Brandon Hall
—GROUP—

TTEC's Professional Development Program Turns Around Negative Culture

TTEC

Best Unique or Innovative Learning and Development Program

February 2019

Brandon Hall
GROUP
HCM EXCELLENCE AWARDS
SILVER
EXCELLENCE IN
LEARNING
2018

Company Background

ttec™

Headquarters	Englewood, Colorado
Year Founded	1982
Revenue	$1.477 billion
Employees	56,000
Global Scale	United States, Australia, Bulgaria, Brazil, Canada, China, Costa Rica, Germany, India, Ireland, Macedonia, Mexico, Philippines, Poland, South Africa, Thailand and the United Kingdom.
Customers/Output, etc. (Key customers and services offered)	TTEC is a leading global technology and services provider focused exclusively on the design, implementation and delivery of transformative customer experience. The company delivers outcome-based customer engagement solutions through TTEC Digital, its digital consultancy that designs and builds human-centric, tech-enabled, insight-driven customer experience solutions for clients and TTEC Engage, its delivery center of excellence that operates customer acquisition, care, growth and digital trust and safety services.
Industry	Customer experience technology solutions; business services.
Stock Symbol	TTEC
Website	www.ttec.com

Budget and Timeframe

Overall budget	Approximately $1 million.
Number of (HR, Learning, Talent) employees involved with the implementation?	10
Number of Operations or Subject Matter Expert employees involved with the implementation?	30
Number of contractors involved with implementation	8
Timeframe to implement	6 to 12 months.
Start date of the program	Sept. 10, 2017

Business Conditions and Business Needs

Due to discouraging comments and scores on a recent employee engagement survey, TTEC focused its attention on enhancing its current leadership program to address employee concerns (i.e., lack of employee development, limited career development conversations, minimal evidence of company values being demonstrated, etc.).

The scores of the pre-acquisition and post-acquisition employee engagement survey are identified in the "Measured Benefits" section of this case study.

Overview

TTEC is dedicated to supporting a high-performing workforce through its leadership program. TTEC's leadership program is a collection of interactive and structured career development plans supported by recommended learning content for the development of essential competency areas. It is driven by a socially-powered and gamified learning environment allowing employees to collaborate, compete and rate content.

Figure 1: TTEC's Leadership Program
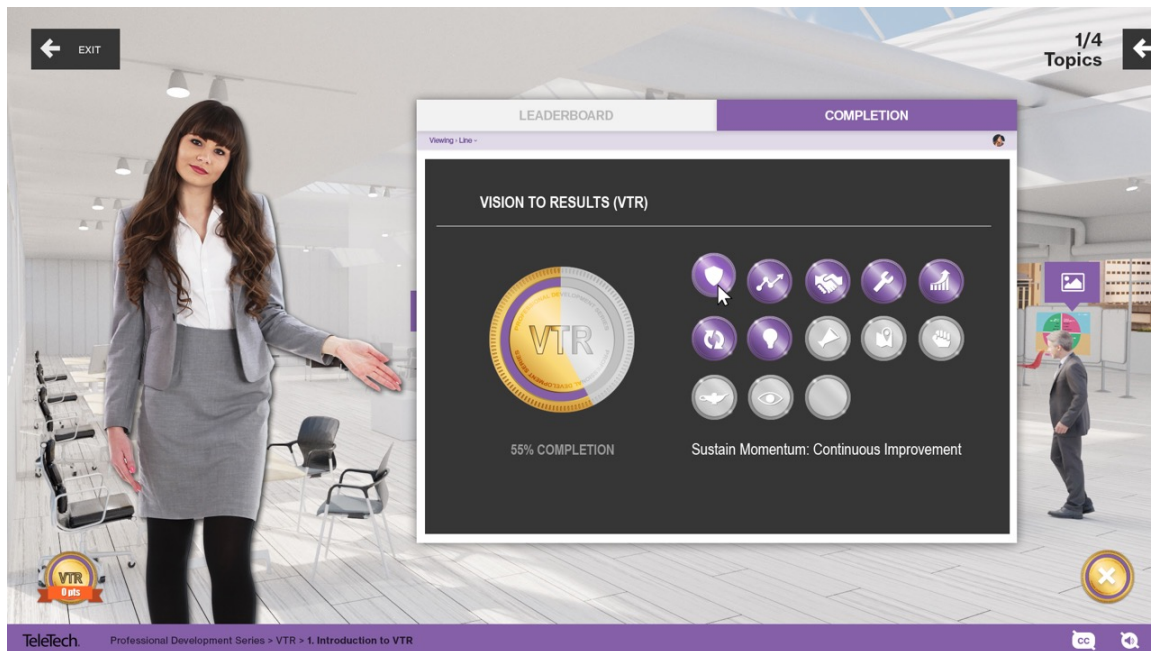
Source: TTEC

The five key metrics the leadership program influenced are:

1. Employee net promoter score (eNPS).
2. Rational engagement.
3. Emotional engagement.
4. Job satisfaction.
5. Intent to stay.

Design of the Program

The leadership course catalog is housed in an interactive subway map. Employees move through the subway lines for each course, which is housed at a subway stop, or even jump to different subway lines to customize their learning experience.

Figure 2: Interactive Subway Map
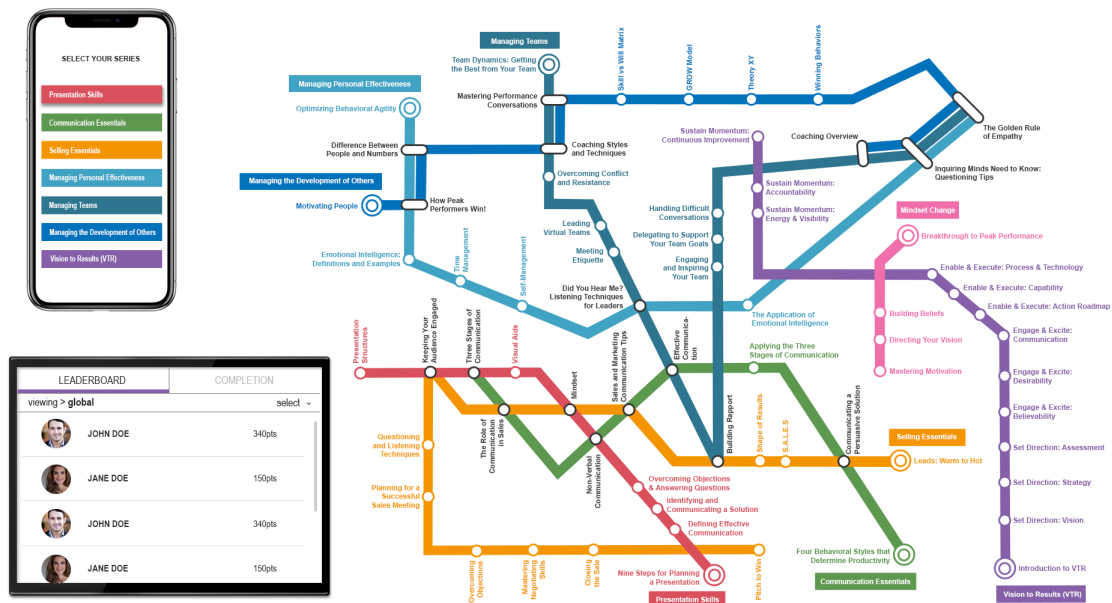
Source: TTEC

This gives employees the feeling of forward motion and ownership of each skill. The map gives the employees a visual representation of their progress and completion. A mobile phone on the map provides an overview of each subway line content. Each subway line takes employees to a different station stop. This is the starting point for the course, where they can see the leaderboard for that specific course and review the topics covered.

The employee then will enter the office for that subway line and begin their course. A pre-assessment will be given to help learners identify which courses will most benefit them and allow them to test out of courses in areas of competency with no negative impact on their ranking.

Figure 3: Digital Map and Leaderboard
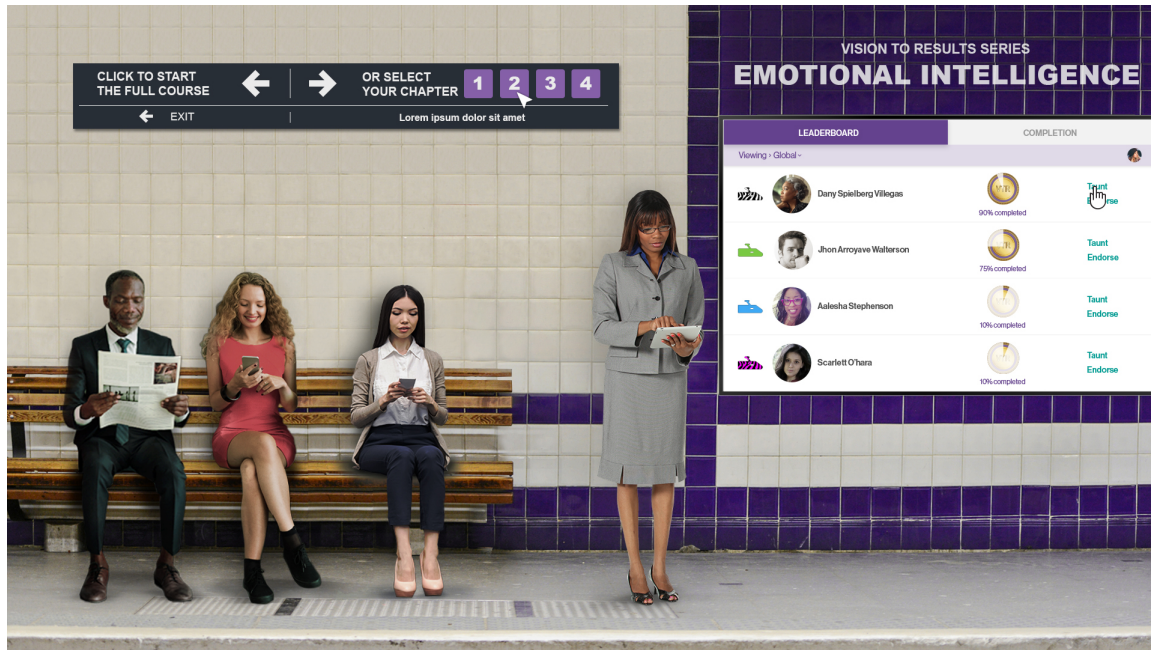
Source: TTEC

Gamification also is housed on the digital map. Employees can see how they rank within the organization and their own team. Teams allow for friendly competition and accountability that encourages employees to secure ranking on the leaderboard. Points are earned based on completion of courses, subway lines, quizzes and activities. Point values can vary depending on factors such as first-time completion of activities, scores and re-submitting work after feedback.

The design is mobile friendly and responsive, allowing the employees to access the leadership courses on all devices. When the employee uses the desktop or tablet, they will have the full interactive experience that includes the leaderboard, subway map, station stops and animations. When used on a phone, only the learning paths and courses are permitted.

Figure 4: Mobile Accessibility
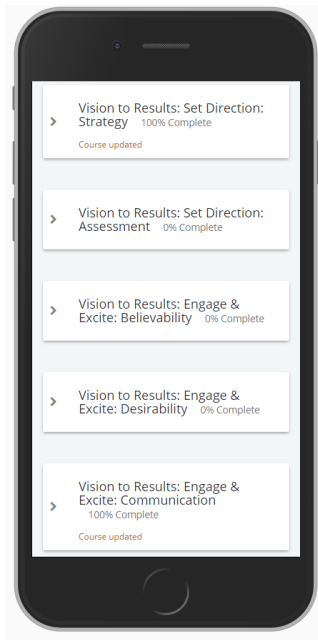
<div align="right">Source: TTEC</div>

Once employees enter the office space, they will be greeted with a panoramic view of a bustling office. This interactive view allows employees to explore each topic at will or take them in the designated order. All topics within a course must be completed to receive full credit and points. Assessments are locked and require all topics and activities to be completed before a code is given to access them. Unlike other digital course work, the leadership courses require employees to complete homework that includes uploading documents, videos or pictures that are sent to their manager for review and feedback. Managers receive notification of completed homework and can provide feedback in the LMS, as well as request revisions or mark complete.
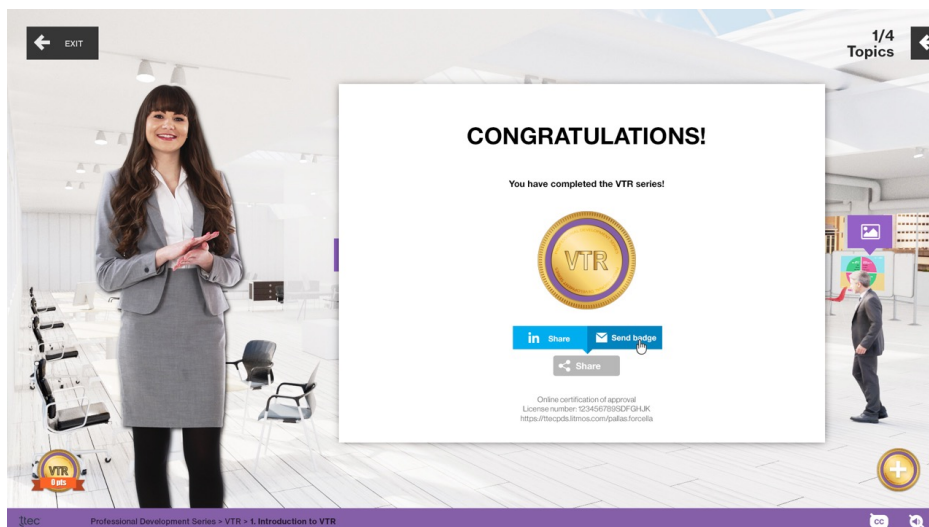
Figure 5: Office Space
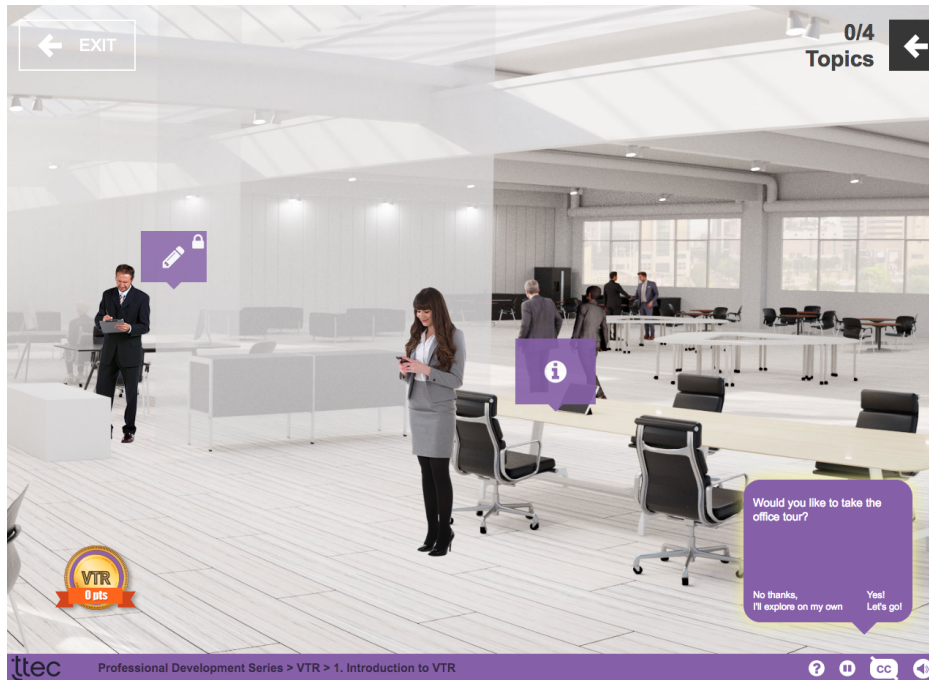
<div align="right">Source: TTEC</div>

Once a course is completed, employees can send a status update to LinkedIn. Employees will receive an email when they have completed a path and earned a badge which can be uploaded into their email signature to showcase their achievements.

Figure 6: Achievement Badges and Social Media Sharing Feature

<div align="right">Source: TTEC</div>

Delivery of the Program

Employees received an email with screenshots of the courses and topics that will be covered in the leadership curriculum. Excitement was generated in team and departmental meetings with live demonstrations of the office space and subway map prior to launch. Upon launch, employees were provided login emails through Litmos, prompting them to create their profile and start their learning journey. The email links directly to their profile and the subway map so employees did not waste time searching for the leadership courses.

Figure 7: Leadership Curriculum Email

Source: TTEC

Custom coding was used to enhance the office space and gamification.

A random selection of employees were requested to provide feedback regarding functionality, content and user capabilities. All feedback is being channeled to one Litmos administrator to review apply as needed.

Measurable Benefits

TTEC prides itself on having an engaged and delighted employee workforce. The successful implementation of the leadership program was evident in eNPS (employee net promoter score) and overall engagement results, which include:

- Rational engagement.
- Emotional engagement.
- Job satisfaction.
- Intent to stay.

During a recent acquisition, TTEC captured the above noted metrics of the employees, pre-acquisition. The eNPS of -48 was discouraging and verbatim comments focused on the lack of employee development, limited career development conversations, minimal evidence of company values being demonstrated, etc. The overall engagement score of 4.97 was alarming, while the rational engagement of 3.34 also was low. Even more concerning was the 14% of rationally disengaged personnel. While the emotional engagement was slightly better at 3.70, the job satisfaction and intent-to-stay scores of 3.46 and 3.53 were very low. The fact that 13% of employees intended to leave summed up the lack of employee satisfaction.
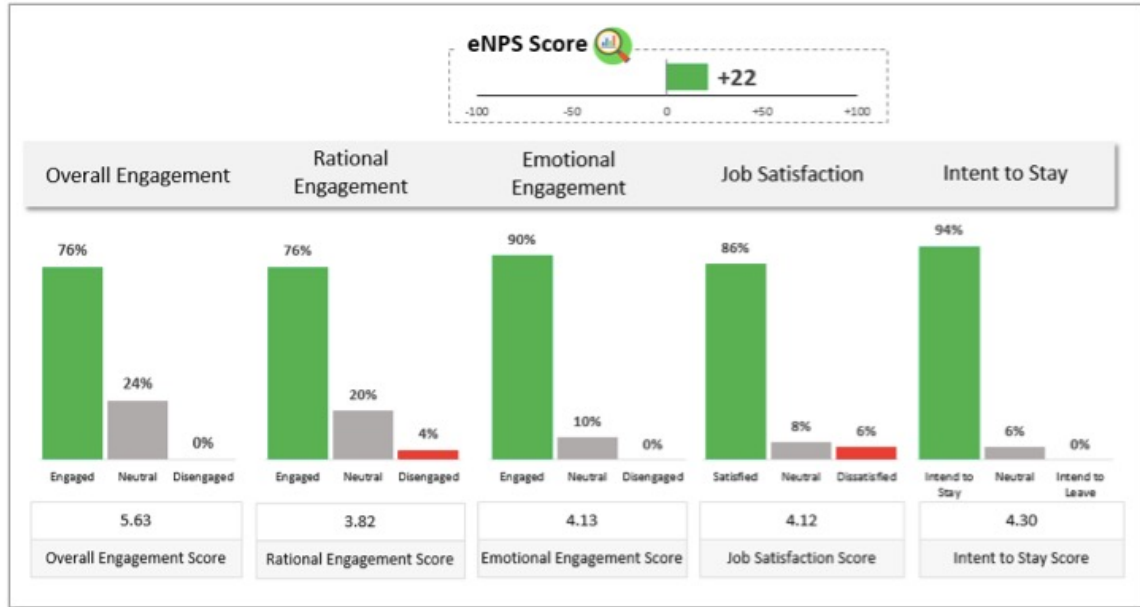
Figure 8: Pre-Acquisition Employee Engagement
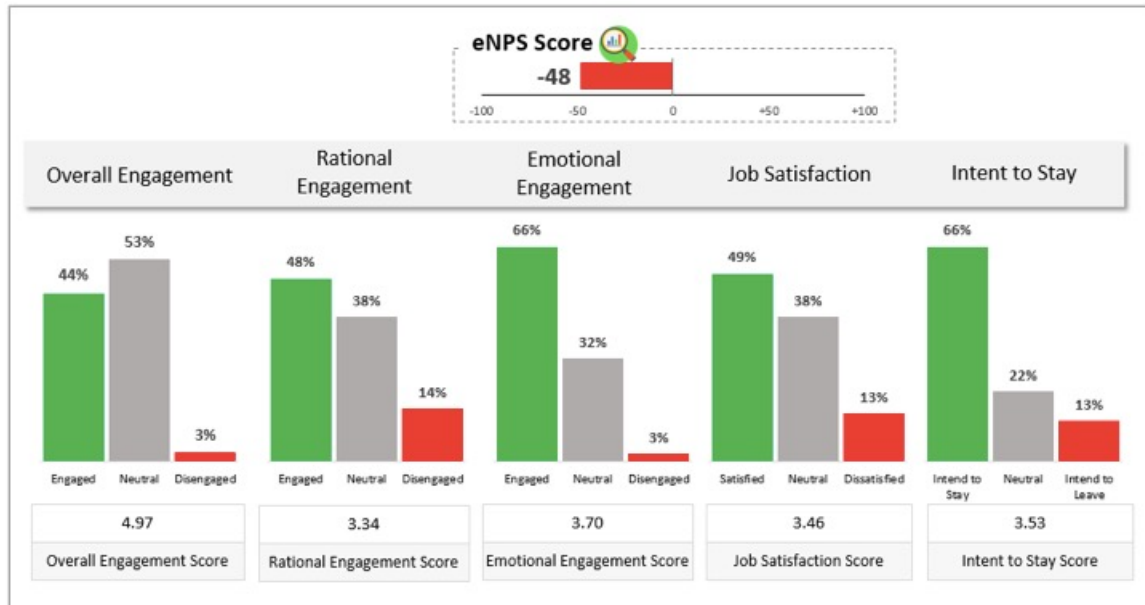
Fast forward a year — and the results completely flipped. The introduction of the new leadership program driven by a socially powered learning environment gave them a voice, as well as a career path, and paved the way for true employee satisfaction. Employees were provided with structured career development plans with required and optional development opportunities. The advent of regional, cohort, team-based and enterprise-wide gamification drove healthy competition and transparency. This transparency led to "fair" evaluation and promotion opportunities, an area that previously scored -33.8 in the pre-acquisition survey results.

The +22 eNPS was a massive 70-point increase. When considering the total disengagement and intent-to-leave dropped to 0% (previously 3% and 13%, respectively), every level of engagement rose by 32, 28, 24, 32 and 28 percentage points. The implementation of the leadership program was a raving success.

Figure 9: Post-Acquisition Employee Engagement

Source: TTEC

The below chart outlines how TTEC used the Litmos platform to catapult the improvement of every employee engagement score.

Figure 10: Platform Improves Employee Engagement Scores

#	Category	Pre-Acquisition Score	Post-Acquisition Score	Delta	Improvement
1	eNPS	-48	+22	+70	146%
2	Overall Engagement Score	4.97	5.63	+0.66	13%
3	Rational Engagement Score	3.34	3.82	+0.48	14%
4	Emotional Engagement Score	3.70	4.13	+0.43	12%
5	Job Satisfaction Score	3.46	4.12	+0.66	19%
6	Intent-to-Stay Score	3.53	4.30	+0.77	22%

Source: TTEC

Overall

Overall, TTEC learned that employee satisfaction, engagement and retention can indeed be earned by providing a proper framework in which to train, nurture and encourage people. If left to chance, it's exceedingly unlikely that these metrics would be (or remain) organically high. Results in these areas require a strategy, smart planning, processes and the right technology the Litmos learning platform) to support the entire initiative.

TTEC also learned that its teams don't perceive training as a burden, but rather as an opportunity for growth. Whether it's TTEC's company culture or simply human nature, the company now realizes that its employees seek and enjoy new information, continuous learning, challenges and opportunities. These are factors that drive measurable improvements in engagement and satisfaction. The social and gamified elements of TTEC's program enhance team-building, loyalty and retention. Further, offering a leadership program not only energizes TTEC's workers, it's now also a competitive advantage and a selling point for the company to attract new talent in the future.

About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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