



Tavant: Revolutionary Hybrid Learning Strategy Unveiled with Adobe Learning Manager

Tavant and Adobe

Best Hybrid and Learning Program

March 2024



Company Background



| Company-at-a-Glance | |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Headquarters | Santa Clara, California, USA |
| Year Founded | 2000 |
| Employees | 3000+ |
| Global Scale (Regions that you operate in or provide services to) | Tavant is located in 8 countries i.e. the United States, Colombia, Canada, UK, Japan, Australia, Netherlands and India in over 13 locations. Tavant's delivery centers are in India (Bangalore, Noida, and Hyderabad locations) and in Dallas in the United States. Rest all the locations serve as the sales and support centers. |
| Customers/Output, etc. (Key customers and services offered) | Since its inception in 2000, Tavant focuses on the development of applications for customers in the eBusiness, Media & Entertainment, Fintech, Capital Markets, and Manufacturing verticals. Tavant differentiates itself through its ability to reliably apply technology to the most complex and highest performing application environments, in-depth industry domain expertise and a superior outsourcing experience. |
| Industry | Fintech, PropTech, Banktech, Manufacturing, Agtech, Media, Gaming, Retail |
| Website | www.tavant.com |



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Company Background



| Company-at-a-Glance | |
|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Headquarters | San Jose, California, USA |
| Year Founded | 1982 |
| Revenue | \$15785 Million |
| Employees | 25988 |
| Global Scale (Regions that you operate in or provide services to) | Global and across industries. Adobe Captivate Prime operates across North America, EMEA, and APAC addressing learning and development challenges across multiple industries such as manufacturing, High-Tech, Media, Hospitals, Retail, etc. |
| Industry | High-tech |
| Stock Symbol | ADBE |
| Website | https://business.adobe.com |

Budget and Timeframe

| Budget and Timeframe | |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall budget | USD 500,000 |
| Number of (HR, Learning, Talent) employees involved with the implementation? | 7 |
| Number of Operations or Subject Matter Expert employees involved with the implementation? | Tavant selected 22 team members across the following roles for subject matter experts: Domain Champions, Learning Champions, Mentors and Coaches. |
| Number of contractors involved with implementation | Adobe Inc |
| Timeframe to implement | Phase 1: 2.5 - 3 months Phase 2: 9 - 12 months |
| Start date of the program | Jan 2022 |



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Business Needs and Business Conditions

Tavant is a digital products and solutions company that provides impactful results to its customers across a wide range of industries such as Consumer Lending, Manufacturing, Ag-tech, Media & Entertainment, and Retail in North America, Europe, and Asia-Pacific.

The organization with approx. 3000+ associates globally, believes in creating impactful solutions for customers through innovative products and services, delivered by a team of passionate people.

Business Context and Need - 1: The complexity of work (with both the products and services) and the changing demands and expectations of Tavant's customers led to expanded skillset requirements within various roles in the organizations. By complexity, it meant the knowledge of multiple technologies (becoming a Full stack professional or well versed in multiple Data Engineering technologies for example). Tavant was not getting the exact match in the markets for the roles they had advertised for hiring; in certain instances, the price point was unreasonable. While couple of people could be hired with some exceptions, the challenge before them was to ensure they have a continuous stream of people at various levels with the needed skillset ready to be deployed to billing projects.

Solution for Business Need 1: After various rounds of ideation and discussions, the goal was developed that Tavant would either hire people with 60% match or look at internal available resources which match 60% required skill sets and then would run a bootcamp to close their gaps and make them ready for the available positions.

Business Need and Context 2: Tavant has very few women leaders within the organization at senior levels. While people were technically very strong, there was a clear need to:

- Have a fundamental identity shift - see oneself, and to be seen by others, as a leader
- Self-motivation to lead and increase the likelihood that others will recognize and encourage the efforts.
- Take purposeful actions to become a leader.

Tavant's overall gender ratio (Women: Men) was 27%: 73% in Jan 2022 and is currently 29%:71%. Most of the women were in junior to mid-senior levels – Tavant was developing them for senior roles.

Commented [KP1]: The order is incorrect - it should be women : men and not men : women; we also need the total to be 100%



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Solution for Business Need 2: Taking inputs from Senior Leaders as well as potential associates, the L&D identified areas of enhancements and decided to have a focused program for Women leaders. The idea was to provide various learning opportunities which had both formal and informal sessions that will provide guidance for gaining visibility and confidence. The team also decided to partner with an external vendor for part of the solution.

Both the programs mentioned above needed a Hybrid Model of Learning because it was a combination of asynchronous and synchronous methods of learning, multi-modal content, and multi-modal delivery, keeping in mind people's time commitment along with their project deliverables and other work assignments.

Overview

Program 1 – Tavant Flywheel:

Goals established for the program, which were aligned to the organizational goals:

Objective: Scale up and keep pace with the growth trajectory

Key Result Areas:

KR 1 - Fast Track Learning programs to close the gaps of lateral hires enabling quicker transition into project requirements.

KR 2 – Upskill / Reskill associates to enable faster mobility into newer projects.

Measurements:

- Time to Billability
- Increase in Skill Competencies

Program 2 – DivHersify Your Leadership:

Goals established for the program, which were aligned to the organizational goals:

Objectives:

- Have a fundamental identity shift - see oneself, and to be seen by others, as a leader
- Self-motivation to lead and increase the likelihood that others will recognize and encourage the efforts.
- Take purposeful actions to become a leader.



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Measurements:

- Readiness to take on additional scope of work.
- Readiness for Promotion
- Outcome driven Coaching and Mentoring initiatives.
- Participation in organizational initiatives which provides visibility and confidence.
- 180-degree Assessment.

The programs were aligned to Tavant's organizational objectives as well as it was focused enterprise wide. The L&D team was also able to successfully achieve the outcomes they expected from these programs.

Design of the Program

Program 1 – Tavant Flywheel:

Step 1: Create the right framework and guidelines for the program success.

- Tavant Flywheel develops talent to add value and create differentiators in the consulting space and fast track the mobility of associates to various roles and in the creation of leaders. The program had four stages:
- Gap analysis of beginners and providing them with resources to learn and assess.
- Convert Beginners to Regulars - through pre-assessments, resources, coaching / mentoring and an ecosystem of learning and knowledge sharing.
- Convert Regulars to Champions – through identification of opportunities to develop expertise, proactively taking on additional responsibilities, provide guidance to smooth transitioning to identified roles, gaining expertise through mentors and coaches.
- Convert Champions to Role-Models – through identification of newer roles and responsibilities, learning by shadowing on-the-job, and delighting customers.

Step 2: Create the awareness in stakeholders to get their buy-in and support.

- Focus-group meetings with all stakeholders were conducted to inform them about the program and the support required from them with respect to availability of Subject-matter experts and other needs.
- The L&D team had several rounds of discussions with stakeholders to check for their understanding, look out for challenges and work arounds.



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Step 3: Identify Learning Infrastructure, Learning Resources and Learning Partners (Internal & External) whom we can collaborate with.

- The learning infrastructure consisted of the following:
 - Microsoft Teams for Communications and Virtual Sessions / Meetings
 - O'Reilly for content and curated courses
 - Adobe Learning Manager for all hosting all the courses and enrolling learners for various learning programs
 - GitLab for code repository
- The team identified Learning Partners who would provide support with business and project related information, wherever applicable
- The team identified subject-matter experts from each technology areas who provided guidance on curating content, developing assessments, assignments, capstone projects and for specific connects for query handling.
- With the clear focus on technology, tools, platforms, and methodologies within this program, they needed support from the Cloud and DevOps teams, Information Systems, and Information Security teams etc.
- The team also identified Mentors and Leaders who would interact with them periodically to provide further guidance.

Step 4: Document Process, Plans and other required artifacts.

- Post creating the framework, the L&D team defined a clear process that will help them in execution and the plan of action. Some of the technologies needed 3-4 weeks of focused learning and some others 8-9 weeks for completion.
- The team developed learning paths for individual technologies / methodologies / tools etc., to enable plug and play and to make it personalized for every individual since the knowledge and skills would vary for people based on their past experiences.
- Once these learning paths were identified, the L&D team created role-based learning which will help them to have a clear understanding of all what they be required to know.
- Every specific path had pre-assessments to gauge the current knowledge before commencing the program. There were knowledge-checks, assignments and small assessments prepared to see how the associates understood the concepts and were able to apply to their daily activities. There were post-assessments planned to check final overall knowledge and a Capstone project / Case-study to understand the applicability of what was learnt in real-time situations.



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- The L&D team used SharePoint for providing information, Adobe Learning Manager to host the learning programs and Microsoft Teams for both virtual online sessions as well as Teams Channel for collaboration.

Step 5: Market the programs to create visibility.

- The team hosted a lot of flyers to create awareness about the program and its progress for all our associates to volunteer and provide support wherever they can.
- This also helped associates who were interested in open roles based on their aspirations to learn, develop themselves and get prepared for those roles.
- Experts also volunteered to provide support based on their availability.

Step 6: Identify learners (nominations or other criteria) / Form Cohorts:

There were three categories of learners who came for this program:

- Lateral Hires who joined the organization but had gaps in skillsets which needed to be closed before selection to projects.
- Associates who completed projects and came on Bench who wanted to upskill / reskill themselves to move to open opportunities.
- Associates who wanted a change in their career and wanted to learn newer skills to be able to move to new open opportunities.

Based on the above categories, the L&D team created Cohorts as and when people joined – a minimum of 5 associates in a Cohort to a maximum of 20 per Cohort.

Very clear guidelines of participation, leveraging resources assigned and a clear path was provided to each of these Cohorts.

Mentors and Coaches were assigned to each Cohort for providing support with any queries or specific sessions.

Step 7: Launch Program:

Based on requirements that came in and when we had the minimum number of associates for a Cohort, we did a launch of this program with a Kick-off meeting explaining all the guidelines and expectations from all learners and other stakeholders.

A note regarding choosing the Learning Infrastructure:

Tavant identified Adobe Learning Manager as the Learning Experience Platform thanks to its multi-faceted functionalities such as

- Ease of delivering blended learning programs



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- Artificial Intelligence powered recommendation system
- Seamless view of course options with self-enroll or enrollment by managers / admin.
- Unparalleled administrator ease of use with features of auto-enrolling learners, learning paths, and personalization at scale.
- Detailed learning analytics
- Ease of course creation and deployment.
- Functionalities such as xAPI to integrate external content and track them.

Microsoft SharePoint (Knowledge Excellence) was leveraged for all information to all associates since:

- It was part of Intranet and associates had easy access.
- Navigation was very easy, and associates got clear idea of what they needed to do.
- It was also easier to provide links to the courses hosted in Adobe Learning Manager.
- Microsoft Teams Channel, Meeting and Chat are the official tools used for collaboration and hence this was leveraged for both offline collaboration as well as online virtual sessions.

Program 2 – DivHersify Your Leadership:

DivHersify Your Leadership aimed at developing women leaders within the organization and enabling them to grow into senior leadership roles by “Navigating the NOW and NEXT through experiential learning at scale”.

Step 1: Create the right framework and guidelines for the program success.

The program was envisaged to have a framework which combined internal and external support for a multi-modal content and delivery.

- The team decided to choose an external learning partner to deliver first part of the program and then have a second part which was through internal support.
- There were several discussions (interviews and Focus Group Discussions) with the leaders to identify the pain areas.
- The L&D also had focused group discussions with associates to know their pain areas.
- The Framework was based on Activate the 4H philosophy – Head, Heart, Hands and Habit



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- HEAD: Gathering and appreciating insights on the context of changing business and ways of working. WHAT is changing?
- HEART: Inspiring and motivating oneself to seek meaningful learning opportunities. WHY should I care?
- HANDS: Building the right skills and applying them to enable personal transformation. WHERE can I apply my skills?
- HABIT: Rewiring ways of working to ensure that application of new learning is second nature. HOW can I make it stick?
- The team identified the competencies which were required for this program with the learning partner. These were:
 - Coaching
 - Business Acumen
 - Emotional Intelligence
 - Resilience
 - Communication
 - Relationship Building
- It was decided to have 1-1 Coaching internally with a Certified Coach post the 4-month program.
- A 180-degree Assessment was planned before (commencing the program) and after (six-months post completion) the program to check on the initial stage of learners and to see what positive behavioral changes as part of their growth.

Step 2: Create the awareness in stakeholders to get their buy-in and support.

- Marketing of this program was done through focus-group discussions, flyers etc. to create awareness in people about the program.
- The L&D team reached out to the leaders to take their support as well as request for being mentors for the learners.
- Creating this awareness helped to get a buy-in from all leaders' enterprise wide.

Step 3: Identify Learning Infrastructure, Learning Resources and Learning Partners (Internal & External) with whom we can collaborate.

- The learning partner for external session was Knolskape.
- The learning infrastructure consisted of the following:
 - KNOLSKAPE' s platform for simulations and assessments
 - Microsoft Teams for Communications and Virtual Sessions / Meetings
 - Adobe Learning Manager for all tracking of all the interactive sessions.



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Step 4: Document Process, Plans and other required artifacts.

- A clear process to follow this and plans were created in partnership with the learning partner.
- A 4-month program consisting of Self-Paced sessions, Online-Interactive Virtual sessions, Simulations, Groups Coaching, Assessments etc. was clearly chosen.
 - The discussion with the Knolskape team led to exploring the various programs (be it Simulations or Self-Paced, along with Group-Coaching sessions) and curating the best few courses that would be apt for the identified learners based on the challenges.
 - The team customized the program after discussions with leaders and participants to enable their journey to develop themselves as a leader who will be recognized and grow both lateral or vertical based on their competencies and opportunities.
 - The program was designed for 4 months and gave ample opportunity for participants to discover, reflect and discuss with peers regarding various topics and gain perspectives.
- There was an EQ-i 2.0 (Emotional Quotient Inventory) based 1-1 Coaching with the learners post the session was over. The EQ-i 2.0 measures the set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way. These emotional and social skills are closely tied to an individual's sense of well-being. Fifteen factors in five categories of functioning comprise the EQ-i 2.0 model of emotional intelligence. These skills, which form the building blocks of abilities such as communication, sales, and time management, can be mapped theoretically and empirically to job competencies, productivity, academic performance, and other measures of success to help predict and improve functioning. Coaching was to be done by in-house ICF Certified Coach using EQ-i 2.0 tool.
- Action Learning Project to apply and practice the aspects learnt. The Action learning projects were scenarios given to individuals to work out the plan of action and implement – these were based on the competencies identified within the program.

Step 5: Market the programs to create visibility.

- Mailers and Flyers were planned to create visibility, for nominations and for progress.



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Step 6: Identify learners (nominations or other criteria) / Form Cohorts:

- Nominations were requested from leaders for the 2 Cohorts we ran across locations.

Max of 20 participants per Cohorts.

Step 7: Launch Program:

- Cohort 1 was launched in April 2022
- Cohort 2 was launched in August 2022

Delivery of the Program

Implementing Tavant Flywheel:

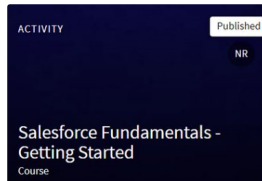
- Identify list of roles that are being looked at with clear job descriptions were documented.
- Administered pre-assessment questionnaires to people based on the specific technologies and role requirements – This helped in checking the current level and mapping to the needs.
- Curated courses and provided for refreshing or learning concepts; provided assignments and interactive labs for hands-on practice.
- Individual development plans created with – domain/ business knowledge related learning maps, Process/Methodologies related Learning Maps, Consultative and Soft Skill related Learning Maps, Technology related Learning Maps
- Coding exercises/case-lets/ mini-projects – during learning and Capstone Projects post completion.
- SME Connects or discussion with Coach / Mentor were arranged on periodic intervals (either a concept completion or a module completion).
- Practice sessions within learning environments.
- Case-studies were provided for groups to solve which enabled peer-to-peer learning.
- Shadowing opportunities to learn the craft well, wherever applicable.
- Provided outcome focused practice sessions – internal application development as projects.
- Tracked and monitored the progress (Weekly and Final evaluations) which was also provided to stakeholders.
- Feedback, Lessons Learnt / Experience Sharing and Closure with Convocation, wherever applicable.



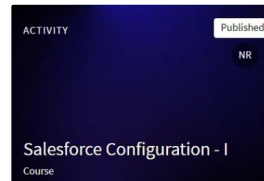
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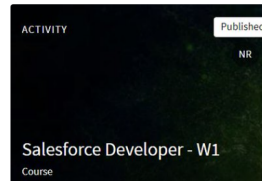
SF Fundamentals



SF Configuration



SF Advanced



Implementing DivHersify Your Leadership:

- Schedule of the 4-month program was provided to all learners for planning their work schedules accordingly. All managers were also informed about the same to support their team members attend the program without any issues.
 - The 180-degree Assessment (Self-Assessment and Leader Assessment) was conducted. The results were shared with the learners for them to understand the perspectives and identify their areas of improvements that needs to be managed. The Assessment questions were based on the identified competencies – Coaching, Business Acumen, Emotional Intelligence, Resilience, Communication and Relationship Building.
- The program highlighted their strengths and asked them to invest more to enable them grow in these areas.
- The customized program was based on learner's needs. The case studies and examples were derived from discussions of actual problems and challenges, which enabled our associates to quickly connect and leverage to the concepts discussed.
- The blend of curriculum (self-paced, guided simulations and group coaching) along with a true balance of delivery and operational execution led to successful closure of this program.
- The simulations were thoroughly enjoyed by the learners which gave them great insights into concepts that they had never explored.
- Post the program, there were 1-1 Coaching session using the EQ-i 2.0, which enabled participants to understand very clearly their approaches and what could be done to get better outcomes.



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- Post 3-months another 180-degree assessment was done (Self and Leader) and results showed clear indications of progress in various areas of the associates who participated.

Change Management Efforts

For both the programs, the L&D team had discussions with the Core team of leaders and partners on a weekly basis on how the programs were progressing. The weekly feedback from the participants were also taken and analyzed to see if they needed any further support. This enabled quick changes through the progress of the program.

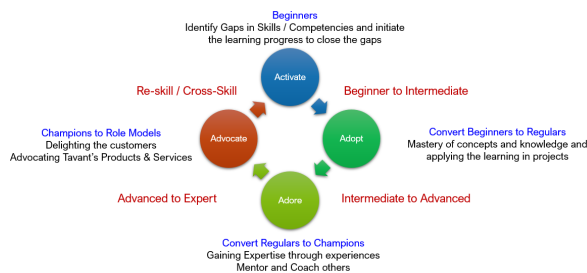
For example:

- For Tavant Flywheel, they had to extend timelines for some of the technology self-paced learning since learners wanted to go through the concepts once more after they did their practical exercises. So, they added a buffer of 48 hours to the programs which had complex or advanced topics.
- For DivHersify Your Leadership, the interactions from diverse group were really interesting and many times people wanted to hear and share more. The time duration could not be extended. The way this was addressed was by asking people to share their experiences, stories, perspectives through a MS Teams Channel that others from different geographies and time-zones could tune.

Measurable Benefits

Measurable Benefits of Tavant Flywheel:

4 Stages of Flywheel



- 90% people have been billed to projects within a week after this learning was completed. [Increased Billability for the organization and Increased competency level in skills and knowledge for individuals]



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- New associates with 40-50% of desired technology expertise have been upskilled fast and into adjacent technologies. [Increased productivity for the organization, Reduced response time for the organization and increase skills and knowledge for individuals]
- In the technologies mentioned below, the programs covered a total of 259 associates in 2021 and a total of 1046 associates in 2022. The L&D team was able to achieve a 403% increase in the number of associates (for re-skilling / upskilling programs) from last year.

| Topic | # of Batches | Total Learners | Total Learning Hours | Facilitator Feedback | e-NPS Score |
|-------------------------------------|--------------|----------------|----------------------|----------------------|-------------|
| React JS | 6 | 81 | 2192 | 4.3 | 83% |
| Angular | 14 | 209 | 4668 | 4.5 | 80% |
| Azure | 3 | 35 | 992 | 4.5 | 91% |
| AWS | 6 | 94 | 2876 | 4.7 | 81% |
| Docker-Kubernetes (ILT) | 2 | 30 | 1200 | 4.4 | 83% |
| Docker-Kubernetes (SPL+SME Connect) | 15 | 597 | 5373 | 4.8 | 97% |

- 72 associates got certified in Azure.
- 43 associates got certified in AWS.

Measurable Benefits of DivHersify Your Leadership:

- The program received an e-NPS score of 90% [e-NPS score looks at the question, 'How likely are you to recommend your employer to others as a place of work? '. Associates are asked to give their score on a 0 to 10 scale. 9 and 10 are Promoters; 7-8 are Passives and 6 and below are Detractors].
- Facilitator Score (Average for the complete program) – 4.7/5
- Attendance average – 93%
- Completion of program by learners – 100%



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Some immediate impacts that are seen:

- Increased Self-Understanding and Self-Awareness
- Clear understanding of personal styles and appreciating those of others
- Demonstration of talent and strength through various meetings / forums by articulating clear messages, ability to influence with clear logic and reasoning etc.
- Volunteering in activities and becoming visible across the organization.
- Proactively coaching emerging leaders within the organization.

The following have been observed within a couple of months in the learners:

- Great Confidence in sharing insights, expertise, and opinions (Participation in various internal forums as panel members or speakers for learning initiatives)
- Broader Outlook and Openness – looking beyond the project and customer need to also bring in the industry perspectives and the big picture during discussions.
- Better Collaboration – the teams now reach out to peers in other industry verticals and across the organization.

Post 6 months:

- 60% of the learners have proactively taken additional responsibilities. These responsibilities, for example, include moving from a Project Manager to Program Manager, participating in creation of contracts etc.
- 30% of the learners took part in Panel Discussions within the organization and were appreciated by the audience for their thoughts and ideas presented.

Feedback from Learners about the program: (At Verbatim)

- “The Breakout helps to understand the concepts and approaches better. Enjoyed the closed group discussions and exposure to different perspectives. Exploring various areas that otherwise would not have thought of along with cross team collaboration and learning is something I enjoyed. SWOTAF and GROW framework were new and interesting. Simulations are modeled quite well and hands-on approach is interesting. Understanding different vectors of Business - New terms, new perspective, new concepts. Interactive session with great content. Relevant case studies, Teamwork and discussion was awesome! The combination of presentations, concepts, and Q&A sessions was engaging. The Exercises and Simulation were challenging and quite insightful!” ~ Participants of DivHersify Your Leadership



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Impact Stories from the Learners (DivHersify Your Leadership):

- “This program helped me in looking into the things from 360-degree approach and planning my work strategies accordingly to synch with all stakeholders and provide productive outcome in short span. Taking the decisions promptly but with all the caution and thinking how it would impact in long run without incurring much additional costs. Just sharing one appreciation mail (attached) where my team and I closed critical hiring skill by deploying 5 people on-board within a span of 30-45 days and project started without delays in the date but all happened with collaborative approach and support from stakeholders like client who selected best quality people we presented , project manager for all the patience and giving us slots on time and screening best talent , recruiters for sourcing scheduling and creating back-ups to avoid delays in hiring, leadership team for approving offers with best possible budget and still remain in margins. The Appreciation email from Neeraj Mittal (VP): ‘Great work Divya and team. RoR is not an easy skill to find but we have been able to close all 5 positions during the past couple of months is an amazing feat. Moreover, during this period our pipeline of candidates was always strong and never there was an instance where we were waiting for more profiles. Very well done.’” ~ Divya Kukreja (Participant)
- “The program was truly transformative. It challenged me to think hard about myself and really explored the depths of my personal insecurities and strengths. I felt like sharing my leadership story with my peers, getting fresh eyes on my unique challenges and beliefs, and considering perspectives on problems from other women leaders. My learnings from the program that I have been able to implement are Empathy, emotional intelligence, integrity, and active listening to name a few. Emotional Intelligence has enabled me to foster strong communication, collaboration, and trust. Also, it has helped me improve my creativity, problem-solving skills, and ability to make decisions, which has made my team more productive and successful. Following the program, I am more patient, have increased empathy, and have improved my emotional intelligence. After implementing emotional intelligence and empathy, I have seen an improvement in my communication and collaboration. Additionally, I have seen a shift in the way I interact with my team and somehow this has made them feel more respected and understood.” ~ Shweta Bisarya (Participant)



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- “Through this program, I have gone through a few significant lessons: Leading diverse teams, Happiness in the workplace, coaching for performance, and Developing Emotional Intelligence. These lessons created an immediate impact on my current job. All these mentioned topics helped me a lot to connect with my team. We are self-driven when we feel content. That’s come from within us when we are happy and feel job satisfaction. Coaching for performance and happiness at work helped me to guide my team in this direction. My team started performing on their own after limited guidance from me. Our customers are delighted with our team and the value our team is adding to their business goals.” ~ Seuli Maji (Participant)
- “My progress is great as I can handle various financial concepts related to project costing. I have started to realize the importance of asking right questions and understanding the personality traits of people I work with in a daily setting. This helped me to change my approach accordingly to get my work done. I started asking broad questions which will give me a big picture. I have for very positive feedback from my team as they think I am now more approachable if they have any questions. I was able to develop a friendly repo with the clients which helped me facilitate better communication.” ~ Prajakta Saraf (Participant)

Overall

The impacts Tavant has seen through Hybrid Learning Program are:

- Agility in learning – learners can understand the concepts quickly.
- Increase in engagement – Since there are opportunities which provide self-paced learning, people can balance their work and hence there is more engagement in learning.
- Peer-to-Peer Learning and High Collaboration – In a hybrid model approach, we were able to bring lots of opportunities for learning in an informal manner through collaborative tools, engagement with leaders / subject matter experts and also cohort-based learning.
- Works for diverse learning styles – This model gives an opportunity for people to choose their personalized learning styles with most of the learning content.
- Flexibility – Learners have the flexibility to choose the best time to learn all the asynchronous modes of learning.



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Some Lessons Learnt:

- Time Management and Prioritization – Some of our learners were initially unable to manage time to complete the asynchronous part. To help them, the team provided a few placeholder timings which they could choose from, and this helped them to complete the program on time.
- Learners enjoyed the interactive sessions, experiences shared by leaders, solving case studies, action learning project etc.
- The 1-1 Coaching sessions were an eye-opener for many, and they were able to define better approaches towards working as well as managing relationships with stakeholders.

Future Plans:

- This year, Tavant is planning for more programs in the Hybrid model looking at the value that has been created and positive responses from their employees.



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