Learning Academy

- Global programmes w/ Leadership Development -

Business Case

People's intention to join and to stay, especially for more qualified roles, depends upon a sense of meaning, potential for growth, and flexibility. Thus, building a learning organisation, fostering employee's curiosity, self-development and continued growth is a must for their employability and wellbeing, while leveraging individual, team and organisational performance.

Deliverables / Outcomes

- Development solutions that are linked with the business reality and key capabilities (namely strategic & behavioural)
- Global learning programmes, covering strategic digital transformation, leadership development and soft skills, with thousands of participants, worldwide
- Enhanced leadership capability for all, impacting succession planning, customer satisfaction, team efficacy and wellbeing
- Increased retention rate, EVP, and eNPS

Digital Transformation Programme (Design Foundations)

Corporate Strategy

| Digital Leader | New Ways of Working | Data-Enabled Strategy | Security by Design |

Digital Global Learning Programme (domains)

Cloud Computing

Digital Product Mindset

Data & Analytics

Information Security

Persona-focused learning pathways

Generic personas

Leadership

Employee

Domain-specific personas (exs.)

Product Owner

Business Partner

- A one-stop-shop for integrated, digital learning for all
- B-learning, with a variety of delivery formats
- Persona-based, covering c.55,000 individuals
- 3 levels of knowledge-building

Digital Transformation Programme (knowledge-building levels)

Ignite

A first level of awareness, with bite-size content, addressing key topics in a concise way, to ignite your motivation to move forward.

Cloud Fluency	5 mins	
What is Cloud Computing	3 mins	✓
Our Digital Strategy and AWS	2 mins	✓

Data & Analytics	6 mins	
Introduction to Data & Analytics	5 mins	✓
Data & Decision Making	1 mins	...

Product Mindset	9 mins	
Digital Product Transformation	4 mins	✓
Introduction to Agile Teams	5 mins	...

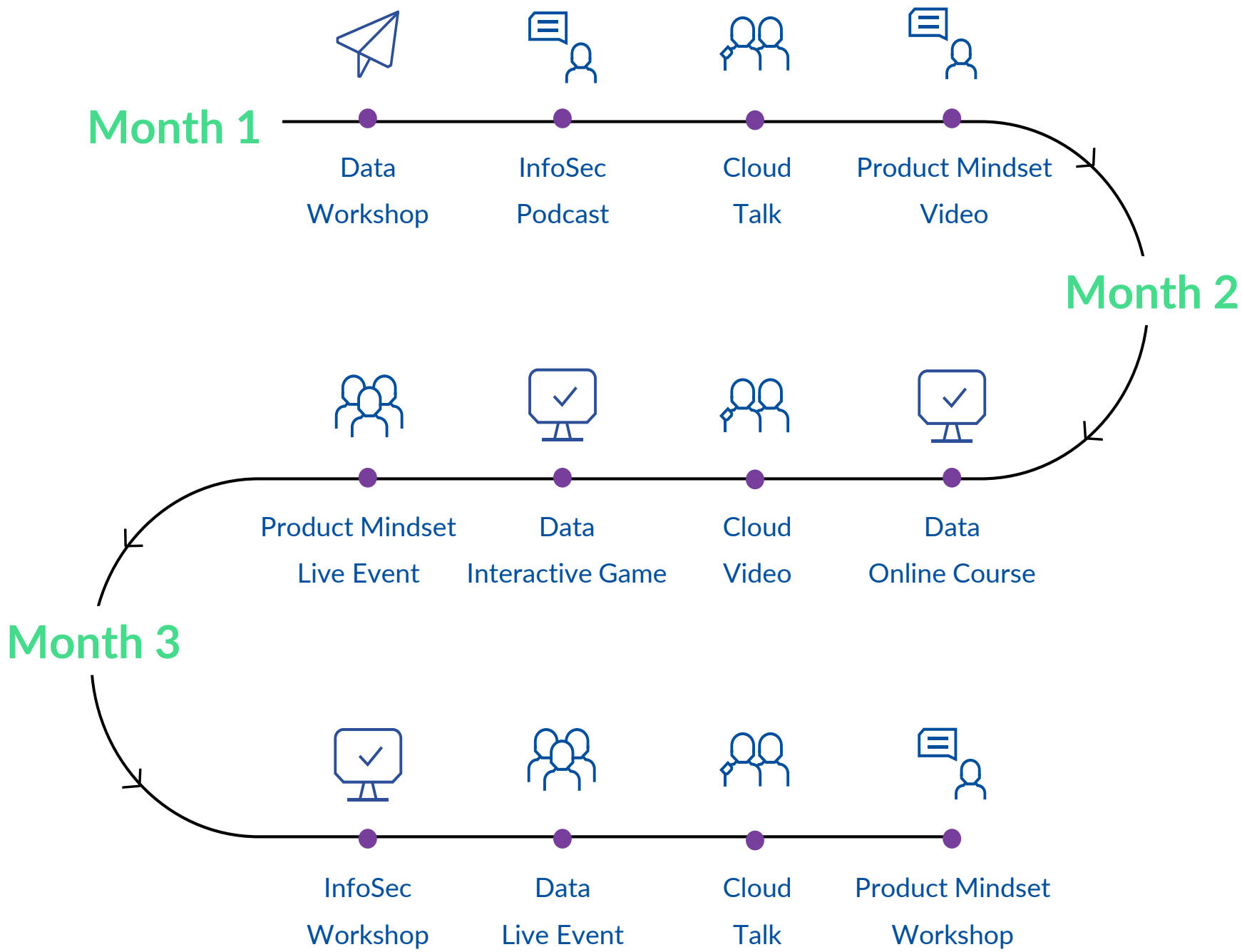| Information Security	5 mins	
Securing our Strategic Roadmap	2 mins	...
IT Policies & Risk Mgmt. - Your Role	3 mins	...

Power

Development Pathways (persona-specific) integrating the different domains, for a deeper level of knowledge, linking technological advancements with the business reality,

Month 1
- Data Workshop
- InfoSec Podcast
- Cloud Talk
- Product Mindset Video

Month 2
- Product Mindset Live Event
- Data Interactive Game
- Cloud Video
- Data Online Course

Month 3
- InfoSec Workshop
- Data Live Event
- Cloud Talk
- Product Mindset Workshop

Boost

A comprehensive portfolio of more advanced content, for a self-paced, deep dive into each one of the four domains of the Digital Transformation Programme (Infosec example).

- INFORMATION SECURITY - AWARENESS
- INFORMATION SECURITY - PROCESS
- INFORMATION SECURITY - GOVERNANCE & COMPLIANCE
- INFORMATION SECURITY - CERTIFICATIONS
- INFORMATION SECURITY - TECHNICAL

('Ignite' content & 'Power' learning pathway are for illustration purposes only, full list of content not available on this work sample)

Welcome to the Leadership Academy

Leadership is contextual, drives inspiration and development, motivates by care and empathy, and lives the values of diversity, ethics and inclusion.

We are all leaders, because we all have the chance – and the responsibility – to develop, influence, motivate and support the people around us.

Leadership translates how we act, the behaviours and attitudes that we bring to work everyday.

The resources in this Academy align with our Values, and our Leadership Behaviours, and they are curated around specific cohorts to achieve a great fit to your personal needs.

Quick links

Technical Competencies

Leadership Behaviours

Organisational Capabilities

Branch/store Manager's Programme

Leadership Transition Programme

NextGen Execs Programme (GM/MD/CxO)

First-time Manager Programme

Manager Fundamentals (Leadership for All Programme)

Enabling Functions Business Partnering Programme

(The Academies had Microsoft SharePoint as the user interface platform; LMS/LXP were Cornerstone/Saba and Fuse)

Leadership Programmes Modules (exs)

Branch/store Manager's Programme

- Leadership Foundations
- Leadership Styles Assessment
- Feedback Sessions (1-2-1)
- Coaching & Group Coaching
- Follow-up Personal Development
- Scenarios & Group Dynamics

Manager Fundamentals (Leadership for All Programme)

- Leadership Foundations
- People Management Skills
- Motivation & Engagement
- Multicultural Teams
- Leveraging Diversity & Inclusion
- Psychological Safety

Enabling Functions Business Partnering Programme

- Mastering the BP Strategic Role
- Building Partnerships & Networks
- Corp. Strategy & Customer Focus
- Developing Leaders' Capabilities
- Leadership Approaches
- Influence & Persuasion

(All programmes have a b-learning design approach and are experiential by nature. The module(s) delivery method(s), learning outcomes, and resources were defined, but are not part of this work sample)

LIFT - Soft Skills Enhancement Programme (Design Foundations)

Goal	To support employees to achieve the behavioural development deemed necessary to thrive as an excellent Multiskilled Professional, reaching a higher level of personal growth in the soft skills space.

Why is this relevant?	Soft skills are foundational for career advancement, leadership, job performance and any type of interpersonal relations. As individual characteristics, also known as personal qualities, habits, and attitudes, they are role-agnostic, and influence how we interact and work with others, surrounding all our personal and professional interactions.

Programme Design approach overview

A b-learning solution, with a set of independent modules, built around a mix of face-to-face sessions, experiences and virtual delivery.

Module 1 · Module 2 · Module 3 · Module n

Module X		
Week 1	**Weeks 2-...**	**Week n**
Level 1 Ignite	**Level 2 Power**	**Level 3 Boost**
Instructor-led workshop for theme immersion, providing foundational knowledge around the main topics	**Self-Paced** going through suggested, curated content in the Learning Academy, for self-development	**Instructor-led workshop** to reinforce the learning, using cases, exercises & discussions, for future development
Content: **Generic**	Content: **Specialised**	Content: **Experiential**
Format: **Live/Rec.**	Format: **Online**	Format: **Live/Rec.**
Duration: **1h**	Duration: **3-4 weeks**	Duration: **1h**

LIFT - Soft Skills Enhancement Programme Modules

Module	Overview	Key Topics
Influence & Persuasion	Understanding the reasons why people say "yes", and how to apply that knowledge to become a better persuader, influencing others to follow a certain direction (positively changing how someone thinks and behaves towards a decision).	Building a strategy of influence & persuasion Stakeholders buy-in map Influencing capabilities Assessing influencing styles Negotiation - a different approach
Psychological Safety	The foundations to build a workplace environment where the performance and development of teams and individuals is leveraged, because they can speak up, challenge, fail and share their thoughts freely, without fear of being embarrassed, marginalised, or punished.	Self, team and cultural safety Pressure & stress, trust and empathy Effective listening Psychological safety and agile delivery Developing personal resilience
Personal Branding	Insights and tactics on how to define what 'your special something is', becoming more effective in career development and personal growth, and a better entrepreneur. Being intentional regarding taking control and enhancing your image, reputation, and 'personal reinvention', influencing the public's perception of you.	Building a strong personal brand Brand archetypes and brand identity Personal brand guide Brand & behaviours / values / emotions Digital personal branding
Multicultural Teams	Enhancing the ability to cooperate, partner with, and lead multicultural teams, by creating awareness about organisational and national culture, and learning key insights regarding effective communication, influence, feedback and decision-making in a context of cultural relativity.	Cultural relativity, inclusiveness & diversity Communication across cultures Multicultural influence and persuasion Addressing feedback and performance Building trust Recognizing decision-making paths

(Other modules developed for LIFT, such as Communication & Collaboration or Psychological Wellbeing, are not part of this work sample)