



 LIVEPERSON® Case Study

# Going All-In on Performance Enablement with LivePerson



## Industry

Technology

## Employees

1,000+ employees  
in 19 countries

## Headquarters

New York, NY

**LivePerson is a global technology company** that develops conversational commerce and AI software to help brands with automation-first customer experiences. It has been named to *Fast Company's* list of the World's Most Innovative Companies.



When Deanna LaPierre joined LivePerson in 2022 as senior director of talent development, one area of focus was to create a better employee experience related to performance management. “The system we were leveraging just didn’t align with the experience we wanted for our team,” she says. “It was hard for people to get their minds around it, leading to some frustration.”

After test-driving HR and, specifically, performance platforms, LivePerson’s employees and key stakeholders were looking for more effective performance management tools. When an initiative surfaced to revamp OKRs, Deanna saw an opportunity. They would bring in a solution with a strong reputation in goals management — which could also support their ambitions to deliver true performance enablement.

That solution was Betterworks.



LivePerson is the enterprise leader in digital customer conversations that help brands embrace automation-empowered customer experiences. The company's customers are world-leading brands – including HSBC, Chipotle, and Virgin Media – and they use LivePerson's award-winning Conversational Cloud platform to connect with millions of consumers. Their solutions power nearly a billion conversational interactions every month, and LivePerson has been named the #1 Most Innovative AI Company in the world by *Fast Company*.

With so much in-house tech savviness, the LivePerson team wanted a leading-edge solution for its approximately 1,000+ employees located in 19 countries – one that would deliver a consumer-grade user experience and the latest advances in AI and data analytics.





## Bringing in Betterworks

For Deanna, it was critical to have a platform that was holistic in its approach to performance enablement, easy to use, and could scale in an intuitive way to meet the company's growing needs.

"Betterworks just seemed easier to use," she notes, "and easier to understand and integrate while also being a meaningful addition to our HR technology. We wanted something that was going to be a really light lift. We said if we're going to get a system, we wanted Betterworks."

She and Talent Development Manager Matthew Meech were able to bring Betterworks on board. "Our goal," Matthew explains, "was to make it as easy as possible for our employees while collecting all the data that is required for a comprehensive process."

Deanna and Matthew hit the ground running on OKRs and saw quick results. "Change is hard for people, but we were still able to get 85% of our team to put in OKRs within about 45 days," Deanna recalls.



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**Deanna LaPierre** | Senior Director of Talent Development



## Adding conversations and feedback

With OKRs in place, the team moved forward on their plan to add Betterworks' other capabilities. "We're in the process of rolling out performance conversations," says Deanna. "And it is already better. It's such a shift for us."

Even the doubters were quick to see the value of Betterworks. "One of our more skeptical stakeholders said during the year-end review process, 'I'm just amazed,'" Deanna shares. "Implementing the Betterworks Conversation tool is really where I think we saw people saying, 'Whoa! What is this? This is awesome!'"

"One of the challenges we had to address was making sure employees got the right level of feedback and the opportunity to have conversations with their managers," Matthew adds. "If they want to add anytime conversations, not just scheduled ones, they've got the tools to do it, and they're easy to get to."





## Making talent development data-driven

One of LivePerson's core values is "Own it: We are accountable. Period." In that spirit, the team has recently implemented Betterworks premium Advanced Analytics. "Analytics really underlie our programs," Deanna says. "One of the dashboards that I'm excited about is around talent development. It will help us understand where to invest our efforts, how we'll track progress, identify people for development and training, prioritize new managers, et cetera."

Matthew is excited about using data to support managers and HR Business Partners (HRBPs). "The HRBP can see if a manager has asked for help in the last seven days and see what help they need," he explains. "We're able to tie in our surveys with employee engagement and see which managers follow best practices when it comes to key conversations and who needs some help. Betterworks helps us drive the right conversations so we are able to support the managers."

"One of our early objectives was getting people to set developmental goals," Deanna adds. "It was great to go into Advanced Analytics when we met with the board and show that more than a third of the company had developmental goals within the first 90 days."



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## Dreaming big and jumping into change

Another of LivePerson's core values is "Dream big: We are agents of change." In that spirit, the team has been quick to try new aspects of the Betterworks platform.

Employees can ask stakeholders to provide feedback to their manager to be incorporated as part of the year-end review cycle. Leaders can easily share feedback using Betterworks AI-based feedback summary. LivePerson has also created an all-in-one performance and talent review process through the Calibration module. This, in turn, provides strategic information to help identify top performers, high-potential employees, key talent, and individuals in critical roles. "Senior leaders realized substantial time savings, and the information we gathered supports LivePerson's ability to make strategic, talent-focused decisions," Deanna says.

LivePerson also tested a 360° feedback process to support leaders and high-potential team members as a part of their growth and development. HR can create questions that align with company competencies or specific professional skills required for a role or a job level. "Discovering we have the freedom and flexibility to create whatever we need in Betterworks related to a bespoke 360 for a high-potential employee or leader was a real value-add for us," Deanna explains.





## Pioneering AI for feedback

One of those new features is AI. Being an AI company itself, LivePerson was especially excited about the AI capabilities in the Betterworks platform.

### Improving goals

Employees get a helping hand in creating high-quality, measurable goals using Betterworks Goal-Assist.

“My experience is that employees don’t always know how to create a performance goal that is meaningful to them or the organization,” Deanna says. Goal Assist helps the employee by looking across a broader set of goals like a manager’s goal, top-level goals, and the employee’s job title, and suggests meaningful goals that are specific to the individual employee. “It is pretty clear to see that employees who used Goal Assist had a higher level of quality than those who didn’t. In a demo for leaders, our acting CHRO said we ‘need to scream about Goal Assist from the rooftops!’”



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## Scaling feedback

“We’re probably one of the first clients in EMEA to turn on Betterworks’ AI feedback,” Matthew says. “We know that the data sits in a system that has already been vetted. We know who has access to the data and things like that.”

Betterworks Feedback Assist and Feedback Summary tools will help managers scale, he notes, by simplifying the feedback process. “If managers suddenly have 50 stakeholder feedbacks, they’ll have a tough time going through them,” Matthew explains. “But, if they can get a good summary, and can go back and look at the source data for a couple, they can encourage their team to use the functionality because they get a summarization. It also gives managers more examples and data to support their version.”

Speed is also key, he says. “It takes five minutes to do quality stakeholder feedback, which is important. Some of our leaders get 20 or 30 because they work cross-functionally, and they need to be able to deliver that feedback.

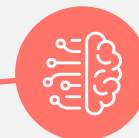
“We tried to break the Betterworks AI. I’m not gonna lie,” he adds with a laugh, “but it always comes back with something polite.”



LivePerson drives strategic alignment and development with Betterworks Goals and uses Betterworks Conversations and Feedback to ensure employees receive proper guidance.



Betterworks Advanced Analytics enables LivePerson to better support managers and improve their conversations with employees.



Betterworks AI tools help employees improve goal quality and managers to scale while improving the quality of their feedback.



## Marrying performance and development

The team raves about the flexibility and holistic nature of the Betterworks solution.

“I’ve never used a system that would tie in performance reviews and talent assessments,” Deanna says. “I’ve always seen these as two separate things. It gives us the ability in the future to collect all this data, have conversations with leaders that will allow us to set our 9-box, make sure that it’s calibrated, and ensure that we know where we have talent and where we have gaps. Then we can start building programs to help support talent development — something we haven’t done here before.”



## High adoption and ease of use

“Betterworks has removed the barriers to people’s access and ability to do what they need to do. It’s really simple,” Matthew shares.

The team’s goal is to achieve 100% engagement for all employees not on leave. They estimate that at least 93% of employees have completed their reviews, with more coming in. Their 85% adoption rate within just 45 days was unlike any they had previously.



## Positive reactions at all levels of the organization

“The feedback’s been great!” Matthew says. “The user interface has been quite easy for people. It’s like a 2-click process, for example, with conversations. The Betterworks platform has given us the tools to streamline engagement, and it doesn’t feel like a chore. Employees can come in, get it done, and move on knowing that they’ve done what they needed to do to the right level.”

“We built something that this organization seems to really like,” Deanna observes.

The team has also received external kudos for its bold and pioneering approach to performance enablement. In addition to winning the 2024 Empower HR Impact award from Betterworks, they’ve seen direct feedback from employees on social channels.



Matthew says leadership is also very supportive. “Our leaders get all positive feedback from their teams, and they realize that with very little effort on their side, they can empower us to keep making their lives easier.”

Deanna agrees. “Our new CEO recently said, ‘I want us to have more conversations. And it seems with Betterworks, we have the right tool.’”

One of Deanna’s favorites was the response from an employee to a LinkedIn post explaining how LivePerson invested in new performance software to help drive its business. “The employee wrote, ‘Oh, hell yeah!’” Deanna says.

“With Betterworks it is really clear for everyone what to do,” she says. “And I think that made a big difference. It gives people a lot more information upfront than we’ve done in the past. It’s pretty cool.”

