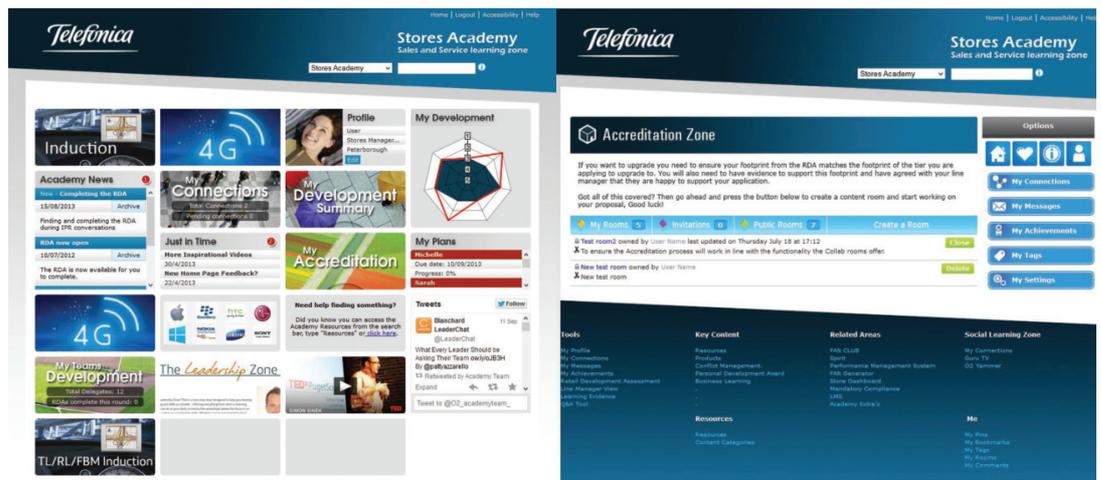


High impact and engaging “online” environment for work place learning leverages existing technology assets and puts the user back in charge of their development and role progression



“I’m in absolutely no doubt that integrating existing technologies with new learning technology opportunities is a clear winner when it comes to doing our best for our users”

About Telefónica

Telefónica UK connects 22.5 million customers using the O2 Brand the largest mobile brand in the UK marketplace. O2 Sales & Service outlet employees are on show at 450 stores nationwide. How do you align their performance and drive continuous improvement?

The Background

In 2011, Telefónica moved away from the traditional telecommunications business model into a more focused digital and responsive global outlook. The success and effectiveness of any change program is determined by an organisation’s people. To support this process of change, an online solution was required which, not only supported Telefónica’s internal employee engagement programme, but personalised the user experience to encourage learning, sharing and collaborating “On the Job”.

The Aim

O2’s wider business agenda required the L&D team to deliver multiple performance systems, talent processes and development tools into a totally integrated experience. In line with 70:20:10 framework thinking, the required solution would provide an empowering approach for the individual, devolving accountability and responsibility for their learning career and role progression back to them.

The Challenges

“The L&D challenges were not unusual but, collectively, they were huge”.

The deployed solution needed to:

- Assist in the shift from directive learning to self-motivated learning
- Drive continuous improvement
- Move from a one size fits all approach
- Enable the leadership team to be accountable for development
- Allow for collaborative problem solving
- Connect users from every corner of the country
- Capture the power of ‘social learning’ to encourage coaching and collaboration

Developing the Stores Academy

The O2 Stores Academy, launched in 2011. It addresses all of these challenges and combines O2’s THINK, DO, SHARE development approach with TWM’s Total Integration VODE (Virtual Organisational Development Environment).

TWM worked closely with O2 to create a bespoke solution, leveraging existing technological capability and adding “bolt-on” new technology to the established performance and talent process. This was crucial from an organisational effectiveness perspective and in maximising the engagement and motivation of the user.

In keeping with Telefónica UK’s “agile and global” outlook, O2 chose very deliberately, a phased development approach to fit functionality to the changing needs of the business. This not only helped with costs, but has allowed O2 the flexibility to take into account user’s feedback and experience into future projects. 2011 focused primarily on the Store Leader role, 2012 was about maintaining and building on the previous year’s success, encompassing the whole population.

The Stores Academy Today

2013 has been about embedding a technologically driven learning culture and providing an engaging and innovative online environment that facilitates informal as well as formal learning solutions.

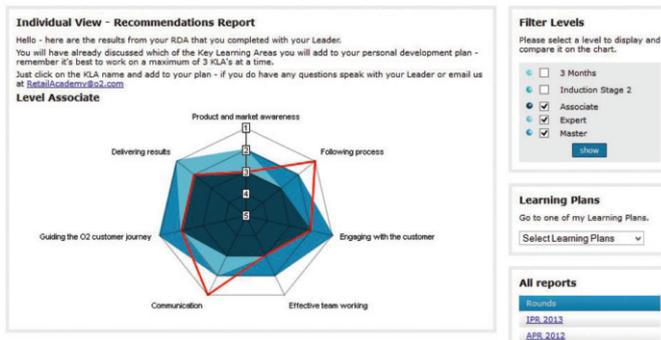
All users now access multiple existing applications and systems from one high impact and engaging interface. One single sign-on, linking all existing and new technologies, ensures people performance and organisational goal are aligned and can be effectively tracked.

Complete User Control

Guided by their line managers, a critical aspect of fully embracing the 70 20 10 culture, users take control of their own development path. The Academy is easy to navigate, interactive and user-friendly. The Academy makes it easy for users to showcase their development by giving them the tools to download their Development Summary. This includes their competency footprint, the PDPs being worked on, additional evidence of workplace learning, as well as how they have collaborated and 'socially' learnt with others.

Job Roles linked to Competencies

Just as any organisation should, O2 aim to make a tangible link between their workplace learning programs and their business priorities. Part of O2's journey towards becoming a fully 'learning centric organisation' means that managers will aim to support every Academy user to strive to be the best that they can be. Job roles have been mapped against competencies using a tier system which highlights opportunities to grow and develop as well as showing what "good" looks like in their current role.



- Competencies show users what skills they need to perform well in their particular job role.
- The Competency footprint highlights where users stand today, where they need to improve, or how they can upgrade to a higher tier.

Users aim to achieve the competency footprint illustrated for their particular tier and role. If they do not achieve these goals, users are downgraded to a lower tier. Similarly, if they achieve the footprint for the tier above, they are upgraded. Development is encouraged to be in the user's hands.

Collaborate & Share

Connections To encourage and motivate development, users are able to invite colleagues to face the same challenges or simply share content together. Once a connection between two users has been made and agreed, collaborating on learning, sharing best practice, recommending content and messaging each other becomes second nature.

Messaging Each user has a personalised dashboard which contains information and L&D messages relevant to them

Question and Answer To further facilitate collaboration between employees, the Q&A application allows any user to post a question to the whole retail population. Fellow users are able to share solutions via a socially focused user interface creating a collaborative approach to problem solving.

Collaboration Rooms Learners can set up private rooms to share evidence of learning to support the accreditation process. They can also access public rooms, designed to share "on the job" experiences that will benefit the learner.

Total Integration

The O2 Stores Academy is a real life working model of TWM's Total Integration VODE. Ease of access and end user experience is at the centre of the integrated approach. Access to process, information and support for the THINK, DO SHARE sections of the performance cycle is provided in one place. eLearning from multiple providers integrates into the solutions, driving users to job relevant content for individual learning needs.

The Academy puts trust in users as well as convenience and simplicity at the heart of its design. It brings together all of O2's internal, external and third party systems, further motivating development and continuous improvement with accessible, measureable and most importantly, an engaging development platform.

Many of the Academy integrations supply specific pieces of learning around specialised subject areas. A user passes from the Stores Academy into third party systems with one click, while the Academy automatically supplies the other system with enough data to be able to track the user's activity, underpinning a full reports and usage stats functionality.

Impact

The first cycle of development has already seen great results and that continued in 2013 as these headlines show:

- 90% users accessed the Academy in Q1
- Over 60,000 pages of content viewed in Q1
- 85% users with active PDP records

User engagement is high and the Academy continues to grow to meet changing organisational needs and maximise new technologies.

Summary

In partnership with TWM, O2 have successfully used new technology to drive effective and engaging learning by leveraging existing assets and designing a system of trust, convenience and simplicity for all retail employees to utilise.

Telefonica's new positioning with the help of the Stores Academy has put the user back in charge of their development and role progression. Momentum continues and the Academy has grown in its objectives to empower the individual and ensure they are ready and engaged for any future programme or opportunity.