

*In March 2012, the National Training and Development Design team of Marks and Spencer were tasked with how to review the style of interventions they were currently using and the suitability of these for a widespread learning audience.*



## Background

Throughout 2011, the National Training and Development Design team of Marks and Spencer reviewed the quality of their training and development material in terms of understanding and impact. They found that certain of their programmes seemed to work well whereas others did not have the same success. They needed a framework or model that helped explain their success and they felt that Multiple Intelligence theory gave them such a structure.

## Initial use of the Multiple Intelligence evaluation

In order to design material for others, the team needed to understand their own learning profiles. They used the Multiple Intelligence evaluation to do this. This gave them clear insight into their own styles and where they would potentially place bias in design.

The team also created opportunities for a cross section of their business to complete the evaluation too to see if there were any trends in certain areas or across the business in general.

# Re-thinking learning at Marks and Spencer

## ***How did the Multiple Intelligence evaluation influence training design at Marks and Spencer***

The use of the Multiple Intelligence evaluation supported the re-thinking of learning and development in Marks and Spencer because:

- The results showed that all 8 intelligences were being used across the organisation in fairly equal measures.
- The most successful learning interventions had the majority of the intelligences embedded into them. They were also the most creative, dynamic and fun.
- The least successful learning interventions had the least intelligences covered. These were typically one dimensional, slow and heavily biased towards straight presentation.

As a result, Marks and Spencer reviewed its design strategy to use the Multiple Intelligence format as the basis for its ongoing training and development design.