

## Enhancing The Manager Journey: The Clorox Global Learn & Lead Program

NovoEd's flexible learner experience platform is a key driver of the program as it provides the classroom experience in a virtual environment—discussions, a team environment, practice and assignments, and online manager support are all resources that have made the experience engaging for our global learners.

### Multinational Manufacturer Embraces Leadership Enrichment

The Clorox Company celebrated sales of \$6.1 billion in fiscal year 2018. In order to continue on its path of success, Clorox determined that same year that a more robust management employee experience was needed. Demand for global alignment on managerial expectations and development came from the business units and from the Clorox executive team, who envisioned a common leadership framework around an integrated set of people initiatives. Moreover, the company's leadership wanted to further instill a culture of agility and continuous improvement of everyday tasks and operational processes to run the business with greater speed and efficiency.

In order to meet these changing needs, the Clorox L&D team conceptualized the Global Learn & Lead Program, which launched in August of 2018. The program was designed to train senior Clorox leaders through one interconnected online leadership program.

### Responding to Shifting Development Needs

The Clorox Learn & Lead Program was part of an overall shift in the company's view on learning and development as well as leadership development - namely, a shift from a targeted focus to a broader, scalable global leadership development strategy. Additionally, L&D needed to meet internal customer requests for flexibility and accessibility. Trainees wanted their learning experience to fit into their schedules, be more engaging and include more digestible content. The voice of the customer and emphasis on the employee experience played a sizable role in reinventing Clorox's leadership development program.

The Clorox L&D team collaborated with a cross-functional Learning Council - a working group of Clorox learning professionals, managers and HR from across the company - to define the manager's role in supporting the employee journey across the employee's lifecycle. The Council identified four key focus areas of the employee journey upon which to frame the program:

- ▶ **Attract** - Through practice of skill sets such as workforce planning, onboarding and interviewing.
- ▶ **Support** - With exercises focusing on skills such as delegation, prioritization and agile leadership.
- ▶ **Develop** - Through exercises focusing on team development, coaching, feedback and similar areas.
- ▶ **Engage** - With focus on skills such as building culture and recognizing employees.

### Enhancing the Manager Journey and Experience

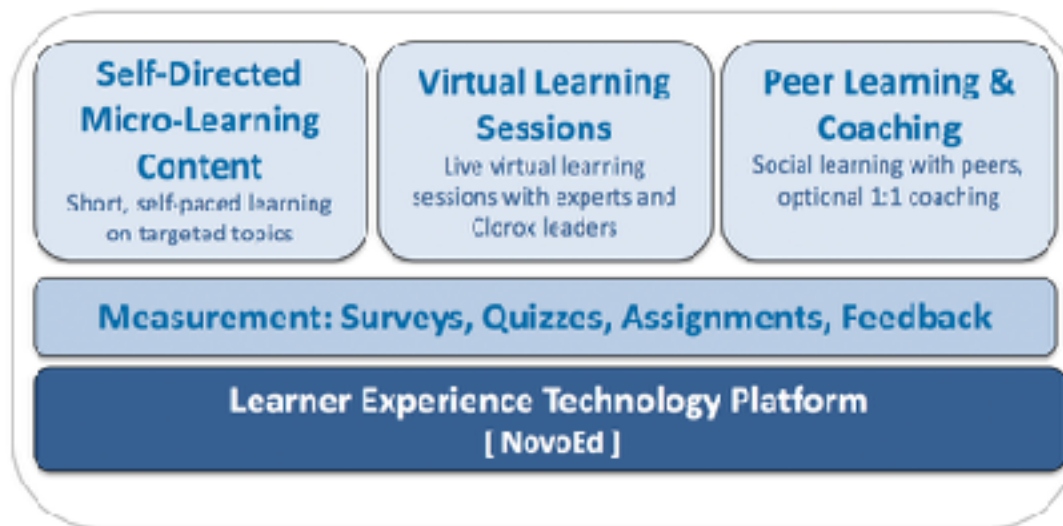
The overall goals of the Clorox Global Learn & Lead Program were identified as follows:

- Design, execute and evaluate a global training solution to strengthen key people management capabilities.
- Deliver effective learning solutions and create an impactful learning experience for the target audience.

Additionally, the program evaluation included the criteria below:

- The **content** is relevant, engaging, connected to Clorox and in the context of business needs.
- The **delivery method** is on demand, personalized, social and part of everyday work.
- The **learner experience** is integrated, social and interactive with opportunities for peer-to-peer learning and day-to-day application of the learning.

These core areas created the basis for the interactive modules that would make up the Global Learn & Lead Program. NovoEd was chosen as the company's Learner Experience and Technology Platform due to its social and collaborative learning features. It allows learners to participate in discussions, interact with Clorox leaders, submit assignments and complete other tasks that are vital parts of a dynamic leadership development program. The following elements of the NovoEd platform greatly benefited Clorox in meeting its training goals:



## Measurements of Success

Clorox utilized specific metrics to evaluate the success of the Clorox Global Learn & Lead Program. Key findings included the following:

- 92% of survey respondents believed that the content will improve managerial skills.
- 93% of respondents said that they gained new insights from the program.
- 95% of current Clorox managers reported that trainees had a positive opinion of the program.

Reevaluations of the program based on such feedback, as well as the adaptability of the NovoEd platform, should allow Clorox to update the program to be a continual success.

## What Comes Next

Currently, 150 global people managers and manager-trainees participate in the Clorox Global Learn & Lead Program. Clorox's plan is to reach all of its 1400 people managers and manager-trainees around the world with this dynamic training program by fiscal year 2021.

## About NovoEd

NovoEd's award-winning SaaS platform powers Real Learning™ for skills that matter most to modern learners. The platform enables the creation, curation, and delivery of engaging learning experiences that build high-value skills, enable business transformation, and improve organizational performance. Millions of adult learners have developed their skills using NovoEd's for peer learning and feedback, coaching and mentorship, and team-based projects.