# Final Consulting Report

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**Executive Summary**

In the following report, Quartet Consulting uses qualitative interviews and thematic analysis to understand current challenges facing TalentGuard's talent assessment module. Following meetings with TalentGuard liaisons who described key concerns regarding the module, we conducted interviews with six internal stakeholders in various job roles to understand their experiences, perspectives, and opinions regarding the talent assessment module. Based on findings from these interviews, this report offers **five** major findings and subsequent suggestions regarding the product's UI design, the company's research and user-testing methods, and the company's guiding philosophy and key concepts.

Below is an overview of our main findings:

1. Talent Assessment is an important module of the product that needs regular visits and review from users but currently is not seeing sustained usage among clients
2. TalentGuard has a clear understanding of their target client—large corporations with possible HR challenges, but they are also interested in smaller firms
3. User flow and visual design in TalentGuard's current software are not intuitive enough for users to navigate through without assistance or training
4. Methods for sourcing and implementing client and employee feedback within TalentGuard and its products are unclear
5. There are internal misunderstandings of the company's core philosophy and concepts

# Background

*Talent Management in TalentGuard*

TalentGuard is a skill intelligence platform leveraging AI and data to help skill-based organizations manage every active employee and assess them according to TalentGuard's established framework ("Talent Frameworks" n.d.). According to internal documents from TalentGuard, the platform has three key function models:

- **Content:** Pre-built comprehensive competency model for job and skills content which helps people in an organization to align on the same language
- **Growth:** Full-lifecycle skill and job modeling to inform companies' talent needs and how people move towards their career goals
- **Insights:** Intelligent role studio helps executives visualize employees' progress

To provide a comprehensive and consistent definition for skills and competencies, TalentGuard adopted General Corporate Functions (GCF), a job and skill library, which has been developed and iterated for twenty years by IBM (IBM 2015). The job model describes detailed technical and functional skills to build a framework for assessment (IBM 2015), which built a foundation for TalentGuard's software and conceptual structure ("TalentGuard Bundles" 2017).
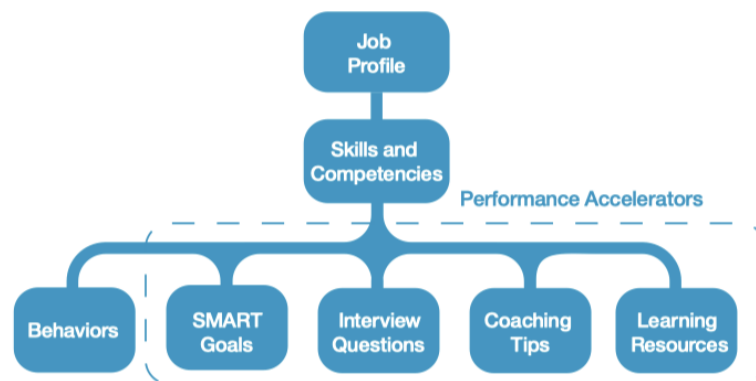


**Figure 1:** General Corporate Functions (GCF)
Jobs Competencies Framework (IBM, 2015)

With this framework, TalentGuard offers 3,000 job profiles and over 2,000 skills in various fields of practice (Talent Frameworks | Robust Library of Job and Skill Content, n.d.). They gather the data and skills needed to provide a comprehensive assessment for their clients to better evaluate their employees (Talent Frameworks | Robust Library of Job and Skill Content, n.d.). TalentGuard pinpoints clients' pain points and advocates for providing solutions. When the client tries to optimize the productivity of existing staff, TalentGuard provides pathways to cultivate the employee's skills-focused development. When the clients would like to transform their business and employee-base, TalentGuard provides people with the appropriate technical skills to make sure they can manage the transition.

*Competitor Analysis*

| Company | Size (# of Employees) | Target Industries | Target Markets | Talent Assessment Highlights | Compare TG |
|---|---|---|---|---|---|
| **Talent Guard** | ~ 50 (Internal Interview) | 1. Technology 2. Healthcare 3. Education ("TalentGuard Client List" n.d.) | 1. Middle-Market 2. Enterprises ("TalentGuard Client List" n.d.) | 1. Standardized skill management model 2. AI-driven Intelligent Role Studio ("Talent Assessment" n.d.) | |
| **Lattice** | ~ 500 ("Lattice Among Cloud" n.d.) | 1. Professional Services 2. Healthcare ("List of Lattice" n.d.) | 1. Middle-Market 2. Enterprises 3. Small Business ("List of Lattice" n.d.) | 1. User-centric workflow of the performance assessment process 2. Peer feedback among employees ("Performance Management" n.d.) | The companies approach the solution of employee evaluation differently. TalentGuard focuses on identifying the skills needed to complete a task while Lattice provides the service of goal management of setting objectives and key results for tasks to clarify the evaluation criteria ("OKRs & Goals" n.d.). This emphasis on goals rather than skills opens the potential for employees to think outside the box while completing the task, but it also increases the complexity of the assessment process and system. |
| **Pluralsight Skills** | > 1000 ("Plural-Sight Among | 1. Professional Services ("List of | 1. Enterprises 2. Large Companies | 1. Exams for skill evaluation 2. Data Visualization (clear | Pluralsight Skills focus more on the technical and complex skills of software usage and development. By taking the online test for different software and programming |

| | | | | |
|---|---|---|---|---|
| | Cloud" n.d.) | Pluralsight" n.d.) | 3. Middle-Market<br><br>("List of Pluralsight" n.d.) | and understandable representation of client company's data for management purposes)<br><br>3. Courses for upskill and reskill<br><br>("Talent Mobility" n.d.) | languages, participants can get a relatively objective evaluation of their proficiency in the specific subject. The upskill and reskill feature of the product is also available for individuals who want to take courses for better career opportunities ("Skills" n.d.). |
| **365Talents** | ~50 ("365 Talents" n.d.) | 1. IT services<br><br>2. Banking<br><br>3. Retail<br><br>("Customers" n.d.) | 1. Enterprises<br><br>2. Middle-Market<br><br>3. Small Business<br><br>("Customers" n.d.) | 1. Use of AI for internal career mapping and matching<br><br>2. Self-evaluation and manual input of skills for talent assessment<br><br>3. Peer learning platform for employees to upskill and reskill<br><br>("365Talents: Decentralized Skills" n.d.) | 365Talents' headquarters is based in France, so the focused market of the company is Europe. However, both companies have similar features, such as skill assessment and career management. While TalentGuard wants to create a relatively rigid standard that can be applied universally using the IBM Talent Framework for companies that take a long time to customize their framework, 365Talents keeps the definition of skill loose to allow moderation for smaller companies, which could also lead to complexity of the system ("365Talents: Decentralized Skills" n.d.). |

* While conducting the competitor analysis, we were not able to test the products of the competitors, all information was based on the companies' websites, published works, and articles cited herein.

**Methodological Overview**

The methodology behind our analysis can be broken down into four parts, roughly delineated as follows: 1 ) background research, 2) interview protocol generation, 3) administration of interviews, and 4) affinity diagram construction and analysis. Each of these processes is expanded upon below.

1. **Background Research:** Each team member generated a roughly two to three thousand word report in order to come to an understanding of TalentGuard, TalentGuard's relevant focal areas, and relevant literature in the fields most pertinent to TalentGuard. The topics and areas focused on included:
   a. The Human Resource Management sector
   b. Competitor analysis
   c. Scholarly literature review
   d. Talent Assessment workflow
   These topics helped to inform our understanding of TalentGuard's work and the questions to be asked in our interview protocols.

2. **Interview Protocol Generation**: following our background research, we began creating interview protocols based on three sets of interview protocols which varied based on interviewee job roles. These protocols went through peer review and iteratively changed with feedback as we gained more insight into what questions might glean better insights, as well as what questions might be more pertinent for certain classes of interviewees.

3. **Administration of Interviews**: using our protocols, we conducted a series of interviews with talentGuard's employees. These interviews were scheduled for 45 minute slots and recorded, primarily asking open-ended questions. A notetaker and interviewer duo worked together to conduct each interview, and a total of six interviews were conducted.

4. **Interpretation Sessions**: as a group, we listened back to every interview shortly after they were conducted, writing down key takeaways and sometimes rewinding multiple times. Each session yielded between twenty and thirty notes, which were used to construct an affinity diagram.

5. **Affinity diagram Construction & Analysis**: (An example diagram is shown below for illustrative purposes.) Using the notes from our interpretation sessions, we constructed an affinity diagram in order to analyze our interviews and draw conclusions about them. All notes were imported into Miro, where they were sorted according to likeness (the yellow notes in the example). Large groups were broken into smaller groups, which were then broken into even smaller groups and arranged as columns. These smaller groups were then given a blue sticky note to summarize their theme. This summary was a sentence-long assertion that encapsulated all the notes beneath it. Once all of the columns had a blue note, the blue notes and their child columns were sorted into groups based on likeness and theme, as well. These similar blue groups were similarly given a pink sticky note, which also contained an assertion that summarized all of the blue notes beneath them. Following this step, the pink notes with their child blue notes beneath them (which

contained child yellow notes beneath them) were once again sorted by likeness and common theme. These similar pink notes were given green sticky notes, which became our highest-level themes.

The green notes, the highest-level, most broad-scope findings, are reflected as the "findings" you will see mentioned in this report; they are supported by the "assertions" made by the pink and blue sticky notes created during the affinity diagram analysis, which are in turn supported by the quotes drawn from the interviews.
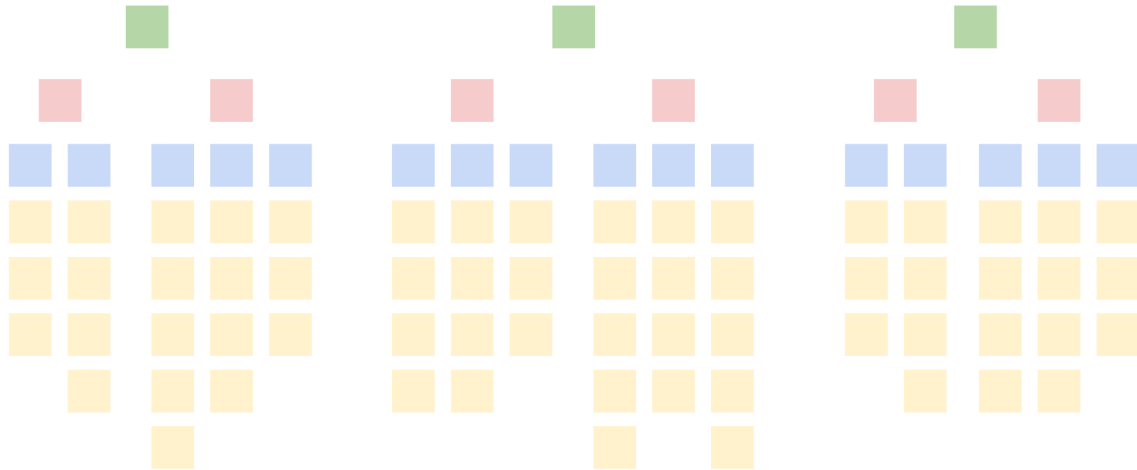
**Figure 2.** Affinity Wall Diagram

**Findings**

**Finding 1: Unsustainable User Engagement**

*User Engagement Drop-Off*

Talent Assessment is an important module of the product that needs regular revisit and review from the users in order to operate as expected. Despite this, the module is not getting the expected high usage rate from clients. The software experiences a sharp decline in use after high initial engagement. Talent Assessment is a module present in multiple bundles and desirable due to the functionality it provides to a broad range of users. Furthermore, it is a feature that necessitates constant use and review due to the nature of skill development. Given this desirable functionality and its broadly applicable features, Talent Assessment can be considered an important module with a corresponding high anticipated usage rate. However, data collected from real-world usage does not currently reflect this expectation. This may be due to the concept of bundling and independent module purchasing, which, while offering companies flexibility, may not reinforce structure and order of operation, which is crucial for users who do not use the software daily. It was noted by multiple interviewees that user engagement peaked early-on, followed by a steep dropoff. One interviewee specifically identified that this gully occurs after profile creation, while another mentioned both Talent Assessment and Career Pathing experienced high engagement and exploration followed by sharp decline.

While we cannot specifically identify the finer points and causes of these trends without additional follow up with clients, it is possible that there is correlation to the infrequency of the software's use. One interviewee stated that "[TalentGuard's] product is not designed to be used every day," which aligns with what would be expected of, for example, the Talent Assessment module. However, this infrequent use is linked to a larger problem, wherein users, even those who receive dedicated onboarding and training, forget how to navigate and use the software, which leads into a secondary problem regarding onboarding, training, and how users understand the software.

*Training & Re-Training*

The software necessitates ongoing training, yet infrequent use is inherent to its nature. Presently, ongoing training is required for users to understand the software. Given that some of the primary clients for the software are companies dealing with attrition, this can be a substantial issue. Those receiving the training might leave before they ever gain a full understanding of the software, ultimately generating a recurring problem where nobody at a given company is fully "literate" in TalentGuard, and thus never fully enabling TalentGuard to demonstrate its ability to mitigate issues such as employee attrition.

One interviewee noted that new users in particular struggled to understand the software, yet given the infrequency of software usage, even returning users need to be retrained when they login again in a month or two, or otherwise, per another interviewee, must rely on written documentation and video tutorials. Furthermore, current training sessions are conducted over three weeks, which is considered "a very quick turn-around," yet is still long and taxing for users to repeatedly re-learn. Assistive measures like the Walkthrough Wizard User Guide only pop up on a user's first encounter in an area, and afterward must be manually initiated, but this could perhaps be reconsidered if interactions are truly so few and far between in a calendar year and

training sessions are being repeatedly initiated. Users appear to consistently struggle with the information load presented by both the software and the training sessions. As such, reconsidering how (and how much) information is presented is worthwhile.

*Unclear Initialization*

Paired with the mitigation of "infrequency of use" and "clarity of use/instruction" comes a tangential topic, which is the finite start of the flow–and whether there is one worth enforcing. There seems to be a strong consensus that Talent Assessment is the undisputed beginning of the flow, and a healthy Talent Assessment infrastructure involves employee self-assessment followed by corroboration by the manager (or discussion if necessary). One interviewee noted that these skills would ideally be evaluated "monthly, quarterly, or even weekly," the former two of which reflect the previously discussed issues of infrequency and the corresponding need for clear user guides. At least three different users indicated that the ideal first thing a user would do is login and enter their skills for evaluation; the necessity is apparent–up-skilling and reskilling, alongside career advancement in general, rely on the prior completion of Talent Assessment.

It bears noting that TalentGuard's modules may be purchased separately or in bundles that group features according to relevance; there are seven such modules which are available for purchase, and the implementation of flexible purchase and/or bundling allows users to select which modules they wish to purchase, as a company may not have a need for all offered modules. This flexible bundling, while offering substantial benefits in flexibility and sales, also appears to offer some inherent drawbacks in terms of organization and structure. Talent Assessment was previously noted to be the clear and distinct preferred starting point, necessary even to access several other features, but is not necessarily mandatory, or marked as priority.

*Hidden Features*

There are hidden features of the module buried under the surface layer that cannot be accessed with top-level navigation. Furthermore, it is noted by an interviewee that elements of succession planning are currently broken across multiple modules without easy centralized, navigable access at the moment, which is further challenging given the fact that users may pick and choose which modules that wish to purchase; this may result in a disrupted, indirect for of succession planning depending on which modules are purchased, in addition to obscuring the path(s) a user should take in order to conduct all aspects of succession planning for themselves. Another interviewee noted that users may be confused when first entering the program due to the multitude of modules/options available to them. Further variance caused by a company only purchasing some modules may contribute to this. A new home page has been introduced to mitigate the lack of a "landing page," but it is possible that the amount of information and choices immediately present on the homepage might not serve to truly mitigate some of the persistent concerns.

- Users are confused about the initialization point, which should be Talent Assessment per internal consensus within TalentGuard;
- There is a steep drop-off in user engagement, which is perhaps linked to confusion about how to use the software or could be ameliorated with a better understanding of the software on the user's part;

- Infrequency of use of the software is likely linked to both confusion about where to start and general "how-to-use" the software confusion.

*Recommendations*

The problems may potentially be addressed by problem solving in two solution spaces: the first space is the **training space**, relating to how users learn the software. The second space is in the **information/structure space**, relating to how users are told to navigate their way through the software.

**Training Space:**

- Exploration of additional walkthrough wizards, or more refined walkthrough wizards which focus in on returning users;
- Reminder boards that tell a user what steps and actions they took when they last logged in, with a particular focus on the meaningful actions which were completed and not just areas explored;
- Action paths that highlight/indicate the path most likely to be taken based on previous behavior or currently logged information, so on, so forth;
- Reworking training session to focus on bare-bones essential, unforgettable knowledge;
- Generally integrating memory-load and decision-making reduction features (such as the above action paths and reminder boards) to reduce users' perception of confusion.

**Information Structure/Space:**

- Reducing the user's need to make certain decisions, although not mandating that certain decisions be made, could be beneficial. This could potentially be achieved through different visual means, such as:
  - The enforcement of a stricter hierarchy; for example, though modules may be bought in any arrangement, strongly prominent and large numerical indicators may help to weight module priority and task flow in users' minds;
  - Utilizing spatial occupation by having elements like Talent Assessment span a wider space while other modules "share" the span width (for example, two modules below the space where Talent Assessment is alone) could help to communicate that Talent Assessment is the starting module (as shown in the figure below), so on, so forth.
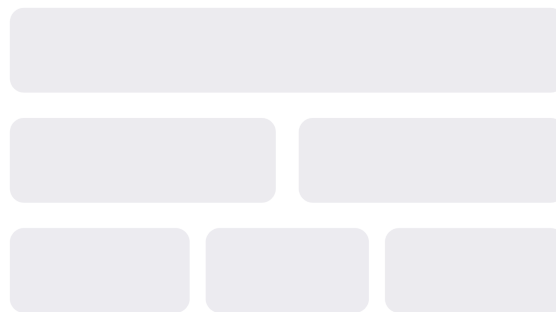


**Figure 3.** Example of spatial arrangement

## Finding 2: Target Firm-Size

TalentGuard has a clear understanding of their target client—large corporations (over approx. ~500 employees) with possible HR challenges, but they are also interested in working with smaller firms. Even so, our background research and interviews suggest that due to the nature of the IBM Talent Framework (particularly the complexity of its definitions and frameworks), TalentGuard's service to large enterprises which have clear divisions of responsibilities and required skills among different positions is limited to some extent. This is also the reason that TalentGuard does not currently use its own products. However, TalentGuard also has the will and ambition to provide service to smaller companies.

- TalentGuard's target demographic is white-collar office workers with an emphasis on HR professionals;
- TalentGuard targets users facing HR challenges; these users are looking for an expedient solution;
- TalentGuard considers a potential client's understanding of skill/competency when screening them;
- TalentGuard does not use their own software due to their size, but theoretically could use some of the modules; some individuals express interest in using these modules;
- TalentGuard is only interested in large firms with more than 500 employees. Aside from the Talent Assessment product, TalentGuard also provides career pathing services. It is believed by the internal stakeholders that larger organizations will benefit more from TalentGuard's other products such as Career Pathing. The complete modules that TalentGuard provides could be overwhelming for smaller firms.

*Recommendations*

Even though TalentGuard expresses its will to provide service to small companies, there are several improvements TalentGuard might consider to accommodate the flexibility of smaller firm's working style and method.

- **Company Consensus:** Conduct internal meetings to decide the direction of the product. In our interviews, only a few internal stakeholders expressed their will to expand to smaller firms.
- **Simplified Framework:** Provide pre-constructed, less-extensive Talent Frameworks for smaller companies. Even though the current Talent Assessment module allows clients to customize their Talent Framework or build a new one based on their situation, the process is time-consuming and many companies default to adopting the IBM framework provided by TalentGuard. However, the IBM framework might not be suitable for smaller companies because of its complexity. We suggest TalentGuard to build a less complex version of the talent framework based on the current IBM framework by merging a selection of the job titles and their skill sets to better adapt to the working conditions in smaller firms.

**Finding 3: Improvements in User-Flow & Design**

*Component & Module Labels*

The intended meanings of components within the Talent Assessment module are not immediately intuitive. Instead, users are left to guess what they must do next to achieve their goals through use of the software. Additionally, with regard to the evaluation process, both employees and managers have difficulties finishing their tasks in the software, often because of uncertainty about the task they are completing or how long it takes to do it. For instance, one of our interviewees stated that:

> *"I think most of our users learn how to navigate just by any more experiences. Because sometimes we don't label our notification navigations very clearly. So a lot of times we force users to work hard and memorize how to get to some place, for example, because we have six modules, but not all the clients have all the modules turned on. So for some organizations, they might only have one or two modules. When users use only a few modules, the more they use them, they will memorize how to navigate to the place that they are looking for."*
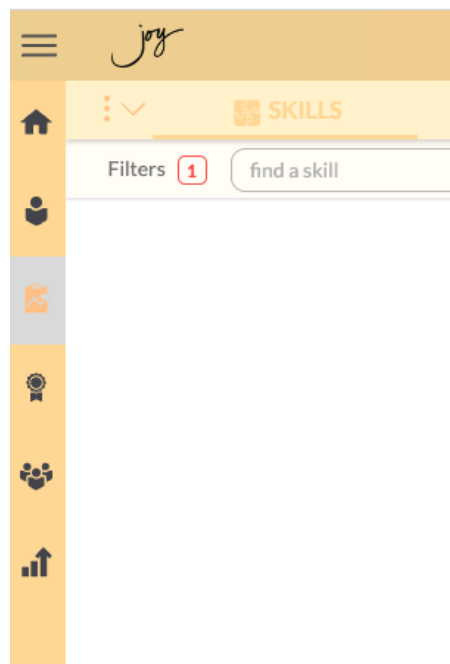


**Figure 4.** Navigation bar in current TalentGuard software

*Reducing Clicks & Streamlining Interactions*

The current user flow of the module has many unnecessary interactions, especially clicks, which could be removed and streamlined for a faster, simplified process. For instance, one interviewee noted, "It's really a pain for our users, they complain all the time that there are so many clicks to get things down." Additionally, the saving process in the Talent Assessment

module was often mentioned as a site of confusion for users, as currently they need to click two separate save buttons to successfully finish their evaluation.



**Figure 5.** Save buttons in Talent Assessment module

*Visual Design Elements*

Visual design and writing in the module currently lacks thoughtfulness and consistency. The lack of visual appeal and consistency makes the software less user friendly. For instance, one interviewee noted, "There are also usability issues with the current interface. The information is quite overwhelming and there you might find some icons which don't make a good sense." Besides, there are also technical writing issues within the software with typographical and copy-editing errors in tool-tips and other aspects of the user interface.

*Recommendations*

- **Simplify Key-User flows:** The product team could conduct external feedback collection sessions and internal heuristic evaluation to identify key user flows needed to be simplified, and thus improve them to increase usability for the users. For example, for the assessment process, an auto-save function could be added and remove the first save button.
- **Design & Writing Standards:** Reconstruct the design system and writing standard of the TalentGuard software: A more consistent and user-friendly design system and writing standard should be built to ensure the clear, consistency, and authenticity of the interface.
- **Onboarding Processes:** Provide clearer onboarding instructions and help center functions for users: A clear user guide should be provided so that when users face difficulties or are unfamiliar with the system, they could have tools and instructions to refer to.

**Finding 4: Channels to Improve Talent Assessment Software**

TalentGuard updates software based on both internal and external feedback. However, it is difficult to enact changes. There is a lack of external testing and feedback collection to ensure the user-friendliness of the software and meet clients' needs. Moreover, the pathways for employees to suggest or enact change are ineffective. TalentGuard also finds that users do best when there are clear and concise definitions. Yet, as it stands, the main method of guiding users through the software relies on pre-designed tools.

- TalentGuard conducts user testing with internal stakeholders' feedback and preferences. Currently, user testing is only conducted with internal stakeholders as representatives of the clients. Despite the differences between internal stakeholders and big firm employees, user testing may neglect some usability issues real users face in their working context.
- TalentGuard also updates products based on clients' feedback and complaints. There are some changes and updates based on the feedback of existing clients, but they may not be effective or useful even for the client who made the request.
- Employees aren't sure how to enact the changes they would like to see in TalentGuard, largely because the scale of changes is too big and time-consuming to do so themselves
- Users do best when there is concise information and definition about skills and other elements of TalentGuard software. Tooltips and descriptions on the pages help users to better understand the tools. It is also crucial to deploy correct information, such as correct job descriptions and well-defined skills.
- Users find a demo or walk-through helpful to train employees and help them get familiar with the software. The 'Walk Through Wizard User Guide' saved managers time to train employees when there are pop-up windows explaining the function of a tool. It can be helpful for first-time users, and users who haven't used the software for a while.

*Recommendations*

- **Client Perspectives:** One limitation of our study is the absence of client perspectives. Since we only conducted interviews with internal stakeholders, it leaves a gap in understanding the key issues clients are currently facing. We suggest TalentGuard conduct regular user testing with external stakeholders and collect and analyze this feedback to guide further changes and updates in the software.
- **Organizing User Feedback:** Prioritize users' feedback by organizing the feedback into different categories. To avoid unnecessary changes to the software that may not help the users, define the goal before reviewing and analyzing the data. Find the most relevant feedback and focus to create overarching categories of interest by looking for issues, actions, and comments users encountered while performing tasks.
- **Standardized Database:** Build a universal database internally for the terms and definitions to clarify all the job roles, skills, and corresponding assessments. The goal is to help users effectively navigate the software without any confusion about the terminology.

**Finding 5: Internal Misunderstandings of Company Concepts**

*Company Philosophy*

There is internal confusion at TalentGuard about the company's purpose and underlying philosophy. Company leadership contends that the purpose of TalentGuard, and the Talent Assessment modules in particular, is to support employees and help them grow in their careers. However, members of other departments, including sales and marketing, argue that managers should be prioritized. Individuals from Talent Guard expressed that the software itself needs to be as efficient and easy as possible to use for managers, rather than employees. For instance, one employee noted in an interview, that "The heart and soul of the company is to **empower employees**," while another stated in their interview that, "I think there needs to be **more focus on the manager** specifically, but it is designed for employees to do that… [it] could be more valuable if there was more of a manager experience." This disjuncture seems to stem from their positions within the company, most often interacting with clients who are managers and attempting to appeal to these individuals to successfully make a sale. This indicates an internal disconnect in individual understandings of TalentGuard's guiding principles.

*Skills & Competencies*

Reflective of wider confusion within the HRM industry, there is internal confusion among TalentGuard team members regarding definitions of key concepts, including "skill" and "competency." While there is consensus about the broader characteristics of these terms, there is still a lack of consensus about their specific definitions, their differences, and their relationship to one another. For instance, while members of TalentGuard generally understand that competencies are broader in scope, while skills are more specific and narrowly defined, when asked about the relationship between skills and competencies, interviewees gave a range of answered including, "competencies are how well you can do a skill" or that "competencies are more observable, but skills are more binary." As such, it is clear that there is a lack of consensus regarding these terms, which are central to TalentGuard's Talent Assessment software.

*Recommendations*

- **Company Collaboration & Consensus:** To address misunderstandings regarding TalentGuard's company philosophy and priorities, we suggest organizing a company-wide meeting or training to review these concepts. Such workshops may simply involve the review of existing company literature or material on these topics, or the creation of an updated set of guidelines for employees to work from. In all, it seems that a meeting on a company-wide scale is what is most necessary to execute a common understanding of TalentGuard's principles and goals, so that all members might enact them in their day-to-day work and responsibilities.
- **Standardized Concepts & Definitions:** In order to remedy confusion within TalentGuard regarding definitions of skills and competency, we recommend the establishment of a standard definition of such concepts for use within TalentGuard on all company manners. Such definitions could be borrowed from other well-known actors within the industry (similar to how TalentGuard has used IBM frameworks already),

synthesized from several different known definitions, or created solely in-house to be specific to Talent Guard and its offerings. TalentGuard employees from across the firm should be involved in the writing of these definitions, all employees should receive training and onboarding regarding them, and they should be shared with all current and prospective clients.

**Conclusion**

In summary, TalentGuard's Talent Assessment module aims to give employees the tools necessary to fulfill their potential, providing insight to employees and managers alike about their current metrics ("Talent Assessment" n.d.). Although this goal is lofty, TalentGuard has made considerable progress. Yet, full realization of this goal is currently inhibited by a few varied problems, including more typical UI/UX considerations to more communications-focused problems. We uncovered these problem spaces by interviewing six individuals within TalentGuard's staff. These interviews, alongside background research and analysis, enabled us to propose a variety of potential solutions in order to mitigate the problems encountered in these varied spaces, briefly summarized below:

1. Unsustainable user engagement
    a. Rework training methodology/features
    b. Reduce the necessity of user decision-making
2. Target firm size
    a. Develop internal consensus regarding target demographic
    b. Consider the potential of smaller firms
3. Improvement in user flow and design
    a. Incorporate external testing
    b. Standardize written language and documentation
    c. Clarify and make assistive documentation more accessible
4. Channels to improve talent assessment software
    a. Incorporate user research into the design process
5. Internal misunderstandings of company concepts
    a. Conduct a meeting, training, or retreat to clarify concepts
    b. Standardize definitions/concepts used within TalentGuard

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