

# WINNER

## BEST TALENT DEVELOPMENT PROGRAM

# SPECSAVERS

C.R.E.A.T.E.



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Insights from internal and external market research inspired the Specsavers Training and Development Team to develop, design, implement and embed a program to develop key capabilities within stores to optimise end-to-end customer experience.

The team utilised Design Thinking to first diverge the training need through discovery. This was done by expanding the skills needed at a practical in store level through the regional training teams visiting stores and observing the best of the best to determine the specific observable behaviours that drive great customer experiences. The list of behaviours was then sorted into key themes which became C.R.E.A.T.E. The key capabilities the program develops are Coach, Relate, Enquire, Adapt, Teach and Engage.

CREATE - A Customised Experience enables talent to effectively guide customers (Coach), establish genuine connections (Relate), ask the right questions (Enquire), be flexible (Adapt), provide the right information for the situation (Teach) and demonstrate the right energy and enthusiasm (Engage). The program is live across 10

Specsavers markets.

Internal Training Designers prepared formal learning to ignite the unfreezing process, informal learning to activate skills and build the change, and a variety of on-the-job tools and resources to sustain the new behaviours.

Face-to-face content delivery included:

- A flash-mob launch to all store partners;
- An interactive launch expo-stand for store-owners at a Partnership Seminar;
- A one-day Mentor Event: to build skills in how to engage without a script and lead culture change; and
- A one-day skill-build event for the whole store-team.

Online delivery and support and monthly videos to all staff to develop skills.

An initial three-store pilot revealed the depth of impact CREATE could have. Reviewing the results with senior management about the extent of change CREATE would generate, the decision was made at that point to implement CREATE globally.

With the culture-shift of CREATE in mind, a face-to-face session was added

as integral to the expanded program. It gave store partners (franchisees) and their key team members

the knowledge and skills to support the whole team with the changes happening in their store via the CREATE process.

The CREATE rollout took place by region. For each region, 2-3 Mentor Events were run, followed by several team events a week later. This allowed mentors to understand their role before staff in their stores underwent the training. Staff were introduced to a host of resources they could utilise following the training to embed the learning they were undertaking including: videos, postcards populated with goals and insights in workshop, reflection tools and webinars.

The main challenge was supporting mentors and store-staff throughout the program and beyond. The Program needed to provide a strong framework for culture change – meaning none of the activity could be once-off – it had to involve the ongoing resource tools and libraries we subsequently created for the program, and consequent cost.