

TalkTalk walks the walk on agile learning



HQ: Salford | Industry: Britain's largest unbundled broadband network | Employees: +2,000

TalkTalk

Going all-in on LinkedIn Learning is building resilience and embedding a learning culture at an organisation in the midst of change. TalkTalk has 4.3 million customers in total, for TalkTalk and TalkTalk Business.

The Challenge:

- Embed a learning culture across TalkTalk
- Fit learning into time-poor employee schedules
- Support employees through a period of change for the business
- Fill skill gaps emerging from changing technology and working practices

The Solution:

- Enterprise-wide LinkedIn Learning license
- Communications Plan focused on reaching employees online and offline
- Campaign hashtag #WeveGotYouCovered stressing value of learning to all employees' development
- Just in time learning culture filling skills gaps and topping up classroom-based courses

The Results:

- Within four months of launch, TalkTalk employees are consuming 160 courses and watching 620 videos per week
- The average learner views 1 hour 50 minutes of content per month
- A bespoke LinkedIn Learning engagement programme drove a 60% active learning rate among employees impacted by restructuring

“It was almost like the shackles had been released,” says Richard Flood, who spent three years as Learning and Capability Manager at TalkTalk before leaving for a dream job with Liverpool F.C. this summer. “We were able to do so much more around engagement – and we were able to link learning properly to our business strategy.”

Richard is talking about the decision to roll out LinkedIn Learning on an enterprise-wide basis, which TalkTalk took at the start of the current financial year. In just a few months, that choice has started to transform the role of learning for the business. It's also enabled a just-in-time approach to career development that's been essential for an agile business undergoing major organisational change.

“We're a very lean organisation now, and so colleagues don't typically have time to take a day out of work and go on a training course,” says Richard. “With the changes in the business, to the skills we need and the technology we're using, we wanted to give colleagues and managers something they can access quickly and easily on the go, exactly when they need it.”

Backed by a high-profile internal communications campaign of posters in canteens and public spaces, LinkedIn Learning is already driving new levels of engagement with learning. “When I look at the data and compare where we were two years ago to where we are now, it's really eye-opening,” says Richard.

“We’ve been able to fill virtually all of the skills gaps that we’ve identified as part of our change programme, and we’re seeing an average of 620 videos watched each week, and active learners spending 1 hour 50 minutes a month on the platform. LinkedIn Learning is helping us to keep up with the way this business works – it’s making a difference on both technical skills and behavioural ones.”

1h 50 min

is the average time learner views of content per month

Linking online learning to business strategy

Democratising learning was a crucial first step for connecting it with TalkTalk’s business strategy and transformation programme. “With other learning providers, you would search for courses, find them but then discover they weren’t available to you,” says Will Ennett, Head of TV Content for TalkTalk. “Now with LinkedIn Learning available across the business, we’ve got the same experience for everyone. It’s much more transparent.”

That accessibility enabled Richard and his team to make learning part of the solution to managing change. “We developed learning playlists for each business function and business priority,” he says. “We had a mapping exercise to understand our current skills and capabilities and what we would need in the future. We’re able to fill 99% of the skills gaps we’ve identified through LinkedIn Learning.”

LinkedIn learning has also been vital for helping employees adjust. “Our Chief People Officer had three areas that he wanted to prioritise,” says Richard. “We focused on employees cultivating learning mindsets, being resilient and managing themselves through times of change.”

Those adjustments included extra support for employees impacted by restructuring with the business moving its headquarters from London

to Salford. “We want to support everyone affected, and so we’ve been holding bespoke sessions, explaining how LinkedIn Learning can help to build the skills they need for their next career move,” says Richard. “As part of that, we’ve committed to giving them a three-month, extended LinkedIn Learning license when they leave TalkTalk. The reaction to that has been really positive. Around 60% of our impacted colleagues are actively consuming LinkedIn Learning content.”

What the learners say:

“When it came to finding the right online learning supplier, LinkedIn Learning was light years ahead. Other vendors didn’t come close to the range and accessibility of the content.”

Richard Flood

Former Learning and Capability Manager,
TalkTalk



“I’ve found it really valuable as part of a blended learning approach, topping up skills around negotiation or delegation when you really need them. When we’ve got big priorities coming up, I find myself thinking, ‘what’s the learning angle on this?’”

Will Ennett

TalkTalk TV



“I’m one of the business analysts that’s been impacted by the changes at the business, and for myself and my team it’s been really valuable. We’ve been getting together as a group every Tuesday afternoon, picking a course and watching it together. We’ve all had a big interest in building up our capabilities around agile development and it’s been a great way to do that.”

Gary Watkins

Business Analyst

