



CASE STUDY

WWT APPRENTICES GET 828% ROI FROM ORG WHISPERERS AGILE TRAINING


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INTRODUCTION



The COVID pandemic has created tectonic shifts in the habits and needs of customers, and entire industries have been eradicated as a result. The need to manage change in this uncertain climate has greatly intensified, and the companies that are thriving are embracing agility, creating measurable improvements in their business models, and capitalizing on new and emerging opportunities.

One of the best methods to manage change is through Agile Value Delivery. Companies who are adopting this approach are seeking employees who have experience with, or knowledge of Agile and the Scrum framework. When IT students complete their basic courses, many are unfamiliar with these concepts and practices which leave these companies hesitant to hire them or at a disadvantage if they do. That is why World Wide Technology (WWT), a technology service provider, sought an Agile consulting company to train apprentices with a global financial client on the fundamentals of Agile.

WWT places top graduates of a national IT training program for military Veterans to work as apprentices for the global financial client. WWT knew that to improve the chances that this group of apprentices would eventually be hired on full-time with the client and improve their wages, they would have to reach out to an experienced, results-oriented agility partner to successfully train them in this area.

WWT contacted Org Whisperers, a Dallas-based Agile consulting and training company, to conduct an Introduction to Agile/Scrum training with select employees and 9 new apprentices. Because they have a passion for supporting our military Veterans and spouses, Org Whisperers, in partnership with Scrum.org, agreed to do the training at no cost.

THE CHALLENGE



In order to attend, all students were required to adhere to Org Whisperers' participation agreement to ensure class effectiveness and goal attainment.

The goals of this training were to improve the marketability of the apprentices to the client and create measurable improvements in 3 key areas:

- **Reduce time to market**
- **Improve quality**
- **Reduce regulatory risk exposure**

21 STUDENTS

9 of the students were apprentices and the rest of the class was comprised of employees of both the client and WWT. Students were divided into 5 teams with varied positions and knowledge. 19 students completed the course.

7 WEEKS

Org Whisperers conducted 2-hour Intro to Agile/Scrum classes weekly for 7 weeks and incorporated real-world scenarios of the client.

100% Goal

FULL-TIME EMPLOYMENT OFFERS

The apprentices who are typically selected for an opportunity with the client were always at the top of their class and typically, up to 85% of them are offered full-time employment at the end of the apprenticeship. One goal of this training was to increase that number to 100%.

THE ROI APPROACH



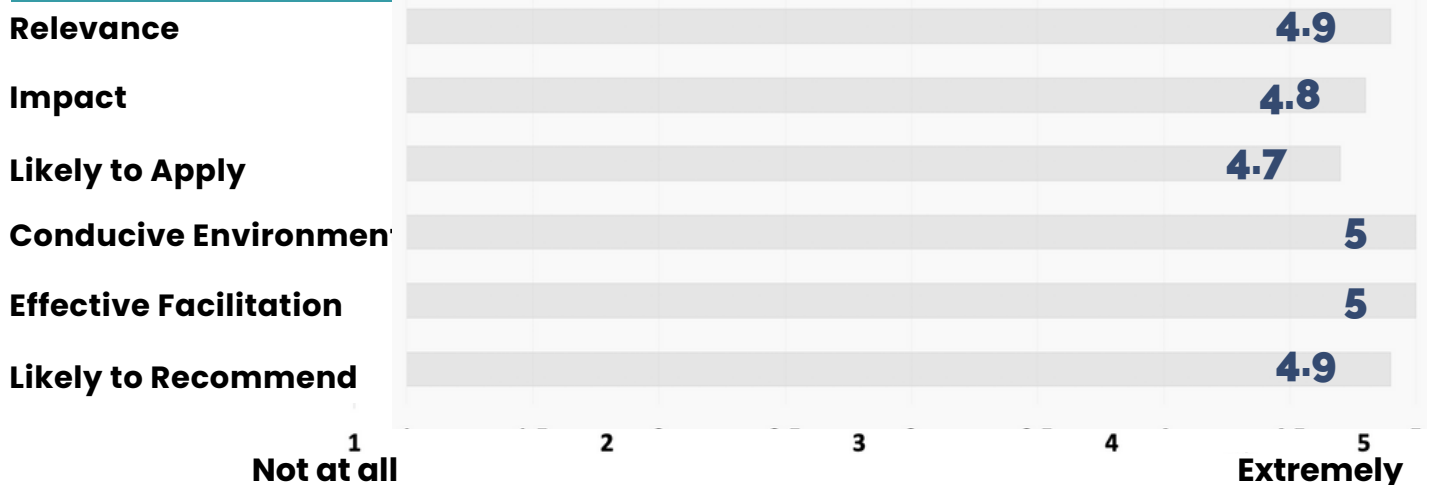
Org Whisperers initiated their unique and comprehensive training program that integrates the ROI Institute's ROI Methodology, which uses a process and framework to capture data for program evaluation and performance. It is designed with 5 levels of measures, which are described below along with details of how they were utilized with the training.

Level 1: Reaction and Planned Action

Measures reaction to, and satisfaction with the experience, contents and value of the training.

After each of the weekly courses, students filled out a survey indicating their level of satisfaction with the class. Survey questions were based on measurements suggested by the ROI Institute and evaluated on a **rating scale of 1-5** with 1 being “not at all” and 5 being extremely”. Questions and average results of the class survey are listed below:

- 1. Relevance:** How relevant was the training content?
- 2. Impact:** How impactful do you feel this training was for your future job success?
- 3. Likely to Apply:** How likely are you to apply the concepts you learned in training?
- 4. Conducive Environment:** Was the learning environment conducive to learning?
- 5. Effective Facilitation:** Rate the effectiveness of the facilitator.
- 6. Likely to Recommend:** How likely are you to recommend this training?



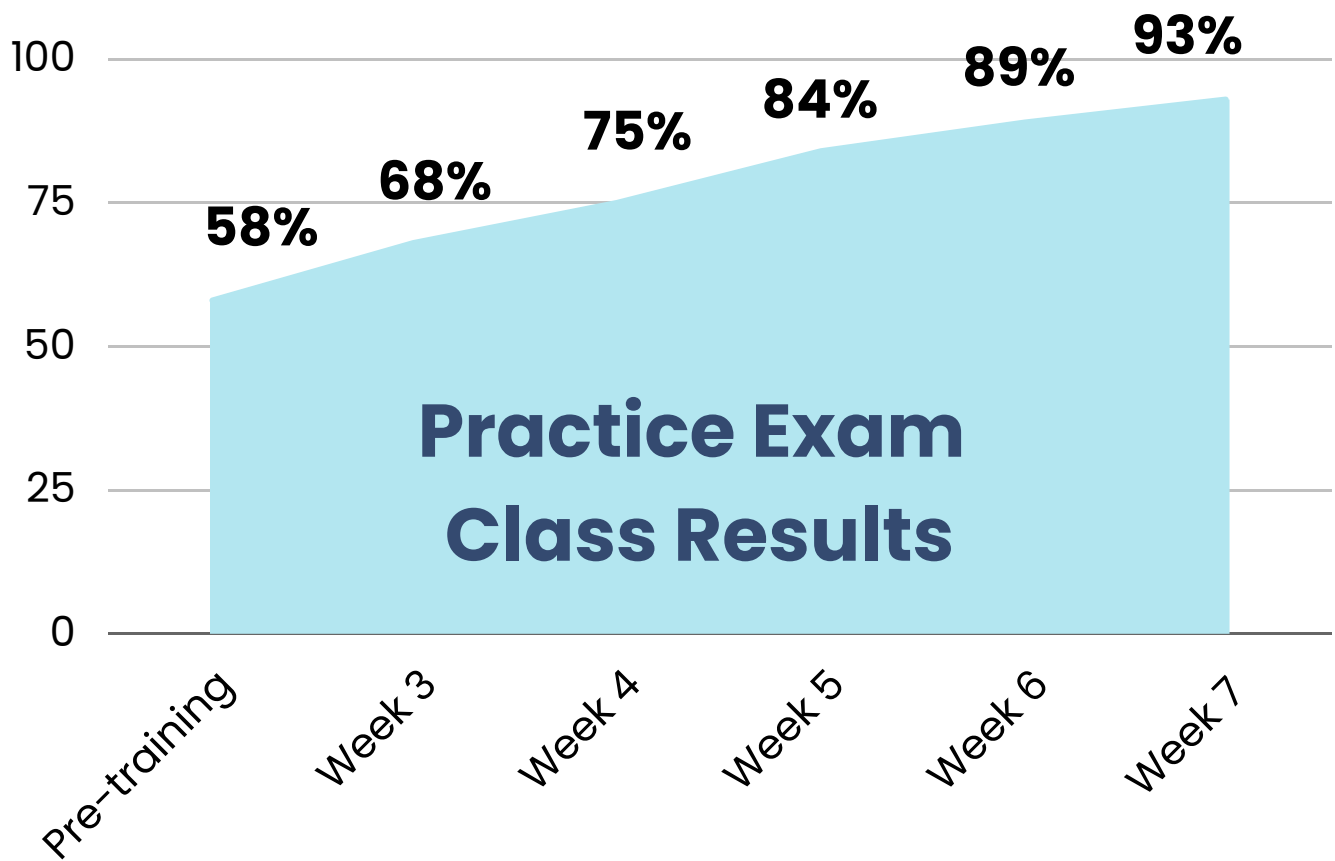
80% Increase in level of knowledge

Participants were also asked how much the training increased their level of knowledge on the subject matter and the average increase in knowledge was 80%!

Level 2: Learning

Measures what students learned in the program – information, knowledge, skills and contacts.

To set a baseline of their understanding before the training started, students took a Scrum.org **Scrum Open practice exam**. To pass the Professional Scrum Master I (PSM I) certification exam, you must score 85% or above. The average score for the practice exam was 58%, and none of the students scored the required 85% prior to training. At various intervals during the training, students continued the practice exam with the following results:



All 9 apprentices passed the PSM-I Certification Exam the 1st time



After the completion of the class, students took the **Professional Scrum Master Exam (PSM I)** to earn their certification, which Scrum.org provided to the Veterans and spouses at no cost. Of those who completed the Intro to Agile & Scrum course:

84% of class

TOOK THE PSM I EXAM

All apprentices took the exam, but 3 students who already had full-time positions with the company elected not to take the exam.

100% passed

OF THOSE WHO TOOK THE PSM-I

All students, both apprentices and employees, who took the exam passed it, and all but one passed the 1st time.

Level 3: Application of Learning

Measures progress after the program – the use of information, knowledge, skills and contacts.

All students were required to apply what they learned in class as part of the participation agreement. Some key applications from the class were:

- Improved transparency and communication to stakeholders by adding more content and events on an internal collaboration site and implementing an “Ask Me Anything” session. This improved quality and customer satisfaction.
- Reduced risk exposure by improving vendor understanding of background check requirements. They created a cheat sheet of the required background checks and the evidence they needed in the event of an audit. They also began to meet with the supplier contacts to share standards and best practices to avoid misunderstandings.
- A team that was overwhelmed with management taskers improved quality and time to market by prioritizing their tasks in a product backlog and tracking the progress. This gave them a means of negotiating priorities with management, identifying needed cross training, and aligning expectations.

100% of those who completed the program also applied what was learned



Level 4: Business Impact- Measures changes in business impact variables such as output, quality, time and costs linked to the program.

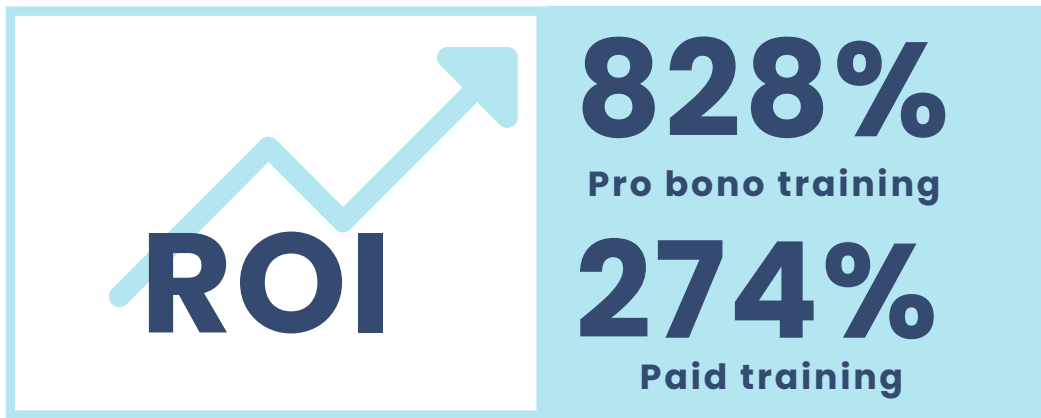
At the time of writing this paper, these experiments were still ongoing . Most of the applications of learning were trending towards measurable business impacts in the key target areas.

70%

of learner applications were trending towards creating business impact

Level 5: Return on Investment (ROI) - Compares the monetary benefits of the business impact measures to the costs of the program.

Since the experiments are still ongoing, we are unable to calculate ROI for the business just yet, but we can provide the ROI for the apprentices. We calculated the ROI into two categories. By using the apprentice rate of pay, the number of hours spent in class and on homework, and the average increase in salary offering rate of pay compared to former apprentice groups, we calculated the ROI which portrays our actual scenario, with a pro bono training course. Since that is not the typical situation, for comparison, we added an ROI calculation that also factored in an average cost to take a Professional Scrum Master course.



RESULTS

These are some results from the case study that validated the benefits of our learning approach:

19 of 21

STUDENTS COMPLETED THE COURSE

Of the two students who did not complete the course, one had to leave for military service and the other was not able to commit to initial program requirements due to scheduling conflicts and withdrew. Morale and participation continuously increased for those who stayed on to complete the training and followed the participation agreement.

100% Received Offers

TO STAY ON WITH THE CLIENT

After completion of the course and certification, all apprentices were offered either full-time positions or extended contracts compared to 85% of previous groups.

35% Increase

IN ENGAGEMENT WITH COMPETITION

Team competition was implemented with the 5 teams on Week 2 when on-time homework completion was low. Teams competed on work completion, attendance and best application of learnings which generated excitement and friendly banter. On the final day of class, gift cards and certificates were presented to the winning team.

Increase of 9.2%

IN SALARY OVER THE AVERAGE

Apprentices in this group who took the course and were certified with their PSM I received higher salary offers than previous apprentice groups with the client.

KEY LEARNINGS AND RECOMMENDATIONS



Based on what we learned from this experience, here are the most important adjustments we will consider during similar engagements in the future:



Be Proactive: Prior to training, meet with management to co-create a participation agreement that describes how they will support learners in improving ROI during every step of the learning journey.



Be Clear: Communicate all expectations to learners about the participation agreement up-front, including consequences for violation. Check for understanding and get verbal confirmation of buy-in.



Be Fair: Hold the line and honor the participation agreement throughout the learning journey, especially in the face of any violations. Enabling non-performers demoralizes high performers and destroys ROI.



Be Spirited: Gamify learning. Set up friendly team competition from the beginning, cheer them on throughout the journey and celebrate the winners at every step.



Be Engaged: Facilitate bi-weekly ROI reviews with learners, management and stakeholders. Celebrate learning and agree on course correction in pursuit of maximizing ROI.



Be Supportive: Create a safe space where managers can receive coaching on how they can help learners maximize ROI.

ABOUT US



Org Whisperers

Org Whisperers is a global I.T. Management Consulting firm that helps organizations apply Agile values, principles and practices to rapidly deliver innovative, high quality solutions to market. They offer training, coaching, staffing and consulting services based on scientific techniques and proven results. The Org Whisperers team has experience in guiding Agile Enablement for multi-billion dollar organizations, across diverse industries. By assessing agility, telling compelling stories, providing training, tools and coaching, Org Whisperers helps organizations develop strong teams, inspiring leaders and recapture the magic of making I.T.!

Contact us for a free consultation on how you can create measurable ROI through Agile Training, Coaching and Consulting at hello@orgwhisperers.com 214-785-5570

World Wide Technology

Founded in 1990, WWT has grown to become a global technology solution provider with \$13.4 billion in annual revenue. With thousands of IT engineers, hundreds of application developers and unmatched labs for testing and deploying technology at scale, WWT helps customers bridge the gap between IT and the business. By bringing leading technology companies together in a physical yet virtualized environment through its Advanced Technology Center, WWT integrates individually impressive technologies to produce game-changing solutions.

Scrum.org

Based on the principles of Scrum, Scrum.org, the Home of Scrum, provides comprehensive training, resources, assessments and certifications to help people and teams solve complex problems. Throughout the world, their solutions and community of more than 340 Professional Scrum Trainers teach the same content empowering people and organizations to achieve agility through Scrum. Ken Schwaber, the co-creator of Scrum, founded Scrum.org in 2009 as a global organization, dedicating himself to improving professionalism.

