

Spotlight

LEADERSHIP DEVELOPMENT

Baker Hughes Builds a Community of Deliberate Practice

Baker Hughes wanted to motivate its global workforce to become champions of its values and leadership framework. The company pursued this from the bottom up, by building a globally accessible, immersive learning experience that rivals the impact of both in-person community and face-to-face instruction.

Baker Hughes' launched a global leadership development program that combines a membership community, skills development, and knowledge sharing across the organization inside one cohesive experience. This program, called CORE, focuses on the company's four core values of **Lead, Care, Grow, and Collaborate**.

CORE - POWERED BY NOVOED

CORE is a combined membership community and leadership development program within Baker Hughes that trains skills related to one of 4 core company values every quarter.

How CORE changes behavior and culture:



Skills development at scale



Community of engaged learners



Learning analytics for program optimization



Mindset shifts through social learning



Culture of continuous learning

About Baker Hughes

Baker Hughes, a Brandon Hall Group Excellence Award-winning organization, is a global oilfield services company with more than 55,000 employees.

About NovoEd

NovoEd is a cohort learning platform that uses practice, application, and peer learning to drive performance readiness at scale. NovoEd enables organizations to tap into collective wisdom, placing each learner at the center of perspective, application, and experience.



"I was moved as some of the leaders in the session shared not only how the community was enhancing their work life, but also how it was creating a difference in their personal life. Our cultural journey is one that is absolutely critical to the continued success and transformation of Baker Hughes. The CORE community is a great example of how we influence the middle and create change through the middle out."

The impact of CORE has exceeded all expectations.

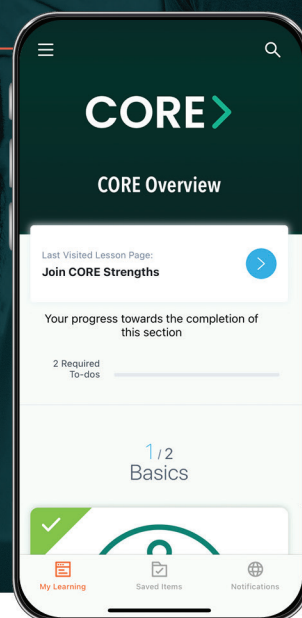


- **Deanna Jones**,
EVP of People, Communications,
and Transformation for Baker Hughes

CORE's Program Structure

Since its start as a small pilot project, CORE has attracted more than 5,000 community members in less than two years.

A key component of CORE's success has been its seamless, social, and cohort-based experience that drives learner engagement, powered by NovoEd. NovoEd also has native and full-feature apps for iOS and Android, which allow CORE members who are frontline workers to participate from the field.



Because CORE is an ongoing learning experience mapped to Baker Hughes' 4 core values and available to any employee, anywhere, and at any time — the team structured the program as a community focused on interacting with and mastering one value per quarter. CORE creates these complex mindset shifts through a three step learning framework: **“Learn,” “Engage,” and “Deliver”**



Framework

1. LEARN

Learn New Things: with content like self-paced courses, articles, videos, and podcasts.

2. ENGAGE

Engage with New Ideas and with Others: through activities including workshops, open mic sessions, chat boards, and live events where participants practice and apply ideas while learning together.

3. DELIVER

Deliver Meaningful Change: by bringing CORE into work and bringing your full self to CORE, through participant created videos, podcasts, case studies, and articles, participant led discussions, and peer coaching and mentoring integrated into the program.

Each value is taught for one quarter, with new content and activities every year.

Existing members can develop deep mastery through repeated, deliberate practice and new members can start at any time.

Winner of 11 Brandon Hall Awards

Including Best Learning Program Supporting a Change Transformation Business Strategy and Best Use of Social/Collaborative Learning

