

Case Study // HSBC - Building L&D Capability: Strengths-based Team Development



HSBC is one of the largest banking and financial services organisations in the world. It has 7,500 offices in 87 countries, which serve more than 100 million customers. The PFS Academy - UK is responsible for the learning and development activity that supports the Personal Financial Services division of HSBC in the UK, which also includes learning and development for First Direct.

The Challenge

The PFS Academy - UK was undertaking a significant transformation in order to deliver learning and development services in more strategic ways that would deliver enhanced value for the business.

This transformation had led to changes in roles and focus for the PFS Academy - UK team. There was an identified need to build the personal delivery capability of individual team members, while also strengthening the development and collaborative working of the team as a whole. Strengths-based team development was identified as the methodology that would deliver both of these objectives.

Capp's Approach

Working with the Head of the PFS Academy, Capp scoped and designed a team development programme that would achieve the dual objectives of enhancing individual capability as well as strengthening team working. There were three core elements of the approach:

- Each team member completed Realise2, Capp's online strengths assessment and development tool, to provide a shared language and understanding of strengths
- Each team member received an individual Realise2 debrief, either face-to-face or by telephone, to help them understand the dynamics of their strengths and how their strengths could be applied to achieving their goals and objectives
- A team development session was delivered where this knowledge was brought together for the team as a whole to improve team cohesion, shared purpose, and collaborative working through harnessing the strengths that existed across the team.

Results

In response to the follow-up evaluation survey, 6 weeks after the team development event:

- 100% of team members agreed or strongly agreed that the Realise2 assessment and debrief helped them understand more about their strengths and weaknesses
- 100% of team members agreed or strongly agreed that understanding their strengths would be helpful to them in their work
- 91% of team members agreed or strongly agreed their Realise2 debrief would help them to achieve their goals and objectives

Oberdan Marianetti, Head of PFS Academy - UK, said, *"Any significant transformation impacts its participants in a meaningful way. The process our team went through had immediate implications on the levels of performance and engagement, as well as on the level of service to our customers. We chose to respond to these challenges by focusing on the individual and collective strengths of the team, which we knew would positively impact both the emotional and the performance domains. Capp and the Realise2 proved to be the perfect solution for our needs. As a result, three months from the start of this exercise, our team feels more engaged and has made giant leaps forward towards becoming stronger partners to our business."*

Results cont'd

- 82% of team members agreed or strongly agreed they had made positive developmental changes as a result of their Realise2 debrief
- 82% of team members stated they had taken action as a result of the strengths workshop
- 91% of team members agreed or strongly agreed they knew how to use their strengths in order to be more effective at work
- 100% of team members stated the strengths workshop was a positive experience for them
- 100% of team members agreed or strongly agreed they would continue to use the things they had learned.

