



## Building personal skills throughout the England RFU team

### The Company

The Rugby Football Union is the National Governing Body for grassroots and elite rugby in England, with 2,000 autonomous rugby clubs in its membership.

The clubs are grouped within 35 Constituent Bodies, comprised of counties (some individual, some combined), the three armed forces, Oxford and Cambridge Universities, England Schools' Rugby Football Union and England Students.

All of this is supported by the RFU's 50 Rugby Development Officers, six Area Managers and 120 Community Rugby Coaches across the country, who provide some 30,000 coaching sessions a year for young people.

The RFU employs approximately 500 paid staff and helps to train and support more than 60,000 volunteers.

### The Solution

'Helping delegates to dance, not just learn the steps' was our focus in creating the learning interventions, so we first spent time with delegates, line managers and stakeholders to really understand the needs, the objectives and the perceived barriers. (Why aren't we currently 'creating partnerships'? What stops us from 'presenting with impact'?)

From this 'discovery' phase, we were able to create the most impactful workshops - from one day events, to a series of events with project workshops over a six week window. Events focus on facilitated input, discussion, debate and use multi-media learning resources where applicable.

To support the sustainable impact of each learning opportunity, we introduced 1:6:3:6 - Leading Edge's approach to evaluation and post event activity which encourages transfer of learning with real impact.

### The Challenge

England RFU undertook a comprehensive review of its training needs, in response to the creation of a strategic vision and goals set by the executive team, and a redefinition of the organisation's focus and values.

Having identified the key topics and themes, the L&D management team asked Leading Edge to create a suite of learning activities including Project Management, Creating Partnerships and Presenting with Impact, which had the 'wow effect' and sustainable impact.

### The Model

#### What is different?

Delegates' confidence when leaving events is always high...with a real commitment to put the learning in the workplace into practice, and places on the open-courses are popular. In addition, we've provided 'in-team' events for managers who've identified the value in the whole team, experiencing and focussing on the skills together.

#### The 1:6:3:6 Model

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- End of event evaluation to capture delegates learning and commitment to change

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- Contacted after 6 days with additional resources to support the learning messages and refresh the learning points

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- 3 week follow up to review learning and actions transferred to the workplace

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- Surveyed after 6 months with an online questionnaire to measure impact

" I don't know if this is the standard for Leading Edge but this follow up alongside the multi stage delivery is, in my humble opinion, exactly the right approach and far better than a one-off course. It's still an ask/requires personal discipline to make it happen, but this gives it every chance. "