



The Learning Cluster Design model is combined with Design Thinking for a world-class net promoter score for an onboarding initiative.

Impact

87 Net Promoter Score (NPS) -- a world class rating for learners, likely to recommend this learning experience

Unintended Benefits

- Multiple patents
- Set a new standard and perception of L&D programs

Resources

6 Months
1 L&D lead designer

THE CHALLENGE

Redesign the onboarding process for new hires in the US Technology and Operations departments at Visa.

“The response [from leadership] has been phenomenal. The collaboration between leaders and the learning organization has been phenomenal.”

THE DIFFERENT APPROACH

Onboarding is often seen as an event. Even when looked at as a process, trainers focus on classroom learning, self study modules and relationship building. What gets lost in the shuffle is a great employee experience that ramps up time-to-productivity.

One L&D manager used the Learning Cluster Design model and married it with Design Thinking to hone in on learner AND business needs.

THE BOTTOM LINE

Empathy interviewing techniques from Design Thinking gave ideas on what would resonate most with learners and stakeholders.

Many data points, but unorganized

Learning cluster design defined what that experience would look like and use those data points in the most effective way.

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THE RESULTS

World Class Net Promoter Scores

- First time pilot of the learning cluster, received an NPS of 53.
- Second implementation received a world-class Net Promoter Score of 87!

*For perspective, an NPS rating above 0 is good, above 50 is excellent, and above 70 is world class.

Tracked Transformation

Learning transformation of each cohort was also tracked through the week and culminated in a 2-minute video. The videos are used for recruiting, leadership awareness, and spaced learning.

Patents from Capstone Projects

The capstone project has led to a new hire project filing a patent application through the Visa innovations team.

THE LEARNING CLUSTER

The Learning Cluster was comprised of a combination of relational and technical activities, culminating in an end of process capstone project, in which the learners develop innovative solutions to a current list of challenges in the payments industry. The challenges are curated from Visa's vice presidents and senior vice presidents.

“We have people who have been working for two years asking if they can register for this new hire program. It's all spread through word of mouth.”

NPS of
87

New
Patent
Filing

VISA