



Early talent consultancy Grayce identifies a strong business case for LinkedIn Learning to support analyst development and promote curiosity



About Grayce

Industry: Management Consulting

Headquarters: London

Employees: 345

LinkedIn Learning

Grayce's mission

With a 100% license activation rate and almost 9000 hours of content viewed so far, the team at Grayce have applied their ingenuity and enthusiasm to the organisation's rollout of LinkedIn Learning and created an exciting new culture for self-serve continuous learning.

Established in 2012, Grayce is in the business of developing emerging talent. Aiming to be the #1 fast-track developer of top graduates, the business works with organisations across the UK to help them build sustainable talent pipelines in areas including change and transformation, data analysis and tech.



Nurturing up-and-coming talent to bring value to businesses means committing to a clear strategy for continuous learning. "Whether they're out on site or training, our people are flexible, agile, and always learning – and our clients appreciate that," says Head of People at Grayce Gemma Phipps. "In recent years, we had found that there were inefficiencies in our existing learning and development model – it didn't make sense for people to spend an afternoon in a classroom learning what could be absorbed in minutes viewing online content."

According to Gemma, there were two key drivers for implementing online learning. First, the nature of Grayce's business means that consultants tend to be called upon to have knowledge in a broad variety of areas – often at short notice. Secondly, they work with inquisitive graduates in the early stages of their career. Online learning lets them quickly and easily educate themselves on topics that come up on the job or in meetings.

Grayce had already successfully been using the LinkedIn Learning platform for some time. When staff moved to home working in early 2020, Gemma's team saw the opportunity to empower people to take their learning to the next level and do something great for themselves and the business. Success in learning is already a tangible element of career progression at Grayce, but by using LinkedIn Learning, the team have been able to kickstart a new, self-serve culture and leverage the natural curiosity of their graduates.

Both learning and technology lie at the very heart of its mission, as it strives to fast-track graduate talent to enable improved diversity of thought and delivery in digital transformation. As such, moving the core of its learning and development to an online platform was almost a natural progression for the company.

"We were able to make a very strong business case for LinkedIn Learning," continues Gemma. "I was immediately impressed by the quality of the content. The brand is really strong – and the breadth and depth of content is second to none. From a technical perspective, it also has great usability – something which is obviously very important to our tech-savvy learners. I love how it lets



you see trending topics and courses, and how it uses recommended content to entice you to want to learn more. For us, it ticked every box."

Gemma sees the decision to invest in LinkedIn Learning as the necessary next step in supporting the development of Grayce's analysts and the wider team.

Making LinkedIn Learning a key to career progression

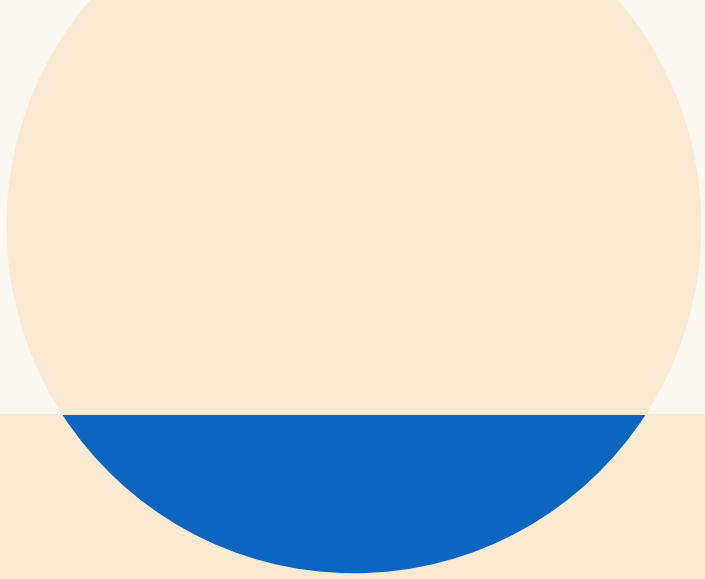
Taking their own unique approach, Gemma and her team implemented learning paths across their development programme and core business functions. With just one manageable one-hour course per month, they were able to prompt continuous engagement in their staff, enabling people to go away, search for self-serve content they are interested in, and tailor their own learning journeys.

Most intriguingly, Grayce has also made L&D part of its internal mobility strategy, giving graduates a clear path to career progression based on how they apply themselves to their learning, and the success they experience as a result. By implementing a mandatory development programme consisting of three levels curated to that specific employee's progression, learners can only hope to grow (or be promoted) in their roles should they complete these learning paths. An analyst, for example, could start out learning about broader business change – as well as softer skills including stakeholder management and time management in L1 – before moving on to leadership and management skills in L2. As an L3, analysts then become lead analysts, with a focus on managing more complex products and managing teams, as reflected in their learning content.



“In LinkedIn Learning, we have found a platform that perfectly fits our development model, based on the 70/20/10 concept; 70% on the job experience, 20% social and peer-to-peer learning in our community and 10% more formal learning initiatives” says Marketing Manager Victoria Birtles, whose own team have benefitted from LinkedIn Learning.

In line with the UK going into lockdown, Gemma, Victoria and their teams launched the Smarter, Stronger campaign, encouraging people to use the time they would otherwise have spent commuting on honing their skills with LinkedIn Learning. Other campaigns have focused on learning as a way of achieving equality and wellbeing.



By treating LinkedIn Learning as a key with which its people can unlock their own success, Grayce has already seen some great results from the platform – most notably the renewed sense of passion and pride in learning.

“Our people have taken to LinkedIn Learning incredibly well,” Gemma praises her learners. “I’m amazed at how they can hear a concept, AI for example, go away and learn about it on their own initiative, then come back and speak about it eloquently and with confidence.”

It’s not just analysts that are experiencing success – according to Gemma and Victoria, staff in marketing and support functions are also reaping the benefits.

They have some strong KPIs, not least their 98% activation rate. But more important is the value added, as reported by staff in their annual Employee Engagement Survey. Virtually everyone in the organisation is now a repeat learner, citing empowerment and confidence as key sources of job satisfaction.

The challenge

- To equip both existing teams within the organisation and graduate talent with the knowledge needed to upskill and cross skill, while helping to build a sustainable talent pipeline in areas like change and transformation, data analysis and tech.
- To ensure graduates were able to keep learning and growing while working from home.
- To find an efficient self-serve learning model to help people take control of their own development.

The solution

- Implementation of curated mandatory learning paths across development programme and core business functions
- Incentivisation of progress and success by integrating learning into career pathways
- Internal campaigns to promote self-serve learning

The results

*Data is from Q1



250 licenses company-wide,
with 100% licence activation



8667 hours watched



3.6 hours average time spent
per viewer per month



923 recommendations of
content shared since launch



70 videos viewed per learner
per month



162,627 videos viewed
since launch



76% average monthly
repeat learners

What the learners say

“ I was given access to LinkedIn Learning one week prior to starting with Grayce. The resource has really helped with my confidence, as working remotely has often meant asking colleagues smaller, more frequent questions. Investing time to learn has definitely made me more efficient, and the experts I've listened to have influenced how I present professional work – adapting content for specific audiences and adjusting my writing style appropriately. I'm also a wellness ambassador at Grayce, and LinkedIn Learning has helped myself and the wellbeing team to standardise our training, deepen our understanding, and discover resources to support our colleagues. With the wide range of perspectives available, we want to continue using LinkedIn Learning to diversify our understanding and the support we can offer. ”



Lucile Fiorentino,
LL Analyst

“ LinkedIn Learning is a reliable way to access easily digestible information that will broaden and strengthen your professional toolkit. If I have a project that is new to me in some way, then LinkedIn Learning is my first port of call to research it and get ahead of the game. LinkedIn Learning is great for everything from sharpening up my use of go-to tools like PowerPoint to learning completely new skills - design and project management, in my case. I love that you can set the video speed to your own pace, add captions and save videos to your device - but my favourite feature is having the ability to publish your achievements and add a badge to your LinkedIn profile. It gives me a sense of achievement and allows for my learning and development to be acknowledged by others. ”



Bethany Lee,
Content Marketing

“

I've used LinkedIn Learning to upskill myself and conduct research on equality, diversity, and inclusion. It's been great to obtain such a high level of insight from experts in the field, with a great resource at my fingertips! My knowledge has broadened on a wide range of subjects, which has really helped with my everyday work and initiatives. I really like how topics are broken down into smaller chunks (usually 5-10 minutes), making it easy to start a new module or pick up from where you left off. The ability to access LinkedIn Learning on multiple devices makes it easy to learn while commuting or on the move.

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Ben Bello,
L4 Consultant

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