



Connect Better TIME WARNER CABLE

Case Study of Initial Wave One Rollout:
Maximizing employee performance and engagement
through quality conversations

1400 MANAGERS
TRAINED



100%

WOULD RECOMMEND
CONNECT BETTER TO
OTHER PEOPLE LEADERS

THE PROJECT

Time Warner Cable (TWC) is one of the largest cable telecommunications companies in the United States, employing approximately 52,000 people, 6,000 of whom are managers.

In 2014, in the midst of a major company-wide change, TWC sought to maximize employee engagement and performance by transforming how managers had performance and everyday conversations.

TWC partnered with the NeuroLeadership Institute to develop and implement Connect Better, a comprehensive learning campaign designed to dramatically improve managerial conversations. The initiative features the latest neuroscience research relating to human performance, summarized into practical tools and designed for managers to learn quickly and utilize effectively. Neuroscience research was a core component of this campaign and vital to achieving the TWC's objectives.

KEY OBJECTIVE

The central objective of the Connect Better initiative was to significantly increase the quality of planned and everyday conversations, to achieve observable improvement in performance, engagement, focus, and retention.

ABOUT THE INITIATIVE

Embedding effective performance management habits is central to achieving a high-performance culture, but hard to get people to do, and do well. The core activity of performance management is the conversation, but we avoid them because they are often difficult. Neuroscience research has shown that managers who exhibit a growth mindset and focus their conversations around minimizing threat and generating insight, are far more effective at leading and facilitating positive behavior change.



neuroleadership.com

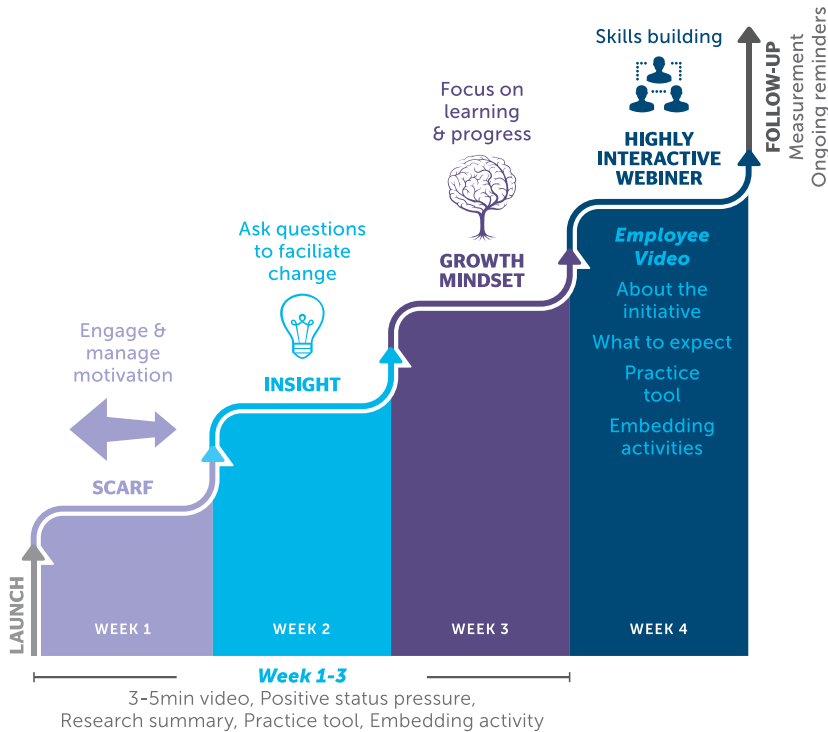
Note This case study covers the initial 1400 manager pilot of 'Connect Better'. Information provided was from 'wave 1' rollout. Program has evolved since wave 1.

Connect Better trained managers in the latest neuroscience research relating to human performance. The content was introduced and delivered in digestible chunks over the span of four weeks to managers and employees respectively:

The content and tools of this initiative was the culmination of nearly two decades of neuroscience research, in three key areas:

- > Understand social drivers in ourselves and others
- > Create ideal environments for insight
- > Encourage a growth mindset

In just four weeks, Connect Better helped managers turn these essential skills into sustainable habits.



The material was delivered in digestible chunks each week, making it easy for managers to embed and apply the learning in conversations with employees. To support application, a webinar was delivered on the final week to help managers maximize the use of conversation guides. These guides covered all three research topics.

Additionally, a 5-minute video was shown to all employees and managers, giving placement about the campaign and changes that would follow it. This let employees know what to expect and applied positive social pressure on managers to put the learning into practice.

The campaign was tailored to align with TWC's brand and corporate culture throughout. Their HR team engaged company executives, bringing them on board the initiative from the very start. Some executives helped introduce research videos and the webinar, others encouraged participation in optional exercises. This played a large role in engaging the audience at TWC and ultimately established a wider buy-in for the campaign.

The content in Connect Better was pertinent to its audience and anchored in examples for real-world application. The feedback from participants following the first rollout was extremely enthusiastic.



PARTICIPANT RESPONSE TO THE INITIAL ROLLOUT

Participating Managers

- > 100% would recommend Connect to other people leaders
- > 97% found the Connect materials easy to understand
- > 95% have made an effort to apply the Connect techniques
- > 92% agreed that the Connect concepts were easy to apply in conversations with direct reports
- > 86% now feel better prepared to have conversations with direct reports
- > 84% felt it increased their ability to perform at their current job

"Collectively [managers] say they and their agents are enjoying conversations more. Agents are actually saying they now look forward to regular check-ins because they watched the video and understand the concept of 'Connecting Better' themselves."

David Hinds, MSOD, Sr. Consultant of Organizational Design and Development at Time Warner Cable

"Connect Better is perfect for today's world – small digestible videos and follow-up materials with real-world examples on how to apply [them] in our day-to-day activity...I know that if we all adopt even a few of these ideas, we will be a better company for it. I hope this is only the beginning!"

Senior Director, Business Services

"I think the concepts of SCARF and Insight and how to move the employees through this process will help leaders allow the employees to stretch and grow and own their own behavior."

Participant

"Great information and examples. Very practical and useful model."

Residential HR Manager

"Gives leaders a new way of approaching their conversations with their employees."

Residential HR Manager