Genpact's Online Learning Ecosystem Empowers Employees to Take Onus for Own Learning

Genpact

Best Unique or Innovative Learning
and Development Program

December 2018

Company Background

Company-at-a-Glance	Genpact is a global professional services firm that makes business transformation real. It drives digital-led innovation and digitally enabled intelligent operations for its clients, guided by its experience of running thousands of processes for hundreds of Global Fortune 500 companies. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies' ways of working and has an employee base of 78,000-plus globally.
	Genpact began in 1997 as a business unit within General Electric. In January 2005, Genpact became an independent company to bring its process expertise and unique DNA in Lean management to clients beyond GE. In August 2007, it became a publicly traded company. Bain Capital became Genpact's largest shareholder in November 2012, with the strategic objective to grow the company further. Since Dec. 31, 2005, it has expanded from 19,000-plus employees and annual revenues of $491.9 million to 78,000-plus employees and annual revenues of $2.74 billion as of Dec. 31, 2017.
Headquarters	Domiciled in Hamilton, Bermuda, with executive headquarters in New York.
Year Founded	1997
Revenue	$2.74 billion in FY 2017
Employees	78,000

Global Scale (Regions that you operate in or provide services to)	70-plus delivery centers in 16 countries with clients in 70-plus countries,
Customers/Output, etc. (Key customers and services offered)	800-plus clients; one-fifth are in the Global Fortune 500.
Industry	Business process management, analytics and IT services.
Stock Symbol	G (Listed on NYSE)
Website	http://www.genpact.com/

Budget and Timeframe

Overall budget	The net savings on the cost to deliver professional skills is approximately $300,000.
Number of (HR, Learning, Talent) employees involved with the implementation?	One program manager, one-half assistant vice president and one=quarter LMS/IT support.
Number of Operations or Subject Matter Expert employees involved with the implementation?	Six business vertical SPOCs (part-time), four regional SPOCs (part-time), one communication SPOC (part-time) and business HRBPs and FLMs as per requirement during design and launch.
Number of contractors involved with implementation	One intern for three months (during program design and documentation).
Timeframe to implement	Six months from September 2017 to February 2018.
Start date of the program	Sept. 11, 2017

Business Conditions and Business Needs

Genpact's growth has been about systematic strategic reviews of its business and refining its go-to-market strategy. Genpact invests in capabilities that drive differentiation and, most importantly, how one can help transform the clients' evolving businesses needs and adapt to constantly shifting market conditions.

Genpact plans to drive transformation by infusing domain, insight and digital capabilities to strengthen the intelligent operations and digital-led solutions for its clients at scale. Suffice it to say, Genpact is a global professional services firm that makes business

transformation real, driving digital-led innovation and digitally enabled intelligent operations for the clients.

To support this transformation, a new brand positioning was launched that marries the industry imperative for transformation with its unique ability to create lasting change for clients. The new culture — (CI)², curious, incisive and courageous on a bedrock of integrity — is a blend of Genpact's new brand and personality with deep synergies with the core messaging of "transformation happens here." This will ensure consistency between the company's external face to the market and the internal culture.

As Genpact drives transformation for the clients and businesses, the organization's internal people processes and learning philosophy also is evolving to drive this change actively. People and their skills will continue to remain an important differentiator in the industry. Learning always has been at the core of Genpact's employee value proposition and in today's ever-changing client environment, the need to stay relevant, constantly learn, unlearn and relearn is highly imperative.

One of the critical organizational learning needs is to equip associates with the necessary know-how on behavioral skills and empower them to deliver seamlessly on client expectations. The associates form the largest section of Genpact's employee base with the average headcount of 47,000 employees globally (average company headcount of 77,000-plus in 2017). This accounts for approximately 61% of the employees at an organization level.

This suite of programs called "Professional Skills" is comprised of classroom trainings offered by the external partners and a collection of eLearning modules. These trainings were delivered based on scheduled calendars where managers nominated their associates for specific sessions. While this delivery mechanism has been impactful in the past, it no longer caters to the speed at which employees need to develop their skills to remain productive and fungible for the business. The below pointers highlighted the need for change in learning culture at Genpact:

- Fixed training programs without any supportive learning ecosystem, making it less scalable — This framework could only allow to offer training and learning opportunities to a select section of employees. It was not scalable, leading to many employees not getting the opportunity to learn when they needed it. Also, the trainings followed a set schedule bound by time, location and content. Only

about 13,000 associates (25% of the associates base) attended these trainings in 2016. This resulted in a dip in their motivation to learn.

- No inherent structure to facilitate continuous learning through knowledge sharing or referencing — The associates were unable to go back and review the content that was taught in the classroom sessions, which had an impact on knowledge retention.

- Professional skills training topics and content needed updating and reorientation as per the new "skills for the future" and changing learner behavior linked with millennial learners — The relevance of the current programs started to diminish. Due to this, close to 11% of the associates did not show up for the assigned training session.

- Dynamic business environment with digital disruption and enhanced need for reskilling the workforce — The speed of providing instructor-led programs for new learning requirements couldn't keep pace with the dynamic requirements from multiple clients and stakeholders. Training requirements were highlighted with minimal lead time for delivery (a week or two) and it took Genpact six to eight weeks to design classroom programs.

Bottom line, an associate got the chance to undergo professional skills development classroom training only once in four years. This in itself triggered the need to change the way learning was happening at Genpact. There was need to reorient the professional skills development curriculum in terms of:
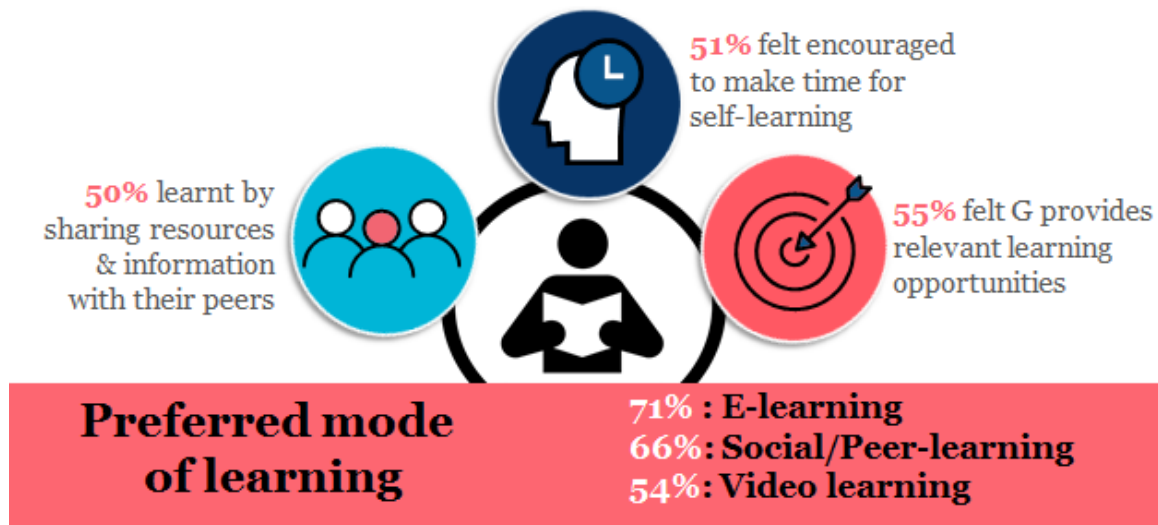
- Define and design a "continuous" learning ecosystem that focused on building the "skills for the future" for the millennial learner.
- Integrate usage of technology, online/virtual tools and adult-learning principles to create an effective learning solution.
- Optimize L&D expenses for the organization.

Overview

The existing challenges stated above, coupled with the insights gathered through the annual training needs identification (TNI) activity and the learner experience survey, gave a view on the learner sentiment as shown below.

Figure 1: Learner Experience Survey (Partner: Tribridge)

This is what our learners wanted

51% felt encouraged to make time for self-learning

50% learnt by sharing resources & information with their peers

55% felt G provides relevant learning opportunities

Preferred mode of learning

71% : E-learning
66% : Social/Peer-learning
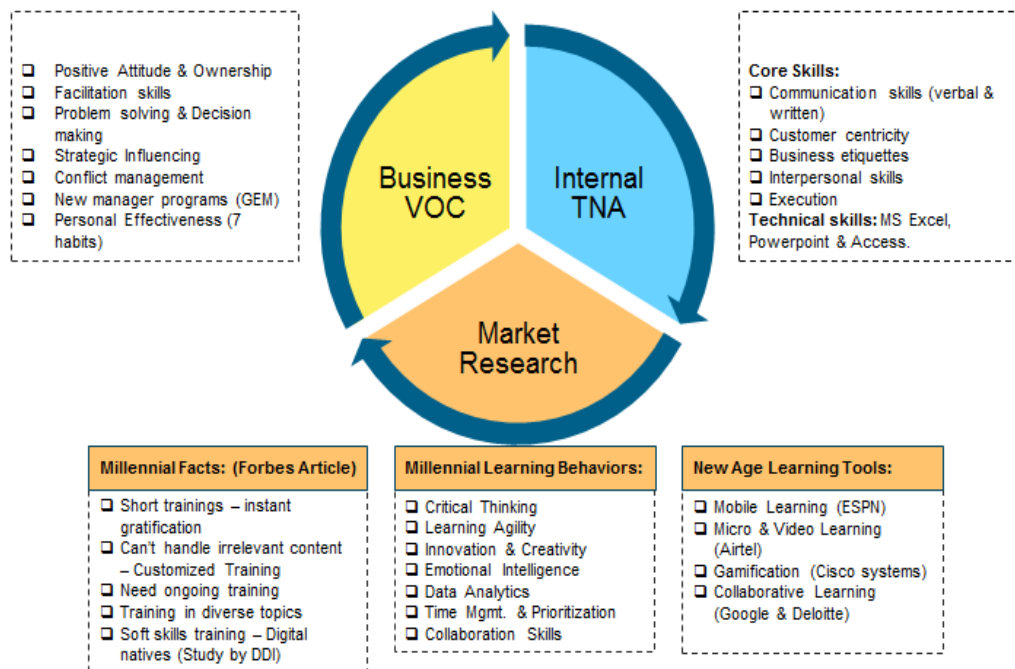54% : Video learning

Source: Genpact

These insights urged the L&D team to look for an "out of the box" solution that would:

- Transfer ownership of learning from the learning organization to the employee and their manager.
- Focus on the "in-demand" learning needs.
- Support large groups of people learning at the same time.
- Support learning through multiple channels.
- Provide for a quantifiable measure of success.
- Promote learning from peers.
- Help train employees in a cost-effective manner.

Training Needs Analysis Approach and Outcome

A detailed TNA was done to identify and prioritize the key behaviors/skills that Genpact wanted to develop through future learning framework. A three-pronged approach was followed to collate intelligence and feedback around business requirements and how industry demands related to "desired skillsets" of employees are changing.
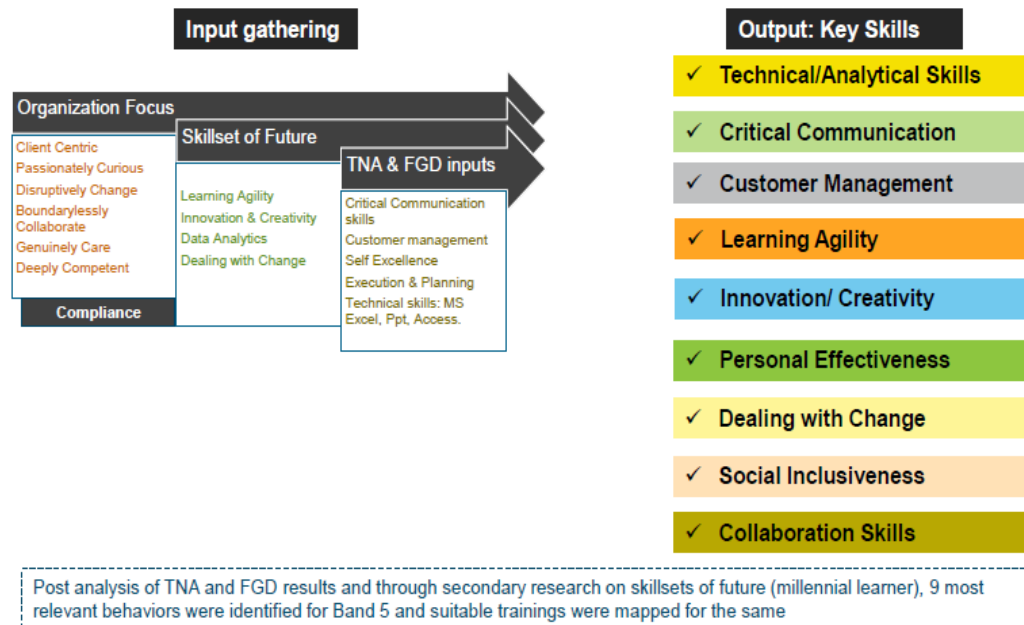
Figure 2: TNA Approach on Determining the Skillsets of the Future

Business VOC
- ❑ Positive Attitude & Ownership
- ❑ Facilitation skills
- ❑ Problem solving & Decision making
- ❑ Strategic Influencing
- ❑ Conflict management
- ❑ New manager programs (GEM)
- ❑ Personal Effectiveness (7 habits)

Internal TNA
Core Skills:
- ❑ Communication skills (verbal & written)
- ❑ Customer centricity
- ❑ Business etiquettes
- ❑ Interpersonal skills
- ❑ Execution
Technical skills: MS Excel, Powerpoint & Access.

Market Research

Millennial Facts: (Forbes Article)
- ❑ Short trainings – instant gratification
- ❑ Can't handle irrelevant content – Customized Training
- ❑ Need ongoing training
- ❑ Training in diverse topics
- ❑ Soft skills training – Digital natives (Study by DDI)

Millennial Learning Behaviors:
- ❑ Critical Thinking
- ❑ Learning Agility
- ❑ Innovation & Creativity
- ❑ Emotional Intelligence
- ❑ Data Analytics
- ❑ Time Mgmt. & Prioritization
- ❑ Collaboration Skills

New Age Learning Tools:
- ❑ Mobile Learning (ESPN)
- ❑ Micro & Video Learning (Airtel)
- ❑ Gamification (Cisco systems)
- ❑ Collaborative Learning (Google & Deloitte)

Source: Genpact

A set of "new-age professional skills" were defined, keeping in mind the findings from the TNA, FGDs with business teams, feedback collected from external partners and review of market studies on "skills for the future." These new-age professional skills also were reviewed to align to the organization's cultural framework to ensure consistent employee messaging related to displayed behaviors and skills and overall alignment of talent management and development strategy.

Figure 3: Key Behaviors Identified for the Future Workforce

Input gathering	Output: Key Skills

Organization Focus
Client Centric
Passionately Curious
Disruptively Change
Boundarylessly Collaborate
Genuinely Care
Deeply Competent
Compliance

Skillset of Future
Learning Agility
Innovation & Creativity
Data Analytics
Dealing with Change

TNA & FGD inputs
Critical Communication skills
Customer management
Self Excellence
Execution & Planning
Technical skills: MS Excel, Ppt, Access.

Output: Key Skills
✓ Technical/Analytical Skills
✓ Critical Communication
✓ Customer Management
✓ Learning Agility
✓ Innovation/ Creativity
✓ Personal Effectiveness
✓ Dealing with Change
✓ Social Inclusiveness
✓ Collaboration Skills

Post analysis of TNA and FGD results and through secondary research on skillsets of future (millennial learner), 9 most relevant behaviors were identified for Band 5 and suitable trainings were mapped for the same

TNA: Training Needs Analysis
FGD: Focus Group Discussions

Source: Genpact

The Online Learning Ecosystem was designed as per the inputs gathered from the "learner experience" survey and "training needs analysis" findings that focused on developing and enhancing the identified "skills" through an interplay of diverse learning media and fostered continuous learning environment. It was launched in September 2017 to bring in individualized learning experiences focused on the skills of the future with anytime, anywhere accessibility and enabling collaborative learning among peers and experts.

The Online Learning Ecosystem is housed on Genpact's iLearn Cornerstone LMS and has vintage-wise learning paths and playlists of behavioral content curated from various resources such as Harvard Manage Mentor, massive open online courses (MOOCs), open sources, CEB eLearning modules and in-house content. These learning paths contain learning objects in various formats — articles, videos, e-learning courses, presentations, whitepapers, assessments, etc. — to make it engaging and easier to consume.

Key features of this unique and innovative learning ecosystem are:

- It is 100% mobile-enabled.
- It has four vintage-wise directed LPs (learning paths), namely basic (zero to six months), intermediate (6 to 12 months), professional (12 to 24 months) and expert (24-plus months) to develop skills at the right proficiency levels. On completion of one LP, the next in line gets automatically assigned, giving individuals the opportunity to build new skills based on which they can capitalize on additional responsibilities.
- A learning community for associates has been designed on Microsoft SharePoint Collaboration and KM Tool (GSocial) to promote social learning. The collaborative community page houses job aids, reading resources and discussion forums.
- Various action-learning/on-the-job activities are provided post-completion of a certain LP to increase applicability at the workplace. This stage of learning is co-owned with the manager.

The Online Learning Ecosystem will lead to empowering the employee to choose how they would like to learn and what they would like to learn, as well as decide the pace at which they would like to learn.

Design of the Program

The Online Learning Ecosystem has been designed keeping in mind the following design principles for learning at Genpact.

- **Anytime, Anywhere Learning** — Meaning a learner can access their learning framework at any point in time with any device, i.e., laptop, desktop, kiosk, mobile and tablet.
- **Co-ownership of Learning with Manager** — The onus of learning lies in the hands of the learner and co-owned by the manager.
- **Pull-Based Learning** to make the content relevant and engaging so that the learner is curious enough to start his/her own learning journey

Keeping in mind the above principles, the Online Learning Ecosystem curriculum has been developed along the lines of the 70/20/10 learning framework, which states that effective learning happens with 10% formal training, 20% informal learning and 70% through on-the-job application and experience. This is co-owned by the learner and supervisor.

The framework is three-pronged:

- **10% —** Learn and develop through structured learning curriculum on iLearn (Cornerstone LMS).
- **20% —** Learn and develop through peer and social collaboration (MOOCs included as optional in the learning curriculum).
- **70% —** Learn and develop through experience (on-the-job application).

Figure 4: 70/20/10 Model
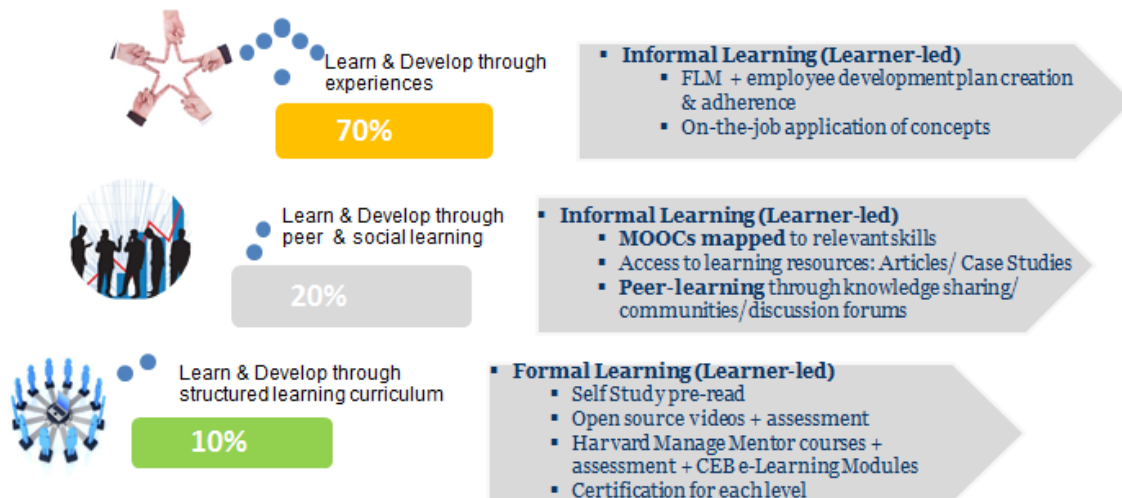
Source: Genpact

10% — Learn and Develop through Structured Learning Curriculum on iLearn

- The Online Learning Ecosystem for associates has been designed to upskill professional skills of associate employees. It has four vintage-wise directed LPs (learning paths), namely basic (for first six months of vintage), Intermediate (six to 12 months of vintage), professional (for 12 to 24 months of vintage) and expert (for 24-plus months of vintage). The associates can enroll themselves to the curriculum on the iLearn cornerstone LMS.
  - o Each curriculum is concluded with a final assessment. The associate will receive a certificate upon clearing the curriculum and will get auto-enrolled to the next curriculum. For example, if a participant has enrolled himself/herself to the intermediate curriculum (for six to 12 months of vintage), then upon completion of that curriculum they will receive a certificate and will be auto-assigned the next level of curriculum, i.e., professional curriculum (for 12 to 24 months of vintage).

- The curriculum has self-driven trainings and provides flexibility in terms of selecting the training the associate wants to learn in the curriculum.
- Mobile and tablet viewable trainings — The curriculum is available to all the associates on iLearn and on Cornerstone's on-demand app.
- The ecosystem will help the associates develop their conceptual clarity through CEB modules, HMM, open-source videos, existing iLearn modules and MOOCs.

20% — Learn & Develop through Peer & Social Collaboration

- MOOCs in line with the key competency areas and trainings have been included as optional in all four learning curriculums. These MOOCs are from various online portals such as edX, Coursera, Alison, etc.
- A GSocial community (Microsoft SharePoint Community) has been made to promote peer-to-peer and social learning. The community pages houses job aids, reading resources and discussion forums where the participants can collaborate.

70% - Learn & Develop through Experience (On the job application)

- To ensure that the learners are able to learn new skills, as well as apply them on-the-job, the 70% learning through experiences component was included. This section is co-owned by the learner and his/her supervisor to ensure that the skills learnt are displayed through visible behavior changes in the defined responsibility area of the employee. It is expected that the participant applies the learned concepts in their work and it becomes part of their personal development planning exercise.

The following snapshot displays a learner's journey as part of the Online Learning Ecosystem and how it helps an associate build his/her capability.

Figure 5: 'Building Awareness/Creating Knowledge/Developing Skills' Certification
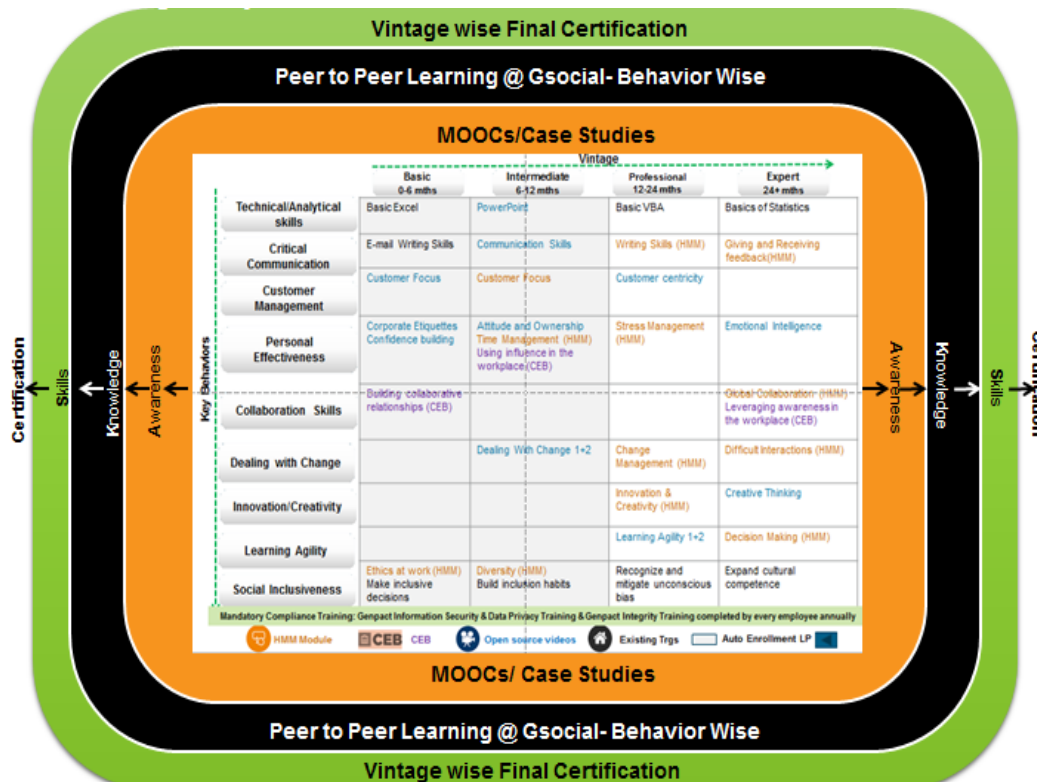
Source: Genpact

These design principles and the overall framework has made the Online Learning Ecosystem a robust and innovative program that houses engaging and relevant content for the associates and offers self-directed paths that are available anytime anywhere.

Delivery of the Program

The Online Learning Ecosystem for associates is hosted on the iLearn Cornerstone learning management system. The curriculums launched are accessible anytime, anywhere. The launch has been phased in between September 2017 and June 2018 to solve for local nuances and drive greater adoption.

- **Phase 1 — India Launch** (September-December 2017) — The India region caters to more than two-thirds of the employee base and includes major business verticals. An Online Learning Ecosystem community was launched globally to promote collaborative learning on Microsoft SharePoint Collaboration and KM Tool (GSocial).
- **Phase 2 — Europe/Latin America/North America Launch** (January-March 2018).

- **Phase 3 — China/Japan Launch** (April-June 2018).

A phase-wise launch approach was followed considering the huge employee base (77,000 employees), diverse regional and business requirements to provide time to team to prepare for local nuances and solving for different IT challenges (internal and client-mandated firewalls) on content accessibility, as well as running targeted employee awareness drives. The below challenges/restrainers during the implementation journey were encountered:

- The apprehensive mindset of a large population of front-line managers, which resulted in communication cascades being much slower than usual.
- Lack of IT/infrastructure set up to support accessibility of the Online Learning Ecosystem in selected businesses due to client-mandated firewalls and information security access guidelines.
- Compliance restrictions and white-labeling challenges for certain open source content.
- Geographic nuances (multi-generational population, language constraints such as content requirement in Chinese, Latin and Spanish, IT/infrastructure challenges) have increased the effort on manual content curation.

The above challenges were overcome by the below stated drivers for implementation of the Online Learning Ecosystem:

- Garnering leadership support and commitment towards continuous learning through technology.
- Availability of tools to support online learning within the organization: Genpact has a LMS (iLearn) and Cornerstone on-demand mobile app that is downloadable on iOS/Android to house the ecosystem. In addition to this, a collaboration and KM tool powered by Microsoft SharePoint (GSocial) also is present to support social learning.
- Existing content available via learning tools such as Harvard Manage Mentor, GlobeSmart and CEB that was used for learning and research. The internet also acted as a huge source of online resources, including videos and reading material from open source forums (i.e., leadership videos from YouTube, TEDx videos, white papers, etc.) and MOOCs from Coursera, edX and Alison. Apart from that, pre-curated content also was available for many analytical, as well as behavioral, skills.
- "Millennial" associates became early adopters due to their familiarity and comfort with working on different gadgets — mobiles, tablets, desktops and laptops. This resulted in them becoming "go to" experts for the rest of the population.
- Invisible influencers to share the "WIIFM" with other associates.

Genpact encourages direct and transparent communication with all its employees. With this in mind, the organizational context, the challenge at hand and the need for continuous learning were explicitly shared with every employee. In addition, the WIIFM outlined the link between learning and performance by showcasing the plausible opportunities of recognition, growth and success. The approach followed lead to create a web of change involving:

- All stakeholders who could influence an associate's way of learning — Operating leaders, front-line managers, peers and HR business partners.
- Leveraging multiple tools/channels for outreach — townhalls, web chats, FAQ forums, social communities, roadshows/floorwalks, virtual conferences, emails, leadership talks, open spaces, kiosks, VR set-ups, etc., to connect people and drive social change.
- "Nudges" to incentivize and influence associates to learn — Periodic communication of personal stories on associates' adoption journeys, leaderboards and badges to drive engagement, congratulatory notes, surprise learning coupons, etc.

**Figure 6: Target Audience**
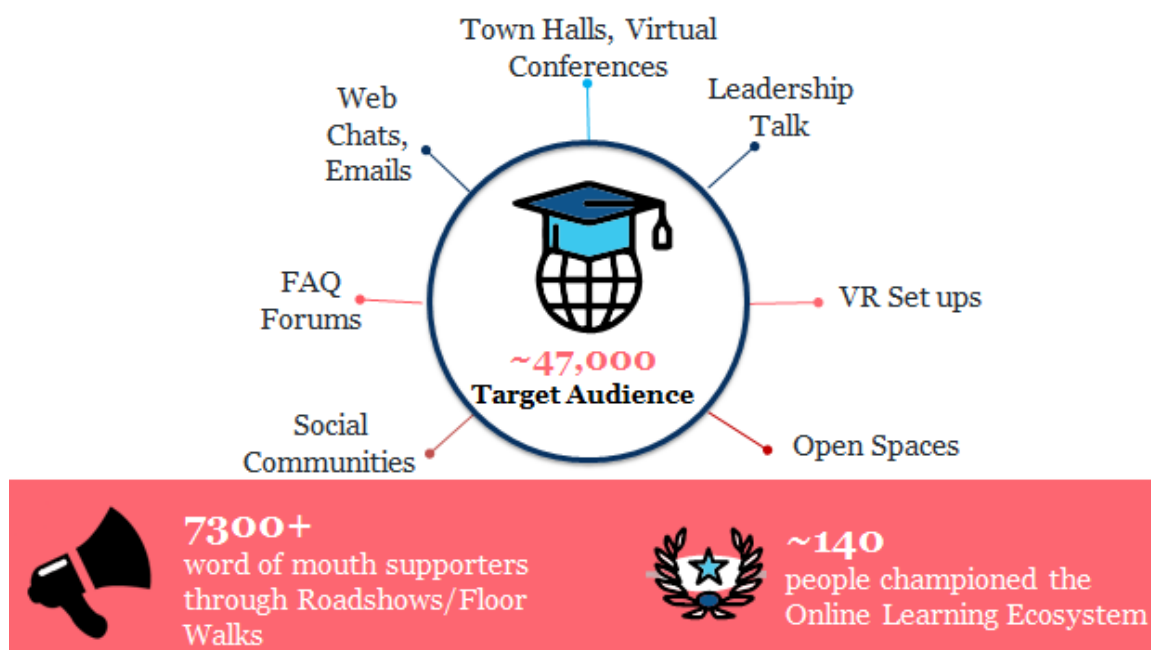
Source: Genpact

Measurable Benefits

The focus during the first four months has been to drive adoption and spot early signs of success in developing the right capabilities. A few lead indicators are mentioned below.

1. Total Learner hours of the Online Learning Ecosystem for the first four months was 100,626 hours while the total annual learner hours as part of the earlier framework was at 91,200 hours, which meant 30% increase in learner hours per month.
2. Global Employee headcount penetration after four months of the launch was at 80% as compared to annual employee penetration of 20% under the earlier learning framework.
3. There was an increase in learner enrollments by 69% as 37,000 employees enrolled themselves in the Online Learning Ecosystem as compared to average monthly enrollments of 950 under the earlier learning framework, adding up to annual enrollments of 13,000.
4. Zero-cost based online sessions conducted with minimal admin/logistics costs as compared to approximately 60-plus monthly classroom sessions conducted under the earlier learning framework.
5. There were 6,000 hits, 800 unique users and multiple discussion threads across three months on the learning community to create a platform for peer and social learning.
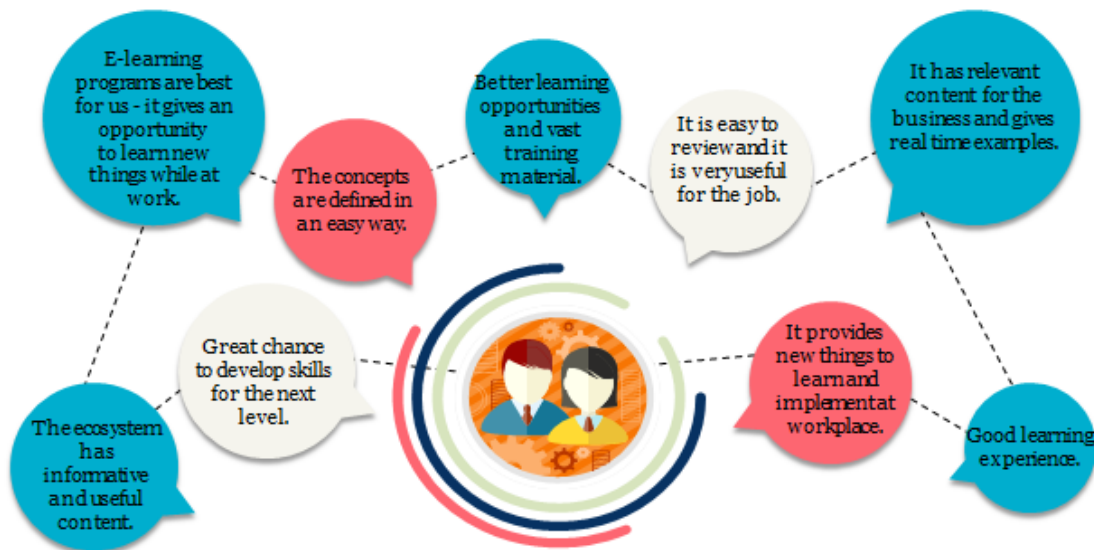
Figure 7: Impact
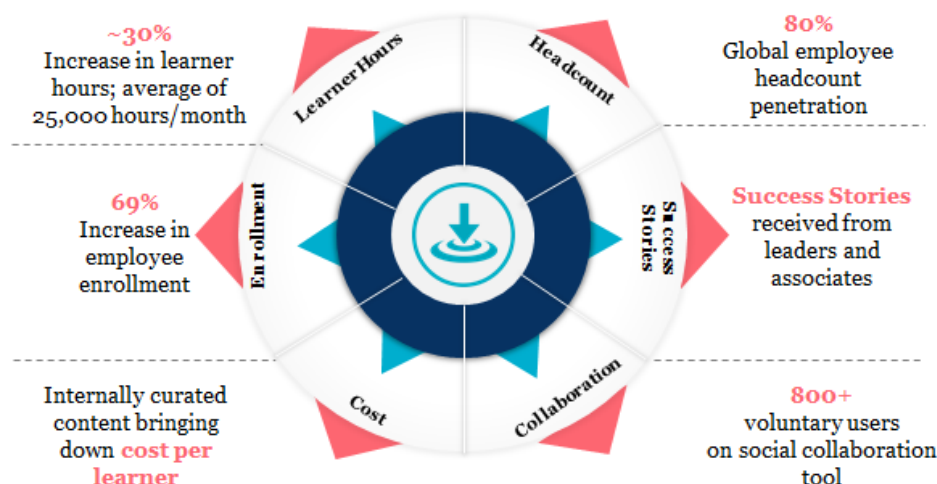
Source: Genpact

The teams keep on receiving value-based success stories of the associates and Leaders testimony in favor of the Online Learning Ecosystem. Below is a snippet of the VOC received from the learners.

Figure 8: VOCs

VOCs: This is what our learners feel

E-learning programs are best for us - it gives an opportunity to learn new things while at work.

The concepts are defined in an easy way.

Better learning opportunities and vast training material.

It is easy to review and it is very useful for the job.

It has relevant content for the business and gives real time examples.

Great chance to develop skills for the next level.

It provides new things to learn and implement at workplace.

Good learning experience.

The ecosystem has informative and useful content.

Source: Genpact

Overall

The key take-aways from working through the challenges and implementing the Online Learning Ecosystem for associates are:

1. Co-creation with the business helps build a relevant and optimal solution that instills a sense of confidence in everybody involved in its ability to deliver results. Working with the business and regional representatives on the Online Learning Ecosystem design helped deliver a solution that was focused on prioritized behaviors for specific vintage groups, helped build the WIIFM for the associates and identify the critical lead measures of success.
2. Stakeholders tend to be big supporters of any initiative if the value proposition helps drive business performance and meets client expectations, especially when pitched on their own. The operating leaders and front-line managers acted as change champions and took the ownership to gather buy-in from their operations

colleagues. This built a lot of equity for the initiative and helped gather momentum on its adoption.

3. Associates are open to the "switch off/switch on" change approach. The professional classroom (behavioral skills) interventions were stopped completely and moved to the Online Learning Ecosystem for all learning needs. The speed of adoption in the first few months has re-emphasized the belief that learning digitally is possible and change doesn't have to be incremental in nature.

4. Word of mouth still happens to be the most influential way of driving change. While all digital platforms of communication were leveraged — emails/display screens, web chats, webinars, community uploads, etc. — what worked best were focus-group discussions, town halls and floor walks with select associates who, in turn, spread the message in their respective huddles.

5. Recreate the Online Learning Ecosystem in China/Japan to accommodate open-source accessibility challenges and language constraints. A global plus local — Glocal — approach is more apt for a global organization like Genpact. It helps drive accountability and ownership with diverse teams from different cultural backgrounds.

Figure 9: Key Take-aways

| Co-creation with the business helps build a relevant and optimal solution that instills a sense of confidence | Stakeholders are big supporters if the value proposition helps drive business performance | Global is good but "Global + Local=Glocal" is better | Word of mouth remains to be the most influential way of facilitating change | Associates are open to the "switch off-switch on" approach |

Source: Genpact

Apart from the above key takeaways, the launch of the Online Learning Ecosystem gave Genpact insights on handling future challenges such as:

- There is an acceptance toward learning anytime, anywhere, which indicates that accessibility plays an important role in making a learning initiative a huge success.
- The introduction of the Online Learning Ecosystem within the organization opened the culture to drive online learning, which will help leverage other digital learning mediums and channels such as mobile learning, virtual learning, social learning, etc.
- This has helped to show the link between performance and learning by making it relevant to the work style of the associates.

Genpact's Online Learning Ecosystem will help associates bridge the gap between their current and future performance levels, thereby helping them grow and succeed in everything they do. In today's fast paced environment, being a future-focused continuous learner can make all the difference between success and failure.

About Brandon Hall Group

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