

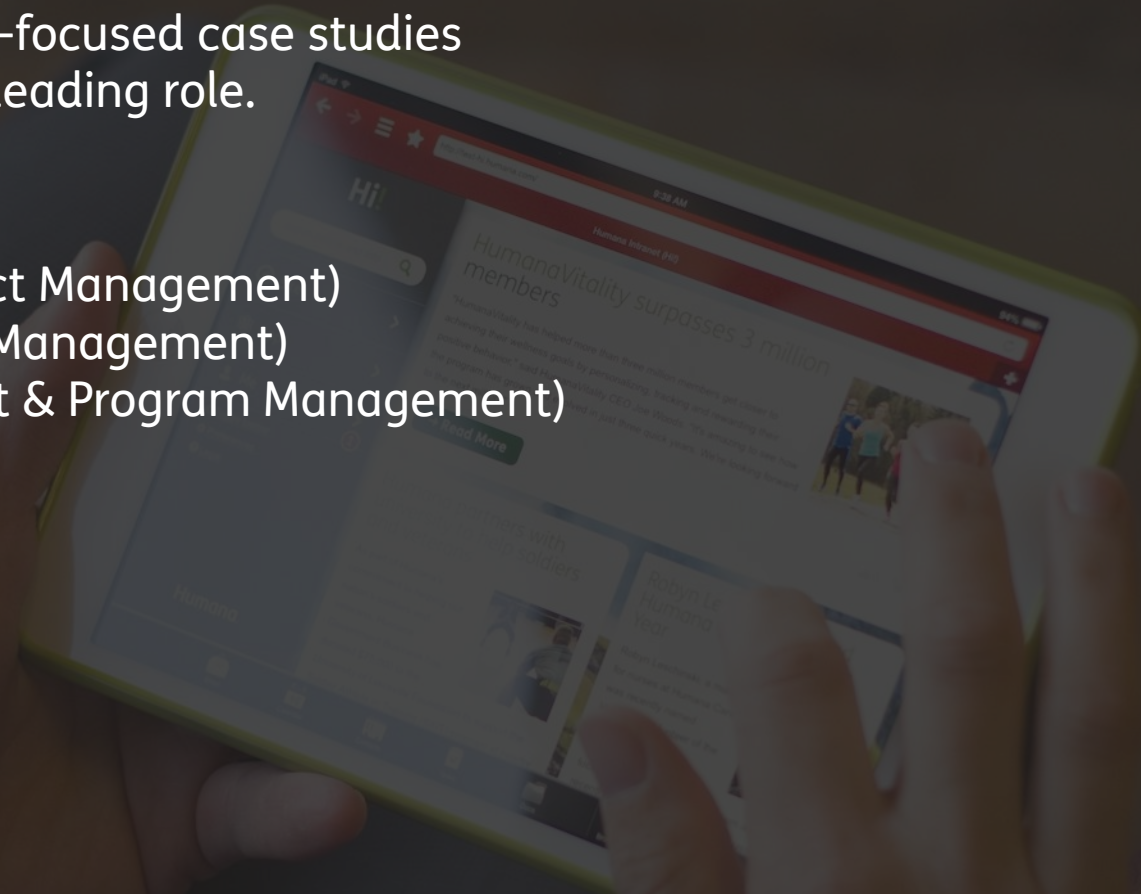
# Barry Smith

## Portfolio

The following are three outcome-focused case studies of products for which I played a leading role.

### Contents

1. CareerHub (Director of Product Management)
2. Becoming Humana (Product Management)
3. Welcome Experience (Product & Program Management)

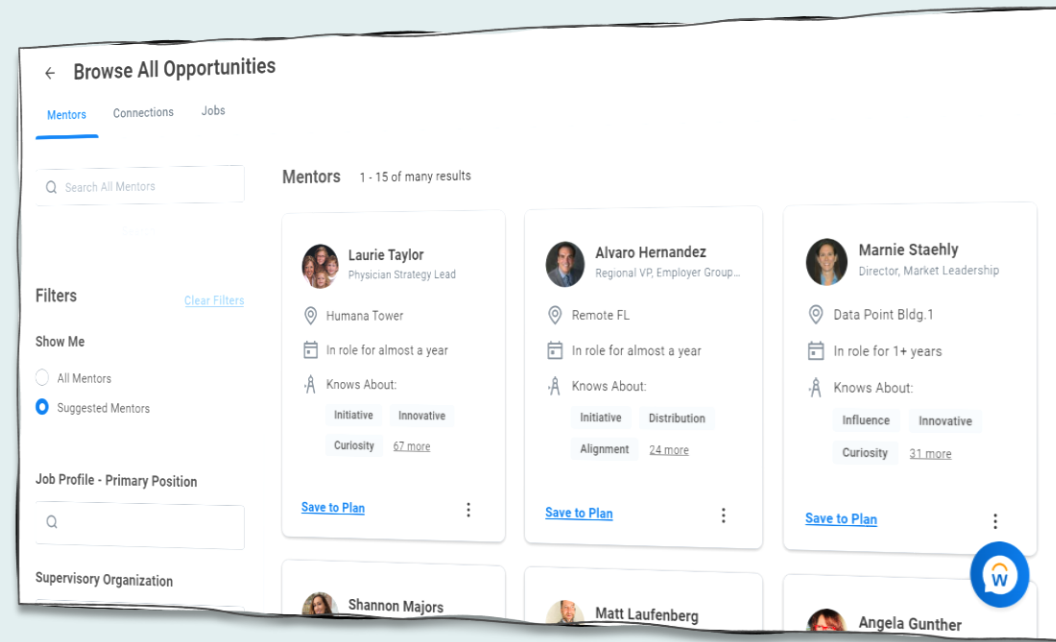


# Case Study

## Career Hub

Barry's role: Director, AX Products  
2023

Launched Q3 2023, CareerHub is a Workday module that uses machine learning to connect associates to potential next jobs, mentors, networking connections within the company



The Associate Experience Product Team's Grow journey team recognized a major opportunity to create high business and customer value.

So we invested in our business relationships, applied test-and-learn principles, and exceeded everyone's expectations.

# Case Study: CareerHub

## Starting point

Humana was paying a lot of money for a mentoring tool that wasn't effective, yet no one felt the urgency to solve the problem.



Our existing mentoring tool was costly, complex to maintain, and frustrating to use

*Mentors & mentees were bypassing our mentoring platform completely because of poor experience*



We were keeping the old platform based on KPIs that were outdated

*It was assumed that certain mentoring use cases would prevent us from using CareerHub, but no one verified if we were still using those KPIs*



We were throwing business value out with the bath water

*CareerHub offered us much more than mentoring—things our research said we needed—at no additional cost to our Workday contract*

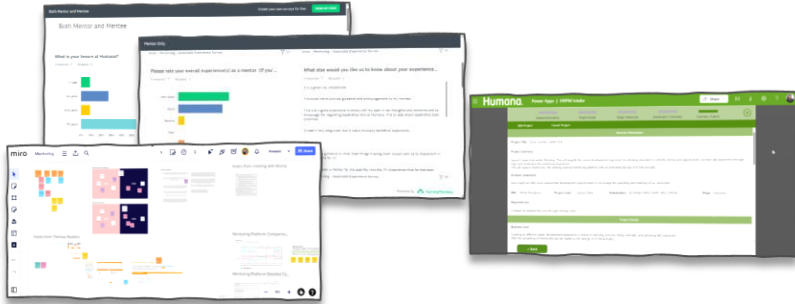
Continued inaction (a renewed contract) would have cost the company **\$432k and 3 more years of poor experiences.**

We had to get our business partners to see the opportunity.

# Case Study: CareerHub

## Our opportunity

How might we realize big savings for the organization while, at minimum, maintaining the level of associate experience with our mentoring program?



Grow Journey conducted a discovery phase

Our discovery suggested significant business and customer value by implementing CareerHub and retiring our mentoring software



Earned buy-in & prioritization

Key business partners were not aligned at first, but by showing the business value, we got their support.



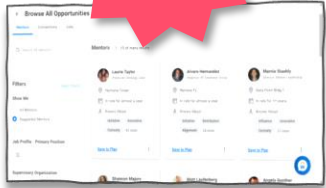
Formed a cross-functional team

We formed a cross-functional “three-in-the-box” Scrum team of COE (business), technology, and product



Learned our way into a soft-launch pilot

Prototyping along the way, we launched a test-and-learn pilot to 2,000 associates to learn and iterate before our enterprise roll-out.



Launched on time, far exceeding our original OKRs

Successfully launched the product before our old mentoring contract expired, realizing immediate savings and significant customer value

# Case Study: CareerHub

## Outcomes achieved



**\$432k**  
Hard savings  
over 3 years




**90%+**  
Decrease in  
monthly  
support tickets



**+355**  
New mentoring  
relationships in the  
first 2 months\*

\*OKR was 30



**-1**  
Unnecessary vendor  
(reduced tech debt)

### Plus, experiences improved

Our surveys showed an initial NPS of 26 (Good), while 94% of associates said they'd likely use CareerHub for their growth and development.

Sentiments in open-ended responses were also very high, as associates appreciated having so many tools in a one-stop-shop for their development.

*"This is AWESOME! We are so lucky to have such a transparent method to help guide us through our Humana journey."*

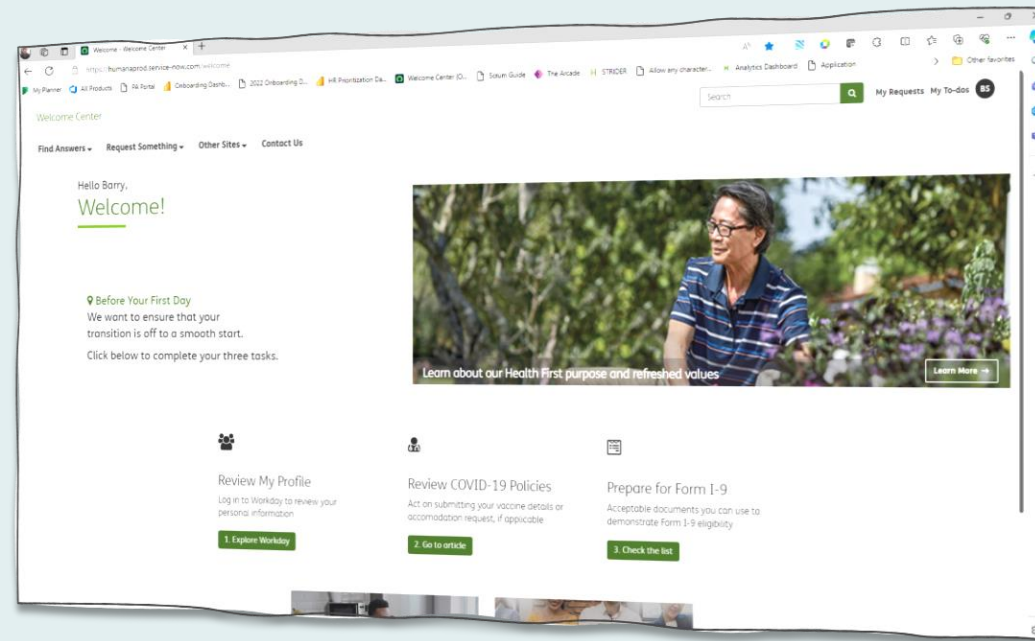
*"Love that Humana has made it easy for us to find each other."*

# Case Study

## Becoming Humana

Barry's roles: Product Manager  
2020-2021

Becoming Humana was a cross-functional Agile initiative to improve associate onboarding at Humana.



We applied Service Design, Agile, and product management practices to a poorly defined problem, and we're shipping results for the new employee onboarding experience we never thought possible.

# Case Study: **Becoming Humana**

## Starting point

Humana's onboarding practices and experience were poorly understood. It was generally felt that improvements were needed, but it was unclear what to do.



- × Onboarding customers were not defined, and their needs were not understood
- × Business value of onboarding was also undefined

*No clear definition of "onboarding" existed at Humana.*



- × Roles of onboarding delivery teams were poorly understood
- × Critical teams did not prioritize onboarding, and collaboration was ineffective

*No single "onboarding" team actually existed, and many teams responsible for key touchpoints were never held accountable to their role.*



- × Culture was "solution-first, ask questions later"
- × Daily requests and ideas were received, but no prioritized strategy or investment

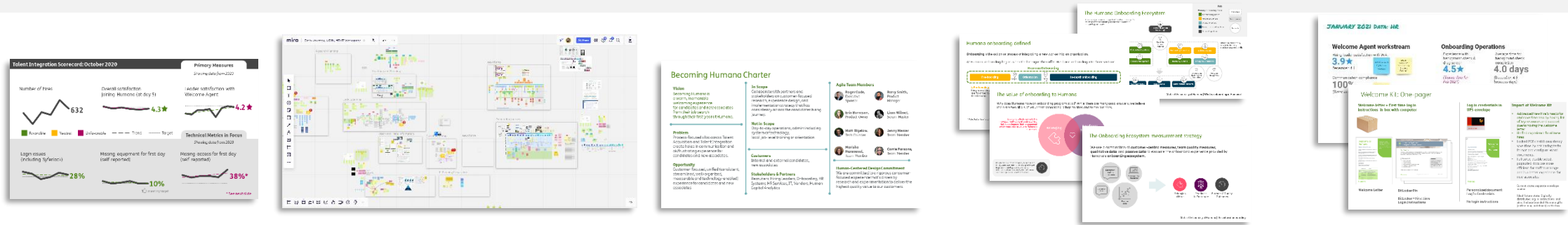
*Both HR and IT had a bias toward buying large-scale tech solutions that would fix our undefined problems in undefined ways.*

Without clear strategic outcomes defined, the loudest voices of upset stakeholders defined our prioritization.

# Case Study: Becoming Humana

## Our big idea

How might we create an improved onboarding experience?



Identified our best understanding of top priority customer problems

Prioritized customer research and service design

Formed an Agile experience team called **Becoming Humana** and began building a product

Defined the onboarding experience as a product

Completed our first Product Increment with the cross-functional product teams

We attacked our burning customer problems with traditional methods while we transformed our ways of working

Backfilled an open role with a Service Designer instead of a traditional business consultant. We needed to do the right things and do things right.

We invested more than a year developing relationships and creating a unified vision and partnership between HR and IT

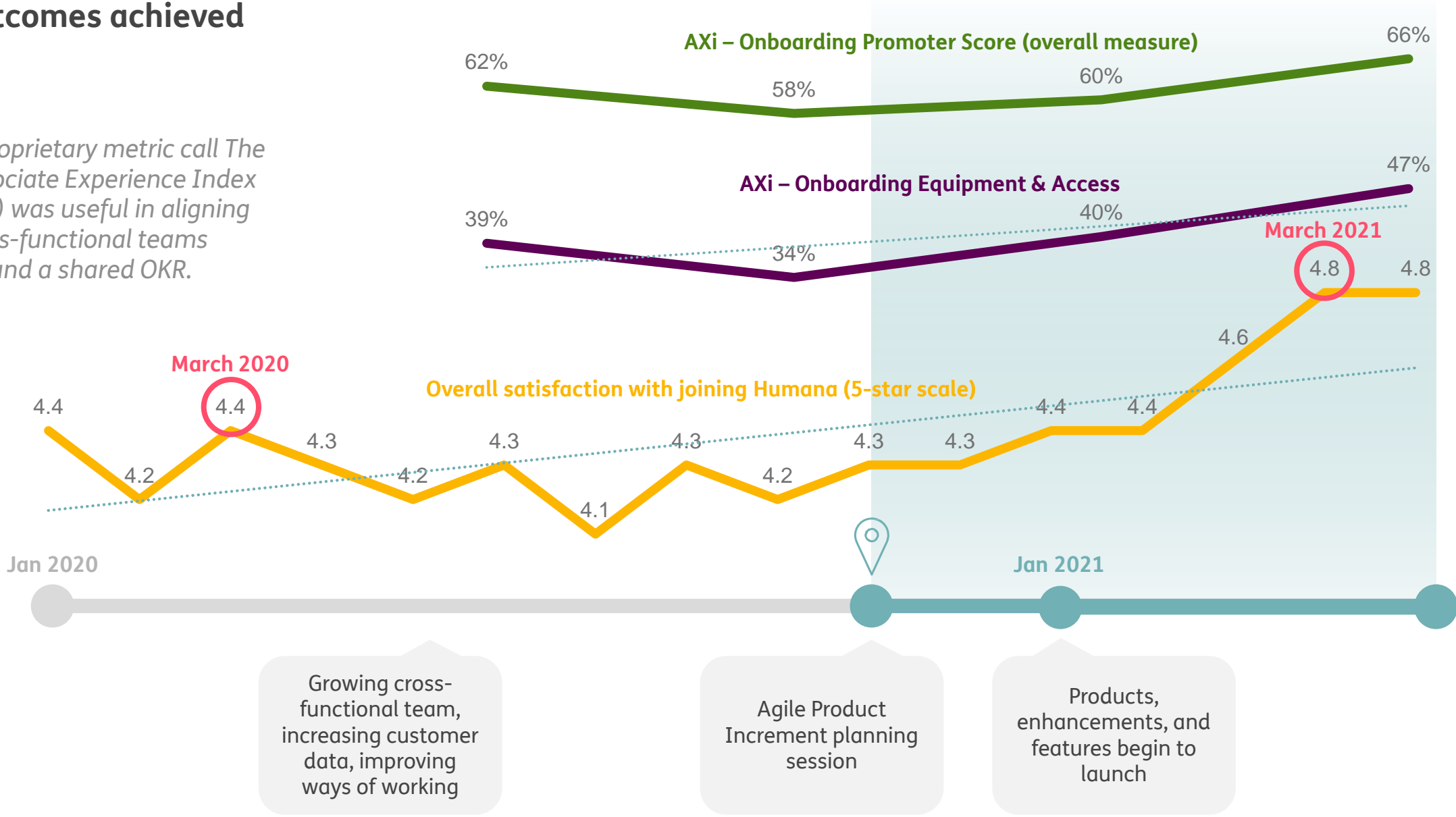
We now have customers defined and prioritized, deep understanding of their problems, and know who delivers this experience

Launched enhancements that address top customer problems, a new measurement strategy, and much more.

# Case Study: Becoming Humana

## Outcomes achieved

A proprietary metric call The Associate Experience Index (AXi) was useful in aligning cross-functional teams around a shared OKR.




# Case Study: **Becoming Humana**


Additional outcomes of our first product increment




**+5**  
shipped  
features



**+13**  
new  
data points



**+3**  
prototypes or pilots  
in process



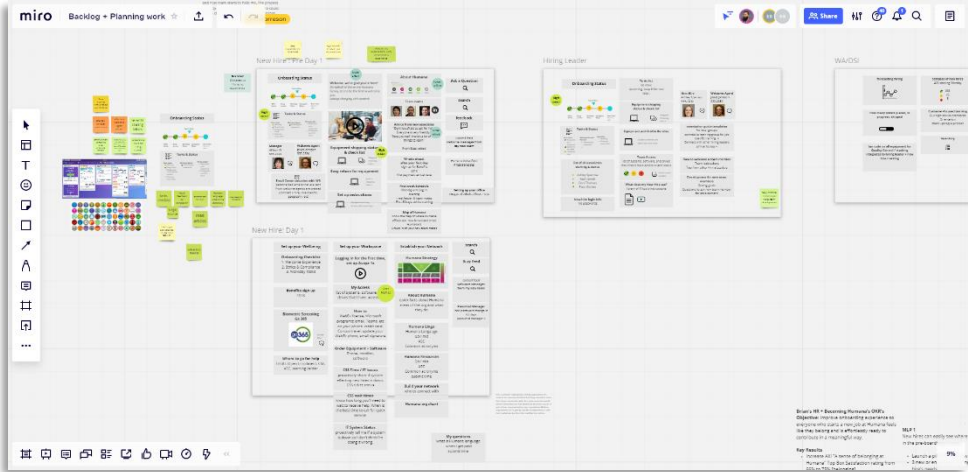
**+80**  
customer  
interviews

## The most important outcome of all

We saw dramatic cultural change in HR and IT to be more customer-centric in real, tangible ways.

## What's followed

The team continued to iterate and far exceed even these outcomes. Work culminated in a major release called the “Guided Onboarding Experience” in 2023. The improvements we made will allow us to realize over **\$1M in annual savings** by reducing 3<sup>rd</sup> party support services in 2024.

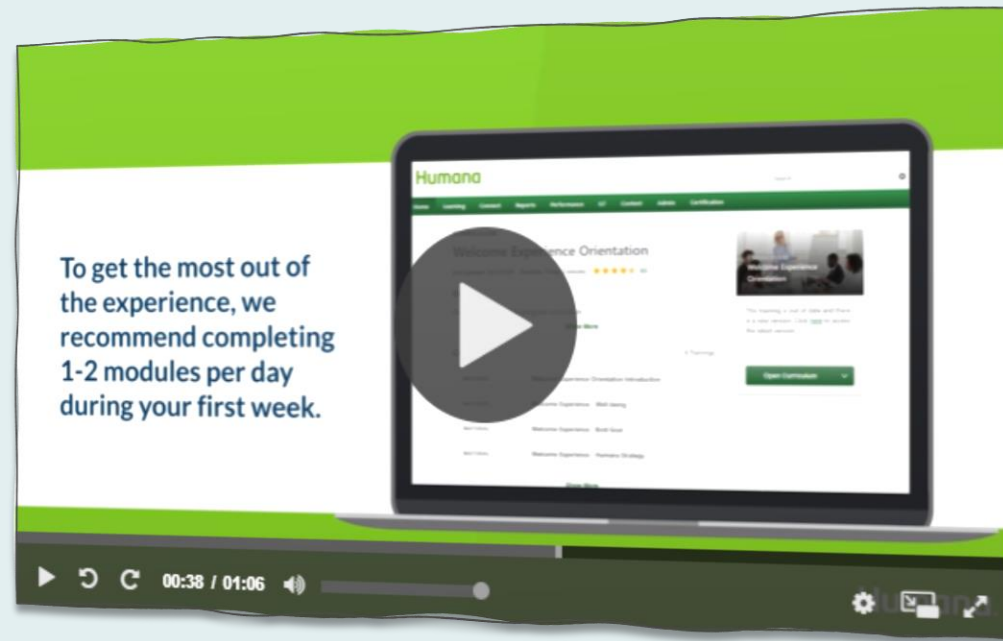


# Case Study

## Welcome Experience

Barry's role: Product Manager, Program Manager  
2019-2020

Welcome Experience is a self-guided, highly-automated enterprise orientation program for new hires.



We used data and iteration to create a strong and efficient enterprise orientation MVP called Welcome Experience for every new Humana associate.

# Case Study: Welcome Experience

## Starting point

Humana's enterprise orientation program was a 2-hour live (but virtual) facilitated session first thing on the new hire's first day.



- × Robbed hires of premium time for practical needs on their first day
- × Technology issues of any nature had devastating effect on experience

*"I would prefer to knock out some of the simple administrative tasks, to give me more time to interact with the team I will be working with, and to get a few basic tasks knocked out."*



- × Insufficient time to answer new hire questions
- × Didn't meet new hires' curiosity or expectations for their first day

*"It was focused on health and care, but I thought it was going to be more about the different internal systems that Humana uses."*



- × Incredibly complex to deliver (and participate in), failure risk was high
- × Insufficient, process-focused metrics

*"Eventually we all were dropped from the call. Only got half of the orientation content so left a bit puzzled about what was in the last half of the presentation."*



Our primary customer is the externally hired associate—more than 11,000 people in 2020.

# Case Study: Welcome Experience, Humana's Enterprise Orientation Program

## Our big, scary idea

"What if there was no day-1 orientation at all?" Here's what we did.

Understand the customer problem



Made quick changes to our surveys and gathered qualitative data to understand customer needs

New hires wanted to meet their leader & team, set up their equipment, and get answers about benefits.

Align on goals



Set OKRs that focused on outcomes and allowed us flexibility in how we achieved them

How might we create a program that met customer needs better **and** was easier to deliver?

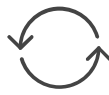
Create a prototype and test



Met an aggressive deadline to get critical feedback on prototype

Broke our content into 5 self-paced modules that could be spaced out across the hire's first week with most critical info first.

Make discoveries, iterate



Discovered additional features and changes, and ran two larger pilots to validate

We realized we could refactor our volunteer facilitator program and create more human connection and Q&A than before.

Launch the MVP



Confidently launched the product with improved measurement strategy to prepare us for future iterations

The MVP launched and met our OKRs

Start again and make it better



We created new OKRs using new data from our customers

After launching the MVP, we iterated the product to meet needs better and for more customer groups.

# Case Study: Welcome Experience

## Customer outcomes

After new program launch

Orientation satisfaction

4.64



Overall satisfaction joining Humana

4.4



+40

minutes of support



+20%

in content offerings

*now includes Spanish translation*

## Business outcomes



+2

processes automated



+500%

expansion of program reach



-50%

reduction in delivery tasks