

## Aligning individuals' goals with those of the business at MeetingZone

MeetingZone Group, the global provider of online meetings and collaborative services, has grown significantly in recent years with acquisitions extending their geographical as well as technological reach. With plans to take the Group to the next level, MeetingZone understands the need to engage with and invest in the coaching and development of its people.

After deploying Talent Performance®, MeetingZone has witnessed:

- A strengthening in the line managers' ability and confidence to have better performance conversations.
- An increase in the quality of these performance conversations.
- A better understanding by individuals of their roles and contribution to the business.
- The strong alignment of individual objectives with those of the organisation.
- The cascading of objectives across the organisation.
- A growth in understanding the importance of behaviours at work; not just what is done but *how* it is done.



“Talent Performance® is a great tool to help support the on-going performance conversations we are now having.”

Jenney Barnes, HR  
Director,  
MeetingZone

### The right time

The vision is strong and rapid expansion has led Jenny Barnes, HR Director at MeetingZone, to focus clearly on establishing robust and engaging talent management practices *“The past few years have seen us move from an audio conferencing company to one which has far broader capability as The Online Meeting Specialists. As with all start-ups, we initially put in place only the essential HR practices and retaining our talent is key – and providing career progression and professional development for our people is important. Those who have been with us from the early days are now looking for their own next step – and those joining us are wanting to understand their future with the business. This has coincided with our own view that we want to develop and coach our people and provide them with greater visibility and accountability of their contribution to our business.”*

### Engaging with the business, performance review and coaching

Helping people to understand their role in achieving MeetingZone's goals is crucial. Jenny continues *“There had been no formal culture of coaching, or reviewing performance regularly, or aligning goals with those of the company. Certainly our people were achieving but we were very clear that we wanted everyone to know where they fit in to MeetingZone, and how their contributions impact the wider business. We want individual goals to be aligned with those of the organisation and for everyone to understand the important part they play. Above all it was about giving our people the confidence to deliver their undoubted expertise to our existing and prospective customers.”*

*“Initially we began with a focus on helping our managers to improve their own skills as coaches – helping them to have better performance conversations with their teams, how to set goals, give feedback and praise good work – and how best to nip any performance issues in the bud. The aim was, and still is, to create a strong feedback-friendly business – where it is sought, given and accepted readily.”*



“We looked at a number of potential performance review systems but found Head Light’s Talent® does everything we need, without being over complicated. It is easy to use and really intuitive.”

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### Online performance tool to support quality performance conversations

Jenny began by conducting skills training for all managers and supervisors – as well as identifying the right tool to support their new skills. To support managers in more of a coaching role, MeetingZone looked for a tool to capture the high quality performance conversations which could be ‘live’ and accessible at all times and therefore become an integrated way of working. Jenny understood what she was looking for and the essential features needed to achieve MeetingZone’s goals. *“We looked at a number of potential performance review systems but found Head Light’s Talent® easy to use and really intuitive.”*

Jenny continues, *“As well as Talent Performance® being right for our business, I was also keen to work with a company which has a similar ethos and approach to our own. We value customer service and responsiveness as well as innovation and agility – and we found this reflected in Head Light’s way of working.”*

### Implementation – the pilot review

The initial implementation was quite straightforward, starting initially with a pilot review. This allowed MeetingZone to introduce the concept of performance management and to iron out any teething problems with the process as well as providing a time for people to engage with, and offer feedback on, what MeetingZone was doing. After initial training on the system from Head Light, Jenny managed the roll-out and implementation across MeetingZone, running training and positioning sessions for each and every employee. Jenny also took the opportunity to link this activity to specific feedback from MeetingZone’s annual employee survey. Ian Lee-Emerly, MD of Head Light comments, *“This very practical and inclusive approach to implementation has no doubt added significantly to the success of MeetingZone’s introduction of performance management. They empowered their people to pilot the system and to provide feedback unconditionally and how it worked for them. We reviewed and included many of their suggestions in our next scheduled six-monthly enhancement release. We do this for our customers as part of our standard way of working.”*

### The annual review

The pilot sought to embed an understanding of what to do and when – and, as with all new approaches to systems, Jenny believes that, while there are great performance conversations taking place, there were pockets of not such great practice. During the pilot the take-up was good - but Jenny has seen a greater use of the system and, importantly, an increase in the quality of the conversations since ‘going live’.

Building on this and as an extension to the ‘what you have done’ review, Jenny was keen to look at this from the ‘how you have done it’ perspective. She chose to enable another feature in Talent Performance® to look at and record behaviours. Jenny comments, *“Including these behaviours has resulted in some great feedback from our people as this has helped our organisational values to really come to life and for the direct link between value and behaviour to be seen. As we develop our own performance management capabilities, it’s great to know that Talent Performance® keeps pace with us, and at no extra cost.”*

*“The focus is very much on the individual finding their own way to manage how they use the tool in between the quarterly reviews. This ownership is key. We were very clear at the outset that we wanted this new approach to performance feedback and management to be driven by the individual: it is to be their responsibility to seek out and record feedback – rather than their manager and we have had good success with this.”*

### Going forward

*“We’ve been thrilled with how the Group has embraced our new coaching and performance culture. Talent Performance® is a great tool to help support the conversations we are now having. The next step for us is to now dig deeper into the data we have and consider more of the analytical functions that the Talent® system has. The result is a more cohesive business and better understanding of each of our own roles and impact on our corporate goals.”*

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