

Global Analytics 2022 Training Retrospective

Problem Statement

Our internal onboarding & training systems/processes were stressed to unprecedented levels this year due to the exponential growth we've experienced globally in Analytics. The current ways of onboarding new hires & training new & tenured team members are not working and are in need of a revamp in 2023.

More than half of the global analytics team is less than a year old at the company. Although hiring in 2023 will not be at such a fast clip as it was this year, given the spotty onboarding experience this year it could be beneficial to take our teams through a revamped training/upskilling program in 2023.

as of 11/8/22	Team Tenure	
Region	< 1 year	6 months
Global	56%	37%
APAC	47%	30%
EMEA	66%	35%
NA	52%	41%

Challenges to be Addressed

After receiving and reviewing extensive feedback from our Analytics teams across the regions, I've identified 3 broad challenge areas and a few distinct root causes across these. These root causes are resulting in a variety of symptoms felt by our internal teams but also our clients. These have been summarized below.

Challenge Area	Root Cause	Symptom	Proposed Solution
Inconsistent, & overloaded onboarding experience for new hires	<ul style="list-style-type: none"> - Lack of standardized (& in many cases outdated) content, format, and/or approach to new hire onboarding leads teams to create their own onboarding plans (regionally & across PAs) -Speed of hiring was faster than speed of onboarding, requiring managers to quickly pull together content & experience for their new hires, on top of their day to day 	<ul style="list-style-type: none"> -Newly hired team members lacking key information on ways of working on the account, due to nonexistent or incomplete onboarding <i>New employee testimonials on how they had no onboarding when they started, or couldn't access much of the content</i> -One size fits all/everything at once approach to onboarding overwhelms new hires, leading to no/low retention of knowledge 	<ul style="list-style-type: none"> -Redesign the Analytics onboarding process by developing & utilizing standard set of content, curated by role/level on the team -Ensure the content is reviewed for relevance & applicability, at least annually -Create a follow-up system to encourage knowledge retention

	<p>responsibilities</p> <p>-We needed to quickly onboard new & existing team members on offline measurement vendors & methodologies, for which content didn't yet exist & had to be cobbled together as quickly as possible</p>	<p>-Clients have started to see the cracks & escalated issues around incorrect data being reported or no adherence to key processes</p> <p><i>Key examples around Creative Testing, & MMTs</i></p>	
Current onboarding & training is very siloed	<p>-Legacy practice of working in discipline siloes has lingered on</p> <p>-Increasingly tighter delivery timelines leaves little time & space to think holistically about the need for & benefits of cross discipline training</p>	<p>-Degraded ways of working with cross discipline teams which is causing burnout & low morale</p> <p><i>Seen in multiple product areas</i></p> <p>-Lack of awareness around data dependencies leading to missed deadlines for key deliverables</p> <p><i>Key examples around post campaign reporting</i></p>	<p>-Create a training program that incorporates cross-discipline sessions for shared deliverables (i.e. a how-to and who-with using the campaign lifecycle process), to help develop better ways of working across teams</p> <p>-Create stronger partnership with Learning & Development team who can provide holistic view on organizational training needs, & can help develop standardized & consistent approach to onboarding/training</p>
Heavy reliance on our tenured members/leads to develop & deliver onboarding/training	<p>-Need for seasoned practitioners to pass on "best practices"</p> <p>-Lack of logistical & operational support to create space & time to develop multiple SMEs across our teams</p>	<p>-Burnout amongst the 2-3 folks we always count on for training and/or subject matter expertise</p> <p><i>Experienced in multiple geos</i></p> <p>-SME knowledge & expertise may not be applicable to all areas of the business</p> <p><i>Largely impacts B2B</i></p>	<p>-Create knowledge sharing opportunities for cross pollination amongst the team, to develop more SMEs</p>

Other challenges we face from a training perspective:

- No central location for training material
- No coordination with broader org on other required trainings leading to training overload
- No clear connection between training & performance development

The Impact Plan

With the root causes outlined for the Challenges observed, here is how we plan to drive to the potential solutions over the course of the year in 2023.

Challenge Areas	What we have done to date	What more we need to do		
		90 days EOQ2'23	180 days EOQ3'23	360 days EOQ1'23
Inconsistent, & overloaded onboarding experience for new hires	<p>Started cataloging all training material currently available</p> <p>Started training & development requirements by role (utilizing Core Competencies)</p>	<p>Audit current onboarding & training content for 1) completeness and, 2) relevance</p> <p>Based on audit, determine which content needs to be revised or developed, and by whom</p> <p>Develop 30 day pilot plan & KPIs for training & measurement plan for success</p>	<p>Create training content & experience for identified deliverables (from audit)</p> <p>Provide LMS training for SMEs</p> <p>Launch training pilot</p>	Evaluate impact
Current onboarding & training is very siloed	Developed core group of x-functional leads with support from L&D team, to prioritize holistic learning	<p>Identify key leads across the organization for Steerco</p> <p>Highlight 3-5 deliverables/ processes for pilot</p> <p>Develop 30 day pilot plan & KPIs for training & measurement plan for success</p>	<p>Create training content & experience for identified deliverables/ processes</p> <p>Launch training pilot</p>	Evaluate impact
Heavy reliance on our tenured members/leads to develop & deliver onboarding/ training	Identified Tier 2 & Tier 3 team members for cross-training purposes (worked with their managers on work prioritization)	Train the trainers: in partnership with L&D team, cross-train new group of future SMEs	Reinforce learning: Schedule office hours where new SMEs can practice newly acquired knowledge	Evaluate impact

Next Steps:

- Regional considerations
- Measuring progress & effectiveness
- Updates based on 90/180/360 plan