Once we created the philosophy, we really pushed on the culture. This was a three-month conversation of culture change.

— SENIOR DIRECTOR OF GLOBAL TALENT DEVELOPMENT
CASE STUDY #1806

RTI International

RTI International is an independent, non-profit research institute dedicated to improving the human condition. Clients rely on them to answer questions that demand an objective and multidisciplinary approach — one that integrates expertise across the social and laboratory sciences, engineering, and international development.

Combining scientific rigor and technical proficiency, RTI International delivers reliable data, thorough analysis, innovative methods, novel technologies, and sustainable programs that help clients inform public policy and ground practice in evidence. They scale their approach to fit the demands of each project, delivering the power of a global leader and the passion of a local partner.

Their experts hold degrees in more than 250 scientific, technical, and professional disciplines across the social and laboratory sciences, engineering, and international development fields. Their staff of more than 5,000 works in more than 75 countries — tackling hundreds of projects each year to address complex social & scientific challenges.

BUSINESS CHALLENGE

In 2017, RTI International's Employee Survey results showed that their employees felt:

- **Growth and development** opportunities were not visibly available
- There was no clear connection to how *learning impacted one's work*
- There was **not enough time or resources** to complete training
- No obvious way to gain **leadership or management support, training, or development**
- Verbatim comments included the word **Mentoring** often
FOCUS
RTI International was looking for a solution that provided a Mentoring application, a Feedback tool, as well as something that would help leaders with career conversations.

SOLUTION
DEVELOP & GROW - An enterprise level learning and development (L&D) vision & strategy to:

- modernize, innovate, and meet the talent development needs of their global institute
- enhance and spread the employee growth and development experience at the institute

RTI utilized a Design Thinking process to overhaul their current leadership and employee development programs. They phased the rollout of their programming, to not overwhelm employees, and worked to provide a scalable global solution: something for everyone but not everything for everyone.

“We did a ton of research on what mentoring should look like.”

“We did a ton of research on what mentoring should look like.”

“Our talent is our number one asset.”

HR TECH STACK
System of Engagement: Fuel50
System of Record: Oracle

Phase One
Introducing the ability to find and connect with others in the organization, both as mentors and mentees. A chance to learn from colleagues of all levels.

Phase Two
Providing leaders with key career insights for each of their team members and a platform to support, train & develop them.

Phase Three
Giving people a clear line of sight to opportunities in the business, both lateral and vertical, for career growth and development.

Phase Four
Creating career development plans and empowering leaders to support greater internal talent mobility.
“With a highly intellectual organization, we don’t need more L&D... we need more connectivity.”

SENIOR DIRECTOR OF GLOBAL TALENT DEVELOPMENT
INITIAL RESULTS
As recorded during a Metrics Review, the week ending 18th November 2019.

The number of Mentor relationships has increased by 36 since February 2019

The number of Unique Logins were Returning Users

70.2% of users were satisfied with the new Career Experience

62% of Unique Logins were Returning Users

31% of mentors have dedicated 10-20 years of service to RTI International.

TOP CAREER ENGAGERS
1 Meaning
2 Quality
3 Learning
4 Achievement
5 Balance

TOP PERSONAL VALUES
1 Trustworthiness
2 Integrity
3 Reliability
4 Kindness
5 Honesty

TOP DEVELOPMENT TALENTS
1 Influencing
2 Decision Making & Critical Thinking
3 Lead Forward - Act Strategically
4 Lead Forward - Develop Talent
5 Lead Forward - Innovate