Investing in Digital Learning for Greater Effectiveness at Maybank







Maybank, Malaysia's largest financial services group and one of the largest banks in Southeast Asia with presence in 18 countries, is engaged in continuous transformation in all areas of its business. As a learning organization, Maybank has long enabled its employees with the means to become experts in their domains through continued learning and skill-building opportunities. In order to succeed amidst constantly changing customer demands and market conditions, and to deliver exceptional customer experiences, the bank has set a strategic plan to focus on personalized learning for its employees.

Maybank embraced digital learning early on as an effective approach to developing its employees' skills. In recognition of the importance of leadership at all levels, the bank provided its entire workforce with access to *Harvard ManageMentor*® and *Harvard ManageMentor Spark*®, enabling employees in all regions to have access to the learning that's right for them when and where they need it.

"Continuous learning has been systemically built into Maybank's DNA. Our deep focus on driving an integrated employee experience helps our people to be adaptable and agile in making critical improvements to achieve business outcomes."

DATUK NORA ABD MANAF, GROUP CHIEF HUMAN CAPITAL OFFICER, MAYBANK CLIENT SUCCESS STORY harvardbusiness.org



BUSINESS CHALLENGE

> Become a learning organization



AUDIENCE

> Employees across 18 countries in Southeast Asia



SOLUTIONS

- > Harvard ManageMentor®
- > Harvard ManageMentor Spark®



IMPACT

- > Learning fully aligned with business goals
- > Knowledge increased at all levels of the organization
- > Deep skill building sits side by side with in-the-moment learning

Multiple Strategies Engage Employees in Learning

In 2019, Maybank's learning and development team set a strategic plan to focus on personalized learning. They took a hands-on approach to introduce employees to resources for deep skill building and in-the-moment learning. In visits to all Maybank's branches and divisions, they showcased the benefits and encouraged employees to access learning from their devices.

To maintain interest and engagement, they used multiple strategies. These strategies became Maybank's Learning Never Stops campaign when the pandemic caused the region to implement its Movement Control Order (MCO) and the majority of employees began working from home.

The shift to remote work became an opportunity to further develop employees' innovation capabilities; with new skills and ideas that have a vision of the future built in.

With strong support from senior leadership, the team accelerated its connections with employees. Each week they sent out a comprehensive calendar of offerings, suggestions, and links on a variety of topics, from leadership to technical skills. They established weekly themes, such as remote collaboration or new and next normal. Employees could see up front whether a link was a three-minute video, five-minute read, or a longer piece that required more time to complete.

Acknowledging that there is more than one way to learn, Maybank's learning team continued to be creative and innovative. During the three months of MCO, for example, they awarded points and prizes for completing modules, activities, and assignments.

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Learning Pathways Address Hot Topics

Harvard ManageMentor Spark's learning pathways are a vital element of Maybank's learning strategy. These curated collections of multimedia content guide learners on their journey to develop specific skills and abilities on a wide range of topics, from building resilience to mastering big data.

Maybank leveraged the flexibility of Harvard ManageMentor Spark to create custom pathways. In partnership with Harvard Business Publishing, Maybank built new pathways on sustainability, the workforce of the future, and other themes gaining traction as strategic learning needs.

As the content in Harvard

ManageMentor Spark and Harvard

ManageMentor is continuously updated,

Maybank's employees get access to the
latest research and thinking. This
streamlined process is accelerating
learning and upskilling the bank's
employees with the capabilities required
in the new economy.

Closing Knowledge Gaps

Maybank's approach was deeply practical, focusing on giving employees personalized recommendations for development. Together with Harvard Business Publishing, the learning and development team mapped all the *Harvard ManageMentor* topics to the bank's leadership competencies. As there are two *Harvard ManageMentor* courses for each competency, employees can choose how to close the knowledge gaps identified in their personal development plans.

Relevant and Timely

Maybank's learning team adopted an agile approach to support their employees.

They were able to rapidly respond to feedback, identify emerging needs, and anticipate evolving business conditions with the most relevant learning resources. This fast cadence tightly aligned learning with the business.

The bank's campaign to encourage digital leadership and management development was timed perfectly with the shift to remote work. From its efforts, Maybank has seen a substantial increase in utilization—it has reached its ambitious goal of 16,000 completed *Harvard ManageMentor* modules and 320,000 completed lessons in two months, and it has dramatically accelerated usage of *Harvard ManageMentor Spark* across the bank. By unlocking leadership potential across the organization, Maybank is positioning itself for continued growth and success.



"With full buy-in from top management and in strategic partnership with Harvard Business Publishing, we are dramatically improving our workforce's knowledge and skill sets in the midst of continuous change."

WAN MOHAMAD FATHI BIN WAN NORDIN, GROUP TRAINING & CERTIFICATION, MAYBANK