

BUILDING PEOPLE MANAGER CAPABILITY AT SCALE

 **dsw**
Case Study : —



Challenge

Nationwide Building Society wanted to strengthen leadership capability across its management population, equipping over 3,000 leaders and branch managers with the skills and confidence to manage people effectively in a rapidly changing workplace.

The challenge was to create a comprehensive and consistent development experience that would formalise people manager development, build practical management capability and help leaders respond confidently to the everyday challenges of leading their teams.

Approach

Working in partnership with Nationwide, DSW supported the delivery of the People Manager Programme, combining flexible digital learning with practical, face-to-face development.

Participants began their learning through self-paced e-learning before attending three face-to-face 'connect' sessions. These sessions provided the opportunity to translate learning into practice through realistic leadership scenarios, enabling managers to explore challenges, apply new skills and build confidence in their role.

The blended approach created a consistent learning journey while maintaining a strong emphasis on practical application and the realities of people management.

Delivery

Launched in January 2023, the programme was delivered across the UK, with DSW's trainer team providing expert facilitation throughout the face-to-face elements and supporting consistency and quality across the programme.

More than 3,000 Nationwide leaders have since completed the programme. Its success led to the programme becoming part of Business-As-Usual development, extending the learning to new hires and colleagues stepping into people management roles.

Following Nationwide's acquisition of Virgin Money, the programme is now being rolled out to all Virgin Money managers, significantly extending its reach and creating a consistent approach to people manager development across the enlarged organisation. This next phase builds on the programme's established success at Nationwide and reflects its role in developing confident, capable managers at scale.

Outcomes

The programme delivered exceptionally strong participant feedback and clear evidence that managers were applying their learning in the workplace. 95% would recommend the programme to a colleague, 92% said they felt better equipped to carry out their role as a people manager, and 95% reported putting the skills they developed into practice.

Importantly, 98% of respondents felt more equipped to have challenging conversations with their teams, demonstrating the programme's impact on an important aspect of day-to-day people management.

The success of the programme was also recognised at the 2024 Nationwide Annual Awards, where it received the Enterprise Collaborator Award, recognising the collaboration between Nationwide and DSW. The programme was also shortlisted for Leadership Development Initiative of the Year at the British Training Awards.

Its transition into Business-As-Usual delivery has extended the programme beyond the initial population, creating an ongoing approach to developing new and existing people managers and helping Nationwide build management capability at scale.



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we will know a way or create one