



EMPOWERMENT THROUGH TRAINING & DEVELOPMENT

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Do just 2 things

- Share a Case Study and the learnings from it and
- Share what a Strategic Training Program entails

Case Study of a Successful Organization





The Harrods Case Study

- Training & Development is vital to any business
- 2 major reason for focusing on T & D at Harrods:
 - Meet its business goals
 - Retention through employee progression
- Training is for skills and Development is for the individuals



Homework Exercise #1

- Write down 2 of your organizations goals and how you would achieve it through Training & Development.



What does Harrods do for T&D

- Training and Development at Harrods is linked to the company's Business Competencies which fall under four headings:
 - Working at Harrods
 - Your Impact on Others
 - Making Things Happen
 - Focus on Improvements
- Each business competency is supported by workshops
- Learning is offered in bite-size sessions – not exceeding 90 minutes
- Competencies are supported by Self-help guides



3 Lessons from the Case Study

- Let one of the first training sessions for all our employees focus on our core need – Patient care (Customer Service)
- Short bite-size training modules for better focus and less time away from job
- Class room sessions are not enough. Create support / follow up material for every session



Homework Exercise #2

- Identify a skill for your team that needs training in your area of work
- Create modules with the support of your training / HR team
- Create follow up / support material for the continuous upgrading of that skill



Developing a career path

- Development programmes:
 - Enable retention of effective managers
 - Drive improvements in sales and business performance
 - Raise employees' self-esteem
 - Provide competitive advantage for Harrods



Employee Examples - Jessica

- “My quick progression to Retail Manager was helped by the fact that Harrods allows people to take control of their own development to a large extent. The Harrods Management program gave me 8 months of training, both in-house and external. This, together with the support of my mentor, has equipped me with the specific skills I need to carry out my job **effectively**” - Jessica



Employee Examples - James

- One of Harrods first sales degree program students.
- His chosen career previously was in contemporary dance. When injury prevented him from pursuing that career further, he joined Harrods.
- He has not looked back since.
- According to him: “The course is very much focused on work-based learning.”
- He has had the opportunity of working in different department and is looking forward to completing his BA in sales
- Education, training and development have empowered him to perform and succeed in a completely different environment to the one he had aspired for!

The Sankara Nethralaya Example

- Executive Diploma in Hospital Management
- 52 week (Saturday) program offered by LIBA and supported by CMC, Vellore.
- 32 employees have undergone this program.
- Many of them have taken up additional responsibilities and moved to other departments or grown within their departments
- A spirit of camaraderie has been created by the very fact that people from different departments spent time together for 1 year



Lessons from both examples

- All organizations have inherently talented individuals.
- Identifying development areas and development programs are critical to grow and retain talent.
- Training and Development programs help employees identify their own hidden talent, give them sense of worth and gives them the confidence to progress in their career – in one word empowers them.



Homework Exercise #3

- Identify at least 1 person in your department (if you are a HOD) or few people in your organization if you are part of top management, who you think will be important to groom and retain
- Assess the area that needs development, design or identify a program and put that person through the program
- Mentor him/her and assess your results in 1 years time.
- This is actually a dual development program – it will help you develop your mentorship skills and your leadership skills!!!



What lesson does Harrods teach us?

- Training and Development are the cornerstones of every successful organization
- Along with Marketing, Quality (including customer Services) and Price, T&D forms the 4 pillars on which an organizations development will rest when faced with competition.