

BEST PRACTICE SHOWCASE

ONLINE

1000-1100 10 JULY 2026



WHAT AWARD-WINNING LEARNING & DEVELOPMENT LOOKS LIKE IN AN AI-ENABLED WORLD

As customer service and contact centre roles continue to evolve, organisations are rethinking how they develop the knowledge, confidence and capability of their people.

During a recent CCA Best Practice Forum, members heard from two organisations recognised at the **CCA Excellence Awards Gala Dinner in April 2026** for their outstanding approach to learning and development.

Gold Award Winner – Chase and Silver Award Winner – NHS 24 shared very different transformation journeys, yet both demonstrated a common belief:

investing in workforce capability is no longer simply about training people. It is about creating adaptable, confident teams that can thrive in an increasingly digital and AI-enabled environment.

Building learning around performance

Dave Buglass, Head Of Firmwide Operational Learning from JP Morgan Chase outlined how the organisation has transformed operational learning through the introduction of Accelerate, a digital learning platform designed to embed development into everyday performance.

Moving away from predominantly classroom-based delivery, Chase has introduced personalised learning pathways supported by gamification, real-time coaching and AI-enabled insight.

The approach has delivered measurable operational benefits, including:

- Reducing new colleague training from six to seven weeks down to five weeks
- Hyper-personalised learning journeys tailored to individual development needs
- AI-supported coaching linked to operational measures such as Customer Satisfaction (CSAT) and Average Handling Time (AHT)
- Continuous learning embedded into day-to-day performance rather than separated from operational delivery

Perhaps most importantly, the organisation stressed that AI is enhancing – not replacing – the human aspects of learning.

Technology provides greater visibility, insight and coaching opportunities, but developing judgement, empathy and communication skills remains central to customer excellence.



Dave Buglass
Head Of Firmwide Operational Learning



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Delivering large-scale transformation without disrupting service

Helen Meldrum from NHS 24 shared the organisation's experience of preparing over 1,700 frontline colleagues for the implementation of a new contact centre and CRM platform while maintaining critical healthcare services.

The programme was built around careful planning, extensive collaboration and continuous feedback from frontline teams.

Key elements included:

- A detailed learning needs analysis
- Phased implementation across health boards
- Training environments designed to simulate real operational scenarios
- Ongoing refinement based on learner feedback
- Close partnership between operational leaders, learning teams and programme delivery

The results demonstrated the effectiveness of the approach:

- 99% learner confidence following training
- 100% competence sign-off before colleagues went live
- Successful system implementation whilst maintaining operational performance

The case study illustrated that large-scale digital transformation depends as much on preparing people as it does on deploying technology.



Helen Meldrum
Head of Learning Transformation



Common themes across both organisations

Although operating in very different sectors, both organisations highlighted several principles that consistently contributed to successful learning outcomes.

Learning is becoming continuous

Rather than viewing training as a one-off event, both organisations described learning as an ongoing process that supports performance throughout an employee's journey.

Frontline involvement matters

Programmes were designed with significant input from frontline colleagues, ensuring learning reflected the realities of operational environments.

Digital learning can increase engagement

Both organisations demonstrated that well-designed digital learning can improve accessibility, flexibility and engagement without compromising quality.

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AI should strengthen human capability

Neither organisation positioned AI as replacing people. Instead, AI was used to provide coaching, insight and personalised support, allowing colleagues to focus on the human interactions that matter most.

Confidence is as important as competence

Successful implementation was measured not only by technical capability, but by how confident colleagues felt applying new skills in live customer situations.

Looking ahead

One of the strongest messages from the discussion was that the future of learning is unlikely to be defined by technology alone.

As AI becomes increasingly embedded within customer operations, organisations will need to develop new approaches that combine digital capability with critical human skills including judgement, communication, adaptability and problem solving.

Questions to Consider

As AI and digital transformation continue to reshape customer operations, leaders may wish to ask:

- Are our learning programmes designed around today's roles – or yesterday's?
- How confident are colleagues in applying new skills in live customer situations?
- Do we measure learning by course completion or operational performance?

- How effectively are frontline colleagues involved in shaping learning design?
- Are we using AI to strengthen human capability, rather than simply automate learning?

The organisations recognised through the **CCA Excellence Awards** demonstrated that excellence in learning and development is not simply about delivering training. It is about building confident, capable workforces that are ready to adapt as customer expectations, technology and operational demands continue to evolve.

Continue the Conversation

Preparing the workforce of the future requires more than delivering training. It demands a clear understanding of organisational capability, leadership readiness and learning culture.

CCA supports organisations through a range of practical resources designed to help leaders benchmark, strengthen and continuously improve workforce capability, including:

CCA Global Accreditation Framework

Independently benchmark your organisation's workforce capability, learning culture and operational performance against recognised industry standards. Receive practical recommendations to strengthen capability, build future readiness and support continuous improvement.

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Workforce Excellence Assessment

Part of the CCA Global Accreditation Framework, this dedicated assessment focuses specifically on learning and development, coaching, leadership support, talent development and learning effectiveness, helping organisations understand how well they are preparing their people for the future of customer operations.

The Future Advisor: Redefining Customer Service in an AI Enabled World

Download CCA's latest research exploring the changing role of the customer advisor and the skills, behaviours and capabilities organisations will need as AI becomes embedded across customer operations.

CCA Best Practice Forums

Learn directly from organisations leading innovation through regular case studies, peer discussion and practical examples of operational excellence.

CCA Excellence Awards

Recognising organisations and individuals who are raising standards and delivering outstanding outcomes across customer service, customer experience and customer operations.

Next steps

Every organisation is on a different transformation journey, but the challenge is the same: preparing people for the future of customer operations.

To explore how CCA can support your organisation, contact the team or visit our website for more information.

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