



Orbitz Worldwide: On-the-job learning “levels up” people managers

Executive Summary

“Jhana helps us develop our frontline managers and keep them engaged. They’ve been proactive and helpful from the beginning and are a significant value add to our business.”
Laura Jones, Director of Talent Development

At Orbitz Worldwide, helping employees learn and grow is part of the cultural DNA. When an engagement survey revealed that employees craved more opportunities for career development, the HR team knew the solution had to involve people managers, and it had to be something they could use on-the-job.

To help these managers build the necessary skills to engage and develop their direct reports, Orbitz partnered with Jhana.

Challenges

People managers needed additional skills to develop direct reports. The engagement survey made it clear that employees wanted more career development opportunities than their managers were providing. To Laura Jones, Director of Talent Development at Orbitz, that signaled an important skill gap.

Jhana

Company Overview



Orbitz Worldwide is a leading global online travel company using technology to transform the way consumers around the world plan and purchase travel. The company is headquartered in downtown Chicago with offices around the world, including London and Sydney.

Fast facts

- Founded in 2000
- \$1.25 billion market cap
- 1,500 employees
- 105 managers and 5 HR professionals using Jhana

www.orbitz.com

“Managers don’t always understand that developing direct reports is part of their responsibility,” she said.

Legacy eLearning software didn’t deliver. “Our previous eLearning vendor didn’t do much to help us engage learners,” said Jones, “and we didn’t have the resources to drive adoption internally.” The result: consistently low usage.

Jones and her team needed a partner that would be more involved, tailored and proactive, to ensure success.

Solution

Orbitz initially rolled out Jhana to 55 people managers and 5 HR professionals and later expanded to an additional 50 managers, for a total of 105. Unlike previous eLearning solutions at Orbitz, launching Jhana was far from “set it and forget it.”

After the initial launch, Jhana’s Customer Success team worked with Orbitz to support ongoing key milestones in the HR calendar.

For example, the team curated relevant Jhana articles to assist managers with performance management, goal-setting and employee engagement. They also curated custom Jhana content to send out to managers around analytics-driven areas of interest.

Results

In a company survey, people managers said that Jhana helped them more effectively coach, motivate and develop their direct reports, addressing the career development skill gap that Jones had earlier identified.

Jhana adoption has also been much higher than Orbitz’s previous eLearning solutions, and the content has been well-received by managers, HR business partners and senior HR leaders. At the executive level, strong usage reports and positive manager and HR feedback help Jones demonstrate Jhana’s value both qualitatively and quantitatively.

Impact Summary

- **Strong usage rates** versus previous eLearning solutions
- **Proactive Customer Success team** saves HR time and helps align managers with critical business processes
- **Positive feedback** from managers, HR business partners and senior HR leaders
- **Free HR licenses** add substantial value

What Managers Say

“I’ve used the site to look for ideas on coaching under-performers, time management, effective meetings... I recently looked at it for ideas on interviewing/hiring and it seems like there is a lot of content that is helpful. I especially love the weekly emails... keeps me thinking about things I could do better.”

*Business Technical Support
Manager*

“Got good feedback on direct report coaching, helping with career growth, help with topics for 101.”

Senior Technical Manager

“[Jhana helped] in preparing 1-on-1s, asking questions to my direct reports, and motivating staff.”

Area Manager

For Jones and her team, Jhana's proactive approach has helped increase the stickiness of manager trainings and drive global manager alignment around critical business processes like performance reviews and goal setting.

"We want our managers to be the best people managers they can be," said Jones. "It gives me peace of mind to know that Jhana is there for them 24/7, proactively monitoring usage and helping ensure they get the on-the-job learning that they need."