

Post-Pandemic Performance Management Adaptability Rules



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There aren't many companies, if there are any at all, that get the performance management process quite right. According to a study by Deloitte, performance management wins the award for the most despised people practice¹, with a startling NPS score² of -60. And, during the pandemic, HR executives continued to tell us the process must be simpler, more agile, flexible, and business-aligned.

In a space where there are hundreds of tools and ideas, what are the practices that work? In this report, we discuss how some successful organizations are managing performance today, as well as how the common principle of adaptable and configurable technology can enable organizations on their performance management journeys.

The Evolution of Management Models

After studying the problem of performance management for two decades, we ultimately concluded that we need the process to align people, provide them with clear goals, and help them do their jobs well. And when something is not working, we want the process to identify areas of poor performance, give people tools to improve, and possibly decide if someone does not fit.

Over the years, the principles of management have changed (see Figure 1). In the mid-twentieth century, companies were organized as industrial machines, and we managed people for operational efficiency. We used words like *management* and *labor* and the managers were in charge. In the 1950s and 60s this theme evolved, and companies became hierarchical conglomerates. GE became the role model to follow, and we all implemented "rank and yank" (force ranking) to help weed out low performers.

1 High-Impact Performance Management research, Deloitte Consulting LLP, 2019.
 2 The "Net Promoter Score" is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

Figure 1: The Evolution of Management Models

The Industrial Corporation	Hierarchical Leadership	Collaborative Management	Company as a Network	Empathy, Trust Resilience, Growth
Operational Efficiency	Profit, Growth, Financial Engineering	Customer Service, Employees as Leaders	Mission, Purpose, Sustainability	Citizenship, Trust, Growth, Learning
Industrial Age People as Workers	Management by Objective	Servant Leadership Work Together	Empower the Team	Productivity, Wellness, Responsibility
Andrew Carnegie Henry Ford	Jack Welch Peter Drucker	Howard Schulz Steve Jobs	Netflix, Google, Facebook, Amazon	Unilever, Verizon, Patagonia, Whole Foods
The Corporation is King	The Executives are King	The People are King(s)	The Teams and Team Leaders are Kings	The Individual, Community, and Family
<1950s	1960s-80s	1990s	Today	Post-Pandemic

Source: Josh Bersin Research, 2021.

In the 1980s and 1990s, as markets became more interconnected and the Internet started to take hold, all this changed. Led by companies like Google and Starbucks, managers started to empower people, lavish them with benefits, and focus on innovation and customer service as the goal. This is the time when performance management shifted from “competitive assessment” to “coaching and development,” and we focused on bottoms-up solutions.

Today, as companies become even less hierarchical and more distributed, organizations need to be managed more like a network and less like a pyramid. We need to set and measure goals, but let each team decide how to implement their solutions, and additionally embed the concepts of a growth mindset (continuous learning), self-alignment (with the business), and social responsibility into the mix. Companies like Unilever, Patagonia, Johnson & Johnson, and Sainsbury’s are focusing more on company mission and purpose to drive results.

Performance Management for the Trusted Enterprise

What does all of this have to do with performance management? The best performance management models are those that can support the management approach and cultural footprint of the organization.

Performance management models have evolved with the management models they support. From the top-down MBOs and rigid annual review forms for the industrial corporation through a phase where companies threw it all out and went ratingless, we have now landed at continuous and agile performance management. Team goals and OKRs (objectives and key results) are part of this, and so is a focus on development and empowerment.

As much as the pandemic may have negatively impacted us all—personally, professionally, and as a society—it also catapulted us forward in many ways. Performance management is one of these topics in which we were forced to spring forward by leaps and bounds. However, the benefits of rethinking performance management will have lasting implications beyond the current environment. In fact, the post-

pandemic world has led us to yet another era of managing performance. Many companies have reinvented their approaches, and our Pandemic Response Excellence study says those that did this well were five times more likely to also be high performing in business outcomes, such as financial performance and customer satisfaction, innovation, and change agility³. In our latest study on employee experience, we identify that trust and transparency are the strongest drivers of business performance, engagement and retention, and innovation.⁴

Of the 72 organizational practices we studied, creating a culture where people help each other is the most impactful driver of outcomes.

Fostering a Culture of Helping Other

Companies that create a culture where people help each other are . . .

4x MORE LIKELY
to meet or exceed financial targets

5.3x MORE LIKELY
to satisfy and retain customers

7x MORE LIKELY
to engage and retain employees

7.5x MORE LIKELY
to be recognized as a great place to work

10x MORE LIKELY
to create a sense of belonging

Source: *Employee Experience Excellence study*, Josh Bersin Research, May 2021.

³ Business Resilience and Pandemic Response Excellence Study, Josh Bersin Research, September 2020.

⁴ Employee Experience Excellence Study, Josh Bersin Research, April 2021.

A good performance management process can foster such a culture, especially if it is not based on pitting people against each other in a competition for more money, but instead, focusing on trust, transparency, and collaboration.⁵ Transparency and collaboration is the new currency considering the pandemic, and several companies are exploring new performance management approaches in view of these notions.

For example, both AB InBev and Atlassian have adopted a continuous performance management approach whereby they rewarded and recognized people for COVID-related contributions; employees support each other to manage the challenges integrating work and life during the pandemic.

Legendary Entertainment and Microsoft are reviewing all their work-related processes in view of the pandemic, with their cultural underpinning as a foundation. IBM was already well positioned with its agile performance process. CheckIn.com is another good example. This company facilitates employee input and lets people adjust priorities in real time. USI Insurance Services (“USI”), Pontoon, and Generac (highlighted in detail on pages 6-11) already were using agile goals for their people, helping them adjust priorities as work changed daily.

The problem is most companies are not there yet. How do they make it happen?

⁵ Employee Experience Excellence study, Josh Bersin Research, May 2021.

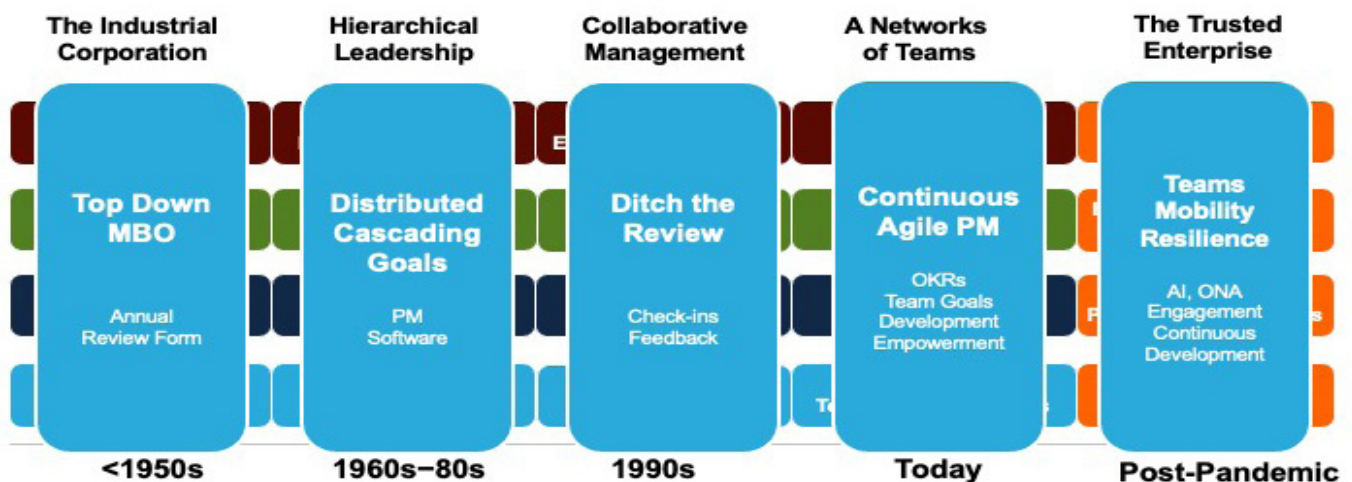
The Important Role of Technology: The Need for Flexibility

“Technology is not everything, but the right technology can be a big accelerator of change in strategy and approach,” said Helen Keating, HRIS Director of USI, when we talked about what is next for her company in their performance management transformation.

Indeed, while technology should never drive your strategy, a well-designed system that can accommodate changes in direction over time is necessary for success in performance management. For performance management to adapt to the changing needs and requirements of the workforce, the technology itself needs to be highly configurable and flexible as well and needs to work well with other related talent processes.

The technology market for performance management has evolved significantly to support this new approach (see Figure 2). Rigid, top-down tools focused primarily on HR control and were often just automation of manual forms built into back-office HR systems, doing little to help people work better. Other platforms emerged from the need to cascade goals at scale.

Figure 2: The Evolution of the Performance Management Market



Source: Josh Bersin Research, 2021.

As companies were throwing out the annual review, a lot of new technology vendors emerged all focused on check-ins and feedback. Recently, a focus on team goals and development has spurred on more technologies to manage OKRs (objectives and key results) and integrate with engagement platforms.

The new world of post-pandemic performance management lets us leverage AI to uncover insights hidden in plain sight by our biases (like unsung heroes on our teams who contribute quietly and unceremoniously to team and customer success but never get recognized for it), AI also helps us with in-the-flow nudges to create more equity on our teams. Organizational network analysis (ONA) helps us identify and understand all the different connections and relationships within an organization and get feedback from anybody with whom we work.

Engagement is key That is why we see a lot of connections with other engagement tech. All this transparency results in increased trust from employees in the organization, which in turn is driving higher performance, better customer outcomes, and increased engagement.⁶

And finally, today's technology can help us break down siloes between previously disparate processes (e.g., talent acquisition, performance management, career development, leadership development, development planning, succession, and talent planning) and help us connect them for organizational and individual success.

While technologies exist to specifically cater to the needs of companies at certain points in their performance management journey (e.g., those that already converted their performance management approach toward an ongoing feedback and conversation model, where teams and collaboration are driving work and performance), the reality in many companies is that they are still evolving in their approach.

Deloitte's broad-based performance management study shows less than one in ten organizations are at the highest level of performance management maturity (managing performance in the flow of work)⁷. Instead, many companies are on a journey to this new approach, and therefore a flexible, highly configurable technology that allows the company to adjust their technology

as their management approach matures would work best today and in the future.

Rather than pushing the company toward a new model before their managers and employees are ready, leaders should first ensure their technology is adaptable, and that it can support and evolve with the changing needs of the organization. That kind of technology would be a more powerful enabler of new ways of working and managing talent. And as was evident throughout 2020 and 2021, business priorities can change a lot as the environment shifts. Therefore, a flexible platform that works at scale to adapt to that context is essential.

Using Technology to Enable the Stages of the Performance Management Journey

Depending on where a company is at in its performance management journey, it will need to use technology to get to the next level. As a company matures in its approach, a flexible platform can be changed to accommodate evolving practices, rather than having to switch platforms because the company outgrew the old model or pushing itself into the future too quickly because the platform is ahead of its capabilities.

In Figure 3, we show how to use technology for performance management transformation as well as indicate how you can measure success.

Some companies take years to go through each stage, but the right technology—one that is flexible and adaptable to grow with the organization—can accelerate these phases and fast-track improvements.

⁶ Employee Experience Excellence study, Josh Bersin Research, May 2021

⁷ High-Impact Performance Management study, Deloitte Consulting LLP, 2018.

Figure 3: Examples for Using Technology as a Lever for Performance Management Success

Stage in the PM Journey	Role of Technology	Potential Success Measures
<ul style="list-style-type: none"> We are still using spreadsheets! We need to bring performance management into the 21st century. <p><i>Example: See Case in Action for USI</i></p>	<ul style="list-style-type: none"> Facilitate a streamlined process (goals, reviews, compensation) Easy-to-use system Guide people through the steps Provide meaningful analytics to HR 	<ul style="list-style-type: none"> Feedback on process from employees, managers, HR Number of support tickets Process completion metrics (e.g., goals set on time) HR survey on insights created
<ul style="list-style-type: none"> We have the annual review process down. We need to focus on more continuous performance conversations. <p><i>Example: See Case in Action for Pontoon</i></p>	<ul style="list-style-type: none"> Facilitate check-ins through a configured workflow Make goals more agile and real time Provide meaningful analytics to managers, leaders, and HR 	<ul style="list-style-type: none"> Employee surveys measure (annual/pulse) on perception of meaningful feedback Employee survey measure (annual/pulse) on goals reflecting the real work Focus group input from managers and leaders on usefulness of metrics provided
<ul style="list-style-type: none"> We are doing agile continuous performance management. We need to focus on ongoing development, engagement, and team feedback, mitigating bias and connecting other pieces of talent with this process. <p><i>Example: See Case in Action for Generac</i></p>	<ul style="list-style-type: none"> Connect performance management tech with learning tech, ATS, and talent management system Support employee mobility and development with technology Nudges to disrupt bias in feedback and performance reviews 	<ul style="list-style-type: none"> Integrated analytics on employee capabilities and performance combined with engagement and retention Employee survey measure (annual/pulse) on development opportunities Equity review of performance ratings, pay, and promotion

Source: Josh Bersin Research, 2021.

Lessons from the Frontline

Companies at different stages in their performance management journey use different performance management approaches with a common principle of adaptable and configurable technology as a key enabler. Let's look at their stories in more details on the following pages.

USI Moves from Spreadsheets to Agile Performance Management

USI Insurance Services is one of the largest insurance brokerage and consulting firms in the world, delivering property and casualty, employee benefits, personal risk, program, and retirement solutions to large risk management clients, middle-market companies, smaller firms, and individuals. Headquartered in Valhalla, New York, USI connects over 8,000 employees from approximately 200 offices to serve clients' local, national, and international needs.

In 2019, USI made the switch to move their performance management process (including goal-setting and alignment, along with year-end evaluation including employee self-assessments) from spreadsheets to their first online system, powered by Avature. The intention of this first phase was to automate a previously manual process to increase transparency, employee and manager engagement with the process, and provide HR and leaders with data.

Phase 1 was completed within three months to enable the 2018 performance review cycle process, and while having a system was a big improvement over spreadsheets, there were many suggestions from employees on how to make it better. "We heard from many employees that the process was confusing; they didn't know where to click, and they were unsure of the overall timeline and process," said Francesca Di Mattia, Corporate Senior HRIS Analyst.

Di Mattia herself had just joined USI and was coming up to speed with Avature rapidly, to help make the system and process better. To accomplish that, Di Mattia and her project team listened to various stakeholders:

- HR.** The CHROs, HR business partners, and the HRIS team all have a say in how to govern the process to add more value to their customers and give them what they need to support the business. HR also values the data privacy and security provided by the system.
- Employees.** The goal of the USI performance management process is to support employees to do their best work. To make that happen, the HRIS team reviews suggestions, questions, and technical support emails to determine improvement areas.
- Managers.** To make the process more useful for managers, ease of use and a simple process is key. Managers provide input on how to better support them with actionable insights and data, driving improvement priorities.

"Every year, we do a postmortem where we compile all the input and prioritize as a team where we want to focus," explained Di Mattia. Part of the postmortem is looking at success measures, from process completion measures like goal-setting on time to employee feedback on the system.

After Phase 1, the feedback clearly pointed in the direction of drastic simplification, more insights into the overall process, and a portal that aligned with USI's corporate branding. So, the HRIS team set out to do this work.

"Employees—our direct clients—were very vocal in how to make it better, and we took their suggestions and implemented them in the system," said Di Mattia.

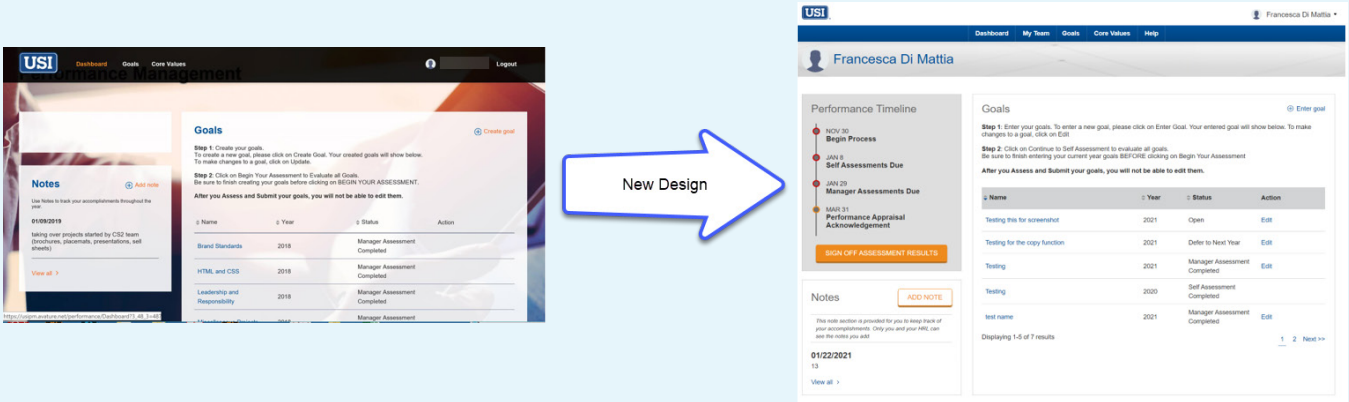
The improvements were dramatic. Instead of clicking around in the system to find what they had to do and then reaching out to HR for help, employees and managers were better prepared to execute their part of the process with the new streamlined system.

In Phase 2, employees and managers were focused on navigating through the system and setting SMART goals, providing great feedback, and evaluating fairly and equitably (see Figure 4). To support the performance process, the HRIS team provides detailed training materials and reference guides for all system and process elements, from where to click and how to navigate.

"Our partnership with HR, allowed us to do live trainings and demos to help support their teams. Our support really enables people to do their part well," explained Di Mattia.

In 2020, Phase 3 faced another massive disruption with the pandemic. One enhancement to Phase 3 was the ability to copy existing goals into the next year, which was helpful when goals and priorities had to be edited frequently. USI's agile goal-setting approach was extremely helpful for this year of massive change.

Figure 4: Phase 1 and Phase 2 User Experience for USI's Performance Management System



Source: USI, 2021.

For 2021 (Phase 4), USI plans to introduce check-ins supported by the system. Check-ins have been part of the USI performance management process for years and implementing check-ins through Avature will have a more continual approach to the process.

“We are planning to use the system to drive and enable a much more supportive check-in process,” explained Helen Keating, HRIS Director. “It’s easy for managers to get busy with their own work and assume their team members are okay and forget to check in more consistently.”

While the team is still defining the exact process and form for check-ins, the overarching theme is flexibility and support for managers and employees. Rather than a rigid one-size-fits-all process, the team plans to make it adaptable to what each manager and employee needs.

Using Avature as their system has helped with this flexibility. Both Keating and Di Mattia agree the system is configurable and are working with Avature to create solutions for their business needs.

Pontoon Increases Trust and Transparency with Performance Management

Pontoon Solutions is focused on contingent workforce outsourcing and helps clients with solutions to address their talent needs through consulting and services. As a global company with 2000 employees working in 150 countries, Pontoon was looking to augment their performance review process. To engage and support their workforce they wanted to move to an agile platform that was accessible to everyone, everywhere, live.

Three years ago, Jenna Dobbins, Global Head of HR at Pontoon, set out to rethink the company's performance management process. Instead of static goals, mid-year reviews, and year-end evaluations, Dobbins and her team were looking to make goals much more agile and business-aligned. Without a system, this was not possible, and Avature fit the bill well.

As part of a larger implementation of Avature for their HRIS and ATS, the HR team set out to configure an agile process focused not on filling out an HR form but instead on increasing transparency and trust, to create a culture shift.

The elements of Pontoon's new and enhanced performance management process included agile goals with frequent check-ins, competencies and behavioral expectations, feedback, and praise from anybody in the organization. There was a mid-year review and year-end evaluation connected to fair and equitable rewards.

Using an online system as flexible as Avature brought a shift in orientation of the process. Instead of setting goals once a year and then forgetting about them for the rest of the year, the new process enabled agile goal-setting.

"When new business priorities pop up, our employees just go into the system and modify their goals. It gives them the opportunity to demonstrate their performance and what they really accomplish for the business and our customers," Dobbins explained.

Although this process was new for employees, it was not difficult to make that change. The new platform was very well received. "The system is so easy to use and intuitive, people took it up really quickly. Of the first 6,000 goals that were submitted into the system, only 14 people reached out for technical support," said Dobbins.

Whereas the paper form was perceived as an administrative burden, employees feel that the new system helps them. They want to represent the important work they do accurately. Allowing employees to change their goals throughout the year shows trust, and that is exactly the kind of culture Dobbins and her team wanted to create.

Now in year three of agile goal-setting, engagement in the process is remarkably high. It also helped the HR team elevate their role. They can now see if managers struggle with goal-setting on their team and support them as needed.

Setting goals is only part of the journey to trust and transparency. Every employee can both give any employee and leader in the organization praise and constructive feedback in the system, and an employee can request feedback from anybody they worked with.

"We took out the excuse that we sometimes heard that people don't know how they were doing on projects. After you complete a project, just send a feedback request to the people you worked with, and this will help you learn and grow," said Dobbins.

When an employee receives praise or feedback, it is not anonymous and supports the theme of trust and transparency. And, the manager can see it, too.

"We use praises a lot to encourage the behavior we want to see. For example, if I see that your ten employees completed their compliance training on time, I'll send you praise for it. That will encourage you next time around to do it again and will show you I notice and care," explained Dobbins.

On the company level, praises are now a big part of the quarterly town halls. In the last town hall, 300 employees were called out for contributions and outstanding work, creating a culture of recognition.

Check-ins are documented in the system, too, and help structure the work throughout the year. In the mid-year review process, managers indicate if people are on track and support those that need more help. Then at year-end, a more formal process with four levels of ratings is done, and ratings are calibrated across groups to ensure they are fair and equitable.

Compensation is connected to performance ratings, with strong guidance around making rewards equitable.

So far, the new approach is working out very well. Managers get dashboards in the system that help them monitor milestone completion. In addition, perception of employees is measured by quarterly engagement surveys.

This year, Dobbins and her team are building on a great foundation to expand goal-setting to include goal alignment of individuals with overall company priorities. This will help with

line of sight and understanding how each person's work fits into the broader organizational goals.

Another priority is continuing to educate employees on what defines good goals and how to set and manage them.

"It's a journey, and every year we get a bit better at this.

We couldn't have done it without Avature. The system is so flexible and configurable that our team can adjust it to evolving business needs easily and quickly, and that creates trust," said Dobbins.

Generac Powers Performance with an Integrated Program

Generac Holdings Inc., commonly referred to as Generac, is a Fortune 1000 American manufacturer of backup power generation products for residential, light commercial, and industrial markets. Generac's power systems are available through independent dealers, retailers, and wholesalers. Generac is headquartered in Waukesha, Wisconsin, and has manufacturing facilities in various sites in Wisconsin, with about 6,500 employees.

Founded in 1959, Generac has about 60 different systems supporting employees. Most of these systems are disconnected, and people are often confused about where to go for various activities.

A few years ago, Ronda Matschke, EVP Human Resources, and her team set out to change this. Focusing on an enhanced employee experience, Matschke looked to bring a more integrated and streamlined approach to their employees.

“What we needed was an integrated talent system throughout the entire employee lifecycle, from interest to retire,” said Matschke.

As Generac employs people with a diversity of job roles, from people working in manufacturing sites to technology talent, flexibility was another key consideration of the ideal system. Avature, a strong name in talent acquisition, evolved as the winner in this quest. Avature's entrepreneurial culture was a good match for Generac as well.

“We developed a talent roadmap starting with the Avature functionality for talent acquisition, with our primary focus on getting the lifecycle of talent management right. We built out the roadmap, including career and development, performance management, talent reviews, and succession management,” explained Matschke.

At the center of Generac's talent management process is the talent profile, following the entire career of an employee at Generac. The employee starts with defining their skills, capabilities, career aspirations, and development priorities. Then the manager adds their view of performance, potential, and placement as a successor.

Performance management is only one piece of the puzzle.

There are also performance goals that are flexible and agile as priorities change, mid-year reviews that are focused on career and development, and year-end performance ratings. The integrated system calibrates departmental performance and potential ratings for visibility of HR and executives into the health of the talent pipeline across the enterprise.

“Using an online system that's easily configurable really changed the game for us. Before, each HR person was spending a lot of time compiling paper assessments for calibration meetings, and now HR and managers simply view the talent profiles online and make real-time adjustments during the talent-mapping process, all in one streamlined step,” said Matschke.

Rather than a static view of talent, the company now gets a dynamic picture. The benefits are significant:

- **For HR.** It saved the company on average 40 hours per HR staff. HR business partners can now spend less time manually updating talent data and more time consulting with the business on their talent.
- **For managers.** They take much more ownership of their talent. Before using Avature, managers felt the process was time-consuming and the distribution of performance ratings and potential was difficult to track and maintain. Now managers calibrate within their own organization and call on HR for support as needed to think through outliers and exceptions. Leaders see themselves as talent champions working with their teams to build careers, rather than purely administering compliance activities.
- **For employees.** They have a much more dynamic experience contributing to the talent cycle where their goals adjust to the changing needs of the business. They can maintain a public and private talent profile of their interests and aspirations and actively contribute to their career and development goals.

The talent team at Generac has more work planned to introduce additional components of the talent cycle. Next up is the talent map, connecting the talent review with succession

planning. Then, the focus shifts to individual development. The existing values-based 360-feedback process previously built on the platform will be leveraged to bring additional insights into the performance and development process.

“We’ll also introduce a flexible individual development planning process that will allow employees to outline their development goals, spanning multiple performance periods. The development actions and plans will follow people throughout their careers as they change roles within Generac,” explained Matschke.

The feedback from employees, leaders, and HR has been overwhelmingly positive. A big part of that success has to do

with the strategic approach to integrated talent management. Finding the right system to support their desired talent evolution had a significant impact too.

“The flexibility and configurability of Avature has been a game-changer for us. Our team is empowered to make many configuration changes on their own as we roll out and fine-tune our processes. The talent management team has been able to utilize the customizable reporting and dashboard tools to streamline process administration for HR partners. And Avature has the flexibility to accommodate our evolving needs with enhancements to the system and user portals,” said Matschke.

Conclusion

The pandemic has brought massive transformation in business models, new ways of working, and innovative ways to use technology. With that, new talent models and processes are emerging. Reinventing performance management, yet again, became a necessity for most companies, and technology plays a key role in this transformation.

Just as our management models evolve, so will the requirements for performance management programs. Every organization is at a different point in its journey. Long gone are

the times when we could just copy GE's model and be done with it. Today, with workforce needs as diverse as the people who work with us, the one-size-fits-all, rigid cookie-cutter approach to performance management is no longer viable.

If your employees and leaders are looking for better, more business-oriented, and more flexible systems, then you'll need to find one that allows you to configure the system with ease, helps integrate previously disparate programs, and creates an experience that allows every person to do their best work. And that, after all, should be the goal of a great performance management program.

About Josh Bersin



Josh Bersin is an internationally recognized analyst, educator, and thought leader focusing on the global talent market and the challenges impacting business workforces around the world. He studies the world of work, HR and leadership practices, and the broad talent technology market.

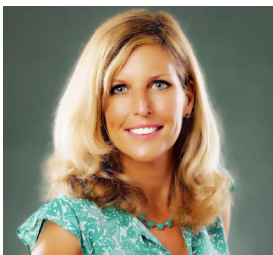
He founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. Over the next ten years, he expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership. He sold the company to Deloitte in 2012, when it became known as Bersin™ by Deloitte. Bersin left Deloitte in 2018..

In 2019, Bersin founded the Josh Bersin Academy, the world's first global development academy for HR and talent professionals and a transformation agent for HR organizations. The Academy offers content-rich online programs, a carefully curated library of tools and resources, and a global community that helps HR and talent professionals stay current on the trends and practices needed to drive organizational success in the modern world of work.

Bersin is frequently featured in talent and business publications such as Forbes, Harvard Business Review, HR Executive, FastCompany, The Wall Street Journal, and CLO Magazine. He is a regular keynote speaker at industry events around the world and a popular blogger with more than 800,000 followers on LinkedIn.

His education includes a BS in engineering from Cornell University, an MS in engineering from Stanford University, and an MBA from the Haas School of Business at the University of California, Berkeley.

About Kathi Enderes



Kathi is the vice president of research at the Josh Bersin Academy; she leads research for all areas of HR, learning, talent and HR technology. Kathi has more than 20 years of experience in management consulting with IBM, PwC, and EY and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte, where she led many research studies on various topics of HR and talent and frequently spoke at industry conferences. Originally from Austria, Kathi has worked in Vienna, London and Spain and now lives in San Francisco. Kathi holds a doctoral degree and a masters degree in mathematics from the University of Vienna.