

2020

*impact*  
REPORT

TiER1IMPACT

BETTER WORK · BETTER WORLD

# INTRODUCTION

**2020 was a study in change. When the COVID-19 pandemic made the world stop, we found ourselves finding ways to adapt.**

Our TiER1 family mastered working from home as every day became “take your kid to work” day, all while our “office assistants” managed to get a little furrrier. We welcomed 38 new hires and named 65 new shareholders. We gathered whenever and however we could (hello Teams). We found ways to support our communities through our social impact projects and Service Time Off; we dove into meaningful conversations with our Inclusion, Diversity, Equity, and Accessibility (IDEA) efforts; and doubled down on our mental health initiatives. And of course, we didn’t miss a beat with our clients; in 2020, we had the privilege of working with 160 unique clients on 537 projects.

We also launched TiER1 Impact, a professional services investment and development company, which now operates as the parent entity of TiER1 Performance. The purpose of TiER1 Impact is to enable healthy, high-performing business through the development of purpose-driven, people-centric professional services firms. Building on our history of successful acquisitions, through TiER1 Impact we aim to invest in, develop, and grow professional services firms that have a long-term outlook and an interest in helping clients build healthier, more holistically successful organizations.

We believe purpose-driven professional services organizations can have a substantive impact on the health of businesses, the communities they serve, and the employees they engage and develop, ultimately creating greater value for all. We wrapped up 2020 with the announcement of the acquisition of rapidLD, an Atlanta-based learning and talent management consulting firm. TiER1 Impact companies each play a unique role in improving organizations and building a better world of work. The common thread: every entity is focused on realizing the fullest potential of people, through healthy, high performance growth.

## OUR PORTFOLIO OF IMPACT-FOCUSED COMPANIES INCLUDES:



### TiER1 Performance

*Activating strategy through people for the world's largest organizations*



### rapidLD

*Deploying and sustaining learning management systems that realize results*



### Mercury Executive Development

*Empowering growth-focused entrepreneurs and executives to thrive as leaders*



**2020:**  
**A YEAR IN *review***

# T1 **BY THE** *numbers*

**2020 WAS A YEAR UNLIKE ANY OTHER**

**\$44.3 MILLION IN REVENUE**

## **1 COMPANY**

Founded in 2002. Became a 100% employee-owned organization in 2016.

## **250+ PEOPLE**

Performance experience designers, learning experts, change strategists, visual articulators, storytellers, techies, business-savvy consultants, virtual facilitators, UX designers, research scientists, and more.

## **320+ CLIENTS**

Companies that believe in fueling performance with knowledge; culture with communication; change with adoption; technology with experience design; and creative with impact.

## **MANY INDUSTRIES**

Life Sciences, Government, Healthcare, Manufacturing, Retail, Telecommunications & Mass Media, Transportation, Financial Services, Energy & Natural Resources, Insurance, Consumer Packaged Goods, Technology, Hospitality, Professional Services, Agriculture, Non Profit, Chemical, and more.

## **VARIED AREAS OF IMPACT**

Business Transformation, Culture Articulation & Alignment, Customer/Patient Experience, Employee Engagement, Knowledge Management, Leadership Development, Onboarding & Training, Organizational Alignment, Sales Force Effectiveness, Strategic Change & Communications, System Implementation & Adoption, and more.

## **EMPLOYEE OWNED**

## **CERTIFIED B CORP™**

# GROWING OUR TEAM

In December 2020, we were thrilled to announce the TiER1 Impact acquisition of rapidLD, an Atlanta-based learning and talent management consulting firm.

Founded in 1999 by Jim Everidge, Chris Terry, Reed Jones, Will Avery, and Steve Owens, rapidLD established themselves as experts in the deployment and administration of learning and talent management systems, as well as in the development of the associated strategy and content development needed to evolve and upskill talent. The team has partnered with customers to gain maximum value from human capital technology investments by providing full-spectrum support (consulting, implementation, integration, content development, and operation support).

rapidLD brings experience with hundreds of learning and talent implementations, as well as deep expertise in retail, manufacturing, and life sciences to customers like McDonald's, Applied Materials, and WL Gore. We're thrilled for their talented people and capabilities to join TiER1, and the acquisition brought 20 additional employees to TiER1 and added rapidLD's Atlanta-based office to TiER1's network of offices.

*“As we looked toward growth for our team members and the services that we offer our clients, I saw TiER1 as a natural fit given our strong alignment with the TiER1 culture, relationships, and a value creation mindset.” reflects Jim Everidge. “We have a long relationship with TiER1 and its founders and see immediate synergies that will have a positive impact on our clients, partners, and channel relationships.”*

# A SPOTLIGHT ON CLIENTS

WE  OUR CLIENTS.

They give us the opportunity to make an impact and grow. Here are just a few of the many clients we collaborate with:

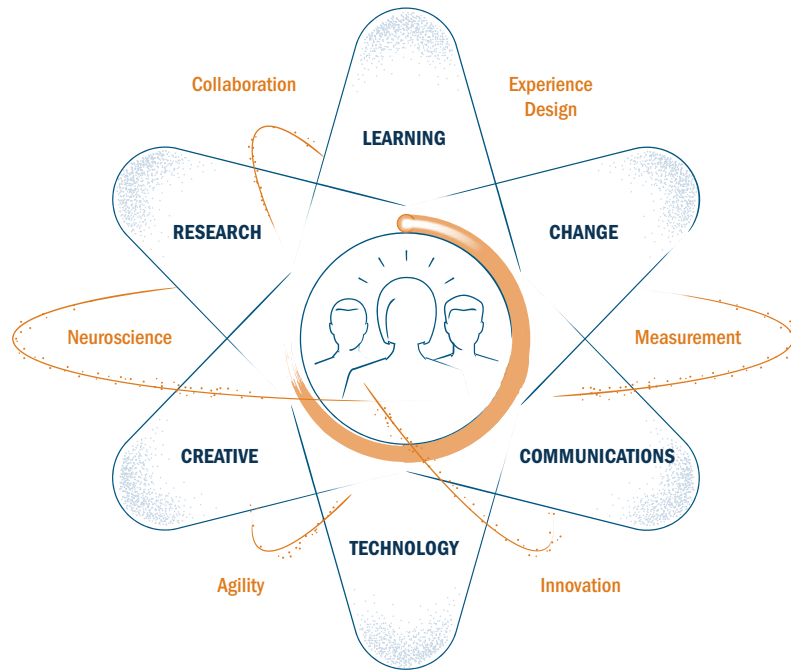


# WHAT WE OFFER

We're grateful for the opportunities and relationships fostered with our clients. Here's how we help our clients shine.

## WE ACTIVATE STRATEGIES THROUGH *people*

BY BRINGING TALENTED TEAMS OF PEOPLE AND EXPERTISE TOGETHER...



TO CONSULT, DESIGN, BUILD, AND ENABLE CUSTOM SOLUTIONS.



### Consult

Identify and align on performance factors needed for activation.



### Design

Create the performance experience and everything needed to sustain it.



### Build

Activate strategy through engaging, results-focused deliverables.



### Enable

Equip the internal organization for continued strategy activation through training, coaching, staff augmentation, and more.

INCLUDING BUT NOT LIMITED TO...

FUTURE OF WORK · DIGITAL TRANSFORMATION · VIRTUAL ONBOARDING · EXPERIENCE PORTALS · PERFORMANCE SUPPORT SYSTEMS ADOPTION · SALES ENABLEMENT · CHANGE STRATEGY · LEARNING & DEVELOPMENT · CULTURE · VIRTUAL GATHERING

# OUR CLIENTS TIER 1

*“THANK YOU! I did a great thing by investing with TiER1 for this project which will do great things for this company. THANK YOU!”*

*- Senior Manager*

*“Thank you for putting so much thought and work in designing/creating/hosting the class. This is one of the most engaging virtual events I’ve attended.”*

*- Session Attendee*

*“Working with you all was wonderful and one of the smoothest development experiences we’ve had with a vendor. Of course, I’m not surprised by this at all, but it was great to see it firsthand. I hope to be able to bring more course owners to you all in the future and I hope to see you all at some ID conference in the near future!”*

*- Senior Instructional Designer*

*“You crushed it.”*

*- Global Director, Commercial Learning*

*“GREAT job today in the Celebration event!!! The music, the slides, the general ‘vibe’ of the presentation...it was energetic and exciting and was a big positive effect on all!!!”*

*- Head of Core Technology & User Experience*

*“THANK YOU for all of the hard work and prep that went into our first ‘science’ meeting. It’s clear you have familiarized yourself with the content and provided lots of good questions and suggestions. Many thanks and we are off to a GREAT start! We are both very happy and excited. This will be a game changer.”*

*- Consultant - Patient Experience and Design Innovation*

*“I think I’m going to cry (with happiness).”*

*- Project Team Member*

*“We were able to capture the culture, family feeling, and casual tone that we want new hires to feel.”*

*- Project Team Member*

# 2020 AWARDS & EXTERNAL VISIBILITY



- Training Industry: Top 20 Watch List for Custom Content Development companies
- Brandon Hall Gold for Best Advance in Corporate Culture Transformation
- NKY Chamber of Commerce Business Impact Awards: Large Business Category (Finalist)
- Inc. 5000 (for the 14th year in a row)
- Cincinnati Business Courier Fast 55
- CDC Success Story for Mental Health in the Workplace ([read the CDC article](#))



# A YEAR OF *purpose*

# OUR IDEA JOURNEY

Our holistic approach to Inclusion, Diversity, Equity, and Accessibility (IDEA) is based on our commitment to IDEA to build a better world.

TIER1 has committed to deepen our practice in the various dimensions of IDEA and the intersectionality across everything we do to be more inclusive and provide employees with a safe space to engage in sometimes difficult conversations to process and address bias, racism, and inequalities. We are on a journey to take intentional action, which requires strategic and cultural practices to shift behaviors and mindsets.



For years we have witnessed a focus on diversity and inclusion by our peers and community. As organizations progressed in their journeys, the evolution of their people strategy required additional letters to be added, such as the “E” for Equity or Equality (i.e., DEI); “J” for Justice (i.e., JEDI); and “B” for Belonging (i.e., DI&B). Recognizing that every organization’s journey is personal and driven by different internal and external forces, as our Diversity and Inclusion Task Force explored the future of D&I at TIER1, we discovered definitions and applications that resonated with us; in time this became IDEA.

## HERE'S WHAT IDEA MEANS AT TIER1:

### **INCLUSIVITY is a mindset.**

It is the practice and policies in place which guide us to include an individual or people with awareness of who may otherwise be excluded or marginalized. Someone with an inclusive mindset behaves in a way that embraces and welcomes the diversity of others, allowing people to bring their whole selves to work and directly impacts performance.

### **DIVERSITY is a fact of personal identity.**

It is the ways we are all similar and different, including the core (visible) and invisible characteristics. When we embrace, recognize, and value diversity we are also recognizing this at the individual level. There is no room here for discrimination.

### **EQUITY recognizes gaps and inequities to close.**

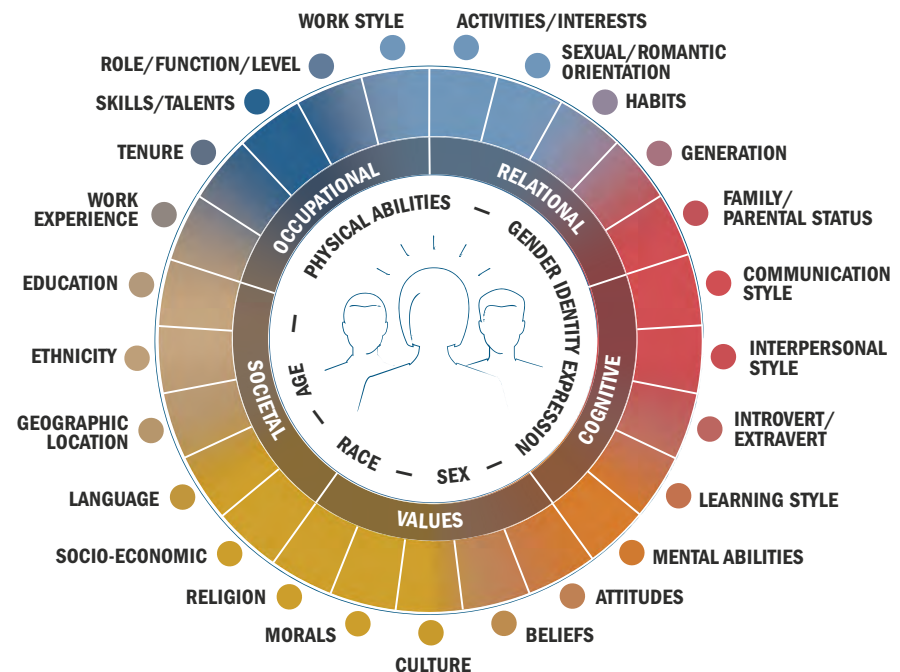
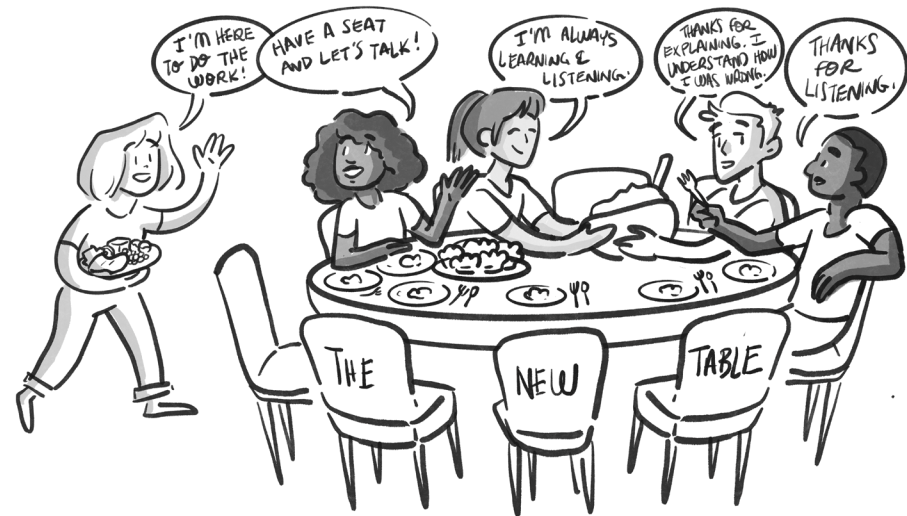
We recognize that some individuals or groups are disadvantaged due to an unequal starting place, and therefore are underrepresented or marginalized within a field, industry, workplace, or community. This requires us to examine internal and external systems to create opportunities, reduce barriers to entry, and provide support to help level the playing field. We are using business as a source for good.

### **ACCESSIBILITY is about access and support for all.**

Everyone should have the ability to access environments, events, services, and experiences with or without disability; therefore, we must focus on proactive design and care versus reactive fixes. DIMENSIONS OF DIVERSITY

**Diversity is more than things you can see physically. The varying dimensions of diversity are much deeper and more complex than that.**

Here at TIER1, we need to factor in all of those things, while understanding we're honing in on areas of opportunity for us so we can maximize on innovation, maximize on closing disparity gaps, maximize on engagement and ensuring we're creating a sense of belonging.



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## OUR COMMITMENTS

1. Continuously assess and evolve our systems, initiatives, and investments at TiER1 to foster a more inclusive, diverse, and equitable environment, with an intentional focus on diversifying our talent pipeline to address racial and gender inequities across our population and fields we serve.
2. Ensure our social impact supports the education, development, and wellness of marginalized communities to promote the growth of Black, Indigenous, and People of Color, LGBTQIA+ emerging leaders.
3. Activate our Indianapolis Racial Equity Pledge.
4. Partner with campuses to develop the Diversity in Design scholarship pipeline.
5. Award Social Impact Project grants on a quarterly basis.
6. Form partnerships with BIPOC, LGBTQIA+, and women owned firms & contractors.
7. Proactive continued support of TiER1ers from diverse backgrounds to empower them to realize their full potential through implementing structures to cultivate community and conversations.
8. Continue to fulfill our commitment as a Certified B Corporation to use business as a source of good.

# START THE CONVERSATION

In 2016, TiER1 partnered with UC Health Lindner Center of HOPE and the National Association for Mental Illness (NAMI) to create and iterate on Start the Conversation, an organizational experience that's designed to break the stigma around mental health through culture and support.

Our journey to Start the Conversation began as a way for TiER1 to address mental health and how it affected our people daily. We developed an education and conversation starting experience to normalize and support individuals in addressing mental illness and the ways in which it impacts their lives. You can read more about the original Start the Conversation here:

<https://www.workplacementalhealth.org/Case-Studies/Tier1PerformanceSolutions>

Since then, we continued the conversation around mental health internally, while also helping other organizations do the same by sharing the Start the Conversation experience with them. 2020 brought the opportunity for us to completely reimagine the experience for a virtual setting. We piloted the virtual experience with TiER1ers and then focused on creating a version for organizations to implement in 2021.

A safe and resilient workforce starts when we're able to talk about what's getting in the way of being our best selves.

Learn more here: <https://tier1performance.com/working-together/workforce-mental-health/>

## WHERE WE'VE IMPLEMENTED START THE CONVERSATION



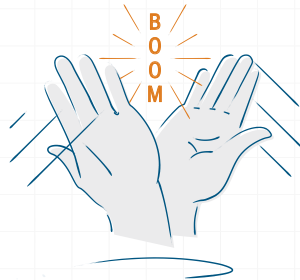


HERE'S WHAT THE "B" MEANS TO US.

# B inspired

BY A GROWING COMMUNITY

B Corps™ from more than **150 industries** and **60 countries** (and counting!) are redefining success in business.



# B committed

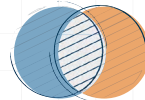
TO MEETING THE HIGHEST STANDARDS



Verified Performance



Legal Accountability



Public Transparency

# B responsible

TO A BROAD SET OF STAKEHOLDERS



World  
Realized potential



Employees  
Engaged employees



Clients  
Authentic client relationships  
Greater enterprise value



Community  
More resources to invest  
Increased business growth

## B CORP CERTIFIED ORGANIZATIONS:

- Patagonia
- Bombas
- Ben & Jerry's
- Danone North America
- Allbirds
- Ingage Partners
- Grove Collaborative
- Tillamook
- Eileen Fisher

*"We've always had a purpose-driven culture that is focused on having a bigger impact. The B Corp Certification is emblematic of our long-held belief that businesses have a unique responsibility—and a unique opportunity—to positively affect society as a whole."*

- Greg Harmeyer



## EL VALOR - MARKETING AND COMMUNICATIONS SUPPORT

*“As “El Valor, a nonprofit founded in 1973 providing services to over 4,000 limited English speaking, children, adults with disabilities, and their families in the Chicagoland area recently benefited from a social impact project by the TiER1 team.*

*TiER1’s team dedicated time to the Agency to assist it in revamping its logo and theme, creating a brand book, and drafting a template to assist in grant writing. As a nonprofit with an extremely limited budget that is fully committed to serving the most vulnerable in our communities, this project was invaluable. Without the support of TiER1, El Valor would not have been able to commit the time or resources to a project that in the end will improve our ability to fundraise and market. This increased ability to fundraise assists El Valor in providing vital services to children who otherwise may not have access to healthy meals or winter clothes, adults with disabilities that rely on El Valor for housing and employment services, or their families that depend on El Valor for access to essentials such as clothing, diapers, and baby formula.*

*In a time where nonprofits are competing for every dollar, the ability to successfully market and fundraise is vital, and TiER1’s project helped to move El Valor to the next level.”*

*-Rey B. Gonzalez, CEO of El Valor*

# GIVE & SERVICE TIME OFF

TiER1's Service Board, known as GiVE, actively supports both group and individual community service through ongoing outreach and employee service opportunities. GiVE activities range from volunteering our time with a cause close to our hearts to sponsoring and organizing events that increase awareness and raise funds. We are proud of the work we do for our community.

Extending our reach to build a better world is made even easier with TiER1's Service Time Off (STO) program. STO allows employees to take paid time off to participate in service efforts anywhere in the world, giving TiER1ers an opportunity to give back in the ways most meaningful to them. Supporting service to others is one way that TiER1 enacts our belief in the potential of each individual to make an impact.

Every full-time employee is eligible for up to 16 hours of Service Time Off per year; these hours can be used across multiple activities. While group activities with other TiER1ers are encouraged, we also support individual opportunities to give back.





**A YEAR OF**  
*adaptability*

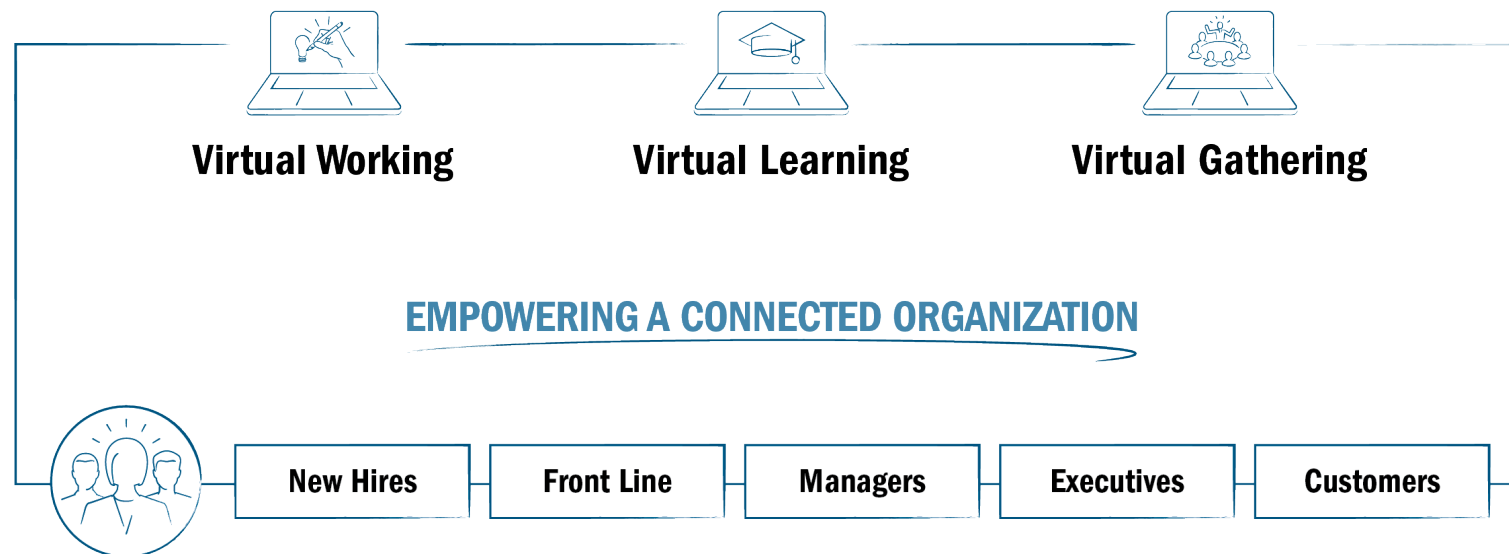
# VIRTUAL OFFERINGS

Virtual offerings are a collection of tools helping connect people remotely to learn and work together in solving problems. The trend for remote and asynchronous working has been building for years, and the beginning of the COVID-19 pandemic accelerated the need for companies to gain more efficiencies and effectiveness in this space.

At TiER1, we believe that taking a long-term, human-centered approach to virtual strategy has the potential to create substantial positive impact. This includes improved productivity, reduced costs, and increased growth and innovation.

The current decision to be made is where to go from here. How do we make the most of current change and transformation, while also optimizing processes and culture for continued virtual success? How do we build the next wave of innovation when it comes to virtual working, learning, and gathering?

[Click here to access our Virtual Playbook](#), a curation of our most useful tools and frameworks to help you intentionally design and enhance your long-term virtual strategy by focusing on the people side of the equation.

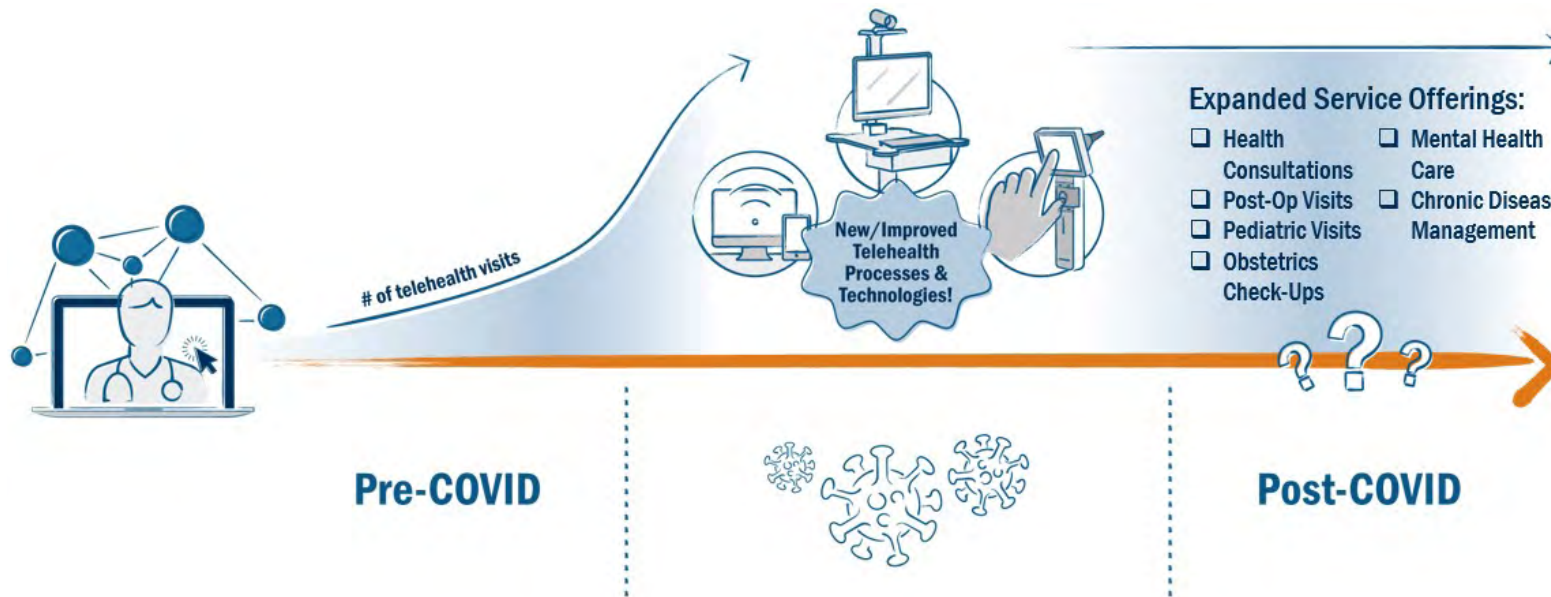


# TELEHEALTH

Healthcare consumers now expect to experience healthcare in a seamless, well-designed system that is accommodating, friendly, responsive, and with as few points of friction as possible. They want easy access to appointments, test results, and other data on their mobile devices, as well as telehealth options and other accommodations.

When the COVID-19 pandemic led to lockdowns across the world, we saw the need for increased telehealth offerings across the healthcare industry. After going through an insight sprint focused on the topic, we found that telehealth is here to stay.

As we embrace the future with telehealth, we are improving telehealth processes and technologies while we begin planning the expansion of our service offerings



# LUNDBECK: KEEPING THE PATIENT JOURNEY IN MIND

Lundbeck, a pharmaceutical company committed to improving the quality of life of people living with brain diseases, has consistently approached every aspect of its business with a patient-centric approach. Lundbeck utilizes commercial training programs to carry their mission forward by going beyond product knowledge and selling skills by helping reps understand the disease states its products treat through the eyes of its patients.

In 2020, Lundbeck launched an innovative training program in support of a novel anti-depressant. The program helps sales reps articulate lived experiences of patients with major depressive disorder (MDD) when interacting with healthcare professionals. Lundbeck's brand training team partnered with TiER1 to design an augmented reality (AR) showcase experience that puts reps in the shoes of a patient and evokes a genuine emotional response that leads to greater empathy and understanding. Luckily, we also designed a self-guided online version of the experience—so when the COVID-19 pandemic forced sales reps out of the field, Lundbeck account managers were able to utilize the self-guided functionality to prepare to re-engage with customers post-shutdown.

The passion and empathy that Lundbeck representatives display as they talk about patients with their customers over an extended period will be the true measure of success for this unique patient experience. However, some immediate results have already been made visible. Lundbeck account managers utilized the patient page of the interactive sales aid 52% more often than they had in the previous trimester in the weeks following the national meeting. This increased focus on the patient through empathy is already furthering Lundbeck's patient-centric mission.

Read the full story: [https://read.nxtbook.com/iten/focus/winter\\_2021/lundbeck\\_keeping\\_the\\_patient\\_.html](https://read.nxtbook.com/iten/focus/winter_2021/lundbeck_keeping_the_patient_.html)



# PERFORMANCE EXPERIENCE DESIGN

One of the biggest changes that 2020 brought for TIER1 is the realization of Performance Experience Design.

Performance Experience Design, or PXD, is the intentional design of experiences that change behaviors to get results. The approach focuses on galvanizing individuals and teams to “think, feel, and do” the precise things that will support their overall performance, well-being, and success—and achieve the company’s desired outcomes. PXD is entirely performer-centered in its methodology, but at the end of the day, it puts organizational leaders in the driver’s seat of taking action, at the right time and in the right way, to have impact.

Performance Experience Designers unpack the process of effectively inspiring and motivating others. Using PXD models, mindsets, and methods, TIER1 can consult on and help clients predict the emotional, intellectual, and behavioral journey that performers will need to travel to achieve a desired future vision.

Learn more about PXD: <https://tier1performance.com/what-is-performance-experience-design/>

## KEY MINDSETS

### SYSTEMS THINKING

Thinking systematically goes beyond the specific programs or interventions we can provide to individuals; it is also being mindful of the social interactions, ways of working, and organization ways of changing their experience.

**How have you considered the performance factors that are relevant to the business challenge? How might you impact or connect to them?**

### POWER OF EMOTION

Behavior change has been compared to an elephant (emotion), rider (logic), and path (environment). In the analogy, this is because the emotional component is disproportionately larger than the logical/thinking part of the brain.

**How might you leverage the enormous power of emotion in your work?**

### FOCUS ON BEHAVIORS

It can be easy to be too focused on what people need to know, hear, understand, prepare for, etc., in order to take action. Consider how we might just focus on the action, behavior, or application, and design around it.

**How have you designed to the actions themselves? How might you make them as easy as possible?**

### MOMENTS THAT MATTER

Moments are rooted in the process from consumer science of mapping out the customer journey and finding the most impactful moments (like seeing the product on the shelf). But thinking in moments can be crucial for designing people performance solutions, too.

**How might you identify and intentionally design the moments that matter for your performers?**

### POWER OF HABIT

Behavior change is good, but sustainable habits are better. Habits reduce decision fatigue, which helps with motivation and willpower for the behaviors we seek to impact. They transition heavy mental load to autopilot (like how we can drive home and not remember the drive).

**How might you design for a new habit that can be sustained with little effort over time?**

### DESIGNING CONVERSATION

Designing communications is rarely forgotten, but typical communications are from the system to the individual, aren’t necessarily interactive, and can be separated from a performer’s normal routine. Beyond communications, we might consider designing embedded conversation that is between peers, fully engaging, and in the typical flow of work.

**How are you designing conversation and dialogue that’s embedded in and authentic to your experience?**

### WAYS OF WORKING

Behavior change has been compared to an elephant (emotion), rider (logic), and path (environment). Ways of working involves being mindful of the path—the various rituals, routines, rhythms, cadences, systems, and processes that individuals interact with.

**How might you leverage or reimagine a “way of working” in your design? What role does the physical and digital environment play in influencing the performer’s actions?**

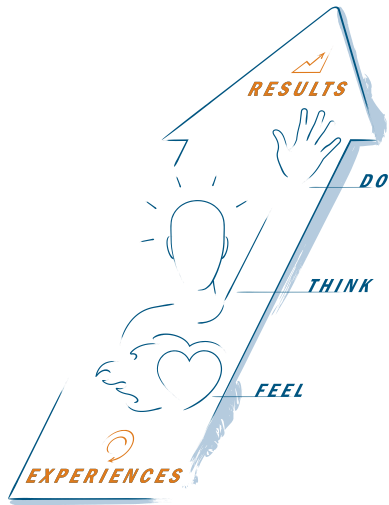
### MOMENTUM

Organizations sometimes just need to get started and not let perfect be the enemy of good. Individual performers can benefit from quick wins that lead to bigger things.

**Where are you creating a sense of momentum? How can you help an organization/team get started, instead of getting bogged down in process? How might you help an individual see success and keep moving forward?**

# KEY MODELS

Performance Model



Performance Chain



Performance Factors

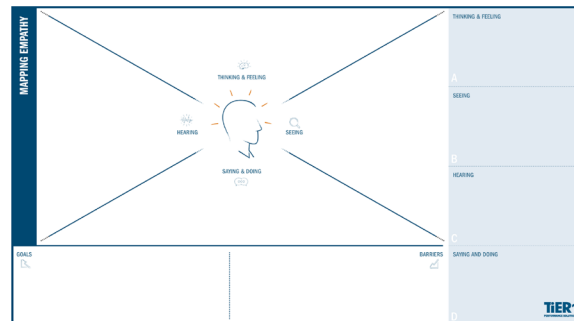


# KEY METHODS

Performance Canvas

<b>ORGANIZATIONAL CHALLENGE</b> What is the key organizational challenge to be addressed? What is the scope of the organizational challenge?	<b>PERFORMANCE FACTORS</b> Which have the greatest impact on the business? Business: <input type="checkbox"/> Revenue <input type="checkbox"/> Profit Customer: <input type="checkbox"/> Churn <input type="checkbox"/> Cost <input type="checkbox"/> Retention Other: <input type="checkbox"/> Innovation <input type="checkbox"/> Risk	<b>PROJECT NAME</b>	<b>TEAM</b> Who does the user influence? Who influences the user? Who supports each? Who hinders each?	<b>PEOPLE</b> Who will use the solution? Are there multiple audiences? What are they trying to accomplish? What are their motivations and barriers?
<b>BUSINESS CONSTRAINTS</b> Are there known constraints around budget, timeline, or staff? What other knowledge? Consider approach? Ongoing support?	<b>SOLUTION APPROACH</b> What activities might address the challenge? What experiences might impact performance? What activities might guide the project?		<b>SYSTEMS/ CHANNELS</b> What systems are used by the audience as part of their path to access solution? Provide ongoing support? Communications?	
<b>BUSINESS RESULTS</b> What are the biggest desired outcomes? What does business look like to the business?	<b>SOLUTION METRICS</b> What can we measure to determine the impact? How does it tie to the performance impacts and business results?		<b>PERFORMER IMPACTS</b> What issues are we trying to solve on users? What behaviors are we trying to change?	

Empathy Map



Performance Experience Map

		CURRENT STATE	→				DESIRED STATE
WHAT	THINK	Can be expressed as dates and/or phases					
	RESULTS	From the perspective of the organization - measurable results or observable behaviors of the new behaviors.					
WHY	DO	Behaviors that produce results (action in experience)					
	KNOWLEDGE	Knowledge, opinions, and beliefs that enable individuals to behave differently (action in experience)					
HOW	FEEL	Emotions generated to motivate individuals to behave differently (action in experience)					
	ENVIRONMENT	Reassess/renowned experience the performer will go through (action in experience)					
WHERE	DELIVERABLES	Material assets to create for the experience.					

# A SPOTLIGHT ON RESEARCH

## ADVANCE

Advance is TiER1's leadership development platform that supports organizational digital transformation for the USAF Academy (USAFA), where cadets will use the Advance tool to access non-academic training to support their leadership development and mental fitness. The initial launch of the tool focused on improving cadet mental fitness through customized, interactive content. Eventually, Advance will also support leadership and mental fitness across the Air Force, including new tools, mobile device support, implementation, and deployment for USAFA.

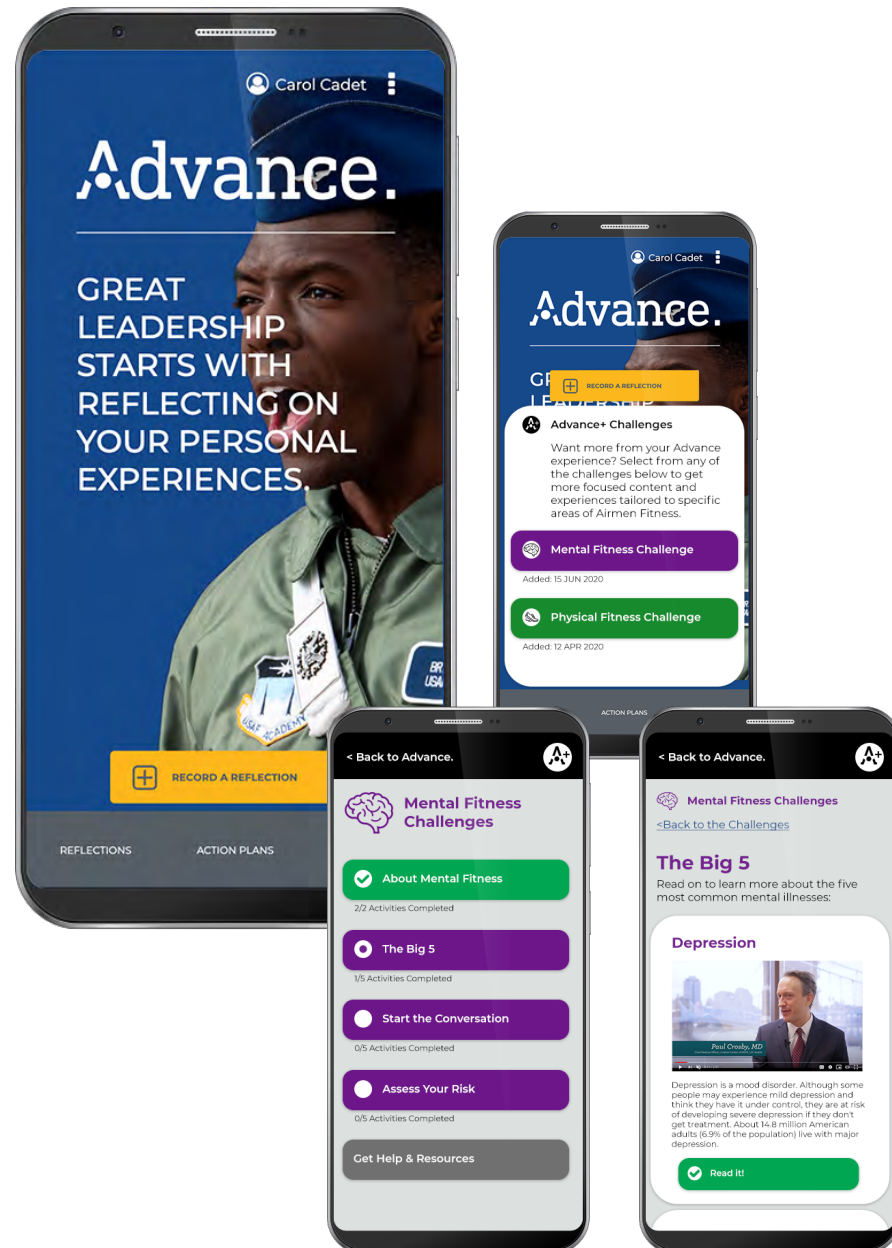
The Advance platform provides tools to support competencies, professional development, coaching, and performance support.

Features include:

- Competency development curriculum
- Guided reflections
- Leadership development action plans
- Leadership portfolios
- Mentor tools to support one-on-one coaching

Benefits for the USAFA include:

- Easy visibility into a cadet's character and leadership development journey
- Access to feedback from peers and mentors that provide actionable information
- The ability to align competencies with character and leadership goals
- A digital portfolio that can continue into a cadet's Air Force career



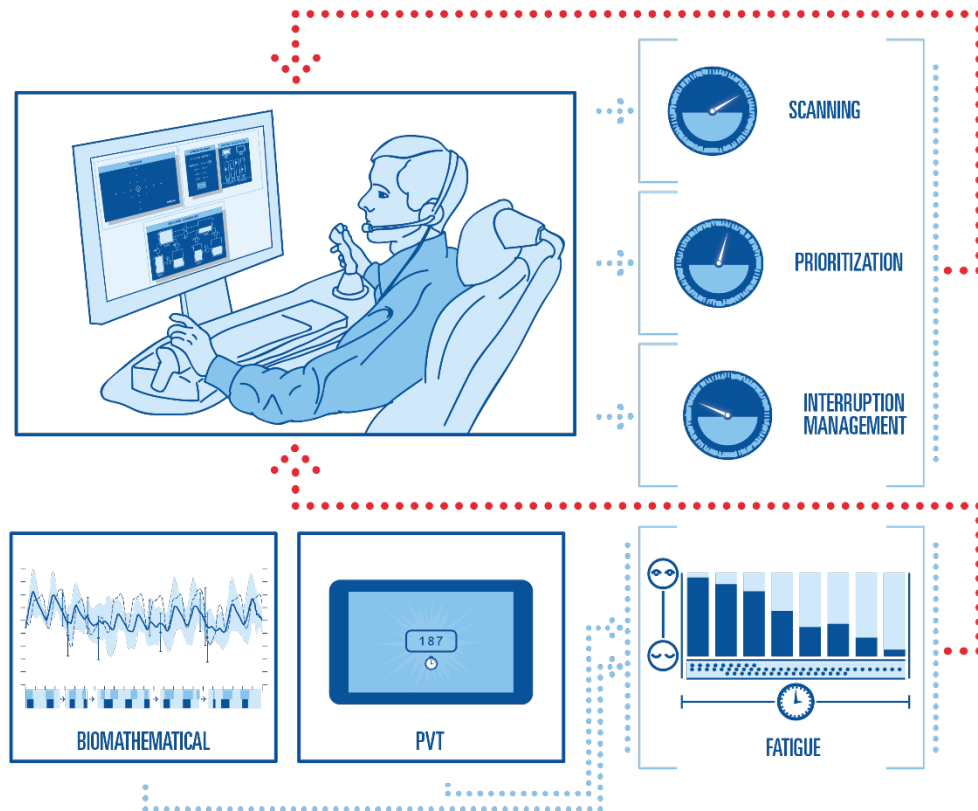
# ATTICUS

## (ATTENTIONAL TRAINER TO IMPROVE CONTROL OF UNMANNED SYSTEMS)

The Navy is increasingly adopting Unmanned Aerial Systems (UAS) to meet diverse mission requirements, yet that has been accompanied by mounting safety concerns. Two significant contributing human factors are **channelized attention** (allocating attention to a channel of information at the expense of other, potentially more important channels), as well as **fatigue** caused by long shifts and the around-the-clock nature of UAS operations.

ATTICUS, or Attentional Trainer to Improve Control of Unmanned Systems, is designed to mitigate the detrimental effects of channelized attention and fatigue during UAS missions. Grounded in applied attentional theory, aviation psychology, and interviews with UAS subject matter experts, ATTICUS has three main components:

1. A simulation testbed for training attentional skills.
2. A Fatigue Monitoring System for assessing fluctuations in fatigue state.
3. A protocol for adapting training based on attentional skill levels and fatigue state.



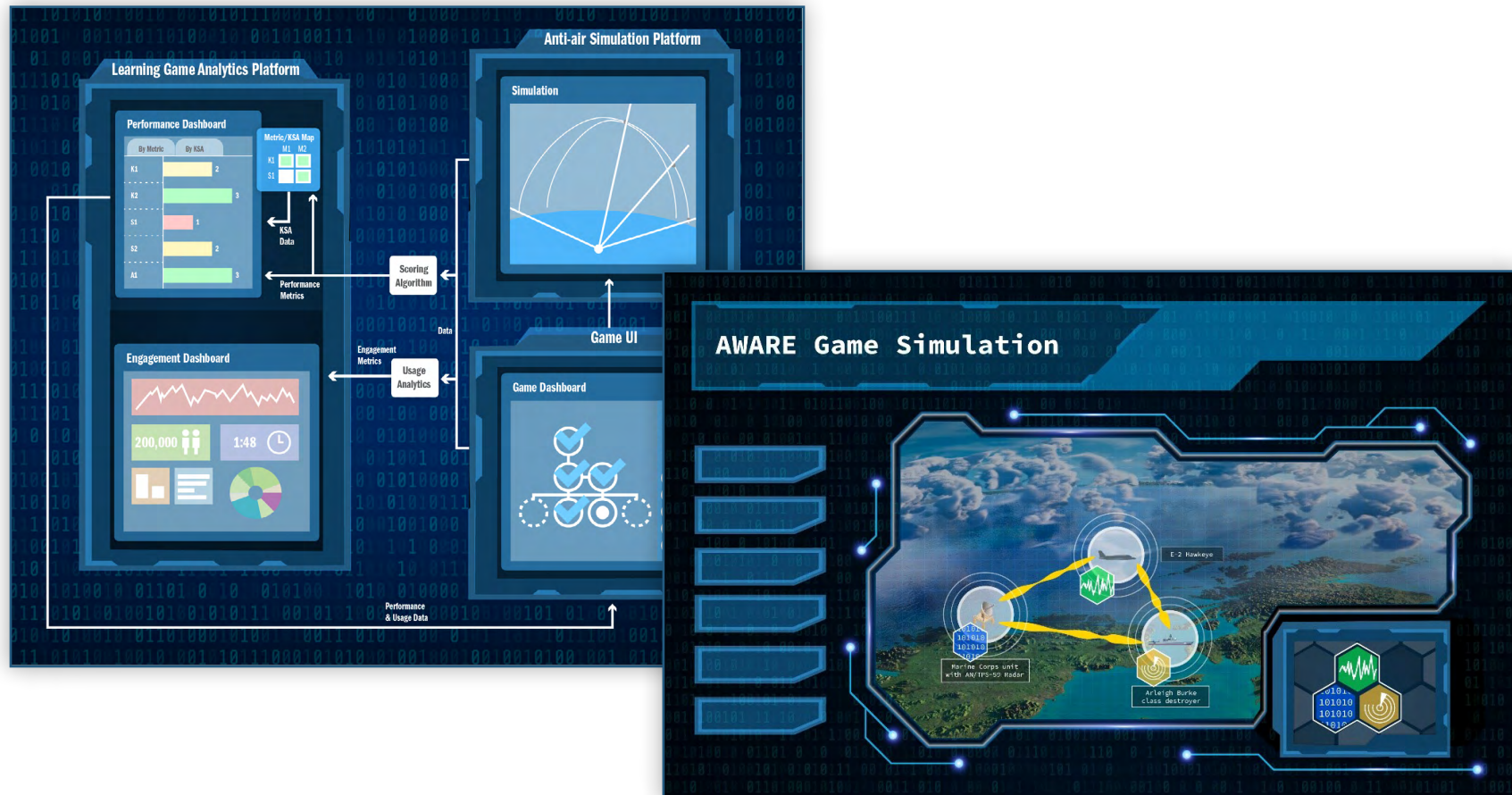
# AWARE

## (ANTI-AIR WARFARE AWARENESS AND READINESS ENVIRONMENT)

Developed with the U.S. Navy, the Anti-air Warfare Awareness and Readiness Environment (AWARE) is a gamified learning tool that leverages learning science and adaptive learning, the psychology of engagement, and usability principles. The AWARE learning tool teaches the conceptual, non-intuitive value of netted force concepts beyond current training capabilities, making for a more effective and applicable training solution for a diverse group of users.

For technical users (e.g., the warfighter), it will provide an opportunity to understand how individual actions impact fleet level effectiveness. For non-technical users (e.g., engineers), the game will serve as a tool to explore future netted force concepts and inform future force investment discussions.

Having a system that is individualized, flexible, and engaging establishes a promising foundation for teaching the conceptual, non-intuitive value of an integrated netted Naval force. The AWARE platform has the potential to help measure the impact of game-based learning efforts across both military and commercial domains.




# ECCCHO

## (EFFECTIVE COMBAT CASUALTY CARE HANDOFF OPERATIONS)

Approximately 70% of sentinel events in medical care are related to communication mishaps. Despite regular and frequent occurrence, an even higher percentage (80%) of severe medical errors are related to miscommunication during handoffs (i.e., the transferring of information, responsibility, and authority for patient care from one provider to another).

To address these challenges, TiER1 is developing the Effective Combat Casualty Care Handoff Operations (ECCCHO) system. The ECCCHO system comprises three components:

1. The *Toolkit*, which includes required elements to communicate and document as specified by the Defense Health Agency.
2. The *Protocol*, drawn primarily from team performance research and applications as well as current best practices in patient handoffs, which specifies the process to communicate during handoffs throughout the continuum of care.
3. The *Outcome Measures* against which handoff protocols can be evaluated.



**ECCCHO**  
Effective Combat Casualty Care Handoff Operations


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### Summary


**Seventy percent of sentinel events in medical care are related to communication mishaps and despite regular and frequent occurrence, poor communication during patient handoffs remains a major contributor to medical errors (e.g., Nether, 2017; The Joint Commission, 2017, SEA 58). The number is likely higher for combat environments.**

ECCCHO addresses the lack of standardized patient handoff protocols, validation of new / existing protocols, transfer of evidence-based approaches to the field through (1) development and validation of a patient handoff protocol and associated training, (2) redesigns of the TCCC card, (3) outcome measures to enable validation of any handoff protocol.


**Method**



**Toolkit**



**Measures**




**Phase One Outcomes**

- Patient handoff protocol based on science and current best practices
- TCCC card redesigns
- Outcome measures for assessing the effectiveness

**Phase Two Aims**

- Validate ECCCHO
- Develop training for ECCCHO
- Design implementation strategy to ensure adoption



**Development Objectives & Milestones**

Current TRL: 4  
Estimated TRL in 2 years: 8

**2019** Q2: Complete heuristic & usability study with SMEs from across DoD

**2020** Q3: Develop ECCCHO Training Framework

**2020** Q3: Complete ECCCHO effectiveness evaluation

**2020** Q4: Deliver transition & commercialization plan

**Government Applications**

The TiER1 team is currently working with the Uniformed Services University of the Health Sciences (USUHS) to evaluate and transition ECCCHO and associated training.

TiER1 will work with units and schoolhouses through DHA and JTS, National Association of EMT TCCC, Navy Medicine Operational Training Center, and the US Army School of Aviation Medicine, Ft. Rucker to transition the final ECCCHO Toolkit and Method.

**Commercial Applications**

TiER1 will demonstrate ECCCHO to our many healthcare clients in Kentucky e.g., Mercy Health, Norton Healthcare, St. Elizabeth Healthcare, and Humana. In addition, we will work with TiER1 Healthcare, to identify commercial opportunities for ECCCHO and associated training. TiER1 Healthcare is a division of TiER1 focused on helping hospitals with clinical and operational performance improvement.

**Operational Capabilities**

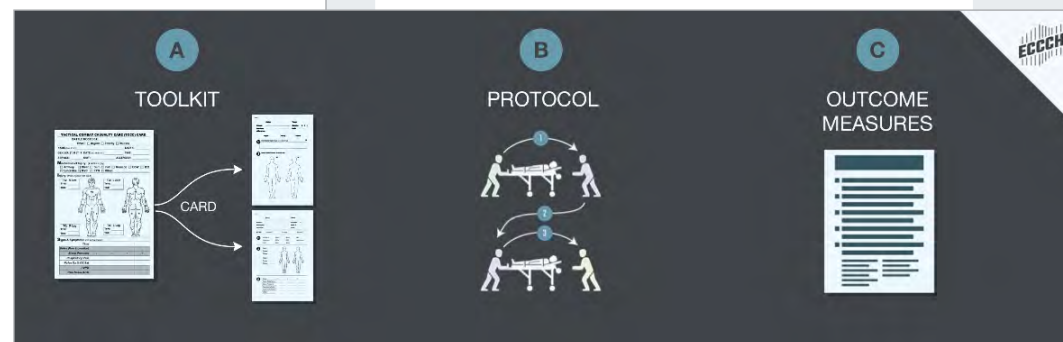
Once validated, ECCCHO will:

**Help**  
to improve patient outcomes and overall combat survivability

**Improve**  
casualty care in joint and combined military operations and transfer of care across the larger medical and healthcare community

**Enable**  
the evaluation of new / existing handoff protocols

**DISCLOSURES** | The views expressed do not necessarily reflect the official policy or position of the Department of the Navy, Department of Defense, or the U.S. Government. This work was funded by DHA CONTRACT # W80WH19-C-0027 and W80WH19-C-0016



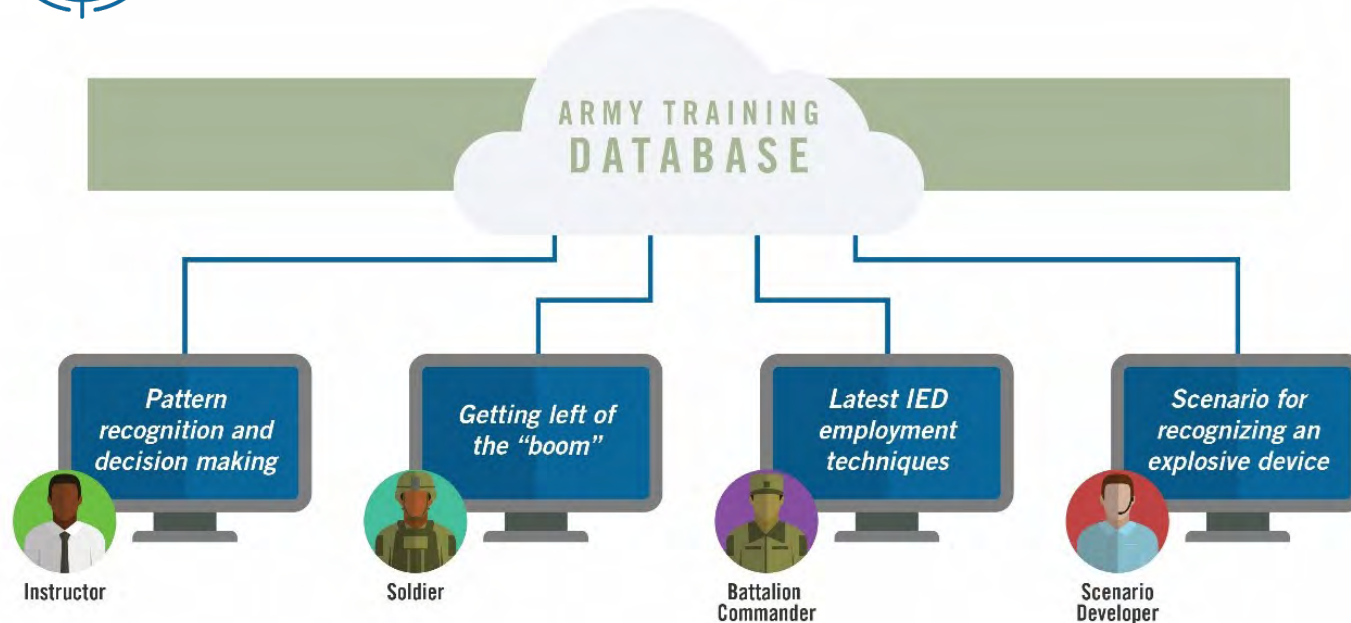
## InSite

The evolving nature of warfare for the US Army means that techniques and tactics employed by adversaries are continually changing and becoming increasingly sophisticated. Timely, up-to-date training, delivered at the point of need, is required for Soldiers to be fully prepared to meet the challenges in the real-world operational environment.

To support the Army in achieving the goal of providing the right training at the right time to the right people, TIER1 is developing InSite, a content management system that helps Army personnel quickly find relevant training products. The InSite tool will support Army users in rapidly finding highly relevant training components for their needs.

Key components of InSite include:

- The dashboard, which allows users to input training needs to identify relevant scenarios and receive recommendations for training scenarios and plans.
- The information architecture, designed to give users visibility into the reasons a particular plan was recommended, as well as enabling users to accept, reject, or modify either entire plans or limited aspects of a training plan.
- The connections to the various Army databases, with careful consideration of “under the hood” capabilities that associate scenarios with training needs and enable searches to include a wide variety of Army training resources.



# SCORE

## (SIMULATED CHALLENGE FOR OPERATIONAL READINESS AND ENGAGEMENT)

SCORE, or Simulated Challenge for Operational Readiness & Engagement, is an innovative training platform that offers game-based practice for learners. It includes an intuitive content management system for scenario designers and a performance data analytics engine for trainers.

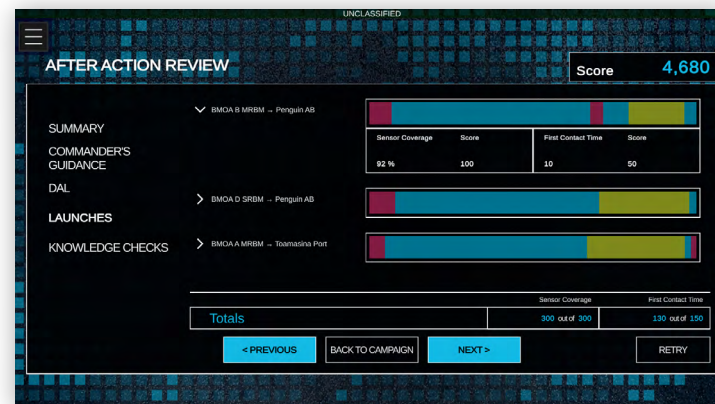
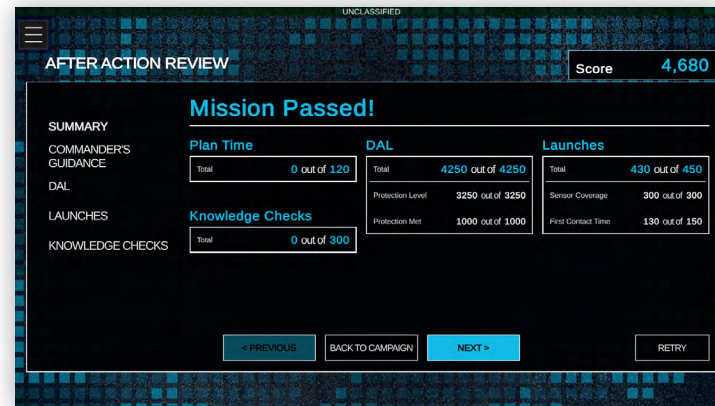
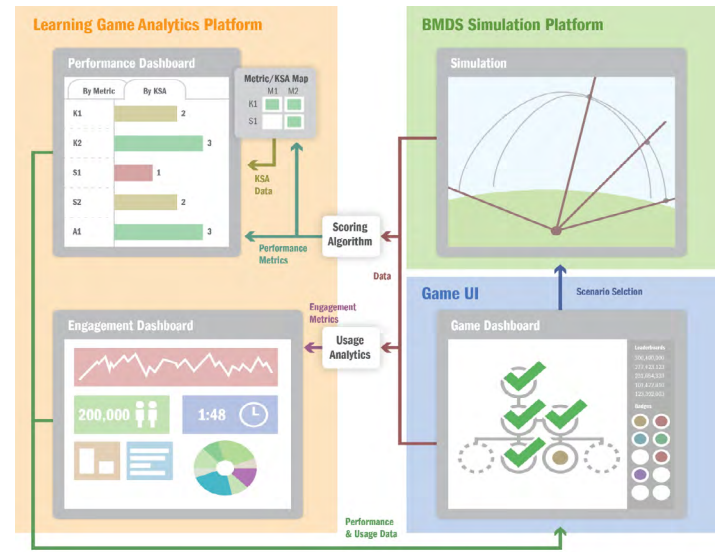
Benefits for the learners include:

- Engaging modern game look and feel
- Simplified intuitive planning interface
- Embedded user guide for quick training
- Detailed AAR identifies areas for improvement
- Score leaderboards promote repeated practice

Benefits for the Missile Defense Agency trainers include:

- Flexible authoring tool for creating scenarios
- Specify scenario background and context
- Organize scenarios into courses and campaigns
- Customizable and reusable template library
- Offline deployment for secure environments

The first game built on the SCORE platform, Threat From Above, focuses on applied air and missile defense training and supports critical mission planning concepts.



# SCYTHE

## (SIMULATED CYBER THREATS USING HYBRID ENTITIES)

SCYTHE develops intelligent adversaries to populate a simulation-based training environment for cyber defenders. It does this through exposing cyber defenders to patterns of cyber attack, manifesting over a real network using real-world logs, and using the tools and technologies of the cyber defender.

SCYTHE trains defenders in real time and immerses them in an unfolding attack. The attack models run as constructive sims; SCYTHE generates attack histories to be studied post hoc.

There are three key components: the agents (adversary and white force), the sandbox, and gameful design. SCYTHE is designed within the scope and limits of hybrid models for adversary behavior in order to support training for behavior change that is tractable, extensible, authorable, and affordable. The SCYTHE platform supports two different training modes: real-time or offline. The sandbox architecture is modular by design and can be readily extended to represent emerging threats.



# TARGET

## (TRANSFORMATION ACCELERATED THROUGH REDESIGN, GUIDANCE, AND ENHANCED TRAINING)

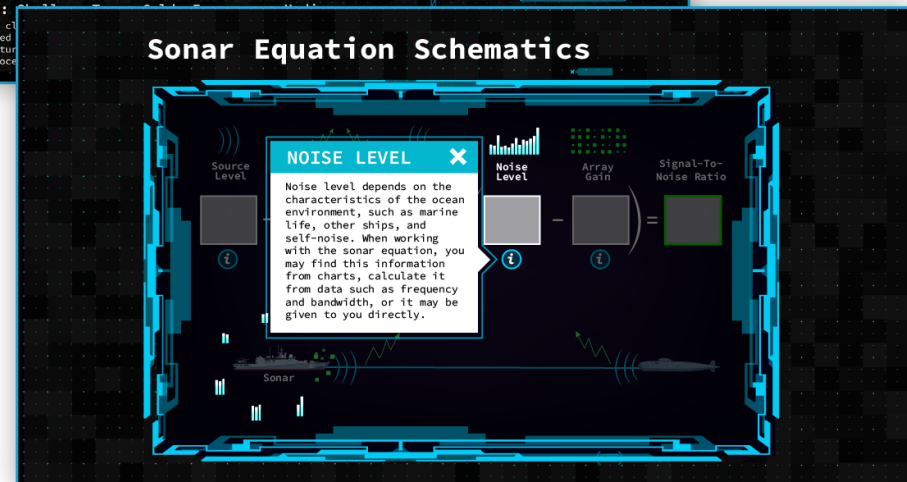
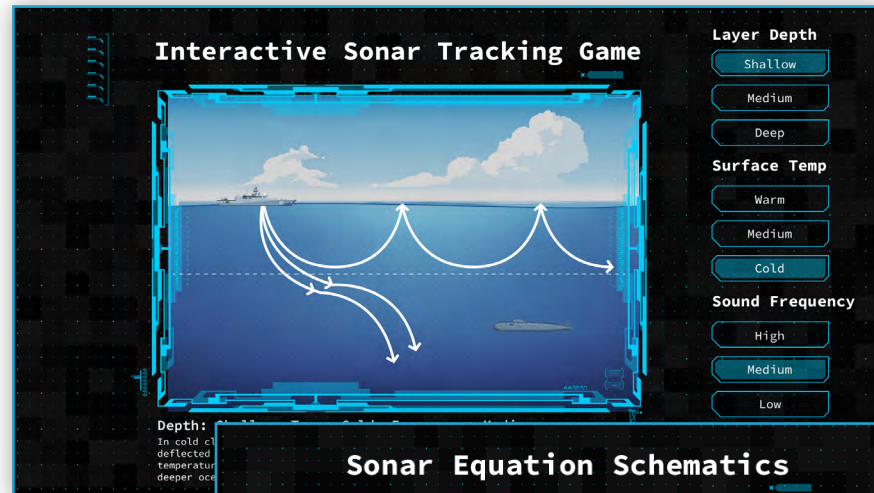
Through TARGET (Transformation Accelerated through Redesign, Guidance, and Enhanced Training), TiER1 is helping the Navy with the integration of innovative teaching methods to redesigned anti-submarine warfare courses, learning tasks, and activities.

The first component of TARGET—**instructional innovation**—focuses on addressing the learning problems of:

- Fragmentation, or not being able to combine parts of a task into a coherent whole
- Compartmentalization, or failing to integrate knowledge, skills, and abilities
- Low transfer, or not being able to apply knowledge, skills, and abilities when faced with new problems or situations

The second component of TARGET is the **electronic learning activity coach (eLAC)**, a performance support tool faculty can use to facilitate the design of their own task-centered learning experiences based on the innovative approaches. The eLAC includes:

- A wizard to guide course planning
- An electronic coach providing feedback and recommending relevant learning activities
- Just-in-time training support at the point when faculty need it the most
- A library of learning activity samples/ templates based on the new learning technologies and methods





# A YEAR OF (VIRTUAL) *connection*

# #MOMENTS

At TIER1, #MOMENTS are the kind, thoughtful, sometimes creative, often fun, always genuine things we do to make life better—for one another, for our clients, and in our communities.

#MOMENTS like celebrating a project's success, sending T1 onesies to new parents, and helping someone through a tough time—even during COVID-19, we found ways to act on #MOMENTS.

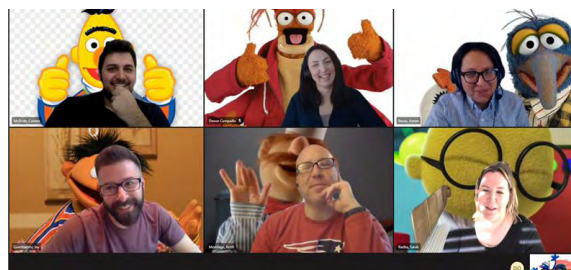
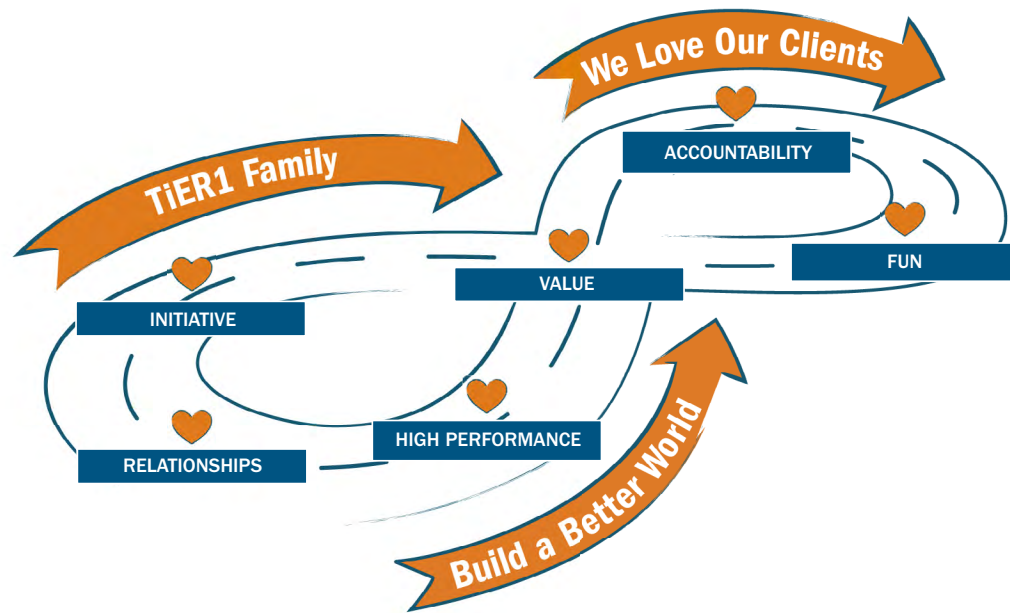
...with a regular #MOMENTS feature in our monthly Pulse meetings (our version of a virtual Town Hall).

...through a Yammer campaign to drum up special examples of special #MOMENTS.

...in a “Library of Love” repository so TIER1ers could search #MOMENTS by description.

...in a #MOMENTS roadshow with the intention of inspiring new and seasoned TIER1ers alike to create special moments with clients, to recognize when someone needs a kind word or gesture, and to simply be aware and care.

Feeling empowered to act on #MOMENTS like these springs from our company values: High Performance, Value, Initiative, Fun, Accountability and Relationships. And it's these values that fuel for our mission: To Build a Better World. That's what being a part of the TIER1 community is about: creating #MOMENTS for good and for life.



# COFFEE TALK: AN APP FOR EMPLOYEE CONNECTION



Our desire to foster a connected organization (and the ingenuity of one of our developers) fueled the creation of Coffee Talk. Simple yet powerful, Coffee Talk leverages automation to bring together **people** (employees, cohort groups, board members, teams...) for virtual or in-person **connections**—coffee optional!

When organizations commit to fostering relationships, they create a collaborative culture that improves innovation and business outcomes. To date, we've had 22 instances of Coffee Talk launched across commercial clients, non-profit organizations, and for internal initiatives.

## IMPACT

Research indicates (and our heads and hearts tell us) that **social connections at work play a critical role in employee experience**—including increased engagement, productivity, and loyalty. Tracking the impact of Coffee Talk is easy with a number of site-summary reports, including number of participants registered; number of participants unsubscribed; and running total of Coffee Talk matches.

## SIMPLICITY

One of the best parts of Coffee Talk is how quickly we get it up and running. We simply pre-load the group's email addresses, or provide a link for individuals to opt-in. **That's it—Coffee Talk is ready to go!** The frequency and length of Coffee Talk connections and organization of members is also customizable.

## SHARING

We've been using Coffee Talk for many years. It's fostered the start of mentorships, friendships, and business innovations! When much of the business community went virtual in early 2020, it just felt right to share Coffee Talk with the broader community. Coffee Talk is free, which is our small way of **making more connections possible** in a disconnected time.

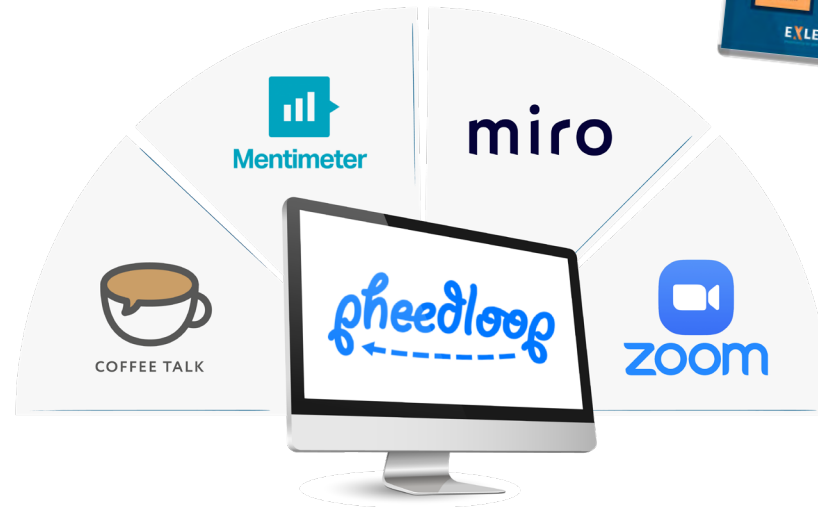
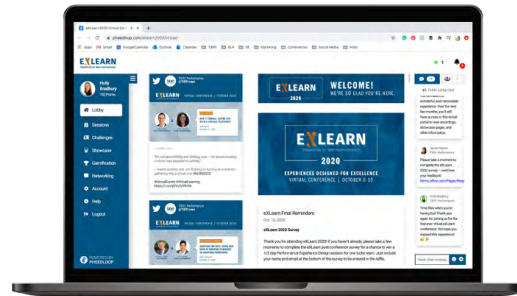
Link to Coffee Talk page: <https://tier1performance.com/coffee-talk/>

# EXLEARN 2020

In 2020 we hosted our 3rd annual eXLearn conference, and it was our first time doing it virtually. Originated by Bottom-Line Performance in 2018 to share ideas, tools, and best practices for learning and development professionals, the theme for eXLearn 2020 was Experiences Designed for Excellence.

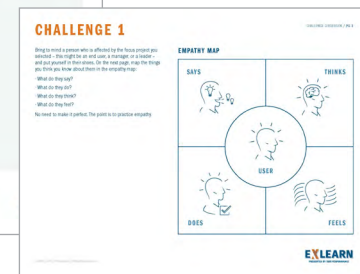
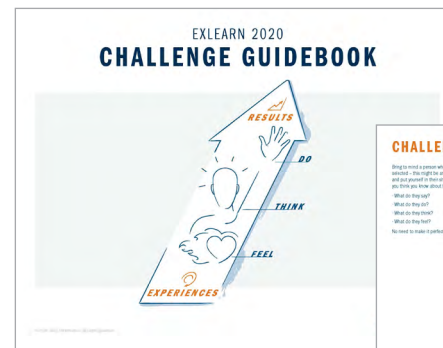
We brought in thought leaders from organizations like Delta Air Lines, Salesforce, Kroger, and more to showcase various projects. Other session topics included design thinking, performance experience design, virtual readiness, and onboarding. We used a virtual portal, PheedLoop, where attendees logged in each day to watch sessions, complete daily challenges, network, etc. We also used other tools like Miro, Mentimeter, and our Coffee Talk app to connect and engage attendees throughout the experience.

For every session, challenge, or networking event that attendees completed or attended, they would earn points to track on the conference Leaderboard. We awarded several winners throughout the event, with top point-earners winning tickets to eXLearn 2021. The XLRN Kit (swag box) included the book *Design Thinking for Training and Development* by Sharon Boller and Laura Fletcher; a webcam cover; blue light blocking glasses; a miniature desk vacuum; and a lunch gift card.



## BY THE NUMBERS

- 123 attendees
- 21 presenters
- 8 conference days
- 7 independent challenges
- 5 technology tools for engagement
- 3 gamification winners
- 1 XLRN kit (experience box)
- 1 virtual portal



## FEEDBACK FROM EXLEARN 2020 PARTICIPANTS

*"It has been fantastic! TiER1 has really made an experience that you do not want to look away from your computer screen or work on something else during. Between the engagement elements in the presentations, the daily challenges and the overall set up of the event, they have knocked it out of the park."*

*"Truly appreciate all the effort it took to create such an interactive, seamless experience in a virtual environment! From the swag boxes, virtual networking, the session themselves - and small details like the compiled list of books & podcasts participants recommended - show how this conference went above and beyond to capture engagement. Thank you!"*

*"Well done. I was not sure what to expect with a virtual conference but you all NAILED IT! Thank you!"*

*"I don't believe good is good enough, T1 goes for the gold in every little thing. Thanks again for letting me play along."*

# WORK-LIFE UNBALANCED

The sudden shift in ways of working in response to COVID-19 left many of us disoriented as we adjusted to working from home. Working remotely had already been standard operating procedure at TIER1, and we were glad to share the habits and best practices that help us thrive as individuals, succeed as teams, and lead no matter where we are.

Through five episodes of our 'Work-Life Unbalanced' series, we helped employees find their groove while adjusting to the sudden shift to remote work. Through accessing our "Working from Home" landing page, employees from in and outside of TIER1 could access not only this series, but a repository of related resources and articles to help people navigate the transition of remote work.

Working From Home page: <https://tier1performance.com/working-from-home/>



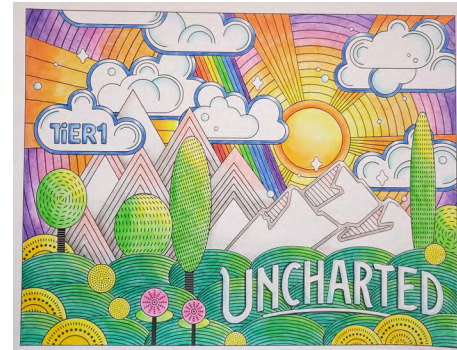
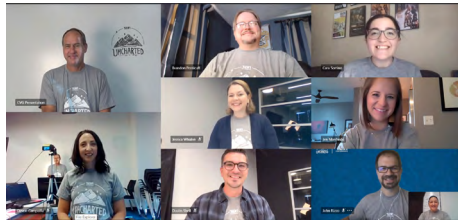
# ANNUAL COMPANY MEETING

In a typical year, the All-Company Meeting (ACM) is a time for TiER1ers from across the country to bond in person. Much like everything else in 2020, the 2020 ACM was transformed into a virtual experience to be remembered in theme of Uncharted.

In the weeks leading up to the event, TiER1ers received a swag box filled with goodies to prepare them for the Uncharted experience, including snacks and caffeine fuel to get them through the day; workbooks to capture moments of inspiration and ideation during sessions; and fun props and activities to fill in the gaps between sessions for moments of peace and stillness away from the screen.

One of the best parts of the ACM is bringing people together from near and far. To keep this part of the ACM alive and well, we took to our Basecamps to create a sense of online community. While we would break out into separate groups and sessions throughout the day, we would always come back to Basecamp in the end to be grounded together. With the use of Microsoft Teams and Miro, TiER1ers could customize their own virtual nametag and share fun facts about themselves and their journey at TiER1. Others also had the opportunity to comment words of gratitude and praise on their colleagues' nametags, making it a moment for the entire company to come together and build one another up.

TiER1ers were also given the opportunity to hear from their colleagues through recorded audio talks. These recordings covered topics such as IDEA (Inclusion, Diversity, Equity, and Accessibility), Performance Experience Design, and Thriving. This gave us a chance to connect with one another outside the “normal” flow of working from home.



*enabling* HEALTHY,  
HIGH-PERFORMING BUSINESS  
THROUGH PURPOSE-DRIVEN,  
PEOPLE-CENTRIC PROFESSIONAL  
SERVICES FIRMS

**TiER1IMPACT**

— BETTER WORK · BETTER WORLD —

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**2020 IMPACT REPORT**

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