



— 2019 —

IMPACT REPORT

TiER1
PERFORMANCE



MESSAGE
FROM *Greg*

When we first began entertaining the idea of putting together TiER1's inaugural annual report, we knew it needed to be more than just a summary of the work we've done and the wins we've celebrated. The Impact Report is a reflection of the impact we've made on our people, in our work, through our service, and how we strive to create positive change through the everyday moments that make up who and what TiER1 is.

TiER1 has always been driven by our purpose of helping people do their best work. This not only plays out in our partnerships with our clients, but within our own organization as well. Every day, we are re-examining the ways in which we can do our best work that creates high-level impact in multiple ways. As you read through this report, I hope you are able to see how we—both as individuals and as a collective organization—are living out our mission to improve organizations through the performance of people to build a better world.

Greg Haininger

I'D RATHER
 LOSE THE GAME *than* FAIL
 BE A CRITIC. NEVER TRY.

TO ME,
 TIER1

IS We, NOT They.

SO I COMMIT TO LEANING FORWARD IN EVERYTHING I DO.

I BELIEVE IN THE PURPOSE OF MY WORK

AND I DO IT WITH *joy* AND *vigor*.

I LOVE MY TALENTED TEAMMATES AND THEIR MESSINESS THAT

makes them human,

SO I LAUGH WITH AND FIGHT FOR AND TRUST THEM.

I'M ALL IN. I AM INFECTIOUSLY FOR THE IDEAS I BELIEVE IN.

I DON'T HAVE TIME
for cynicism;

I'M TOO BUSY
fighting the fight

AND MAKING A DIFFERENCE.

I'M IN THE GAME

YEAR IN REVIEW



T1 BY THE numbers

2019 WAS A RECORD YEAR ON MANY FRONTS

\$48 MILLION IN REVENUE

33% GROWTH

1 COMPANY

Founded in 2002.

240+ PEOPLE

Learning experts, visual articulators, storytellers, techies, strategists, and business-savvy consultants.

320+ CLIENTS

Companies that believe in fueling performance with knowledge, and culture with communication.

MANY INDUSTRIES

Energy, Health Care, Financial Services, Academia, Government, Technology, Retail, Consumer Groceries, Travel and more.

8 LOCATIONS

Atlanta Columbus Pittsburgh
 Chicago Denver Washington, DC
 Cincinnati Indianapolis

2,100+ PROJECTS

We custom-craft and deliver engaging, people-centered business solutions that help great companies achieve lasting results.

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™

WHERE WE WORK

We provide global services with TiER1 teams in these locations and consultants across the country:

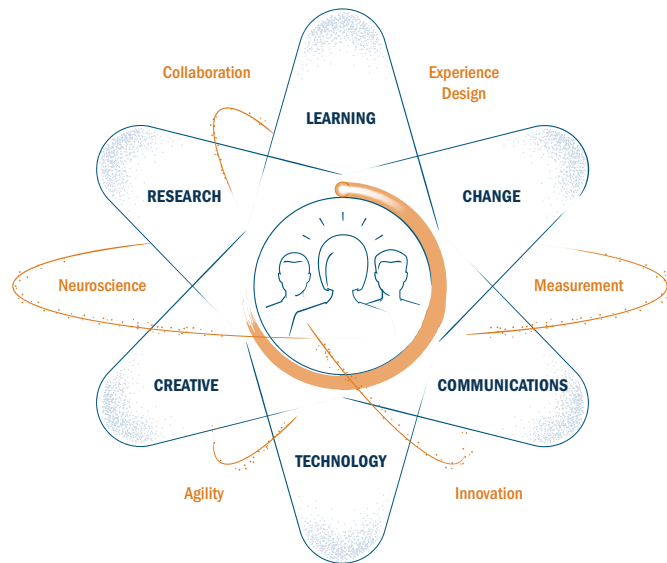


WHAT WE OFFER

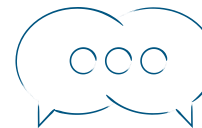
We're grateful for the opportunities and relationships fostered with our clients. Here's how we help our clients shine.

WE ACTIVATE STRATEGIES THROUGH *people*

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



TO CONSULT, DESIGN, AND BUILD CUSTOM SOLUTIONS.



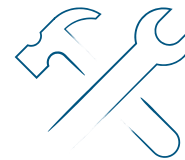
Consult

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.

INCLUDING BUT NOT LIMITED TO...

DIGITAL TRANSFORMATION · EXPERIENCE DESIGN · CHANGE STRATEGY · SYSTEMS ADOPTION · ONBOARDING · SALES ENABLEMENT
PEOPLE LEADERSHIP · PRODUCT LAUNCH · LEARNING & DEVELOPMENT · CULTURE · QUALITY & SAFETY · COMMUNICATIONS

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:



CELEBRATION OF AWARDS

Call us biased, but we have a team of rock stars at TiER1. We're thrilled to celebrate the collaborative impact TiER1ers make with our clients. These 2019 awards recognize the people and innovation behind the work.



OUR WORK

- Brandon Hall Awards: Gold, Excellence in Learning (2019)
- Brandon Hall Awards: Gold, Best Advance in Leadership Development (2019)
- Brandon Hall Awards: Gold, Learning (2019)
- Brandon Hall Awards: Silver, Excellence in Sales Performance (2019)
- Brandon Hall Awards: Bronze, Best Unique or Innovative Leadership Development (2019)
- Gold Hermes Award for *Onboarding Matters* Magazine (2019)



OUR PEOPLE

- Inc. Best Places to Work (2017-2019)
- Inc 5000 Fastest Growing Private Companies (2007-2019)
- Pittsburgh Human Resources Association: Engaging Pittsburgh, Innovative People Practices (2019)
- Pittsburgh Business Times and Leadership Pittsburgh: Pittsburgh 30 Under 30, Nick Pineda (2019)
- Cincinnati Business Courier: CFO of the Year, Anna Wolf (2019)



OUR IMPACT

- Certified B Corporation: Best for the World, Workers Category (2019)
- Cincinnati Chamber of Commerce: Ignite Action Award, Leading With a Bold Voice for Business (2019)
- Pittsburgh Technology Council: Culture Leader of The Year (2019)

TRUST IS A VALUABLE RESOURCE

that I control.

I CHOOSE TO INVEST IT IN OTHERS TO MAKE

A BETTER

culture,

A BETTER

environment,

&

A BETTER

team.

I RECOGNIZE THE CIRCULAR NATURE OF IT

AND I'M ALWAYS LOOKING FOR WAYS TO

build it.



THIS DOESN'T MEAN I'M NAIVE;

IT MEANS I ASSUME **POSITIVE INTENT**

AND RECOGNIZE IF SOMETHING LOOKS QUESTIONABLE
THERE'S POSSIBLY MORE THAT I DON'T KNOW.

— AND WHEN I FIND MY TRUST IS UNCERTAIN,
I ADDRESS IT DIRECTLY AND RELATIONALLY—

WHICH *strengthens* TRUST WITH OTHERS.

I TRUST GENEROUSLY

INNOVATION ▶

EVENTS: INSIGHTS AND TOPICS

DIGITAL TRANSFORMATION

In 2019, Greg Harmeyer's involvement with YPO led to an opportunity for TiER1 consultants to build an immersive experience that allowed business leaders to gain a framework and set of tools for tackling digital transformation. This resulted in a full-day workshop that was held for the Cincinnati Chapter of YPO in January 2019. Given the interest from others, we scaled it to a half-day session and hosted Activating Digital Transformation workshops across the country, in locations including:

- Newport, KY
- Pittsburgh, PA
- Chicago, IL
- Denver, CO
- Atlanta, GA
- Cincinnati, OH for The Health Collaborative
- Boston, MA for EXPO.health

These workshops brought together new perspectives on digital transformation and highlighted tangible tools for visioning, experimenting, innovating, and ultimately building new habits. More importantly, it allowed us to connect with clients and business leaders to learn about where they are in the digital transformation journey and what issues they might be facing. The Activating Digital Transformation events allowed us to take an even deeper dive into partnering with organizations to activate their digital strategies.



TEDxATLANTA: DESIGN THINKING

TIER1 Supports TEDxAtlanta as Gold Sponsor

TEDxAtlanta is committed to innovation in Atlanta and furthering ideas worth sharing.

As part of an effort to build partnerships in the Atlanta community, TiER1 supported TEDxAtlanta as a Gold sponsor in 2019. TEDxAtlanta focuses on creating experiences that spark deep discussion, connections, and collaborations. TiER1 consultants had the opportunity to interact with and mentor speakers. We were also thrilled to connect with several client partners, including Delta, SunTrust, and Cox Communications. We all had the chance to learn, explore concepts, and ideate. The key takeaway from the experience? Think differently and engage differently.

Following TEDxAtlanta, we hosted a Salon Session that equipped attendees with design thinking tools to activate ideas and bring them to life. Design thinking helps cultivate an activation mindset and a new approach to problems and solutions. In the activation workshop, we took a deep dive into two of the five steps of design thinking and provided tools for bridging the gap between ideation and activation. The salon topic, inspired by Dr. Sandra Dalton-Smith's TED talk "The real reason why we are tired and what to do about it," explored the myths behind exhaustion and strategies for achieving balanced rest in our everyday lives. Both TEDxAtlanta and the salon brought the synergy to Atlanta that the team envisioned from the beginning.

"What's interesting for us isn't just the ideas but seeing them come to life and bring about meaningful change for people and organizations."

- Jim Ruberg



CIO FORUM

At the Pittsburgh CIO Forum, Greg Harmeyer joined Chris Caruso from PPG Industries, Markus Weber from MSA – The Safety Company, and facilitator Christine Miles in a conversation about Humanizing the C-Suite. TiER1 was also a premier sponsor for the forum connecting with digital and IT leaders from the Pittsburgh region.



ACMP MIDWEST

The Association of Change Management Practitioners (ACMP) brings together 200 change professionals from across the Midwest for an annual conference in October. The 2019 theme was “Humanizing Change in the 4IR – Maximizing Human Connectivity in the Digital Age,” and included speakers from across the Midwest. TiER1 was a sponsor for the event, which included hosting a table in the exhibition as well as recognition during the keynote. Our team connected with senior leaders with some of the largest organizations across Illinois, Michigan, and Wisconsin in an environment that fostered open and transparent conversations about current initiatives and challenges.



eXLearn

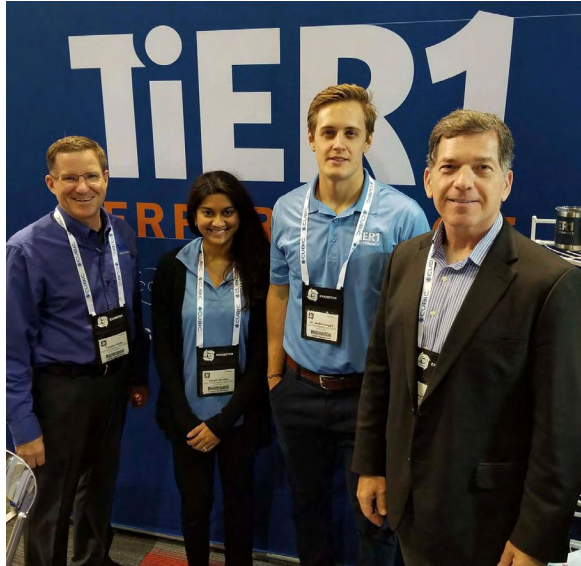
TIER1 Indy's (formerly Bottom Line Performance) second annual eXLearn conference helped Learning & Development professionals pursue excellence in workplace learning. In one action packed day, participants heard from industry thought leaders, practiced designing better learning experiences, benchmarked their training programs against their peers, and had the opportunity to see what's possible with the latest learning technologies. For those that wanted to take their learning further, a pre-conference workshop on design thinking was also available. eXLearn is an experience ideal for professionals who want to create excellent learner experiences and business leaders who seek better results from their workplace learning initiatives.

Participants took part in a workshop called "From UX to LX: Use Design Thinking to Create Learning Solutions that Work." During this workshop, facilitators Sharon Boller and Laura Fletcher offered a hands-on experience in using design thinking philosophy and tools to create intentional learning experiences that get bottom-line results. It helped designers think about intentionally creating experiences that lead to operational results, and it helped executive leaders understand the key characteristics of a learning design process and outputs that deliver measurable results. Other featured speakers included Dr. Karl Kapp and Melissa Daimler.



I/ITSEC

TIER1 sponsored a booth at the Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) in Orlando, Florida. I/ITSEC is the world's largest modeling, simulation and training event organized by the National Training and Simulation Association (NTSA). The TIER1 Research team had strong representation at the event. In addition to learning, it was an incredible opportunity to connect with partners and share outcomes from funded projects that have application in other performance realms. (And we heard that the Oreos at the booth were a hit!)



THOUGHT LEADERS

TiER1ers were in high demand to share thought leadership on a range of topics.

APRIL:

ACMP Change Management 2019 in Orlando, FL

Nick Pineda and Molly (Fried) Winter presented *The Evolution of Change in an Era of Digital Transformation*.

Beryl Institute

Richard Corder presented *Our Hopes for an Improved Patient Experience: A Pecha Kucha Session*.

WIN Conference

Jackie Luchsinger presented *Hospital Readmission Rates: What About Observation Days?*

MAY:

ATD 2019 in Washington, DC

Noah Kreischer and Delta presented *Collaborative Workflow for High Regulation, High Volume, High Velocity*.

Small Giants Community Fishbowl

Karen Nelson and Meg Switala led a webinar on *Start the Conversation About Mental Health in the Workplace*.

PMI Chicagoland

Greg Harmeyer presented a keynote focused on "Activating Strategy through Project Leadership". Gina Bucalo and our client partner, Karla Giroux, shared how these principles played out in the field.

JULY:

Cox HR Conference

Chris Iansiti and Elise Greene Margol represented TiER1 as a lunch sponsor.

B Local Colorado's BLD Mountain West Conference

Grant Simmons presented a lightning talk called "You're Saying 'Sorry' Wrong".

EXPO.health

- Richard Corder presented *Up Close and Personal: How the IT Leader Is Changing the Patient Experience*.
- Dustin Shell and Zac Ryland presented *Activating Digital Transformation Through People*, a collaborative, team-based workshop for registered attendees.

AUGUST:

ATD Rocky Mountain Chapter in Denver

Grant Simmons, with Mars, presented *Implementing Design Thinking to Craft Global Learning Experiences* with Summer Davies from Mars Inc.

SEPTEMBER:

Interact for Health

Greg Harmeyer presented *Courageous Conversations Panel* focused on mental health.

TiER1 Performance @ 2019 GCATD Annual Conference

- Noah Kreischer presented *Building an Agile Toolkit for eLearning Production*.
- Dustin Shell and Laura Hoppa presented *New Tools for Performance Results: Designing the Employee Experience to Drive Success*.

OSHF Conference

Ken Blackwell presented *TJC Survival Tools*.

OCTOBER:

Digital Transformation: The Health Collaborative

TiER1 partnered with the Health Collaborative to facilitate an *Activating Digital Transformation* workshop specific to healthcare professionals.

NOVEMBER:

ATD Central Indiana Chapter Conference

Sharon Boller presented, and BLP/TiER1 Indy was a sponsor.

PGH Region Client Appreciation Event @ NOLA on the Square

The Pittsburgh team hosted a happy hour for approximately 20 clients and community partners.

NACD Three Rivers – Future of Board Leadership Symposium

Rachel Brecht moderated a panel discussion and TiER1 was a sponsor of the event.

DECEMBER:

Healthcare Executive Forum, Houston

Mark Reifsteck and Jackie Luchsinger presented.

TIER 1 RESEARCH

INNOVATION MEETS HIGH PERFORMANCE.

At TiER1, we're deeply committed to interdisciplinary research. We've got a bunch of innovative ideas along with some pretty smart people to study them and get those ideas jumping off the page and into practice. Factor in our deep business expertise and creative environment, and we believe it's a unique equation for success. We apply science, education, technology, and business know-how in inventive ways to improve the performance of people. The result is several prestigious government research grants that put us on the front lines of new thinking about performance.

Our researchers, equipped with their credentials, are pushing the boundaries daily. They are using computer models as diagnostic tools to create new methods for organizations to improve not only their performance, but their performance prediction capabilities. Over the years, our research partners have gotten pretty fired up about the results of our work (2019 was no different!). We continued to develop technologies and methods to innovate and improve, including:

- Accelerated learning and adaptive learning paths
- Competency management
- Knowledge management and domain analysis
- Learning management systems
- Performance assessment, cognitive modeling, and prediction
- Performance support systems
- Talent management

"We are inventing new methods and new tools for human performance innovation. This is leading change and providing new ways of thinking for performance assessment, performance advancement, performance modeling, and performance prediction."

- Stu Rodgers

"Our research capability and impact begins with our talented team of scientists and engineers applying their passions in their work."

- Stu Rodgers

HIGHLIGHTS FROM OUR RECENT WORK:



Innovation in Assessment

Through a partnership with the Army, TiER1 researchers developed new methods for performance advancement across multiple projects. Through the development of several tools, we have helped the Army increase their capability of developing a portfolio of development opportunities depending on competency. Through the Army Research Institute, we developed both new and improved methods for skill assessment so that results are quicker and easier to understand. This has sparked an abundance of innovation around assessment.

INSITE

This training system provides scenario-based training and support. Just the right amount of training, just when you need it.

To respond to ever-evolving enemy tactics, realistic, effective training is needed in the operational environment. The Army has, and is currently developing, numerous computer-based resources to support scenario-based training at the point of need. To support the personnel who use these training systems, a content management system was needed. Further, recommendations for training, and adaptively changing training paths are required. The fact that the Army training systems have many different users inputting and accessing information increases the likelihood that relevant scenarios can be difficult to find, as tagging terms used by developers and search terms used by operational personnel might

differ. This situation results in relevant training components going unused, and, importantly, results in operational units that are not fully prepared. To mitigate these problems, we propose to develop the InSite Targeted Training Content Management Tool. InSite will allow access to a variety of relevant resources, provide recommended training paths, and adapt that path based on unit performance. It will allow users to discover relevant training content, and develop training specific to their needs. In Phase II, we will develop InSite with structured and frequent user input, to ensure that the end result is both useful and usable.

INSPIRE

Development of adaptive technology to support pre-boarding, onboarding and sustained development across an organization.

Inspire is TiER1's onboarding and development technology platform that supports organizational digital transformation by providing new hire pre-boarding, onboarding, and sustained development. The platform uses a tool suite to support recruiting and preboarding of new hires;

onboarding experiences and simulations; manager tools to improve the onboarding experience; and continuous role development. The tool suite promotes the organizational culture through collaboration tools, templates that promote consistency, and personalized mentoring.

ADVANCE

A mobile app for student leadership development? Check!

The United States Air Force Academy (USAFA) sought the need to provide opportunities for cadets to pursue leadership and character development through the guidance of faculty. This development would be guided by the PITO model, which consists of Personal, Interpersonal, Team, and Organization leadership. TiER1 leveraged our commercial Performance1 platform, a learning content management system (LCMS) whose architecture includes defined relationships between different types of information (e.g., leadership competencies and leadership activities and assessments) that can be used to provide and capture content in a context familiar to the user, and extended tools that we had developed for PJs/CROs to develop Cadet Outcomes Development and Evaluation (CODE). CODE met this need by providing a platform that provided access to a leadership portfolio that both the cadet and their supervising faculty member could access. This gave both of them the ability to track the cadet's performance and leadership development based on human behavior – using factors such as their habits, thoughts, and actions – as opposed to more subjective evaluations. This model allows

the cadet to identify opportunities for growth and then track that growth through records and reflection. CODE is also a mobile platform, meaning it follows cadets throughout their time at USAFA and beyond, providing optimal opportunities for cadets and their supervising faculty to continue to pursue the leadership opportunities that are right for them. Not only does CODE give cadets the opportunity to visualize their leadership and character development and track that development in their own leadership portfolio, but it gives supervisors the ability to then also track this progress, and identify the opportunities to recommend upon collaboration with the cadet. Once the cadet pursues the opportunities and activities recommended by CODE and the supervisor, they are then able to view feedback directly related to the PITO proficiencies, and then record and reflect upon their own development. This platform not only provides cadets with the ability to develop their character and leadership skills now, but throughout their careers as well, as the mobile platform is not restrained by stage of life or physical location.

HIGHLIGHTS FROM OUR RECENT WORK:



AWARE

Using Gameful design technology to create an individualized system for scientific and psychologically based learning and adaptation.

As the nature of Naval warfare changes due to increasing technological innovations and adversarial capabilities, the US Navy must maintain its edge by continuing to invest in and develop sailor training. One technology area that is integral to the Navy's future success regards the capability to enhance its distributed lethality by aggregating disparate sensor networks to create a common situational awareness, coordinated engagements, and distributed resource control. However, creating a netted fighting force represents a complex coordination among sensors, platforms, and personnel, whereby each sailor must consider their own role and available data within the overall mission objective to best support their strike group. TiER1 will build on our Phase I prototype and continue to develop AWARE: Anti-air Warfare Awareness and Readiness Environment into a state-of-the-art learning game for sailors. Once fully developed in Phase II, AWARE will be a realistic, portable learning environment that will teach the conceptual, non-intuitive value of an integrated Naval battle force in an adaptive way across a wide range of learners. AWARE will enable a data-driven, competency-centric learning lifecycle by analyzing user interaction data, generating performance metrics, and presenting the user's performance in a gameful simulation environment.

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 foundation for this approach will be based on Gameful design methodology, which leverages scientific research in the psychology of motivation and engagement. Gameful design carefully applies extrinsic motivators (i.e., rewards) to behaviors that result in enhanced learning to form a powerful feedback loop between the learner and the task that enhances long-term learning. In Phase II, the AWARE system will build on the development of the Phase I work and address three critical research questions: (1) Can a scoring algorithm be created that quantitatively assesses proficiencies within netted force concepts, and diagnoses knowledge and skill gaps to be remediated? (2) Can gameful design principles be incorporated that increase short- and long-term engagement over existing, non-gamified training systems? (3) Does increased engagement correlate with increased and sustained performance? Further, AWARE will provide a holistic system for integrating our research in game-based systems for enhancing learning and organizational performance and competency-based adaptive learning systems. This platform has the potential to help measure the impact of game-based learning efforts across both military and commercial domains.

TARGET

A curriculum designed to reduce the training time needed to master complex tasks at a high-level.

As submarine threats from adversary countries continue to rise, the U.S. Navy must maintain and expand its anti-submarine warfare (ASW) capabilities. Warfighter readiness is the linchpin of the Navy's ASW strategy, but the complexity of the ASW domain necessitates time-consuming training, and practical experiences to transfer those skills to the operational environment. Innovative training approaches can accelerate mastery and foster skill transfer. The TARGET (Transformation Accelerated through Redesign, Guidance, and Enhanced Training) project uses two key components to address this need: (1) a task-centered instructional design strategy for ASW education, and (2) an electronic learning activity coach (eLAC) assisting faculty in application of this strategy. During Phase I, we developed prototypes designed to improve the STG's ability to visualize the effects of oceanography on sonar. We also defined a library of other innovative learning methods for application to STG training. During Phase II, TARGET will work with ASW faculty to redesign the curriculum adopting a task-centered learning framework for integrating teaching methods and technologies. As eLAC is integrated into faculty processes, the impact of task-centered instructional design will expand, by allowing instructors to apply the task-centered learning approach to other ASW topics and throughout Navy schoolhouse and ship-board training.

The need to reduce training time while increasing transfer is acute in ASW, and more generally throughout Navy and military training. Today's warfighter must rapidly achieve and maintain high levels of proficiency in complex tasks against the backdrop of constrained training time and resources. Our use of a task-centered approach to integrate innovative teaching methods and technologies allows for the creation of curricula that can reduce the time to master complex skills while facilitating transfer to real-world problems. Task-centered instructional design is also applicable in the commercial, healthcare, and education sectors, and is consistent with the paradigm shift toward competency-based instruction in higher education. Despite the promise of task-centered instructional design and advances in learning technologies, many faculty in the military and education sectors are unable to apply them effectively in teaching. As such, there is a substantial need for personalized performance support tools that will aid faculty in designing better learning experiences. TARGET's performance support tool will assist faculty to effectively employ task-centered instructional design, and to create curricula that accelerate learning and foster transfer of complex skills.

I RECOGNIZE
THAT IN EACH MOMENT
I impact others.

WHEN SOMEONE
NEEDS MY HELP,
I stop and help them.

I FOCUS ON WHAT IS RIGHT
with people,

NOT WHAT'S WRONG WITH THEM.

I CARE ABOUT THEIR WELL-BEING AND MY OWN AND REALIZE MY ACTIONS
EACH DAY AFFECT BOTH.

WHEN FACED WITH THE **COMPLEXITY** OF TOUGH PEOPLE SITUATIONS,

I try to do the loving thing.

I'M IN IT FOR THE LONG RUN.

IN THE END, THE IMPACT I HAVE ON OTHERS

WILL FAR OUTWEIGH MY OTHER

ACCOMPLISHMENTS.

I IMPACT PEOPLE

OUR
PEOPLE ▶

HERE WE *grow* AGAIN!

Through an acquisition, we once again expanded our reach and impact, allowing us to collectively unleash new potential and work toward our vision of potential realized.

BOTTOM-LINE PERFORMANCE

In September 2019, TiER1 Performance acquired Bottom-Line Performance (BLP), an Indianapolis-based firm that designed and developed custom learning solutions that solved problems, inspired people to act, and helped people learn. The addition of BLP's Indianapolis-based team added to TiER1's network of national offices.

Sharon and Kirk Boller founded BLP in 1995. Sharon, who served as BLP's CEO, has remained on the TiER1 team in a senior leadership role.

“The initial draw to TiER1 was the alignment between its core values and our own. Cultural fit mattered to Kirk and me. This acquisition enabled us to stay true to our values while also delivering on our goals of optimal solutions and an optimal workplace for our team members. We gained capacity and capability for our clients and expanded opportunity for our team.”

- Sharon Boller



REDESIGNED FOR POTENTIAL



Positioned for the future, we launched the TiER1 Healthcare brand to further emphasize our focus on the people side of performance.

In March 2019, we launched TiER1 Healthcare as a rebrand of Compass Clinical Consulting, a healthcare services firm that we acquired in July 2018. Under the new name, TiER1 Healthcare consultants continue to help hospitals, health systems, and other health organizations improve performance from within. The rebrand paves the path for further integration with our focus on people and culture.

Our healthcare consultants partner with healthcare organizations to engage employees and practitioners in a high-performing culture of patient safety. We equip hospital teams to own and sustain the process of continuous performance improvement.

TiER1 Healthcare consultants are intensely focused on people, because excellent healthcare is largely dependent upon the performance of the doctors, nurses, and other healthcare professionals who make up a hospital system.

“Building healthcare excellence often starts with overall organizational development, including talent development and onboarding, and leads to a culture that drives safety compliance and better patient outcomes. When that system is sustained through an integrated approach that engages all employees and providers and drives continuous performance improvement, that’s when the potential of healthcare is fully activated.”

– Greg Harmeyer



HOW WE HELP OUR HEALTHCARE CLIENTS SHINE



Accreditation and Regulatory Compliance

The tools and expertise to maintain accreditation and regulatory compliance, resolve deficiencies, and sustain a culture of continuous realness.



Organizational Development

The frameworks and tools to build the culture, processes, or leadership needed to activate and sustain the changes you desire.



Strategic Integrated Work Plan

A dynamic operating system for organizing, prioritizing, communicating, and sustaining clinical and operational initiatives across the organization.



Onboarding

A scalable, consistent employee experience aligned to your strategy and designed to get new hires competent and confident as soon as possible.



Interim Healthcare Leadership

Top-tier interim executives, clinical directors, and managers ready to hit the ground running while maintaining momentum in the department.



Talent Development

Performance and development tools to ensure that your talent grows with the organization and soars beyond compliance.

Fun

MAKES GOOD MEMORIES. GIVES PERSPECTIVE.
BREAKS TENSION. BUILDS RELATIONSHIPS.

AND THE PEOPLE WHO SAY

"you guys are having too much fun"

COULD USE A LITTLE MORE FUN IN THEIR LIVES.

FUN IS INCREDIBLY
valuable.

SO, I LOOK FOR A GLIMMER OF FUN
NO MATTER WHO I'M AROUND.

I DISCOVER EVERYDAY FUN

FUN ▶

ANNUAL COMPANY MEETING

What is the Annual Company Meeting (ACM)? Well, it's not your average meeting, at all.

It's the time in September when our entire company comes together for an experience that taps into our emotions and blurs the line between meeting and celebration. It's a big event (read: ritual) that has become a meaningful cultural priority.

Ultimately, it aims to help us connect with our colleagues, with TiER1, and with our own passions. This year, we headed to Indianapolis to welcome in our newest team members from Bottom Line Performance. It was two days of connection, activities, reflection and looking toward the future - wrapped in endless moments we won't soon forget.

From axe throwing, to go-karting, to happy hour, to a drum circle, the possibilities for bonding were unmatched, joining old and new TiER1ers for fun and growth for all.

TiER1 prioritizes this event because we feel that creating space to reflect, connect, and celebrate is critical. It makes us stronger as a company. Most importantly, it inspires us—individually and collectively—to realize our potential in the months that follow.





FUELING OUR FIRE AT THE ACM

We brought together TiER1ers from near and far with the same goal – to fuel their fire! We took this time as an opportunity to provide possibilities for every kind of TiER1er to grow, bond, and have fun. Here’s what we had to say about it:

“TiER1 made the ACM work for everyone: introverts, extroverts, outside people, inside people, drinkers, folks staying sober, and everyone in between. The wide range of activities/choices involved made it a choose-your-own adventure type of experience that really worked.”

“The message of fueling was relevant and real.”

“I’ve never felt more connected and engaged as a TiER1er than I do right now.”

“I loved that we could choose how we wanted to engage and make it our own.”

KENTUCKY'S EDGE

Pairing all things Kentucky with Bourbon.

Kentucky's Edge featured 35+ bourbon, dining, music, and expert speaker experiences in Northern Kentucky. Presented by ESK Presents, Kentucky's Edge is committed to celebrating all things Northern Kentucky. While we've grown to have a national network of offices, our headquarters have always remained in Covington, Kentucky. TIER1 was thrilled to be presenting sponsor of the inaugural event because it provided an opportunity to celebrate our connection to the Covington community and help create a transformative experience for the area

From music, to an artisan market, to tastings and tours, Kentucky's Edge brought together bourbon drinkers and non-bourbon drinkers alike. The entertainment, food, beverages, and shopping were all reflective of Kentucky and its rich history.

Several TIER1ers from the Covington team spent time at the Artisan Market at Mainstrasse and the Bourbon Conference at the Northern Kentucky Convention Center meeting new people, mingling with some of our favorite clients, and sharing our love for Kentucky bourbon.



TIER1ER TESTIMONIALS

“Without a doubt, TiER1 is the greatest organization I have ever worked for. Not only do we truly believe our mission of building a better world as we live our values every single day, we do incredibly meaningful and impactful work for our clients to help people, and organizations, grow and improve.”

“I have become extremely close friends with several people at T1 and truly consider our company more of a family than just a place to work.”

“I go out of my way to recommend TiER1 as a ‘home’ and as a ‘family’ that I am proud of and want to encourage others to join.”

“I LOVE LOVE LOVE TiER1 and am extremely grateful for the opportunity to serve our clients while working for such an extraordinary organization.”

“I’m still new and learning about the organization, but culture and integrity have always been reasons I choose to stay at an employer, and TiER1 has those two qualities in spades.”

“TiER1 has gone above and beyond to help employees manage through physical, mental, family, and community issues, and feel confident the same consideration is extended to all who work here. I’m energized by what I see, and who I work with, and can’t wait to see what comes next.”

MY GREATEST *growth* COMES THROUGH MY GREATEST *challenges*.

I'M COMFORTABLE WITH
complexity & ambiguity.

AND WHEN I'M NOT, I'M COMFORTABLE BEING UNCOMFORTABLE.

I HAVE THE COURAGE TO FAIL AND KEEP TRYING BECAUSE I KNOW I HAVE SUPPORT.

I GET ENERGIZED BY SOLVING A PROBLEM THAT HASN'T BEEN SOLVED BEFORE.

I CRAVE BREAKTHROUGH.
AND I'VE BEEN DOWN THIS ROAD ENOUGH TO RECOGNIZE THE SIGNS THAT

I'm on the right track.

THESE SIGNS LOOK LIKE DIFFICULTY. CONFUSION. FRUSTRATION. RESISTANCE.

THEY NEVER GET EASY TO OVERCOME.

BUT I KNOW THAT SOMETHING GOOD WAITS ON THE OTHER SIDE.

I SEE DIFFICULTY AS OPPORTUNITY

OUR
IMPACT ▶

TIER1 PERFORMANCE IS OFFICIALLY BEST FOR THE WORLD.



Best for the World: 2019 Honoree for “Worker” Category, B Lab

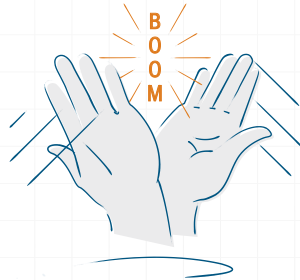
As a Certified B Corp, TiER1 is committed to social and environmental business practices that drive high performance, transparency, and accountability to a broad set of stakeholders. Some of the factors that helped us become a B Corp were our employee-owned stock program, high employee engagement, and commitment to the community, which includes our focus on improving mental wellness in the workplace.



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.



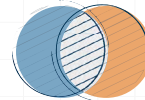
B committed TO MEETING THE HIGHEST STANDARDS



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:

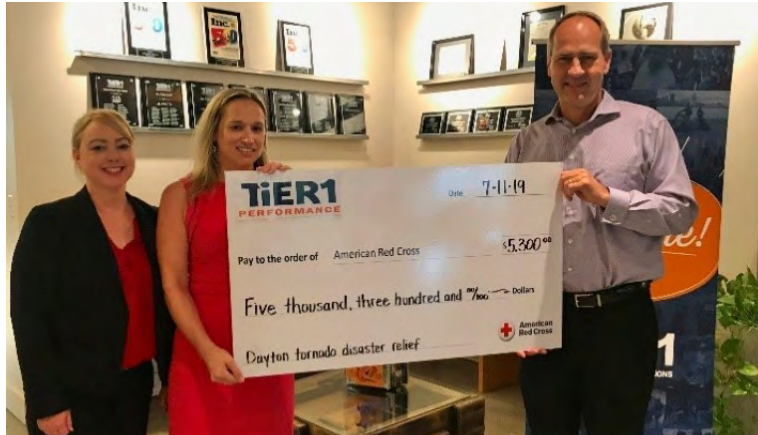
- Patagonia
- Athleta
- Ben & Jerry's
- Danone North America
- Allbirds
- Ingage Partners
- Hootsuite
- Klean Kanteen
- Kickstarter

"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

SOCIAL INVESTING

A COMMITMENT WE MAKE TO OUR MISSION.



SCURRY

For the ninth year, TIER1 scurried for teen mental health.

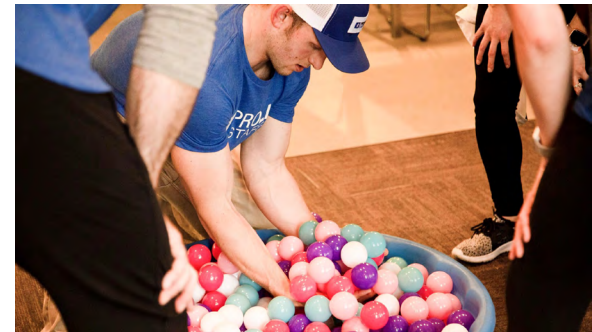
In 2019, we scurried with organizations all across the Cincinnati and Northern Kentucky area to increase awareness about teen mental health. We also raised over \$40,000 for the Lindner Center of HOPE and Cincinnati Children's Hospital.

The Lindner Center of HOPE provides patient-centered, scientifically advanced care for individuals suffering with mental illness. It is a center of excellence for treating a vast array of mental disorders, including teen mental health issues.

Cincinnati Children's Adapting for Life is a mental health program that equips participants with the tools and conversations they need to navigate life and thrive. It aims to increase help-seeking behaviors among troubled youth and their peers, increase family and school connectedness, decrease suicidal and other risk-taking behaviors, and improve students' coping skills.

To empower these organizations to continue supporting mental health for Cincinnati teens, we formed an incredible network of organizations and individuals who helped make Scurry 2019 a success.

Teams competed at four hubs to complete 25 activities that ranged from the hilarious to the absurd. They built barrels and balanced toothbrushes (or attempted to, anyway). They tested their palates. They boogied. They answered trivia.



Those who conquered the event include the following winners:



Impact Award
Relevate Health Group



Superb Scurriers Award
The Enquirer and Cincinnati.com



Team Morale Award
U-Pull-&-Pay

- Racking up the most points throughout the day, the Cincinnati Enquirer’s “American Flag” team claimed first place to win the Superb Scurriers Award.
- As a result of their fundraising efforts, this year’s Impact Award was earned by Relevate Health Group’s “teamHOPE.” A true team effort, they raised over \$4,000 for the cause. (A new record for the Scurry!)
- For team spirit (and arguably the best team apparel), this year’s Team Morale Award goes to the U-Pull-&-Pay’s “WiseQuacks.”

The Scurry 2019 Superlative Awards were well earned by:

- Deloitte
- American Modern Insurance Group
- Cincinnati Children’s (the “Controlled Chaos” team)
- YPO (Team 1)

THANK YOU TO ALL OF THE TEAMS WHO SUPPORTED THE EVENT. WE COULDN'T HAVE DONE THIS WITHOUT YOU!



SPONSORS

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START THE CONVERSATION

At TiER1 Performance, we believe an organization's greatest asset is their people. Yet, mental illness is an often unacknowledged barrier to realizing their full potential. To address this problem, over the past four years, our team created and launched a four-week experience for employees that was designed to help normalize talking about mental health in the workplace. After incredible success implementing the program internally, we began offering it to local organizations who wanted to prioritize employee wellbeing. Start the Conversation is now a free toolkit that any organization can implement.



In 2019, TiER1 partnered with Lindner Center of HOPE to assist the following organizations as they launched the program with their employees:

- KLH Engineers
- Ingage
- City of Lebanon
- Mason City Schools

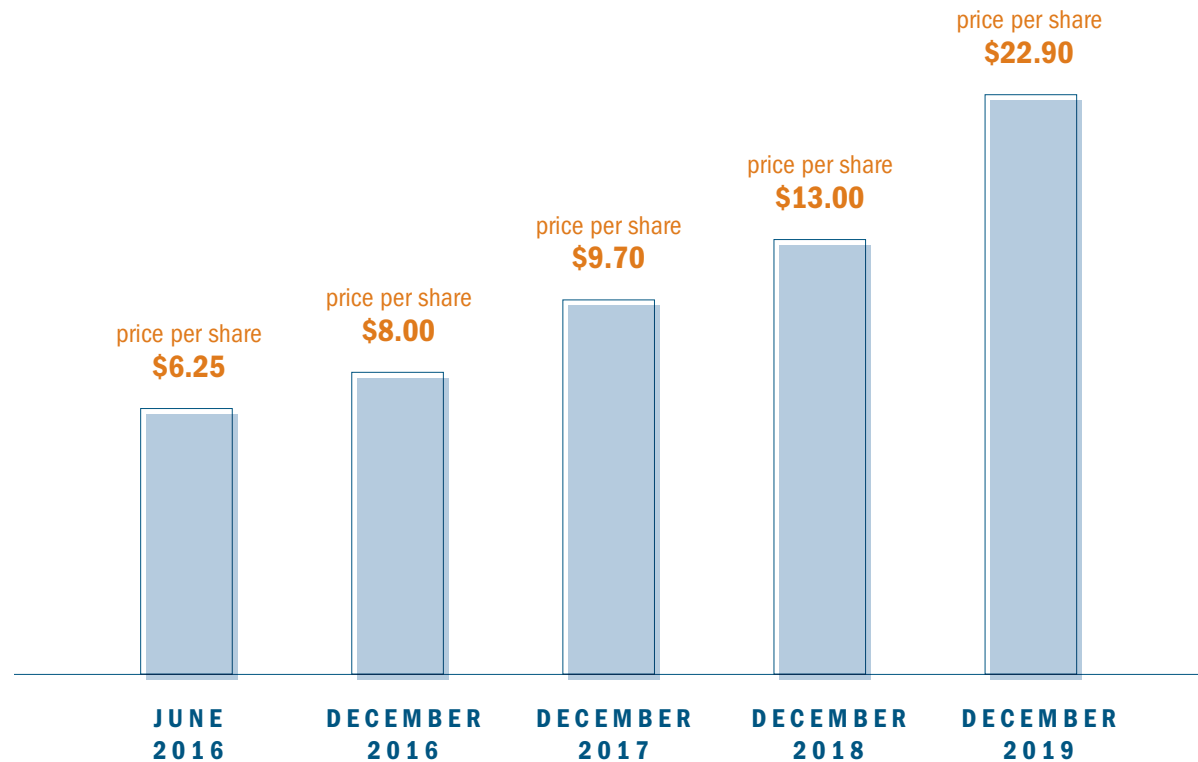
The year ended with several CEOs committed to launching the program in 2020.

ESOP: EMPLOYEE STOCK OWNERSHIP PLAN

Through an Employee Stock Ownership Plan, TiER1 employees embrace ownership of the firm.

What does this mean for employees? 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.

What does this mean for clients? It means that every TiER1er is financially invested in adding value and positively impacting every engagement and partnership we undertake.



"It's a privilege to be a part of something that is bigger than you. To be part of and now partly own a company that significantly and positively impacts people at so many large organizations is a pretty great feeling."

- Kerry Headley

"We believe the ESOP is one strategy that helps our consultants realize their potential while also providing them with a long-term reward for helping our clients and communities perform at their best."

- Greg Harmeyer

CONSCIOUS CAPITALISM

The Cincinnati chapter of Conscious Capitalism is committed to shining a light on and cultivating the ideas of Conscious Capitalism in the Cincinnati region. Their mission is to promote businesses and business concepts that focus on a higher purpose and broad stakeholder impact, providing resources for any organization wanting to make both a profit and a difference. Conscious Capitalism, Inc. builds and supports a global network of entrepreneurs, business leaders, and intrapreneurs dedicated to growth through conscious leadership with gatherings, learning & development offerings, and PR opportunities.

TIER1, sharing in this mission, makes up three members of the chapter's leadership team. Brad Knueven is currently serving as president and Sarah Ehrnschwender and Greg Harmeyer are board members.

Conscious Capitalism Cincinnati is committed to the higher purpose of elevating humanity through business, as articulated by the Conscious Capitalist Credo.



CONSCIOUS CAPITALIST CREDO

We believe that business is good because it creates value, it is ethical because it is based on voluntary exchange, it is noble because it can elevate our existence, and it is heroic because it lifts people out of poverty and creates prosperity. Free enterprise capitalism is the most powerful system for social cooperation and human progress ever conceived. It is one of the most compelling ideas we humans have ever had. But we can aspire to even more.

Conscious Capitalism is a way of thinking about capitalism and business that better reflects where we are in the human journey, the state of our world today, and the innate potential of business to make a positive impact on the world. Conscious businesses are galvanized by higher purposes that serve, align, and integrate the interests of all their major stakeholders. Their higher state of consciousness makes visible to them the interdependencies that exist across all stakeholders, allowing them to discover and harvest synergies from situations that otherwise seem replete with trade-offs. They have conscious leaders who are driven by service to the company's purpose, all the people the business touches, and the planet we all share together. Conscious businesses have trusting, authentic, innovative, and caring cultures that make working there a source of both personal growth and professional fulfillment. They endeavor to create financial, intellectual, social, cultural, emotional, spiritual, physical, and ecological wealth for all their stakeholders.

Conscious businesses will help evolve our world so that billions of people can flourish, leading lives infused with passion, purpose, love, and creativity; a world of freedom, harmony, prosperity, and compassion.

GIVE

2,045 TIER1-SPONSORED SERVICE HOURS

(not including individual volunteer hours!)

We are proud of the work we do for our community, and we are always looking for ways to extend our reach in meaningful ways.

WHO WE'VE HELPED



...AND MANY MORE!

At TiER1, we are committed to building a better world. In fact, it's so important to us that we added it to our mission statement and took the steps to become a certified B-Corporation. TiER1's Service Board, known as GiVE, actively supports both group and individual community service through ongoing outreach and employee service opportunities.

Each region, including our virtual representation, organizes to support local events and causes. Our activities range from volunteering our time to help with a cause close to our hearts to sponsoring and organizing events that increase awareness and raise funds.

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. TiER1ers have used service time in many ways, from supporting the homeless to working with marine biologists studying whales, dolphins, and porpoises.

Noah Adler spent time with the Kiawah Island Turtle Patrol, checking nests to see if any had hatched or had been disturbed by people/predators.



Terri Roehrig used service time to volunteer with local animal shelters, along with serving on the Executive Committee of the Wisconsin Conservation Congress.



Rita Mann spent a week with AIMM Portugal, joining marine biologists in Algarve to locate, observe and document cetacean activity in the Atlantic.



Members of the Chicago team raised funds and participated in a 5K benefiting Lurie Children's Hospital.



Members of the Cincinnati/Covington team continued their partnership with Adopt-a-Class and Glenn O. Swing elementary school. They write letters to student pen pals, join classroom visits, and organize a school supply drive.



Members of the Pittsburgh team spent an afternoon with the Greater Pittsburgh Food Bank, sorting and packaging food for distribution to food pantries across the city.



The Chicago team worked with Facing Forward to End Homelessness, organizing a fundraiser and wrapping gifts for families in need.



The TiER1 Indy team spent the day with Keep INDIANAPOLIS Beautiful, helping to finish a new green space in the city.



Terry Faber and Scarlett Meadows volunteered with the FIRST LEGO League Tournament.



Team Pittsburgh raised \$1,694 for Our Clubhouse, sending Jim Feniello rappelling “Over the Edge”.



CITY OF REFUGE - ATLANTA

TIER1 Southeast seeks to strengthen community ties with City of Refuge

Located in Atlanta’s metroplex, City of Refuge is serving the community in more ways than one. Through supportive services fueled by innovation and collaboration with their on-site partners, City of Refuge seeks to lead individuals and families on an uninterrupted journey to self-sufficiency. They do that by focusing on four key impact areas: Health & Wellness, Housing, Vocational Training, and Youth Development.

TIER1 Southeast has partnered with City of Refuge, piloting their new co-working space. All of the money spent on the space goes directly toward their mission. Their innovation hub, located directly on site, is the result of the collaboration and support of organizations from around the Greater Atlanta area, many of whom are clients that we have had the opportunity to partner with. We are excited to have client partners that share in our values and mission to build a better world through ideation and collaboration.



EL VALOR - CHICAGO

El Valor, meaning “courage,” is a multicultural, multipurpose organization that reaches thousands of families throughout the Chicagoland area.

El Valor was founded in 1973 by the late Guadalupe A. Reyes, a visionary leader and mother who dreamed of a community in which all members, including her son with special needs, could live, learn, and work. The organization has roots in the Hispanic community, and has grown into a nationally recognized organization. Beyond directly helping families in the Chicagoland area, its mission and message reaches millions through its International Public Awareness Campaign.

Today, El Valor has four Children & Family Centers, a Technology Center, a Vocational Development Center, and six Community Residence Homes for adults with disabilities. Programs work with families throughout the Chicago metropolitan area., 300 staff members and hundreds of volunteers help provide services to children, individuals with disabilities, and their families.

TiER1 became involved with El Valor through Mike Fortin, a TiER1er who has worked on the board of El Valor for nearly a decade. TiER1 has assisted El Valor in achieving their mission by working collaboratively with the organization to improve internal marketing, sponsor and put on events, collect donations, and create long-term relationships with people involved in government, including Illinois Governor J.B. Pritzker. Events TiER1 has had the opportunity to support include El Valor’s prom, holiday meals, and fundraisers.



improving
ORGANIZATIONS
through the
PERFORMANCE

of **PEOPLE** *to* **BUILD**
A BETTER

World

TiER1

PERFORMANCE

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2019 IMPACT REPORT

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