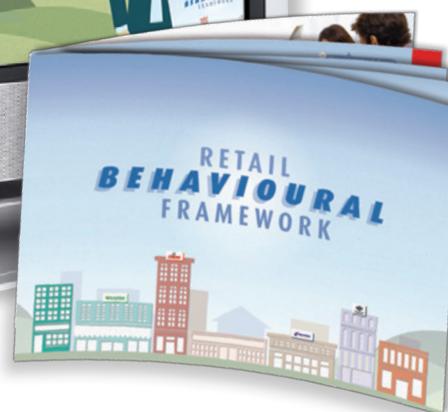




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Words&Pictures Case Study

YORKSHIRE BUILDING SOCIETY - BEHAVIOURAL COMPETENCY FRAMEWORK

The Yorkshire Building Society Group is the second largest organisation of its type in the UK, with over 224 branches and 4,000 employees.

As they grow their branch network, they want to create a different and outstanding customer experience by putting customers at the heart of their business. While they're already doing well – coming just behind First Direct on the net promoter score at around 50% – there's clearly been a huge amount of change in the financial industry over the last few years.

Words&Pictures supported YBS in the launch

of its new Behavioural Competency Framework to the entire retail network, working closely with the society's internal communications and strategy teams. Through this new framework, a tangible cultural shift was introduced across the organisation.

Words&Pictures developed an award-winning communications programme to help teams understand and apply the new framework to their retail roles at every level of the business. A variety of materials were created across different channels to support the new framework: from a 16-page

behavioural framework booklet for all retail staff, to a Training Discussion DVD and a suite of supporting animations. Words&Pictures also helped create a supporting Manager's Briefing guide, to help them take their team through the transition process.

This fresh approach to training means resources can be picked up and put down, allowing teams to do the training in their own time, but with ongoing support. The communications programme received an Award of Excellence at the Institute of Internal Communications North 2013, in the Digital Solution of the Year category.

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The quality of the whole W&P team involved and attention to detail was second to none throughout, in particular demonstrating the ability to immerse themselves in the organisation's way of thinking – quickly understanding in a way that is difficult for third parties to do.

Steve Flower, Sales Strategy Manager