

# CASE STUDY



the reality is...



The relationship with Reality HR is one of trust. They have proved they are the experts. They have made sure we are doing things the right way and provide regular guidance so that everything we need is in place.

As a business that is growing, has external investors, and is regulated by the Government, I can't afford to have someone who hasn't signed their employee contract, or a discrimination claim, or anything of those kinds of things. They make sure everything is tied up.

Nicky Kirshen – Managing Director



## DECODED

Meet DECODED and learn about **the challenge** they faced with their HR

Decoded provides technology training programmes for large corporate organisations. London-based with offices in New York and Asia, the business has 80+ staff.

Typically working with companies undergoing large-scale digital transformation, Decoded delivers one-day digital mindset programmes for senior leaders, and longer-term training in analytics and data science which run over a year or more.

As the number of employees at Decoded grew, the company's senior team, led by MD Nicky Kirshen, needed to ensure that people management fundamentals including contracts, employee handbooks, staff policies and day-to-day HR were as strong and effective as they should be.

The team at Reality HR, who already provided Decoded's HR support, were asked to help train the team to encourage effective management practices and develop their skills in giving feedback, mentoring and staff development.

## The action taken by Reality HR

The decision to begin a training programme for managers coincided with the 2020 lockdown. The team at Reality HR adapted all courses usually given face-to-face so they could be effectively delivered over video. The sessions include breakout rooms where attendees can go into smaller groups and share discussions and ideas.

Instead of training managers and Senior Leadership Team (SLT) members separately, training was delivered to a "vertical slice" of Decoded's workforce.

MD Nicky Hershen explains: "As our teams grew, we had to build in more structure. We had a lot of first-time line managers in the business – people who have progressed with us to take that step – and it became obvious that we needed some training to support us. As a business that is passionate about learning, we're very picky about the types of training we take for ourselves!

"We split the team into sub groups – each with an SLT member, a middle manager and some newer line managers. This has enabled all of us to learn from each other, ask and answer questions and share ideas. The SLT member has been responsible for making sure that follow-ups are happening between the sessions, and that people who miss one are caught up."



“ One of our values is integrity – and part of that is being honest about what we're good at and where we should bring in experts who can support us. Reality HR have proved they are those experts. They are very responsive and bring a level of professionalism to everything we do.

Nicky Kirshen Managing  
Director

Topics covered include coaching on having challenging conversations, giving positive and constructive feedback, and ways to engage and retain high performers. Reality HR are now programmed in to hold monthly virtual training sessions, alongside the day-to-day outsourced HR support the team provides to Decoded.

## The outcome

Nicky says: “The training sessions have been very positive and because of the way they are structured and delivered, our people at all levels have got a lot out of them. It has helped build a community around those in our business who manage others – rather than being individuals who are scattered across the business, we feel like a cohesive, supported group.”

