

Best Learning and Development Strategy

Winner

Webhelp

Webhelp's organisational development (OD) team was formed in 2018 with a single purpose: to revolutionise the learning and development (L&D) proposition for leaders across the UK, India and South Africa.

A daunting task, this meant developing a programme that would cater to more than 1,000 people scattered across the three continents and in 2018, long before the days of Covid made it commonplace, the OD team decided to pitch a virtual training programme to its board.

The resulting programme would have a profound and lasting impact on the business, with year-on-year improvements in employees' opinion of their managers, massive uptake in training, and record lows in cost per user.

Webhelp's strategy was based firmly on the adoption of the 70-20-10 model, where the majority of learning comes from practical experience (70%), supplemented by interactions with others (20%) and formal teaching (10%).

To that end, the OD team designed a self-led, blended learning experience that would incorporate formal learning through virtual classrooms and workplace activities.

Back in 2018 and 2019, when the team were beginning to trial these new tools, however, they faced an additional challenge: virtual learning software was new, untested, and Webhelp's people were sceptical.

The OD team took two actions to address this: it put together a specialist digital learning team, and upskilled its management development consultants over a period of four months, giving them the technical skills to design, develop and deliver virtual classrooms with professional tools.

At this point, the pandemic struck – but Webhelp had already transitioned, confidently, to its new virtual programme. What it has done with this programme is



a testament to the capabilities of a strong L&D strategy.

A 12-18 month programme for the firm's deputy team leaders, for example, gives frontline colleagues 'step-up' opportunities. With a blend of support and education, it helps these colleagues grow into a leadership position.

These deputy team leaders provide a support pool for Webhelp's team leader population. If a gap opens up, the company is not stuck for talent. In the UK and South Africa, too, the programme

is underpinned by an externally recognised apprenticeship.

The team also offers an impressive 'Licence to lead' internal qualification system for team leaders. Effectively a measure of effectiveness for its own training system, it has allowed the company to adjust training methods on the fly, according to the business' strategic needs.

So far, over 78% of Webhelp's existing team managers are fully accredited to the standard. All new leaders have started their qualification journey.

These programmes have transformed the company. Over 500 highly interactive virtual classroom sessions have been developed, reaching over 8,000 managers worldwide.

Nearly 4,000 employees have completed a full training programme – and given it a net promoter score of +62. More than a third (35%) of its operations managers were promoted from the licensed team leader population: the career path is clear to employees. **HR**

Shortlisted

Gallagher

N Brown Group

Outcomes First Group

University of Huddersfield