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## Department Reengineering

<b>Who:</b>	A major British bank with 75,000 employees.
<b>Critical Issue:</b>	Required assistance with the transformation of the Learning and Development (L&D) function into a new Centre of Excellence. It decided to transform their approach to L&D to create an integrated, business driven model, invest to improve both physical and e-infrastructure and systematically extend and improve their product offerings.
<b>Reasons:</b>	The Bank launched a strategy to maximise value in all business areas. The objective in L&D was to deliver a 40% increase in the function's productivity.
<b>Capabilities Required:</b>	I brought expertise in the design, delivery and roll out of a new L&D department that was based on need and met all value objectives.
<b>What I provided:</b>	As Interim Director, I established a Sales & Service Team Improvement Group to represent the entire L&D training community, consolidated budgets and ensured the transition to the Bank's new Learning Centre of Excellence became a cornerstone in the Bank's new strategy.
<b>Results:</b>	Within 12 months the new Learning Centre of Excellence had reduced its budget to £50m (from £75m) and its employees to 300 (from 550). The new Learning Centre of Excellence was business driven, founded on correct diagnosis of need, top class, fit for purpose, design (which eliminated duplication) and efficiently organised delivery with maximum use of eChannels.
<b>Benefits:</b>	The Bank maximised value through developing employee capability at a lower structural cost whilst delivering an internal customer experience which supported the Bank as a premium brand employer.