

Case - Danske Bank

When 3 employees change the behavior of 1500 colleagues

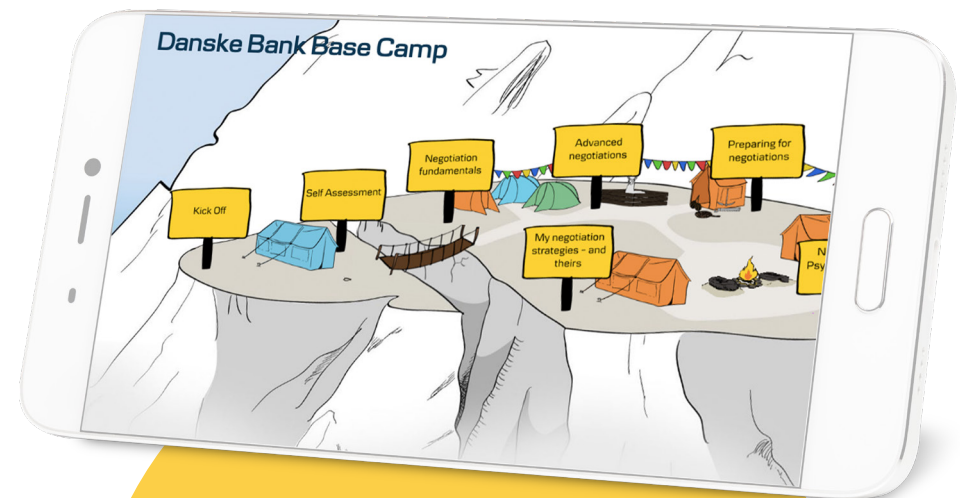


Learning new behaviors

Senior Business Consultant & Project Manager Marianne Lykke Nielsen lets us in on how Danske Bank seeks to empower its employees - enabling them to negotiate solutions that generate value for the bank as well as for the corporate clients. It is not so much a question of gaining theoretical knowledge. Rather it has to do with learning new behaviors.

The business unit serving corporate clients in Danske Bank is quite a large organization in itself - with 1500 employees and an annual turnover of 2 billion DKK. Nevertheless, this is exactly the organization, which Marianne Lykke Nielsen and her small team are expected to affect and influence. This team is called 'Aim High' and consists of three employees. They are a kind of internal 'pioneers' of the change process that started in Danske Bank when they had to reorganize after the financial crisis that swept across the world in 2008 and caused massive changes, customer defections, and several other challenges as a result.

" 'Aim High' stands for being ambitious and having the courage to change. When Danske Bank lost a lot of its customers in 2008, we came from a self-perception that the bank was 'untouchable'. But the world changes. And so should we," says Marianne.



Ensuring a consistent customer experience in all countries

"Aim High ensures a coherent strategic change process and helps four countries follow the same principles to create one consistent Nordic customer experience. Therefore, it is very convenient that the training has become digital and thus scalable via Learningbank," explains Marianne.

The goal of learning: Strong negotiating skills and 'soft skills'

Employees working with corporate clients in Danske Bank are expected to strengthen their skills in 'strategic customer dialogue'. The ability to negotiate is an important part of this: "Employees negotiate with a wide range of customers from small startups to companies with up to 500 employees. The negotiation often takes place directly with the CEO and founder. These people are enthusiasts and quite exciting clients. But how do you, for example, negotiate with a competitive person, if you are a bit 'soft' yourself? This is exactly what we want to help our employees do. And the point is to create value for the customer while at the same time making a good deal for the bank. So far, we have received great feedback on the learning solution we have launched via Learningbank," says Marianne.

The training takes into account that 'life is busy' on the front line

The training is digital and conducted via the Learningbank platform, where each employee has his or her own personal profile, so the manager can support and track developments on hard as well as soft parameters. Training modules are kept in a short and simple format between 5 and 20 minutes, making it possible to fit them into a busy schedule.

The content is designed in a visually engaging format - in the form of a digital learning game based on a fictional story of an employee, who is faced with the challenge of having to climb a mountain. The mountain metaphor is chosen in order to resemble a change process, which can be so demanding that it resembles the life of a mountain climber fighting his way to the top. Learningbank has delivered the digital platform, and Learningbank's own Digital Learning team has created parts of the content including video, learning games, and quizzes. In addition, the Aim High team has created customized learning modules in Learningbank's authoring tool, which is basically a kind 'DIY' module.

Three benefits of the solution

1. We are able to follow up

"Normally it is very difficult to follow up on behavioral changes. But now we are able to follow up closely, because we can see who trains, and we can see how much they train. We can address the needs of the local country managers by saying: 'Okay, if you really want this change, then your team needs to use the training programs actively.' This is a huge advantage," explains Marianne.

2. Scalable solution

"Aim High was established in 2013. Today our training programs have become scalable in a whole new way. And my small team is well on its way to getting new internal customers since other departments in the bank are also getting curious and want to try something similar," says Marianne.

3. Hitting targets with the right message

"Previously we used a 'cascading method' preparing a lot of slides for our SIA (Strategy Implementation Agents). But no matter how carefully you prepare the communication, important knowledge can get lost along the way. And our SIA's were anything but thrilled by the thought of having to act as experts in 'negotiation techniques'. So now we have created premium quality content instead. And via Learningbank we are able to deliver this content in four languages reaching even the most remote parts of the organization," says Marianne.

Danske Bank has launched the Aim High Learning solution in collaboration with Learningbank as part of the overall strategy leading up to 2020.

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