



Does your company
have what it takes to be
the **BEST**?

ASTD BEST Awards Webcast Series

**Transformational Learning—Building a
Learning Organization From the Ground Up**

January 31, 2013

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Savvis, 2012 BEST Award Winner

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astd.org/best-application



Transformational Learning – Building A Learning Organization From The Ground Up

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Agenda

- Who is Savvis
- Begin With The End In Mind
- Execution
- Business Metrics
- Questions

Who is Savvis

Savvis is an IT outsourcing provider delivering visionary enterprise-class cloud and IT solutions and proactive service, and enabling enterprises to gain a competitive advantage through IT.

- Nearly 2,500 unique clients
- Deep expertise in technical operations, client support, engineering and consulting
- \$1.04B USD* revenue and growing
- Infrastructure extends to 45 countries
- More than 50 global data centers with ~2 million square feet of raised floor space
- Ironclad security and compliance

85

of Fortune's top 500 companies, including 34 of the top 100 and 6 of the top 10

7

of Fortune's top 15 commercial banks including 4 of the top 5

9

of Fortune's top 15 telecommunication companies

2

of the top 4 airlines

5

of the top 10 software companies

5

of Fortune's top 14 securities firms

What We Do

Managed IT Infrastructure Solutions for Complex Needs

- Savvis is a leading provider of managed services for enterprise IT applications
 - Traditional managed
 - Colocation and network services
 - Cloud computing
 - Storage, back-up
 - Managed applications



What is IT outsourcing?

IT outsourcing is a phrase used to describe the practice of seeking resources -- or subcontracting -- outside of an organizational structure for all or part of an IT (Information Technology) function. An organization would use IT outsourcing for functions ranging from infrastructure to software development, maintenance and support. For example, an enterprise might outsource its IT management because it is cheaper to contract a third party to do so than it would be to build its own in-house IT management team. Or a company might outsource all of its data storage needs because it does not want to buy and maintain its own data storage devices. Most large organizations only outsource a portion of any given IT function. ~ Webopedia

Begin With The End In Mind

August 2010 –

Learning at Savvis was an administrative and hospitality focus with a limited budget and team of 2. We were a speed bump in the road of business.

Vision– Trusted to develop a highly skilled, knowledgeable, and engaged workforce

Mission – To partner with the business to enable performance through transformational learning focused on organizational goals

Trusted Advisor Equation

$$TQ = \frac{C + R + I}{S}$$

C=Credibility, R=Reliability, I=Intimacy, and S=Self-orientation.



Savvis Global Learning & Development

Vision Statement
Trusted to develop a highly skilled, knowledgeable, and engaged workforce.

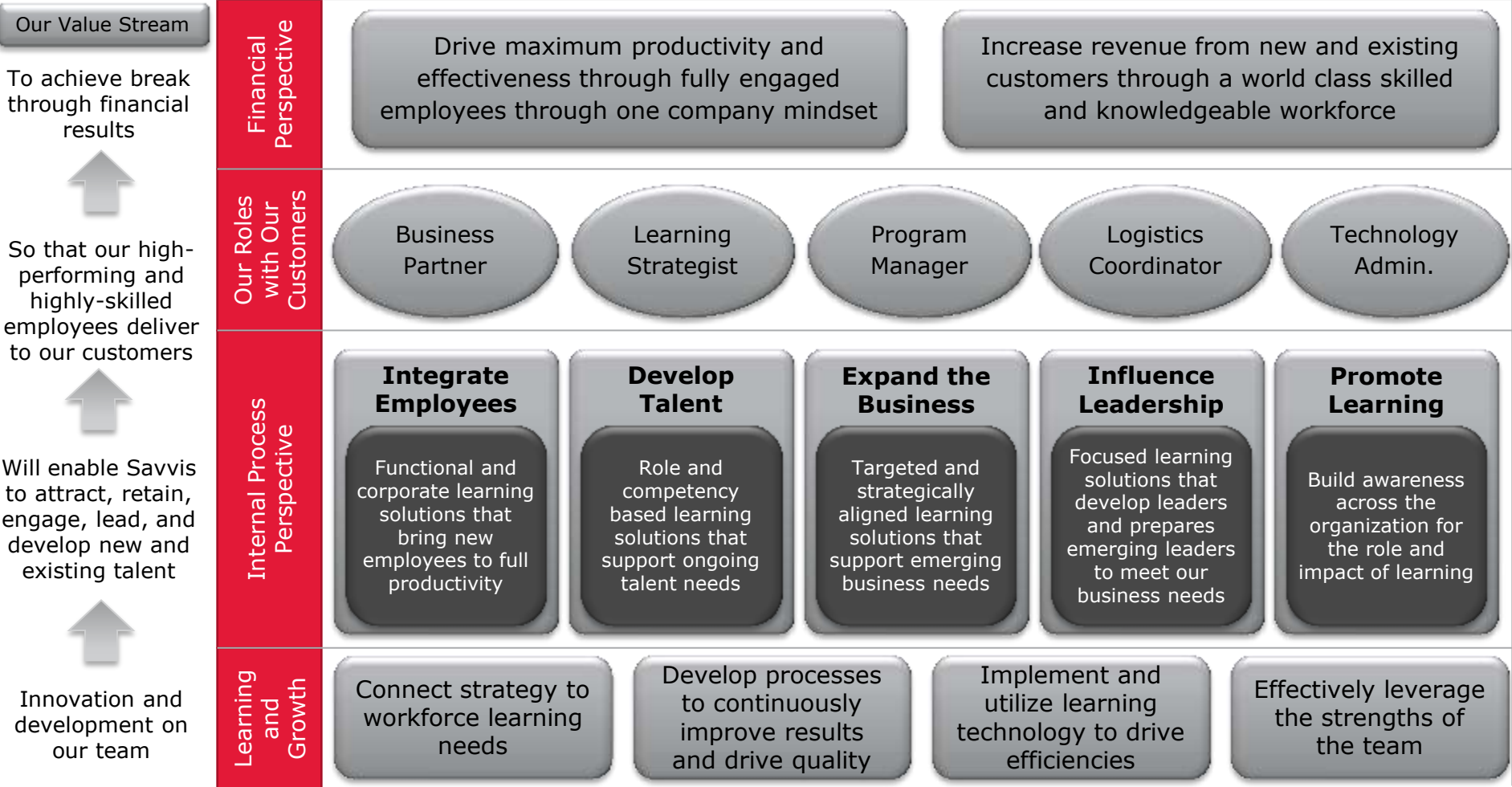
Mission Statement
To partner with the business to enable performance through transformational learning focused on organizational goals

Values
Partnership | Flexibility | Development | Integrity

2013 - 2015

Strategy Map

2013 - 2015



A good strategy on a bar napkin is just a bar napkin, but a good strategy on a bar napkin that is flawlessly executed is a good strategy

Execution – Credibility (First 12 months)

Trusted Advisor Equation

$$TQ = \frac{C + R + I}{S}$$

C=Credibility, R=Reliability, I=Intimacy, and S=Self-orientation.

- **Connected** with business to identify areas we could support
 - To create a strategy, vision, and mission, and to gain support and buy in
 - To build strategic partnerships with key senior leaders
- Drove learning **demand** to condition organization
 - Get the company used to consuming learning and spending on learning
- Shifted the **mindset** from tactical hiring to strategic hiring
 - Built from two to thirteen and selected based on our strategy and the outcomes we would need tomorrow
- Identified **early wins** to showcase impact of learning
 - Focused on leadership development and the build of onboarding first
- **Planned** success metrics and measurements

Execution – Reliability & Intimacy (Second 12 months)

Trusted Advisor Equation

$$TQ = \frac{C + R + I}{S}$$

C=Credibility, R=Reliability, I=Intimacy, and S=Self-orientation.

- **Created** a structure to go wide and deep with a strategic and an operational arm of the business
- **Proactively** reached out and stayed in contact with the business through the learning strategic arm
- **Shifted** from quantity to quality of learning – launched learning dashboard
- Launched new LMS and measurement tools to drive **consistency, efficiency,** and business metrics
- Deployed strategic consulting **process** to focus on most critical business initiatives

Structure

Exec
Updates

Learning
Man

Learning
Man 2

Execution – Self-Orientation (throughout)

Trusted Advisor Equation

$$TQ = \frac{C + R + I}{S}$$

C=Credibility, R=Reliability, I=Intimacy, and S=Self-orientation.

- **Developed** the team to ensure best interests of team and customers, and not the best interests of each individual
 - Team effectiveness model: DISC, Strengthsfinder, Situational Team Leadership, Team Charter
- Regularly **updated** the business on initiatives, progress, and learning spend
- Provided data to support the **outcomes** learning was driving for the business
- Learning linked to the **culture** of the organization
 - Built from two to thirteen and selected based on our strategy and the outcomes we would need tomorrow
- Identified **early wins** to showcase impact of learning
 - Focused on leadership development and the build of onboarding first
- **Planned success metrics** and measurements

Where Are We Linked To The Business?

New Product Development and Speed To Market

Engaging Managers and Employees

Customer Loyalty

Improving Ease Of Doing Business

Superior Global Leadership Capability

Revenue Targets

**World Class
Onboarding Experience**

Enabling Business Expansion

Speed To Productivity

Multicompany Sales Enablement

Creating A Culture Of Excellence

Big Machines / Remedy

Quote To Cash

**Contractual Certification
Requirements**

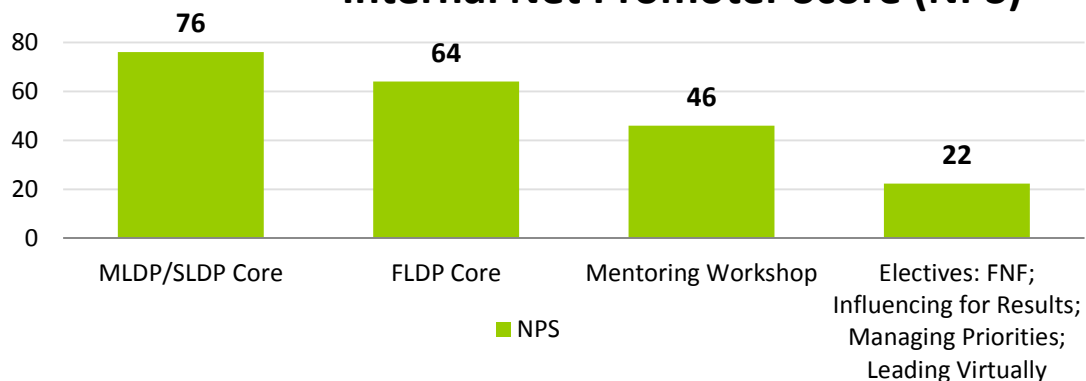
Enabling Acquisition and Integrations

The Results Of The Journey

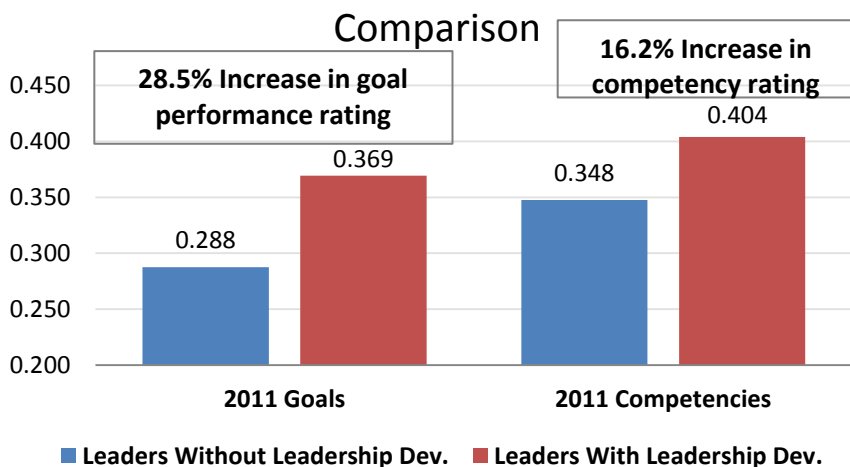
August 2010 – December 2012

Business Metrics – Leadership Development

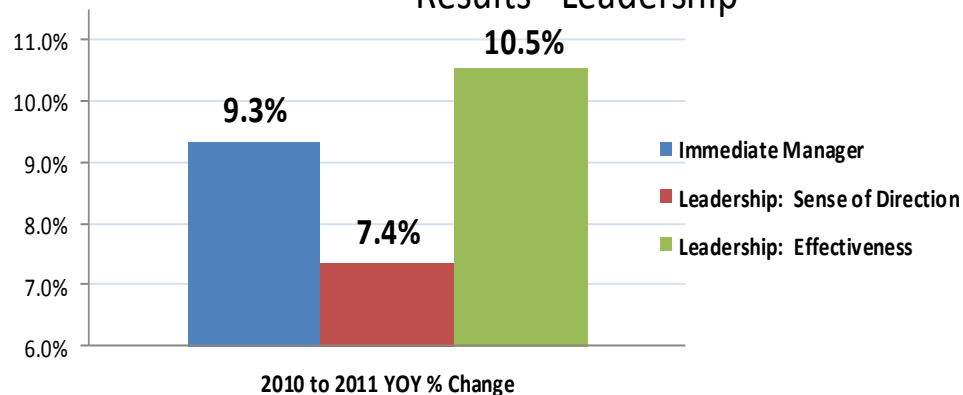
Internal Net Promoter Score (NPS)



2011 Leaders Performance Score Comparison

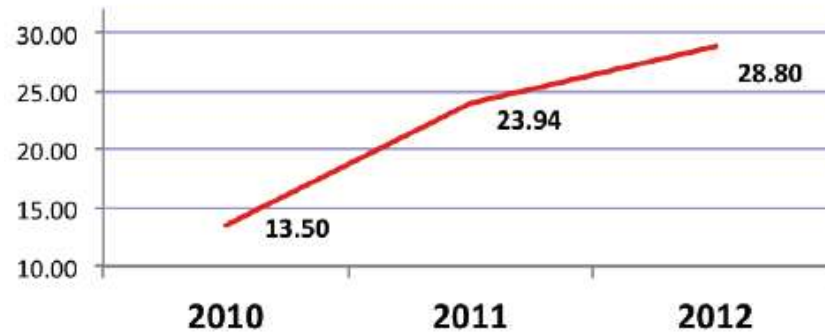


Year Over Year Employee Engagement Survey Results - Leadership

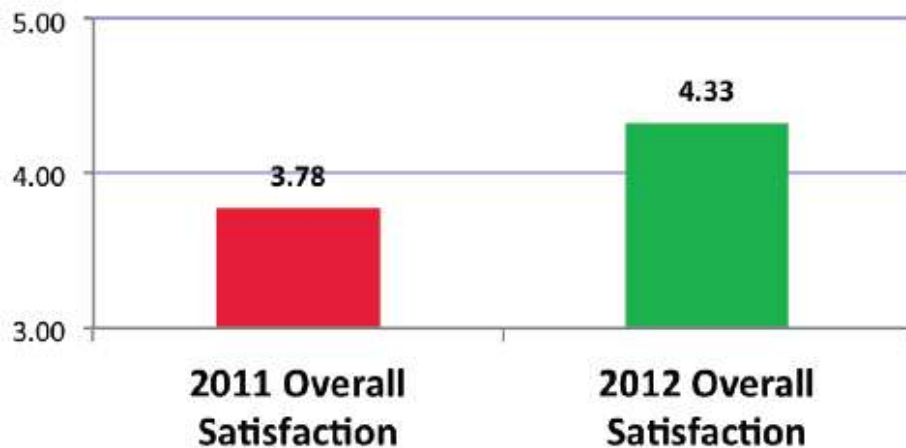


Business Metrics – Volume & Onboarding

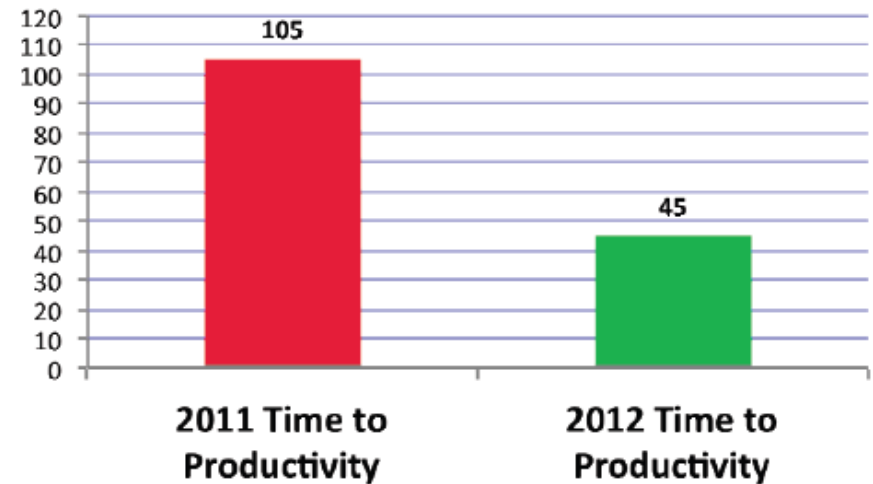
**Learning Volume
(hours/employee)**



Satisfaction With Onboarding Experience



Time To Productivity (Days)



Business Metrics – Learning Dashboard

Hours

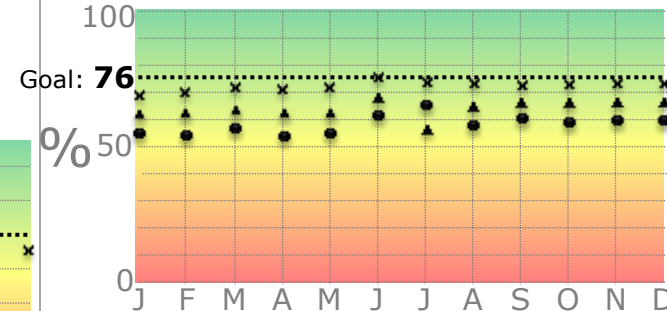
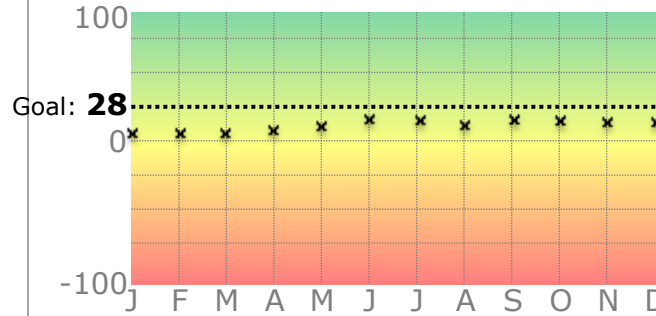
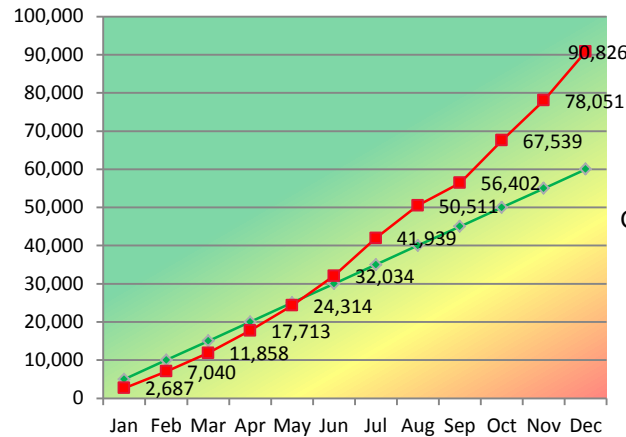


EOY 2012 Savvis **edu** Learning that powers the business.

NPS

18%

Impact



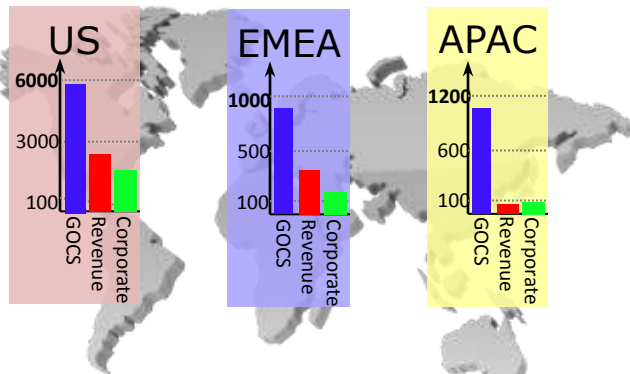
Responses to the following questions:

- x I **acquired** new knowledge and skills from this training.
- Rate your **increase** in skill level and knowledge of this content before versus after the training.
- ▲ What percentage of knowledge gained from this training do you estimate you will **apply** directly to your job?

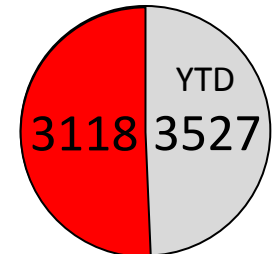
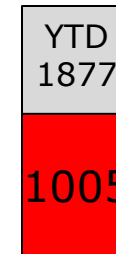
Volume

Leadership Development

Depth/Penetration



	SLDP	MLDP	FLDP
Complete*	11%	33%	51%
In Progress**	19%	21%	8%
Projected***	11%	33%	51%



Depth
Unique courses that were completed this month

Penetration
Unique employees that completed a class this month

* Includes the people that have completed all of the main requirements of the program.
 ** Includes the people that have started but not completed all of the main requirements of the program.
 *** Projects the complete percentage based on all of the enrollments in scheduled classes.

Savvis 2012 Strategic Priorities

1. **Ease of Doing Business**
 - Focus on both internal and external clients
2. **Achieve Our Financial Model**
 - Attain double digit growth
 - Improve EBITDA margin
 - Utilize capital efficiently
 - Optimize Return On Capital Employed (ROCE)
 - Improve SG&A expenses
3. **Strengthen our Business Model**
 - Establish managed hosting, cloud and colocation priorities
 - Maintain Network
 - Establish government vertical
4. **Invest in Human Capital**
 - Attract, retain, and invest in the development of smart, capable employees
 - Strengthen employee engagement
 - Increase employee productivity
5. **Build on Innovation**
 - Balance short-term product feature demands with longer-term market trends
 - Maintain leadership position in the Cloud Magic Quadrant
6. **Expand our Business**
 - Continued focus on renewal and churn reduction
 - Expand Thomson Reuters alliance
 - Expand partnerships
 - Selective mergers & acquisitions

Our Keys To Success

There is no "secret sauce", the basics will be executed differently depending on the company. But, always be strategy and measurement minded, while maintaining a customer focus.

What we attribute our success to:

- We executed the plan (not simply because we had a strategy)
- We got good at the basics (nothing we did was revolutionary)
- We focused the operating model on our mission (staffed to the future, not to today)
- We focused on getting the right faces in the right places (outcomes based selection)
- We actively developed the team (trust, commitment, community – results were not be left to chance)
- We marketed heavily (if we did not toot our horn, nobody would)
- Built critical relationships, gained Executive support, and demonstrated value through outcomes measures

Questions?





Does your company
have what it takes to be
the **BEST**?

ASTD's BEST Awards

- The industry's most rigorous and coveted awards.
- Be recognized for success achieved through enterprise-wide training and development.
- Become a benchmark for the profession.

**Entries are due by March 30,
2013
Apply today!**

astd.org/best-application

