Performance Support is a Four-letter Word

Frank Nguyen, Sears Holdings Corporation

Austin, TX • June 8 – 10, 2016
How would you...

Explain performance support to your distinguished guest?
How would you explain performance support to my mom?
Identity Crisis
Redefine learning as more than just training

Make your organization smarter about performance support

- Find a strategic “hot button”
- Show them what PS looks like first, introduce the terminology later
- Use data to show the potential impact of PS
- Estimate how PS can put water on the “hot button”
- Find a willing partner in the business to take an informed risk
- Win some easy battles before you try to win the war

Redefine learning as more than just training
Case Study #1
Explain performance support to your Information Technology person?
Case Study #1

- Find a strategic “hot button”
  - All brick & mortar processes are going “E” including eLearning
  - Information Technology is investing heavily in building systems, software automation

- Show them what PS looks like first, introduce the terminology later

- Use data to show the potential impact of PS

- Estimate how PS can put water on the “hot button”
  - Reduce user transaction time by ~30 seconds
  - Reduce help desk call volume by 10%

- Find a willing partner in the business to take an informed risk
  - Automated Shipping Memo

- Win some easy battles before you try to win the war
  - Freight Track & Trace, 50+ enterprise applications including SAP
Case Study #1

SERVER DOWNTIME SCHEDULE:

ASM Web and ASM Desktop will be down on May 19, 2006 from 11:30am to 12:30pm APAC time for the system upgrade.

ACTION REQUIRED
For ASM Web and Desktop users: Be aware of the system downtime.

For ASM Desktop Users: All must download the new ASM Desktop version starting May 19, 2006 12:30pm (APAC), immediately after the upgrade. Please go to the 'Download Options' link to get the updated file.

Scheduled maintenance - Weekly: Monday - 9:00 am - 10:00 am (Indian Standard Time)

For users who will be shipping from US, availability of ASM web is dependent on SAP APO.
To check SAP APO standard downtime - Click here
To check up-to-date status of SAP APO - Click here

Technical Support for this page is available 24x7 by calling the USTAC at 356-1234, options 1.2.3.2.

Select Originating Shipping Site

AMSTERDAM

Submit HELP
Case Study #1

Extrinsic Help Hits

External Help Searches

Apr-02 Jul-02 Oct-02 Jan-03 Apr-03 Jul-03 Jan-04 Apr-04 Jul-04 Jan-05 Apr-05 Jul-05 Jan-06 Apr-06 Jul-06 Jan-07

18000 16000 14000 12000 10000 8000 6000 4000 2000 0
Case Study #1

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Win some easy battles before you try to win the war
- eLearning authoring tools, Freight Track & Trace, 50+ enterprise applications including SAP
Case Study #2
Case Study #2
How would you...

Explain performance support to your instructional design team?
Case Study #2

<table>
<thead>
<tr>
<th>Before the Event</th>
<th>During the Event</th>
<th>After the Event</th>
</tr>
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<tbody>
<tr>
<td>eLearning</td>
<td>Prepare for (or bypass) learning events</td>
<td>Support transfer during &amp; after lrng events</td>
</tr>
<tr>
<td>Blogs</td>
<td>Problem-Based Learning</td>
<td>Coaching</td>
</tr>
<tr>
<td>Prescriptive Assmt</td>
<td>Authentic job situations</td>
<td>Perf Support</td>
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<td>Collaborative learning</td>
<td>Team Activities</td>
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Case Study #2

Example: Agent assisting customer with a Delivery Reschedule

- Tool tip content pulled from Performance Support
- Quick overview of key things to know in handling a reschedule
- Potentially include links to see more detail within Performance Support (e.g., full PnP document) or Segno (related learning content)
- Icon could change (e.g., different color) if this information has been updated to encourage viewing
- Could also include a button to subscribe to the related Segno content for later review
Case Study #2

Example: Search Performance Support Materials from Dashboard

- Allow advisors to perform keyword search for support-related content
- Search results would display in new window, modal, or slide-out panel, allowing advisor to view materials without leaving MSP
- Push links to recently updated materials to dashboard (based on role and LOBs supported)
Case Study #2

Example: Processing an Even Exchange

- Business process mapped out in Performance Support/Segno system
- Process used within MSP to provide “wizard” style step-by-step flow

Guided flow in MSP reduces need to remember each step
Provides visual reference for where advisor is in the process
Could also be used to support member-facing self-service tools for these processes
## Case Study #2

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Case Study #2

![Bar Chart]

- **Training**
  - 48%

- **EPSS**
  - 69%
  - 65%

- **Both**
  - 76%
  - 77%

- **Performance**
  - 80%

**Attitudes**
Case Study #2

Aug LOB Call Volume vs. Labor (FTE)

Under-allocation of labor*

Over-allocation of labor*

<table>
<thead>
<tr>
<th>Category</th>
<th>Labor Allocation</th>
<th>Call Volume</th>
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<tr>
<td>Other</td>
<td>16.5%</td>
<td>14.9%</td>
</tr>
<tr>
<td>Customer Solutions</td>
<td>18.1%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Delivery</td>
<td>8.4%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Online</td>
<td>4.4%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Parts</td>
<td>19.6%</td>
<td>24.5%</td>
</tr>
<tr>
<td>Retail Support</td>
<td>10.3%</td>
<td>16.9%</td>
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<tr>
<td>Tech</td>
<td>22.6%</td>
<td>18.3%</td>
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Legend:
- Labor Allocation
- Call Volume
Case Study #2

Current IVR process
- IVR routes calls mechanically based on member's menu selection
- Call Center Agent logs into the "Home Service" queue
- Call Center Agent logs into the "Parts" queue

Alternative Approach
- Agents receive calls based on their learning and performance expertise rather than a passive queue
- Expertise/Learning
- Performance
- Expertise/Learning
- Performance
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Case Study #3
How would you...

Explain performance support to your senior leaders?
Case Study #3

Redefine learning as more than just training

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Case Study #3
Case Study #3

- Find a strategic “hot button”
  - Omni-channel retail transformation

- Show them what PS looks like first, introduce the terminology later

- Use data to show the potential impact of PS

- Estimate how PS can put water on the “hot button”
  - Reduce onboarding training by 29%-50%

- Find a willing partner in the business to take an informed risk
  - Point of sale

- Win some easy battles before you try to win the war
  - LMS administration tools, Workforce Mgmt Tool, Repair Technician Support
Case Study #3

Through perf support, call center onboarding was reduced 50%, cashier by 29%

Embedding learning in everyday work tools reduces onboarding time, improves productivity.
Case Study #3

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Let’s talk about your organization

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Dr. Frank Nguyen is a senior learning leader who specializes in transforming learning organizations through strategy and technology. He is currently vice president for Sears and has previously led enterprise learning for Fortune companies including American Express, Intel and MicroAge. Frank has published extensively on the intersection of eLearning, instructional design and performance support. He is a recipient of the eLearning Guild Master and the ISPI Distinguished Dissertation awards. His work on compliance training, learning strategy, business transformation and technology have been recognized by Brandon Hall and Chief Learning Officer. Frank has served on a variety of learning industry committees for Adobe, ATD, BJET, Brandon Hall, eLearning Guild and ISPI.