



# HSBC Supercharges Workforce with \$11.6M Impact: Future Skills Program

HSBC Global Service Centers and Technology

Best Program for Upskilling Employees

November 2024



## Company Background



Company-at-a-Glance	
<b>Headquarters</b>	HSBC Electronic Data Processing India Private Limited, Hyderabad
<b>Year Founded</b>	HSBC HDPL was set up in 2001
<b>Revenue</b>	NA, as it is a Digital Banking and Technology Services Delivery outfit for HSBC Bank
<b>Employees</b>	Circa 70,000 across all GSC and Tech regions
<b>Global Scale (Regions that you operate in or provide services to)</b>	Global Service and Technology Centers located in India, China, Malaysia, Philippines, Sri Lanka, Egypt, Poland and Mexico are the foundation of HSBC, providing essential support across technology, operations and key central business services for HSBC’s global businesses and functions across 53 countries. They play a vital role in driving great experiences for customers and colleagues and enabling the bank’s strategy.
<b>Customers/Output, etc. (Key customers and services offered)</b>	Digital Business Services teams are the foundation of HSBC and provides essential support across technology, operations and key central business services for global businesses and functions by:



	<ul style="list-style-type: none"> <li>• Delivering efficient, easy customer experiences that add value.</li> <li>• Empowering people, through the right technology, infrastructure and support.</li> <li>• Enabling the bank, through innovative solutions that support our strategy.</li> <li>• Implementing major strategic transformation programs and support change management across the bank.</li> </ul> <p>Provide professional services such as procurement and real estate management</p>
<b>Industry</b>	Banking and Financial Services
<b>Stock Symbol</b>	N.A.
<b>Website</b>	<a href="#">HSBC Group corporate website</a>   <a href="#">HSBC Holdings plc</a>

### Budget and Timeframe

Budget and Timeframe	
<b>Overall budget</b>	\$418,565
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	40 employees from the Learning Team, spanning 7 countries
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	70+ across 7 countries
<b>Number of contractors involved with implementation</b>	15
<b>Timeframe to implement</b>	January-December 2023
<b>Start date of the program</b>	February 2023



## Fit to the Needs

The global pandemic, emergence of the gig economy, new talent models and a host of digital technology have radically changed the way we live and enhanced the pace in which organizations across the world must operate in order to survive and thrive. Instead of just addressing the needs of a VUCA (volatile, uncertain, complex and ambiguous) business landscape brought about by the 4<sup>th</sup> Industrial Revolution, organizations have had to adjust fast to the changes and adapt well to the challenges imposed by a BANI (brittle, anxious, non-linear, and incomprehensible) global ecosystem. More than ever, this requires an international organization like HSBC to embark on an accelerated pivot towards developing the right future skills so that its global workforce can cultivate forward-thinking business practices that can effectively transform the company into a 'Bank Fit for the Future'. At an organizational level, HSBC acknowledged this need and focused on creating personalized experiences for its employees that elevate their potential for maximum business impact.

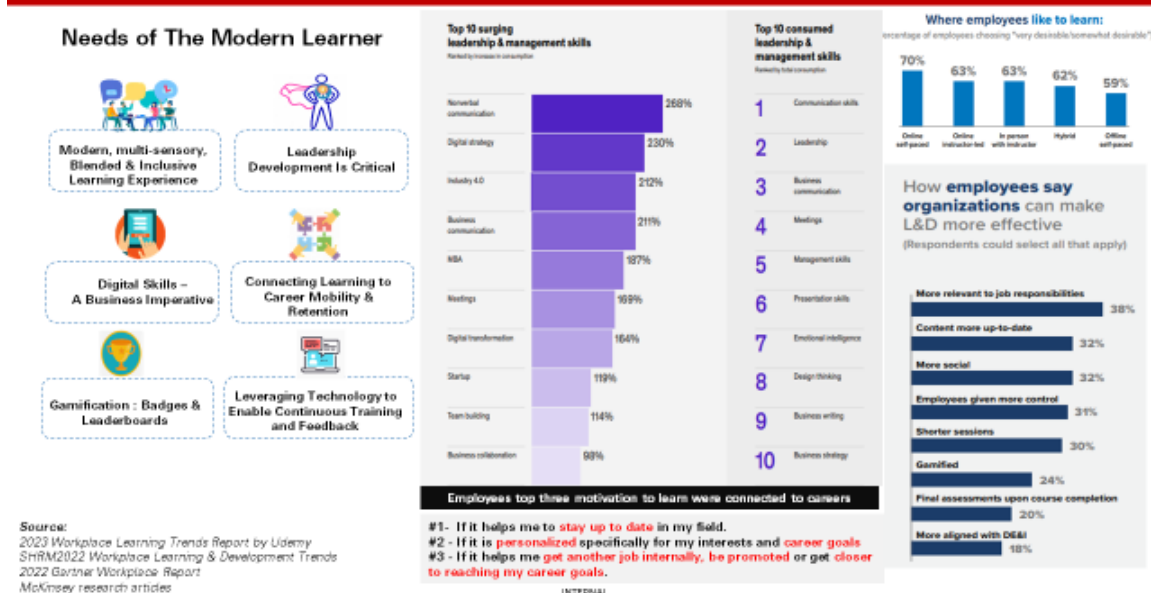
The Learning and Talent Development team conducting a thorough need analysis, including learners, business leaders, mid-management career bands, individual contributors, and people managers. The diverse groups provided comprehensive data, to carefully consider the learning strategy, shaping the bank to be 'fit for the future'. Some key trends and behaviors that were highlighted as an outcome of this analysis are –

- Data literacy skills are growing in demand
- Learners want to build skills that can't be replaced by machines
- Learners are keen on learning in the flow of work
- Learners are overwhelmed with the amount of information being thrown at them
- Micro-learning, byte-sized, nano learning are gaining momentum
- Gig economy is on the rise
- Hybrid work and RTO are the new catchwords
- Automation, Artificial Intelligence, etc. are the new normal

Some external, industry insights in 2023, enabled the team to align the learners' and business' demands to the future of learning.



**INDUSTRY INSIGHTS : 2023 TRENDS INFLUENCING FUTURE OF LEARNING**



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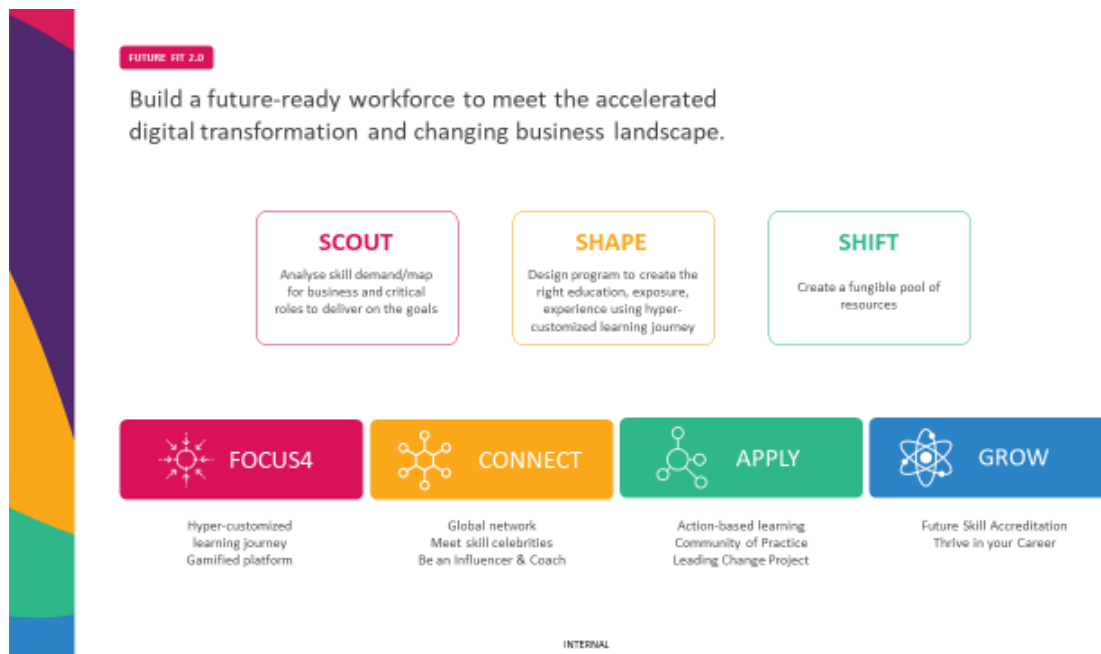
Picture 1: Industry Insights as part of TNA

As a flagship program for HSBC Global Service and Technology Centers, **Generative Future Fit** (previously called ‘Project Future Fit’ and ‘Future Fit 2.0’) was designed to address the needs and build a future skills-aligned learning culture, with a coverage of **more than 800,000** learners across 8 countries in 2023. The fundamental aim was to develop **Future Skills** that empower employees at each level of their career journey, to become future-forward professionals. At HSBC, there was an enterprise-wide strategy to create and harness collective capacity to identify newer learning opportunities, innovate and engage learners by investing in learning, upskilling and creating equitable opportunities for development to shape their career paths as well as elevate themselves to a **skills-based organization**. The Learning and Talent Development (L&TD) Team found an opportunity to craft a skill strategy, that translated into a region-wide campaign to develop capability, that is closely aligned to the return-to-work strategy of the organization.

Generative Future Fit has its roots in 2021 with what was then called ‘Project Future Fit’ where the team focused on raising awareness on Future Skills through a 9x9x9 strategy; 9 skills, over 9 months, through 9 modalities. The 9 skills selected were Curiosity, Creativity, Connectivity, Growth Mindset, Resilience, Communicating with Impact, Customer Engagement, Change and Transformation, and Developing Others.



The design construct was based on the McKinsey model of Scout, Shape and Shift from Reskilling Workers for Industry 4.0. The team leveraged different modalities like Leader Connects, Live-Online Learning, Influencer Networking, Podcasts, Videos, Self-learning pathways on Degreed (a self-paced learning experience platform), Show and Tell sessions, TED talks by industry experts, Competitions, and Recognition and Awards. It was first time ever that the team embarked on a region-wide learning initiative with the aim of a large -scale penetration: to upskill 70,000 employees in one or more Future Skills. The success of the project enabled the Learning and Talent Development team to take it forward to the next stage with a refreshed brand called **Future Fit 2.0** in 2022 and eventually updated as **Generative Future Fit**.



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Picture 2: The Approach

The program focused on the vertical bar of the T-model, with emphasis on **specialization through application-based learning** in a number of identified skills primarily driven by technology and innovation. The team held the annual Training Needs Analysis across the global sites in late 2022, and together with conversations with Business Leaders, this helped determine the targeted skills that was delivered in 2023, namely: Customer Engagement, Data and Digital, Resilience, Sustainability, Change & Transformation, Growth Mindset, and Design Thinking. With a re-energized drive to upskill employees who are relevant as the



future of work constantly changes, the Learning and Talent Development team identified the skills and the overall design of the program that learning became a key driver for curiosity, creative and connection at the workplace, and not just something employees are compelled to complete.

**Customer Engagement** – This future skill is critical in fostering a customer centric mind-set that, ultimately, drives commercial growth. This ability to keep the customer at the forefront of our decisions and actions, is fundamental to HSBC, whether you're in an external client-facing role or not.

**Digital Skills** –The understanding and expertise of being 'digital' differed across individuals and business functions. There was also a difference in access to acquiring digital skills which further posed challenges in individual and organizational growth. The Learning and Talent Development team focused on bringing parity in understanding of digital trends and development that would enable employees, business stakeholders, and the organization to stay relevant. The design was to enable the workforce to serve the changing needs of the customer in innovative ways through advancement in technologies and enhanced holistic capabilities.

**Data Skills** – Every business decision is now impacted by data. While not everyone is expected to learn and master data science, but it is imperative for all to nurture a data driven mindset and become data literate. For HSBC, a financial institution, it was extremely crucial to ensure that its workforce became aware of the important role they play in data lifecycles, and how they can play a part in ensuring they manage data responsibly.

**Resilience** – As the world and work becomes ever more complex and ambiguous, organization's ability to withstand, survive and develop in the midst of stressors and changing demands will be ever more critical. Resilience is the capability and dynamic process of adaptively overcoming triggers and unexpected changes - it is the capacity to not just 'bounce-back', but 'bounce-forward' when faced with adversity. Everyone has a different level of resilience, and some people can be more impacted by specific events than others. Moreover, resilience is a skill that can be built, and research reveals that focusing on developing habits that promote resilience, and this guided the team to prioritize resilience as a behavioral skill for its learners.

**Sustainability Skills** - One of the key strategic priorities at HSBC is the Transition to Net Zero. The Learning and Talent Development team integrated this priority in the learning journey as part of the defined skills. This was to ensure that the



learners understood and integrated climate considerations in their own and business decisions, actions, conversations and projects.

**Change & Transformation** – This is the ability to not just change, but to change quickly, and has since emerged as a differentiating organizational competency. As the nature of our work shifts, the only certainty is that day-to-day realities will change at an exponential pace. The programs under Generative Future Fit provided opportunities for discussions of what didn't go well and sharing of best practices on how to effectively deal with the recent challenges of the pandemic and post-pandemic eras that have transformed the ways of working.

**Growth Mindset** - As the future of work brings forth new challenges and learning opportunities, having a growth mindset plays a major role in an individual's ability to grow and develop new skills. As change is now the new constant, a growth mindset will help to continue to adapt in order to remain relevant in this age of robotics, automation, and artificial intelligence. Even as the skills change, it is this positive mindset and the capabilities that it fosters will endure. As such, this future skill remains to be a most critical driver in building and cultivating a future-proof workforce.

**Design Thinking** - Design thinking provides a simple yet novel approach to innovation that allows people, teams and organizations to think creatively and is critical to truly meeting the needs of our customers. This human centered mindset and methodology also forms the backbone of the **Design Studio** under Generative Future Fit that serves as a project management program that has designed and developed solutions to real business problems at HSBC, setting the stage for creative problem solving.

Design Studio complemented the HSBC University curriculum, jointly designed and certified by the Stanford University – Design Thinking 101: An Introduction to Customer Led Change, available for all employees on the Global Learning Management System, MyLearning.

Over 4000 colleagues had been certified in Design Thinking 101 by the end of 2021. The L&TD team made this a pre-requisite for eligibility to Design Studio, and offered them an additional learning opportunity to come together to solve for 50+ business owned and endorsed problems, with a clear impact on automation, process improvement, sustainability and digitization leading to projected cost saves. They were supported on their 16-week journey by Design Thinking Coaches and business led Project Owners, as they went through the Design Thinking process of Empathize, Define, Ideate, Prototype and Test, through an 8-step customized journey specially curated for learners.





Site communications were planned to network and source business projects, identify business Project Sponsors, and form diverse project teams, with 10 members in each cohort. The learners were selected either through nominations or through voluntary sign-ups post the launch and communications. Business sponsored projects (Design Studio Projects) across different businesses at HSBC GCCs were submitted as part of this 'Action Learning Project' intervention to complement the Design Thinking Certification. The business projects were crowd sourced by a L&TD Project Working Group that was formed to plan and deploy the overall program. The goals identified and achieved were aligned to HSBC's strategic priorities –

'Focus on our strengths' – solutions for the real business problems developed by the teams used existing HSBC infrastructure, network, tools and resources.

'Energize for Growth' – cohorts were formed by learners in HSBC and they were given the required skills and knowledge to drive a culture of customer-centricity, collaboration, and agility to foster growth.

'Digitize at scale'- solutions developed and proposed leveraged existing digital infrastructure and explored new ways to save manual effort, thereby improving turn-around-time.

'Transition to net zero'- multiple teams worked collaboratively to design solutions that led to projected reductions in carbon emissions.

While Design Studio is primarily a project based learning, it also aligns itself to the HSBC Group's drive towards Innovation in Finance and Risk, and follows the Innovation Delivery framework of Community of Ideas, Evaluation of the most viable ideas, Prioritization to scalability, creation of Agile Pods to work with business SMEs to develop ideas, and finally implementation of successful ideas to proceed for funding.

To ensure consistency in planning and delivery and establish a key performance indicator for the initiatives focusing on the mentioned future skills, the Learning and Talent Development team aligned Generative Future Fit to one of its **strategic priorities for 2023 – Foster Learning Agility of the organization**. They also aimed to support the Bank Wide Operations Transformation initiatives that made these skills increasingly relevant and required by the businesses as well as job roles irrespective of the function they came from.

In a nutshell, Generative Future Fit in 2023 focused on applied learning that facilitated various nuances of building future skills with different experiences of





design and delivery and generated significant business impacts in the form of **\$11.5m cost** saved through fostering learning and upskilling in-the-flow of work.

## Design

HSBC focuses on technology-enabled growth, with data being an extremely critical asset to its business. HSBC is also serious on its commitment towards the climate action agenda and has identified Transitioning to Net Zero as one of its strategic priorities, which also affirms our pledge at the Paris Agreement in 2015. Thus, Generative Future Fit, focusing on the vertical bar of the T-model, aimed to delve deeper in skills, platforms and learning experiences that would not only upskill learners but also doing so in a way that reduces the negative impact of their actions on the environment. In addition, the project also prioritized enabling the learners in effectively identifying the specific changes and transformations that have a direct impact on their roles and responsibilities. Thus, the project aimed to enable learners to-

- Demonstrate Future Skills concepts in their flow of work and be part of a fungible pool of Future Skills Certified professionals (Skills Practitioners)
- Apply Future Skills Concepts through business-sponsored projects
- Use multiple available learning resources and drive a self-driven learning culture

The Learning and Talent Development team's key strategy was to build on the learning curriculum of HSBC University and encourage the use of the internal self-paced learning platforms – Degreed and MyLearning (Global Learning Management System), to bring about an inclusive learning and re-skilling, upskilling and cross-skilling initiative across the region of Global Service Centers (GSC) and Technology Centers serving more than 70,000 learners. The team also offered a project-based learning platform in the form of **Design Studio** to empower learners to apply their learning in the flow of work through high impact real business sponsored projects using design thinking methodology. The focus on application-based learning originated from business needs of creating structured methods and platforms to offer learners with an opportunity to demonstrate skills and knowledge at work. With the Hybrid Working environment, the business leaders also identified this as a way to integrate the newer workforce more seamlessly within their businesses.



The Learning and Talent Development team strived to retain its learner-centricity for the new age learner at the core of all the design processes and initiatives. Another crucial aspect that the team wanted to focus on was to lead a mindset shift and build ownership of learning and personal growth in its learners. In 2023, Generative Future Fit continued the 3i framework – **Imbibe, Involve, and Inspire** – that was introduced in the year prior and generated more value-adding platforms, tools, and opportunities that constantly engaged the employees through intellectual challenges, as well as personal growth and development.

### The Architecture

**Imbibe:** The learners were given the autonomy to choose learning journeys based on their unique learning style. Post this, learners had the option of completing either a self-paced learning pathway on Degreed or attend a Masterclass on a specific skill organized by the Learning and Talent Development team where internal and external experts were invited. The completion of these learning activities would allow them to be accredited as ‘Learning Stars’.

**Involve:** In this stage, learners were encouraged to immerse into learning in the flow of work, engage with their peers to learn and share on specific skills and be accredited as ‘Skills Practitioners’.

**Inspire:** The learners were offered a platform to showcase their learnings and/or the impact of application of their learning to business outcomes such as cost saved, efficiency etc. and share their stories of failure and resilience to inspire others to follow suit and get accredited as ‘Skills Scholars’.

**FUTURE FIT 2.0**

**VALUE PROPOSITION**

**PURPOSE**  
 Future skills aims to create development opportunities on the key themes to create a Bark Fit for the Future

**OBJECTIVES**

- Help business build a fungible pool with 10,000 number of FS Certified professionals (Skills Practitioners)
- Create a culture where learners can apply FS Concepts through business sponsored projects
- Enhance self-driven learning capability to pace with the fast-changing world by increasing usage of all available resources to 35%

**PROGRAM ASPIRATIONS & KEY SUCCESS MEASURES**

- Skills Accredited Learners: **20,000** Learning Stars; **10,000** Skills Practitioners, **500** Skills Scholars
- 50 Live Projects approved by Sponsors with clear \$0 million savings at a Site/Business/Entity level through at least 500 learners
- **15,000** colleagues to update their skills profile with at least 1 FS Certification
- Increase the unique learner population (up to 40%)

**SKILLS IN FOCUS**

- PERSONAL
- DIGITAL
- DATA
- SUSTAINABILITY
- HYBRID

**3i APPROACH**

Engage in Hyper Customized learning journey

IMBIBE	INVOLVE	INSPIRE
Choose the learning journey based on your learning style	Immerse into learning in the flow of work	Showcase your skill journey / big impact
Complete learning paths, or attend a master class to consume learning	Engage with your peers to learn and share	Dare to bare your challenges / failures
Earn Learning Star Accreditation	Earn Skill Practitioner Accreditation	Earn Skill Scholar Accreditation



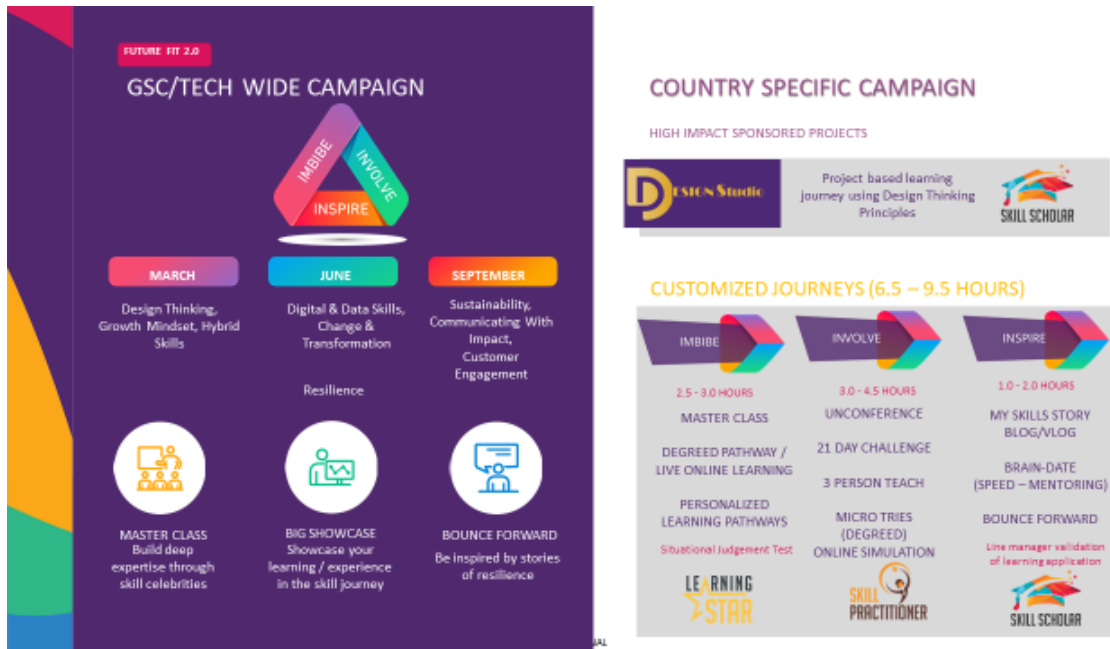
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Picture 3: The Value Proposition

The design principles were based on Industry best practices of the 70/20/10 principle using blended learning, learning in the flow of work, self-paced learning, and social and experiential learning. Degreed learning pathways, created at an enterprise level, were leveraged and socialized through regional and local communications, Future Skills Influencers, and Leader Sponsors. This group encouraged participation through their active involvement in all communication campaigns and learning sessions.

To achieve their intended outcomes and goals for 2023, the Learning and Talent Development team designed two learning tracks – a **regional track** where they organized quarterly campaigns for the entire region, to support **inter-country networking opportunities**- a key need for the future of work, offered in the forms of:

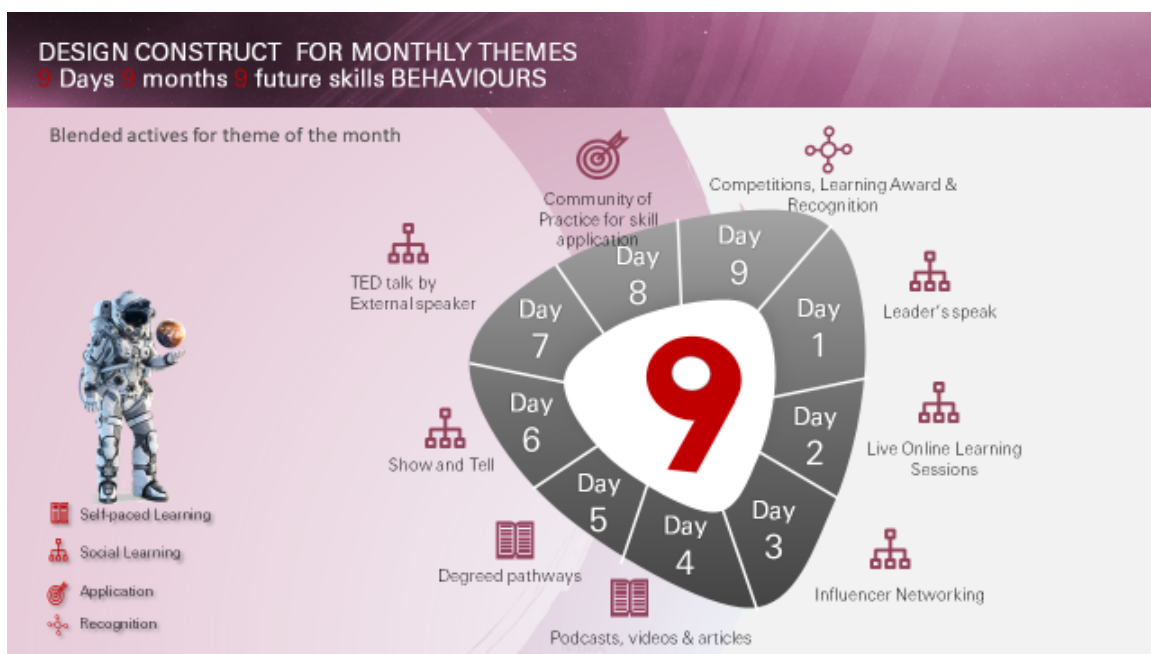
- **Masterclass** to build deep expertise through skill celebrities from HSBC and external industry who are experts in the respective areas,
- **Big Showcase:** for internal and external experts to showcase innovative experience in their skill journey, and
- **Bounce Forward** to be inspired by stories of resilience. The pandemic had shown the world that there was no more bouncing back but only bouncing forward when faced with a challenge.



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Picture 4: Design and Country-specific Campaign

Throughout 2023, the Learning and Talent Development team brought together 9 such regional sessions with 18 inspiring guest speakers and industry experts – which include a cricket player, a quad amputee, and a retired navy officer – and 9 senior leader sponsors from different units within HSBC, to create a robust and much required ripple effect within the region.





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Picture 5: Design Construct 9:9:9

**Country-Specific Track:** Various learning modalities were introduced to provide learning coverage across the 8 countries in the region through carefully designed intra-country networking platforms. These were –

- Degreed Pathways
- Live Online Learning
- Unconference
- Online Simulation
- 3 Person Teach
- Microtries
- Personalized Learning Pathways
- Reflection Blog
- My Skills Story

The team continued to leverage multi-disciplinary learning modalities for new and existing Future Skills learners to encourage continuous learning., The focus was to also drive learning application by deploying business-based projects and an action learning journey through **Design Studio: A Design Thinking Initiative.** The Design Studio journey was conceptualized to foster an active learning organization and achieve high employee engagement, through upskilling with a clear demonstration of learning application in-the-flow-of-work. The design principles were a combination of blended learning (Live in-person and Virtual instructor-led), learning-in-the-flow-of-work, self-paced learning, and social and experiential learning.

All learners were required to complete the Design Thinking 101 Certification, a collaborative effort between HSBC and Stanford University, and become part of the Design Studio Program, which offered a framework with 3 clear stages of learning and execution:

- Immersion lab where they mobilized, empathize, and redefined the final problem statement
- Incubation hub for ideating on possible solutions to real business problems, prototyping their solution



- Impact Center for implementing their solution post a successful pitch and sign-off from business leaders

The L&TD team created a 7-member Project Working Group, to build a robust and continuous deployment strategy. The objective was to encourage learners be part of a high-impact, action-based learning project, that encouraged ownership and a strong sense of purpose to the 'bigger picture'. More than 50 high impact, business sponsored projects (Design Studio Projects) were submitted as part of Action Learning Project, post completion of the Design Thinking 101 Certification. Design Studio is a Learning and Talent Development initiative to move from Design Thinking to Design Doing, by using the Design Thinking Principles to solve real Business problems. Over 4000 colleagues had been certified on Design Thinking 101 through the aegis of Stanford University, with a tie up with HSBC University, at the start of 2022. They were provided with a platform and framework to solve for 50 plus Business owned and endorsed problems, with a clear impact on automation, process improvement, and digitization leading to projected cost saves. They were supported on their 16-week journey by Design Thinking Coaches and Business led Project Owners, as they went through the Design Thinking process of Empathize, Define, Ideate, Prototype and Test, through **Immersion Lab, Incubation Hub, and Impact Center**. Immersion lab is where they mobilize, empathize and redefine the final problem statement followed by ideating on possible solutions to a real business problem and prototyping their solution in the Incubation hub and finally, implementing their solution at the Impact center after a successful pitch and sign off from business leaders.

The design of the learning strategy was integrated with business objectives and clear measurable outcomes agreed upon in the need analysis stage by the business and learning team. The initiatives were designed to empower colleagues to steer learning-in-the-flow-of-work, with hybrid learner experience connecting with their own individual developmental goals and plan. This was made possible by creating a highly conducive and supportive eco-system with a varied mix of opportunities for learners which included **leaders as advocates, learning built into performance metrics, and reward & recognition culture**. In addition, the design also helped in describing a thorough and comprehensive deployment action plan, with specific and periodic evaluation of learning outcomes, as well as monitoring of progress through monthly/quarterly published data and dashboards. These dashboards were shared within the learning team to identify gaps and strategize to overcome them and were also shared with business on a quarterly basis to showcase progress.



In 2021, the team focused on generating awareness. In 2022, the team focused on a mindset shift by building ownership of learning within the learners.

Finally, in 2023, the design and construct of Generative Future Fit aimed at promoting **learning collaboration and a focus on application with measurable business impact**.

In 2023, the team achieved these milestones:

- Skills Accredited Learners as part of learner recognition and accreditation:
  - **159,900** Learning Stars: learners who acquired skills/knowledge through different learning modalities and platforms;
  - **21,828** Skills Practitioners: learners who applied their learning in-the-flow-of-work,
  - **1,907** Skills Scholars: learners who influenced others positively through their best practices
    - **Learning Star:** A monthly learning challenge based on the Future skills theme of the month.
    - **Skill Practitioner:** Quarterly learning challenge that focussed on application of learning in the flow of work and share best practices with others. Learners would need to qualify for 2 or more monthly Future Skills challenges. Learners could upload their learning application stories, termed as 'My Skills Stories', on a learning platform created by the L&TD team.
    - **Skill Scholar:** A Skill Scholar certification would be awarded to employees who can demonstrate a measureable business impact as a result of Future Skills application through transformation initiatives or projects
- **51 Live Projects** approved by Sponsors with clear **\$11.6 million savings** at a Site/Business/Entity level through at least 500 learners
- **15,000** colleagues to update their skills profile with at least 1 Future Skills Certification
- These goals were not only met but were exceeded by the end of 2023, details of which are outlined under the criteria titled, 'Measurable Benefits'.





## Delivery

The Routines for Regional track of Generative Future Fit

An effective deployment of the Generative Future Fit program required a cohesive and collaborative effort by the Learning and Talent Development team across various sites. However, for steady progression and timely implementation of the program, a Project Working Group (PWG) was formed to plan and execute the deployment of the regional track, and drive the execution of the country specific track, in collaboration with the site-based Learning Experience teams. The Project Working Group was formed with members of the Learning and Talent Development team from different locations, who took on different roles and responsibilities to –

1. Manage communications and connect with Leader Sponsors to get business buy-in
2. Identify quarterly learning skills in focus, and schedule Masterclasses accordingly
3. Connect and engage with industry experts from both within and outside of HSBC for regional campaigns, to bring in external perspectives on the various skill
4. Promote and communicate learning initiatives with the learners in the region
5. Govern and monitor, and report out monthly learning completions and accreditations
6. The Project Working Group connected regularly to brainstorm, ideate, execute, and review the progress of the initiative to address issues and/or concerns. This ensured a consistent, seamless, and impactful experience for all learners. For the regional campaigns, the Project Working Group started with identification of key skills in focus for each quarter and planned the relevant modality or delivery method. In total, 9 regional sessions (delivered via Zoom) were scheduled between March to September 2023, with more than 21,000 learners from across various sites and countries participating in these sessions.

GSC and Tech Regional Generative Future Fit Campaign – March 2023			
Session	Skills in focus	Speaker/Expert	Leader Sponsor



Masterclass	Customer Engagement	Shantanu Singh (Director of Contact Center, Swiggy)	Mamatha Madireddy (Head of HSBC GSC India)
Big Showcase	Data & Digital Skills	<ul style="list-style-type: none"> <li>Malintha Fernando (Head of Digital Experience &amp; Accessibility, HSBC)</li> <li>Rajesh A. (Product &amp; Digital Technology Leader Ex-Amazon)</li> </ul>	Ravi Kumar Pangal (Global Head of Core Banking, HSBC)
Bounce Forward	Resilience	Shalini Saraswathi (Quad Amputee, Blade Runner, Motivational Speaker, Senior IT professional)	Sharon Dsouza (R&C COE Country Head, HSBC)
GSC and Tech Regional Generative Future Fit Campaign – June 2023			
Masterclass	Sustainability	<ul style="list-style-type: none"> <li>Saunak Saha (Partner, ESG Sustainability, Climate Change at E&amp;Y)</li> <li>Heena Khushalani (Director, Climate Change &amp; Sustainability Services, E&amp;Y)</li> </ul>	Suneeta Shetty (Head of GSC Poland and Global Head of Transaction, HSBC)
Big Showcase	Change & Transformation	<ul style="list-style-type: none"> <li>Amitabh Mukherjee (Head of DBS)</li> </ul>	Matt Brown (Group Head of Risk &)



		<p>Transformation Services, HSBC)</p> <ul style="list-style-type: none"> <li>• Andy Gilbert (Founder &amp; Managing Director, Go MAD Thinking)</li> <li>• Chaitali Mukherjee (Partner, Human Capital, McKinsey &amp; Company)</li> </ul>	<p>Compliance Shared Services, HSBC)</p>
Bounce Forward	Resilience	<ul style="list-style-type: none"> <li>• Sally Feng (Head of HR, HTC China, HSBC)</li> <li>• Etienne Marot (Global Head of Finance Operations, HSBC)</li> <li>• Vineet Saxena (Head of Credit Control Services, HSBC)</li> </ul>	Girish Menon (Head of Shared Contact Centre Services, HSBC)
GSC and Tech Regional Generative Future Fit Campaign –September 2023			
Masterclass	Growth Mindset	Brett Lee (Australian International Cricketer, Sports Commentator, Musician, Actor & Entrepreneur)	Abraham Zachariah (Global Head of Learning & Talent Development and Interim Center Director, HSBC GSC Philippines)



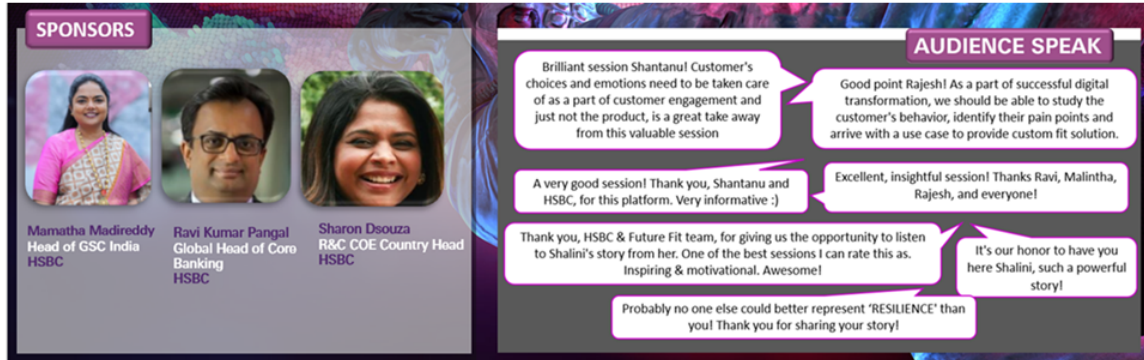
Big Showcase	Design Thinking	<ul style="list-style-type: none"> <li>• Prof. Murali (Deputy Vice Chancellor, APU/APIIT)</li> <li>• Alice Zhou (Vice President, Payments Utility, HSBC)</li> <li>• Pratyushi Pillai (Behaviour Design Consultant, Tinker Labs)</li> </ul>	Anne Gnanapragasam (Head of HR, HSBC GSC Malaysia)
Bounce Forward	Resilience	Cmdr. Abhilash Tomy (Retired Navy Officer, Naval Aviator & Yachtsman)	Maciej Krzysztof Pawlik (Head of HR European GSC, HSBC)

Posters of the Quarterly Campaigns:



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Picture 6: Campaign Details



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Picture 7: Program Sponsors and Voice of Learners



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Picture 8: June Campaign 2023





**HSBC** **FUTURE FIT 2.0 - JUNE CAMPAIGN 2023**

We invite you to the **Future Fit 2.0 Masterclass**, a GSC and Tech wide initiative to build a future-ready workforce and meet needs of the changing business landscape

**Masterclass**  
 Skill in focus: Sustainability

**Speakers**

- Saunak Saha**  
Partner, ESG | Sustainability | Climate Change  
EY
- Heena Khushalani**  
Director, Climate Change & Sustainability Services | Lead, Sustainable Finance and Financial Services  
EY

**Sponsor Leader**

- Suneeta Shetty**  
Head of GSC Poland and Global Head of Transaction  
HSBC

Join us on **June 13, 2023** to start your future fit journey with our Masterclass and earn your Learning Star Certificate

Time: 2:30 – 3:30 PM IST  
 Webinar ID: 959 4393 1310  
 Passcode: 694512

[Click here to join](#)

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Picture 9: June Campaign 2023

**HSBC** **FUTURE FIT 2.0 - JUNE CAMPAIGN 2023**

We invite you to the **Future Fit 2.0 Big Showcase**, a GSC and Tech wide initiative to build a future-ready workforce and meet needs of the changing business landscape

**Big Showcase**  
 Skill in focus: Change & Transformation

**Speakers**

- Amitabh Mukherjee**  
Head of DBS Transformation Services, GTC  
HSBC
- Andy Gilbert**  
Founder & Managing Director  
Go M.A.D. Thinking
- Chaitali Mukherjee**  
Partner, Human Capital  
McKinsey & Company

**Sponsor Leader**

- Matt Brown**  
Group Head of Risk and Compliance Shared Services  
HSBC

Join us on **June 15, 2023** to start your future fit journey with our Big Showcase and know more about change and transformation across industries

Time: 2:30 – 3:30 PM IST  
 Webinar ID: 959 4393 1310  
 Passcode: 694512

[Click here to join](#)

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Picture 10: June Campaign 2023



**HSBC** **FUTURE FIT 2.0 - JUNE CAMPAIGN 2023**

We invite you to the Future Fit 2.0 Bounce Forward, a GSC and Tech wide initiative to build a future-ready workforce and meet needs of the changing business landscape

**Bounce Forward**  
 Skill in focus: Resilience

**Speakers**

- Sally Feng**  
Head of HR - GSC - HTC  
China  
HSBC
- Etienne Marot**  
Global Head of Finance Operations  
HSBC
- Vineet Saxena**  
Head of Credit Control Service  
HSBC

**Sponsor Leader**

- Girish Menon**  
Head of Shared Contact Center Services  
HSBC

Join us on **June 21, 2023** to continue your learning journey with stories of resilience

Time: 2:30 – 3:30 PM IST  
 Webinar ID: 959 4393 1310  
 Passcode: 694512

[Click here to join](#)

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Picture 11: June Campaign 2023

**FUTURE FIT 2.0 - SEPTEMBER CAMPAIGN 2023**

**Masterclass Growth Mindset**  
 12 Sep | 14:30 – 15:30

**Speaker**

- Brett Lee**  
Australian International Cricketer, Sports Commentator, Musician, Actor & Entrepreneur

**Leader Sponsor**

- Abraham Zachariah**  
Global Head of Learning and Talent Development, GSC & Tech and Interim Center Director for GSC Philippines  
HSBC

**Big Showcase Design Thinking**  
 14 Sep | 14:30 – 15:30

**Speakers**

- Alice Zhou**  
Vice President Payments Utility  
HSBC
- Pratyush Pillai**  
Behaviour Design consultant  
Tinker Labs
- Prof. Murali**  
Deputy Vice Chancellor  
APU/APIIT

**Leader Sponsor**

- Anne S. Gnanapragasam**  
Head of Human Resources  
GSC Malaysia  
HSBC

**Bounce Forward Resilience**  
 20 Sep | 14:30 – 15:30

**Speaker**

- Cmdr. Abhilash Tomy**  
Retd. Indian Navy officer, Naval Aviator & Yachtsman

**Leader Sponsor**

- Maciej Krzysztof Pawlik**  
Head of HR European GSC  
HSBC

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Picture 12: June Campaign 2023





## FUTURE FIT 2.0 - SEPTEMBER CAMPAIGN 2023

**Masterclass 12 Sep | 14:30 – 15:30 IST**  
**Growth Mindset**





**Brett Lee**

*Our speaker for Masterclass is none other than Brett Lee, Australian International Cricketer, Sports Commentator, Musician, Actor & Entrepreneur*



**Abraham Zachariah**

*Our leader sponsor for Masterclass is Abraham Zachariah, Global Head of Learning and Talent Development, GSC & Tech and Interim Center Director for GSC Philippines*



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Picture 13: September Campaign 2023



## FUTURE FIT 2.0 - SEPTEMBER CAMPAIGN 2023

**Big Showcase 14 Sep | 14:15 – 15:30 IST**  
**Design Thinking**



**Speakers**



**Alice Zhou**  
Vice President  
Payments Utility  
HSBC



**Prof. Murali**  
Deputy Vice Chancellor  
APU/APIIT



**Pratyush Pillai**  
Behaviour Design consultant  
Tinker Labs

**Leader Sponsor**



**Anne S. Gnanapragasam**  
Head of Human Resources  
GSC Malaysia  
HSBC

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Picture 14: September Campaign 2023



### FUTURE FIT 2.0 - SEPTEMBER CAMPAIGN 2023

Bounce Forward 20 Sep | 14:30 – 15:30 IST  
Resilience

**Speaker**



**Cmdr. Abhilash Tomy**  
*Retd. Indian Naval officer, Naval Pilot & Yachtsman.*  
*India's Titanium Man, the first Indian to finish world's toughest solo sailing race - Golden Globe Race, non-stop and without use of GPS or any modern technology*

**Leader Sponsor**



**Maciej Krzysztof Pawlik**  
*Head of HR European GSC  
HSBC*

[Click here to join](#)



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Picture 15: September Campaign 2023

### The Routines for Country-Specific track of Future Fit 2.0

- The Project Working Group collaborated closely with the Learning Experience teams across 8 countries to implement the country-specific learning track. These included Masterclasses at a country level for each of the 8 countries in the region, self-paced learning on Degreed Pathways, Live Online Learning, Personalized Learning Pathways, Unconference, a 21-Day challenge, 3-person teach relay, Brain Dates to name a few.
- **Masterclasses:** Upon the identification of the skill in focus (monthly and quarterly), the sites would open up a process of seeking nominations from the business to invite learners to the Masterclass. The sites would then facilitate these sessions and wherever required, invite local leaders to share experiences and insights on the specific skills. Learners would also complete a 'Situational Judgement Test' where learners were expected to apply their skills/knowledge to respond to questions based on a hypothetical business situation to get accredited as Learning Stars.
- Self-paced Learning on **Degreed Pathways** and/or **Live-Online Learning:** The Learning and Talent Development team curated Degreed Pathways for Future Skills and socialized them with the learners. This facilitated self-paced learning for the skills that learners wanted to upskill themselves on.



In addition, the team also offered Live-Online Learning sessions on the Future Skills, leveraging the curriculum developed by HSBC University. More than 7,600 learners completed Live-Online Learning sessions on Future Skills in 2023. Learners who completed the self-paced learnings/Live-Online Learnings would then get the opportunity to complete a 'Situational Judgement Test' to get accredited as Learning Stars.

- **Personalized Learning Pathways:** Learners would be invited to join 15-minute, micro-learning sessions across 7 days on an identified Future Skill. Learners would then get the opportunity to complete a 'Situational Judgement Test' to get accredited as Learning Stars.
- **Unconference:** The Learning and Talent Development team invited learners, who completed the Learning Star accreditation to sign up for a theme/skill of their interest. This was to create a platform for social and peer learning. Once the learners became part of specific groups, they would be invited to a virtual, unconference session to interact with like-minded professionals, and share their learning with each other. As unconference is designed in a way that gives more autonomy and voice to the learners, unlike a conference that is more leader-led, these sessions gave learners scope to learn from peers and collective perspectives. While a structure was always recommended, the learners had the autonomy to steer conversations during the connects and optimize best-practice sharing and learning from each other. Upon completion, the learners would take part in a simulation to be accredited as Skill Practitioner. There were **6,699 attendees** of Unconference in 2023.
- **21-Day Challenge:** Learners who earned a Learning Star accreditation were invited to enroll in a 21-day challenge to apply their learnings in real life situations through a series of app-based challenges. This was to encourage a spirit of healthy competitiveness and engagement. Upon completion, the learners would be accredited as Skill Practitioner. There were **432 completers** of the 21-day challenge in 2023.
- **3-person Teach Relay:** The Learning and Talent Development team devised an innovative way to engage the learners in social learning platforms. Learners who already received the Learning Star accreditation were invited to sign-up for 'sharing sessions' with their colleagues. During these sessions, learners were grouped in 3s and asked to share a summary of the learning, key insights gained during the journey, and the experience of applying learning-in-the-flow-of-work. The team created and shared a



- template for the learners to share, as well as a SharePoint site to record completion of their activity. Upon completion, the learners earned the ‘Skill Practitioner’ accreditation. There were **1,504 sessions** in the 3-person teach relay format that were completed in 2023.
- **My Skills Story:** Learners were invited and encouraged to share their stories of learning application of a given Future Skill, the successes and failures, and ways of overcoming challenges while using this skill. The stories were collected via a recorded vlog or a written blog, and were shared with learners, across the Global Service Centers and Technology regions, to inspire fellow professionals. The stories were also treated as a reflection of the learning, post which the Line Managers would sign-off on the completion and the learners would earn a Skill Scholar accreditation. More than **500 stories** from different countries were submitted..
  - **Brain Date:** The team facilitated for a business leader to be assigned to each Future Skill and organized virtual/physical coaching sessions with the leaders. These sessions were socialized with the learners and on the given day, the learners could join in and share their learnings, challenges, etc. with the business leader, ask questions, get support and coaching during these interactions. Each learner had the option of going on two “dates”. Post these interactions, the learners were required to complete a written reflection which was then signed off by their Line Manager for the learner to be accredited as a Skill Scholar. There were **120 Brain Dates** completed in 2023.



**IMBIBE**

MASTER CLASS	DEGREED PATHWAY/LOL	PERSONALIZED LEARNING PATHWAYS (PLP)
<ol style="list-style-type: none"> <li>Once the skill is decided, open up for nominations for Masterclass</li> <li>Depending on the number of nominations, plan for the number of sessions and guest speakers. Guest speakers can be chosen from:               <ul style="list-style-type: none"> <li>List of leader sponsors</li> <li>Local leadership</li> <li>Other corporate leaders</li> </ul>               Vendors who can help get guest speakers – Tigerhall, GP Strategies, FocusU, Whitecooper             </li> <li>After Masterclass, participants to complete situational judgement test and earn learning star accreditation</li> </ol>	<ol style="list-style-type: none"> <li>Decide on skills to address and then the medium – Degreed pathway or LOL</li> <li>Degreed pathways are ready for each skill, LOL sessions will need to be requested through GP Strategies</li> <li>Open up enrolment for LOL and initiate Degreed pathway</li> <li>After completing the pathway or the LOL, participants to complete situational judgement test and earn learning star accreditation</li> </ol>	<ol style="list-style-type: none"> <li>Decide on skill to address</li> <li>Participants join for a micro learning session for 15 minutes each day, for 7 days.</li> <li>After completing the pathway, participants to complete situational judgement test and earn learning star accreditation</li> </ol>
<p>Estimate time: 2.5 hours</p> <ul style="list-style-type: none"> <li>• Masterclass time – up to 2 hours</li> <li>• Situational Judgement Test- 30 min</li> </ul>	<p>Estimated time: 3 hours</p> <ul style="list-style-type: none"> <li>• Degreed - up to 2.5 hours</li> <li>• Situational Judgement Test- 30 min</li> </ul>	<p>Estimated time: 2.5 hours</p> <ul style="list-style-type: none"> <li>• PLP- up to 2 hours (7 days x15 min)</li> <li>• Situational judgement assessment - 30 min</li> </ul>

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Picture 16: Modality Descriptors 1

**INVOLVE**

**UNCONFERENCE**

Bored of conference? Now, let's Unconference.  
 You decide the agenda and discussion topics

<p><b>OBJECTIVE</b></p> <ul style="list-style-type: none"> <li>To interact and share your Future Skills learnings with like-minded colleagues to encourage peer group coaching.</li> </ul> <p><b>THE JOURNEY</b></p> <ul style="list-style-type: none"> <li>Enroll and sign-up for Unconference based on the theme that interest you!</li> <li>Pick a topic of your choice and share your learning</li> <li>You'll join the breakout room where you'll meet like-minded people where you'll learn and share your knowledge.</li> </ul> <p><b>RESOURCES YOU MAY REQUIRE</b></p> <ul style="list-style-type: none"> <li>SharePoint</li> <li>Registration (option: I would like to be a presenter as well)</li> <li>SMEs for the themes</li> </ul>	<p><b>RULES OF ENGAGEMENT</b></p> <ul style="list-style-type: none"> <li>Each breakout room will have a speaker/presenter identified</li> <li>Decide the main agenda of the session;</li> </ul> <p><b>Example:</b></p> <ul style="list-style-type: none"> <li>Change and Transformation</li> <li>What are your learnings?</li> <li>What problems have you solved/ wish to solve?</li> <li>How do you wish to apply the knowledge?</li> <li>Present the topic to the larger group</li> </ul> <p><b>ESTIMATED TIME :2 HOURS</b></p> <ul style="list-style-type: none"> <li>Unconference session: 60 mins</li> <li>Simulation: 60 mins</li> </ul>	<p><b>ELIGIBILITY</b></p> <p>Learning Star Accreditation</p> <p><b>WHAT DO YOU GET?</b></p> <ul style="list-style-type: none"> <li>An opportunity to interact and learn from each other</li> <li>Skill Accreditation</li> <li>Virtual Bragging hamper</li> <li>Networking opportunity</li> <li>And one more step closer to INSPIRE!</li> </ul> <p><b>SKILL PRACTITIONER CERTIFICATION</b></p> <ul style="list-style-type: none"> <li>Attend Unconference and participate actively and mark as complete</li> <li>Complete Simulation</li> </ul>
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Picture 17: Modality Descriptors 2



INVOLVE

**21 DAY CHALLENGE**

Does a challenge challenge you? Can you last 21 days?

OBJECTIVE

To apply learning to real life situations through a fun challenge series where learners compete against each other.

THE JOURNEY

- Enroll into a 21 day challenge for the skill that you chose.
- Download an app – details will be shared with you
- Everyday for 21 days, a new challenge will be activated
- Complete the challenge in 24 hours and record completion
- Keep an eye on the leaderboard!

SUGGESTED VENDORS / RESOURCES

- FocusU
- GOMAD
- Microtrys
- Sharepoint

RULES OF ENGAGEMENT

- Each skill to have a pre-specified set of challenges
- The vendor can roll out the challenges each day and report out to HSBC
- Vendor details and contacts will be shared with sites who choose to run this activity.

ESTIMATED TIME :4.5 HOURS

- Over a period of 21 days (10 mins challenge per day) - 3.5 hours
- Simulation based assessment (80 mins)

ELIGIBILITY

Learning Star Accreditation

WHAT DO YOU GET?

- An opportunity to apply skills in a gamified environment
- Skill Accreditation
- Virtual Bragging hamper
- Opportunity to be on the leaderboard
- And one more step closer to INSPIRE!

SKILL PRACTITIONER CERTIFICATION

- Mark all challenges as complete
- Complete Simulation

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Picture 18: Modality Descriptors 3

INVOLVE

**3 PERSON-TEACH RELAY**

Missing athletic events in the real world? Participate in one virtually!

OBJECTIVE

To reinforce & share learning with colleagues and be able to apply it in the process

THE JOURNEY

- Make a summary of the learning for the skill you chose
- Summarize it using a template that will be shared; this will be the content for you! Of course, you can add any more insights and content that you'd like to.
- Plan a session with colleagues – it could be your team or colleagues outside of your team
- Run the session
- Fill a form to report completion

RESOURCES YOU MAY REQUIRE

- Learning summary template
- SharePoint to record completion

RULES OF ENGAGEMENT

- Identify your audience and update on SharePoint
- Reflect: Prepare session plan on Template provided
- Teach and seek confirmation
- Mark as complete

INDICATIVE TEMPLATE

- Start with an activity
- Set up one objective
- Share one concept /framework/ model
- Share the application example

ESTIMATED TIME: 3 HOURS

- Prep time + Teach - 60 mins
- Simulation - 60 mins

ELIGIBILITY

Learning Star Accreditation

WHAT DO YOU GET?

- A certificate of facilitation
- Skill Accreditation
- Virtual Bragging hamper
- Opportunity to be a skill expert
- And one more step closer to INSPIRE!

SKILL PRACTITIONER CERTIFICATION

- Mark 3 person teach as complete and seek validation from 3 colleagues
- Complete Simulation

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Picture 19: Modality Descriptors 4



INSPIRE

**BOUNCE FORWARD**

It takes courage to tell a failure story, but we assure you its all worth it!

OBJECTIVE

To encourage a culture of learners sharing failure and resilience stories – in line with HSBC values

THE JOURNEY

- Share your story – of any time when you were faced by a failure and some skills helped you bounce forward
- Your story will be published in a virtual library
- We will share the link to your story with you – feel free to share it with all your colleagues

RESOURCES YOU MAY REQUIRE

- SharePoint to publish stories into the virtual library – the stories platform can be an option

ESTIMATED TIME

- Approx 60 - 120 mins including prep time + recording/writing
- Reflection form signed off by manager : 10 mins

RULES OF ENGAGEMENT

- Publish Bounce Forward stories
- Share stories as part of monthly mailers to sites
- Contribute these stories to the central team so they can be put together into one magazine

INDICATIVE QUESTIONS TO FRAME YOUR STORY

- What do you consider as a challenge you had to overcome?
- How did you go about it?
- What did you learn during this phase?
- What were the key skills you acquired with this experience?
- One piece of advice you would give to anyone facing this challenge?

ELIGIBILITY

Skills Practitioner Accreditation

WHAT DO YOU GET?

- An opportunity to be a published author in the virtual Bounce Forward Library
- Get featured in the 'Bounce Forward' Magazine
- Skill Accreditation
- Virtual Bragging hamper
- Opportunity to be on the future skills mailer to the site

SKILL SCHOLAR CERTIFICATION CRITERIA

- Share your bounce forward story
- Reflection form signed off by manager

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Picture 20: Modality Descriptors 5

INSPIRE

**MY SKILLS STORY**

It takes courage to tell a failure story, but we assure you its all worth it!

OBJECTIVE

To provide learners with a platform to share their learning with colleagues across HSBC.

THE JOURNEY

- Colleagues share their experience of the chosen program/skill in the form of a Vlog onto UimaTube or a Blog hosted on HSBC Stories
- Colleagues share their key takeaways from the learning and where and how they implemented the skills at work

RESOURCES YOU MAY REQUIRE

- UimaTube / SharePoint
- HSBC Stories

RULES OF ENGAGEMENT

Colleagues complete a Learning Path and get certified as a Learning Star and complete the involve stage of Future Skills

INDICATIVE QUESTIONS

- Why did you pick this skill?
- What were your key takeaways?
- How and where did you apply it?
- What was it's impact to you as an individual and team?
- How do you wish to sustain this?

ESTIMATED EFFORT IN TIME

- Approx 120 mins including prep time + recording/writing
- Reflection form signed off by manager : 10 mins

ELIGIBILITY

Skills Practitioner Accreditation

WHAT DO YOU GET?

- An opportunity to share your story on global platform
- Encourage skills uptake
- Networking opportunity

SKILL SCHOLAR CERTIFICATION CRITERIA

- Share your Skill Story
- Reflection form signed off by manager

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Picture 21: Modality Descriptors 6





## INSPIRE

### BRAIN DATE

It takes courage to tell a failure story, but we assure you its all worth it!

**OBJECTIVE**

To share ideas, thoughts, learning, experience and participate in a coaching conversation – in a fun way!

**THE JOURNEY**

- We will assign leaders for each skill – they are the brains you will go on a date with
- On the day of the session, you get to share your experience with them, listen to their story and ask any questions/get suggestions or even participate in speed mentoring!
- Each person gets to go on two brain dates.

**RESOURCES YOU MAY REQUIRE**

SharePoint to get nominations for skill leaders

**ESTIMATED TIME**

Approx. 60 mins

**RULES OF ENGAGEMENT**

Colleagues get to listen to Leaders' stories, share their own and be mentored – at flash speed!!!

**INDICATIVE CONVERSATIONS STARTER**

- Announce your skill
- Why did you choose the skill?
- What you learned?
- What was your experience of applying the skill? (20 mins)
- Involve in a deep conversation where you explore the skill, it's application in greater depth and detail while you learn from the leader (30 mins)
- Reflection form : 10 mins

**ELIGIBILITY**

Skills Practitioner Accreditation

**WHAT DO YOU GET?**

- An opportunity to share learning and get questions answered or blockers unblocked
- Opportunity to meet a skill leader and interact with them
- Encourage Skills uptake
- Networking opportunity

**SKILL SCHOLAR CERTIFICATION CRITERIA**

- Participate in Brain Date
- Reflection form signed off by manager

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Picture 22: Modality Descriptors 7

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Picture 28: Sample of 'My Skills Story' blog and vlog entries

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To drive learning application, the Project Working Group also worked with business leaders and external vendor partner, Humane Design and Innovation Consulting LLP, to drive the second cohort of Design Studio to the implementation stage in 2023. In order to reach that stage, the team worked with the business project sponsors to identify business projects, form project teams based on strengths and organize regular coaching sessions for the project teams to apply Design Thinking principles to develop a prototype solution for the project assigned to their team. Once the prototype was ready, the PWG arranged an investor pitch session for the teams with Senior Leaders from business who evaluated the ideas on the basis of market desirability, feasibility, effectiveness and overall quality of the pitch, before endorsing them to move to the next stage for implementation. Learners who completed the journey of Design Studio were accredited as Design Practitioners and received certificates to recognize their completion.

### **Culture of Learning**

Considering the scale of deployment of Generative Future Fit, it was absolutely crucial that the entire Learning and Talent Development team broke down silos and worked as one cohesive unit. From regular connects of the Project Working Group members, to weekly updates to the Learning Experience Leads, and connecting with business leaders to get their endorsements, the learning team worked together to ensure that Generative Future Fit achieved its intended outcome. The team had gathered evidence through Focus Group Discussions and research that **recognition** of learner behavior was extremely important to encourage continuous learning, build a culture of trust in the learning initiatives, and motivate learners to return for more. Constant recognition and rewarding behaviors of ownership, learning mindset, and active participation, led to more than 70% learners completing more than 3 Future Skills (from the overall catalogue), also encouraging huge percentages of returning learners. The team also focused on a structured approach to governance. A dedicated resource was deployed to report monthly dashboards on Degreed uptake of learning pathways, learner completions of Live-Online Learning sessions, and overall learner accreditation number. In 2023, these were identified as the top 5 skills in demand:

- Sustainability
- Hybrid Skills
- Growth Mindset
- Customer Engagement
- Communicating with Impact



These insights were used to closely monitor employee retention percentage of Future Skills Accredited learners against the overall retention numbers to assess if learning had any impact on employee engagement and retention.

In summary, 2023 was a breakthrough year of continuous learning and business impact promoted by Generative Future Fit. The team achieved more than **193,000 Skills Accreditations** (which is 46.7% higher than in 2022) and more than **692,000 learning hours** completed (2.1x higher than the previous year).

### **Design Studio:**

#### **Communication Plan**

Design Studio was included as part of the L&TD Strategy in line with the Organizational directive of focus on Future Skills, Innovation, and Agile Learning. Besides the program launch, multiple channels of communication to create buy-in and momentum were established. The success and outreach of Design Studio enabled the Human Resource Function at HSBC to come onboard, to sponsor 3 projects.

#### **Sourcing of Projects and Business Sponsors**

The Project Working Group started networking with Business Leaders and communicating the value creation in terms of potential cost savings, creating knowledge and excitement about their business, working dynamics, leadership and its potential contribution to HSBC. Simultaneously, the group analyzed data to identify eligible learners for Design Studio and form small, collaborative Design Thinking pods, to work on problem statements received from the businesses. The group was able to source 64 projects and more than 55 Business Sponsors, with project teams that accounted for 600+ members in total.

#### **Project Mapping**

A strengths-based approach was adopted to map business projects to learners. Thus, in order to form the project teams, the Project Working Group conducted a 'Skills Survey' to align the nature of projects to the strengths, skills, and expertise of the learners

#### **External Partnership**

The Project Working Group partnered with Humane Design and Innovation (HDI) Consulting LLP for facilitation of the Design Studio journey across the 3 stages, to bring in an outside-in perspective, and offer additional external expertise. Weekly connects were arranged to receive updates on progress, on-ground challenges for the Design Studio teams, and re-strategize and drive completion.

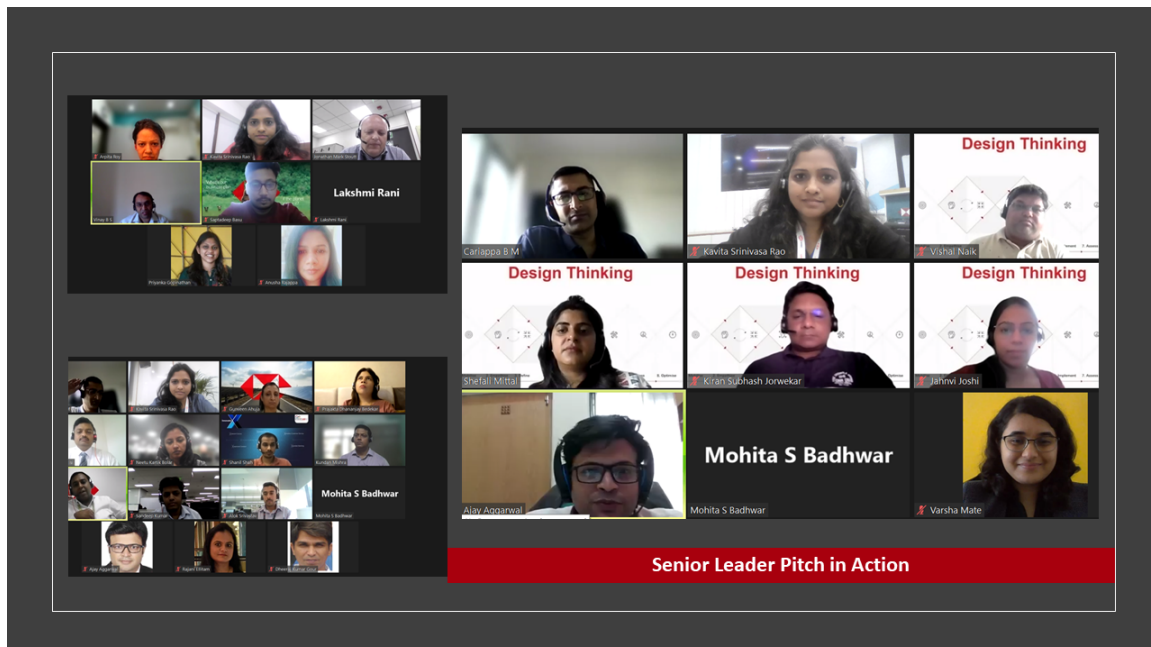


## Governance

The Project Working Group devised a robust reporting and management strategy through which monthly dashboards were shared and reviewed for further improvements.

## Investor Pitch

The Project Working Group reached out to 15+ Senior Leaders to form panels of 2-3 leaders each, for the project teams to pitch their ideas/solutions like a start-up. The Project Working Group arranged separate briefing sessions for the panelists to explain the evaluation criteria and their significance for the Design Studio teams. The scores were evaluated to check whether they would proceed to the Impact Centre, to secure funding from the business for implementation.



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Picture 29: Senior Leader Pitch

## Recognition

Design Thinking Practitioner Certificates were awarded to 144 learners who graduated in December 2023 were celebrated during the Annual Closing Ceremony for Future Fit 2.0.



## Measurable Benefits

When the Generative Future Fit continued the journey in 2023, one of the key objectives was to make Future Fit 2.0 a unifying intervention that not only made the learners fungible and future ready, but also nudged them to become self-directed and curious learners. Thus, to measure the benefits and success of the program, few indicators were selected and prioritized. Besides focusing on the total number of learners, the team also used number of repeat/returning learners, percentage of attrition among accredited learners, learners who consumed self-paced learning on Degreed, Net Promoter Score, percentage of engagement at country specific activities, to name a few.

Goals in 2023 – Future Fit 2.0	Achievements
Build a fungible pool by upskilling 30,500 learners	<b>860,995</b> learners were covered through upskilling, with <b>99.5%</b> NPS across all campaigns, with 95% of learning coming from local engagements (5% is participation from regional events), and only <b>3.9%</b> attrition rate among Learning Stars from the previous year, thus implying that the learning has improved employee retention.
500,000 total learning hours	<b>692,784</b> learning hours, which is 2.1x higher than 2022
Create a culture where learners apply skills through business sponsored projects	<b>51</b> Live Projects with more than <b>500</b> learners
Accreditation of 24,750 learners	<b>193,694</b> learners were accredited by December 2023

In addition to the above indicators, the program also showed overwhelming results in the following areas:

- **93,240** learners completed learning through Degreed pathways, signifying an interest cultivated towards self-paced learning
- **90%** of overall learning was self-driven and self-paced demonstrating a success of the “pull” strategy deployed by the L&TD team
- **95%** engagement was achieved through country specific activities for Generative Future Fit, with a high intake of Design Studio, Unconference, and My Skills Story, consequently indicating an interest towards learning application, social learning and learning reflection to inspire others



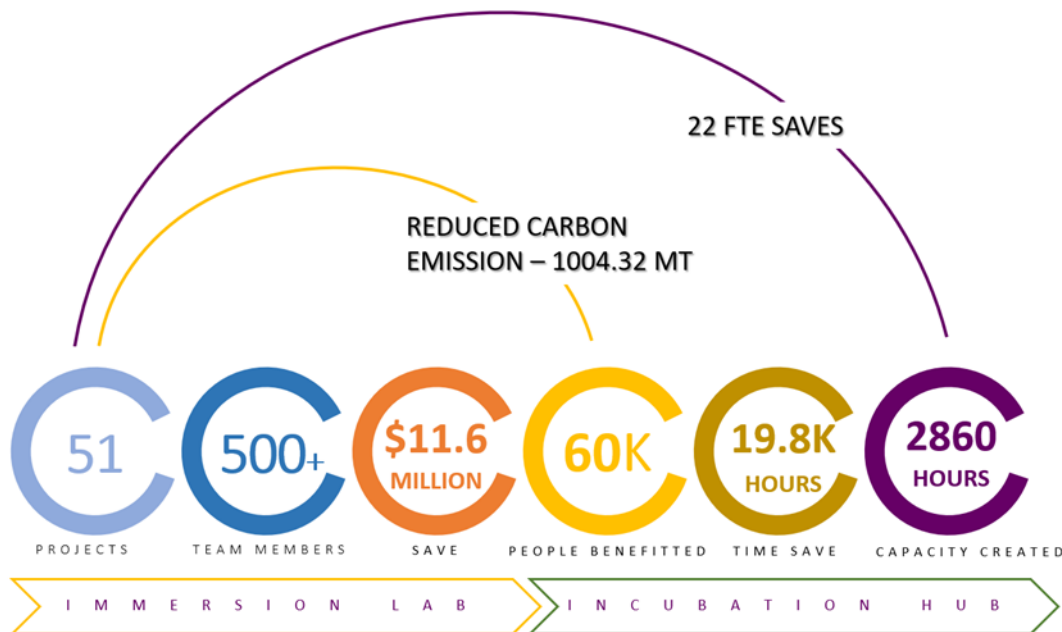
- **139% increase** in learning hours, signifying a consistent and enhanced interest in Generative Future Fit
- Level 1 evaluation Score was an average of **5.5 out of 6** for Future Fit 2.0 Live-Online Learning

Outcomes of learning application in-the-flow-of-work

Metric	Descriptor
Cost Saved	\$ 11.6 M

With a focus on learning application and Design Doing, it was imperative for the team to measure the impact created by Design Studio with its second cohort with 51 projects closing its journey in 2023.

**\$ 7.8 million** estimated annual US dollar savings (48.7% higher than in 2022)  
 Approx. **2800 Kgs** reduced carbon emission in line with HSBC’s Strategic Pillar- Transition to Net Zero  
**9,300 hours** of manual effort saved through automation and elimination of redundant processes (113% higher than in 2022)  
**2,860 hours** of capacity creation through process automation (309% higher than in 2022)  
 Realization of about **22 Full Time Employee benefit** due to elimination of overtime due to rework (compared to just 2 FTEs in 2022)  
**60,000** people benefitted from the projects



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Picture 30: Summary of Business Impact from Design Studio 2023

Furthermore, the feedback received from learners were also strong testimonies to the indelible impact that the campaign had through its varied offerings.

**Feedback from Learners**

”Absolutely banging session! loved every minute. Thank you, Brett, for a very good engaging conversation. Thanks HSBC team for arranging this” – Lakshmi Mohandas

“I swear I haven't listened to a session with this much focus and interest in recent times!!! Amazing!!!” – Sandeep P S

“Thanks for sharing the beautiful success stories, very inspiring.” – Sirisha Alla

“Wow .... have learnt a great lesson of resilience in face of hardship , deeply motivating , glad I was part of this amazing session.” – Yegoti Gnana Sundari

“Design Studio is a great initiative by L&D which provided (and it's still providing) a platform and an opportunity to learn and apply future fit skills. It was a well-organized and well-structured program. Due consideration has been given to the fact that this is something outside BAU, but at the same time, discipline was maintained. The coaching and mentoring we got from the service provider “Humaned” was excellent, and I must say it was the right choice from L&D. Expecting many such initiatives from the team”



DT Practitioner

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Picture 31: Testimonials 1





"I think the team did a nice job and they should be commended that they thought of something HSBC has/has plans to roll out - that is powerful DT in action." - Anne S Gnanapragasam

"It was great to be part of the Panel. Great initiative – keep rocking!" - Althea Reny Mathew

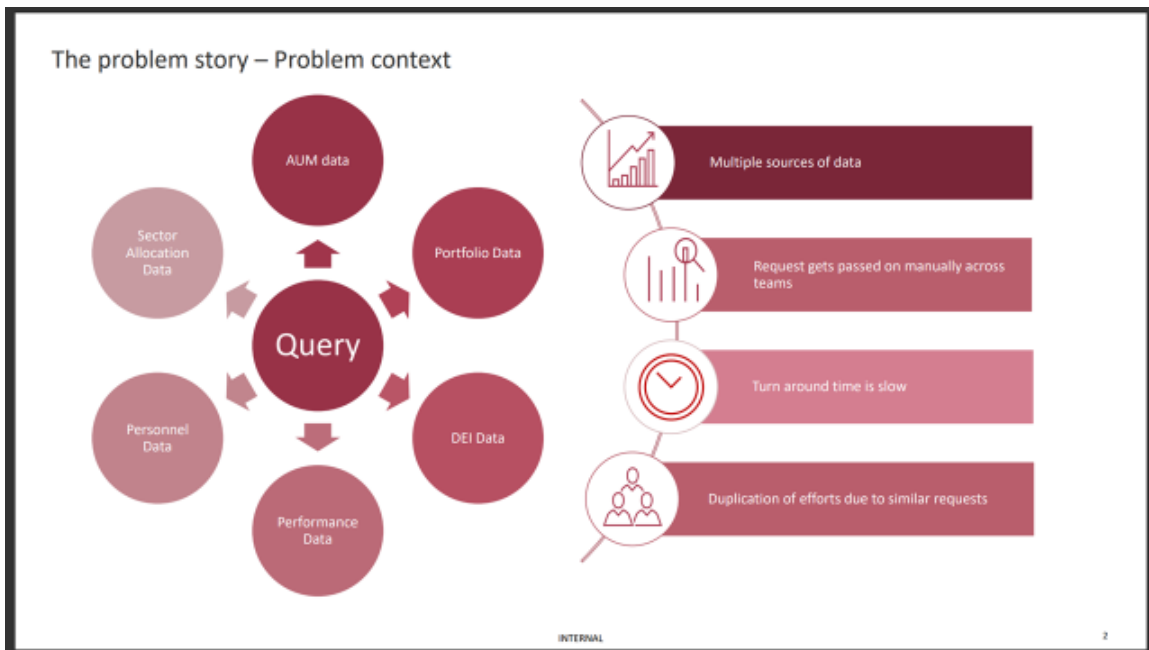
Senior Leader Panelists

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Picture 32: Testimonials 2

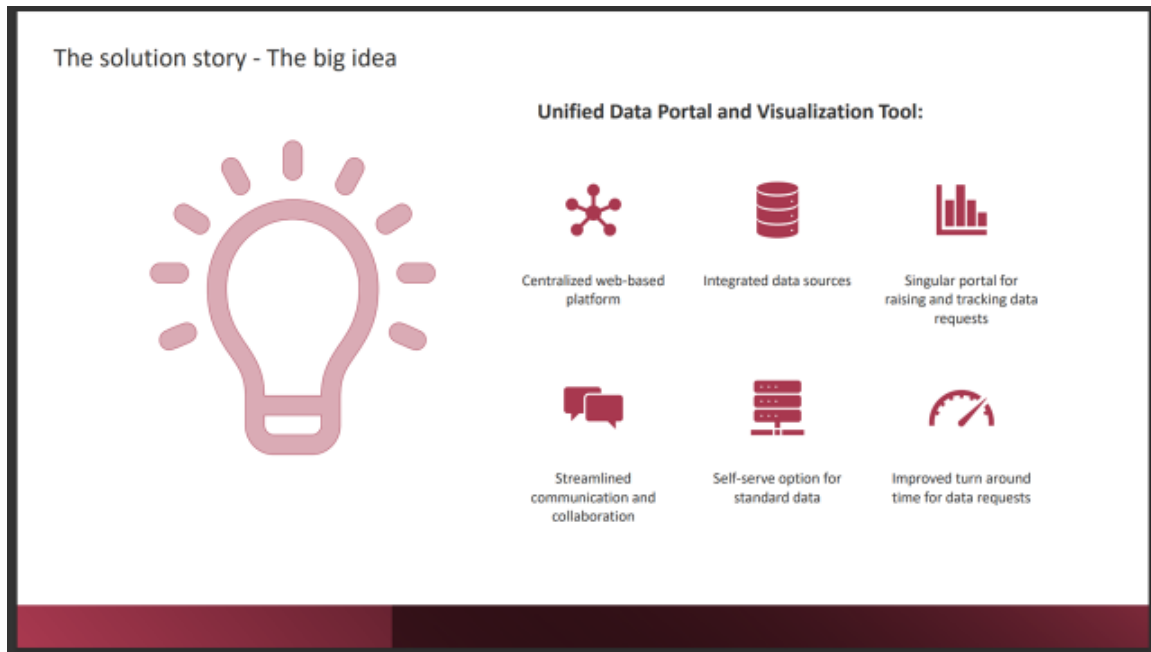
Generative Future Fit has cemented its position as a **‘Best Practice’ (Learning Initiative)** within the bank and has been extensively consumed by other entities and regions that HSBC serves.



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Picture 33: Sample Project Details – Design Studio



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Picture 34: Sample Project Details – Design Studio

**The problem story - Enhanced Diversity & Inclusion scope for ASD**

Why hire candidates with Autism Spectrum Disorder

- ✓ ASD individuals exhibit above-average skills
  - ✓ Complement HSBC commitment towards D&I
  - ✓ Opportunity to explore the untapped potential
  - ✓ Create a positive social impact
- 



ASD individuals are the untapped talent who exhibit excellent attention, are creative and innovative, tend to have a strong work ethic, have many employment-related strengths thereby, creating an opportunity for the organization



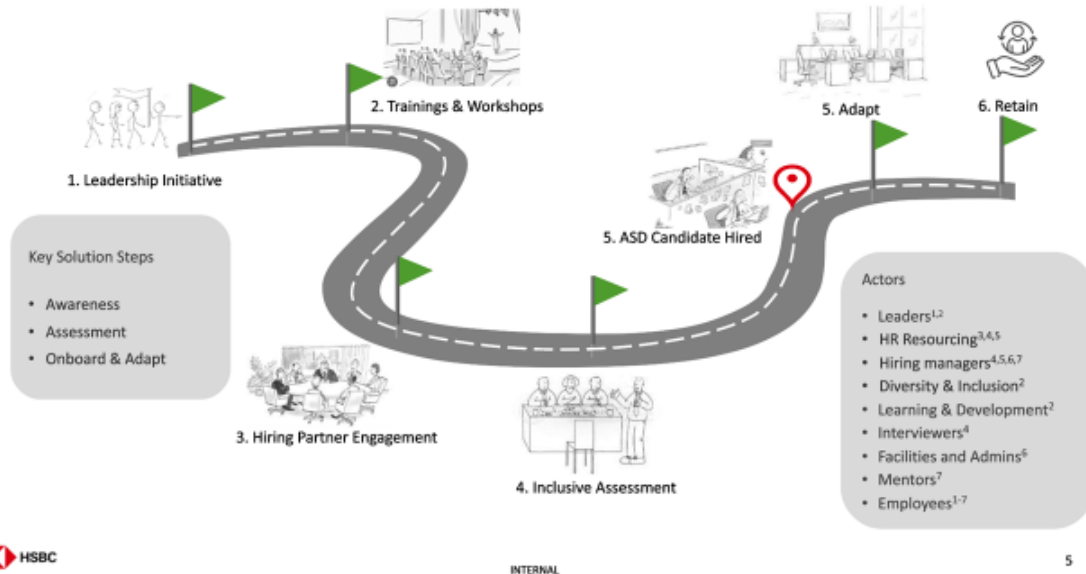
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Picture 35: Sample Project Details – Design Studio



The solution story - The Journey



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Picture 36: Sample Project Details – Design Studio

## Overall

### Lessons learnt:

HSBC’s learning culture is resilient and continues to grow. As one of the largest entities, Global Service Centers and Technology centers have also demonstrated their commitment to learning, unlearning, and relearning through the year with Generative Future Fit driving 692,784 learnings hours and with the Average Learning hours per unique Learner at 8 hours.

With high self-sustaining engagement, the Learning and Talent Development team has been able to nurture new ways of learning in a hybrid work culture. This program offers the learner an opportunity to deep dive into the skill as per their learning consumption appetite – right from bite sized learning capsules to application driven competency building to becoming a proponent of that skill through reflection, continuous exploration and handholding other learners.

Generative future Fit is enabled by strong leadership advocacy which drives and nourishes the learning culture at HSBC. Thus, the annual accomplishments are a function of the learning strategy that encompasses learning agility, leader



development, nurturing talent while upholding HSBC values of inclusivity, energizing growth and sustainability.

The 3i framework – **Imbibe, Involve, and Inspire** – generated more value-adding platforms, tools, and opportunities. The team could increase the reach of their learning program and made inroads into teams, vertically, and horizontally by being able to cater specific future skills and learning needs across verticals.

The outside in approach of the campaigns allowed for the learners to gain perspective from diverse industries, academia and walks of life. Opening windows and line of thoughts beyond their regular work streams and nudging them to experiment while adopting a mindset of continuous growth and innovation.

Sponsorship by leadership ensured strong foundations and advocacy at the highest level. The involvement of leaders ensured that the skills in focus align to the strategic outlook of the organization and through the campaigns leaders continuously provided insights into the strategic focus areas and the “big picture understanding” of how these skills are crucial for our organization to deliver on its vision and purpose.

Going ahead what the team would do differently is to further align our approach to the organizational transformation team for more cohesive impactful business interventions in terms of skill enhancements, transitions and transformative initiatives while collaborating and strengthening the “BWOT” journey that the bank has undertaken.

### **Future Outlook**

The Learning and Talent Development team commits to achieve even bigger milestones in 2024, including the adoption of 100 project-based learning via Design Studio for existing professionals and new learners, and create partnerships with business leaders to identify real business problems. While the overall design and approach will be similar in 2024, Generative Future Fit will be focusing on trending skills around AI, Data and Digital capabilities and **stronger business partnerships** to support the future of work trends and the two key tenets to accessing opportunity – **future skills and networks**.

Design Studio will offer “**Innovation as a service**” – the focus being on application of design thinking and creating more value for business. Enabling more Design Thinking practitioners and evangelists across GSCs and Tech. The team will continue to focus on sourcing and solving live business problems through our Design Studio Initiative, while also building a pool of Design Thinking Coaches



within the organization, to better connect employees to the opportunities within the broader organization.

## Generative Future Fit



Moving to an era of Generative AI, program **Future Fit 2.0 is accelerated and re-branded as Generative Future Fit**. The program is designed with three-pillar strategy to shape our workforce for the future, enabling them to embrace change and innovation, and fostering collaboration in the changing dynamics of the business landscape.

### Skills In Focus:

- AI, Data & Digital
- Change and Transformation
- Growth Mindset
- Sustainability

### Success Measures



- 100 Live Projects (moving target of Y24-25) approved by Sponsors with \$5m saves through at least 500 Design Thinking learners.
- 25 Design Thinking Masters certified, who will work as a DT coach for the upcoming Design Studio projects and be a pool for Transformation experts.

### Our Approach



ENABLE

Leverage tools, platforms and services, to equip our learners with Future Skills, and enable them to explore the skill further



EMBED

Provide various learning opportunities and Community of Practices (CoP) to further embed Future Skills



EXPERIMENT

Enable future workforce through application and experiment in the flow of work



### Project-based Learning Journey using Design Thinking Principles

- Create a Community of Practice (CoP)
- Enable a culture where learners can apply learning through business sponsored projects
- Identify business problems through collaboration with Business and Transformation teams
- Design experiences for internal and external customers of HSBC and create high-value business impact
- Drive validation of projects through the BU Heads and Transformation Team
- Publish monthly showcase on "What's being solved"
- Provide Innovation as a Service, Create development opportunities on key skills
- Shift from DT practitioner mindset to a DT master mindset

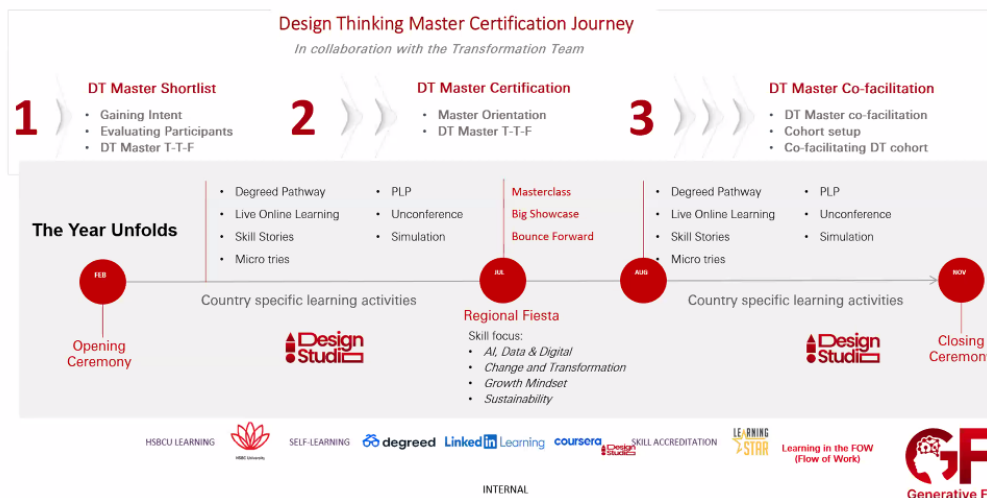


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Picture 37: Generative Future Fit 2024 Outlook

## Generative Future Fit

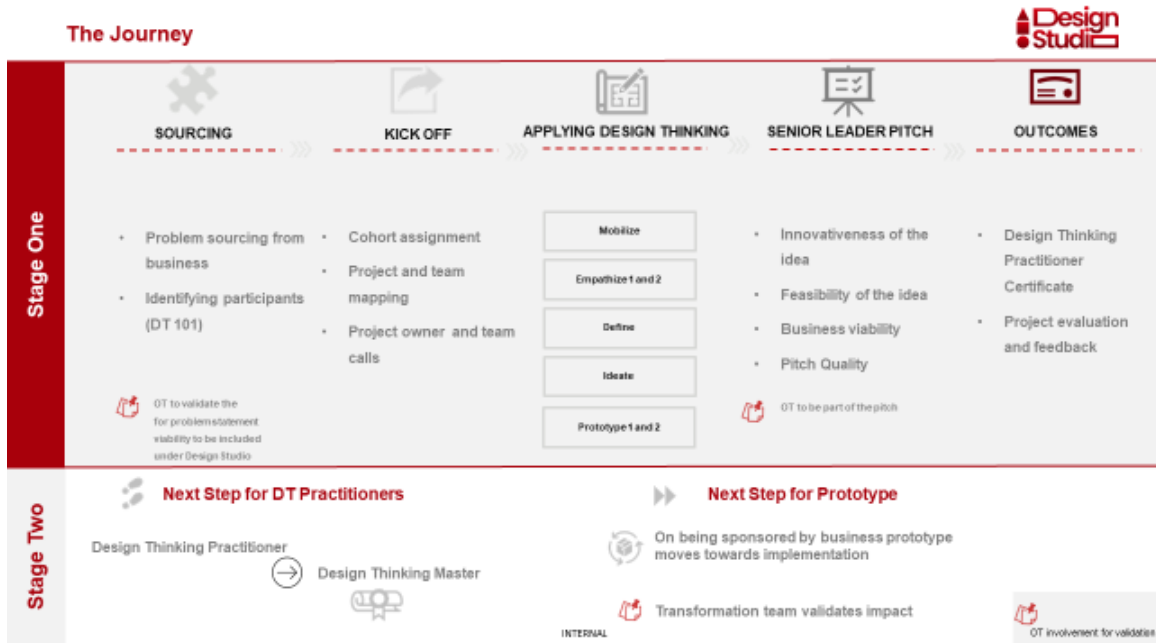


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Picture 38: Design Thinking Journey



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Picture 39: Design Studio 2024 Journey Slide





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With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

### Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.



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**EXCELLENCE  
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CASE STUDY