

*Welcome!*

*What **city** &  
**company** are you  
joining from?*

# Skills Strategy: The Key to Employee Engagement

A Case Study with BAT



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# COVID-19 has thrust new challenges for HR

In the next 12-24 months...

Almost

17%

of the workforce are likely to be made

**redundant**

35%

of them on an average will need

**Upskilling**

40%

will likely continue to

**work remotely**



# What's the business problem?

-  Availability of skills
-  Pace of technology advancements
-  Dynamic market conditions
-  Competitive market forces
-  Social Responsibility Concerns
-  P&L Management and Targets
-  Low Employee Engagement

# The *new* world of L&D is already here

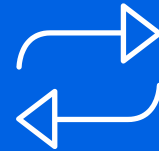
## The old world

## The new world

### STRATEGY



Occasional  
upskilling



Continuous  
reskilling

### OPERATIONS



Events managed by  
L&D and HR teams



Experiences driven by  
workers and managers

### TECHNOLOGY



Rigid, all-in-one  
systems



Flexible, interconnected  
ecosystems

# Future Workforce

What does the workforce of the future look like?

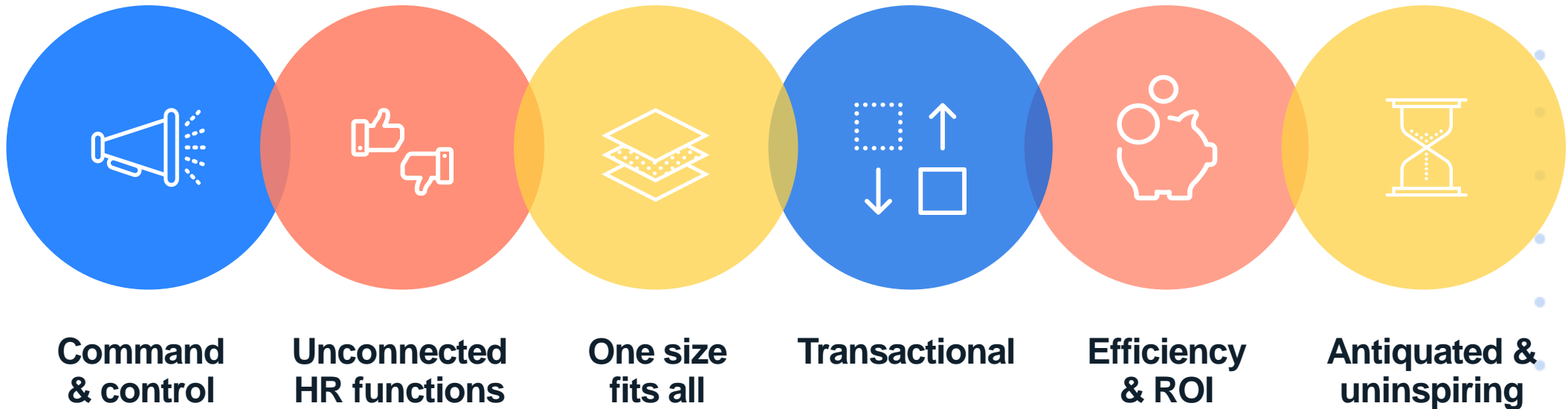




# Strategy

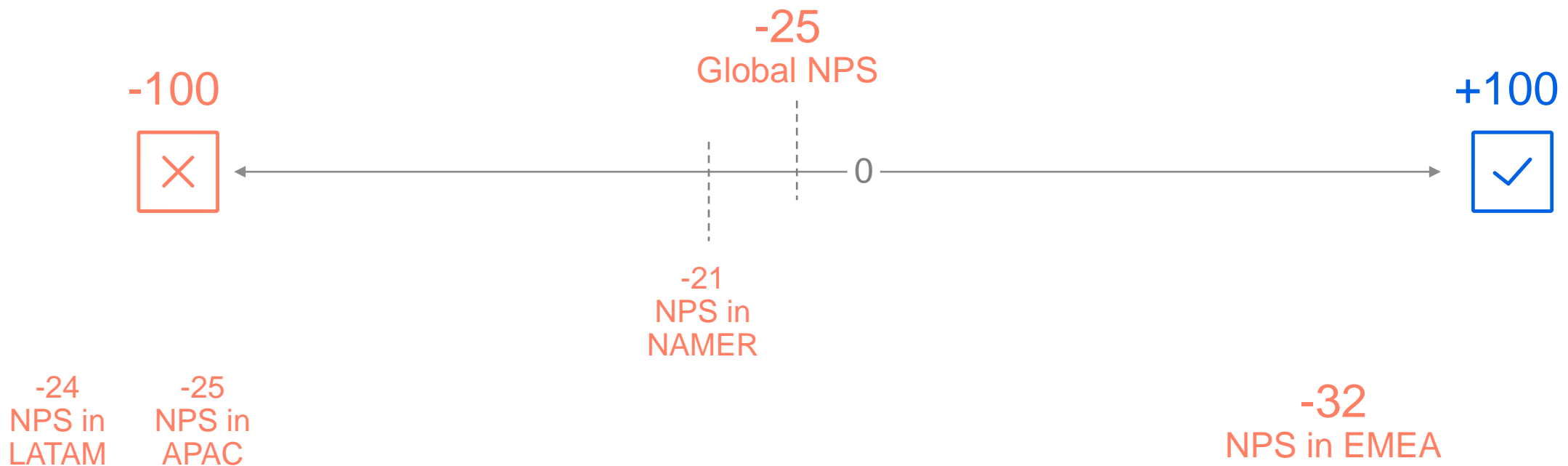
# Old development models:

Company focused



# The status quo does not work for the workforce

Only 1-in-5 workers, managers and leaders are “promoters”; 47% are “detractors”



# Strategy

What's the BAT strategy for making learning part of how your people work *every day*?



# Creating a Learning Culture

## The BAT approach

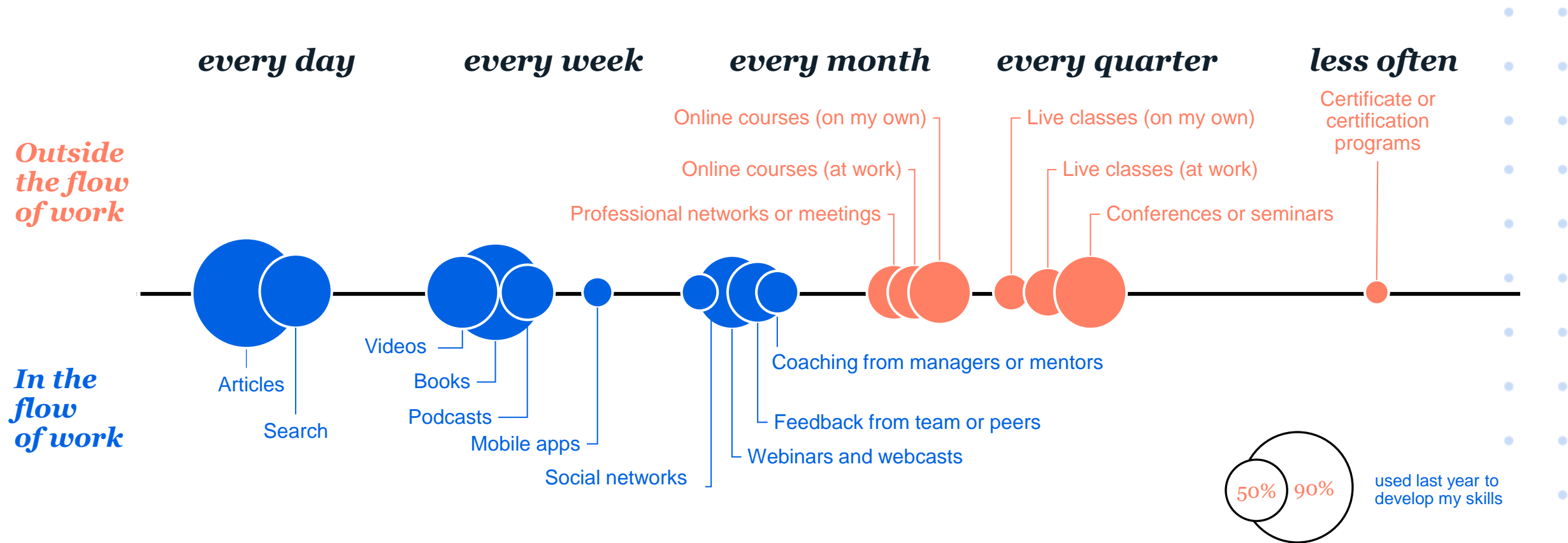
- 1 Take a few steps back – the temptation to act fast because things are changing fast can be dangerous
- 2 Demystify for employees what learning to enhance your skills and career really means
- 3 Make learning an engaging, fun and social experience – and curate with targeted outcomes in mind
- 4 Tell a story with your platforms – and make sure they work well together!
- 5 Get senior leaders to clearly link learning to the corporate strategy and business agenda
- 6 Think of creative ways to demonstrate that learning is working

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# Operations

# Skills develop through work, not just in addition to work



# Skillsets

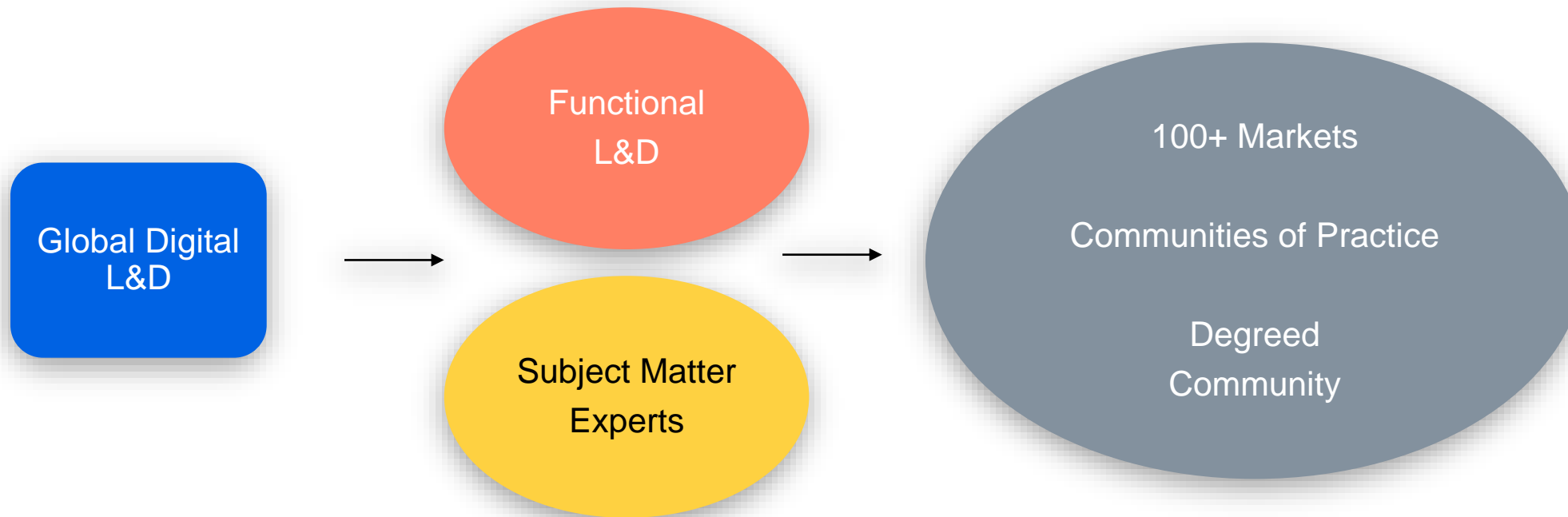
What does your team  
look like?



# Are you a small team?

It doesn't matter – a lot can be accomplished by a small team

**Building skills and promoting learning is everyone's responsibility**



**...But you also need to think like a product manager, UX designer and marketer**

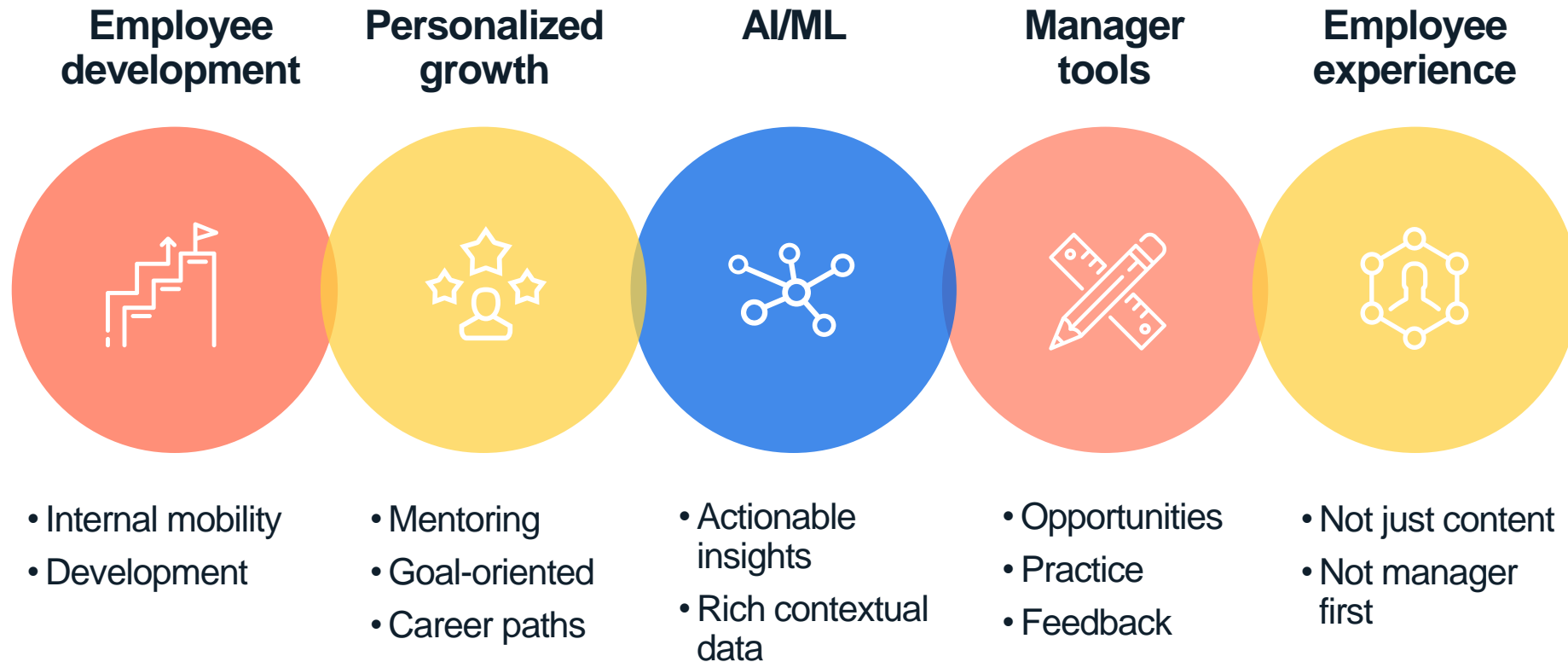
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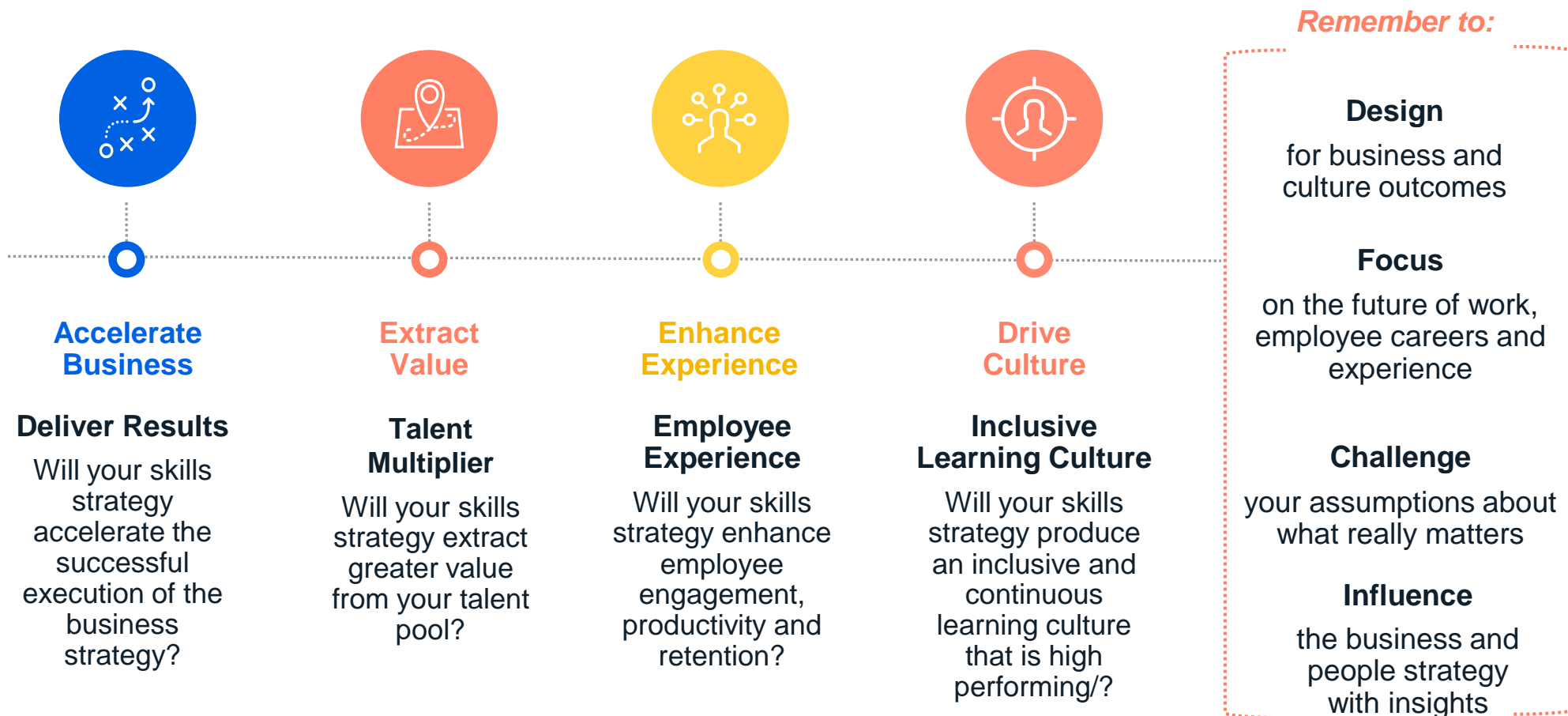
# Value

# The new development model:

People own their careers now, not companies. And that changes everything.



# Focus on Outcomes Not Activities



# Value

How are you driving adoption and value?



# Do you believe in your solution?

Driving adoption and demonstrating value was a simultaneous process

## Adoption

Strike a balance between starting from scratch and being agile

Address scepticism head on and target early adopters

Create awareness at the appropriate level with clinics, drop in sessions and frequent updates

Never underestimate a good toolkit to ensure messages aren't lost in translation

## Value

Tell a really good 'Why' story – and link in any scepticism that remains

Take inspiration from outside of your company

*"Good artists copy, great artists steal"* – Steve Jobs (or Picasso)

Don't go for the standard KPIs- think about how your data reflects that real behavioural change is happening

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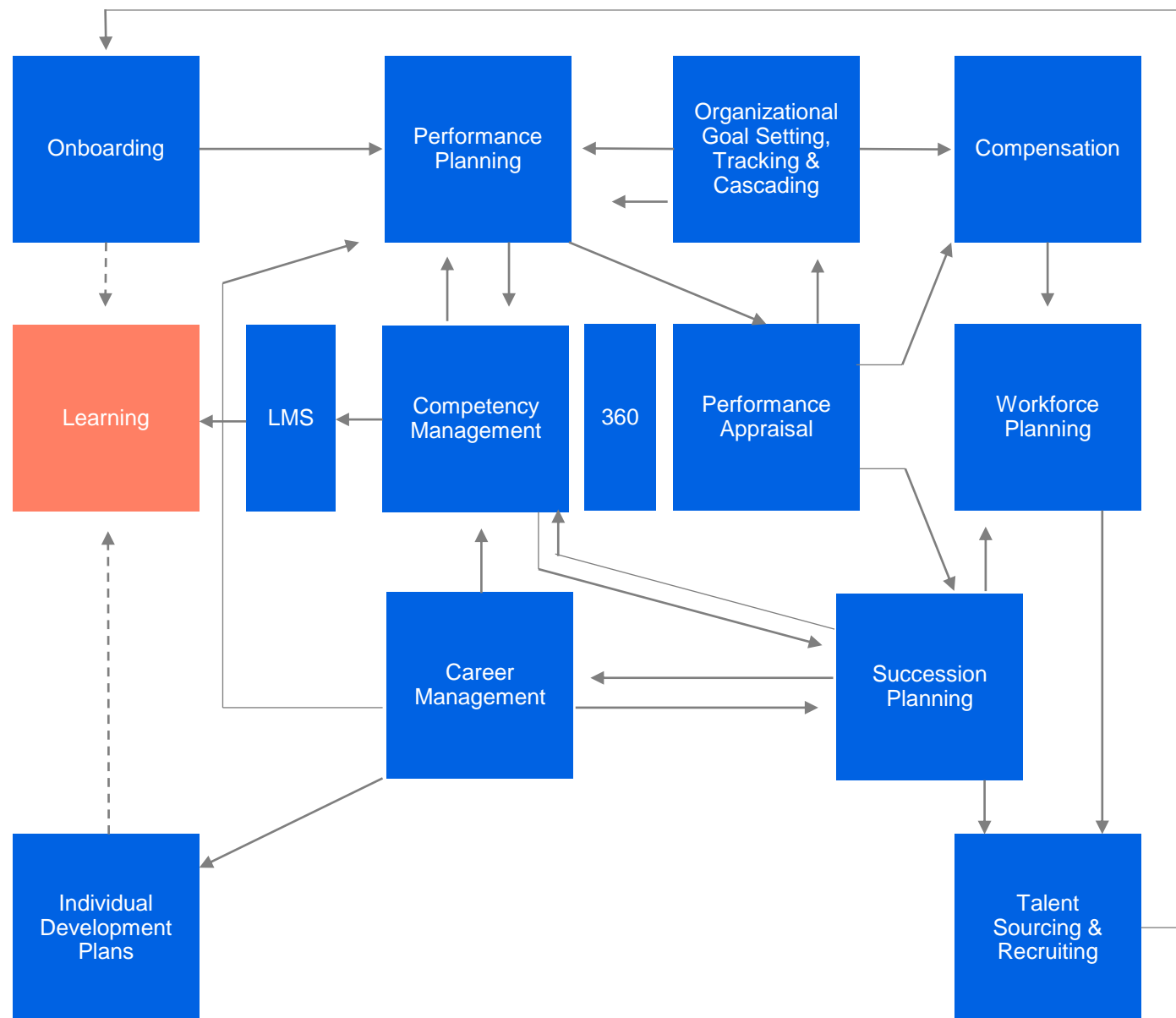


# Technology & Tools

# Most tech stacks are a mess

79%

of learning now comes from sources outside the central L&D department



# Ecosystems

How did you design and build the tech ecosystem?



# Our platforms tell a story

...and we make sure they work well together

**Start here:** from the user's perspective, it's all one platform

A blended learning offering is important – but you need a clear narrative for your users

Make sure you can clearly vouch for every platform you have and always start with a clean up exercise

Data is one of the main reasons you want all your platforms to work well together, user experience is another

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# Future

# Future

How are you staying ready for what's next? How are you helping employees do the same?



# What's next?

We're continuing to build our offering

**We're grateful for the success we've had, and we only want to take it further**

Continue to build capability and encourage our employees to grow for themselves

Strengthen our partnerships; we operate as a team, and exploring new avenues to enhance learning

Continuously review and refine our offering to ensure employees remain engaged with our learning content

**Staying on top of learning trends is a good way to remain future fit – a learning organisation is one that will always thrive in a VUCA world**

**Thank you!**



# Questions?

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