



Brandon Hall Group
**EXCELLENCE
AT WORK**

Executive Interview

with **Kelli Hale**,
Vice President, Sales-North America,
DelphianLogic

with **Rahil Mahtani**,
Associate Vice President
Learning Content Design Development,
DelphianLogic

Managed Learning Services

About DelphianLogic

[DelphianLogic](#) helps you offer learning programs and interventions as experiences that engage, tell a story and leave a lasting impact. We do this while delivering better value to your learners and your business through human-centered design and smarter, custom-fit learning design approaches. Learning Experiences by DelphianLogic is your key to achieving high-performance returns on your learning investment.

Recognition

A Brandon Hall Group Preferred Provider, DelphianLogic won eight Brandon Hall Group HCM Excellence Awards and a Brandon Hall Group Excellence in Technology Award in 2022.

HCM EXCELLENCE AWARDS



Learning and Development	3 Gold Awards	3 Silver Awards
Future of Work		2 Bronze Awards

EXCELLENCE IN TECHNOLOGY AWARDS

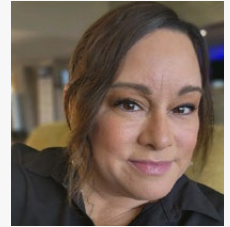


Learning and Development	1 Gold Award
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The Brandon Hall Group Preferred Provider Program is specifically designed as a single source of truth that can validate your technology selection decisions.

[Learn More](#)

About Kelli Hale



Kelli Hale is DelphianLogic's Vice President, Sales, North America with 15+ years of industry experience in helping organizations build custom learning solutions and digital transformation projects. She is currently with DelphianLogic as VP of Sales over its North American business.

Kelli's responsibilities include owning and driving US revenue and growth; conducting high-level conversations with senior executives to help solve workplace performance challenges; and being the voice of the customer and providing excellence in care to clients to collaborate on reaching their business and learning goals.

Kelli's human responsibility includes treating each individual with dignity, respect and appreciation. She's also the proud mom of four boys.



About Rahil Mahtani

Rahil Mahtani is DelphianLogic's Associate Vice President for Learning Content Design Development and a Learning Consultant with 15 years of design and development experience for learning solutions in corporations and enterprises. He is presently the Program Manager for a billion-dollar account of a retail giant in the US.

Key responsibilities include planning, governing and overseeing the successful delivery of the program's output; managing the entire pipeline of more than 15 projects every quarter; and increasing organization visibility across clients' business domains.

About Rachel Cooke



Rachel Cooke is Brandon Hall Group's Chief Operating Officer and Principal HCM Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 20+ years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.

Q

RACHEL

What is Managed Learning Services?

For example, the Financial Services, Banking and Insurance (FSBI) space has seen extraordinary change and continuous adoption just to enhance its own customer experience. Internal L&D teams just cannot keep up. There are so many bright shiny objects and models out there. It's hard for one organization to understand what is working and what is not working. The value is where a vendor comes into play — and that's the MLS model.

A

KELLI

Managed Learning Services has evolved in its definition and scope, much like everything else has in L&D. There is a fascinating business impact of the MLS market. According to Transparency Market Research, in 2021 the MLS industry was valued at \$372 billion. But the estimated compound annual growth rate is a whopping 5.4 percent per year from 2022 to 2031, which then pulls us up to an almost \$624 billion market by the end of 2031.

Why this momentum? The MLS model that most of us are familiar with is a customized operational framework to suit the budget of the organization. It's for enhancing training effectiveness and cost reduction of 20-40 percent when done right with a vendor. But the type of work we are doing in this model is changing, and that is all because of skill gaps that we're talking about nonstop in our industry. Organizations are highly concerned about addressing their employee skills gaps internally — public speaking, data analysis, critical thinking, leadership, communication and so on. This, coupled with the shift to remote work, has put the modern organization in a very stressful place. How do you continue to focus on new solutions when your pace of business is continually changing?

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RACHEL

How has MLS changed in execution and scope over time?

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KELLI

Historically, you could almost view an MLS model as a capacity augmentation versus a capability structure. We used to just run out of hands: "How do we do this work that's coming down into the business? Let's take it off your hands. We can scale up. We can scale it down. Go ahead and produce whatever it is that you need to do." Now we see the MLS structure as much more consultative and transformational. There is more of a side-by-side collaboration between the MLS vendor and the client.

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It's very hard to continually staff up your L&D team to make sure you have the right type of person right then, right there when a project comes in. You may need someone who can draw, animate or narrate, as well as a translation expert. It's hard to keep those skills staffed correctly at all times.

Where before the client was prescribing work, we now see collaboration. We're discussing business drivers, performance and learning goals, and how to weave in analytics, content design and best practices alongside the traditional development and delivery that we know in the MLS model.



RACHEL

How does MLS engagement look compared to a one-time project?



RAHIL

A one-time project is where we send out a proposal with a defined scope, deliverables and timeline, and then we put together resources to meet those. Over time, if there are any modifications, this would imply a change request. MLS is not that. With an MLS, we put together a scalable team that seamlessly integrates and augments an organization's existing L&D team. And when I say augment, I don't imply just simply resource augmentation. At DelphianLogic, we go

beyond and provide capability augmentation by aligning our team with your existing L&D team. We take upon the same responsibility and ownership of the quality output as you would.

The MLS team can continuously evolve in scale with the learning needs and strategy of the organization. Let me take you back to when DelphianLogic first started its MLS journey quite unknowingly. One of our clients is a US-based retail organization that has a large brick-and-mortar and eCommerce presence across the globe, employing more than 2.3 million associates. The L&D team was moving from a decentralized to a centralized setup and finding it very difficult to get the right resources. They required resources who could dive in immediately and start working on whatever they had at that point in time. When our founding director and the account owner of this particular client got to know about this requirement, he realized that we as the solution provider couldn't go the regular route of just another project because the client wanted total control over the timeline, design solutions and processes.

That's when he and other directors came up with the idea of putting together an augmented team that would align with the client's L&D team to pick up projects as they got prioritized and greenlit. A plan was put in place that defined the specific skill sets required and the number of resources needed. It was then decided that every quarter, the plan would be revisited, and the skill sets and the number of resources would be reconfigured based on the projection of work.

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This seemed a perfect answer for the given scenario where the project pipeline was fluid. A significant amount of work was projected, but no one knew exactly when it would start, and when it did, it need to be done pronto without any administrative hurdles.

That was around 2018 when DelphianLogic began its first MLS journey. It was a team of five instructional designers. I was the senior ID on that team and engaging with the clients to understand the requirements that comprised, Flash-to-HTML conversions, content updates, job aids, etc. — the very basic level-one work. There was plenty of work and within a few months, the team grew to 10 resources. At one time we had 35 instructional designers and graphic designers. There was this ease of scaling the team as work ebbed and flowed, which is a very important feature of an MLS.

We discovered that working in the typical traditional waterfall method wasn't the most ideal way of going about an MLS setup. This wasn't the level-one kind of work anymore, and we were moving from the very prescriptive way of working to a more consultative way of working with the clients as we needed a more defined structure in place. While we were working on videos, microlearning nuggets, classes, trainings and motion graphics, it wasn't just about scripting and developing. We were ideating and providing solutions to the team and the skill sets also kept evolving. That's when it became important for us to move toward a more collaborative process. We also aligned with the agile methodology.



RACHEL

What is the agile mindset in terms of MLS?



RAHIL

With agile, the mindset is all about aligning collaboration, learning cycles, ownership and the ability to adapt to change.

We deliver a product in a way that is adaptive, incremental and iterative. We're working with small items of work that allow the customer to revisit their requirements. It's allowing the product to be built incrementally. The product is demonstrated to the customer frequently to get their feedback so we can converge on a business solution, and it's iterative. The team produces in small cycles, building on what has already been delivered. This allows for incorporating changes and direction, even later in the process, as well as accounting for stakeholders' feedback throughout the process.



RACHEL

What are some MLS pitfalls and how do you handle them?

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RAHIL

Working with a vendor is never 100 percent easy. The agile mindset is not the easiest thing for some companies to embrace.

But we will help you create the version of agile that's going to work best for your company. It's about putting together a communication cadence, so everyone feels comfortable with the reporting and things like that. At end of the day, it's really about trust. You're trusting somebody like a vendor such as DelphianLogic to come into the organization and become almost a co-worker. You make these deep friendships with clients over time.

they will reach out to the program manager with that skill requirement. Most of the time they try to see whether the talent is within their own L&D team. Keep those communication channels open with your client, so that you have built confidence enough in them that they reach out and ask you first.

Be upfront that a specific skill set is a very niche skill set and requires a different hourly rate. Go ahead and provide them samples of the work that the resource has already done and aligns with their requirement. Most of the teams will say yes. While it's going through the formal signing off, introduce that new resource to the client and initiate any training if required, because if this resource hasn't worked with the client before, they will need to be kept abreast. This is the agile way of working; most other projects follow the waterfall method.

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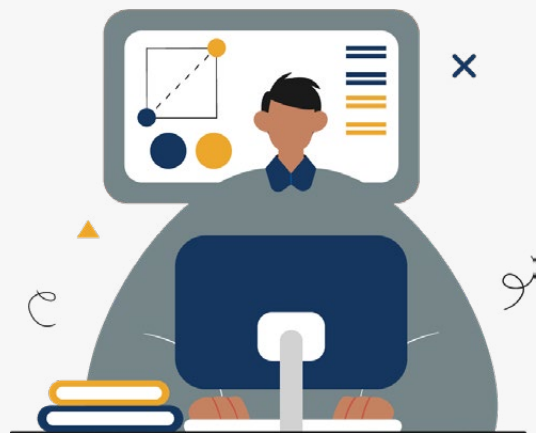
RACHEL

How does a project typically turn from idea to execution?

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RAHIL

Let's assume we have an existing MLS relationship with a client. They realize they have a project that requires a specific talent that isn't a part of the existing team. You need to keep your ears and eyes open. Always have these conversations with your client; try to figure out what are they looking for. If that's in place,



As a program manager, I'm initiating the discussions between the client and the resource. When it comes to figuring out the tools and system requirements, you need to make sure those are also discussed beforehand. Once the project starts, the new resource integrates with the L&D team. They attend the stand-up calls and work independently with a client. As a program manager, I don't think one needs to be totally involved in figuring out all the nitty-gritty of the project. Let the resource work independently. Let them take the call and provide that consultative approach toward the work with the client. Everything will just then fall in place.

In an agile way of working, you probably aren't looking for multiple project managers because of the collaborative way of working. Each resource is expected to step up and collaborate and connect with the client and take ownership of their work.

**Here are some ways to
listen to the interview
on Brandon Hall Group's
Excellence at Work Podcast:**



**Brandon Hall Group
EXCELLENCE
AT WORK**

About Brandon Hall Group

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

Excellence Awards

Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS WE CAN HELP

ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.