SEAN WARD

Learning Stories Portfolio 2022

ONBOARDING

TASK.

- Redesign onboarding to reduce amount of time and effort
- Maintain or decrease "time to proficiency" (company knowledge and processes)
- Maintain or increase learner sentiment

ACTION.

- Collaborate across IT, HR, and People Ops to understand and incorporate processes
- Redesign onboarding experience for a blended approach
- Rewrite IL content into self-paced modules
- Incorporate an IL portion that provides cultural immersion
- Introduce new hire Slack channel as social component

RESULTS.

- Blended Program: 1.5 days of IL culture program, 8 self-paced modules (8 hrs)
- 50% reduction in training time
- Maintained LES 4.8/5
- 30% reduction time to proficiency (assessed via Slack channel interactions)
- 134% ROI after 1 year

SITUATION.

- 5 days long, up to 8hrs each day, and instructor-led only, learner sentiment (LES) 4.8/5
- Learner onboarding is often delayed because they couldn't travel to HQ their first week

New Hire Revamp

LMS

TASK.

Assess the fit of myTrailhead based on company's learning goals; Company wants a more engaging and managed learning environment to improve adoption of new processes and industry learning

ACTION.

- Review Litmos usage: most recent engagement was over 6 months ago by 10 learners, last course updated was over a year ago, many courses were never completed
- Introduce and POC for myTrailhead using new hire onboarding program; create and assign a newly developed module for the whole company to take for our Annual Retreat and assess sentiment
- Compare Litmos engagement with myTrailhead engagement aligning with Silverline learning goals
- Compare development time between Litmos and Silverline; similar time for development, but engagement resulted in higher completion between the two platforms over a 3 month period

RESULTS.

- Initiated deprecation process of former LMS, Litmos
- Created a business partner model (+SME) to assess which content needs to be shifted to myTrailhead
- Created a content intake and maintenance ticketing system in collaboration with Salesforce Admin using Salesforce
- Created a communication plan to promote myTrailhead internally (team meetings, "what is" modules, "writing for myTrailhead" modules)

SITUATION.

- Company was invited to participate in Salesforce's myTrailhead learning platform pilot
- Company already has a LMS, Litmos; a dumping ground for outdated presentations, all leaders have access with

Usage & Adoption

DESIGN

TASK.

Central LXD will develop and socialize design standards in order to align all regions' learning solutions and reduce solution design and development time

ACTION.

- Segment standards into principles, in-person, self-paced (eLearning), social, workflow
- For each segment, create documentation (how-to, best practices) and templates
- Collaborate across regions to collect resources they currently use, synthesize these, and socialize with regions the results (gather feedback and iterate)

RESULTS.

- Central LXD created an alpha version of design standards, this contained documentation and basic templates that were approved by each regional team
- Established a Slack channel just for design standards so designers could ask questions, request resources or changes, provide feedback
- Reduced design and development time by 30% (based on our popular learning solution called Splash deck, typically taking 10 days to build)

SITUATION.

- Having no design standards each mega-region L&D team produced the same learning solutions, but with radically different visual stylings and use cases
- The Central (Global) Learning Design team was made up of hybrid designers (UX + LXD)

Global Standards

ONBOARDING

TASK.

Reduce company onboarding for CS agents from 2 weeks to 1 week, and shift experience from IL-only to a blended approach flexible enough for regions to customize as needed

ACTION.

- Conduct Discovery to validate problem set regions face with onboarding (interview delivery specialists, designers, BPOs, CS agents) (shadow sessions, align with BPO liaisons, interview regional onboarding delivery specialists)
- Design a hybrid learning solution that meets qualities of: modular, flexible development, a/synchronous delivery, lightweight design (technical restrictions)
- User testing of new hybrid learning solution across each mega-region, each region test with at least 10 users (learner and delivery)
- Hybrid solution based on popular Splash deck, Google Slides with clickable UI, ability to export and import into Storyline
- Create technical documentation and design standards for designers to produce new solution
- Manage design stakeholders in each region to help spread communication about new learning solution and onboarding redesign progress
- Collaborate with Learning Ops to implement a new type of Course Catalog, Participant Guide, Facilitator Guide for regions to make use of the flexibility of the hybrid learning solution
- Standardized the LES for both IL and self-paced delivery to track sentiment

RESULTS.

- Delivered 58 deliverables in 3 months (modules, practice activities)
- New Hybrid solution, LES 4.69/5, SUS (System Usability Scale) 95 > 68
- We reduced CS onboarding to 1 week
- Change Management plan for adoption of new solution and delivery
- Initiated shift from IL to blended approach, enabling all designers to produce self-paced solutions no matter skillset
- Monitor CS agent reduction in time to proficiency

SITUATION.

- Majority of Uber training is instructor-led especially for customer service agents
- Company wanted to shift towards self-paced learning for awhile- the 2020 pandemic forced this transition sooner
- Significant infrastructure is missing to support initiative (no LMS management, eLearning skillsets across regions, time to development)

Hybrid Solution & Strategy

IN-THE-FLOW

TASK.

- Collaborate with Learning Ops to validate a Workflow POC (Proof of concept)
- Objective is to maintain or increase LES scores and decrease average ticket handle time (AHT)

ACTION.

- Design a project plan with Learning Ops and present to regional designers and leaders
- Manage design stakeholders through training sessions and upskill them
- Design prototype informational and training sessions for designers
- Taught designers how to develop Use Cases for Workflow tool
- Develop technical documentation and design standards for Workflow solution, present to designers, and present to vendor to align product with business goals
- Support regional design teams to build prototypes providing standards and technical feedback
- Develop a design, develop, and review process to scale Workflow Learning globally, align with Learning Ops and regional leaders
- Launch prototypes and assess success with Learning Ops

RESULTS.

- Increased LES by 2% (85^87), decreased Average Handle Time for specific use cases by an average of 25% (based on with and without training solution VS popular Splash solution)
- Shorter delivery time of training, reduced by 70% (Splash vs Workflow)
- Increase in design and development time of solution by 25% (2h:2.5h) (Splash vs Workflow)
- 38,090 hours in reduction of training ($761,802 savings for US&C, based on average cost of CSR hourly rate $20) (cost savings over a year's time based on time scheduled for training, Splash creation VS the workflow solution investment)
- An oversight from Central leadership regarding vendor contract led to shelving of the project, but POC results and documentation excited Community Operations Engineering so we collaborated with them to began developing an in-house solution

SITUATION.

- Company was realigning how LXD supported the business, in-the-flow-of-work became a strategy to explore and understand its potential impact

Workflow Solution & Strategy