

2021

impact

REPORT

TiER1IMPACT

BETTER WORK · BETTER WORLD

INTRODUCTION

Throughout 2021, we continued to experience the changes caused by the COVID-19 pandemic.

Even through a global pandemic, TiER1 grew with the addition of 51 new hires. These new hires were quick to make an impact on our TiER1 community. Our newest TiER1ers come from regions including—but not limited to—Boston, Cincinnati, Chicago, Denver, Indianapolis, Minneapolis–St. Paul, and Pittsburgh.

Our TiER1 family gradually returned to the office for increased connectivity and relationship building—while also acknowledging continued virtual needs. These connections included group volunteer service opportunities, a fully virtual option for attending TiER1's All Company Meeting, virtual eXLearn Conference, and even virtual happy hours and coffee chats. Innovation around Microsoft Teams in our daily office lives has flourished and helps TiER1ers connect across regions and time zones.

In 2021, we also had the opportunity to build on our mental health initiatives as part of our commitment to building a better world. In response to the pandemic, we grew our Adapt for Life program, which is designed to help young people lead healthy lives and become mentally fit and provided a variety of resources and tool kits for children, students, educators, and families. We also further developed our Start the Conversation program by instating a 2.0 version and creating an online tool kit.

2021 was a difficult and fulfilling year all in one.

THANKS TO EVERYONE WHO PARTNERED ALONG THE WAY IN *growing our impact.*



T1 BY THE *numbers*

2021 WAS A YEAR UNLIKE ANY OTHER

\$52.7 MILLION IN REVENUE

1 COMPANY

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

275+ PEOPLE

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

350+ 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, Transportation, Consumer Packaged Goods, Healthcare, Retail, Manufacturing, Financial Services, Technology, Hospitality, Telecommunications & Mass Media, Energy & Natural Resources, Insurance, 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

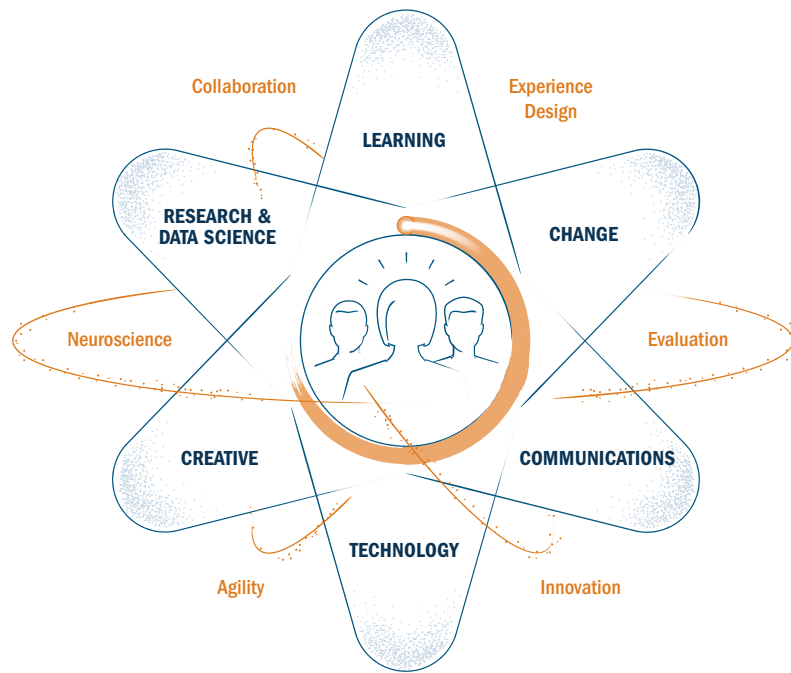
CERTIFIED B CORP™

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

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:



OUR CLIENTS TIER 1

"I have had very recent experience with TiER1 working on three studies simultaneously...They were great to work with and true partners in every sense of the word...The study team commented several times how TiER1 made the process easy, organized, and efficient, and they LOVED the end result."

- Learning Consultant

"From Day 1, you were supportive, thoughtful, creative, and fun, and I'm so grateful for it. I feel great about where we landed and can't wait to see it all come to life for our learners."

- Global Marketing and Communications Director

"TiER1 Performance operates as an extension of the brand, as true partners. They have a comprehensive understanding of our customers and products."

- Senior International Product Manager

"The approach and execution were flawless. I can't say that very often about projects. The whole (TiER1) team was very knowledgeable, flexible to our needs, and stuck to deadlines really well."

- Chief Marketing Officer

"I have a partner in solving a problem, not just doing the work. They're bringing a bunch of different performance vectors and expertise. I can have a conversation with them."

- Director of Learning and Development

"The blend with our team has been amazing, the quality of the work done on a quick timeframe...I'm very pleased with all that. The other thing I love about TiER1 is the efficiency, the desire to get it right the first time."

- VP of Talent Development

B CORPORATION



TiER1 is proud to be a Certified B Corporation™. As a B Corp, TiER1 is committed to social and environmental business practices that drive high performance, transparency, and accountability to a broad set of stakeholders. Through our employees' dedication to making a difference in the world and being a force of good, we have been able to renew our B Corp certification. You can learn more about the B Corp certification process at <https://www.bcorporation.net/en-us/certification/>.

OTHER B CORPS:

- Patagonia
- Ben & Jerry's
- Cascade Engineering
- New Belgium Brewing Co., Inc.
- Allbirds
- Eileen Fischer
- Scout Books

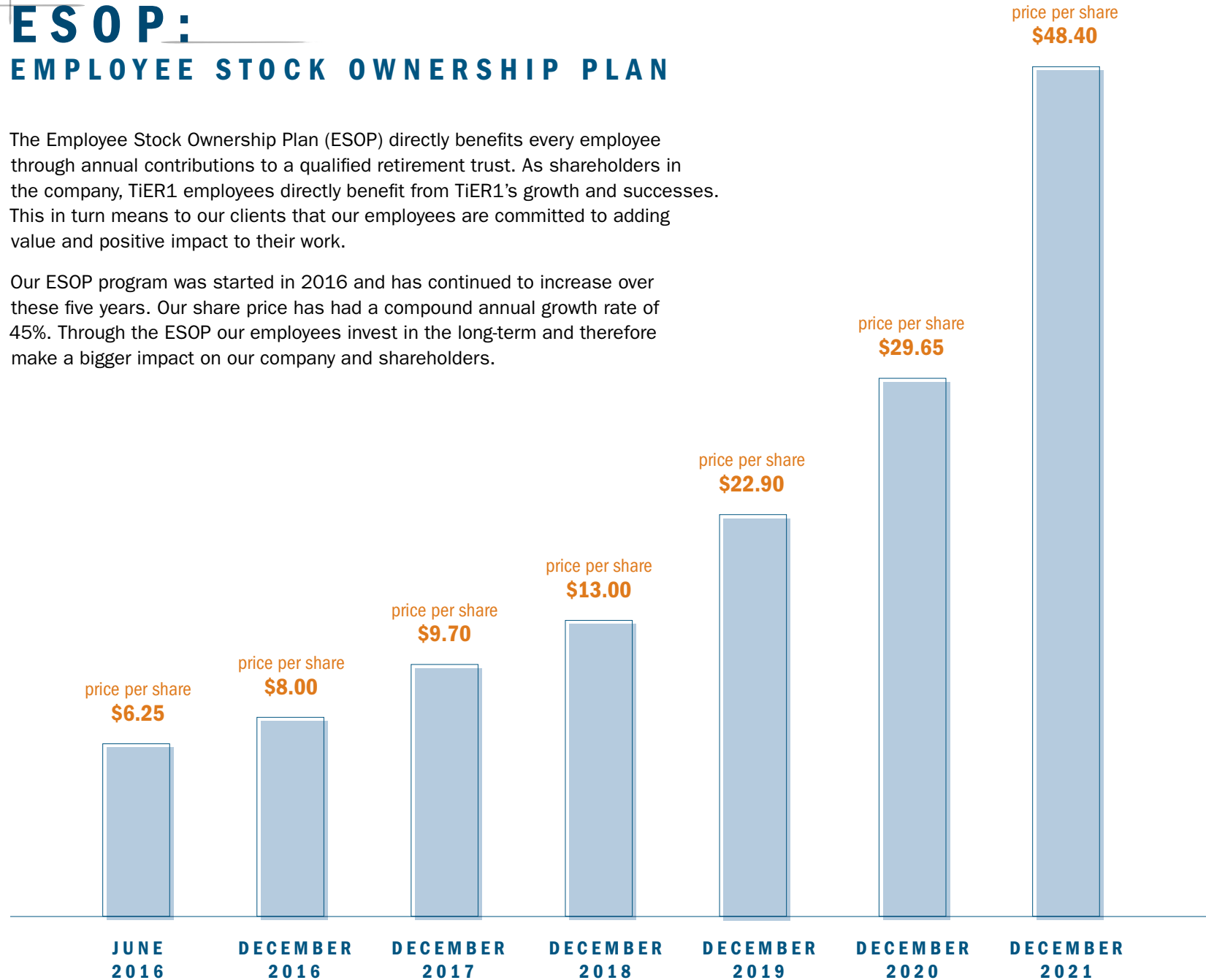
2021 marked the start of our reverification process. In addition, we increased our efforts to support other B Corps like miir, Patagonia, Torani, and jeni's.



ESOP: EMPLOYEE STOCK OWNERSHIP PLAN

The Employee Stock Ownership Plan (ESOP) directly benefits every employee through annual contributions to a qualified retirement trust. As shareholders in the company, TiER1 employees directly benefit from TiER1's growth and successes. This in turn means to our clients that our employees are committed to adding value and positive impact to their work.

Our ESOP program was started in 2016 and has continued to increase over these five years. Our share price has had a compound annual growth rate of 45%. Through the ESOP our employees invest in the long-term and therefore make a bigger impact on our company and shareholders.



2021 AWARDS & EXTERNAL VISIBILITY



- Inc. 5000 list (15th year in a row!)
- Greater Cincinnati Best Places to Work Finalist
- LTEN Industry Award for Provider Partnership
- Training Industry Top 20 List for Custom Content Development
- Gold Horizon Interactive Award for Promotional Video
- Brandon Hall Group Awards: Gold for Best Advance in Leading Under a Crisis
- Brandon Hall Group Awards: Gold for Best Unique or Innovative Learning and Development Program
- Brandon Hall Group Awards: Silver for Best New Hire Onboarding Program
- Brandon Hall Group Awards: Bronze for Best Advance in Mobile Learning Technology
- Brandon Hall Group Awards: Bronze for Best Advance in Content Management Technology



where **WE'VE BEEN**

THOUGHT LEADERS

TiER1ers shared ideas and thought leadership with 32 external presentations in 2021 including conferences, webinars, and even podcasts.

FEBRUARY:

American Society for Healthcare Engineering (ASHE)

Lisa Waldowski presented *Targeting Air and Surface Decontamination in the Acute Care Setting during COVID-19 in 2021.*

MARCH:

Iowa Hospital Association

Richard Corder presented *Creating an Accountable Organization.*

APRIL:

Cincinnati Chamber WE Lead

Meg Switala presented *Leading Teams: Start the Conversation.*

JUNE:

Idaho National Laboratory Go Beyond Virtual Conference

Will Thalheimer presented *Excellence in Learning Design Starts with Evaluation! But ONLY IF!*

JULY:

Horan Podcast

Dustin Shell presented *Organizational Wellness: A Balance of Productivity and Health.*

AUGUST:

Association for Talent Development (ATD) International Conference & Expo in Salt Lake City

- Laura Hoppa presented *Small Changes, Big Impact: Redesigning Moments for Authentic EVP.*
- Grant Simmons presented *Onboarding Reimagined.*

Capital One

Will Thalheimer presented *We Want Maximum Effectiveness! New Learning Evaluation Methods Can Help!*

SEPTEMBER:

Association for Change Management Professionals (ACMP) Midwest Change Conference in Chicago

Brandee Fantini and Dustin Shell presented *The Neuroscience of Change Leadership: How to Cultivate Secure Teams Amid Big Change.*

The Patient Experience Symposium in Boston

Richard Corder was a panel speaker on *Audacious Leadership – A Conversation.* Dustin Shell moderated the panel.

Performance Development Group Podcast

Will Thalheimer presented on *Measuring Learning Impact.*

Fergal Connolly Learning Transfer Radio

Will Thalheimer presented *Presentation Science Role in Learning Transfer.*

Xavier University

Greg Harmeyer was a panel speaker.

OCTOBER:

Tim Shurr's How To Be Mesmerizing Podcast

Greg Harmeyer and Dustin Shell presented on *Mental Wellness & High Performance.*

Defense Entrepreneurs Virtual Forum: Delivering a Culture of Innovation

Brian "Beam" Maue presented *Slaying the Uncertainty Dragon during Innovation Jousts.*

EdCast Future of Work Summit

Jim Everidge presented and TiER1 was a sponsor of the event.

Greater Cincinnati Chapter of ATD

Jeremy Goebel was joined by Procter & Gamble's Andy Poole to present *Engaging in Virtual Onboarding.*

THOUGHT LEADERS CONTINUED

TIER1ers shared ideas and thought leadership with 32 external presentations in 2021 including conferences, webinars, and even podcasts.

NOVEMBER:

Healthcare Businesswomen's Association (HBA) Annual Conference

Victoria Rodgers and Rachel Brecht presented *Building a New Table, Together: TIER1's IDEA Journey to Deepen an Inclusive Culture*.

Learning Experience Design (LXD) Luncheon in Atlanta

Marc Zolar was a panel speaker on *Demystifying Learning Experience Design*.

ATD Central Indiana Chapter

- Heather Holleran was joined by Eli Lilly and Company's Faithe Hamer to present *Lilly COVID-19 Training*.
- Grant Simmons presented *Onboarding Reimagined*.

Life Sciences Trainers & Educators Network (LTEN) Conference in Denver

- Leanne Batchelder was joined by Genentech's Simone Handler-Hutchinson to present *Compliance Training: Building a Culture of Employee Ownership*.
- Leanne Batchelder presented a learning lab on *Planning a Successful Product Launch Learning Journey*.
- Will Thalheimer presented *The New Science of Performance Improvement: Supercharging our Training and Work Performance!*

Air Force Global Strike Command (AFGSC)

Brian "Beam" Maue presented at a *Virtual Lunch & Learn*.

DC Consulting

Brian "Beam" Maue presented *Innovative and Creative Cultures plus Book Promo*.

Paycor Webinar

Victoria Rodgers was a panel speaker on *Tips to Build and Sustain Employee Resource Groups for Paycor D&I Perspectives*.

The Connected Leadership Podcast

Brian "Beam" Maue presented on *Managing Bureaucracy at Scale*.

ATD Rocky Mountain Chapter

Grant Simmons was interviewed by NovoEd's Chief Learning Strategist Todd Moran on *Onboarding and Designing Experiences That Change Human Behavior*.

Pittsburgh Change Management Professionals

Brandee Fantini and Dustin Shell presented *Change Leadership: Neuroscience & How to Cultivate Secure, Resilient Teams Amid Big Change*.

DECEMBER:

Cincinnati Chamber WE Lead

Meg Switala presented *Taking Care of You*.

Air Force Nuclear Weapons Center (AFNWC)

Brian "Beam" Maue gave a *Defense Innovation Presentation on Innovation within the Global Competition*.

A YEAR OF *purpose*

Our purpose is to help people do their best work. Here's how we've accomplished that.

BUILDING ON CLIENT NEEDS

PSYCHOLOGICAL SAFETY & SECURE TEAMS

For an organization to see success, their employees must feel that they are in a nurturing environment where they can be vulnerable with one another. As humans, we are wired to fear. We constantly ask, “Are we safe?” Our limbic systems assess for threats, which can affect our prefrontal cortexes or “thinking caps.” The limbic system creates the fight, flight, or freeze responses that can be produced by stress, pain, or conflict. To feel safe and connected to one’s organization, each individual must receive clarity, predictability, consistency, and agency through safety and responsiveness, positive cues, validation, and feedback through connections.

Taking a cue from Timothy Clark’s *The 4 Stages of Psychological Safety*, TiER1’s approach to fostering psychological safety prioritizes increasing vulnerability through four levels: inclusion safety, learner safety, contributor safety, and challenger safety. To reach these four levels of safety, two different types of work must be done. The first is inner work, where the individual’s way of thinking and feeling determines how they show up. The second is outer work, where the individual must be aware how they show up and impact the whole of the group and its culture. Through workshops and a TiER1 Guide, team empathy can be gained. When these four levels of safety are reached, a better aligned and cohesive team is created.

A NEW APPROACH TO MOCK SURVEYS

Healthcare is a rapidly changing industry, and the COVID-19 pandemic has only accelerated change for health systems as they adopt new policies and ways of working. As the industry advances, so does our research, learning, and viewpoints.

In 2020, we began exploring a better approach to mock surveys that drives action and achieves sustainable results. Our research has proved that the traditional mock survey approach cannot ensure regulatory compliance and patient safety. TiER1 Healthcare consultants Tasha Deitschman and Mark VanderKlipp made the case in their article [**“Mock Surveys Are Missing the Mark on Patient Safety”**](#) for a different approach—one that makes sense of the factors that influence performance to regulatory standards at the point of care.

We are excited to share our progress in this space. In our follow-up article, [**“A New Approach to the Mock Survey,”**](#) Tasha and Mark broaden their lens to focus on designing a sustainable culture of patient safety.

We may not be able to control how oversight agencies survey, but we can change how we approach regulatory compliance and patient safety. We firmly believe there is a way forward that integrates regulation and practice to empower teams to own the results of their work and ultimately do what they signed up for in the first place—to care for people.

GLOBAL PRODUCT LAUNCH

Knowing that your product makes a meaningful difference in the lives of patients, healthcare providers, and administrators makes the hard work of planning and executing your product launch journey worth every working session, review, and revision.

To support the product launch journey, we created the Global Product Launch Activation Guide. The guide is designed to ensure that marketing and sales teams can competently and confidently sell products in the marketplace. Implementing a memorable training experience will give an organization the results of the product's success they are seeking.

[Click here to access the Global Product Launch Activation Guide](#), and navigate the eight key steps to capture and map a memorable product launch training! Following this guide will help teams create a training journey that empowers sales reps to:

- confidently share product details, work-flow efficiencies, and clinical trial information.
- differentiate your product from the competition.
- connect to the medical value for patients.
- consistently deliver on the organization's customer experience promise.

MICROSOFT 365

It's not an exaggeration to say that advancements of the Microsoft 365 suite of tools impact the operation of nearly every business in some way. Beyond the basic workday tasks, MS365 has influenced major changes to organizational ways of working by improved collaboration and availability across devices. Essentially, MS365 has enabled people at organizations to work wherever and however they want.

Within that statement lies enormous opportunity. Because the possibilities are nearly endless, there are major gaps in thought leadership related to best practices and system capabilities. TiER1 has a dedicated studio of technology and user experience consultants who are specifically dedicated to helping our clients optimize MS365 to support their strategies and initiatives.

One common initiative across clients is helping their organizations use SharePoint Modern to better organize and centralize information. Whether it's capturing learning and development opportunities into a single course catalog, improving the user experience for shared reference material, or providing a central location to learn about new initiatives, SharePoint Modern allows us to quickly stand up visually appealing and user-friendly sites that our clients can easily manage on their own.

As more organizations adopt MS365 and Microsoft Teams, people are beginning to ask how they can improve performance. What should governance look like? How can automations made possible by Power Automate and PowerApps help efficiency? How can PowerBI help visualize our data? By consulting on these topics, our MS365 team is delivering a unique type of support for TiER1's clients.

OUR APPROACH TO CUSTOMER AND EMPLOYEE EXPERIENCE

Companies often plan customer experience (CX) from the inside out based on existing (and comfortable) employee experience (EX) constructs—such as talent, skills, abilities, bandwidth, and budget.

At TIER1, we ignite “what’s possible” by navigating an inside-out and outside-in approach to EX and CX. Our goal is to “unstick” the organizational mindset so that experience design (inside-out and outside-in) are connected and seamless. Think of it as “company purpose and values” intersect with “brand promise and attributes.” That synchronicity and pairing is what differentiates companies from good to great and customer loyalty from “meh” to resolute.



GROWTH WITHIN OUR ORGANIZATION

GIVE

TiER1's Service Board, known as GiVE, actively supports both group and individual community service through ongoing outreach and employee service opportunities. Each full-time TiER1er has up to 16 hours they can use for Service Time Off (STO). STO activities range from volunteering time to help with a cause close to a TiER1er's heart to sponsoring and organizing events that help increase awareness and raise funds. Through GiVE, group volunteer opportunities are organized through local charities and organizations. This allows TiER1ers to not only give back but also to bond with coworkers over service.

GiVE allows each TiER1er to do good and make a small difference in their community. These small differences can make a big impact when each employee fulfills their 16 hours of service. TiER1 is dedicated to building a better world and we're able to achieve this through our people and the GiVE initiative.

In 2021, TiER1ers clocked 626 Service Time Off hours. This doubled the number of hours that had been contributed in 2020. We also served new organizations and even had some TiER1ers complete service outside of the U.S.



START THE CONVERSATION

Since launching the original Start the Conversation program in 2015, more than a dozen organizations have implemented this initiative to start conversations about mental health. TiER1 launched Start the Conversation to help our employees and clients' employees feel more comfortable speaking about their mental health and being a support system for coworkers. In 2020, we created an enhanced version that expanded topics and created additional opportunities for dialogue and engagement; this expanded program was piloted internally in conjunction with Mental Health Awareness month in May 2020.

In 2021, we developed the Start the Conversation online tool kit as an easy-to-implement and customizable tool kit for other organizations. (A tool kit request form was made available on the TiER1 website under the topic of Workforce Mental Health.) Created in Articulate Rise, the Start the Conversation tool kit provides details on how to implement the four-week journey plus resources for implementation, including email templates, PowerPoint decks for weekly sessions (with facilitator guides and embedded videos), survey tool, journey map, participant online guidebook, text campaign messaging and instructions, and more. This tool kit allows users to explore at their own pace while having open access to these resources.

OVERVIEW

23 tool kit requests were made via our website

17 live or virtual presentations were made about the Start the Conversation journey in 2021 (three of the presentations were requested by organizations via the tool kit request form)

1 Company completed their Start the Conversation Journey; several are interested in implementing in 2022

“Start the Conversation (STC) has impacted so many, and its benefits far reaching. When you look at the ~100+ participants within Skanska who actively participated in the initial STC and more recently STC 2.0, we have influenced so many regional leaders across a four-state region of Ohio, Indiana, Kentucky, and Tennessee. Those leaders oversee dozens of construction projects with hundreds of workers on each site. When you add in the family members of those leaders and those workers, the influence that STC has is in the thousands. Those are thousands of lives that are now receiving increased empathy and compassion. Normalizing the conversation around mental health is more important now than it ever has been, in a year when all of us have been tested. I cannot thank TiER1 (and you, Meg) enough for your leadership around such a significant topic.”

– Chris Hopper, Executive Vice President, Skanska USA Building Inc.



ADAPT FOR LIFE

Starting the mental health conversation for all ages is part of our commitment to building a better world. In 2018, TiER1 teamed up with Cincinnati Children's Hospital Medical Center to reimagine Adapting for Life, Surviving the Teens, a teen mental health and suicide prevention program. The reimagined mental health and wellbeing program, Adapt for Life, now equips participating students in grades K-12, as well as families and educators supporting those students, with the tools and conversations they need to navigate life and thrive.

Through the COVID-19 pandemic, mental health has become an even larger cause for concern due to the uncertainty and social implications of this virus. Adapt for Life offers mental health and wellbeing resources intended to help people of all ages. This initiative helps children, students, educators, and families achieve mental well-being. The ADAPT framework—Ask, Describe, Assess, Plan, and Talk—is a model we use to help students develop healthy behaviors and important life skills to tackle stress, whether it's during everyday moments or in times of crisis.

Together with Cincinnati Children's, we've reached almost 70 schools and more than 100,000 students, educators, and families across the Greater Cincinnati tri-state area. Through a request form, parents, administrators, or teachers can schedule time for a representative to speak at their school. Each student who partakes in the program receives both experiential and modular lessons through videos and real-life stories, mindfulness exercises, group activities, personal reflections, an experience journal, and more.

[Visit the Adapt for Life website](#) to learn more and access the ADAPT guides.

The screenshot shows the homepage of the Adapt for Life website. At the top left is the logo, which consists of a stylized heart shape made of two overlapping circles (one pink, one blue) and the text "adapt for life". To the right of the logo is a navigation menu with links for "Home", "Bring Us to Your School", "What's New", and "Shortcuts". A prominent pink button on the right side of the navigation bar says "I Have An Urgent Need". Below the navigation is a large white section with a blue heading "Welcome to Adapt for Life!". To the right of the heading is a short paragraph: "We help young people lead healthy lives and become mentally fit. We visit schools to talk with students about mental health, teach them important life skills, and offer resources they can use to help themselves and others." Below this section are three image-based cards. The first card shows a diverse family of five people (two adults and three children) and is captioned "I'm Family" in green text. The second card shows a young woman and a young man looking off to the side and is captioned "I'm a Student" in pink text. The third card shows a woman and a man, likely an educator, and is captioned "I'm an Educator" in purple text.

OUR IDEA JOURNEY

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

TiER1's purpose is to help people do their best work. There are many factors that can hinder or drive performance and engagement. To overcome these factors, TiER1 is committed to bettering our workplace through the practice and implementation of IDEA. The IDEA journey started as a concept in 2019. Over the past two years it has been integrated into the TiER1 community, and while we've made progress, creating an inclusive, diverse, equitable, and accessible workplace requires a collective, continuous effort. That's why IDEA is an ongoing journey at TiER1.



For each TiER1er to have a successful IDEA journey, they must be authentic, curious, focused on inner work, and accepting that everyone's starting place is different. Throughout their unique journeys, TiER1ers can explore resources, conduct research, connect with and interview individuals, assess information gathered, and bring it to the table to discuss with other TiER1ers. Being open, authentic, and curious while engaging in IDEA is necessary for TiER1 to become a better workplace for all.

As part of the IDEA journey, Employee Resource Groups were established to support our employees across a range of identities.

These groups are led by employees and based on their passion and interest for a community. These communities create safe places for TIER1 individuals to process, raise awareness of limited beliefs and tensions, influence education and change, and help TIER1 deepen its commitment to IDEA and our values in action.

Currently TIER1 has two Employee Resource Groups: QUEER1, the LGBTQIA+ Resource Group, and TIER1 Salon: BIPOC TIER1ers.

TIER1 Salon: BIPOC TIER1ers was established in Q2 of 2021 and is exclusively for BIPOC TIER1ers. QUEER1 was established in Q4 of 2021 to give members a sense of belonging and support. This group is open to LGBTQIA+ TIER1ers and allies, including parents of LGBTQIA+ children. Facilitator-led roundtables give members the space to process lived experiences, develop connections, and strengthen learning within a safe environment. TIER1ers also have an opportunity to brainstorm ways to deepen inclusion, uncover challenges, and share potential action steps with TIER1 leadership as needed. As we enter 2022, we will continue to see the creation of more Employee Resource Groups.

At the end of 2020, TIER1 implemented a podcast project called Whole Self Stories.

Conducted in an interview format, each story highlights a TIER1er's unique journey to provide employees with a personal, accessible way to learn about each other. Whole Self Stories are a big part of TIER1 culture and offer TIER1ers an opportunity to see, celebrate, and honor the diversity of their coworkers. Each Whole Self Story is different, just like everyone who works at TIER1. A total of 18 stories were produced in 2021. These stories will continue to be produced and shared as TIER1 grows.



The Indy Racial Equity Pledge was started in October of 2020 by a coalition of corporate and civic organizations as a commitment to advancing racial equity in Indianapolis and neighboring communities. As an organization with a team in Indy, TiER1 has made three pledge commitments to create a more diverse, equitable, and inclusive culture within our company and our communities.

PLEDGE

1

SUPPORT BLACK- AND AFRICAN AMERICAN-LED COMMUNITY ORGANIZATIONS AND INITIATIVES THAT FOCUS ON MENTAL HEALTH AND WELLNESS.

PLEDGE

2

INVEST FOCUSED PRIORITY SPENDING WITH BLACK-OWNED BUSINESSES.

PLEDGE

3

LAUNCH COLLEGE INTERNSHIP AND SCHOLARSHIP PROGRAMMING TO INCREASE RACIAL DIVERSITY.

Through our third pledge, we launched our Diversity in Design Scholarship in December of 2020. TiER1 provides many internships and co-op positions for students. Through this program, which includes a paid internship, there is a drive for greater racial representation in the fields of Visual Design, Instructional Design, and Change & Communications. This program is open to Black, Indigenous, People of Color (BIPOC) undergraduate students at Northwestern University, Vanderbilt University, or a university in the greater Cincinnati, Indianapolis, or Pittsburgh regions.

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.

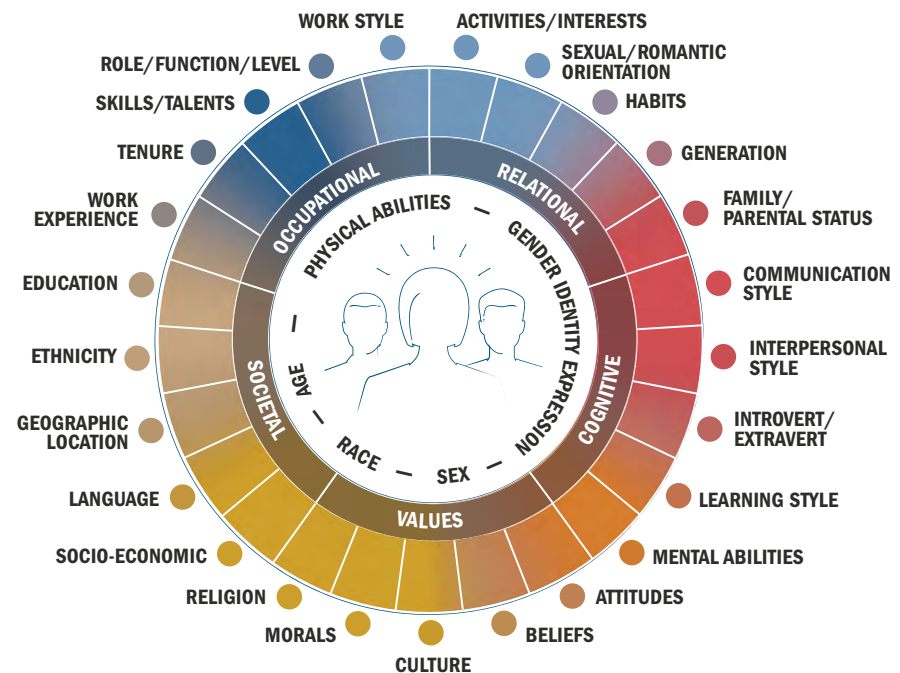
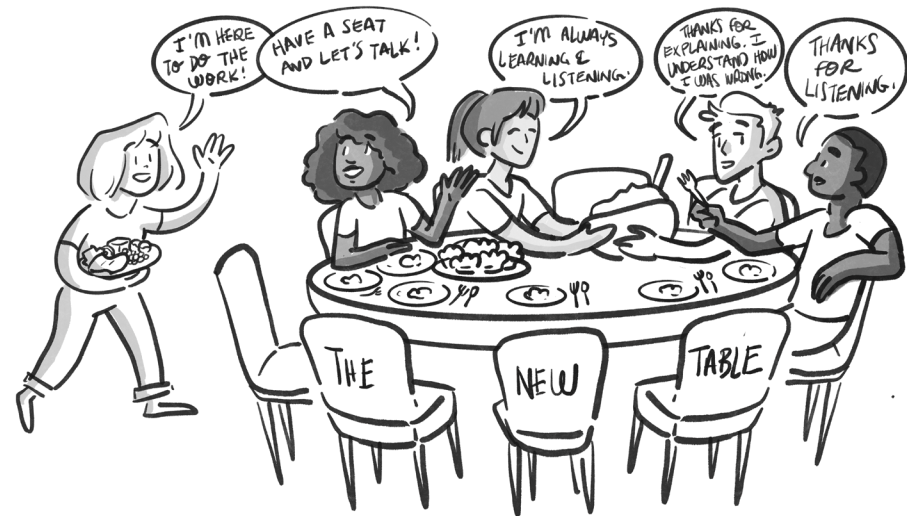
We recognize that some individuals or groups are disadvantaged due to an unequal starting place, and therefore are underrepresented or marginalized within a field, industry, workplace, or community. This requires us to examine internal and external systems to create opportunities, reduce barriers to 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 the parts of IDEA, while understanding we're focusing on areas of opportunity for us so we can maximize on innovation, closing disparity gaps, engagement, and ensuring we're creating a sense of belonging.



SOCIAL IMPACT PROJECTS

TiER1 is committed to building a better world by improving organizations through the performance of people. TiER1 advocates for its community and encourages employees to give back to theirs. One way that TiER1 as an organization gives back is through social impact projects. These are projects that require the vast array of TiER1 talent and skills specifically for social service, nonprofit organizations. These projects are chosen based on those that allow the organizations—or the people they serve—to fully realize their potential and do their best work.

A typical social impact project requires less than 500 hours of work to reach impactful deliverables. To subsidize these projects, TiER1 offers application-based grants to match funds provided from the organization toward the project.

Multiple social impact projects kicked off for organizations in Atlanta, Cincinnati, Indianapolis, and Pittsburgh.





A YEAR OF ONLINE
connection & insights

INTERNATIONAL WOMEN'S DAY

International Women's Day has been observed since 1911. We take this time to celebrate women's achievements and increase visibility while learning insights to consciously address inequality. To celebrate 2021 International Women's Day, we partnered with Conscious Capitalism to produce a webinar, which you can watch on our [YouTube channel](#).

The theme for 2021 International Women's Day was "Who to Challenge." The panelists included J. Phenise Poole (Senior VP, General Counsel at Fifth Third Bank), Jennifer Wesley (Global Director, Product Curriculum at Google), Julie Setser (Senior Vice President, Research & Development, P&G Ventures at Procter & Gamble), and Paaras Parker (Head of Performance, Career & Leadership Development at Kroger). Moderated by Katie Frey (Chief Operating Officer at TiER1 Performance), the panelists discussed their personal experiences and how they've overcome many obstacles and challenges to reach their full potential.

Throughout the webinar, panelists discussed how to be a successful leader, sharing that you must be vulnerable and authentic while also working to listen, see, and acknowledge every part of your team to overcome barriers and any situation. Through COVID-19 it has been more important than ever for organizations and leaders to show employees that they are valued and to continue providing access to resources and support systems, even if they are virtual.



LEARNING TRENDS

In 2021, we continued our annual Learning Trends report tradition with input from a wide variety of industries and learning and performance roles. The 2021 Learning Trends Report was written by TiER1ers Zac Ryland and Walter Warwick, PhD. The results from the questions were compared to the trends distilled from 2020 and the previous years. The report and the accompanying webinar brought together hundreds of professionals to consider what impact notable trends are having on the field. You can view the 2021 Learning Trends: The Path Forward report and webinar [here](#).

TiER1 PERFORMANCE
2021 LEARNING TRENDS REPORT: THE PATH FORWARD
 WRITTEN BY
 ZAC RYLAND & WALTER WARWICK, PHD

WELCOME
 2020 was an unprecedented year and placed us in uncharted territory...
 It pushed us forward, accelerated change, and at times, took us to the brink of what we can handle personally and professionally. The culmination of such a year has brought many industries into uncharted territory, and the Learning and Performance space is no different. As we look ahead and consider what's next, several questions loom large, including: What does the pivot from surviving to thriving look like? How do we adapt at the "new normal," will we ever return to the old? What beneficial elements of the past year do we want to install for good? As we approach the moment of re-emergence and re-entry, what decisions will we make?
 This report is a summary of our collective experiences as Learning and Performance professionals. With our 2021 Learning Trends Survey, we asked the industry about their design and development processes and methodologies; about the trends that excite them and the outcomes they need; and about the challenges they're facing and the successes they've found—and our respondents provided rich and meaningful insights. We've supplemented the survey findings with observations from working with our clients as well as relevant research and thinking from others. In the following pages, you'll find insights related to our experiences in 2020 grouped into the following categories:
 1. **Setbacks** – The ways the past year slowed momentum in areas that had previously been building.
 2. **Advances** – The ways we were propelled forward through necessity in meaningful and powerful ways.
 3. **Emerging Areas of Uncertainty** – The turning points we face and the intentional decisions we'll need to make moving forward.
 We hope you'll find this information validating, illuminating, and motivating. As much as navigating 2020 was a shared experience, so too will be how we collectively choose to respond during 2021. You are a meaningful voice and contributor alongside us in this and suggestions for us all.

SETBACKS
ADVANCES
EMERGING AREAS OF UNCERTAINTY

Disruption to Development
 Similarly, there was an impact to development processes. This past year, we saw a lot more responses of "never" (and less likely to "always" or "usually") in regard to how often you include your audience in the development process. When they were included, they were more likely to be reviewing drafts or participating in usability tests/pilots.
 The pivot to remote work also shifted how we collaborate with individuals in the midst of our processes. This past year, we were less collaborative, and reverted to more re-requested activities. While valuable activities for our audience, relying solely on these tactics can leave us missing some key inputs, too. As we deepen our design/development practices and work in more agile ways with the business, we'll need to **focus on iterative development** in cycles we can take from lean startup, PDCA (plan-do-try-act), or test and learn practices. For that to become a reality, we'll need to **find new ways to involve our end users earlier** in development, prior to the waterfall "review" phases many learning organizations have grown up with, and certainty before piloting (which usually represents the penultimate step before finalizing assets).
 The question for our collective consideration—how might we best do this in a virtual world?

Q3: HOW OFTEN DO YOU INCLUDE YOUR TARGET AUDIENCE IN THE DEVELOPMENT PROCESS?

Frequency	2020 (%)	2021 (%)
Always (target audience involvement is a mandatory part of our process)	~15%	~10%
Usually (we try to do so every time, but sometimes it doesn't happen)	~45%	~40%
Sometimes (it depends on the audience)	~35%	~45%
Rarely (we only do so for very important initiatives)	~5%	~10%
Never	~0%	~10%

Q4: WHICH OF THE FOLLOWING PROCESSES DO YOU USE TO INCLUDE YOUR TARGET AUDIENCE AS PART OF THE TRAINING DEVELOPMENT PROCESS?

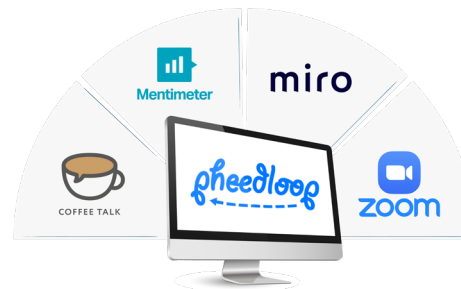
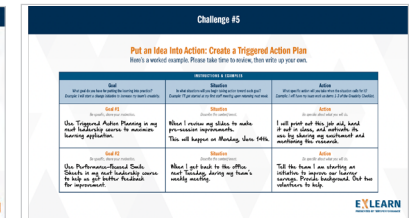
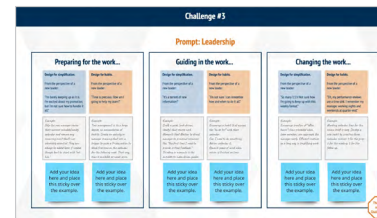
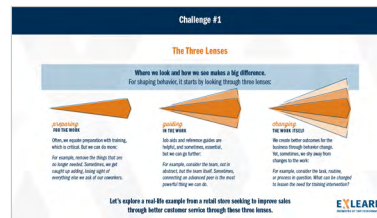
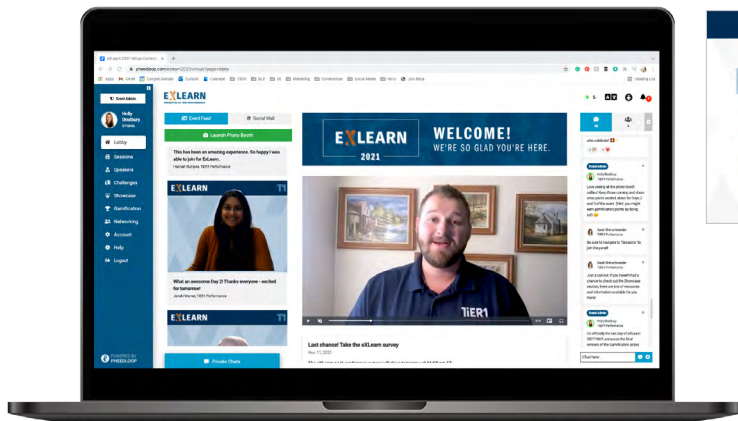
Process	2020 (%)	2021 (%)
Reviewing with Development & Analytics	~35%	~30%
Consulting on Content, Writing and Support Material Experts (CWSE)	~65%	~70%
Reviewing Drafts	~45%	~55%
Usability Tests (either of Pilot or Pre-release)	~65%	~70%
Other	~5%	~5%

FULL SURVEY RESULTS
 IN THE GRAPHS THAT FOLLOW, WE DISPLAY YEAR-OVER-YEAR RESPONSES BETWEEN 2021 AND 2020.
 Whenever there was a significant change between the 2020 and 2021 responses, we indicate those factors that had the greatest impact on year-over-year change in each bar. Where appropriate, we also highlight the single factor that had the greatest impact on the year-over-year change.

EXLEARN CONFERENCE

In November 2021, TiER1 hosted its fourth annual and second virtual eXLearn Conference. Attendees from across the U.S., with a few attendees from India and Spain, participated in the three-day conference around the theme “Experiences Designed for Excellence.” Thought leaders from Kroger, AT&T, UPS, Spectrum, Aflac, Procter & Gamble, and more were brought in to showcase various projects, including virtual onboarding, learning platforms, pervasive inclusion in learning and development, leadership development, and many more.

For the second consecutive year, the eXLearn Conference was hosted virtually in the virtual portal PheedLoop, where attendees logged in each day to watch sessions, access session resources, complete daily challenges, and network with speakers and attendees. We also implemented two new features: Gamification for a Cause and the Learning and Performance eXcellence Awards.



GAMIFICATION FOR A CAUSE

For every session, challenge, or networking event that attendees completed or attended, they would earn points to track on the conference leaderboard. As in years past, we awarded several winners throughout the event, with top point-earners winning tickets to eXLearn 2022. New in 2021, each point earned by an attendee equaled a \$0.01 donation to The Steve Fund, a U.S.-based organization that promotes programs and strategies that build understanding and assistance for the mental and emotional health of young people of color. This is an important cause for TiER1 as we continue to focus on our IDEA and Start the Conversation initiatives. TiER1 matched the donations accrued by gamification points, raising the total donation to \$10,000. You can learn more about The Steve Fund and its impact [here](#).

THE 2021 LEARNING & PERFORMANCE EXCELLENCE AWARD WINNERS:



David Jackson III,
Director, Talent
Pathways & Learning
@ HealthPoint



Didier Sylvain,
Founder/CEO, Life Alignment
Coach, and Leadership Trainer
@ Didier Sylvain Coaching



Jennifer A. Ingram,
Founder & CEO
@ Calibrated Lens



Trayonna Floyd Hales,
Senior Manager of
Talent & Performance
@ WarnerMedia

THE 2021 AWARD RECIPIENTS RECEIVE:

- An opportunity to present their work/findings at the 2022 EXLEARN Conference with a \$250 stipend.
- A featured article of their work or co-published article in an issue of Performance Matters, a TiER1 magazine distributed to corporate executives.
- Sponsorship of article in a relevant industry publication.

WE ARE EXCITED TO CONTINUE TO HOST THE LEARNING & PERFORMANCE EXCELLENCE AWARDS IN THE FUTURE.

Learn more about the 2021 award winners and finalists [here](#).

QUOTES FROM 2021 EXLEARN CONFERENCE ATTENDEES

"I was extremely impressed with the high-quality content that you all provided during this conference. I loved Will Thalheimer's keynote and the author hour on Thursday. The cohort connects was possibly my favorite part, to connect and even be a little bit silly (in a structured way) with a TiER1 facilitator and some L&D professionals at different levels than me. I am looking forward to using Coffee Talk and attending next year!"

"I immensely enjoyed the experience this year. It was very different than last and seemed to work better for me, and I feel like I am walking away with more tools for my personal and professional tool kit. Until next year...."

"The event was fantastic. I would like to thank the whole team for the great energy, positivity, and preparation. It was a splendid example of a very well-crafted experience."

"The Learning Labs and Cohort Connect sessions were of great value beyond the conference itself. They allowed for discussion around specific challenges and for thought/idea generation."



A YEAR OF
growth

YiER1ERS WITH IMPRESSIVE CREDS

Throughout 2021 we continued to grow rapidly. We had 51 new full-time hires! These TiER1ers joined roles including but not limited to consultants, instructional designers, learning strategists, project managers, communications specialists, and many more. Our new hires, or “YiER1ers,” have already made big impacts in their work at TiER1. A few YiER1ers we’d like to spotlight include Teresa Evans, Will Thalheimer, Candace Buggs, and Brian “Beam” Maue. We also were pleased to welcome back Rod Ford.



TERESA EVANS, PhD

Teresa Evans joined TiER1 Performance in March 2021, after learning about TiER1 through the U.S. Air Force Academy in late 2019. In addition to earning her PhD in neuroscience from The University of Texas Health Science Center at San Antonio, Teresa came to TiER1 with a broad background that includes military medical innovation and clinical research, life science commercialization, B2B technology acceleration, entrepreneurship, leadership, career and professional development, as well as STEM education and published research. Teresa enjoys watching people succeed and helping them achieve their goals in any way she can. She is helping TiER1 to build our military medical portfolio through deep relationships and meaningful client engagements.

Teresa also helps others at TiER1 achieve their goals by bridging her experience in neuroscience, life sciences, healthcare, and military medical fields. She is fueled by the innovative ideas and research projects that TiER1ers are leading, including TiER1 Performance Institute. Teresa is excited to use her entrepreneurial and commercialization experience to help Performance Institute and other projects scale and grow.

Teresa is thankful to be a part of TiER1’s government and research work and to have the opportunity to roll up her sleeves and make an impact at TiER1. Teresa hopes to continue making connections across TiER1 and helping clients and colleagues realize their full potential. We at TiER1 are excited to see the impact she makes.



WILL THALHEIMER, PhD

Will Thalheimer joined TiER1 in January 2021, after discovering the organization through his connections in the learning and performance field. Prior to joining TiER1, Will was (and still is!) highly visible in the field. Will has always been fascinated by how humans learn and how to help society through learning. Through his own love of learning, Will has earned his PhD in human learning and cognition, completed ample research, and published two books: *Performance-Focused Smile Sheets: A Radical Rethinking of a Dangerous Art Form* and *Performance-Focused Learner Surveys: Using Distinctive Questioning to Get Actionable Data and Guide Learning Effectiveness*.

At TiER1, Will has enjoyed working with various teams on projects, including being the featured keynote at the 2021 eXLearn Conference. He's already made an incredible impact at TiER1 especially through his work with the Performance Institute where he helps develop workshops to enable industry leaders to improve performance at their organizations. Will has also become an advocate for TiER1 within the learning and development space.



CANDACE BUGGS, PhD

Candace Buggs joined TiER1 in April 2021, after meeting with TiER1ers at Indiana University's Instructional Systems Technology (IST) Conference in March 2020. Prior to joining TiER1, Candace started at Indiana University in informatics and then transitioned into IST, serving many roles in education, including adjunct instructor, researcher, and instructional designer.

Candace earned her PhD in educational and instructional technology. She is an instructional designer who wears many hats, including that of a researcher. Candace enjoys learning about people and their preferred learning methods. She focuses on individual learners and their needs to ensure that they have the best experience possible.

Candace has been greatly impacted by the connections she's made at TiER1. She loves meeting new people and enjoys one-on-one conversations over coffee. She also is very passionate about service and giving back to the community. In 2021, Candace used her Service Time Off on a mission trip to Honduras to give away bags of medical supplies, toys, and treats to mothers and children. She also visited an orphanage where she met children and treated them to ice cream. TiER1 is committed to building a better world; Candace reflects this in her work and her passion to give back.



BRIAN "BEAM" MAUE, PhD

Brian "Beam" Maue joined TiER1 in September 2021, after meeting TiER1ers through his work with the U.S. Air Force. Prior to joining TiER1, Beam served for 21 years as an Air Force officer supporting strategic deterrence capabilities. Beam cofounded AFWERX, a talented, nationally dispersed team that connects innovators and creates accelerated technological and cultural agility for the Air Force. Through his experiences with AFWERX, Beam wrote *The Experiment That Succeeded: How a Government Startup Beat Amazon, Leveraged Innovation History and Changed Air Force Culture*, a book about achieving innovation success and internalizing insights through his Factors Linking Organizational Will (FLOW) framework.

Beam has been quick to jump into work at TiER1 during his short time here. He has volunteered to partake in a speaking lab where he will learn insights to share with our whole team. With his diverse background that includes living underground as a nuclear mission launch officer, he has brought many new ideas and ways of thinking to our team. He is a talented innovator who continues to bring interest to TiER1 through his outside presentations.



ROD FORD

Rod Ford initially joined TiER1 on March 1, 2004. He had previous friendships with TiER1's founders: Greg Harmeyer, Kevin Moore, and Norm Desmarais. Before joining TiER1, Rod's background included work in education as an adjunct professor teaching computer programming and instructional design. Through his time at TiER1, Rod was very engaged with his clients and worked with multiple clients from different industries at a time.

TiER1 impacted Rod and his wife and added so much value that he rejoined TiER1 in 2021 after a 5-month break. Rod's passionate about developing others; so many people have invested in him, and he sees the value in it and wants to help others. He makes an impact at TiER1 by looking for ways to give other people opportunities and helping people develop by letting them shine or taking a risk to grow. Rod believes in this quote, "Give away what you have been given."

Rod enjoys being challenged to do high-quality work while also having the opportunity to work as a collaborative team. Rod's passion for learning has led to the creation of models for people; how they derive meaning from it by not just changing behaviors, changing life. These models have helped clients and TiER1ers alike have a better work and home life. Rod's passion for learning is also seen in his personal life. Through 2021, Rod worked on his Doctor of Ministry in Philosophy with a focus on Philosophical Hermeneutics which is to be completed in 2022. He is also in the process of earning his PhD. One of Rod's favorite TiER1 memories involves traveling as a team to client sites. Travel solidifies the team, removes distractions, supports work completed together, and promotes bonding and fun.

CELEBRATION & CONNECTIVITY

ALL COMPANY MEETING 2021

Every year we celebrate TiER1 together. To do so safely in 2021, our All Company Meeting (ACM) was designed for virtual AND in-person attendees. For those who attended virtually, they received a swag box full of goodies prior to the event. Virtual attendees were able to watch a livestream of ACM presentations and speakers, and they could attend breakout sessions to engage with other virtual and in-person attendees during the event. For those who were vaccinated and chose to attend in person, TiER1ers joined from all over the country, and we gathered at the Anderson Pavilion in Cincinnati for two exciting days to be together.

During ACM, TiER1ers had the opportunity to hear from coworkers like Josiah Holland, who started us out with a conversation on floods including his own flood when he was young. Josiah was in an accident when he was young and was no longer able to run cross country. Instead of letting this break him, Josiah took this as an opportunity to grow stronger and try new things. TiER1er Terence Andre talked about his experiences beating Leukemia three times and his favorite memories of support from TiER1 colleagues. Terence details his journey in his book, *Amazed by His Love*, which he provided for free to all ACM attendees. Rachel Brecht and Laura Hoppa shared about employee experience and moments that matter.

TiER1er Sierra Rainey used the power of poetry to share her story as a Black woman growing up in the Chicago projects in her original poem, *This Song I Dance*. From Sierra: “By using song, dance, and music as metaphors, this poem highlights the importance of self-reflection, introspection, and cultural perspective when we as individuals must confront both historical and personal truths, challenges, and tragedies.” TiER1ers Jackie Luchsinger and Barbara Boyne discussed their lessons learned and experiences consulting inside hospitals on quality and operations during the COVID-19 pandemic. Tears were shed during these stories and more as TiER1ers shared their lived experiences, projects, and vulnerabilities with our organization as well as their hopes for what they and TiER1 could do next.

Through storytelling and sharing in the success of projects, TiER1ers learned about their unique and talented coworkers and the organization’s CEO, Greg Harmeyer. The ACM creates long-lasting memories and connections that TiER1ers value for years to come.





Team Boston celebrated the holidays with a team lunch.



TIER1ers from Boston, Indianapolis, and Cincinnati traveled to Denver for the LTEN Conference. They met Denver TIER1ers for dinner and to see local sites.



Cincinnati TIER1ers celebrated fun, food, and friends (and wine) at Ripple Wine Bar.



Pittsburgh TIER1ers went on an outing to enjoy Gobbleritos (Thanksgiving dinner burritos)!



A group of TIER1ers together in Chicago.



Our Indy team celebrated two TIER1ers and their upcoming nuptials.



TIER1ers showed off their St. Patrick's Day accessories during work meetings.



Mark and Jerry twinning during a work connect.



Team Minneapolis/St. Paul celebrating the growth of their region over lunch.



Team Indianapolis celebrated the holidays at local spot, Punch Bowl Social.



Team Pittsburgh hosted their 5th annual Gobble Gobble Potluck.





Cincinnati's Business Operations team celebrated the holidays at Taft's Ale House.



Team Indianapolis celebrated the holidays with a pajama day and cookie exchange.



Team Denver had a holiday party at a bakery where they decorated cupcakes to take home.



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

TIER1IMPACT

— BETTER WORK · BETTER WORLD —

hello@tier1performance.com | www.tier1performance.com | 859-415-1000

2021 IMPACT REPORT

© 2022 TIER1 IMPACT

LEAD EDITOR: MICHELE BRICKING

LEAD DESIGNER: AMANDA RAPIEN