

## REPLACING THE 'DREADED ANNUAL REVIEW'



**G**ilt Groupe is a members-only shopping website that provides insider access to today's top fashion and luxury lifestyle brands at sample sale prices. Sales verticals include fashion, home furnishings, and travel deals.

When John Quinn joined Gilt Groupe as the VP of Engineering in 2010, he quickly became frustrated by the company's annual performance review process. He believed they slowed down his team—and preferred to encourage a culture of frequent, more informal feedback. Indeed, in a previous role he had actually refused to do them.

At Gilt, John employed a highly functional approach to software development based on iteration and quick, retrospective summaries. He set out to find a tool that would allow him to apply the same rapid, continuous, non-hierarchical approach to developing his team. He was looking for a way to improve transparency within his team and give continuous, constructive feedback to his people.

### The social way to improve performance

John heard about Rypple in 2010, and signed up for Rypple on his company credit card. In November 2010, he began using it with his six direct reports. The simple and painless rollout and deployment allowed John and his team to start using Rypple right away.

John's team began using the feedback, coaching and thanks applications to get instant, valuable feedback. Similar to their engineering processes, they were able to gather, absorb, and build on the real-time feedback they received.



#### At a Glance

**Industry:** Retail

**Location:** New York, NY

**Customer Since:** December, 2010

**Use Case:** Replace annual performance review with real-time, continuous feedback

**Number of Employees:** 700

**Favorite Feature:** one-on-one coaching

#### Why Gilt chose Rypple:

- Intuitive interface makes it easy to keep employees engaged
- Increased organizational transparency
- Continuous feedback company-wide
- Culture of frequent recognition
- Coaching with more effective one-on-ones

## A culture of positive communications with Rypple Thanks and one-on-ones

Immediately, John noticed an increase in the positive communications between team members. They were thanking one another more frequently and taking time to create badges with specific meaning to Gilt and to their work. John and his team could recognize great work as it happened, and see who was excelling.

“I have so many one-on-ones that it’s important that they’re short and I derive a lot of value from them. With Rypple, I can create a structure around my one-on-ones—encouraging the leaders that report to me to have structure around their one-on-ones is important.”

John also noticed that his one-on-one sessions became more efficient, effective and meaningful. John could use Rypple’s collaborative, one-on-one tools to share notes and stay updated on his employees’ goals and progress. And, similar to John’s development process, just-in-time feedback meant he could correct an employee’s course—or his own—before it was too late.

## Usage grew from six to 700 employees in just 6 months

Soon after John’s team started using Rypple, they began to “invite” other employees outside the team to join them on Rypple’s social performance management platform.

When the number of users inside Gilt had grown from six to 55, John pitched Rypple to Brian Christman, Gilt’s head of HR, as a replacement for the company’s existing performance management process. By June, all 700 of Gilt’s employees were using Rypple to manage their goals, provide continuous feedback, and recognize great work. They also use Rypple’s Loops feature to run the company-wide performance summary process.

### Did you know?

Employees at Gilt perform between 100 and 250 separate actions per month on Rypple—from public recognition on the company feed and goal setting to feedback for managers or direct reports.

Rypple has helped Gilt achieve more organizational transparency, and more emphasis on continuous feedback. Gilt employees also use the tool to encourage coaching beyond managers, so employees can find mentors within the organization that are best suited to help them achieve career satisfaction.

Get started today, *for free*.

No setup. Nothing to install. No credit card required.