survival and performance. Traditionally, HR has struggled to get business leaders to see the value of people strategy and programs in driving business outcomes. That struggle becomes more pronounced in challenging times. When companies are cutting headcount and budgets overall, how does HR provide demonstrable value and help drive the business forward?

For HR teams to stay relevant in times of crisis, they need to tailor programs to align directly with the organization's success. In this ebook, we'll discuss how engaged, supported employees drive the fundamentals for high performance and how the right tools can help people programs drive business outcomes.

What Makes High-Performance Businesses Successful

Employee performance is defined by how well employees execute their responsibilities and contribute as team members. Strong employee performance is critical to businesses because it drives quality and efficiency while delivering an improved customer experience. Simply put, **when your employees are performing well, your business is performing well**.

A high-performance organization focuses on the systems that connect businesses to their employees. Most importantly, these organizations know that embedding performance management into their foundation will help them excel in the long term. Here are four characteristics that high-performing organizations have in common:

Alignment	Accountability	Engagement	Adaptability
People know what to strive for and how they're expected to get there.	People follow through on what is expected of them.	People are actively motivated to contribute and bring creativity to their work.	People are equipped to change based on where the business needs to go.

How HR Drives Business Impact

When purse strings are tight, HR teams face the heightened challenge of demonstrating their positive impact on the business. Let's take a deeper look at the specific HR programs shown to drive high-performance organizations.

Alignment

In a high-performing business, people and teams know what they are aiming for and how they're expected to get there.

Employees want to excel in their roles and careers. Managers want to build powerful teams. And HR teams want to drive business results. For this to happen, there needs to be a clear understanding of what success looks like at all levels within the organization. Individuals and teams that have visibility into how their goals align with a greater business objective are better equipped to row in the same direction and at the same cadence. When it comes to HR programs that companies can use to create alignment, there's no shortage of oars to choose from.

How HR Can Drive Alignment

1 Establish your mission and vision.

High-performing businesses are rooted in clear **values** and a transparent **mission**. They also have the framework to align employees around a shared **vision** and the resources to adapt based on how the outside world changes. These are key to business success and should be solidly in place before you begin planning.

- **Mission**: Mission statements define what organizations exist to do. Identify who your customers are, what drives them, and what you have to offer. If you can't answer these questions, it's worth spending more time developing your mission statement before getting started on the rest of your alignment efforts.

- **Vision**: Your organization should have a vision statement that describes where the company intends to go in the next five to 15 years. Vision statements should be concise, time-bound, and aligned with the company mission.

2 Develop and share your job architecture.

Job architecture is critical to setting your business up for long-term success. Job architecture is an organizational framework for understanding the roles within a company. A few elements to consider when creating your job architecture include:

- **Job Function:** The type of work done by a group of employees
  - **Examples**: Product Design, Sales Development, Content Marketing

- **Job Type**: The category of career paths at a company
  - **Examples**: Support, Individual Contributor, Management, Executive
- **Job Level**: Indicates a level, usually within a specific job type
  - **Examples**: Entry-level, Intermediate, Senior, T1, T2, T3

On the surface, job architectures might seem like just a way to capture organizational hierarchies. But their potential goes deeper. Deloitte's report on job architecture found them to be particularly effective tools for determining the value of jobs based on talent drivers, business needs, and market practices.

By revealing talent gaps blocking business objectives, job architecture can be used to plan ahead. Successful organizations harness these insights to spearhead new career pathways and upskilling programs to support internal mobility.
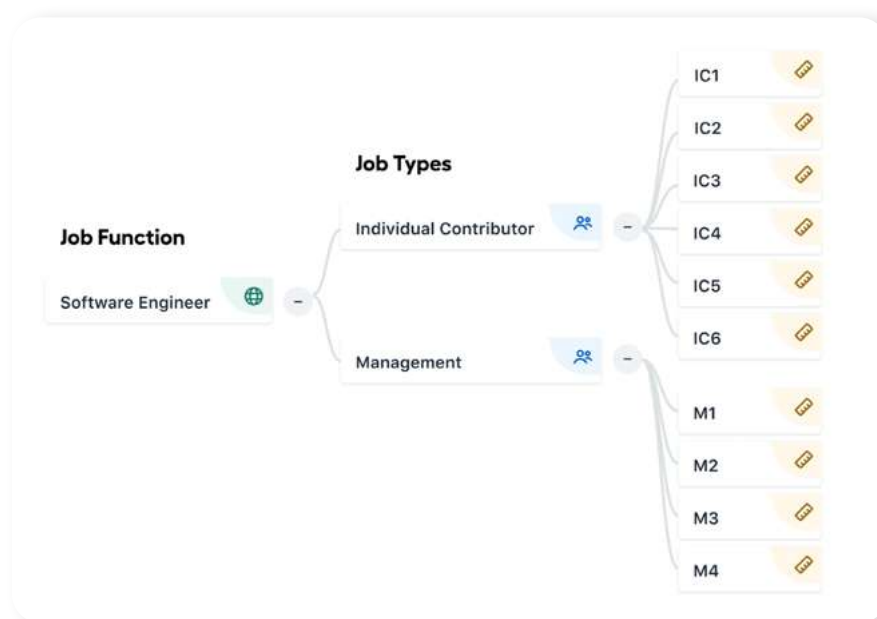
3 Provide clarity on salary bands.

At many organizations, decisions around pay can feel arbitrary or out of employees' control. Salary bands are one way to ensure people are on the same page about what to expect in return for their time and effort. Salary bands refer to the minimum and maximum range a company is willing to compensate someone within a role level.

If job architecture provides a framework for career pathing, salary bands serve a similar purpose for creating a transparent compensation strategy. A few aspects to consider when building out a salary band include:

- **Slotting**: Job title, description, and pay range
- **Ranking**: How a title ranks against other similar titles in your organization across departments
- **Market Comparison**: How job roles and responsibilities are compensated and described by competitors in your field

But why should businesses consider being more transparent about pay? Simply put, it's in their best interest. According to [LinkedIn's 2022 Global Talent Trends Report](#), businesses that score favorably on compensation transparency have 56% lower attrition rates. In fact, salary bands benefit every level of the organization:
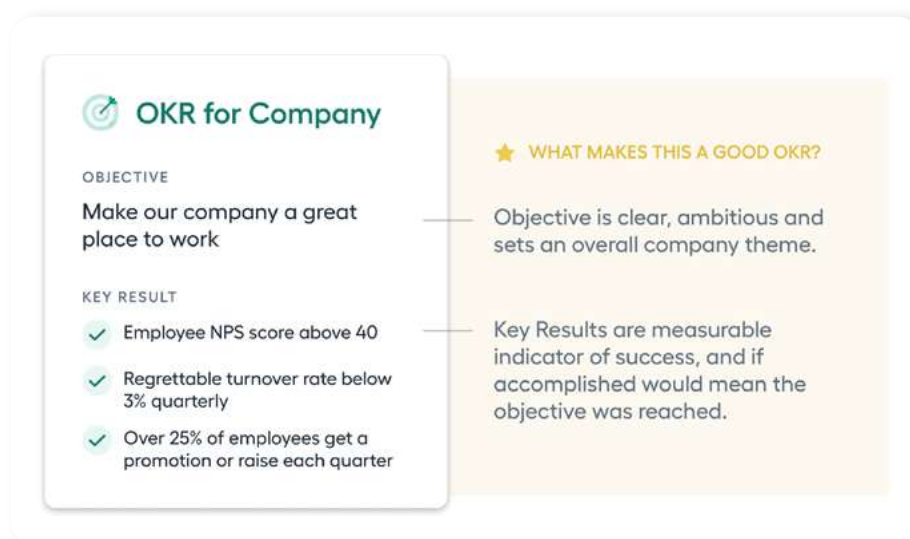
- **Employees** gain clarity on merit increases and succession planning.
- **Workplaces** achieve pay equity by removing subjectivity from salary decisions.
- **Businesses** retain top talent by highlighting competitive compensation packages.

4 Implement a goal-setting framework.

The most successful organizations understand that structure and innovation go hand-in-hand. As companies grow, they're faced with the challenge of keeping employees connected and aligned around the same mission. A [survey conducted by Harvard Business Review Analytic Services](#) identified several obstacles to achieving goals in the workplace:
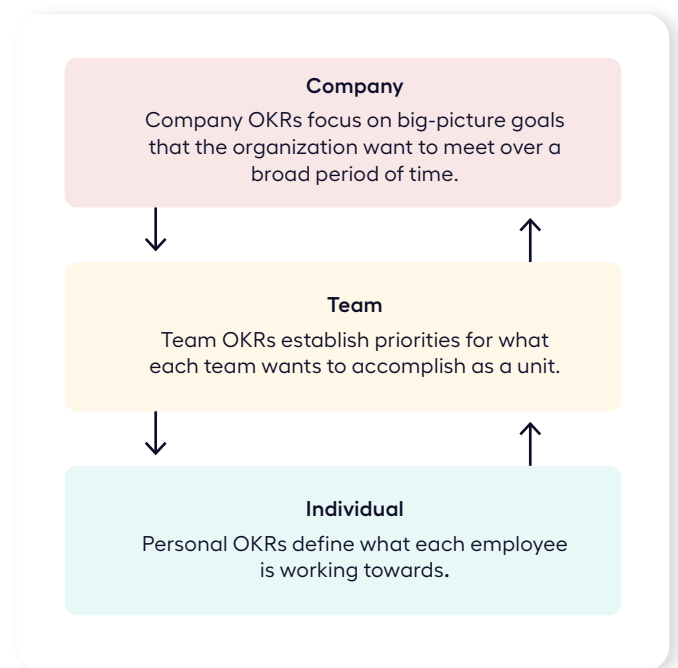
- 49% of respondents said they lacked enough time or resources to work toward goals because other work takes priority.
- 40% of respondents said the roadmap for reaching their goal destination was unclear.
- 39% of respondents said conflicting goals across the organization made it hard to take action.

This data highlights the challenge of striking the right balance regarding goal setting. If your employees are confused about the relationship between team and business goals, their performance will suffer from a lack of focus and direction. If your company's goals are unrealistic, employees will experience burnout and become less engaged. If employees are too fixated on their own goals, they'll miss out on the bigger picture of their role in your organization.

OKR for Company

OBJECTIVE

Make our company a great place to work

KEY RESULT

✓ Employee NPS score above 40

✓ Regrettable turnover rate below 3% quarterly

✓ Over 25% of employees get a promotion or raise each quarter

★ **WHAT MAKES THIS A GOOD OKR?**

Objective is clear, ambitious and sets an overall company theme.

Key Results are measurable indicator of success, and if accomplished would mean the objective was reached.

Goal-setting frameworks help define and measure progress across different levels within an organization. They create a sense of alignment on what teams are doing, why they're doing it, and how their work moves the organization forward.

One of the most popular goal-setting frameworks businesses use is Objectives and Key Results (OKRs). The OKR framework is largely effective because it connects individual, team, and business-level objectives via tangible, measurable milestones. This creates accountability for performance expectations and removes any room for gray areas as to who's responsible for meeting specific goals.

Company
Company OKRs focus on big-picture goals that the organization want to meet over a broad period of time.

↓ ↑

Team
Team OKRs establish priorities for what each team wants to accomplish as a unit.

↓ ↑

Individual
Personal OKRs define what each employee is working towards.

There are two ways to align goals between levels within an organization:

1. One approach is to establish goals from the top down by using executive and company goals as a guide for leaders to determine the team and individual goals below them.

2. Another approach is to define goals from the bottom up, meaning that individual and team objectives are created with autonomy and associated with higher-level company objectives.

In both cases, the OKRs framework calls for reciprocal feedback between different levels of the business (also known as bi-directional goal setting). In a fully realized OKR strategy, every team has its own set of OKRs and designs its approach for delivering them.

Goal-setting frameworks like OKRs push companies to focus on outcomes, ultimately leading to long-term improvements that help businesses reach their full potential. Need help getting started? Download our ebook, How to Set Meaningful and Effective OKRs.

Lattice features that support alignment

◎ Compensation   ◎ Goals   ఎ Grow

Accountability

In a high-performing business, people (from individual contributors to leadership) follow through on expectations.

Now that you know where you're going and how to get there, you need to actually execute. Compared to alignment, accountability is the grittier side of performance, and it manifests when people feel a commitment and responsibility for delivering in their role. So how can the business integrate accountability within its culture and operational DNA?

How HR Can Drive Accountability

1 Communicate standards and expectations.

Businesses that practice strong communication habits are best positioned for accountability. When employees have a clear and consistent source of truth on the organization's **standards** and **expectations**, they're less likely to veer off-course and more likely to row in the right direction. If you want employees to feel a sense of ownership and alignment in their work and with their peers, it's important to keep them informed on:

- How their work connects to the business as a whole

- What success looks like at different levels of the organization

- Which projects and metrics they should prioritize

- When and why goals need to be revisited

- Where to seek additional support and resources

- Best practices for collaborating across teams (especially in a hybrid work environment)

Establishing these structural lines provides employees with clarity on role responsibilities, increases employee engagement, and creates transparency around how performance is managed across the organization.

When striving for alignment, it's also important to actively seek feedback from employees on what's clear or unclear, what's working or not working, and what can be optimized for better results. Inviting employees to shape the organization's definition of success fosters a sense of ownership and accountability, making them more likely to show up with the drive, commitment, and creativity necessary for innovation. Ultimately, open communication can be the catalyst your business needs to reach a higher standard of excellence.

2 Prioritize manager enablement.

When the world is in flux, it's not uncommon to see performance levels slip. As the contact point between the organization and employees, managers play a key role in ensuring that the business stays buoyant during challenging times. Whether fostering engagement or maintaining morale, managers have become the front-line workers of performance management and essential sources of workplace stability. But without the right support, they may feel overwhelmed. Microsoft's 2022 Work Trend Index showed that managers often feel wedged between leadership and employee expectations:

- 54% of managers say leadership is out of touch with employees.

- 74% of managers say they don't have the influence or resources to make changes for their teams.

While businesses may be counting on managers to bridge the gap between company expectations and employee performance, it's also important to acknowledge that many may not be equipped for these responsibilities. If managers are going to support their teams in the eye of the storm, they need to be equipped with the right tools to make an impact.

One-on-ones: These regular meetings between managers and their direct reports are ideal for sharing productivity updates, identifying roadblocks, and brainstorming solutions. Because they are private and timely, regular one-on-ones are also the perfect opportunity to share constructive feedback in an environment that feels safe for employees.
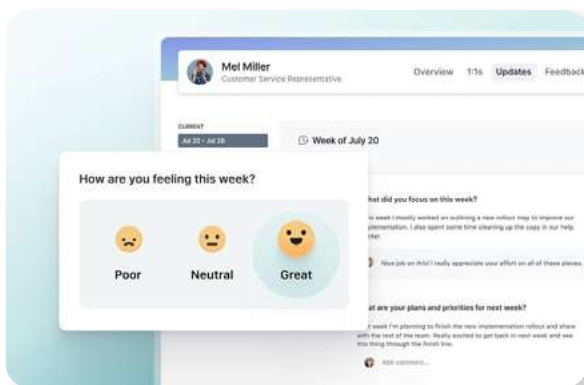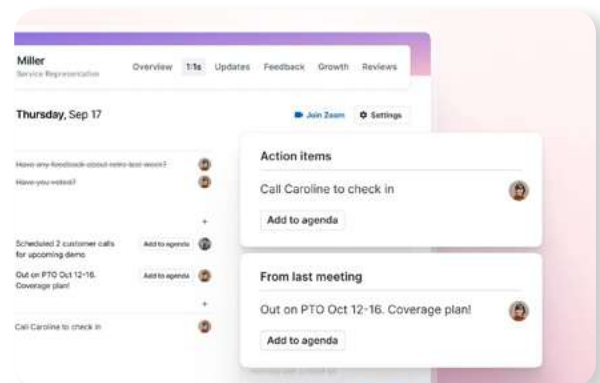
Weekly Updates: Pioneered by early Google developer Larry Schwimmer, who built an internal app for employees to summarize their workweek and future to-dos, weekly updates (or "snippets") are another way that managers can tap into their direct reports' performance wins and challenges. Setting aside this time for reflection keeps teams focused on the big picture and intentional about driving maximum impact with each task.

Individual Development Plans: Top-performing employees want more than a job with a paycheck. They want a fulfilling career that pushes them to grow personally and professionally. According to the University of Phoenix's 2022 Career Optimism Index, 68% of employees would be more likely to stay at the same company throughout their career if it offered upskilling opportunities. As a tool for having effective career conversations with direct reports, individual development plans (IDPs) empower employees to do their best work, learn new skills, and own their professional growth.
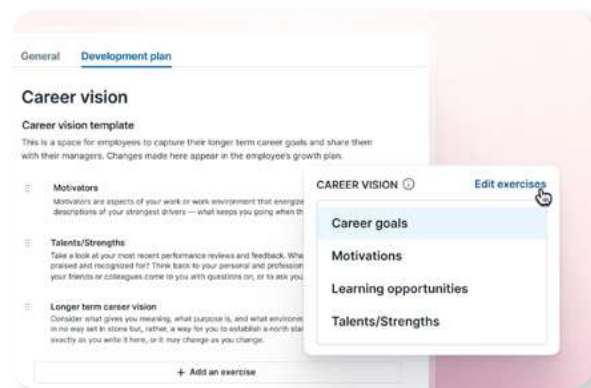
3 Tie compensation to performance.

Linking performance with compensation is one of the most reliable ways to inspire employees to do their best work. Performance-based raises are closely linked to greater employee satisfaction, trust in leadership, and motivation — and it's what employees expect. In a 2022 Lattice survey, performance was rated as the top factor that employees expected salaries to be tied to, ahead of factors like the cost of living, education, and tenure.

Thankfully, pay-for-performance models are also a win for businesses and HR teams. Based on survey responses from over 800 HR professionals worldwide, Lattice's 2023 State of People Strategy Report found that HR leaders overwhelmingly (83%) recognize the importance of linking compensation to performance.

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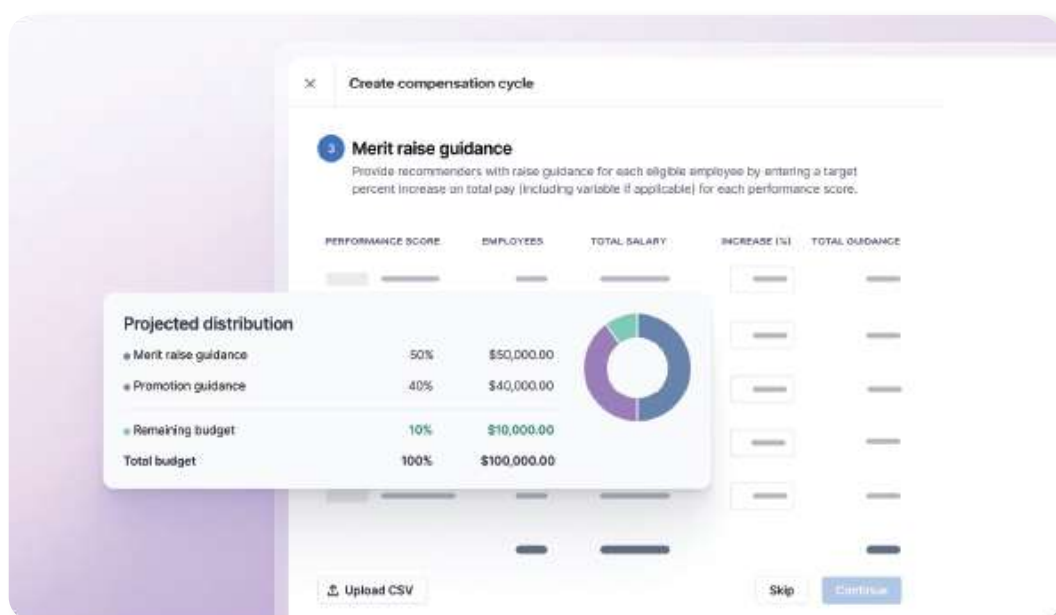
High-performing HR teams especially stand out regarding how much they're investing in this link. Almost two-thirds of teams who meet or exceed their goals also connect compensation with performance, which suggests that pay-for-performance is a practical approach for driving business impact.

That said, compensation is complex, and tying it with performance can be challenging for even the most experienced HR teams. Having a platform that consolidates performance reviews, salary bands, and merit increase budgeting makes it easier for businesses to implement and scale a pay-for-performance model. It also helps managers navigate the nuanced process of making pay decisions and keeps them accountable for practicing fair and equitable management.

Lattice features that support accountability

Compensation Goals Grow Performance Manager Tools

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Engagement

In a high-performing business, people are actively motivated to contribute and bring creativity to their work.

Engagement fuels great performance, and performance creates highly engaged employees that will strive to do their best for your organization. For businesses focused on long-term success, investing in employee engagement is more than a best practice — it's a prerequisite. Data from Gallup reveals that companies with highly engaged workforces perform better than those with less-engaged employees in a variety of ways:

- Productivity is 18% higher
- Profitability is 23% higher
- Customer ratings are 10% higher

- Absenteeism drops by 81%
- Turnover drops by up to 43%
- Sales increase by up to 20%

These outcomes speak for themselves, especially during periods of flux when a company's ability to positively impact employee productivity is vital. The good news is that there's more than one way to keep employees engaged and motivated.
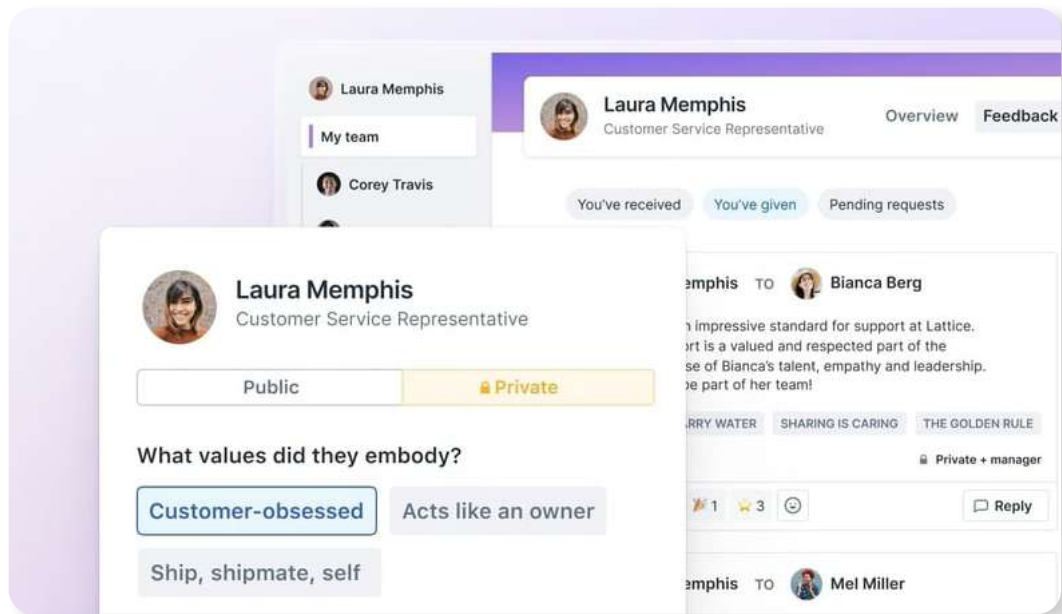
How HR Can Drive Engagement

① Establish a continual feedback culture.

High-performing organizations recognize the importance of developing a **feedback culture** – one in which open, honest feedback is continuously given and received throughout the business. They weave feedback into their culture by:

- Coaching employees on how to share equitable, effective feedback

- Implementing multiple (often quarterly) review cycles

- Empowering employees to request feedback outside of review cycles

- Acknowledging and rewarding top performers consistently

- Delivering regular praise through employees' preferred channels

- Implementing employee-recognition programs

Feedback culture isn't just about giving honest, effective observations and evaluations to improve performance; it's also about making people feel valued and heard, which in turn makes them more invested and engaged. And there's a lot of evidence to show why you should make it a company priority.

- **Feedback drives engagement**: According to Gallup, employees who receive daily feedback from their manager are 3X more likely to be engaged than those who receive feedback once a year or less. And, 4 out of 10 workers are actively disengaged when they receive little or no feedback. An engaged employee drives performance.

- **Engagement nurtures advocacy**: High-performing organizations use feedback to empower employees who desire to drive productivity and innovation. These employees have an active interest in seeing the business succeed. Studies show that 48% of employees care more about their work when they receive feedback in the workplace. When employers double down on their feedback culture, they can prevent quiet quitting, boost retention, and even turn employees into passionate advocates of the business.

## 2 Implement a listening strategy.

The best companies in the world establish an employee listening strategy that allows them to gather feedback from every meaningful moment across the employee experience and then act on their findings confidently. In good times and bad, HR teams use employee surveys to get a read on morale, plan new initiatives, and improve existing ones. Here are a few surveys that businesses and HR teams can use to understand and optimize the employee experience:
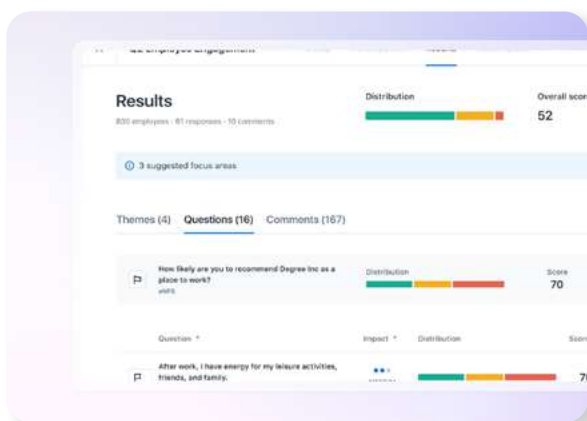
Engagement surveys: The impact of engagement surveys can be felt at every level of the business. They are one of the few opportunities employees have to share honest feedback about what it's like to work at your company at every stage of the employee lifecycle. For businesses, they provide valuable context for creating maximum impact with the available resources. The insights gained from engagement surveys shed light on which areas of your business are thriving and which need your organization's attention the most.

Pulse surveys: Studies have shown that people typically spend the most time answering the first couple of survey questions. That's why pulse surveys — quick one or two-question surveys — are the perfect format for gauging how employees feel about specific processes, initiatives, and organizational changes as they are happening in real-time. Frequent, automated pulse surveys allow businesses to stay ahead of emerging issues and address them before they become roadblocks.
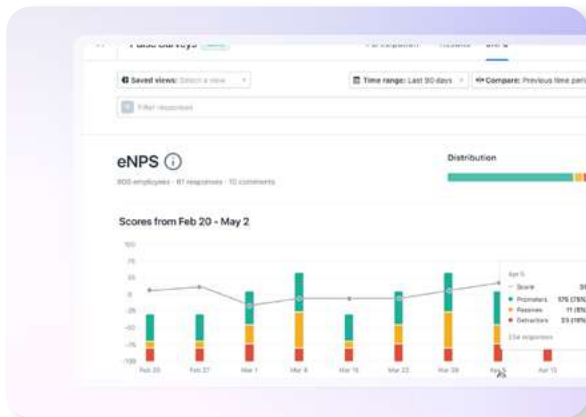
Employee Net Promoter Score (eNPS): Many organizations look at eNPS to measure employee loyalty and overall satisfaction with the business. The strength of this popular methodology is its simplicity, asking employees only one question: "How likely are you to recommend working at this company to a friend?" The insights gained from the responses can reveal which employees are least and most likely to be brand ambassadors, see a future at your company, or refer strong candidates to open roles.

3 Follow through with an action plan.

Asking employees for feedback is just the first step in leveling up your engagement strategy. Surveys are reciprocal, meaning that, in return for their time and honesty, employees expect to be looped into survey findings and the plans for addressing them. That's where action plans come in.

As a tool for both business and HR teams, an **action plan** serves multiple purposes:

- Closing the loop on the employee listening process
- Translating survey insights into opportunities for meaningful change
- Demonstrating organizational commitment to resolving shortcomings
- Equipping managers to discuss results on a deeper level with teams
- Creating accountability to the stakeholders to have the most to gain from workplace improvements (employees)

When it comes to sharing engagement scores and taking action on these findings, leaders and managers can build their strategy around the five-step process of Review, Prepare, Discuss, Plan, and Execute.

Review	Prepare	Discuss	Plan	Execute
Find highs and lows, hypothesize about causes, and draw detail from comments.	Set your team up for open, valuable conversation.	Test ideas, ask open questions, and take notes.	Commit to improvement in focus areas.	Move the needle in key areas at the company, team and manager levels.

Let's take a closer look at some of the more critical steps of this process:

- **Discuss**: Action plans facilitate discussion around specific areas such as:

  - **Team scores and themes**: What stands out for you when employees look at results? What's working or not working? Where do you need to learn more?

  - **Foundational strengths and weaknesses**: What are the root causes behind any issues or successes? What factors influenced a team's score on a specific question?

  - **Trends and experiences**: What have you noticed about this issue on your team(s)? How does this issue show up in daily work?

  - **Priorities and ownership**: What should be addressed first? Who should be responsible for driving/tracking progress?

- **Plan**: To stay focused on meaningful changes, business leaders can consider the following criteria to prioritize their efforts.

  - **What can be solved with a simple conversation?** Issues that can be solved on the spot do not need to be incorporated into action plans.

  - **What is the short and long-term effect on the business?** Some issues can be addressed both immediately and over time.

- **Execute**: Once you've surfaced, sorted, and prioritized your approach to improvement, it's time to distill everything into a format that is easy to share and understand.

Sample Action Plan

Focus area: Feeling Valued

Insight: More than a third of the team doesn't feel valued for their work.

Short-term action: Send regular emails (we suggest biweekly) summarizing the team's progress, projects, and outcomes. This creates a sense of transparency and allows team members — and their wins — to be celebrated across the team or organization.

Long-term action: Implement a program that allows employees to pursue one independent project per quarter. Not only will this give them a chance to leverage unique skills and learn new ones, but it will also boost their sense of accomplishment and value to the business.

Lattice features that support engagement

♡ Engagement   Manager Tools   Pulse

Adaptability

In a high-performing business, people are equipped to measure, adjust, and communicate change, so the business goes where it needs to.

Evolving your business should always be top-of-mind, but it's essential during periods of disruption. **The worst thing a company can do in a crisis is nothing, and the best thing it can do is invest in the right tools to become a more connected and agile workplace**. There are many ways businesses can prepare for change — let's take a look at some of them.

How HR Can Drive Adaptability

1 Leverage qualitative and quantitative data.

One of the biggest differences between successful and struggling businesses is how they make decisions. At organizations that operate effectively, no decision is accidental. That's because high-performing businesses are data-driven. For HR teams, the right data can magnify their impact on the business and transform them into strategic partners.

Recent economic uncertainty is prompting employers to look closely at their engagement strategies, including which HR tech solutions will enable them to measure and monitor the successes and shortcomings. Lattice's 2023 State of People Strategy Report shows us that high-performing organizations are almost 3x more likely to invest in HR and analytics than their low-performing counterparts.

> *High-performing organizations are almost 3x more likely to invest in HR analytics than their low-performing counterparts.*

With so much of the employee experience hidden beneath the surface, the best way to avoid assumptions is to rely on a mix of qualitative and quantitative data from multiple sources, including but not limited to:
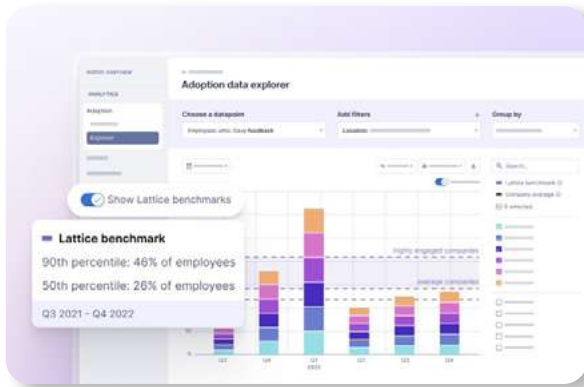
Adoption metrics: Measure the percentage of people who are taking action on required tasks and access a top-level view into the health of your workplace initiatives. These metrics also provide a much-needed reality check by examining the intentions of your programs against their actual outcomes.

Surveys: Businesses use data from engagement, pulse, and eNPS surveys to monitor employee sentiment and morale levels so they can understand the root causes for performance issues and act on them swiftly.
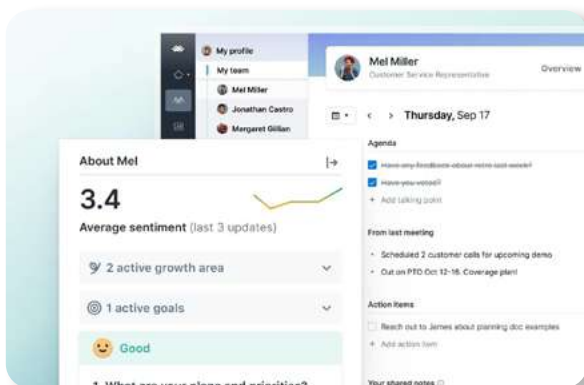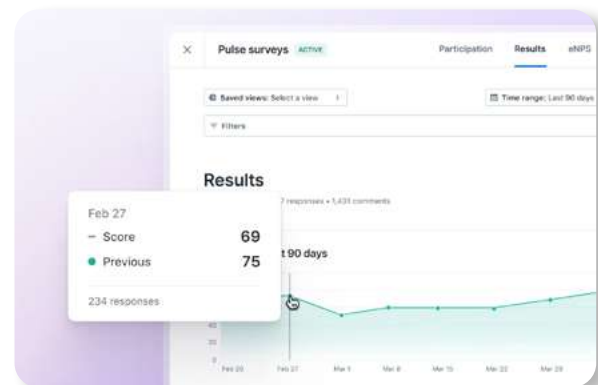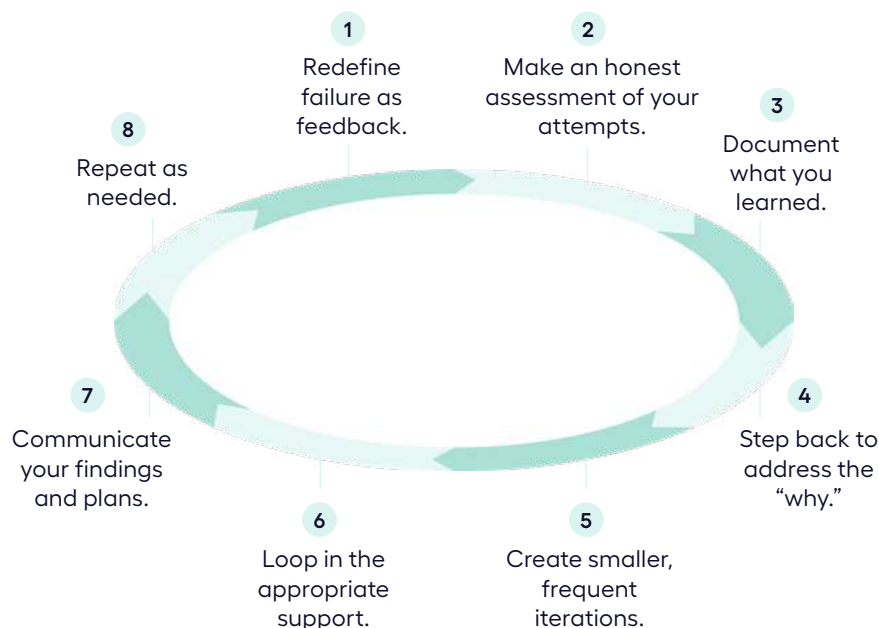

Manager touchpoints: For most organizations, managers remain the primary source for ongoing feedback outside of formal reviews. Weekly updates and one-on-ones between managers and direct reports are valuable channels for uncovering early signs of waning engagement.

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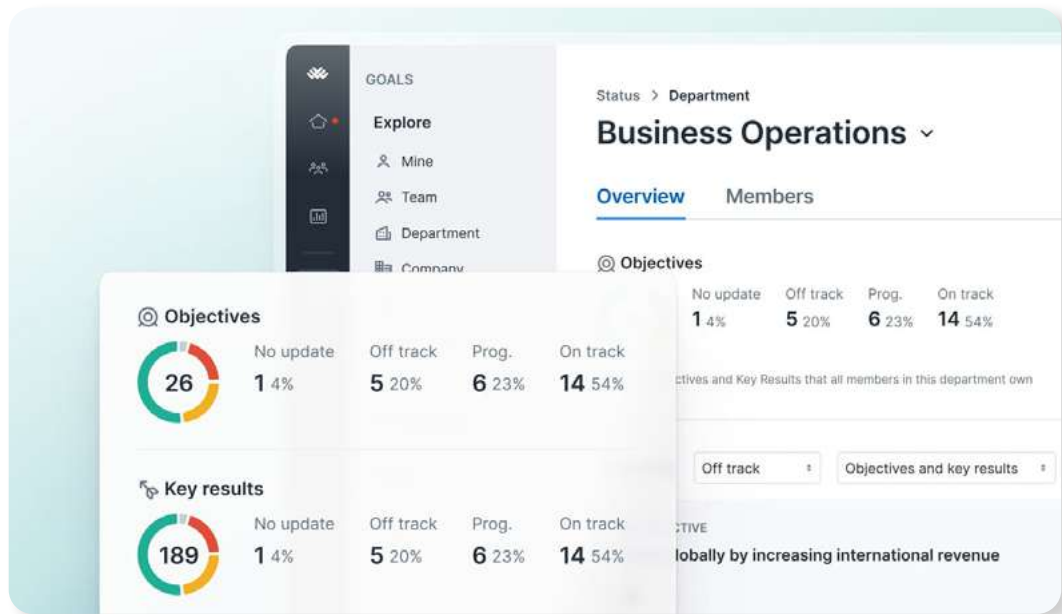
② Measure and monitor goal progress.

Setting goals is great, but following through on them is better. A drop in movement on goals can indicate a range of issues. It could mean your organization's culture doesn't support the goals it has set for itself. It could also be a sign your goals are unrealistic, or employees are checked out. HR analytics tools can monitor goal progress and help businesses determine which teams and individuals need additional structure or support.

More importantly, monitoring movement on goals allows businesses to stay nimble. High-performing businesses aren't afraid to revisit and refresh their goals when they veer off track. Keeping track of goals puts you in a position to recognize "pink flags" so that you can course-correct before they turn into full-blown red flags. When it comes to shifting your goals, here are some steps you can follow to do it correctly:

1 Redefine failure as feedback.

2 Make an honest assessment of your attempts.

3 Document what you learned.

4 Step back to address the "why."

5 Create smaller, frequent iterations.

6 Loop in the appropriate support.

7 Communicate your findings and plans.

8 Repeat as needed.

3 Invest in the right tools.

If your company still uses ad-hoc spreadsheets and documents to manage performance, it's holding itself back from reaching its peak performance potential. The right solution can save teams hours of work a week and give you valuable insight into your workplace and workforce. The result is that your people get to dedicate more time and resources to strategic initiatives that actually drive business results.

Working with a people success platform can help you unite everything from employee engagement and performance management to goal setting and compensation development under one HR umbrella. Rather than operating as separate processes, these elements work best when implemented together. Not only does this allow you to work more effectively, but it positions you to be more adaptable with how you run your HR programs.

Need to swap out a question in your pulse survey? Easy. Need to run an off-cycle compensation review for a single department? No problem. Need to push a new one-on-one template that enables more career conversations? Go for it.

Having the flexibility of a platform that works for your business is one of the first steps to becoming a high-performing one. On the following page, you'll find a requirements list that makes it easier to stay aligned on what you're trying to achieve with HR tools.

Lattice features that support adaptability

⊘ Analytics   ♡ Engagement   ◎ Goals

HR Technology Requirements Checklist

	Requirement	Questions to Ask
☐	Compatibility With Existing Systems	Can the potential system sync with your current HRIS, communication platform, email, SSO, etc.?
☐	Reporting Functionality to Show Value	Can the system easily show adoption across modules, and drive long-term habits?
☐	Self-Service Guidance	Can admins roll out programs and encourage tool adoption with pre-created content? (Look for tools like Lattice University, Change Management Hub, and content for all personas.)
☐	Product Velocity and Innovation	Does the vendor innovate new tools for HR admins often and ahead of other peers, and make thoughtful product updates consistently? What have they told you about product feedback so far?
☐	Flexibility to Support Various HR Programs	For example, can the tool support different goal and feedback methodologies? Are they flexible enough to meet your people programs' current and future needs?
☐	Reliable Support and Service	What awards have their customer care team won? What does the CSM relationship look like, from implementation and beyond?
☐	Speed and Ease of Implementation	What do ratings sites like G2 share about the tool's ease of implementation? Does the vendor provide a clear plan?
☐	Broad and Connected Platform	Are features built in-house and do they easily intersect with one another to drive accountability and adoption?
☐	Thought Leadership and Partner Ecosystem	Does the company have an advisory team to help formulate the company's strategic program and offer suggestions throughout the partnership?
☐	Widely Adopted Tooling	What's the reputation of a vendor from the user's perspective, manager's perspective, and admin's perspective?
☐	Trusted Because of Strong Brand Reputation	Does the partner have great Glassdoor reviews, notable awards, a positive external brand, and a trusted HR community?

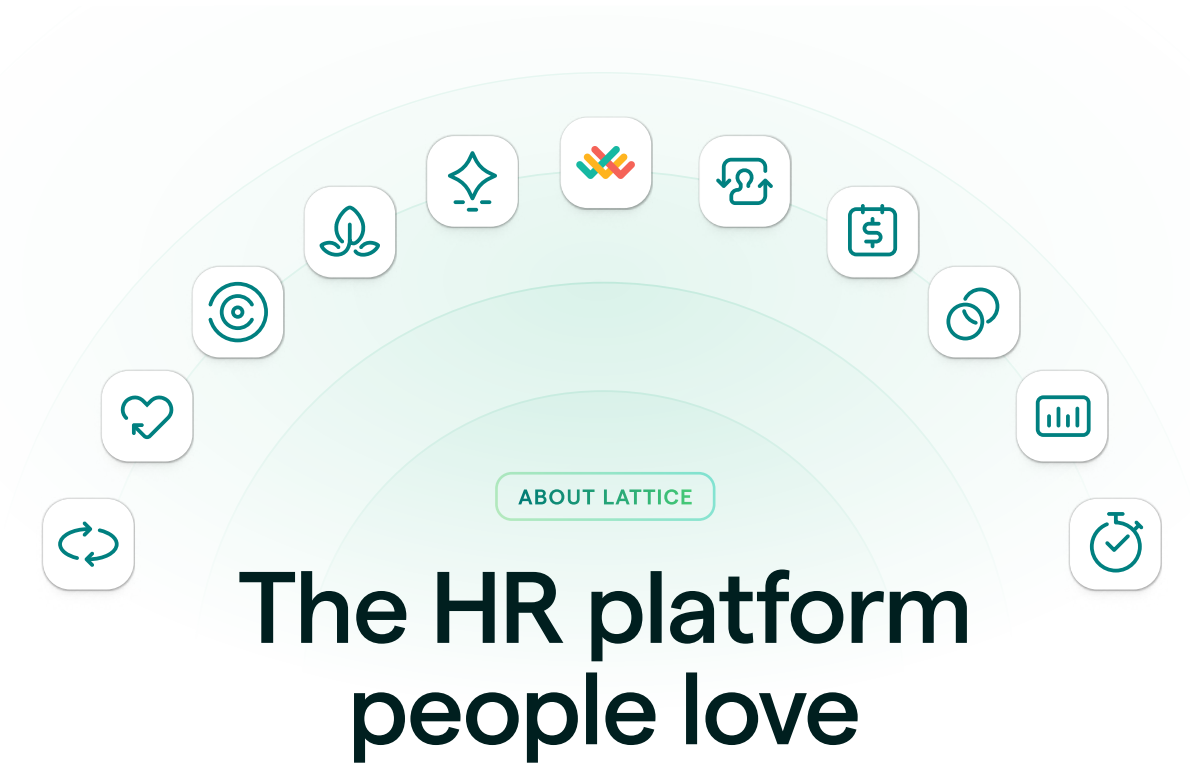Lattice

Getting Buy-in for HR Programs

During times of crisis and uncertainty, it becomes essential for HR leaders to re-evaluate the way they are demonstrating value to the business. Keeping employees engaged and leveling up performance may impact the bottom line, but these initiatives require budget and buy-in from leadership. That makes now an ideal time to start strategizing how new and existing HR programs can deliver ROI and business impact. Here are three steps for championing investment in HR initiatives:

1. **Build a value case**: To demonstrate how people strategies drive business outcomes, HR leaders should outline the action, outcome, and impact of each initiative. By linking the action you're trying to accomplish to the outcome it will drive and impact it will have on the organization, you're highlighting how the investment will serve the company. To narrow your scope of focus in crafting a strong value case, first reflect on how performance, retention, and culture tie into company goals and values. Then, consider the metrics that indicate success across all three.

2. **Negotiate buy-in from stakeholders**: After you've built a strong value case, work with stakeholders to gain buy-in and strengthen your offering. Enlist your team and colleagues to help you spot holes in your vision and refine messaging where it lacks clarity. Work together to establish a rough timeline, shared definition of success, and plan for keeping each other accountable.

3. **Mobilize support from executives**: The last step to driving your request across the finish line is getting approval from leadership. Remember to emphasize how retention and engagement positively influence productivity and drive high performance. Lastly, reflect on the kind of support and level of participation you'll need from leadership, keeping in mind that People programs that involve leadership in their roll-out phase are better positioned for adoption in the short term and success in the long term.

Conclusion

The issues in today's world impact us both inside and outside of the workplace and weigh heavily on our minds. Business leaders are no different. They have many shifting priorities and tend to place business survival, efficiency, performance, and outcomes at the top of the list, which can put HR teams in a challenging spot.

Proving value is important, and it's something many HR leaders are used to doing. If you are not yet being asked to meet the changing needs of the business, you likely will be soon. Thankfully, you're equipped with the fundamentals you need to shift focus and maximize your team's impact on the business.

The HR platform people love

Lattice's HR platform gives companies the tools they need to drive performance and build people-first cultures. Combining an HRIS with continuous performance, engagement surveys, compensation management, and career development, Lattice enables teams to invest in their people, empower managers, and accelerate business results.

With offices across North America, the UK, and Europe, Lattice serves more than 5,000 customers worldwide, including Slack, Gusto, Intercom, Ramp, Calm, NPR, Tide, and more. The company has ranked on the Inc. 5000 list of the fastest-growing private companies five years in a row. Learn more by visiting Lattice's site.

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Discover how Lattice empowers thousands of companies to build award-winning cultures.

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