Introduction

If you downloaded this book, it’s likely you know how important feedback is to the health of your company. You probably also know that managers and employees alike don’t like to give feedback. And you know why: it can be awkward and uncomfortable, and balancing being direct with being positive feels like a tightrope act. Most people would rather just not do it.

But the alternative to not giving feedback are employees and managers who end up feeling unhappy, unsupported, and unmotivated. While the initial discomfort of giving and receiving feedback can be uncomfortable for some, it’s far better than having a high performing employee get so frustrated they leave the company — or letting low performing employee continue to perform below their potential, possibly to the point of being let go.
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The Basics for Creating a Feedback Culture

What is a “feedback culture”?

A feedback culture is really just one in which open, honest feedback is so regularly given it’s both second nature and a key value for the company.

In more in-depth terms, a feedback culture is a culture where:

• Feedback is continuously given and received throughout the company.

• Problems are addressed in a timely fashion instead of silently letting them get worse.
• Employees understand that informing employees on what they’re doing wrong is not about being critical, but about giving employees an opportunity to improve or course correct.

• Positive reinforcement is treated as just as important as constructive feedback, because it helps employees know what they’re getting right, and encourages them to repeat that behavior.

Discussing feedback with leadership

One of the most foundational aspects of building a feedback culture is getting leadership to model the behavior. By the simple act of giving and receiving feedback, and discussing it openly with employees, leaders at your company will provide extra encouragement to your employees to follow suit.

When discussing the matter with them, put it practical terms: without feedback, your employees won’t improve or even know how — and might stop trying to. In a company culture without feedback (or with only positive or negative feedback) their efforts to change will feel futile. They can’t improve without knowing what they’re doing wrong, and they won’t flourish if they’re not given any positive encouragement. Without a strong feedback culture, top performers leave the company in search of opportunities elsewhere, while your other employees’ productivity overall might plummet. After all, if no one’s giving them feedback — of they’re getting too much negative or positive feedback — what’s the point in trying beyond the minimum?

Finally, studies have shown that employees actually want feedback, and even that workers actually prefer receiving negative feedback over praise. While that might seem surprising, one can see their thought process: in order to set goals moving forward, employees need to know where they have room to grow.

Using this book

There are two sections of this book: advice for managers on giving and receiving feedback, and another one for employees giving and receiving feedback. We’ve written them to speak to the manager and/or employee, so you can copy and paste or print out those sections especially for whichever employees you want to address.
First and foremost: feedback is a discussion.

Like we wrote above, we can see why lots of people hate giving feedback. It’s likely your employees feel awkward and uncomfortable making judgments about another employee’s performance. And understandably so: people take their work seriously, and they take feedback on their performance personally.

But it’s important to remind them of three essential aspects of feedback:

1. Feedback isn’t something out of the ordinary of regular, everyday conversation. A lot of feedback is simply starting a discussion on what’s working and what isn’t.

2. Giving feedback is a skill, which means it’s something one can learn and improve on. Your employees will learn to give feedback so well that they’ll be eager to give and get feedback as much as possible.

3. The best way to learn to give feedback is through experience. We do have scripts for you to provide them, which will help them start feedback conversations, but it’s only through having those discussions that employees will learn to give feedback.
Feedback Tips for Managers

It might feel uncomfortable for you to give feedback as a manager. You’re not alone: a number of managers refrain from giving any feedback—even positive praise. Overall, 65% of employees say they don’t receive enough feedback from their managers. But studies show that employees really want feedback from their managers. Plus, as a manager, one of your main jobs is to provide your employees with feedback. As a manager, feedback is a way to give your direct reports guidance in how to give their best work to the company.

Some tips when giving feedback:

1. **Remember context when it come to giving feedback.** If your employee has set certain goals, or knows what accomplishments are expected of them on a regular basis, that can give you context for your feedback. You can also talk about feedback in regards to how an employee’s behavior may be impacting you, the team, and/or the overall organization.

2. **Avoid an imbalance of feedback.** Make sure you aren’t giving too much critical feedback without positive comments on what the employee is doing right and excelling at.

3. **Be aware of yourself.** To increase the chances the negative feedback you deliver is effective, choose your words carefully and focus on the nonverbal cues
you pass along with your critiques. Pay particular attention to your facial expressions, breathing, posture and intonation to ensure your feedback is well-received.

4. **Set your intentions and reasoning.** You should also share your intentions with employees before delivering negative feedback. For example, if you’re heading to a trade show with a few people on your sales team and you want to give them some pointers about how they can be more effective there, preface your feedback by letting your team know you’re sharing it because you want to see them succeed and you want to see the company grow.

5. **Give feedback to everyone.** Remember, feedback shouldn’t only be given to rookies. Even your best employees can improve their performance. Every member of your team deserves to know what they’re doing well and where they’re weakest.

6. **Be prepared.** Over the course of your career, you will invariably come across employees who aren’t able to receive criticism well. Maybe a member of your team takes an adversarial stance in a feedback session. Maybe slight criticism causes someone else to lose their temper or cry. While you can’t control the way your employees react to feedback, you can control how you give it—and how you respond to any outbursts that may result. In the instances where you expect a worker might react poorly to feedback, make sure you’re prepared. Reassure these employees that all the feedback you’re offering is given for their own good and, above all else, you want them to succeed.
Positive Feedback, or Praise

Giving feedback means communicating about the positive behaviors you’re seeing, as well as the ones that need to be adjusted. Positive feedback can be a way of saying, “keep doing what you’re doing.” It’s also helpful to remind employees of their talents, and let them know that you believe in them.

Some things to think about when giving praise:

• What is the employee good at?
• What are their strengths and talents?
• What improvements have they made since starting and/or since their last performance review?

Some examples of when to give positive feedback:

• If an employee lands another client by a referral from a current client’s satisfaction from their services
• If an employee meets deadlines earlier than they’re expected to
• If an employee is improving and growing based on previous feedback they’ve received
• If an employee completes a big project that they’ve been the lead on
If an employee creates their own processes for projects in a way that can be shared with the rest of the company.

**Some scripts for positive feedback include:**

- “I think you did a great job with [x]. It showed that you had [y].”
- “It’s great to see you going above and beyond for the company. We’re lucky to have you.”
- “I really appreciate your work on [x].”
- “You’re making huge progress on project [x]. Excited to see the finished product!”

Another aspect of praise is when you recognize efforts of an employee or team to the rest of their team or company.

**Some examples of when to give public praise:**

- When an individual does an exceptional job and the company overall benefits. For example, when a salesperson gets a big win.
- If a client has commented on a positive interaction with the employee. A positive testimonial can be used in favor an employee later down the line, such as when they’re being considered for a bonus or a pay raise.
- When your employee goes above and beyond their duties. There are so many things that go into getting a company to run efficiently, and if your employee does extra work — maybe fixing an unwieldy work process, or helping someone in another department — it shows they’re committed to the company’s future.
- When you know your employee benefits from it. Public praise isn’t for everyone, but for a lot of people it can make you giving them praise even more memorable and motivating.

Recognition brings attention to the work that person has done to help the organization itself achieve its goals. Public recognition in particular can be really influential, because it incentivizes employees to strive for the company.

- “Your presentation at the meeting really opened my eyes into the way your team’s project will tie into the company’s objectives at large, and I found it both informative and motivating.”
Constructive Feedback

Giving feedback to adjust a behavior, on the other hand, is more about correcting a negative behavior by transferring it to the correct one. Since constructive feedback is a conversation, you can’t prepare for everything that may come your way during it. Just remember to ask whether your employee is comfortable to receive feedback at the moment, and to keep it behavior-based. With feedback conversations and a true back-and-forth, you and your staff can grow in your positions, and in the ways you work with one another.

Some examples on starting the feedback conversation:

- “I’d like to give you some feedback, is now a good time?”
- “Can we talk about [x]. What do you think worked, and what didn’t?”

More specific examples of when and how to give constructive feedback:

1. **When you’re noticing a pattern:** If you have an employee who’s constantly making the same mistake, or has a bad work habit, you have to address it. Constructive feedback is the perfect way to do so; you have the fact that it’s a repeated behavior to support why you’re bringing it up, but you’re also not going to continue let them do it, then bring it up months later at their performance review.
• “I’ve noticed that you’ve been late to the morning meeting several times this month. We totally understand that public transit isn’t under your control, but this can be really disruptive to your coworkers. Is there something going on that makes it hard for you to be on time?”

2. **For developmental purposes:** When you notice a an employee struggling with a skill or unable to execute a task, constructive feedback can help you get to the root of the issue and uncover a solution. Perhaps they were never properly trained, or they just need to feel as though they have permission to make mistakes; whatever it is, constructive feedback can help them tackle that weakness and improve.

   • “How are you feeling about creating that quarterly report? Is there anything you need my advice on?”
   • “Maybe one thing to consider is developing skill [x] to improve your overall work process.”

3. **To assess yourself:** Strong leaders ask for feedback, as well. You can ask an employee if the way you’re managing is helping them, or if it’s actually creating more obstacles. This can be a part of a constructive feedback conversation that you’re having for another reason, but it can also be its own conversation.

   • “How have you been feeling about our biweekly one-on-ones? Are you finding them helpful, or are there there other things I can do as a manager to better support you?”

4. **To manage the workload:** Sometimes, an employee’s workload isn’t realistic, or they feel strained and unsupported. If you suspect that an employee is suffering from burnout, have a constructive feedback conversation with them; many people who feel burned out don’t know how to bring it up, and doing so will begin to help them reset and move forward.

   • “How are you feeling about your workload lately? Does it seem manageable to you, or do you feel like you’re being spread too thin?”
How to ask for feedback, as a manager

Additionally, as a manager you should invite employees to give you feedback. You have to be truly open to that feedback, find a method that makes it easy for them to give you that feedback, and remind them that you value their perspective. Here are some examples for how to open that door:

- "Being a good manager is important to me, and I could use your help improving. What are your thoughts on how I could better support you?"
- “I feel as though I’m not motivating you as well as I could. Would you prefer I do [x] or [y]?”
- “I’m always looking for ways to be a better manager. Know that I’m always happy to hear what is and isn’t working for you.”
If you’re an employee, it’s likely you like getting feedback because it’s a way for you to learn how your manager feels about your work, and updates you on how your current work performance is being rated. Feedback is essential for you — it’s information you can use to improve before the next performance review.

It can sometimes be painful to hear constructive feedback, but think of it this way: if you knew you were making a mistake, or not working up to your potential, you’d probably be changing your behavior on your own. So the person giving you critical feedback is providing you with valuable information you otherwise would have no way of knowing.

Finally, when it comes to praise, as an employee, you should be getting information on what’s working with your job performance as well as what isn’t. Your manager should know that praise is an excellent motivator for employees across industries and countries, and some of the best ways to motivate an employee is with encouragement, compassion, and trust.
How to ask your manager for feedback.

When you just want to do a check-in:
- “What should I continue to do?”
- “What should I stop doing?”
- “What would you like me to start doing?”

When your boss gives vague praise:
Guiding questions like, “What action did I take that really stuck with you?” and “What are some things I did that I should always incorporate into my work?” are more helpful to you than taking a compliment at face value.

When you’re getting constructive feedback:
- “How do you think I can improve?”
- “What actions would you take next?”
- “What should I focus on?”

How to receive feedback well.
It can be really difficult to hear feedback, but it’s imperative to do so in a professional way. After all, hearing this feedback is also an opportunity to correct mistakes, fix bad habits, or grow to your potential. Take in your manager’s criticisms, then say you’d like some time to process what they’ve said. If you think they’re off-base, respectfully disagree. The problem might be as simple as explaining the situation from your perspective. However, make sure to ask questions to gain as much clarification as possible. Schedule a follow up meeting after your emotions have settled. Recap your manager’s feedback, clarify what your role was in the situation and outline the steps you’ll take in the future.
- “So you want me to do [x, y, z]? What if I make plans [a, b, c]?”
- “Can I have some time to process your feedback?”
- “I see what you mean, but just to push back on that…”
- “You said [x]. Does that mean [y]?”
How to give feedback to your coworkers.

Giving your coworker feedback might feel awkward, but it will help them in the long run.

**Tips for giving your coworker feedback:**

- Starting off with a simple “Hey, can we talk about [x]?” can help establish a back-and-forth, which is important: it preserves the dynamic of mutual respect and power, which is particularly important when giving feedback to a peer.

- Ask yourself: Why do you want to give your coworker feedback and what specifically is that feedback regarding?

- Be conscious of the how: don’t act like you’re an expert in their field, or try to pull rank, or imply they know less than they do — all and any of which will make your coworker less likely to listen to you, and think of you as kind of a jerk.
With a little forethought, you can take part in a straightforward and compassionate discussion that will help your coworker improve in their role, and make your workplace a more efficient and pleasant environment.

**Scenarios for giving your coworker praise:**

1. **Recognizing under-the-radar efforts:** Everyone does work that isn’t always noticed, but that makes everyone’s lives easier. Whether it’s an assistant’s prowess in last-minute rescheduling, or an office manager’s ability to ensure the office canteen never runs out of coffee and snacks, praising individuals for this work helps make that “invisible” work more obvious.
   - “Your dedication to more thankless tasks like keeping the canteen well stocked with both caffeinated and non-caffeinated coffees and teas has a huge positive impact on the office morale and I just want you to know that I truly appreciate that you’re so on top of organization and ordering.”

2. **Strengthening team bonds:** When a coworker helps out another coworker in a specific way and it’s recognized, it builds a culture in which collaboration is appreciative, and encourages such behavior — which is better for the business as a whole.
   - “Thank you for taking the extra time to be a sounding board for me in preparing my proposal! It really made a difference in the end product. I’m happy to be working with you!”

**Scenarios for giving your coworker constructive feedback:**

1. **A pattern.** For example, your coworker speaks really loudly when he’s on the phone, in an open office.
   - "Hey, I know you’ve been working hard to close that new deal but could you try to speak more quietly when you’re on the phone or find a conference room for longer calls? It can be distracting in the office.” By acknowledging your coworker’s hard work, you’re showing that you admire their efforts. Starting with that more positive element can help them hear your feedback— they have
been working hard, and may not realize how loud they’ve been.

2. **A deadline.** For example, your coworker is missing deadlines on a project you’re working on together, preventing you from moving forward on it.
   - “Hey, do you have an idea of when you might be able to finish [x]? I understand you have a lot on your plate, but it will help me keep the project on track if I know when you’ll be done.” It’s the effort to be collaborative, and your willingness to understand, that will help this feedback go down more easily.
   - “Hey, I saw that you missed that deadline. Is something up? How can we fix this?” This is a slightly more intuitive, open approach—it acknowledges that maybe something has been going on with your coworker and shows them that you care to fix it with them.

3. **An incident.** For example, your coworker made a passing insulting joke about you or a colleague.
   - “Oh, I don’t think that’s fair.” This is a straightforward way to address that the joke wasn’t okay, without causing you to fall into a trap where you might get more emotional.
   - “That’s inappropriate.” This is a bit more stern: your coworker crossed a line, and they need to know that—it’s concise and direct, without being harsh. Usually this is a script to use in the moment, but it can be followed up with reaching out to HR or upper management. Use your best judgment, but remember that you deserve to work in a respectful, safe environment, and your coworkers help make that environment.

4. **A project.** For example, your coworker asks you to review some work for them.
   - “I liked [x,y,z]. I wasn’t so sure about [x,y,z]. I’d think about approaching it with [x,y,z].” When your coworker invites you to give them feedback on something they’ve been working hard to execute, it’s vital to really break down the strengths as well as the weaknesses—and, when possible, provide some gentle guidance to help steer them in the right direction.
How to give feedback to your boss.

If giving feedback to a coworker seems like a challenge, then giving feedback to your boss can seem even more difficult. Providing feedback helps others improve, but the power dynamics at play here make a delicate situation all the more intimidating. Thankfully, employing a few best practices can help make giving feedback a less stressful experience—and one that will likely prove beneficial for both you, and your boss.

**Topics to give your boss feedback on:**

1. **Your workload.** Your workload can be difficult to manage, and burnout is real. It can be scary to realize you’re overwhelmed, or on the verge of being so. But in the end, it’s better for you, your boss, and your company to be honest about your limits. Coming to the discussion with your boss with some solutions or adjustments will make you feel prepared and help your boss realize how much thought you’ve put into the situation.
• “I can take this on, but only if we extend the deadline of [x].”
• “I can’t take this on with how time sensitive project [y] is. Can you help me prioritize?”
• “This project is more complex than I expected. How do you recommend I structure it?”

2. Miscommunication. It may be obvious that communication is key, but it’s one of the biggest things that falls through the cracks. Get the full story, ask them for more information or context, and don’t make assumptions about their motivations.

• “Can we discuss [x] in more detail? I want to make sure we’re on the same page.”
• “I was surprised to hear you speak that way about [x]. Can we discuss that?”

3. Project Management. There’s nothing quite as terrifying as having a big project and feeling lost.

• “I’m having some trouble with [x] — could you walk through the program with me?”
• “This project is a bit more than I expected. How were you thinking to structure it?”
• “I’m feeling a little overwhelmed by [x]. Do you have any best practices for managing this that I might be able to test out?”

4. Managing Expectations. Make sure your thoughts for a specific project are in line with what your boss is thinking.

• “What does success look like for [x]? I want to make sure I understand your expectations for [project y].”
• “It seems like you want me to do [x], but I had I previously thought this was about [y]. Is that correct?”
• “Can we go over [x] again?”
Feedback in the context of performance management.

Let’s be clear: we’re big advocates for feedback no matter what. Ultimately, every workplace needs a culture of communication in order to be successful. We encourage you to weave feedback into the culture of your company, for the good of your employees, managers, and company overall, no matter what system you use. But having a performance management software makes things so much easier.

**An employee performance management system:**

1. Creates an infrastructure that fosters stronger communication across the company.
2. Makes the review process more straightforward and accessible.
3. Streamlines and catalogues feedback in a searchable, easily readable system.
4. Sets goals across the company.
5. Strengthens the relationship between managers and their direct reports.

Plus, the many products that compile a performance management suite are all perfect for encouraging a feedback culture.
1:1s are a great way to start giving feedback.

If you don’t already encourage your managers to have regular 1:1s with your employees, we suggest you start. 1:1s are regular, scheduled discussions where employees and managers talk freely about what the employee is working on. These discussions can be a great way for both managers and employees to talk about what is and isn’t working for them in the partnership. Keeping notes on them in the system can also help inform feedback conversations: What has the employee improved on? What could they do better at? What’re they doing well on?

Give feedback in real time.

Obviously, a feedback tool is great for giving feedback — but they can be especially important when it comes to giving public praise, and keeping track of feedback for performance reviews. Public praise is great not just for individual employees, but for fostering team and company bonds. When praise is public — either in the software or through, say, a Slack integration — it helps encourage an overall company spirit of rewarding strong performance and celebrating wins across the company. And when you have access to feedback in the same software you do performance reviews, you can refer back to them to see a more holistic view of an employee’s pattern of performance since the last performance review.

Goals provide clear expectations to measure feedback against.

One of the trickiest elements of feedback is making sure the recipient is aware that you had certain expectations for them in the first place. If your employee isn’t sure what you want from them, their work suffers, and it’s hard for them not to get frustrated when they hear negative feedback. They might want to grow, but they need to know in what direction — and goals are perfect for pointing the way.
Part of the reason feedback is so important to learn is that even if your company doesn’t regularly encourage feedback, it likely has some kind of assessment process that requires passing judgment on employees’ performances. Review cycles are usually the main opportunities for individuals, managers, and teams to take a step back and think about what’s working and what can be improved, on the individual, team, and company levels. There are up to four types of feedback direction in a review cycle, and each has its benefits.

• **Self-Feedback:** Employees review themselves. This allows an employee to reflect on their performance while showing management how self-aware they are, how open they are to change and growth, and how much they understand about their own performance.

• **Manager Feedback:** Managers review their reports. Manager feedback helps employees understand how they’re performing, how they can improve, and how they can meet their goals. It’s also an opportunity for managers to course correct any bad behavior, gently note any bad patterns, and point out places where the employee can grow while providing positive reinforcement for what they already do right and well.
• **Peer Feedback:** Employees review their colleagues. The modern workplace is dependent on relationships between employees—not only how they work together, but also how their individual work and projects complement each other; peer feedback provides employees with a clear process to help each other improve how they get work done, and provides a safe space for colleagues to give each other constructive criticism and praise.

• **Upward feedback:** Employees review their managers. Upward feedback provides employees with an opportunity to tell management what’s going well, and how they can improve: giving feedback to “higher ups” can feel awkward, so employees need a safe space and clear process to share their feedback; for managers, it’s invaluable to get honest feedback from their team and identify areas for improvement.
To create a feedback culture at your company, we recommend Lattice.

Call us biased, but we as a company have used all these tips and scripts and recommendations to create and maintain a feedback culture at our company. We have features to create a culture of feedback, such as:

- A means of giving feedback privately, publicly, or through an employee’s manager so that the manager can address it directly.
- A Slack integration that posts public praise in a company Slack channel where everyone can see it and add comments or reactions. Users can submit praise through Lattice itself, set it as public, and have it appear in real time for the whole company to read.
- You can also submit praise through Gmail or Outlook plugins.
- A feedback record that’s visible when writing performance reviews, so it can be integrated into the review writing process.

And we’ve seen personally how using Lattice can lead to a strong feedback culture — both at our company and at our customers’ companies. But don’t take our word for it, here’s what our customers said:

“We had peer feedback before. In the past, myself or a member of my team would interview all of the participants, collect all of the feedback, consolidate it all, anonymize it and then deliver it. Now with Lattice, we’re able to speed up the process of gathering and consolidating peer feedback by 10x. Now it’s less about the process of running the manual feedback cycle and more about ‘Are people writing good feedback?’ ‘How can we focus more on delivering great feedback?’” - Christopher Yeh, Senior Manager of Talent Acceleration at Clio.
“For whatever reason, people can be shy about giving praise in person. [But having a tool to do it] is great because it’s public but it doesn’t feel overly embarrassing versus something like if you won a big award that may feel like overkill. Spontaneous praise on what people may perceive as small things can make a great impact for morale….It’s the perfect amount of recognition.” - Sara Nascimento, Head of People Operations and Talent at Area 1.

“We’ve enabled the Slack integration and have a Lattice Slack channel where we have a continuous feed of public praise and feedback. People see everyone thanking each other and they’re reminded, ‘Oh, yeah! I should give so-and-so feedback.’” - Andrew Tuchfield, People Business Partner at Braze.

“So we needed real-time feedback and public recognition, in addition to a high-customizable performance review system. We were beginning to think this trifecta of features didn’t exist in the marketplace… until we came across Lattice.” - Christine Fleming, Vice President, Human Resources at Cramer.

“Moving from an ad-hoc process to a full performance management platform was great for us. It fostered that communication between manager and employees. Lattice helped us lay that foundation for our culture of continuous feedback and transparent communication.” - Amanda McNulty, Director of HR at Solera Health.