Creating a Growth Mindset: Preparing for the Future of Work

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Speakers

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Agenda

1. What is a growth mindset?

2. ITX: Nurturing continuous innovation to avoid disruption

3. Appian: Keeping our engineering team agile through learning

A growth mindset can help organizations prepare for the future of work

**Growth mindset**
- A strong belief that talent and intelligence can be developed
- Embrace change, failure, and continuous learning

**Fixed mindset**
- A belief that qualities like intelligence and personality traits are set in stone
- Less open to change, failure, and continuous learning
ITX Best Practices: Nurture continuous innovation to avoid disruption
ITX: Who we are and what we do

- Full-lifecycle software development company
- HQ in New York and presence in 8 countries and 3 continents
- Help clients get their software MVPs market-ready
- Accelerate product momentum using agile methodologies and a continuous innovation approach
- My Global Talent Team identifies the best talent and fit for our clients’ projects
The future is unexpected: continuous innovation is key to avoid disruption

We never have perfect knowledge today about what our customers will want tomorrow
Software development at ITX follows a continuous innovation mindset.
What a growth mindset means at ITX

• Embracing challenges
• Persisting in the face of setbacks
• Seeing effort as the path to mastery
• Learning from criticism
• Finding the success of others inspiring
ITX’s core value is Mastery:
We grow to deliver more powerfully
How ITX is preparing for the future of work

• We continuously explore tools that make our products future-compatible
• We offer relevant training on these new tech
• Internal development initiatives: QA Automation, Continuous Integration, Task Automation
• New tech we’re adopting: big data analysis, data visualization, AI, chatbots
5 ways L&D channeled a growth mindset at ITX

1. Offered on-demand online learning platform
2. Encouraged and nurtured a learning culture
3. Showed our commitment to learning to potential candidates
4. Built in “the next challenge” into individual employee development plans
5. Offer regular challenges & summits to encourage experimentation
Offered on-demand online learning platform
Nurtured a learning culture through social sharing

- Recommended training to re-baseline the expertise across teams
- Created communication channels so team can share courses they enjoyed and encourage discussion
- Leveraged existing channels to share updates on new courses available
- Shared the engagement stats with our team
Showed our commitment to learning to potential candidates

- Share online courses with candidates to show ITX’s commitment to learning from the very beginning
- Sends the right message to candidates: continuous commitment to learning is expected
Build in the “next challenge” into Individual Development Plans

- Team members include their “next challenge” to take on in Individual Development Plans (IDP)
- The IDP includes courses, certifications, challenges, and experiences for that year
- For example, building in empathy in UX design to create better products might be a next challenge
Offer regular Challenges & Summits to encourage experimentation

• Offer technology challenges
• Internal summit (x10 Conference)
• Employees submit challenging problems, whose resolution may have a multiplying effect for our company (hence x10)
• Team members discuss the selected problems in multidisciplinary teams at the summit
We broke records on all metrics from performance to hiring

- 87% overall organization adoption (users who have completed at least one lecture on Udemy)
- More than 3550 hours logged in collectively since activation
- Average of more than 19.75 hours of training per users
Appian: Keeping our engineering team agile through learning
Appian: accelerating enterprise app development

- Platform-as-a-Service company located in Northern Virginia
- Hottest tech IPO of 2017
- Appian is a platform for building enterprise software applications
- In Appian, you don’t code an application, you draw it
- New approach called “low code”
- Forrester says we’re 10-20x faster than regular coding
Why a growth mindset matters in engineering

- Developer tools, programming languages, and coding libraries change rapidly
- Types of user experiences customers expect evolves quickly
- If we don’t keep on top of change and learn continuously – we will be left behind
- The “next Appian” is waiting to take us on, so we have to stay sharp
Rapid growth in our engineering department required rethinking onboarding.
Creating a learning organization to handle rapid growth

What is a learning organization?

An organization that *fosters a culture* of continuous learning or a growth mindset, with its members acting as *both students and teachers*. 
Learning and development are part of our culture

- Hiring interviews seek out engineers who value learning and teaching
- Employee promotion plans and awards are used as reinforcement
- Engineering Brown Bags
- “Learning Time” is a high priority
- Teams and managers are supportive and often collaborate
Blended learning boot camp paired with junior developers

- Newbies are paired with junior developers instead of experienced veterans
- Course material from internal and external sources supplement paired mentoring
- After 6–9 months, no longer newbies, they help mentor the next cohort
The result? Our onboarding training program increased new hire productivity rate

- New hires ramped to productive levels in just 2–3 months
- Our 90-day interviews show onboarding experience to be highlight of new hires
- Rated “Top Workplace” by Washington Post
Training our workforce to quickly adopt new technologies

Problem 2

Moved our front-end codebase from Google Web Toolkit + Java Stack

Adopted a more modern REACT + JavaScript Stack
Created a sustainable learning model to up-skill our engineers

- Hired external training company to jumpstart knowledge
- Newly trained engineers then helped teach peers and create training materials
- Curated training content from experts and Udemy online courses

The result? In under a year, we trained and converted our entire workforce of 150 over to the new tech stack. 50 new hires were also upskilled quickly.
Preparing our workforce for automation
Reinventing ourselves from Customer.247 to [24]7.ai

Initially, Call Centers Services in India and Philippines

Shifted to use of AI and machine learning to enhance our customer experience, HQ in Silicon Valley
Our new AI tool enhances the customer experience

- Our AI platform for both speech and digital creates a personalized, predictive & effortless customer experience
- [24]7 Chat, our new AI Chatbot tool, filters incoming calls and handles routine customer requests
- Forwards more complex questions to our human agents
How L&D helped prepare our workforce for this digital transformation

- Teach technical know-how of AI tool to agents
- Sell benefits of AI tool to agents
- Create a growth mindset through our digital leadership training program
- Lean into Positive Psychology training to help agents handle more complex calls
Starting a digital agent revolution: developing the digital leader

- Taught our agent leaders how to embody a growth mindset with 7 leadership traits
- Not just workshops, but continuous activities embedded in day-to-day work
- Blended online and offline training, including mentoring and coaching
- Senior managers create internal vlogs to market the idea of digital leaders
- Digital masters serve as ambassadors to champion new AI tool
7 leadership traits that embody a growth mindset

1. Lead beyond the edge
2. Network collaborators
3. Communicate clearly and effectively
4. Encourage rapid experimentation
5. Meaningful decision-makers
6. Digitally fluent
7. Learns dynamically
Equipping our agents with soft skills through Positive Psychology

- Emotional intelligence to handle more complex customer calls
- More in tune with intricate and complicated conversations
- Positive Psychology techniques to help agents manage stressful situations and their own emotions
We tracked behavior change after the training

- Measured improvements in employee behavior by tracking feedback from supervisors to see if changed in 30 days
- Implementing 360 reviews to see if team members observe behavior change
- 30% increase in Net Promoter Score (NPS) for Australian client
Q&A

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Thank you