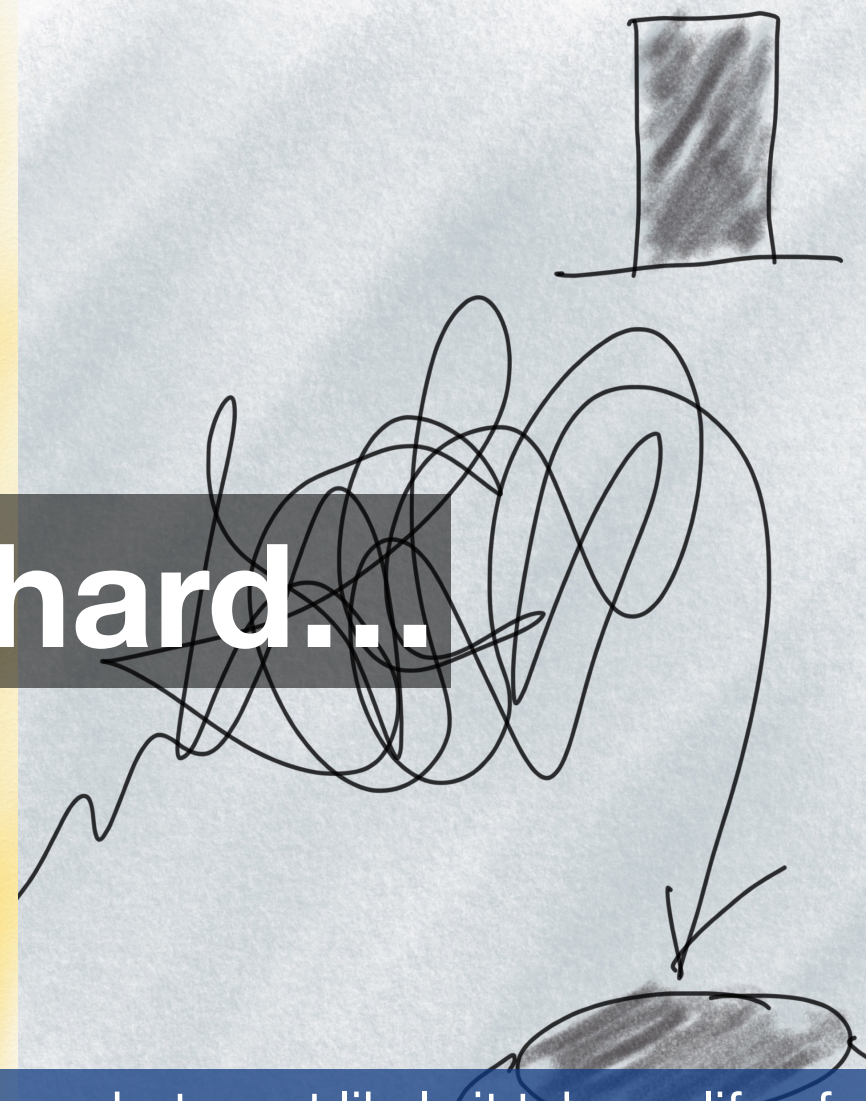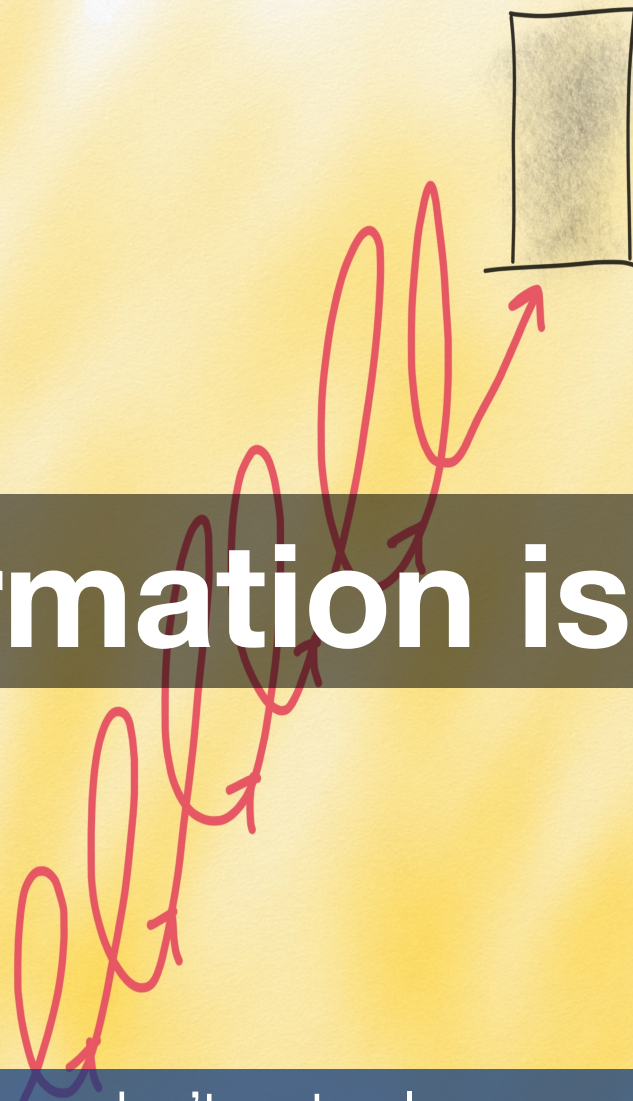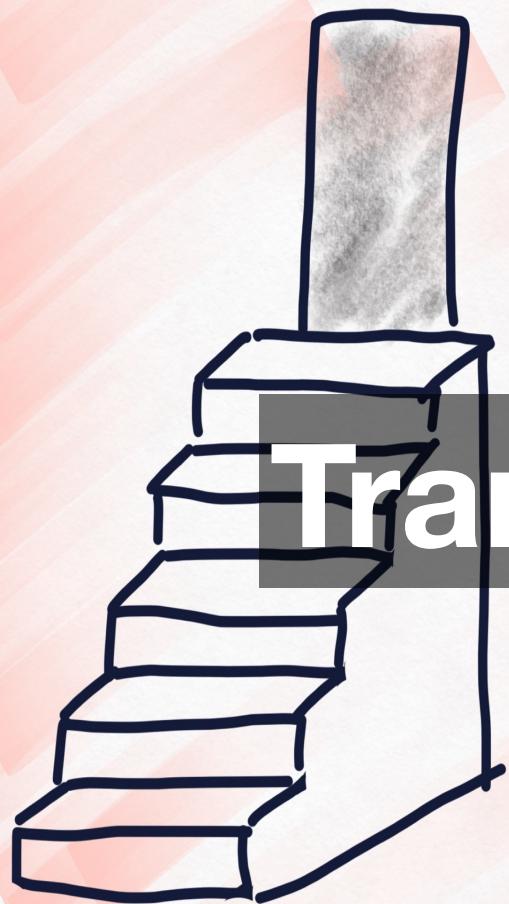**Hey CxO,**
you are your organisation's product manager!
Tze Chin Tang

Transformation is hard...

We planned for change…

…things don't go to plan, we we try iterating…

…but most likely it takes a life of it's own!

seek asia

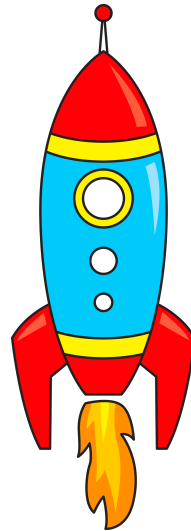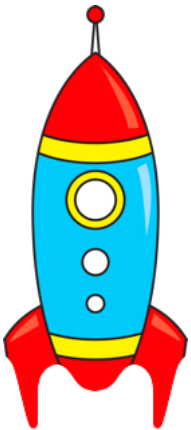Seek Asia runs the leading online employment marketplaces in South East Asia and Hong Kong.

We operate in **seven countries** and have **four engineering centres**.

Product & Technology number **200+** engineers, designers, product managers, and IT operations professionals.

BUSINESS AGILITY CONFERENCE INDIA

JobStreet.com   jobsDB.com

The story so far...

Initial: No clear direction or goal.   1st Goal: Build a solid foundation.   2nd Goal: Accelerate!

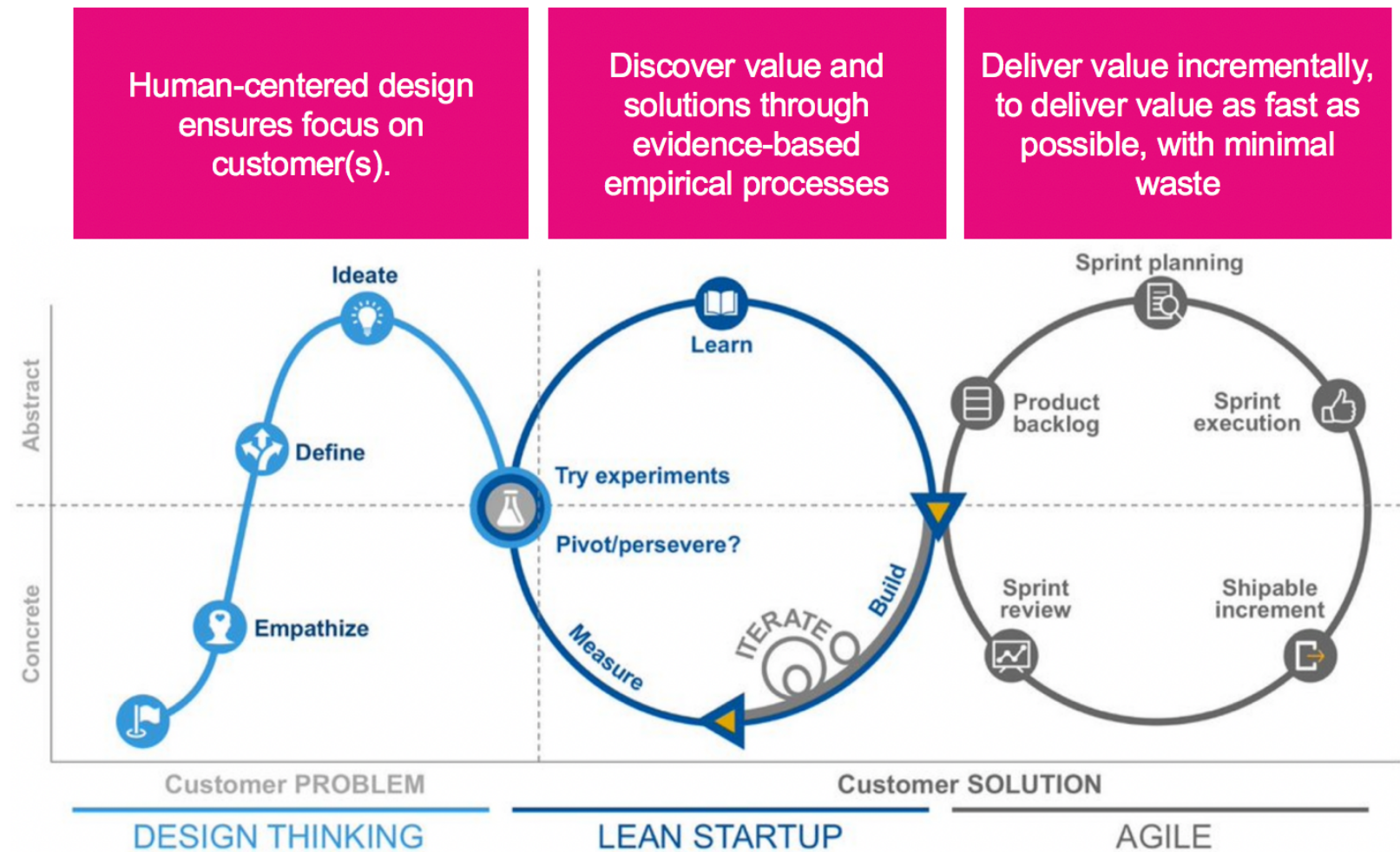Design Thinking / UX
Product Management
Agile

What if what works for product development and start-ups, will work for organizational development?
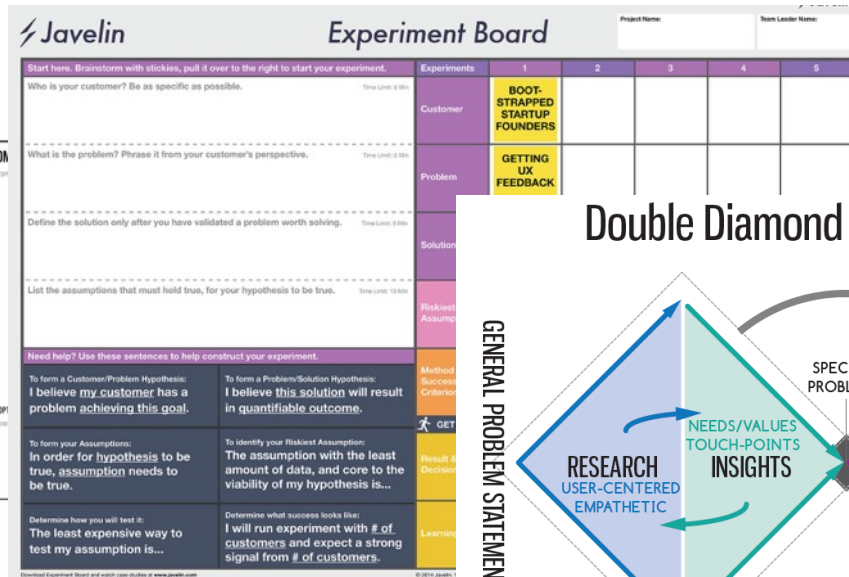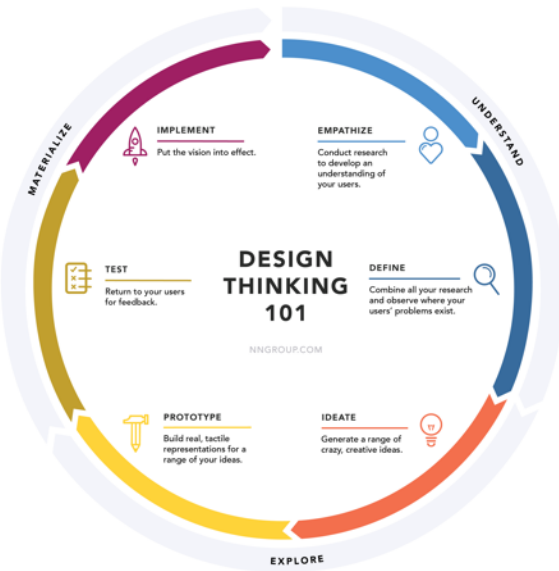
A key framework to deliver Product Innovation & Learning-led Organization is the Gartner Model which combines Design Thinking, Lean Startup and Agile Delivery

To gain competitive advantage by learning and experimenting to find what works for the organization and the customer.
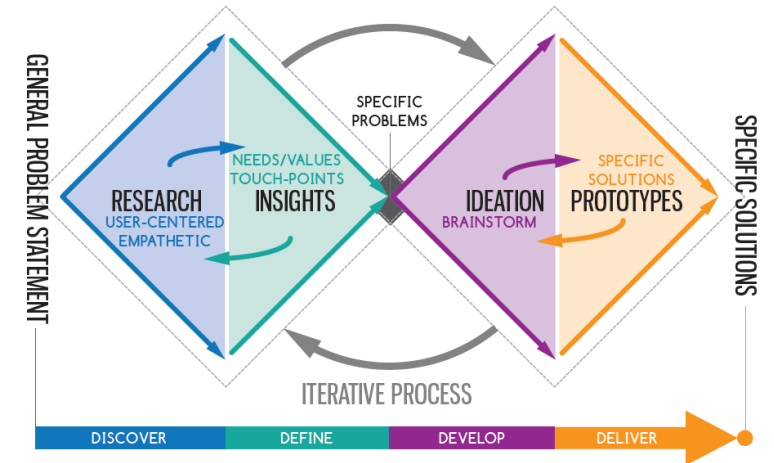
Human-centered design ensures focus on customer(s).

Discover value and solutions through evidence-based empirical processes

Deliver value incrementally, to deliver value as fast as possible, with minimal waste

We were already using these techniques to understand our customers, so let's use them to understand our employees.

Only through a great organization, can a great product be built…

2nd Goal: Accelerate!

The Product is a Learning Organisation
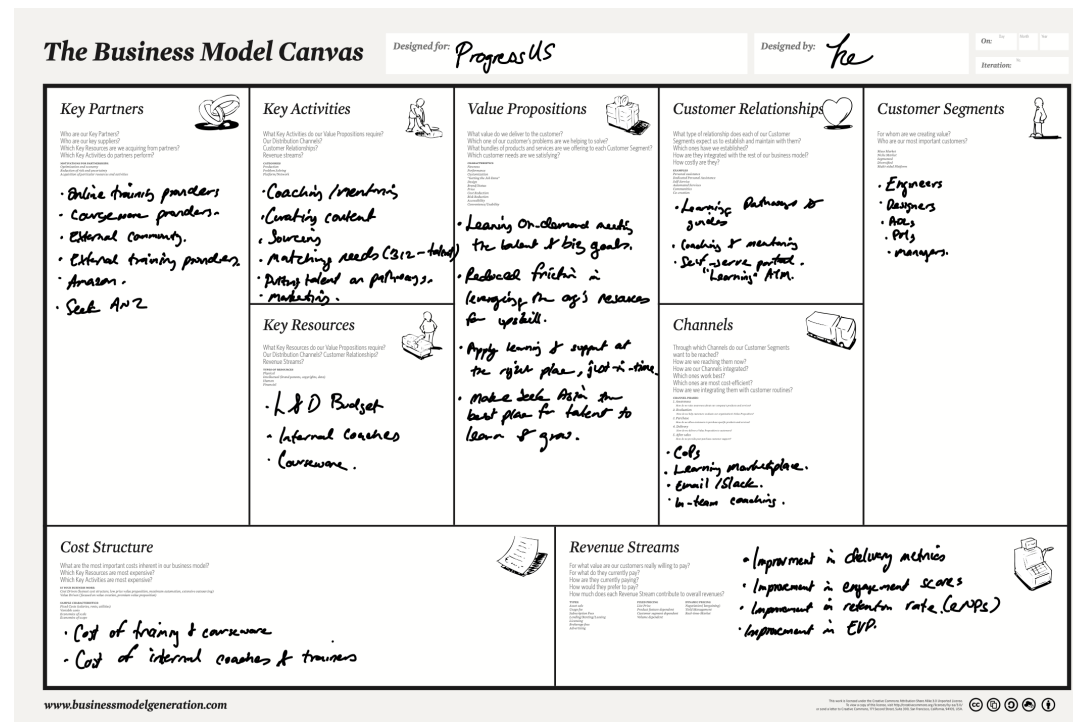
Step 1: What's our business model?
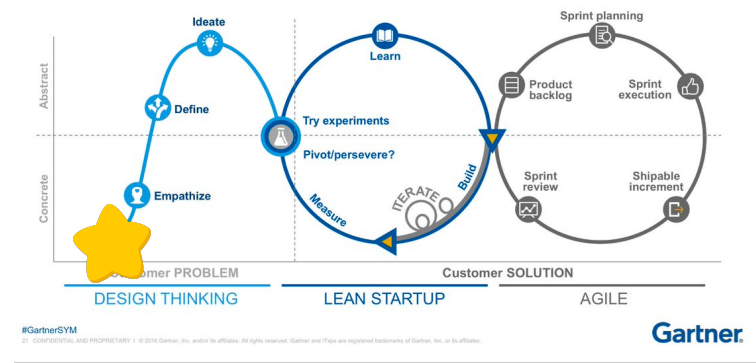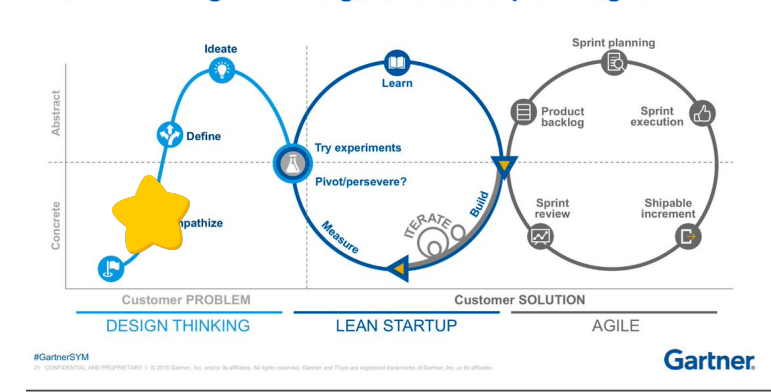

Supply side:
- Organisation

Demand side:
- Talent

Step 2: Understand our customers (empatise)

We interviewed our employees to understand their pain points, needs and behaviors.

Then we created **personas** as customer segments.

Lights-On Larry
Lots of changes now and I'm not sure how to move forward

BACKGROUND

Larry has played a role in building the old products and mastered the old systems.

Aware of the company's aspirations to move forward but it's painful upskilling again and wants to do things the old way

- Wise and experienced
- Could be passive aggressive
- Might be a bottle neck for innovation
- Makes Things Slower

JOBS TO BE DONE
I want to (motivation)…

So that (goals)…

OPPORTUNITIES

FRUSTRATIONS
- Feels like they cannot move forward because of their skills, the current seniority (cannot easily go anywhere else)

- Not able to contribute as much and having to relearn things

MOTIVATIONS

Growth

Financial

Contribution

Stability/ security

Family

BEHAVIOURS

Direction taking — Autonomous

Passive — Active

Not accountable — Ownership

Individual — Collaborate

Inexperienced — Experienced

Unskilled — Skilled
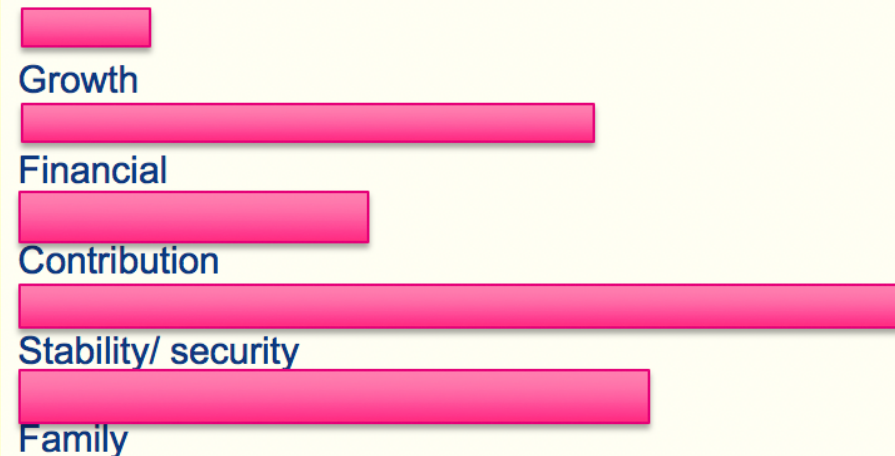
Step 3: What are the pain points?

Pain points identified through interviews – talent and management.

1 Need more support to grow my capabilities

2 I don't feel heard when I share things that I feel matter

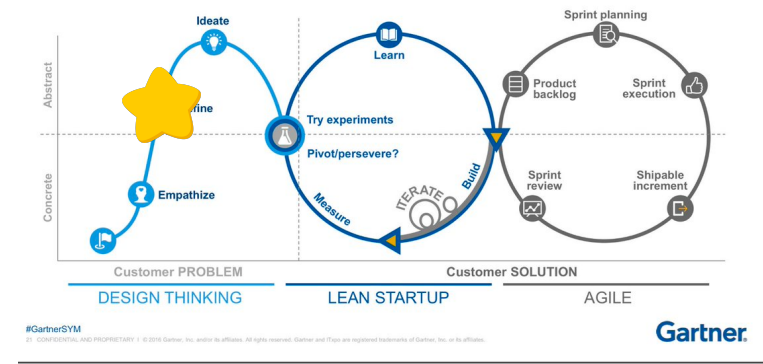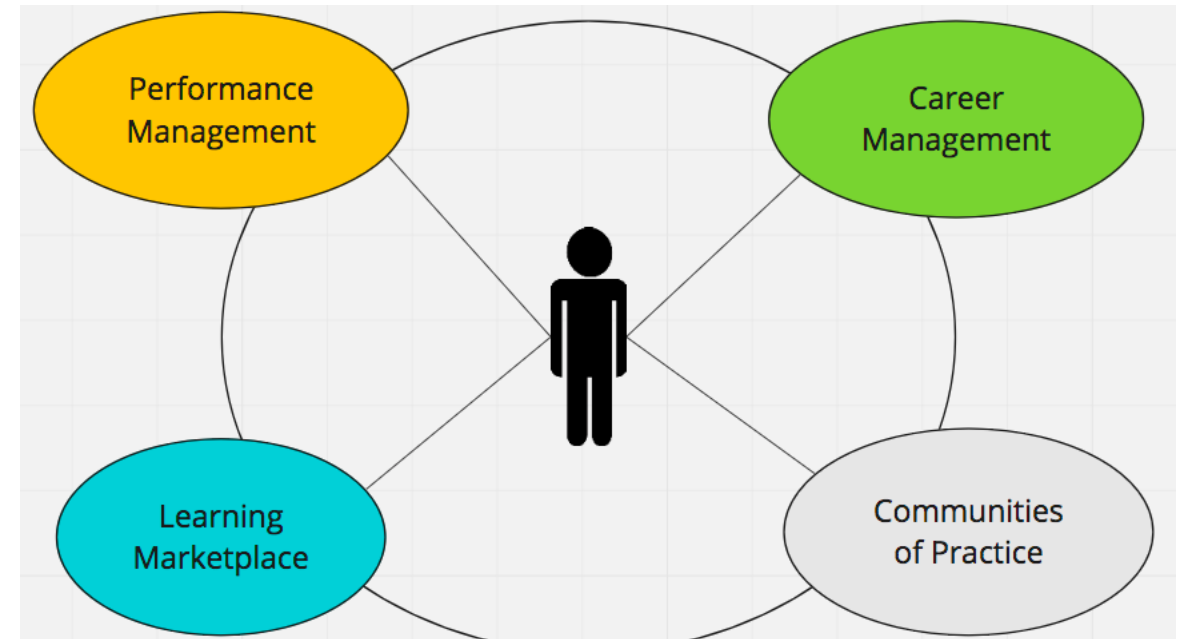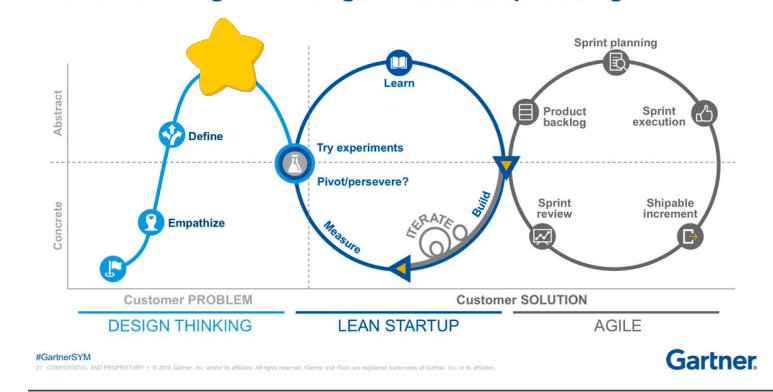**3** I don't know where I'm heading

Step 4: Taking a system design approach for ideation.
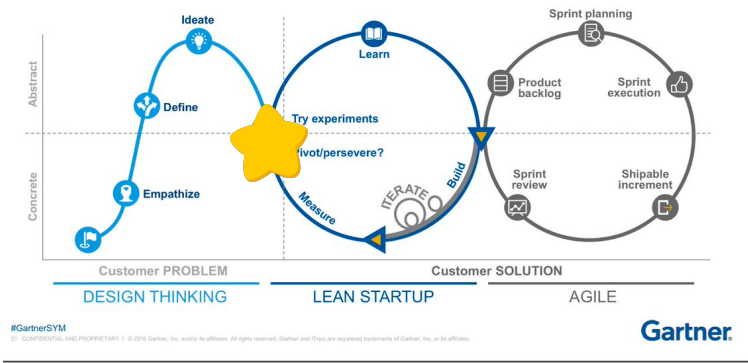
Creating a learning and development ecosystem at scale.

Step 5: Experiment, Experiment, Experiment!

We created a hypothesis backlog.

We believe that our people don't pursue learning due to **process friction**.
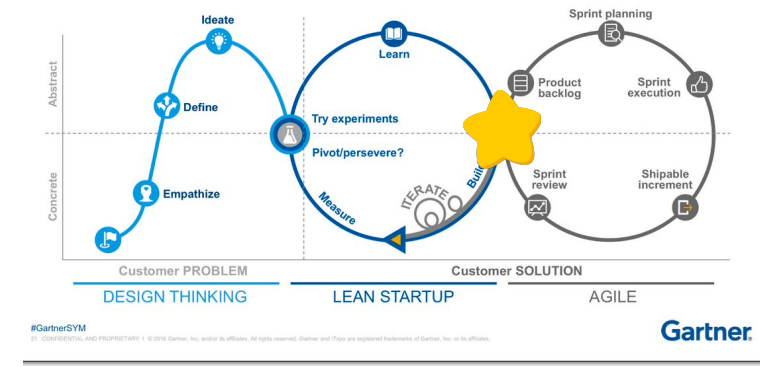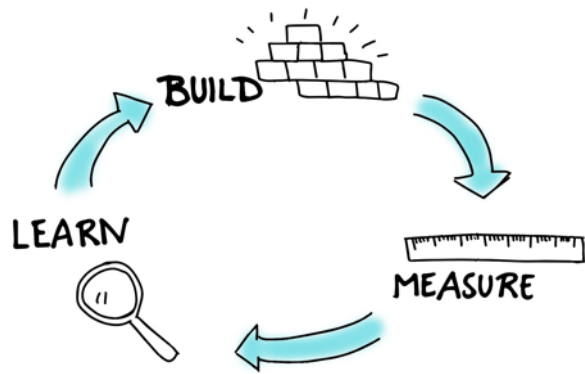
➡️

Hypothesis:
We believe that our people don't pursue learning due to **process friction.**

Existing available data:
• Interviews, surveys, etc.

Step 6:
Test hypotheses through quick, cheap experiments.

TEST	**Learning Hub** allows our talent to easily find and meeting their up-skill goals.
HYPOTHESES	We believe that our people don't pursue learning due to **process friction.**

Metrics	• Use **AARRR**
	    • Acquisition: # of expressions of interest (emails, forms fill)
	    • Activation: % increase of demand increase in learning requests.
	    • Retention: % completion of training
	    • Referral: ???
	    • Revenue: % completion of post-learning commitments.

Experiment:
AWS Fundementals:
• Manager approval not required.
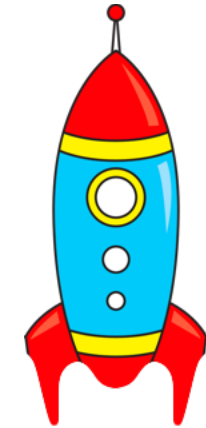• Online ~USD60/pax

Acquisition:
15% signup for AWS fundamentals within 7 days.

Challenges

- It requires a **mindset** shift**.**
- **Experimentation** is harder that it sounds.
- Must be comfortable with **failure**.
- Moving **quickly** (lack of).
- **Measuring** outcomes, not activities.

The story continues…

![Photograph of a person standing on a mountain peak overlooking a valley and mountains, with the seek asia logo in the top right corner.]

Hey CxO,
you are your organisation's product manager!

Tze Chin Tang
Head of Agile Delivery

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