



Creating a talent management strategy from scratch and building comradery between employees and managers

Sherex Fastening Solutions, LLC, is a global manufacturer providing fastening solutions for thin sheet material attachments and vibrational loosening prevention. For more than 35 years, the company has offered standard and custom engineered solutions, combining fasteners, tooling, and automation to deliver the best solution at the lowest total installed cost.

When Tom Lis joined Sherex in 2014 in the role of controller, the global manufacturing company was still relying on a paper-based performance review process. "What I found was a very cumbersome, very inconsistent evaluation process that nobody liked to do. Evaluations were only happening once a year, and when they did, they took an enormous amount of time."

Sherex was also using a manual 9-box talent matrix, making it difficult to identify challenges, skill gaps, and employee potential. Succession planning was challenging with the limited visibility into employee performance, satisfaction, and productivity. "There was a general discussion once a year, and employees were placed where managers thought they fell in the block," said Lis. "It was opinion based and entirely manual."

Why PiiQ by Cornerstone

A key ingredient of the culture at Sherex is continual learning, yet the appropriate tools were not being utilized. Lis shared Sherex's learning and performance challenges with the company's payroll provider. "I asked for a software recommendation. They knew our objective was to streamline the performance evaluation process, establish consistency, provide a modern

PiiQ Learning

PiiQ Performance

Industry: Manufacturing/Construction and Building Materials

Region: Global

Employees: 40

Live Since: 2015

Business Impact: Made 9-box planning less subjective and more data driven, enabled ongoing performance management, unified learning and performance, engaged employees with continuous learning





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– Tom Lis, controller, Sherex Fastening Solutions, LLC

learning experience, and make it easier to use. We also wanted reviews to provide more value to both employees and managers.”

The payroll provider suggested PiiQ by Cornerstone because it was a simplified, easy to use performance and learning solution for small businesses. “PiiQ had everything we were looking for: competencies, roles, and the ability to have multiple reviews throughout the year,” said Lis.

The Results

Made 9-box evaluations less subjective and more data driven. Previously, the team met once a year to manually plot employees on a 9-box grid. With PiiQ, employee performance data is automatically added to the 9-box, giving managers more frequent and meaningful insight into skill gaps, top performers, and hidden training needs. “PiiQ’s 9-box is a huge time saver, and we’re measuring progress on more concrete and objective measures, like goals and competencies,” said Lis. “I like the fact that you can track employee progress over time.”

Enabled ongoing performance management. With PiiQ’s Check-ins feature, Sherex managers are now having monthly meetings with employees. “The Check-ins feature has been one of the most valuable pieces for us. I’m a proponent of continually knowing what’s going on with my employees to avoid end-of-year surprises. Now we have a set list of topics documented right within Checks-ins that we cover every month.

It’s an open hour for employees to discuss progress, goals, and anything else,” said Lis. “Employees like the more frequent contact and the opportunity to give and receive feedback. And because it’s a semi-formal meeting in a relaxed environment, it’s building comradery between managers and employees.”

Unified learning and performance. With PiiQ Learning and PiiQ Performance, Lis can assign development opportunities that align with and further employee and organizational goals. With the frequent Check-ins, the entire organization is now more comfortable with feedback and managers use the one-on-ones to provide coaching if an employee is struggling with a goal. “We’re using Learning extensively this year to ensure our employees are constantly developing themselves. We work with employees to set mutual goals, and then assign courses that are appropriate to those goals and the employee’s role.”

Engaged employees with continuous learning. With PiiQ, it’s easy for managers to assign courses on technical and soft skills. Every employee is mandated to complete 40+ hours of training per year. Employees can also take additional courses based on their interests and career paths. “I like to hire and keep good people. Obviously, I’d also like to keep those people happy, challenged, and motivated in the long term,” said Lis. “To do that, you have to give them opportunities to learn. PiiQ and CyberU offer a lot of good core courses that support our initiatives and our culture.”



Cornerstone is committed to helping small to medium-sized businesses develop an engaged workforce to drive higher performance and revenue. smb.csod.com

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