

Align: The Archbright Case Study

How Archbright reimaged performance management

The Challenge: Annual Reviews Were Not Enough

For many years, Archbright approached performance management the way other organizations do: through annual reviews, goal-setting conversations, and periodic check-ins between managers and employees.



The process was familiar. It created a formal moment to reflect on performance, discuss expectations, and document progress. But over time, Archbright began asking a more important question:



Were those conversations happening often enough—and were they helping people grow?

Annual reviews alone were not creating the consistency leaders wanted. Managers needed a clearer structure for giving feedback throughout the year. Employees needed more regular opportunities to reflect on their development, understand expectations, and connect their work to Archbright's values and strategies. Performance conversations were happening, but too often they were compressed into a single annual moment rather than supported by an ongoing rhythm.

Archbright wanted something better.

Drawing on decades of experience helping employers navigate workplace challenges, Archbright's Strategic HR experts designed the performance management process that became Align. More than software, Align is a comprehensive performance management approach, supported by a suite of tools that help organizations put that approach into practice every day. The goal was to make performance management a more meaningful, practical part of how people work, lead, and grow. That shift began with Align's Quarterly Performance Insights, or QPIs.



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Putting Development at the Center

QPIs became the foundation of Archbright's new performance management rhythm.

Rather than relying on one annual review to carry the full weight of performance, development, expectations, values, and feedback, Archbright moved toward a quarterly cadence designed to create more intentional conversations throughout the year.

Within Align, QPIs are designed to bring structure to performance conversations one quarter at a time. They guide continuous conversations around development, create space for employees to reflect, give and receive feedback, and help managers coach with greater intention and consistency.

For Archbright, this was an important mindset shift. **Performance management was no longer just about evaluating what had already happened.** It became a process for helping employees understand where they were growing, where they needed support, and how their work connected to the organization's expectations and values.

"QPIs gave us a more intentional way to talk about performance and development. They created a rhythm that helps managers and employees stay aligned throughout the year—not just when annual reviews come around."

Carolyn Harvey
President & CEO

QPI 4 Core Areas:

- 1 Development
- 2 Job Descriptions
- 3 Values
- 4 Competencies

A More Complete View of Performance

Archbright's QPI process focuses on four core areas: development, job descriptions, values, and competencies.

Together, they create recurring opportunities to support personal and professional development, review performance against job expectations, discuss behavior against company values, and evaluate competencies based on the employee's role. Each part of the process serves a different purpose.

The **Development** component gives employees and managers a structured way to talk about growth. Instead of treating development as something that happens only when time allows, QPIs create a dedicated moment to discuss the employee's professional growth, development goals, opportunities, and support needs.

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The **Job Description Review** helps ensure that roles remain accurate and aligned with the work employees are actually doing. It creates space to ask whether the job description reflects the role today and what may be missing.

The **Values Assessment** creates a structured opportunity to discuss not only what work gets done, but how it gets done. For Archbright, values are part of the performance conversation because they define the behaviors and expectations that shape the employee experience.

The **Competencies** component gives managers and employees a shared framework for discussing the skills and behaviors expected in different roles, including individual contributors, managers, and managers of managers.

Together, these four areas created a more complete and balanced view of performance. The QPI process helped Archbright move beyond a narrow review of results and toward a broader conversation about alignment, expectations, growth, and contribution.

Making Feedback More Timely and Useful

One of the challenges with traditional annual reviews is that they often depend on memory. Managers and employees are asked to reflect on an entire year of work, which can make the conversation feel backward-looking, incomplete, or disconnected from what actually happened throughout the year.

"The QPI process changed the quality of our conversations. We spend less time trying to remember what happened over the last year and more time talking about growth, development, expectations, and what comes next."

Tracy Sigmon
Director of Consulting Operations

QPIs changed that dynamic.

By creating a quarterly cadence, Archbright gave managers and employees more frequent opportunities to pause, reflect, and adjust. Performance conversations became closer to the work itself. Feedback could be more specific. Development discussions could be more timely. Expectations could be clarified before misunderstandings had time to grow.

That structure matters because it creates consistency. Employees know the conversations are coming. Managers know what they are expected to discuss. And the organization has a repeatable process for ensuring performance management does not get lost in the pressure of day-to-day work.

This cadence made a measurable impact at Archbright in their recent employee engagement survey:

90%

Performance Clarity

Percentage of employees who understand performance measures.

93%

Team Transparency

Percentage of employees who agree their goals are clear across their team.

93%

Workplace Support

Percentage of employees who feel informed to do their job.

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Building the Habits Between QPIs

QPIs created the foundation. Align's other steps helped Archbright sustain the habits that make those quarterly conversations more meaningful. They include:

- **Wrap-Ups** give employees a regular opportunity to reflect on progress, challenges, wins, and feedback.
- **Structured 1:1s** support shared priorities, proactive coaching, and two-way accountability.
- **Rocks**, or quarterly goals, help connect individual work to organizational priorities.
- **Shout Outs** reinforce recognition and culture-building by connecting appreciation to behaviors that support mission and values.
- **Group Meetings** support a structured cadence and agendas for consistency in communication.

Together, these practices help create continuity between quarterly performance conversations. Rather than starting from scratch each quarter, managers and employees can build on documented goals, ongoing feedback, coaching discussions, recognition, and regular check-ins throughout the year.

"The QPI conversation is stronger because it doesn't happen in isolation. By the time we sit down for that quarterly discussion, we already have context from Wrap-Ups, 1:1s, goals, recognition, and feedback throughout the quarter."

Holly Eckert
Director of Membership Development

From Process to Practice

The most important change was not simply that Archbright adopted new tools. It was that performance management became more consistent, more visible, and more connected to the real work happening across the organization.

QPIs gave Archbright a structured quarterly process for discussing development, job clarity, values, and competencies. The supporting Align features helped keep those conversations active between quarters.

That combination changed the role of performance management. Instead of being a formal event that happened once a year, it became an ongoing practice.

Managers gained a clearer way to coach with intention and consistency. Employees gained more regular opportunities to reflect on their work, understand expectations, and discuss their growth. The organization gained a more reliable rhythm for aligning people, priorities, values, and development.

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Why It Matters

Archbright's experience with Align reflects the same message it brings to members: performance management should not be a once-a-year administrative exercise. It should be a practical rhythm that helps employees and managers stay aligned, communicate clearly, and support growth throughout the year.

"Align gave us a practical way to make performance management more consistent, more intentional, and more connected to the work that actually drives our organization forward."

Liza Romero, Director of Consulting

By combining quarterly performance conversations with ongoing feedback, goal tracking, recognition, and coaching, Align helped transform performance management into a more consistent and connected experience for both employees and managers.

As the Align process evolved internally, Archbright built the supporting tools into mozzo, making the same proven framework available to members. Today, organizations can access the same approach used at Archbright to create more consistent performance conversations, strengthen accountability, support employee growth, and improve team alignment.

After 12 months of consistently implementing Align, Archbright earned recognition as a **2026 Puget Sound Business Journal Best Place to Work**, after not placing on the list in 2025.



2026 Employee engagement survey results showed measurable gains across several key indicators, including areas that had not improved in years:

+10 eNPS Points

eNPS increased from 47 to 57

90% Performance Clarity

Percentage of employees with performance clarity.

93% Workplace Support

Percentage of employees who feel informed to do their job.

93% Team Transparency

Percentage of employees who agree team goals are clear.

85% Collaboration

Percentage of employees who feel their opinions count at work.

85% Growth

Percentage of employees who report growth opportunities.

95% Engagement

Percentage of employees who are proud to work at Archbright.

For Archbright, Align transformed performance management from an annual event into a catalyst for growth, accountability, and organizational success.

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