

# CASE STUDY

## Large financial services company delivers personalised talent development programme

### The Client



A large pan-African investment and insurance Group, employing more than 30 000 people and operating in 14 countries across Africa and Asia.



### The Challenge

Constantly evolving talent needs. A workforce demanding personalised learning that would address their unique learning needs. An increasing shortage of talented leaders and employees ready to navigate the new world of work. Limited capacity of the central HR team to deliver on a massive talent development demand. Out-of-date talent development programmes that no longer served the fast-paced talent needs of the business. Low levels of learning engagement. These were all challenges faced by the Group's Talent Management team.



## The Need

- The group had recently embarked on a talent segmentation process whereby all talent from all markets were reviewed against a newly defined high potential framework and segmented into multiple talent pools. To ensure success in the new world of work, the Group needed a diversified talent pool development programme that would:
- Identify the unique experiences and capabilities that would need to be prioritised for each talent pool to ensure future success
- Deliver multiple learning opportunities to fit the specific needs of the learner, whilst still driving critical strategic development priorities from a company perspective
- Strengthen and structure social and applied learning as key mechanisms for development
- Deliver high levels of engagement and buy-in from learners (it had to be fun, interactive and fit-for-purpose)
- Strengthen the role of line managers as key drivers of talent development



## The Solution

### To address the need of the client, Yellow Seed delivered the following:

- Interviewed key stakeholders and reviewed strategic organisational requirements to create a learning journey map for each talent pool outlining the critical capabilities and corresponding learning interventions to be included in each talent pool learning journey
- Learning journey design for each talent segment
- Learning intervention design for multiple learning modes for each talent pool which included online course creation, process design, implementation planning, stakeholder engagement, tool, template and framework creation, and system requirement mapping.
- The learning intervention focused mainly on social (20%) and action (70%) learning including the design of Udemy libraries for each talent pool, executive coaching programmes, mentoring programmes, action-learning projects, stretch-assignments, networking and knowledge-sharing interventions, line manager support programme and reverse mentorship programme.
- Design of a personal insight & learning planning assessment tool
- Design of interactive toolkits for learners, line managers and HR Business partners, to provide tools and tips for successful implementation for each party
- Design and delivery of communication and change management campaigns incorporating executive sponsorship video production, internal marketing collateral design as well as detailed change management planning
- Implementation of learning through the Group LMS as well as support in the set-up of evaluation metrics to gauge success of programmes
- Weekly stakeholder engagement meetings



## The Results

- Learning journeys that were targeted enough to focus on the critical capabilities of each of the six talent pools, whilst still providing learner flexibility by offering multiple learning avenues (6-8 learning modes) for each talent pool.
- High levels of sponsorship, involvement and buy-in from executives, line managers, the surrounding HR community (including HRBP's, L&D and OE)
- Smooth delivery of all tools and courses on multiple systems & platforms
- Increased user experience

## OVER TO YOU

**Are you struggling to deploy highly engaging, agile talent development interventions in your organisation? Contact one of our highly experienced Talent Management consultants for a free consultation on how your talent management approach can be optimised for acceleration to deliver the talent that is needed to drive your business towards future success.**



[www.yellowseed.co.za](http://www.yellowseed.co.za)



[info@yellowseed.co.za](mailto:info@yellowseed.co.za)



012 259-3007

