

CONTEXT

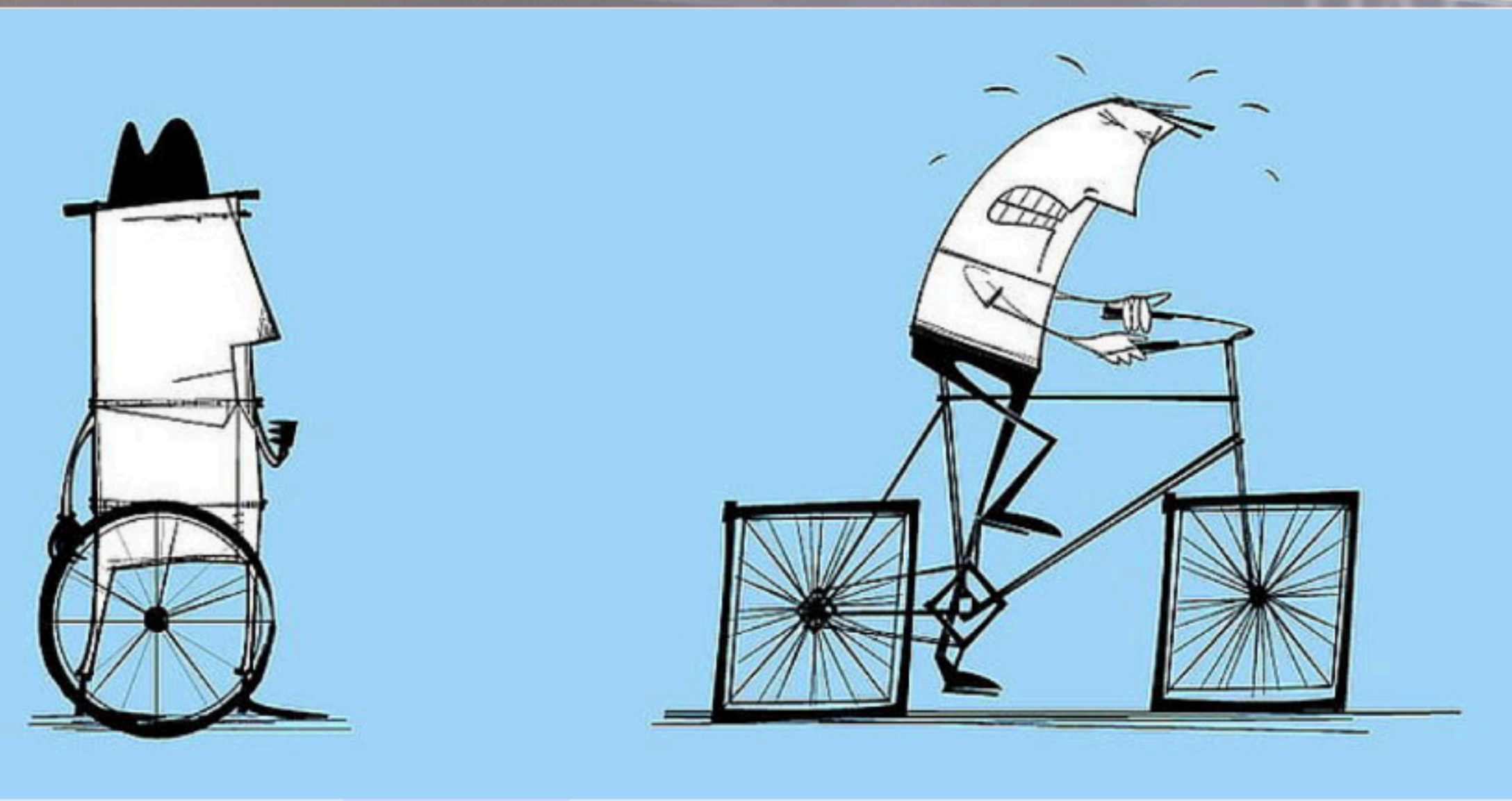
Churn and confusion.

Saba Software is a global vendor of SaaS HR and learning software. Once a leader in its space, Saba has recently struggled to compete due to a **lack of innovation** and an **aging, bloated product UX**.

In early 2017, Saba acquired Halogen Software, a Canadian HRMS vendor, bringing Halogen's UX team into the Saba product organization, which previously only included UI designers.

Despite initial excitement about this new function, cultural differences between the two organizations led half of the former Halogen team, including the leader, to leave the company by the end of 2017.

The remaining combined team was **demoralized by attrition, post-merger challenges, and a lack of impact and cohesion**. I joined Saba in early 2018 to help turn this situation around.





CHALLENGE

From blocker to asset.

At Saba, I saw my primary task as reframing the UX team's focus and relationship with the rest of the organization.

Stakeholders across most of Saba had little feel for the breadth of value the team could bring to the company. As a result, **UX designers were seen as both resources and a constant blocker** to development teams.

This led product managers to be constantly competing for UX staffing, and designers to feel perpetually overwhelmed and unable to find time for strategic efforts, research, iteration, and customer validation.

With the support of my leadership, I set about changing this dynamic. My goal was to reposition the UX team as **a catalyst bringing much-needed innovation and customer centricity** into the Saba product development process.

