

2023

impact
REPORT

TiER1IMPACT

BETTER WORK · BETTER WORLD

INTRODUCTION

2023 was a year of growth and change at TIER1 Impact.

We acquired THRUUE and Pro-Active Performance, invested 40% ownership into HSD Metrics, started a sister company called Synthoni, and announced Katie Frey as President of TIER1 Performance, marking the first transition of leadership from our original founders.

Katie joined TIER1 in 2013 as a change consultant leading major client transformations. She has since led several functions, including Organizational Development, Strategic Growth, and Client Development, before assuming the Chief Operating Officer role in January 2022. With a proven track record in driving growth and building deep client relationships, Katie is well-equipped to steer TIER1 into its next phase of expansion.

“I am honored to step into this role and excited to lead TIER1 Performance into its next chapter,” Katie shares. “Today’s economic environment is filled with both challenges and significant opportunities for impact; we are well poised for continued growth and innovation to continue to meet the evolving needs of our clients.”

We look forward to continued success with Katie’s leadership. We remain dedicated to pushing boundaries, driving strategic transformation, and helping organizations build healthy, high-performing cultures.

“I’ve been repeatedly humbled and inspired by the incredible people at TIER1,” shares Greg Harmeyer, CEO of TIER1 Impact and former president of TIER1 Performance. “Katie is one of those people. She is client centered, strategic, deeply empathetic and fearless. The Board and I are extraordinarily confident in her ability to lead TIER1 in this next season of growth.”



ACQUISITIONS AND A NEW VENTURE



THRUUE ACQUISITION

In June 2023, TIER1 Impact announced its acquisition of THRUUE, a culture, strategy, and leadership consulting firm serving commercial and not-for-profit clients across the country. THRUUE values client relationships as much as we do, and together, we will continue to provide valuable, results-driven, and people-centric solutions that meet client expectations. This acquisition strengthens our DC presence with the addition of THRUUE's DC-based 10-member team.

“For the last 11 years we have been partnering with clients to align strategy, culture, and leadership to build healthy, high-performance organizations,” shares Jame Cofran, THRUUE's CEO. “We were attracted to TIER1 because of our shared vision, values, and purpose. The complementary services both companies offer will enable us to deliver even more value to more leaders and organizations.”

Daniel Patrick Forrester founded THRUUE in 2012 to build experiences for clients by aligning CEOs, leadership teams, and boards by connecting business strategy to organizational culture. THRUUE's client partnerships include Labcorp, AARP Johns Hopkins Medicine, the American Society of Association Executives, the American Society of Clinical Oncology, and more.

“We know the power that aligning culture and strategy has on an organization's business performance, which is why we have always valued it in bringing strategy to life,” shares Greg Harmeyer, CEO of TIER1 Impact. “We were attracted to THRUUE's history of accelerating business results for clients. THRUUE's differentiator is their ability to measure an organization's culture and shape solutions informed by data. We see significant potential by combining the services of our two organizations.”



**PRO-ACTIVE
PERFORMANCE**

PRO-ACTIVE PERFORMANCE ACQUISITION

In September 2023, TiER1 Impact announced its acquisition of Pro-Active Performance, a training and consulting firm with an extensive background in serving luxury car manufacturers. Pro-Active Performance, based in Doylestown, Pennsylvania, will be fully integrated into TiER1 to provide broader services to our collective clients.

“TiER1’s mindset, culture, and approach to doing business are all aligned with how Pro-Active has built and grown its business,” shares Jim Shute, Founder and CEO of Pro-Active Performance. “Pro-Active complements TiER1 in many ways. This partnership provides structure and scale that we believe our clients and team members will find compelling.”

Jim founded Pro-Active in 2002 as a high-performance training company aimed at automotive original equipment manufacturers. Over time, its services have expanded to include leadership development, strategic planning, performance support, and customer education. Pro-Active has partnered with Audi, BMW, Land Rover, Lexus, Porsche, and Volvo, to name a few.

“At TiER1, we’ve always recognized the power of investing in employees when it comes to bringing a brand’s strategy and vision to life. Pro-Active’s services have accentuated that for the automotive industry,” shares Greg Harmeyer, CEO of TiER1 Impact. “That synergy, along with Pro-Active’s deep commitment to client relationships and great company culture, make this a great fit for continued value creation for clients.”

synthoni[™]
A TiER1 COMPANY

SYNTHONI

In 2023, TiER1 Impact launched Synthoni, a startup venture focused on building Generative AI (GAI) business solutions that help automate work and empower people. The transformation GAI presents organizations will bring tremendous opportunity for us to lead change, help organizations design and develop new ways of working, and provide the communications, learning, and support necessary to activate entirely different business and operating models.

Synthoni taps into our extensive experience in building service businesses, proficiency in GAI, and robust network, to deliver comprehensive and powerful solutions. Through Synthoni, TiER1 Impact will build skills to support clients who are applying GAI across a range of business challenges, including automating routine or error-prone tasks, structuring data for improved processing, generating insights and creative support, and enhancing organizational agility and efficiency in navigating dynamic landscapes.

T1 BY THE *numbers*

2023 WAS A YEAR UNLIKE ANY OTHER

\$65.2 MILLION IN REVENUE

805 PROJECTS WORKED

1 COMPANY

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

340+ PEOPLE

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

500+ 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

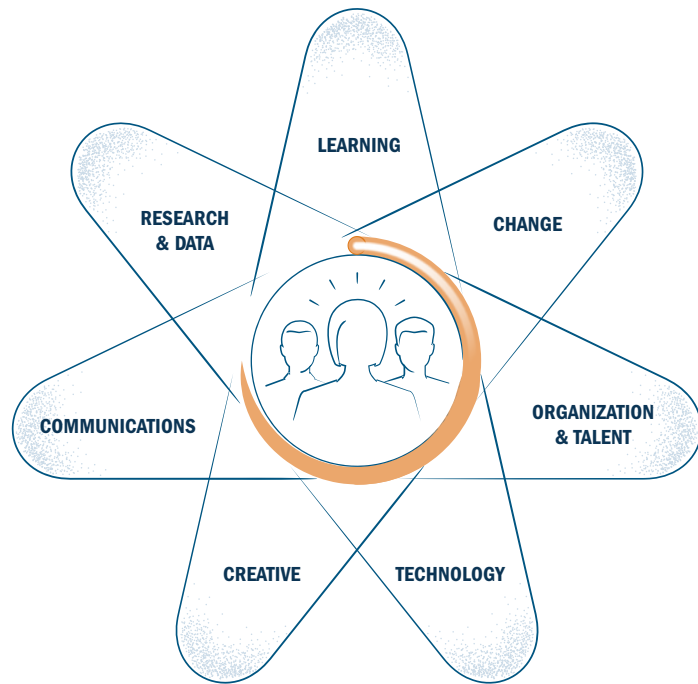
CERTIFIED B CORP™

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

“The resources and partnership have been amazing. You haven’t skipped a beat at all! Thank you for your honesty and keeping your promise to loop us in when needed. We reach out and there is almost immediate acknowledgement and response. The time spent and accessibility to the team is extraordinary. We feel very well supported. I’ve done a lot of these things in the past and it has never gone this well.”

– Technical Operations Program Coordinator

“You guys have really helped lead us when we weren’t certain about things and push us even when it was uncomfortable. This is really amazing work. Well done team!”

– GM FlightOps Learning

“I just want to say THANK YOU for all that you and your team have done for us. Every single TiER1er— and I do mean every single one—has brought 150% to every call, immersion session, PPT deck, facilitator guide, job aid, template, video, and graphic visual. Your team is professional, insightful, creative, and collaborative. I truly look forward to every meeting with TiER1. Thank you for being an amazing team, flowing to the work, and knocking it out of the park.”

– Design Manager

“In addition to helping us with the performance support site, your team jumped in to help when another vendor wasn’t delivering. Despite the very tight timeframe, TiER1 said yes to helping.”

– Associate VP, HR Global Learning & Development

OUR CLIENTS TIER 1

“We are super excited about this agreement and our partnership with TiER1. TiER1 is so FUN to work with. And they are so organized!! This is going to give the organization much better quality for learning and a great partner to work with!”

– Senior Director Strategy and Programs

“I like that we’re figuring out what’s right, and you guys are asking the right questions for us to get to the right solution. I like that you’re pushing and asking questions because we need thinkers. We can always get doers, but we need thinkers.”

– Global Brand Director

“This has gone so smoothly, you have listened, challenged, guided and just generally been amazing to work with. Truly it just feels like an extension of us. I so appreciate how you have managed all this.”

– Director, Training and Development

“I am delighted with the quality of the product. As a user, it looks nice, approachable and has a lot of thought and expertise. We know we compressed the timeline and didn’t make it easy for you. We are getting great user feedback on the training materials.”

– HR Operating Model Workstream Leader

2023 AWARDS & EXTERNAL VISIBILITY



Brandon Hall Awards

- Gold in Best Use of Blended Learning with The Kroger Company
- Gold in Best Approach to Implementing a Learning Experience Platform with Takeda Pharmaceuticals
- Gold in Best Customer Training Program with Philips
- Gold in Best Advance in Corporate Culture Transformation with Takeda Pharmaceuticals
- Silver in Best Advance in Performance Management with The Kroger Company

Life Sciences Trainers & Educators Network (LTEN) Excellence Awards

- Winner in the Provider: Innovation Award category
- Winner in the Practitioner: Quality, Research, Development & Medical Training Innovation, Impact & Efficiency Award category
- Finalist in the All-Star Teams Award category
- Finalist in the Training for Change Award category

Other Awards

- Cincinnati Business Courier Greater Cincinnati Best Places to Work Finalist
- NKY Chamber Business Impact Award Winner in the Large Business category
- Pittsburgh Technology Council Tech 50 Awards Finalist in Solutions Provider - Services category

NKY CHAMBER BUSINESS IMPACT AWARD HIGHLIGHT

TiER1 Performance won the Northern Kentucky Chamber Impact Award in the Large Business category. This award honors businesses in Northern Kentucky that are positively impacting the community through factors such as innovation, creativity, and strong business practices. There were 150 applicants, from which 45 local businesses and organizations emerged as finalists.



In February, TiER1 representatives accepted a total of nine Brandon Hall Awards from 2020, 2021, and 2022. This was the first HCM Excellence Conference since COVID.



B CORPORATION

B corps are companies verified by B Lab to meet high standards of social and environmental performance, transparency, and accountability. Since 2018, TIER1 Performance has been a Certified B Corporation®, joining the ranks of “better for the world” companies such as Patagonia, Ben & Jerry’s, and Hootsuite. This is a great honor as this certification aligns with TIER1’s mission to improve organizations through the performance of people to build a better world.

B Corp Certification is a designation that a business is meeting high standards of verified performance, accountability, and transparency on factors ranging from employee benefits and charitable giving to supply chain practices and input materials. Some factors contributing to our B Corp status are our Employee Stock Ownership Program, high employee engagement, and commitment to the community, which includes our focus on improving mental wellness in the workplace.

CERTIFIED B CORP ORGANIZATIONS

We’re in good company with more than 6,000 Certified B Corporations in 89 countries, including:

- Arbonne
- ECO Products
- Tony’s Chocolonely
- Bigelow Tea
- Warby Parker
- Miir
- Seventh Generation
- Patagonia
- Garden of Life
- King Arthur Baking Company
- New Belgium Brewing Co.
- Eileen Fisher



START THE CONVERSATION

TiER1 delivered more than 20 impactful presentations in 2023 centered around mental health advocacy. Notable platforms included the Indiana Health and Safety Conference, SHRM webinars, WE Lead sessions, Chamber events, and diverse panel discussions. These presentations leveraged invaluable insights from TiER1's Start the Conversation toolkit and engaged numerous organizations actively committed to promoting and championing mental health and well-being initiatives in the workplace.

Since its launch, Start the Conversation has garnered notable recognition from esteemed institutions for its groundbreaking work in promoting workplace mental health. The CDC has lauded it as a resounding success story, and the American Psychiatric Association's Center for Workplace Mental Health has displayed it as a model case study. We also received the Inc. Best in Business Mental Health Advocacy Award in 2022, underscoring our work and contributions to advancing mental well-being in professional settings.

"TiER1's Start the Conversation program reshaped our staff dynamics, fostering a healthier workplace culture. This program empowered our staff to hold space for each other by being vulnerable with one another, creating an environment of trust and understanding that has bonded us and helped the company's communication and culture. Grateful for this impactful program, it's been instrumental in shaping our positive work environment."

- Holly Nibert, Director, NKY Chamber of Commerce

"The Start the Conversation four-week series offered by TiER1 was an invaluable part of our 2023 wellness journey. The information provided was clear, concise, informative, and easy to implement and the impact was immediately felt. The feedback we received from our team and the private conversations I had with my colleagues because of this program are invaluable to me. I cannot recommend this program enough."

- Jennifer Snowden, Finance Manager, Infotrust

"Our team members' well-being is a priority; it's part of our culture. In 2023, we were looking for resources that supported that priority while meeting our team members where they were in their levels of mental health awareness and understanding. Start the Conversation was the perfect fit. The holistic approach resonated well with our team—personal and relatable storytelling provided engaging communication around wellness tips, mental health education, and support avenues."

- Lyn Wahl, Human Resources Director, Schaefer

"We are so thankful to TiER1 Performance for providing this amazing Start the Conversation program free of charge and giving us a structured program to facilitate these discussions in our organization. As someone who's personally dealt with anxiety and depression, it's important to me that we destigmatize mental health conditions and those who suffer from them, and being able to share our stories internally has helped to normalize these issues within our company."

- Manager, Learning & Development, Infotrust



**CLICK OR SCAN THE QR CODE TO LEARN MORE ABOUT
START THE CONVERSATION AND REQUEST THE FREE TOOLKIT.**

THE 2023 SCURRY WAS ONE FOR THE RECORD BOOKS.

With the help of local sponsors, partner organizations, and a host of TiER1 volunteers, this annual event raised \$88,800—the most in Scurry history! Proceeds benefitted three awesome local organizations that support people on their mental health journeys: Lindner Center of HOPE, Children’s Home of Northern Kentucky, and the ADAPT for Life program at Cincinnati Children’s Hospital Medical Center.

Mental illness is a serious public health issue in Greater Cincinnati and across the nation, with 1 in 5 people experiencing a mental health condition each year. Every spring, TiER1 Performance partners with local business owners and community members to activate mental health awareness through a unique fundraiser called The Scurry.

The Scurry is an *Amazing Race*-style scavenger hunt where teams solve puzzles, answer local trivia, and complete challenges for bragging rights. The day ends with a family friendly after-party that’s open to the community and celebrates the event beneficiaries.

A record-setting number of 38 Scurry teams raced throughout Covington, Kentucky, on May 19, 2023. Since its launch in 2010, The Scurry has helped raise nearly \$400,000 for local mental health initiatives.



THANK YOU TO OUR GENEROUS EVENT SPONSORS
WHO MADE THE 2023 SCURRY A SUCCESS!

PRESENTING



MEDIA



GOLD



BRONZE



G i V E

TIER1's Service Board, known as GiVE, supports both group and individual community service through ongoing outreach and employee service opportunities. GiVE activities range from volunteering time to support causes close to our hearts to spearheading and sponsoring events aimed at amplifying awareness and generating funds for important initiatives.

Every full-time employee is eligible for up to 16 hours of Service Time Off (STO). STO allows employees to take paid time off to participate in service efforts anywhere in the world. In 2023, full-time employees collectively dedicated 3,251 hours to STO initiatives.

Check out these GiVE highlights from 2023:

The Chicago team volunteered at Nourishing Hope where they packed more than 400 produce boxes, 180 dairy boxes, and 120 frozen food boxes to be distributed to pantries throughout the community. They also pulled items for online marketplace orders.



At our annual EXLEARN conference, attendees and TIER1 volunteers packed and donated 144 homework and STEM kits through Crayons to Computers' Backpacks & Beyond program. Crayons to Computers is a Cincinnati-based nonprofit organization that provides tools for teachers and students to increase in-class preparedness, class participation, and an interest in learning.



The Minneapolis and North Dakota Virtual Region teams adopted a family through Family Wise for the holiday season.



The Indy team collected items for the Indianapolis Humane Society, ranging from pet treats to collars and leashes to cleaning supplies. TiER1 is home to a passionate group of animal enthusiasts who volunteer at animal shelters and foster pets in need, showcasing their unwavering commitment to the well-being of our furry friends.



The Pittsburgh team volunteered at the Northside Food Pantry stocking and replenishing shelves and helping clients shop for groceries and load their vehicles.



In honor of Human Rights Day, TiER1 donated \$2,000 for the Trevor Project, and several individuals contributed an additional \$552.



...AND MORE!



SOCIAL IMPACT PROJECTS

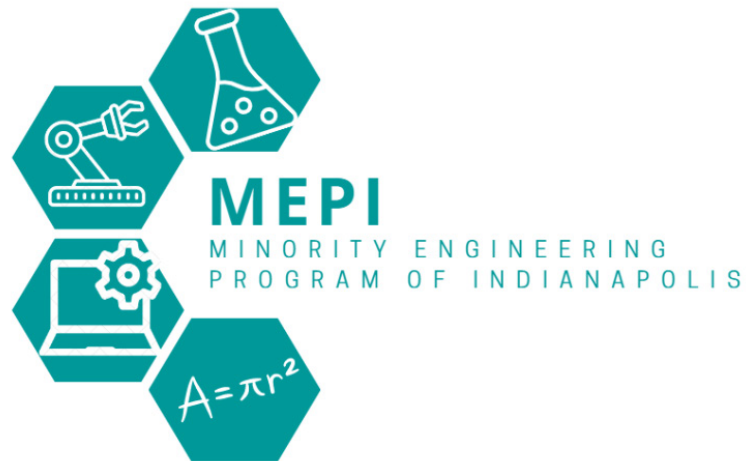
Service is core to our mission of improving organizations through the performance of people to build a better world. Our communities are key stakeholders and positively impacting them has been our goal since TiER1 was founded in 2002. We continue to expand our community impact through employees participating in service time off and group volunteer projects, our extensive commitment to mental health including hosting an annual Cincinnati-based mental health fundraising event called The Scurry, and making financial contributions to causes throughout the regions in which we work.

Social impact projects bring TiER1's diverse skills and talents to social service and nonprofit organizations in our regions. Projects best suited for our services are those that allow these organizations—or the people they serve—to fully realize their potential and do their best work. This could look like a volunteer engagement strategy, a workforce training solution, or change and communication strategies and deliverables.

For example, we worked with The Minority Engineering Program of Indianapolis (MEPI) in 2023.

MEPI encourages minority students in grades 6-12 to excel in their studies, providing a solid foundation for minority students planning to enter engineering or information technology fields. Students meet one Saturday per month during the school year. However, many students, especially seniors, struggle to attend the Saturday sessions due to college visits, testing, jobs, and graduation activities.

We partnered with Cummins and MEPI to design and develop some of the grade 12 topics for virtual delivery, introducing students to key content and opportunities to practice at their own pace to positively influence their college planning. Through TiER1's Social Impact Grant, six online learning topics that are modern, engaging, and easy to use and maintain are available to students through the MEPI website.



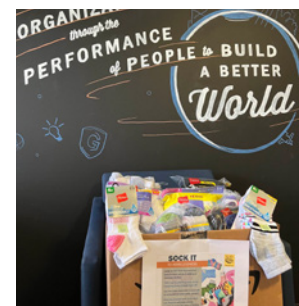
CLICK OR SCAN THE QR CODE TO LEARN MORE AND APPLY FOR A SOCIAL IMPACT PROJECT GRANT.

INDY RACIAL EQUITY PLEDGE

Led by our Indianapolis team, we pledge to address racial inequity through the Indy Racial Equity Pledge. We vow to challenge behaviors and mindsets through a long-term commitment to learning. Through the Indy Racial Equity Pledge, started in October 2020, we commit to supporting Black- and African American–led community organizations and initiatives that focus on mental health and wellness; invest focused, priority spending with Black-owned businesses; and launch of college internship and scholarship programming to increase racial diversity.

HERE ARE SOME HIGHLIGHTS FROM 2023!

- TiER1 employees received branded sneakers from Smoove Creations, a BIPOC business.
- TiER1 Indy collected 473 pairs of new socks for adults and children at the Dayspring Center.
- TiER1 Indy spent 24 hours working at Gleaner’s Distribution Center, bagging and loading boxes of food in their drive-through program, to serve families in need.
- In partnership with Roche Diagnostics, a three-month-long project was implemented to create “Career Quest”, a one-day immersive experience for 60 freshmen at Lawrence North and Lawrence Central high schools. Around 40 Roche and TiER1 volunteers came together on the US Roche Campus to serve BIPOC and economically disadvantaged students who were hand-picked by guidance counselors and teachers to participate. These students participated in activities throughout the day all related to careers in STEAM (science, technology, engineering, arts, and mathematics).
- We sponsored the Cincinnati Public Schools Career Symposium and had three TiER1ers provide career information for high schoolers.
- We awarded summer internships and our Diversity Scholarship to four BIPOC DePauw University students. Two students accepted and received \$2,500 scholarships while the other two declined.
- TiER1 spent close to \$30K to support BIPOC owned businesses which exceed our goal.



CLICK OR SCAN THE QR CODE TO LEARN MORE ABOUT OUR PLEDGE COMMITMENTS.

TIER1 PERFORMANCE INSTITUTE

Launched in 2020, TiER1 Performance Institute is our learning and design lab that provides resources, education, and experiences that enable leaders to create better workplaces and build healthy, high-performing teams. The Performance Institute centers people as the driver of success in organizations and believes that engaging the potential of employees as whole humans changes behavior and organizations.

The Performance Institute offers a variety of virtual interactive and asynchronous workshops throughout the year. It also offers free professional development experiences through its monthly email subscription series, which features rotating performance science topics, including designing moments that matter, preventing burnout in teams, promoting inclusion at work, and leveraging storytelling to accelerate change, to name a few.

TiER1

PERFORMANCE INSTITUTE



CLICK OR SCAN THE QR CODE TO LEARN MORE
ABOUT THE PERFORMANCE INSTITUTE'S OFFERINGS.

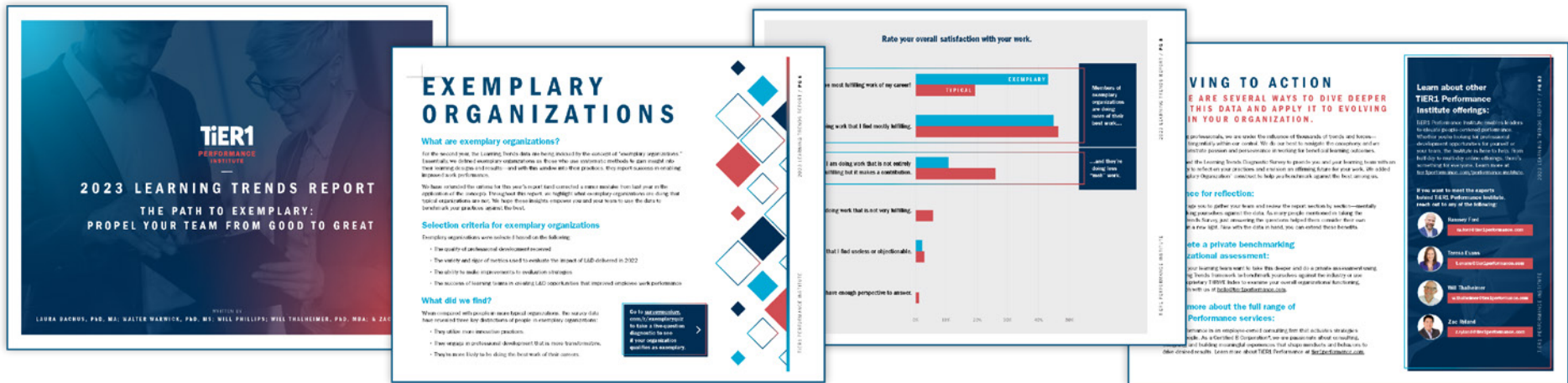
LEARNING TRENDS 2023

The 2023 Learning Trends Report received a record number of responses in its eighth year, with 556 global respondents.

Authors included:

- Laura Bachus, PhD
- Walter Warwick, PhD
- Will Phillips
- Will Thalheimer, PhD
- Zac Ryland

Key insights found that 64% of respondents were frustrated with their current learning evaluation, and scientific research was the most trusted source of job-relevant information. The top three learning modalities included eLearning, online instructor-led training, and videos.



CLICK OR SCAN THE QR CODE TO VIEW HIGHLIGHTS FROM OUR 2023 LEARNING TRENDS REPORT AND WEBINAR.

EXLEARN

EXLEARN was a smash hit at Cincinnati's Great American Ball Park. The sixth annual conference for L&D and talent professionals was our largest yet, with two days of networking, fun, and impactful workshops hosted by TIER1 Performance Institute and valued partners.

EXLEARN isn't your typical work conference—it's packed with learning and is an unforgettable experience that attendees return to again and again.

Embracing the theme of strategy activation for the whole human, EXLEARN incorporated all five senses—from tasting chocolates from Ilan's Raw Chocolate to petting therapy animals from Pet Partners of Greater Cincinnati to seeing the captivating designs in Brandon Hill's In Fly We Trust coloring books.

Thought leaders from organizations like Avēsis, Fifth Third Bank, Kroger, Microsoft, Procter & Gamble, Sony Pictures Entertainment, Takeda, and more showcased projects that aligned to one of three categories: Enabling Technology, Evolving L&D, and Thriving Organizations. Session topics included empowering leaders, culture and belonging, storytelling through generative AI, and leveling up learning.

Leaders in the L&D, HR, talent, and change spaces attended from a variety of organizations, including Cintas, Fisher Homes, McDonald's, Philips Healthcare, Roche, Sherwin-Williams, Total Quality Logistics, YMCA of Greater Cincinnati, and more.

During EXLEARN, attendees helped build 144 backpack kits through Crayons to Computers, a Cincinnati-based nonprofit that supplies teachers with tools their students need to succeed in school. We're thankful to have a network that cares about giving back just as much as we do.

EXLEARN 23

TIER1 PERFORMANCE INSTITUTE

STRATEGY ACTIVATION FOR THE WHOLE HUMAN



EXLEARN MAKES AN IMPACT. DON'T JUST TAKE OUR WORD FOR IT; HEAR FROM OUR 2023 PARTICIPANTS:

"GREAT EVENT! I ENJOYED THE PRACTICAL, EXECUTABLE, AND BREAKTHROUGH TOPICS. THE CONCEPT OF THE "WHOLE HUMAN" IS SO SPOT ON AND NEEDED MORE THAN EVER."

"...THE CONFERENCE WAS DYNAMITE!!"

"THE DEPTH OF KNOWLEDGE AND INSIGHTS SHARED BY PRESENTERS AND FELLOW ATTENDEES WAS UNPARALLELED."

"IT WAS GREAT TO SEE SO MANY POWERFUL WOMEN SPEAKING! AND IT WAS GREAT TO CATCH UP WITH SOME OLD FRIENDS AND MAKE NEW ONES."

"PLEASE DON'T MOVE TO A STANDARD VENUE! WE LOVE THE UNIQUE SETTING."

EXCELLENCE IN LEARNING & PERFORMANCE AWARDS

At EXLEARN, we celebrated four Learning & Performance Award recipients, who are leaders of color who have led innovation, built momentum, and/or overcome barriers resulting in healthier, higher performing organizations.

The 2023 Excellence in Learning & Performance Award recipients were:



CLARE JEONG
Senior Manager,
Talent Management,
HelloFresh



EBONY M. LEWIS
Director of Consulting
Medical Education &
Professional Development,
Northwest Permanente



MICHAEL SHEBE
Director of Shared HR Group
Services – North America,
Wurth Group of
North America Inc.



MALLORI STEELE
Founder of Black in L&D,
CEO of Growductive
Consulting



CLICK OR SCAN THE QR CODE TO LEARN ABOUT
THE GREAT WORK THESE LEADERS DO.

THOUGHT LEADERSHIP

TIER1ers shared ideas and thought leadership through 34 external presentations in 2023.

Topics included:

- » **CREATING FRAMEWORKS FOR LEADERSHIP**
- » **DEVELOPING LEADERS FOR SUCCESS**
- » **WORKPLACE MENTAL HEALTH**
- » **LEARNING SKILLS**
- » **SCIENCE OF PERFORMANCE DESIGN**
- » **LEARNER SURVEYS**
- » **NEW APPROACHES TO HIGH PERFORMANCE**
- » **FUTURE OF WORK**
- » **WORKPLACE CULTURE**
- » **DESIGNING LEARNING EXPERIENCES**
- » **EMPLOYEE ENGAGEMENT**
- » **EFFECTIVE COMMUNICATIONS THROUGH TECHNOLOGY ENABLEMENT**
- » **TRAINING EVALUATION**
- » **EVOLVING CUSTOMER EDUCATION WITH DESIGN THINKING**

...and more! presented by these awesome TIERers 

- Angie Sebok
- Aric Wood
- Beth Cavanaugh
- Camilla Knot
- Carolyn Stitch
- Greg Auckerman
- Greg Harmeyer
- Jennifer Burnett
- Jeremy Goebel
- Jerry Hamburg
- Joe Jahnigen
- Kristen Hewett
- Laura Hoppa
- Leanne Batchelder
- Mark Dermody
- Meg Switala
- Noah Kreischer
- Stephanie Roberto
- Teresa Evans
- Terri Hammond
- Terri Roehrig
- Tim May
- Will Thalheimer
- Zac Ryland
- Zach Warner

CONSCIOUS CAPITALISM

TiER1 is a proud partner of Conscious Capitalism Cincinnati Chapter. Conscious capitalists care about diversity, equity, and inclusion; education; the environment; global poverty; health and wellness; human rights; local communities; and standard of living. They pursue a “higher purpose to elevate humanity through business” by building a movement of business leaders who are improving the purpose, practice, and perception of capitalism. Conscious capitalists abide by the core belief that business is good, ethical, noble, and heroic.

In May, TiER1 Impact CEO, Greg Harmeyer, presented virtually on creating a framework for conscious leadership in business, exploring themes of employee ownership, honest profit, and how to navigate legal and ethical concerns in business.



**CLICK OR SCAN
THE QR CODE
TO VIEW
GREG'S VIRTUAL
PRESENTATION.**

In July, Greg spoke to the local Cincinnati audience about his book, *Impact with Love: Building Business for a Better World*, providing engaging insights on leading a company to success built on a foundation of love for and trust.

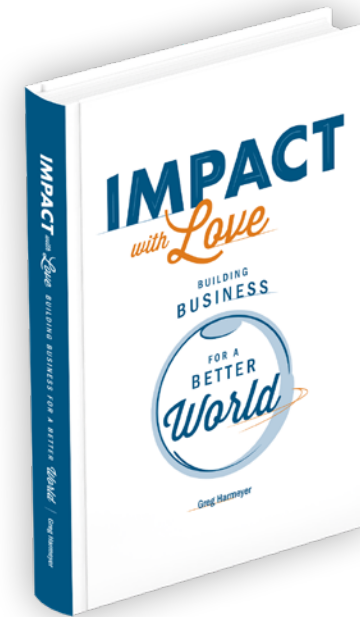
IMPACT WITH LOVE: BUILDING BUSINESS FOR A BETTER WORLD

TiER1 Impact CEO and Co-founder Greg Harmeyer published *Impact with Love: Building Business for a Better World* in July 2023. The book details what Greg and the TiER1 team have learned about thinking differently about business; about putting people first and at the center of an organization; about designing a distributed, agile, client-centered organization with minimal rules and maximum trust; and about positively impacting people's lives.

Greg wrote *Impact with Love* for leaders who believe that business can be a force for good.

Impact with Love features three parts: Believing in Our Impact, Designing for Impact, and Leading for Impact. Believing in Our Impact delves into our worldviews of capitalism, profits, and ownership and the strengths and challenges of each. Designing for Impact unpacks what it means to instill humanity into an organization and why considering the human characteristics of the organization and making them explicit is the place to start. Leading for Impact looks at how we honor the humanity of individuals in our organizations and bring out the best in them; it also explores individual growth, what that looks like, and why it's important.

To celebrate the publication of *Impact with Love*, we hosted a book launch in partnership with Conscious Capitalism's Cincinnati chapter. Greg provided insights on his book in an engaging discussion with TiER1's Zac Ryland and Jeremy Goebel. The event included a Q&A with the audience, and each attendee received a copy of the book.



LIFE SCIENCES TRAINERS & EDUCATORS (LTEN) CONFERENCE

As a Gold Preferred Industry Partner, we partner with LTEN throughout the year. In June, six TiER1ers joined more than 1,000 life sciences trainers and educators at LTEN's annual conference in Phoenix, Arizona. Senior Solutions Consultant Zach Warner co-presented a workshop with Jennifer Bertram from Philips on her team's innovative approach to evolving customer education. Life Sciences Strategic Market Director Leanne Batchelder and Senior Solutions Consultant Kristen Hewett also presented a learning lab on designing effective learning academies.

Alongside our partners, we received two LTEN Excellence Awards, including a Quality, Research, Development & Medical Training Innovation, Impact & Efficiency Award for our development of clinical learning journeys with Philips Healthcare, and an Industry Partner Innovation Award for our development of a global marketing academy with Roche.



INTERNATIONAL WOMEN'S DAY 2023

We hosted our fifth International Women's Day Panel webinar to celebrate women's achievements, raise awareness against bias, and share actions that advance equity. TIER1 President Katie Frey moderated a discussion among panelists Holly Egan, vice president of Pathology Lab Marketing at Roche Diagnostics; Mat Osicki, PhD, head of Talent & Equity at embecta; and Sampriti Ganguli, board advisor and former CEO at Arabella Advisors.

These three leaders build trust through authentically sharing their stories and embracing love in the workplace. They stressed the importance of aligning your personal values to your work, showing up in spaces that lack inclusion, and being vulnerable.

To promote inclusion, the panelists suggested three actions: **see it**—show up in different non-inclusive spaces; **say it**—acknowledge what inequalities exist in those spaces; and **try it**—change the power dynamics to produce different outcomes.



Holly Egan

Vice President, Pathology Lab
Marketing at Roche Diagnostics



Mat Osicki, PhD

Head of Talent &
Equity at embecta



Sampriti Ganguli

Board Advisor and Former CEO
at Arabella Advisors



MODERATED BY:

Katie Frey

President at TIER1 Performance



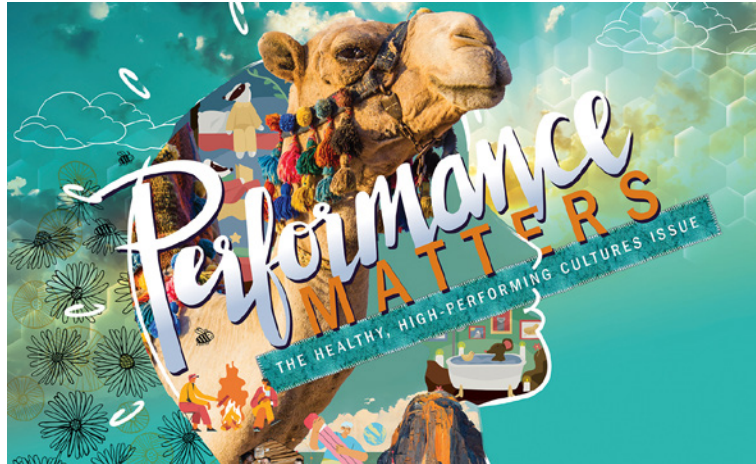
**CLICK OR SCAN THE QR CODE TO VIEW
THE WEBINAR ON OUR YOUTUBE CHANNEL.**

TALENT AND DIGITAL INSIGHTS PANEL AND HAPPY HOUR

In May, we hosted a happy hour and panel discussion on Talent and Digital Insights at the Woodruff Arts Center in Atlanta. Our incredible panel of leaders included Keisha Nelson from The Coca-Cola Company, Madeline Rehberg from Cox Communications, and Brian Wright from Delta Air Lines. Panelists provided insights on how their teams are pivoting and adapting to evolving workplace and digital environments and how to create workplaces that realize the fullest potential of people. They also spoke to the importance of supporting mental health and employee wellness in the workplace as well as embracing generative AI and new technology skills.



NEW TIER1 PUBLICATIONS: PERFORMANCE MATTERS MAGAZINES

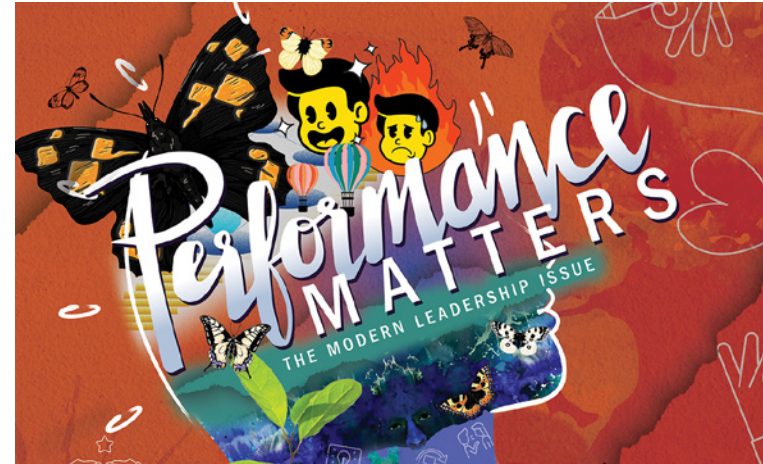


A healthy culture is integral to an organization's success. Culture is how we focus on growth and value; it's how we treat people and live by chosen principles. Building and sustaining a healthy culture requires clear intent and vision from senior leaders; communication and alignment across layers of leadership and management; stories to be shared and celebrated that highlight the organization's values; and continuous reinforcement through actions, experiences, and systems in alignment with your organization's vision.

In this Performance Matters edition, we collected stories and resources that guide TiER1's and our partners' pursuits of a healthy, high-performing culture. Stories feature topics on mental health, inclusion, joy at work, and more.



**CLICK OR SCAN THE QR
CODE TO REQUEST A DIGITAL
OR PRINT COPY OF THE
HEALTHY, HIGH-PERFORMING
CULTURES ISSUE.**



Modern leadership is complex. Operational shifts like hybrid working dynamics and outward distribution of authority, add to the complexity of clearly articulating effective modern leadership practices. Increasing demands for trusting relationships, safety, and well-being at work are also setting new leadership expectations. And as organizations and industries continue to transform, activating that transformation relies on strong modern leaders who can steward the organization's culture, mission, and business.

This Performance Matters edition features stories and insights that challenge assumptions about what makes a good leader—including self-awareness, interdependence, cultivating trusting teams, and more!



**CLICK OR SCAN THE QR
CODE TO REQUEST A DIGITAL
OR PRINT COPY OF THE
MODERN LEADERSHIP ISSUE.**

We partnered with ATD to expand the reach of our thought leaders as well as external partners who inspire us, including Greg Harmeyer, Feoshia Davis, Jerry Hamburg, Meg Switala, Carol Henriques, Jeremy Goebel, Kerri Chik, Grant Simmons, Ankit Shah, Breanna Jackson, Laura Hoppa, Heather Cole, Alex Brierly, Anna Grome, and Laura Raney. Check out the articles these thought leaders published with ATD this year.

The iThrive Reflection framework consists of holistic reflections in six core areas: purpose, connection, capability, resources, potential, and security. We care about each person holistically and recognize that they perform in a complex environment. This holistic self-reflection helps leaders discover what they can contribute, identify their perceived barriers, and co-create a path toward fuller engagement and broader impact.



CLICK OR SCAN THE QR CODE TO READ GREG HARMEYER'S ARTICLE ON USING SELF-REFLECTION TO ACHIEVE FULLER ENGAGEMENT.

Mental illness often goes unrecognized and unaddressed, creating stress for individuals and impacting workplace productivity. TiER1 Performance developed Start the Conversation, an initiative to educate and reduce stigma around mental health. Recognized by the CDC and American Psychological Association, it fosters open dialogue and encourages seeking help. The program's success highlights the importance of prioritizing mental health in organizations to improve culture and enhance performance. We offer our resources freely to support organizations on their journeys to address mental health challenges.



CLICK OR SCAN THE QR CODE TO READ MEG SWITALA'S ARTICLE ON START THE CONVERSATION.

Establishing intentions at a project's start enhances overall success. Unlike goals, intentions provide direction, guiding goal-setting efforts. Project intention-setting begins with clear problem framing and deep collaboration, ensuring alignment and investment. Strategies include embracing time constraints to spur creativity, prioritizing progress over perfection, and utilizing intention frameworks like the Igniter and D3 Accelerator for effective project initiation and design. Deep collaboration and a buy-in mindset are key throughout the process.



CLICK OR SCAN THE QR CODE TO READ AN ARTICLE BY FEOSHIA DAVIS AND JERRY HAMBURG ON PROJECT INTENTION-SETTING.

Organizations face constant shifts in supply and demand in the talent marketplace. To proactively manage talent, organizations must understand talent demand, assess workforce supply, and address talent gaps. By aligning talent strategies with business goals, organizations can promote, develop, and hire talent effectively. This approach ensures readiness for marketplace changes and helps maintain organizational success amid evolving dynamics.



SCAN OR CLICK THE QR CODE TO READ CAROL HENRIQUES'S ARTICLE.

Despite facing cultural shifts, technological advancements, and economic uncertainties, three enduring leadership principles remain: embracing development, creating meaning, and reframing obstacles. Great leaders prioritize their own growth while fostering a culture of continuous learning. They communicate the significance of their team's contributions and help them find purpose in their work. They also view obstacles as opportunities for growth, engaging others in meaningful conversations and guiding them through challenges.



CLICK OR SCAN THE QR CODE TO READ AN ARTICLE BY JEREMY GOEBEL AND KERRI CHIK ON THREE TIMELESS TENETS FOR LEADERSHIP DEVELOPMENT.

Nationwide Children's Hospital recognizes the importance of empowering its multigenerational workforce for individual career growth and organizational success. They introduced Career Circles, a 10-week virtual program, to support diverse employees in maximizing their career potential. The program fosters employee belonging through confidence-building training and role-specific cohorts. Stakeholder input and trained facilitators ensure effectiveness and inclusivity. Ongoing feedback and check-ins ensure the program's impact on employee engagement and career development across generations. Career Circles exemplifies inclusive support for every employee's career advancement in an evolving workforce.



CLICK OR SCAN THE QR CODE TO READ ANKIT SHAH'S ARTICLE ON THE SUCCESS OF CAREER CIRCLES.

Employee experience (EX) is the full collection of interactions between employees and leaders that happen in everyday moments, which bind an organization's culture. Aligning the modern leader to be a good EX steward is essential, but aligning on the desired experience is not the same as enabling leaders to create it. Avēsis leaders are empowered to own their role as stewards who care for, protect, and preserve those meaningful everyday moments with an employee. This is what modern leadership looks like.



CLICK OR SCAN THE QR CODE TO READ GRANT SIMMONS'S ARTICLE ON HOW AVĒSIS CREATED A STRONG COMPANY CULTURE THROUGH FOUR EX STEWARDSHIP PRACTICES.

Confidence is essential for career advancement, yet many struggle despite common advice. True workplace confidence is the ability to articulate one's professional brand and value without apology. Understanding your communication style and purpose, building alliances, and documenting successes can boost confidence. Recognize your influence, connect to your purpose, find allies, and gather proof of your abilities. Aim for healthy progress rather than perfection to confidently seize opportunities in the workplace.



CLICK OR SCAN THE QR CODE TO READ BREANNA JACKSON'S ARTICLE DETAILING FOUR STEPS TO BUILD YOUR OFFICE CONFIDENCE.

The employee experience (EX) profoundly influences retention, performance, and organizational culture. EX encompasses factors like well-being, social connections, and alignment with purpose. Labor trends, well-being indicators, affinity networks, social movements, and technological advances shape modern EX as employees continue to seek meaningful work, social connections, and supportive environments. Organizations must prioritize EX design to enhance the employment relationship and achieve meaningful results efficiently. Smart EX design focuses on impactful changes for maximum effectiveness in shaping workplace interactions and emotions.



CLICK OR SCAN THE QR CODE TO READ LAURA HOPPA'S ARTICLE ON THE FIVE FORCES THAT SHOULD SHAPE YOUR EX DESIGN.

In less than nine months, a Canadian energy company partnered with TiER1 to enhance its learning team's skills and develop a robust program evaluation framework. Utilizing a hybrid model, the team gained actionable insights, built evaluation tools, and fostered a culture of continuous improvement. Through workshops and research, they identified key metrics, such as job performance and learner perceptions, using the Learning Transfer Evaluation Model. The project yielded valuable outcomes, including identifying program strengths, developing evaluation tools, and informing future learning strategies. This collaborative approach showcases the power of research-based evaluation methods in driving business results and enhancing team capabilities.



CLICK OR SCAN THE QR CODE TO READ AN ARTICLE BY HEATHER COLE AND ALEX BRIERLEY DETAILING THIS SUCCESSFUL LEARNING EVALUATION PARTNERSHIP.

Thriving organizations balance six core needs and address any gaps to help employees stay engaged, motivated, and successful. These core needs include a strong sense of purpose and the belief that employees are doing meaningful work; alignment and connectivity among people, values, behaviors, and organizational systems; the knowledge, skills, and expertise required to perform the work; the tools, training, feedback, and support people need to do their best work; a collective growth mindset and an organization high in potential; and the sense of safety experienced by employees.



CLICK OR SCAN THE QR CODE TO READ ANNA GROME'S ARTICLE ON THE SIX CORE NEEDS OF HEALTHY, HIGH-PERFORMING ORGANIZATIONS.

ATD Magazine

Kroger Health, amid healthcare challenges, launched Project Passion, a 12-week program designed in collaboration with TiER1 Performance to reignite passion among pharmacy teams and foster a culture aligned with the organization's mission. Through a thorough discovery process, Kroger Health identified five core needs of pharmacists, which informed the program's holistic approach that extended beyond conventional training. Program components included recognition, support, community-building, and operational enhancements. Initial pilot results showed promising outcomes, with participating pharmacists reporting increased energy and positivity. Kroger Health plans to expand the program to combat burnout, enhance retention, and reignite passion among its workforce.



CLICK OR SCAN THE QR CODE TO READ LAURA RANEY'S ARTICLE DETAILING KROGER HEALTH'S APPROACH TO RENEWING PHARMACISTS' PASSION FOR PATIENT CARE.

EMPLOYEE EXPERIENCE WHITE PAPER

Our white paper, *Designing a Winning Employee Experience: Strategies for Attracting and Retaining Today's Talent*, provides guidance for optimizing the employee experience (EX). EX profoundly shapes organizational culture, retention rates, and overall performance. Unlike traditional culture-focused approaches, strategic shifts within EX can rapidly transform workplace dynamics. Five key forces—labor trends, well-being indicators, affinity networks, social movements, and technological advances—drive modern EX design.

Employees increasingly prioritize meaningful work, social connections, and supportive environments. With rising levels of stress and unhappiness, individuals are seeking greater emotional and mental well-being in and outside of the workplace. As society's reliance on technology increases and individuals' community involvement fluctuates, the workplace gains significance as a source of purpose, connection, and trust. Smart EX design prioritizes impactful changes to optimize the employment relationship, fostering engagement, satisfaction, and productivity. By understanding and leveraging these forces, organizations can create a workplace that meets the evolving needs of their workforce while driving meaningful business outcomes.

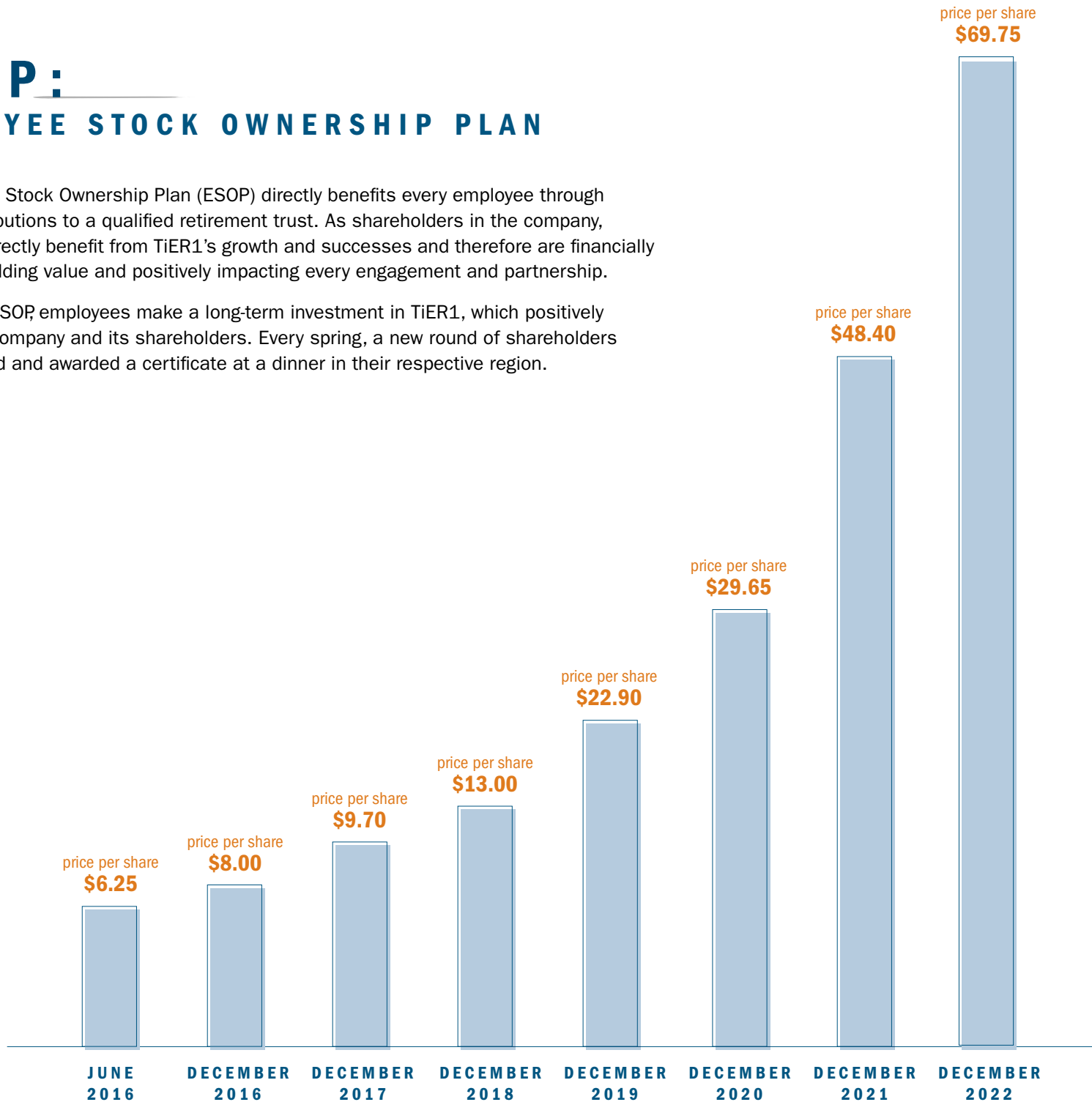


CLICK OR SCAN THE QR CODE TO DOWNLOAD OUR WHITE PAPER FOR RESEARCH- AND EXPERIENCE-BASED INSIGHTS ON DESIGNING EX TO ATTRACT AND RETAIN TALENT AND REALIZE YOUR ORGANIZATIONAL GOALS.

ESOP: EMPLOYEE STOCK OWNERSHIP PLAN

Our Employee Stock Ownership Plan (ESOP) directly benefits every employee through annual contributions to a qualified retirement trust. As shareholders in the company, employees directly benefit from TiER1's growth and successes and therefore are financially invested in adding value and positively impacting every engagement and partnership.

Through our ESOP, employees make a long-term investment in TiER1, which positively impacts the company and its shareholders. Every spring, a new round of shareholders are celebrated and awarded a certificate at a dinner in their respective region.



BRINGING THE ALL-COMPANY MEETING BACK TO ITS ROOTS IN CINCINNATI

Our All-Company Meeting (ACM) brings TiER1ers from across the country together to connect and celebrate each other. We hosted the 2023 ACM at Cincinnati's TQL Stadium, where the city's MLS team plays. Embracing the theme "TiER1 United", we celebrated all the new team members who joined the organization since our 2022 ACM, including those who joined as a result of TiER1's acquisition of XPLANE, THRUUE, and Pro-Active.

In addition to connecting with new and old friends, TiER1ers assembled backpack kits for Cincinnati-based nonprofit Crayons to Computers, participated in workshops and heard personal stories from colleagues, and enjoyed a poetry performance on change and DE&I by local dancer and writer Camille Jones.

Greg Harmeyer concluded the ACM by passing his captain's band to Katie Frey as she was promoted to President of TiER1 Performance. Greg remains CEO of TiER1 Impact, TiER1 Performance's parent company.



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

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2023 IMPACT REPORT

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