



LEARNING REIMAGINED

Skills, Knowledge and
Capability Development
Post-Lockdown

In FTI Consulting's People & Change team, we know that effective learning is a transformative driver of change, performance and engagement.

In the past five years, we have evolved our approach to meet the changing needs of clients. Pre-COVID-19, we partnered extensively with HR and L&D colleagues to develop new ways of learning, virtually and in person, by tapping into new technologies and readiness to embrace different ways of accessing content, knowledge and skills.

Nonetheless, the breadth, scale and impact of the 2020 Pandemic have brought the future of learning forward at a pace that has challenged and motivated us to be ever more radical in how we work.

Three success criteria stand out



Embedded.

Learning for all is embedded in the culture and daily life of organisations in a vibrant, coherent and holistic way



Aligned.

Every element of learning is aligned with organisations' focus on achieving success in a rapidly changing world



Effective.

Value for money. The return on investment is measurable and maximised

In this document

COVID-19 and the Great Acceleration

What's changed and the opportunities for learning

01

Reimagining Learning

8 levers that drive how we work

03

How We Work, Who We Work With and What We Do

05

Our Content, Design and Delivery Expertise

Organisational, Leadership, Professional, Personal

07

Examples of Recent Work

09

Our Full Range of Services

11

COVID-19 and the Great Acceleration

The Coronavirus crisis has caused disruption and dislocation on a massive scale and accelerated profound changes in how people work. We have reimagined our approach to learning to meet the challenges posed by each of those far-reaching changes.



Blended pattern of home and office working

Pre-COVID-19, only 17.5% of workers worked mainly or occasionally at home. Going forward, a blended pattern of home and office working will be the norm – with a far higher proportion of home working. The boundary between home and work will continue to erode.

The opportunity:

Ensure learning is as available and accessible at home as it is in the workplace.



Rapid and disruptive change

Change and dislocation is happening on an unprecedented scale. The validity of entire business models is threatened, entrenched assumptions are being questioned and organisations are having to restructure and re-orientate.

The opportunity:

Use agile and responsive learning to develop the knowledge and skills they needed to navigate through continuing change.



The duty of care

Mental health is now a top priority. Over 80% of people in a recent survey said that their wellbeing had declined during the lockdown and 21% were concerned about isolation their mental health. The employer's duty of care is now paramount.

The opportunity:

Use learning to actively support organisational performance by enhancing people's resilience, mental health and wellbeing.



From the social to the solitary

Netflix not the cinema. Drinks at home and not in the pub. Now, work too is moving from the communal environment of the workplace to the atomised space of each employee’s home – where the individual has greater control over how they plan their schedule and allocate their time.

The opportunity:

Make learning available on demand to suit the unique life patterns of each learner.



Distraction

The 24-hour news flow, the unceasing demands on our attention from different sources and the addictive nature of social media – all combine to make distraction the norm. The COVID-19 crisis has seen a 300% increase in people searching ‘how to get your brain to focus’.

The opportunity:

Deliver learning with the power, focus and impact to cut through the noise, compel our attention and sustain our interest.



Scrutiny on cost and impact

Pre-COVID-19, pressure on organisations to control costs and to assess the impact of every investment made had impacted how learning in organisations was driven. The economic impact of the pandemic will greatly intensify these pressures.

The opportunity:

Provide learning that delivers significant ROI and sustainable value directly aligned to business objectives and challenges.

On the next page we look at the eight levers we use to seize these opportunities.

Reimagining Learning

8 levers that drive how we work

To meet the challenges of a business environment that will continue to be radically transformed by the impact of COVID-19, we have reimagined our approach to learning in terms of eight levers.

COST EFFECTIVENESS

Review and strip out avoidable or unnecessary travel, accommodation and physical expense. Partner with clients to curate knowledge, content, models and materials – adapted and repurposed to deliver targeted learning interventions and knowledge transfer.



IMPACT

Be learner-centric, bring cognitive, emotional insight to learning, provide a rich, varied and textured experience, use the full range of online, real-time platforms and facilitation approaches to cut through the noise and to attract and retain the learner's attention and focus.



CARE

Align personal wellbeing with the performance and success of the entire organisation. Position learning as part of pastoral care. Make clear, as part of the psychological contract with employees, the organisation's commitment to investing in its people's resilience and wellbeing.



COHERENCE

Embed learning in the day-to-day organisation life. Bring every aspect of acquiring knowledge, skills and new behaviours together in a coherent way – performance management, goal setting, formal training, on-the-job coaching, self-guided learning etc.





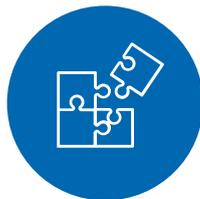
AUTONOMY

Liberate the learner to take ownership and control over their own learning journey. Empower them to access the content and guidance they need in the way they want, at a time of their choosing and in a way that suits their personal learning style.



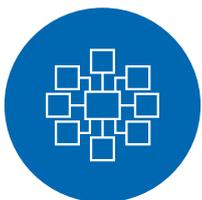
AGILITY

Deliver learning interventions that support the organisation, teams and individuals in quickly responding to changing demands and requirements. Deliver less calendar learning, more real-time development that enables people to address immediate and pressing challenges.



COLLABORATION

Combine the power of individual learning with the multiplying effect of learning with others. Bring creativity to the provision of opportunities to learn together – from online forums to mentoring programmes, virtual coaching to team projects and activities.



DATA-DRIVEN

From psychometrics, pulse and engagement surveys and in-house data-collection to benchmarking, predictive data and measurement, all learning and capability development is grounded in real-time data and measurable outcomes and impact.

How We Work With You

At FTI Consulting, we partner end-to-end with the clients to define what they want to achieve, analyse the challenges they face to understand causality and impact – and design a coherent and integrated solutions. Whether helping you to build a learning culture, supporting coaching or learning interventions or co-creating, curating or developing content, we set learning and capability development in the context of achieving organisational objectives and addressing real business challenges.

As we work with you to determine how to develop your people and the skills, knowledge and capabilities they need, we will shape and deliver a learning ecosystem that encourages curious and self-directed learning alongside essential training or formal learning priorities. Our approach is flexible: we customise content, resources and interventions, and choose the right delivery methods to best suit the audience and situation.

Throughout, we blend and future proof our approach to meet cultural, digital and practical needs, building formal and informal, face-to-face and virtual learning approaches that best deploy existing resource and experience and deliver substantial and sustainable changes in performance and results.

Who We Work With

From the C-suite and the wider community of senior leaders to frontline and customer-facing managers, business partners, high potential employees, change drivers – the mix is unique to the organisations we work with.

We partner with

Senior leaders – from Board level executives to BU and functional heads

People managers – from frontline and customer-facing teams to support

HR Business Partners, OD specialists and Learning & Development Practitioners

Change sponsors and ambassadors



What We Do

Learning Strategies and Planning



Learning Culture Creation



Content Development and Curation: Virtual, Face-to-Face, Bite-sized



Customised Learning Design and Delivery: Online, In-Person



TTT and Facilitator Development and Support



Executive Coaching



C-suite Leader and Team Development



Top Talent and HiPo Support



Away Days and Virtual Offsites



Global, Multi-lingual Facilitation Support



Our Content and Delivery Expertise



Organisational Learning

M&A, Crises, Restructures and Transformations

Whatever the event in the life of the client, we provide tailored learning solutions that help them meet immediate and pressing challenges.

We help organisations navigate significant change, manage disruption and provide their people with the skills and knowledge they need to achieve success.

Building and Embedding Culture: Enabling Values, Purpose and ESG through People

We help people at all levels, leaders, teams and individuals, to adopt, exemplify and reflect the culture, values, policies and practices of the organisation to which they belong.

Working alongside internal stakeholders, we work with leaders to dig deeper – evolving attitudes and beliefs and learning to shape behaviours and actions to support cultural change and initiatives.

Leading and Managing Change

Few change initiatives succeed without a powerful coalition of change leaders, sponsors, agents and managers ready and able to play their roles effectively.

From enabling leaders, managers and staff to articulate the business case for change and engage stakeholders to building the awareness, confidence and capability to navigate change journeys, we design and deliver learning to support change planning and communications.



Leadership Learning

Leadership, Management and Team Development

Against a backdrop of virtual and blended working, we help clients enhance leadership qualities, capabilities and skills.

Focus ranges from bringing authenticity, integrity and inspiration to leadership style to building collaborative, teamwork capability and the skills to foster creativity, agility and employee experience.

We work with internal partners to build competence and excellence of leaders in articulating purpose, strategy, values and plans – and in engaging their teams to deliver and sustain performance.

Diversity and Inclusion

Leading organisations today must be on the front foot in confronting prejudice, tackling bias and embedding the skills, knowledge and behaviours essential to driving diversity and inclusion transparently and sustainably.

Alongside the organisational and structural support we provide, our team develops and delivers learning interventions that span the full extent of the employees' experience at work.

Future Leaders: High Potentials

Organisations that focus on identifying and developing high potential are seven times more effective at retaining key talent and ensuring innovation and growth.

We help our clients maximise value at every stage of the high potential life cycle – to identify, develop, promote and retain the exceptional people who will help secure the future of the organisation.



Professional Learning

Business Partnering for HR, Communications and Support Functions

Aligning and enhancing the contribution of every function with the organisation's vision, strategy and values and is critical to success.

We help HR, communications and other functions to apply business acumen and effective consulting skills in helping their internal clients, engage in decision making, build collaborative relationships and maximise the impact and effectiveness of the contribution they make.

Employment Law and Employee Relations

Particularly in a time of change, equipping HR practitioners and people leaders with essential legal knowledge, skills and employment best practice is essential.

We work across jurisdictions to ensure consistent applied legal compliance – often critical in organisations tackling employment issues across different countries and states.

We also work extensively with leaders and managers dealing with unions and employee representatives, enabling them to represent their organisations' interests confidently and negotiate fairly and effectively.

Winning and Retaining Clients and Customers

Few organisations can afford to let their market-facing professionals define their market proposition and negotiate, build and sustain client and customer relationships – without highly focused learning and practice.

We work directly with teams at all levels to align learning on the job with customised skills and knowledge.



Personal Learning

Personal Impact and Communication

We support clients in developing skills and qualities to shape individual performance, enhance careers and achieve and help learners reach their potential – often in environments of change.

Interventions include developing presence and authority, building networks and achieving success through influence.

In an increasing digital, virtual world, we help executives at all levels to communicate with impact in presentations, documents and in engaging with the media.

Personal Effectiveness, Resilience and Wellbeing

As the working environment and the pace of work evolves, enabling leaders, managers and individuals to organise and manage priorities, tackle pressure and deliver performance is critical success factor in driving engagement and success.

We work with clients to anticipate and meet their people's needs, enhancing resilience and wellbeing as well as help build personal and team effectiveness in everything from time management to decision making.

Career and Personal Development

As organisations grapple with retention, engagement and performance, enabling individuals to own and shape their careers flexibly and sustainably is vital.

We work with HR professionals and leaders to help their people plan and navigate their futures by accessing their strengths and aspirations, building self-awareness and developing the personal and professional behaviours essential to career progression.

Examples of Recent Work

Supporting a global manufacturing company through change

SITUATION

COVID-19 posed significant and evolving challenges to maintaining the company's critical position in the food supply chain. The health and safety of staff working in on-site operations was a top concern.

For headquarters and office employees, making a rapid transition to working from home was essential. The client's concern: help leaders and managers rethink and act on how they engage employees and teams in a virtual environment.

OUR ROLE

Design customised webinars and bite-sized interventions delivered to leaders and individual contributors. Initial webinars were followed by a roll-out across the wider business.

OUR IMPACT



Productivity, performance and engagement were maintained in the new working environment. Clear evidence of the organisation investing in the wellbeing of its people increased motivation and morale.

Future leaders

SITUATION

In a highly competitive market for top talent, and as part of its structured approach to succession planning, a leading international newspaper was determined to support and develop the next generation of key individuals they identified as future leaders.

OUR ROLE

Through a combination of one-day modules, a psychometric profile, team projects, on-line study and action learning we brought together high-potential future leaders from every function area and provided a participative and motivational learning experience.

OUR IMPACT



Creation of new networks across the business, embedding of a strategic thinking mind-set and a sharper commercial focus among a cohesive cohort of individuals committed to leadership excellence.

Supporting culture during Return to the Office

SITUATION

As lockdown began to be lifted across the UK, a global insurer asked us the key question: how can we identify and support the best parts of our culture, maintain this as we return to the office and ensure we are ready and well-prepared for the future?

OUR ROLE

To address the major disruption created for the business by COVID-19, which had diminished the proximity of staff to their teams, as well as to brokers and their market contacts, we developed an approach to supporting the organisation's unique culture, used a proprietary culture model to identify the primary components of the pre-COVID culture and scheduled focus groups and interviews to establish the impact of lockdown.

OUR IMPACT



The successful re-opening of the company's premises in which people actively support the legacy culture of the business whilst integrating lessons learnt and new working practices developed during the lockdown.

Upskilling leadership teams through change

SITUATION

As part of a critical multi-year transformation and to avoid the likelihood of significant change fatigue, an insurance company sought to upskill its leadership teams to lead their numerous change programmes more effectively and to ensure its competitive position in a rapidly changing market.

OUR ROLE

We facilitated sessions with leadership teams, helping them to share their vision, co-create the future and communicate in a motivational way in order to engage people throughout the transformation lifecycle ahead. Face-to-face sessions are now delivered online since the onset of the COVID-19 crisis.

OUR IMPACT



An injection of new energy and purpose into a vitally important programme of transformative change. Greater momentum in the change progress and higher morale and motivation amongst leadership teams.

Our Full Service Offer

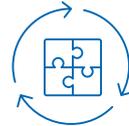
Globally and locally, we work with clients to engage and drive their people, as they experience a mix of challenges and opportunities externally and within their organisations. We work closely with leaders in a mix of scenarios that include:



Business Restructuring



**Corporate Transactions:
Mergers, Integrations,
Acquisitions and
Carve-outs**



Business Transformation



Crisis and Disruption



**Implementing ESG,
D&I and Related
Initiatives**



**Improving and
Optimising Organisational
and People Performance**

Beyond learning, our expertise spans a broad range of services



Internal Communications and Engagement

- Internal Messaging and Content Strategies
- Leak Mitigation Support
- Event-driven and Corporate Employee Mobilisation Campaigns
- Purpose and Initiative Connectivity
- Communications Audit and Reporting



Change Management

- Change Strategy and Planning
- Cross-functional Executional Support
- PMO Governance and Support
- Advocate, Champion and Ambassador Activation
- Change Driver Enablement, Change Impact and Readiness Assessments
- Internal Change Communications
- Listening/Resistance Management



HR Functional Effectiveness

- Future HR Operating Model
- Employment Law, Terms and contracts
- Unions, Works Councils & Employee Relations
- HR Comms, Policies & Practices
- HR Capability Development
- Interim HR Support



Leadership and Culture

- Leadership Transitions
- C-suite, Board and Top Team Development and Optimisation
- Business Strategy Acceleration
- Event-driven Leadership and Cultural Alignment
- Culture Change and Implementation
- Issues-driven Audits, Strategy and Support
- Purpose, Values and Culture Assessment, Development and Design



Workforce Transformation

- Organisational Design
- People and Workforce Strategy
- Workforce Cost Optimisation
- People Transition
- Employee Experience
- Design Employee Value Proposition
- Supporting Talent Retention and Recruitment
- Future of Work
- People Data and Analytics



Communications Functional Effectiveness

- Communications Operating Model
- Communications Strategy and Planning
- Communications Policies and Procedures Development
- Communications Capabilities Audit and Development
- Interim Support

UK

LESLIE BENSON

Senior Managing Director
+44 (0)7904 152 593
leslie.benson@fticonsulting.com

MATTHEW SOLON

Managing Director
+44 (0)7775 590 579
matthew.solon@fticonsulting.com

BOBBY CHATTERJEE

Managing Director
+44 (0)7870 979 155
bobby.chatterjee@fticonsulting.com

CAMILLA WESTLAKE

Senior Director
+44 (0)7810 049 869
camilla.westlake@fticonsulting.com

GERMANY

VICTORIA STRACHWITZ

Senior Managing Director
+49 160 895 5855
victoria.strachwitz@fticonsulting.com

BELGIUM

SABINE CLAPPAERT

Senior Director
+3222890497
sabine.clappaert@fticonsulting.com

US

KERRY HELD

Managing Director
+917 750 1779
kerry.held@fticonsulting.com

EXPERTS WITH IMPACT™

About FTI

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centres throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. For more information, visit www.fticonsulting.com and connect with us on Twitter (@FTIConsulting), Facebook and LinkedIn.

©2020 FTI Consulting, Inc. All rights reserved. www.fticonsulting.com

