

How Fintech PEX Improved Manager Effectiveness with 15Five

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Executive Summary

This article addresses the performance management challenges faced by PEX, a fintech expense management company, as it scaled its workforce. Authored and published by 15Five, the article argues that consolidating engagement, performance, and goal-setting onto a single platform resolved PEX's core operational deficiencies. Key evidence is drawn exclusively from Amy Gaspari, Head of Human Resources at PEX, who describes improvements in manager accountability through 1-on-1 documentation visibility, sustained engagement scores of 82–83%, and the integration of manager coaching without additional vendor onboarding friction. The article also notes that performance reviews became more structured once continuous feedback was documented year-round. The conclusions drawn position 15Five as a unifying solution for siloed organizations experiencing rapid headcount growth. No independent data, control groups, or comparative benchmarks are presented. The piece functions primarily as a promotional case study, with outcomes framed entirely through the lens of the vendor's product capabilities and the testimonial of a single HR leader.

Key Insights

1. Visibility into 1-on-1 documentation allowed HR to identify communication breakdowns in real time and intervene proactively rather than punitively.
2. Manager engagement with structured check-ins increased meaningfully once team size reached three or more direct reports, suggesting a threshold effect in perceived utility.
3. Introducing coaching through an already-approved vendor reduced change fatigue and skepticism among managers new to people leadership.

Practical Takeaways

- Organizations scaling headcount rapidly may observe that managers adopt structured feedback tools more readily when team size crosses a threshold that makes informal tracking unmanageable.
- Phased platform rollouts — beginning with performance and 1-on-1s before introducing engagement surveys — are described as a method for managing adoption complexity in high-growth environments.

Frameworks Mentioned

OKRs — A goal-setting methodology used at PEX to align individual and organizational objectives; identified as previously siloed from performance review processes.

Critical Analysis

The article is produced and published by 15Five, making it a first-party promotional document rather than independent research or journalism. All evidence originates from a single source — PEX's Head of HR — with no corroboration from employees, third-party analysts, or comparative data. Engagement scores of 82–83% are cited without reference to pre-implementation baselines, industry benchmarks with defined methodology, or measurement instruments. Causal claims linking 15Five adoption to engagement outcomes are asserted rather than demonstrated. The framing consistently foregrounds positive outcomes while omitting any challenges, limitations, or neutral observations about the implementation. The article's utility lies primarily in illustrating one organization's described experience with consolidated PMS tooling, not in providing generalizable or empirically validated findings.

Organizational Practice

PEX implemented a phased rollout of a consolidated HR platform covering performance reviews, 1-on-1 documentation, OKR tracking, engagement surveys, and manager coaching. HR used 1-on-1 completion data to monitor manager-employee connection rates and intervene when cultural dips were detected. Upward reviews and engagement data were combined to identify manager development opportunities. Annual engagement surveys were used as cultural health benchmarks.

Strategic Implications

The article reflects a broader trend toward platform consolidation in HR technology, where organizations seek to reduce tool fragmentation across engagement, performance, and goal-setting functions. The described experience suggests that data visibility at the manager level — specifically around meeting frequency and feedback documentation — is emerging as an operational metric in people management. The integration of coaching services within existing vendor relationships is noted as a mechanism for reducing procurement friction during manager development initiatives.

Validation Status: passed
