Baker Hughes:
Best Development Program for Frontline Leaders

Baker Hughes and NovoEd

Best Development Program for Frontline Leaders

January 2024

Brandon Hall Group
HCM Excellence Award
LEADERSHIP DEVELOPMENT
GOLD
2023

Company Background

Baker Hughes

Company-at-a-Glance	
Headquarters	Houston, TX
Year Founded	1987
Revenue	20.7 billion USD
Employees	55,000
Global Scale	Operating in 120+ countries worldwide
Customers/Output, etc. (Key customers and services offered)	Two primary segments: Oilfield Services and Equipment (OFSE) and Industrial & Energy Technology (IET) OFSE provides products and services for onshore and offshore operations across the lifecycle of a well, ranging from exploration, appraisal, and development to production, rejuvenation, and decommissioning. IET consists of four solution platforms that all build on Baker Hughes' existing and strong foundation of rotating equipment, electric-power, pumps, valves, gears, sensor, precision instrumentation, and industrial software technologies and services (gas technology, industrial technology, climate technology solutions, and industrial asset management).
Industry	Oil & Gas / Energy Technology
Stock Symbol	BKR
Website	https://www.bakerhughes.com/

Company Background

Company-at-a-Glance	
Headquarters	San Francisco, CA
Year Founded	2012
Employees	100
Global Scale (Regions that you operate in or provide services to)	North America, Europe, Asia
Customers/Output, etc. (Key customers and services offered)	Founded at Stanford's Social Algorithms Lab in 2012, NovoEd is a capability-building platform that uses social and collaborative learning to drive performance readiness at scale. Through cohort-based experiences, NovoEd taps into collective wisdom, placing each learner at the center of perspective, application, and expertise. Large enterprises such as 3M, Baker Hughes, GE, and Nestlé partner with NovoEd to accelerate their critical initiatives, reconnect teams, and achieve rapid alignment through learning that is felt, experienced and swiftly transformed into impact.
Industry	Education
Website	https://www.novoed.com/

Budget and Timeframe

Budget and Timeframe	
Overall budget	$350,000
Number of (HR, Learning, Talent) employees involved with the implementation?	5
Number of Operations or Subject Matter Expert employees involved with the implementation?	4
Number of contractors involved with implementation	0
Timeframe to implement	July 25th, 2023 – January 17th, 2023
Start date of the program	January 17, 2023

Business Conditions and Business Needs

Baker Hughes' global learning strategy has been on a path of transformation over the past two years to focus more on virtual delivery and overall experience improvements, both as an inevitable result of the COVID-19 pandemic and due to the company's divestiture from GE. It has been more important than ever for the company to create a culture of learning.

In 2019, Baker Hughes' global learning strategy was focused on creating a brand, credibility, and launching a learning framework as the GE divestiture began. The focus was on executive development, building external partnerships, and best-in-class, face-to-face immersive experiences (leadership excellence summits, flagship experiences, and accelerate programs). Eighty percent of delivery was external, and most content in the learning system was not relevant to employee interests (heavy focus on mandatory/compliance courses and little to no user experience design).

In 2020, the global learning team leveraged the transition from GE and the constraints of remote working due COVID to reinvent the learning approach and put the learner needs at its center. The learning team shifted from external delivery to 100% internal delivery. The team began to optimize experience using technology, new content strategies, and diverse learning formats based on product company needs and learner needs. An engagement strategy was also created to begin driving engagement and culture, and data
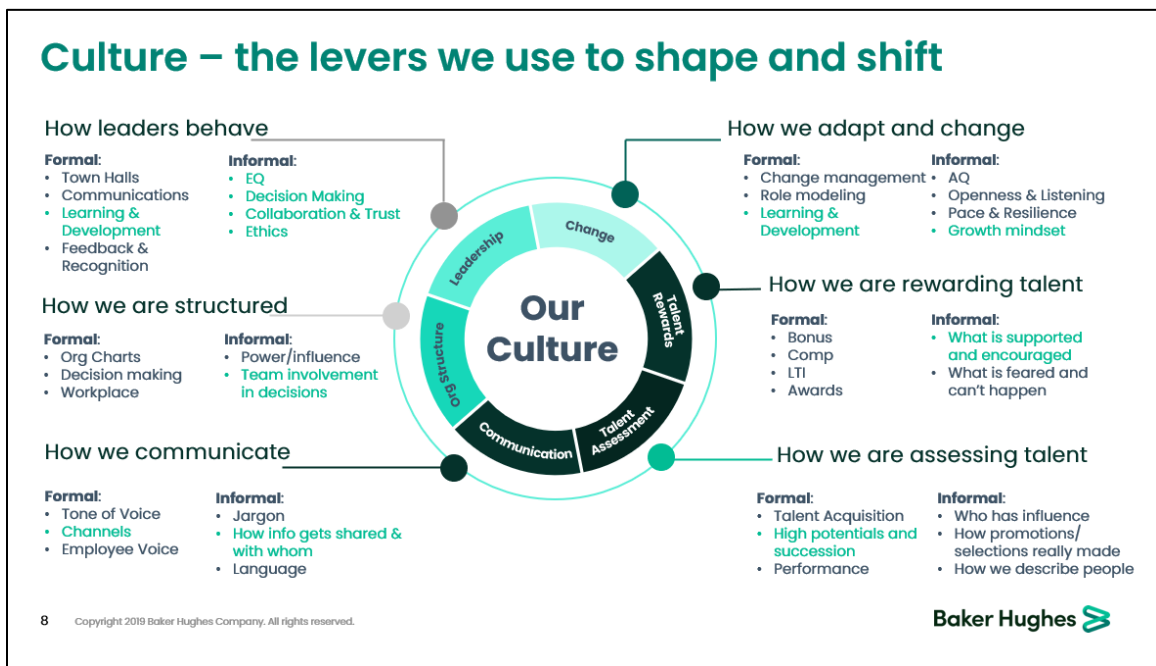
and analytics became a critical focus as the team broadened KPIs to go beyond allocations and completions and align with contemporized learning approaches.

Then in 2021, the global learning team further strengthened the global virtual learning offerings by focusing on behaviors that drive and support the skills leaders need as Baker Hughes' strategy became focused on "transform the core, invest for growth, and position for new frontiers" as the company evolves into an energy technology company and competes in an innovative external marketplace.

The company values include "Lead," "Collaborate," "Care," and "Grow," each with several related behaviors outlined. The goal was to create immersive learning experiences that could rival the value of the face-to-face experiences that employees were starting to ask for again, while also creating a continuous learning thread necessary for rapid skill development at scale, alignment with company imperatives, centralized data for deeper insights, personalization for learners, and the ability to holistically inform strategic plans to sustain a long-term digital learning strategy.

The graphic below (Figure 1) shows the key pillars of the Baker Hughes organizational culture strategy as shared by the CHRO, Deanna Jones, with light green highlights on items within the L&D strategy that directly support these business imperatives, including items such as behavioral support, enabling collaboration across teams, employee engagement approaches, and more.

Culture – the levers we use to shape and shift

How leaders behave

Formal:
- Town Halls
- Communications
- Learning & Development
- Feedback & Recognition

Informal:
- EQ
- Decision Making
- Collaboration & Trust
- Ethics

How we are structured

Formal:
- Org Charts
- Decision making
- Workplace

Informal:
- Power/influence
- Team involvement in decisions

How we communicate

Formal:
- Tone of Voice
- Channels
- Employee Voice

Informal:
- Jargon
- How info gets shared & with whom
- Language

How we adapt and change

Formal:
- Change management
- Role modeling
- Learning & Development

Informal:
- AQ
- Openness & Listening
- Pace & Resilience
- Growth mindset

How we are rewarding talent

Formal:
- Bonus
- Comp
- LTI
- Awards

Informal:
- What is supported and encouraged
- What is feared and can't happen

How we are assessing talent

Formal:
- Talent Acquisition
- High potentials and succession
- Performance

Informal:
- Who has influence
- How promotions/selections really made
- How we describe people

Our Culture — Leadership, Change, Talent Rewards, Talent Assessment, Communication, Org Structure

Baker Hughes

In 2022, the global learning team delivered a solution called CORE, a continual, self-directed learning experience to engage and equip employees to deliver on Baker Hughes' strategy, ultimately strengthening the culture by developing behaviors within individuals and across their teams. Specifically, a key goal was learning, sharing, and practicing the importance of culture, its connection to the strategy, and the role of every employee in living the values. This was achieved through creating all community activities structured around three engagement categories: "Learn," "Engage," and "Deliver."

While the community has been successful, it has not been without challenges, and the learning team recognized needs in the following areas in order to scale, sustain, and drive further impact through the CORE community:

- A more unified experience: Despite several innovative solutions to connect learner points of engagement, the look and feel and overall friction between interactions was still noticeable.
- More learner personalization: Due to lack of a single centralized environment, every learner saw the same thing and was not able to easily see their individual progress.
- Centralized and streamlined data gathering: While the learning team had been successful connecting data sets together for rich insights, due to the small size of the team and amount of data, some insights were only generated on a quarterly basis (in particular, which learners had met the right combination of criteria to earn a badge).
- Automation: The ability to issue badges automatically, automatically track learner attendance at a live virtual event, and have notifications triggered based on certain dates or events were huge gaps, among other things, that resulted in the learning team admins either spending more time on manual tasks to keep the experience on track, or sometimes falling short for lack of bandwidth and thus impacting the learner experience.

In addition, there was a need identified for a specific audience of employees (people leaders) and a new community named JOURNEY had been designed and launched just prior to the effort to implement NovoEd. Thus, it too was intended to be converted to the NovoEd environment at this time to overcome and prevent the same challenges identified with the first CORE community, and to enhance the experience overall.

Overview

The CORE community (not an acronym, but rather capitalized for brand effect) was created to be a continual, self-directed learning experience to engage and equip employees to deliver on Baker Hughes strategy, ultimately strengthening the culture by developing behaviors within individuals and across their teams. Specifically, learning, sharing, and practicing the importance of culture, its connection to the strategy, and the role of every employee in living the values was a key goal. This was achieved through creating all community activities structured around three engagement categories: "Learn", "Engage", and "Deliver".

However, administratively there were several challenges that the learning team set out to solve through the implementation of the NovoEd platform, with the following high-level goals outlined to either maintain or enhance the learner experience:

- Centralize and simplify the activities and learner journey as much as possible through a dedicated environment.
- Provide the ability for learners to see their individual progress against community requirements.
- Streamline data gathering and reporting.
- Simplify issuing of badge achievements for learners, both to provide real-time recognition to employees and to mitigate administrative lift on community managers to review the data and issue badges manually.
- Better automate communications or notifications for users.

With respect to the people leader community, JOURNEY, team recognized that people leaders are at the heart of employee experience, attraction and retention, as well as culture and strategy deployment. A Gallup study in July 2021 found that over 20% pay raise is needed for employees to leave a manager who engages them. Yet there was no dedicated place for people leaders to learn and practice together – or for HR or business stakeholders to engage with this group - outside of a mailing list. Thus, the JOURNEY community provided an environment to deploy and/or pilot enterprise level content in a two-way communication with people leaders. The goals specific to the design of this new community included:

- Providing a space for people leaders to come together for knowledge sharing.
- Allowing people leaders to safely explore to understand their role and develop themselves.
- Helping people leaders connect their teams to Baker Hughes strategy and culture.

The following elements were designed as part of the JOURNEY community in general:

- Mix of self-paced, community-based content as well as cohort-based events and interactions to suit learners with different preferences and needs.
- Experimentation with micro and nano-learning formats for this population (30-minute workshops, under 5-minute videos shared in the community)
- Exclusive content just for people leaders, carefully curated by the global learning team, including TED Meeting-in-a-box, special events held after company-wide leadership forums to debrief and support people leaders preparing to cascade messages to their teams, short videos from senior leadership to create a sense of belonging and exclusivity, and access to limited availability executive trainings from partners like Corporate Rebels and eCornell.

The goals across both communities directly tied into organizational strategy objectives specific to enabling culture through rich development opportunities at scale, employee engagement, and the long-term roadmap for learning and building a solution that could integrate into a larger ecosystem as that ecosystem is created and evolves.

To achieve these goals, the NovoEd platform was integrated throughout the enterprise as described in the next section, with thoughtful consideration given to how the integrations would support the delivery of the experience to employees.

Design and Delivery of the Program

The first step in this new phase of the community experience for Baker Hughes was implementing NovoEd. Below shows the architectural flow / learner journey prior to the project, with optimization opportunities circled in yellow. Below shows the architectural flow / learner journey with areas of achieved optimization circled in green, and new integrations.
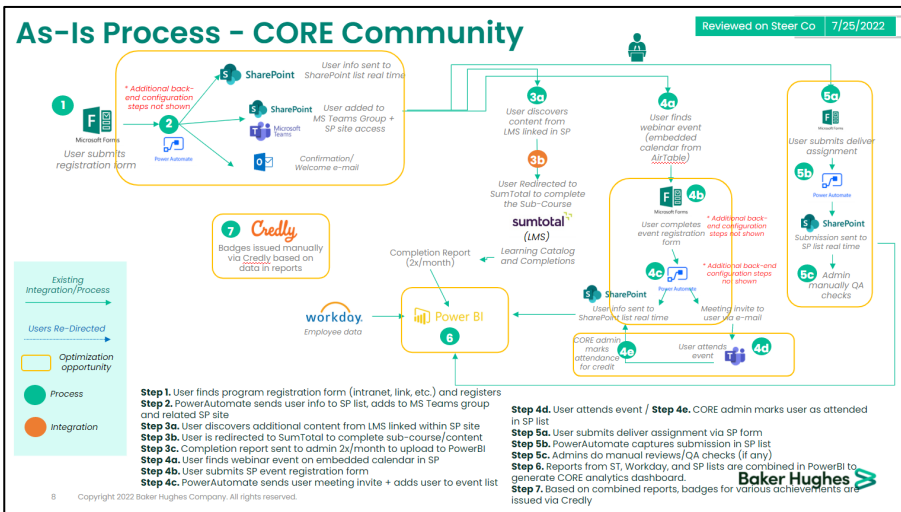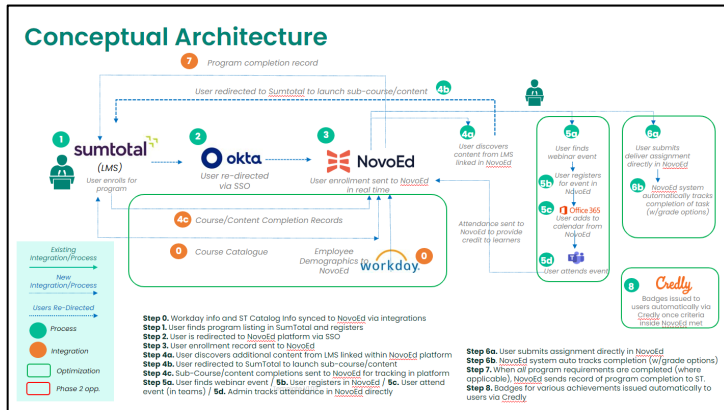
As shown in above, the majority of processes or integrations prior to NovoEd were between the Microsoft suite of tools and heavily supported by PowerAutomate flows vs. direct platform integrations.

The integrations that were achieved to support a new, seamless experience in NovoEd were:

- Okta / SSO authentication between SumTotal LMS and NovoEd
- Workday integration with NovoEd for user profile information
- Office 365 connector / integration to allow events and assignment dates to automatically populate on a learner's calendar.
- MS Teams connector / integration to allow a learner to be notified of and join a live event directly from NovoEd and for their attendance to be automatically reported back to NovoEd to satisfy completion criteria.
- Credly integration to configure badges that should be issued once certain criteria within NovoEd is met.

The integrations established helped meet each of the goals described earlier. Because of the SumTotal / NovoEd integration and authentication through Okta / SSO, learners can now register directly in the same learning system they register for other learning activities, simplifying the experience and helping provide a common framework.

This also helped simplify notifications to users about what to expect. Whereas previously the team relied on a PowerAutomate flow to trigger an e-mail and add a user to the community teams' group when the registration form was submitted (see Figure 4 below), the existing registration notifications in the SumTotal LMS combined with the welcome notifications that were able to be configured when a learner authenticates into NovoEd provided a much easier and robust way to communicate with learners. The NovoEd platform also offers several other communication options, including messages that can be sent based on various triggers (release dates, inactivity, assignment due dates, etc.).
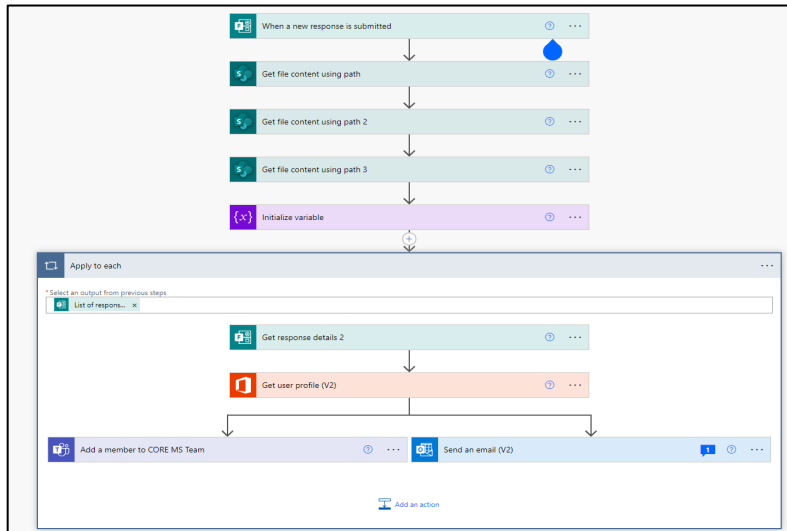
The Workday integration solved the administrative headache of one of the team members connecting two separate data sets together (a Workday report combined with report of "enrolled" learners through MS forms / list). Today, all of the data is captured in one place within NovoEd.

The MS Teams connector solved for facilitators having to manually upload attendance to give learners credit for virtual live events (and thus reduced delay in learners receiving credit). It also provides in platform/in app notifications when a session is about to begin, further enhancing community communications and learner engagement.

Lastly, the communications features built into NovoEd have allowed the global learning team to home in on specific criteria for notifications to be sent, providing much more automation to the process and folding notifications into the broader strategy for learner engagement, which the team would not have been able to do before without a highly manual process.

Because creating a program (or in this case, a community) inside of NovoEd had never been done before at Baker Hughes, and because the design was happening in parallel with overall system implementation, a detailed project plan was created.

End user groups were identified to include learners, CORE community administrators, and LMS administrators. The scope also expanded at the design stage to include setup of three other communities that the global learning team wanted to ensure were launched at the same time in NovoEd:

- CORE Strengths (previously an element of CORE, but which contained enough differentiated content to be broken out separately)

- JOURNEY – a continuous, opt-in community similar to CORE, but specifically for people leaders
- JOURNEY: Foundations – Foundations is a 4–6-week course directed toward new people leaders. Learners discover and are directed to sign up for this targeted experience from within the JOURNEY community.

In addition to these internal design requirements, the global learning team leveraged NovoEd's project plan template to customize a design plan specific to the content of each community. Most of the content already existed but translating it to the NovoEd environment and leveraging new features and functionality needed to be assessed. The schedule and elements of design to be completed are shown below.

Date	Deliverable
November 18th	Send content for Strengths courses 1-5
Early in week of November 21-25	CORE Learn courses complete with placeholder text and links
November 21-25	Finalize decisions around engage/deliver structure
	Finalize decisions around engage/deliver structure
	Build prototype of Strengths Course #1 & Journey page
	Send Foundations weekly homework info to Zoë
	Add new content / update Foundations with any changes
December 1st	BH Sends LEARN descriptions for CORE
November 28 - December 2	Send Foundations weekly homework info to Zoë
	Add new content / update Foundations with any changes
	Review & Finalize Strengths Course #1 Format
	Customize text on Strengths Journey Page
	Build Strengths course 2
	Build Strengths course 3
	Build journey page and learn/engage/deliver content for Essentials
	Start drafting communications plan for all courses
December 2 (Friday) into early the week of December 5-9	Add in LEARN links and descriptions, completion criteria
December 5-9	Build Strengths course 4
	Build Strengths course 5
	Customize text on Strengths Journey Page
	Clone & finalize Deliver & Engage Courses for CORE
	Program course communications provided by BH
	Send Foundations weekly homework info to Zoë
	Add new content / update Foundations with any changes

As pages were built out in the NovoEd platform, a "site map" for each community was created using Airtable to help track updates, assign test cases to respective pages, and provide a view of any dependencies for changes that may need to occur in the future. It was extremely important that the branding, layout, and logical flow of common components were consistent across each community.
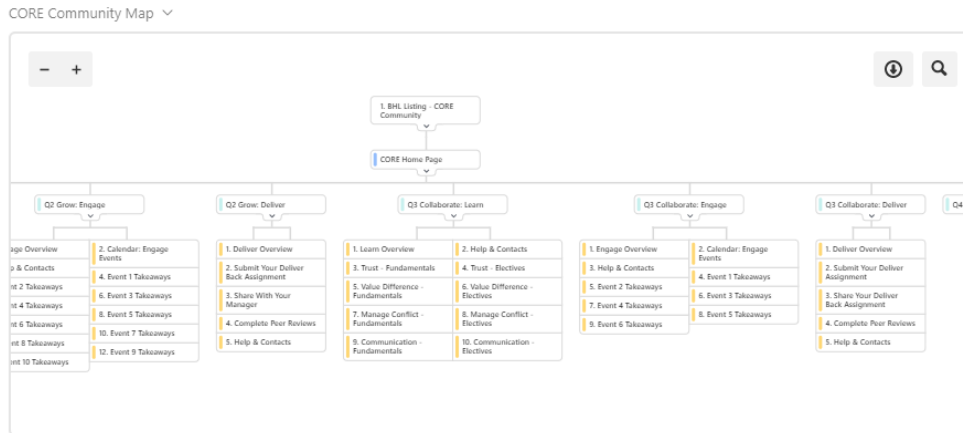
As a result, the team started with CORE, and once decisions on design were made for that community, they were more easily copied into other communities.

As an example, some key components that were designed into every community included community overview pages, key contacts, and FAQs. It was determined that both the format and visual presentation of these components should be consistent so that learners who participate in multiple communities grow familiar with these elements and visual cues associated with them, and to promote a unified learning experience and "brand". For example, the icons used to represent each of these sections in each community are the same vs. each community administrator picking their own icons, and the layout format was standardized to show "cards" vs. a list view.
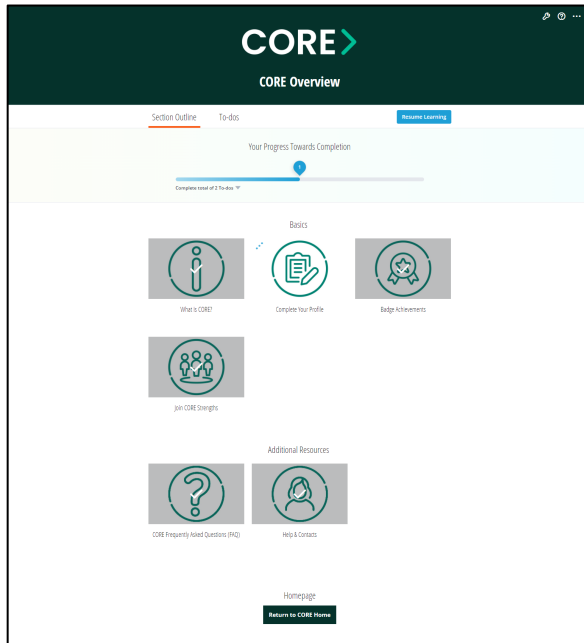
Several other design and functionality elements that were not possible prior to NovoEd were discussed and created in this process, including but not limited to:

- How and when to leverage "points" and whether or not to show a leaderboard.
- Which activities should be marked as "to-dos" to appear in a user's progress bar?
- Automated release of specific content or sections based on certain dates.
- Which communications should be automated and at what time / based on what criteria?
- How to cross-link to other communities now that each would be set up in their own dedicated NovoEd instance.
- Revisiting the criteria required for activity completions that would prompt a badge in NovoEd via Credly integraton.
- How to set up activities where completion is based on a user self-attesting to completion

The choices made in these areas varied based on the community setup and needs (for example, JOURNEY does not have a badge system at this time, so the leaderboard was a critical feature to be implemented there, but not as much for CORE). However, the logic used to determine application across communities was made consistent. There were also various design decisions made based on technical constraints in the platform, further outlined in the "Adoption of the Program" section.

Adoption of the Program

Within the design phase of the project, there were several requirements for the community and audience that were somewhat unique use cases for the application of NovoEd. With creativity and innovation from both the NovoEd teams and the Baker Hughes global learning team, these challenges were addressed, including:

- For the community model, structuring the communities as "Journeys" and using "courses" for each of the Learn, Engage, and Deliver activities, where release of content could be done in quarters while allowing tracking at a specific level for badge tracking.
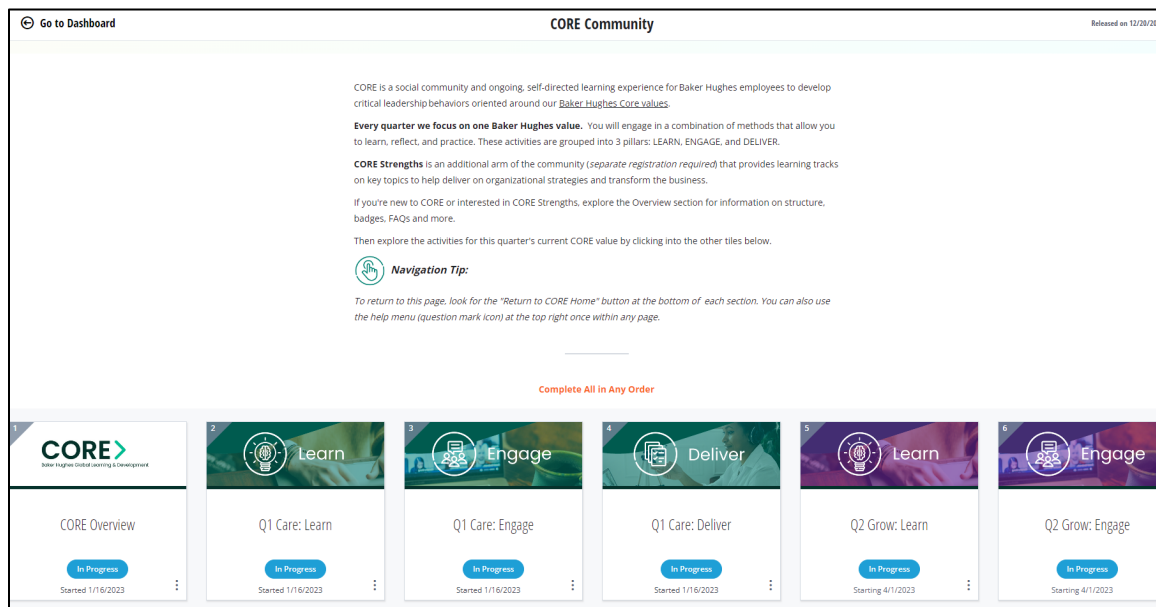
- Adjusting settings and verbiage in-platform so that each section did not feel like a separate "course" or require a separate "registration" within the journey/community.
- Adjusted Credly badge designs to remove the year of issue and allow the same badge to be earned multiple times without the admin team having to create a new design each year if a learner meets the criteria more than once over several years.

There were also several technical limitations in the platform where workarounds were created with the NovoEd team or in some cases, enhancements were made very quickly to support:

- Creating HTML "buttons" that would allow learners to easily navigate back to the main Journey page (and adjusting code to have them open in a new tab vs. existing)

- Adjusting verbiage shown to learners in-platform that used technical terminology (like "SumTotal", "LMS", "NovoEd", etc.) which may not be well-known to all.
- Updating verbiage from "submitted" to "completed" for assignments to better indicate criteria had been met.
- Creating "surveys" for learners to self-report attendance to a live session (prior to MS Teams integration being enabled)

It is also well-known that adoption of a new experience/technology would be a challenge and require robust communication, education and change management efforts, in addition to addressing the cultural change on hybrid and blended learning. Expectations after the pandemic were that it would go back to the "old normal" of mainly in person leadership experiences once or twice a year. However, the global learning team has been driving culture change towards hybrid and blended learning to make learning part of work. The following are examples of approaches implemented to help with these efforts and improve adoption:

- Developing a structured and compelling "Learning Story" supporting this culture change.
- Exhaustive communication plan to deliver the learning story to employees and stakeholders through live delivery by all team members (from all employee events to team level information sessions, virtual and in person)
- A 3-part learning story video published on Stream.
- Leveraging a network of CORE community ambassadors to gather feedback and test new ideas and content.
- Highlight benefits of the new experience (real-time progress tracking, mobile app, automatic badge issuance / no delays in receiving recognition for badge achievements, etc.)

A detailed communications and change management plan were created to prepare for deployment of the new experience created through NovoEd. The communications plan covered Pre-Launch, Launch, and Post-Launch activities and messaging, and spanned across several channels including: existing SharePoint pages where announcements would be posted, direct e-mail, MS Teams, Yammer, global learning newsletter, global all-employee newsletter, and live events (including existing learning sessions, HRLT meetings, etc.). A small snapshot of that communications plan is shown below.

Name	Status	Post Date		Owner		Draft Copy	Channel
Update all community registration forms [CORE, JOURNEY]	Done	12/21/2022	4:32pm	Thai Mach			SharePoint
Add new link to NovoEd CORE Homepage to MS Teams?	Done	12/30/2022	4:32pm	Chantelle Nash		N/A	MS Teams
Shut down SharePoint - CORE (remove current pages and just include one landing page with redirection)	Done	12/31/2022	4:32pm	Maria Alekseenko			
"Shut down" SharePoint - CORE Strengths (remove current pages and just include one landing page with redirection)	Done	12/31/2022	4:32pm	Maria Alekseenko			
Launch Announcement - Global Learning Newsletter	Done	1/4/2023	10:52am	Chantelle Nash ZulaikhaZaireen....		@Sean Conley do you want to record a video to be included with any launch announcements for...	Global Learning Newslet...
Pre-Launch Event Invite [Let's Talk: Learning & Development]	Done	1/10/2023	1:43pm	Emma Morgan			Direct E-mail
Advance preview for ambassadors / partners	Done	1/12/2023	4:00am	Chantelle Nash Eduardo Elizondo			Live Event
Pre-Launch Announcement - CURRENT MEMBERS - JOURNEY	Done	1/12/2023	7:00am	Sophie August Chantelle Nash		Important update: JOURNEY community	MS Teams
Pre-Launch Announcement - PL CURRENT MEMBERS - JOURNEY	Done	1/12/2023	9:00am	Chantelle Nash		Action Required: New JOURNEY Experience Get excited! A new and improved experience is ...	Direct E-mail
Pre-Launch Announcement - NON PL CURRENT MEMBERS - JOURNEY	Done	1/12/2023	9:00am	Sophie August Chantelle Nash		Important update: JOURNEY community	Direct E-mail
JOURNEY - Update Join Form	Done	1/12/2023	10:17am	Sophie August			
HR Community Teaser (CORE + JOURNEY)	Done	1/12/2023	3:06pm	Chantelle Nash		Everything HR needs to know Get excited! A new and improved experience is ...	Direct E-mail
Update automated e-mail message - JOURNEY	Done	1/12/2023	3:08pm	Sophie August			
Update message in Flow when someone joins CORE Teams Channel	Done	1/16/2023	10:17am	Chantelle Nash			
Update community welcome messages in NovoEd	Done	1/16/2023	10:17am	Chantelle Nash			
...wn SharePoint - JOURNEY	Done	1/16/2023	3:07pm	Maria Alekseenko			SharePoint

The corporate communications team was engaged as a partner to plan all employee communications.

The first communication that went out was a teaser intended to simply prime employees that something would be changing, without necessarily requiring any action, but with the intent to pique their interest and get them paying attention to future updates. Below shows this teaser message, posted through the community MS Teams group.

Coming Soon

Get Excited for a Community Upgrade!
The Global Learning and Development team has been working hard for over a year to develop a new approach for learning communities that will help provide a more rich and personal experience.

CORE and JOURNEY will be transitioning to this new experience soon. Keep an eye on our Global Teams group, Yammer page, Intranet page, and e-mail for ongoing updates.

And don't worry - the philosophy and approach of the communities is *not* changing. We will guide you through what to expect and provide plenty of opportunities to answer any questions you may have.

See less

No dates were mentioned in this teaser to accommodate for any contingencies in the design and implementation process that was still ongoing.

Once the teams felt comfortable with a specific launch date, a series of pre-launch communications were sent mid-December 2022. The pre-launch communications explained in more detail what was happening, when it would happen, why it was happening, and offered some action items and resources. Slightly different versions of these communications were sent depending on the audience (e.g., current community members for CORE or JOURNEY vs. global employees who may or may not already have been members of one of the communities).

Similar messaging for each audience was sent through MS Teams and Yammer channels. At the same time, messages were posted directly in the existing experience and in the existing registration form. The registration form links were being replaced by the new registration links; however, this was done to account for anyone who had saved the prior registration link and could potentially distribute to others.
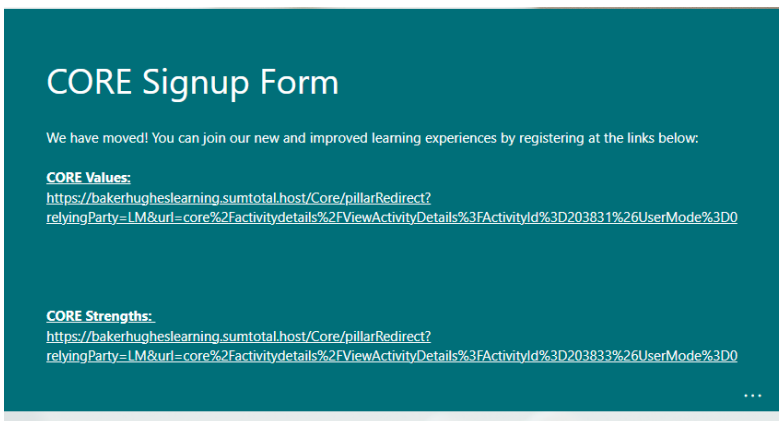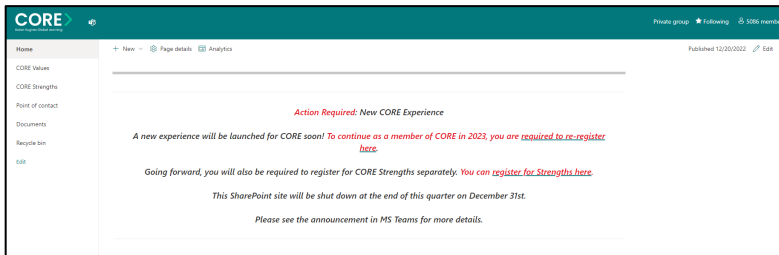
Additional updates were made to the automated welcome e-mails that members would receive upon joining the community and if learners joined the MS Teams group directly, considering the existing community needed to remain until end of the year and new members would still be able to join until then. There had also been direct links in the MS Teams groups reference tabs to each community page, which were then replaced with the registration links to the new experiences.
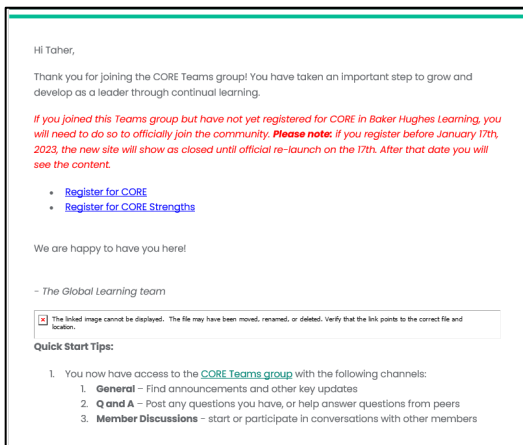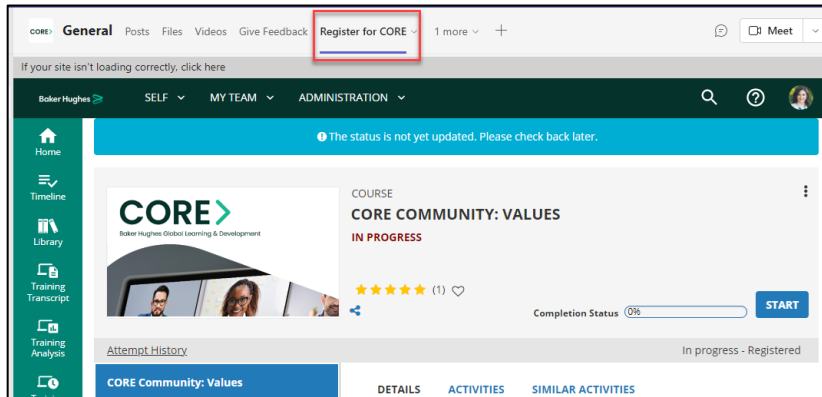
Closer to the launch date, a feature was included in the global learning newsletter to promote the new experience.
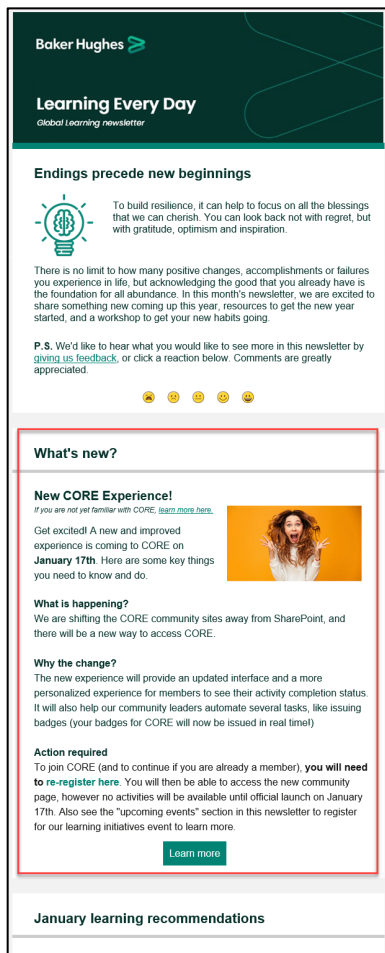
On January 17, 2023, the official launch was communicated, and the new experience began. All of the same channels were used (direct e-mail, MS Teams, Yammer, global learning newsletter, etc.) in addition to a push sent from the NovoEd platform itself to anyone who had pre-registered.

In addition to alerting users that the experience would be changing and that actions were required to re-register for the new experience, several logistical points had to be clarified to avoid confusion.

For example, while all course completions would still be valid in the new experience, users would need to re-launch the courses they had completed previously once in the new community experience in NovoEd in order to initiate the communication between the systems and accurately reflect their current completions. They were also required to re-submit any attestations of having attended prior live events and any previously submitted assignments to maintain their credit in the new experience.

Also, specific to the JOURNEY community, because registration would now happen through the LMS, and it is a community for people leaders, an audience was created to prevent non-people leaders from being able to view and register for the community going forward. Up to that point, while the community was intended for people leaders, there was no specific mechanism formally preventing an employee from signing up and being added to the SharePoint and MS teams' group. This meant the global learning team had to make a strategic decision to either move those employees who may have joined as "informal" people leaders over to the new experience manually, or to exclude them from the new experience. To be consistent across the organization, it was decided that anyone who was not actually coded as a people leader in Workday would not be carried over. Thus, an additional communication had to be created specifically for those employees explaining the change.

Measurable Benefits

The success and impact of further developing the Baker Hughes global learning communities at large through use of the NovoEd virtual learning environment is measured in several ways, including both quantitative and qualitative metrics:

- Conversion rate from prior community membership to enrolling in NovoEd.
- Overall new membership numbers
- Membership growth over time / rate of growth
- Engagement in the experience / activity completions
- Badges earned.
- Survey responses / written feedback

The experience has only been launched for a few months and more time is needed to see longer-time impacts, as well as to deep dive into specific metrics across the different communities (which have different population sizes). However, as a benchmark, prior to the new experience launching and right as the experience launched when users were asked to "re-join" and register again for the communities through the LMS, almost 2,500 employees registered. With the number of members in the "old" community totaling to about 5,000, this is essentially a 50% conversion rate, which was seen as very successful given that only about half of the existing members were shown to be recently "active" in the community prior to the transition to NovoEd.
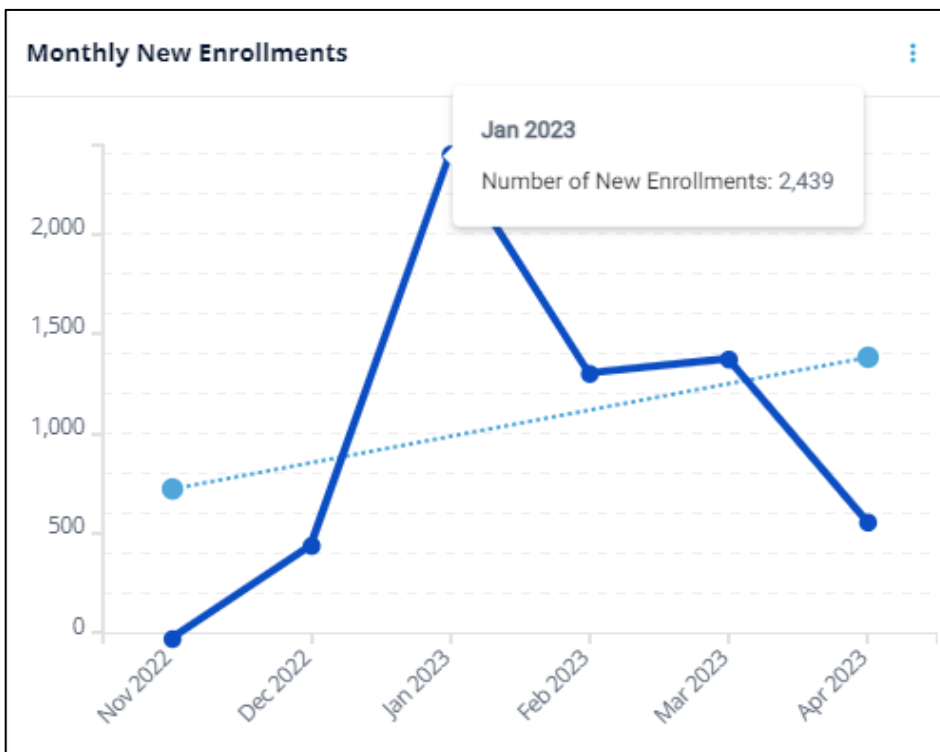
Beyond this metric, current overall membership and growth metrics are based on number of employees who have not only registered, but actually clicked into a section. The data so far shows a good start with steady week-to-week growth. These efforts are further supported by ongoing campaigns in the global learning newsletter and social channels (MS teams, Yammer).

Date	20-Jan	27-Jan	3-Feb	10-Feb	17-Feb	24-Feb	3-Mar	10-Mar	17-Mar	23-Mar	31-Mar
New Unique Users	471	254	225	106	100	82	96	94	72	80	67
Total Unique Users	471	725	950	1056	1156	1238	1334	1428	1510	1590	1657

For comparison purposes, the number of members in the CORE community that joined between April of 2021 (initial launch prior to NovoEd) and end of 2022 was right around 5,000. In the last three months / last quarter prior to the launch of NovoEd (October 2022 – December 2022), 716 new members had joined the CORE community.

As seen in the breakdown above, in the last three months since launch of the experiences in NovoEd, 1,657 total unique users have joined CORE. That is a difference in growth rate of 941 members per quarter. While it is expected and clear from the "new unique users" each week that the growth rate will certainly level out, the current adoption appears promising, and it is anticipated the total size of the communities will surpass the size they were before implementation of NovoEd in less time.

Data is also captured and analyzed in a dashboard showing breakdown of account creations, members/engagement by product company, as well as the last active date of specific users to better understand recency of interaction. The team recognizes that membership is an important metric but does not maintain value if members are not engaged.

Figure 25 below shows a fairly equal distribution of members across all product companies in Baker, with OFSE representing a larger section of the population as expected, as it is the largest business in the company.
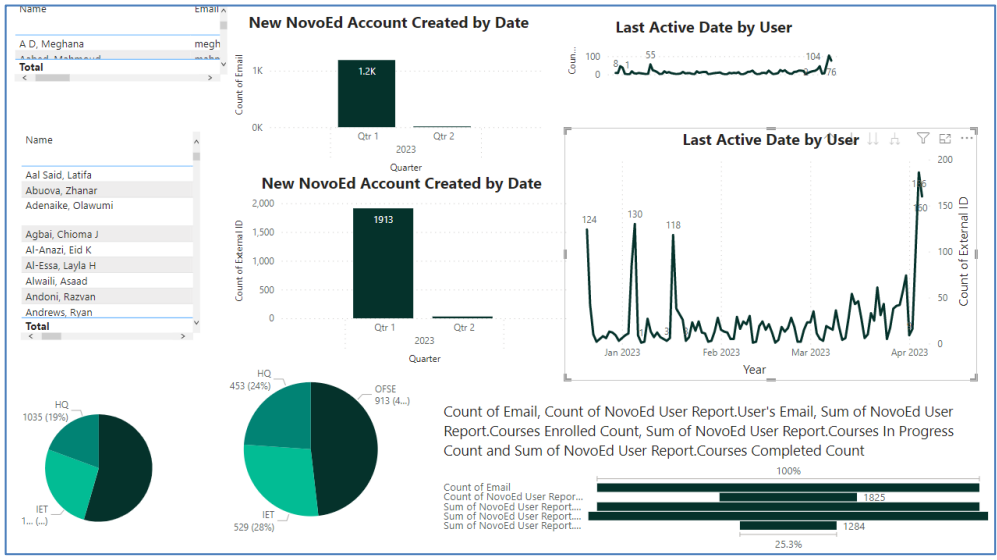
To get an idea of current engagement, a breakdown is also shown for numbers of active users in the last 30 days.
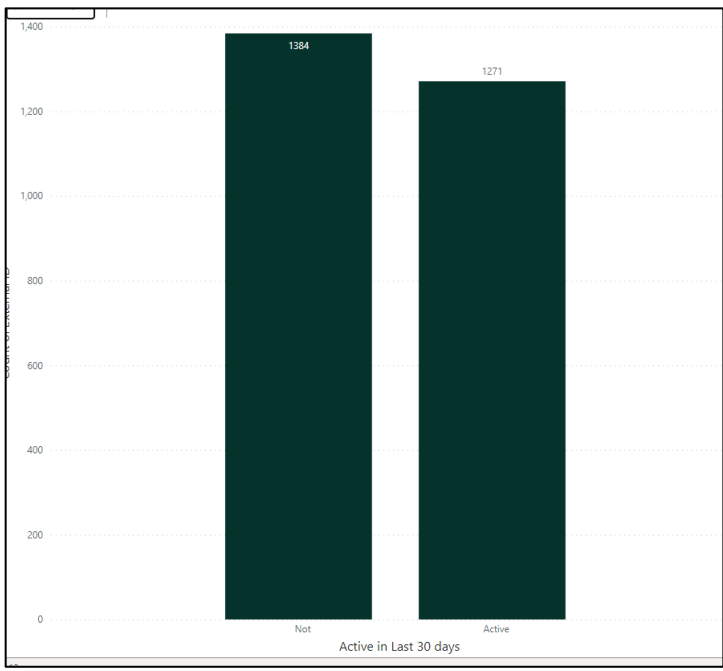
The dashboard from Credly on badges being earned also shows the clear value of having badges issued in-the-moment as a learner meets the requirements (vs. having to be issued manually by the Baker Hughes team each quarter). Each badge earner represented in the graphic is a learner that did not have to wait to be recognized for their achievements in the community.
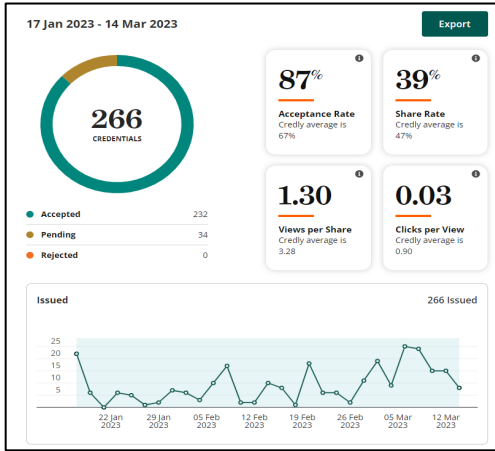
In addition to these quantitative measures, there are several qualitative pieces of feedback that the team has received indicating the value the new experience has provided.

3. Type a few short sentences to share your testimonial/Fan mail or drop us a link to a short (no more than 1 minute) video or audio testimonial. **NOTE**: Please be sure the link is open so we can access/view it *

I would like to share my testimonial as a MENAT core community ambassador and learner for this incredible learning community, I've had the privilege of witnessing firsthand the impact and motivation that this community has on its members. One of the best decisions I've ever made was to join this learning community in the first cohort.
I've been a member of this learning community for over a year and a half, and I've seen continuous improvement in user experience month after month, starting with Core Values and continuing with Core Strength until recently launched the new digital interfaces and enrollment process and completion on Baker Hughes learning.

I've gained new skills and knowledge, but I've also made meaningful connections with others who share my passions and interests. This community's resources and support are invaluable, and I'm grateful to have such an amazing community of people in Baker Hughes who are all dedicated to self-improvement and personal growth. Overall, I am honored to be a member of this learning community. This community's impact and motivation are truly remarkable, and I'm excited to see how it grows and evolves in the coming years.

The CORE learning program is very well done - it provides the platform and opportunity for community members to learn and apply principles as we develop. I really appreciate the program and new online system as well. It makes it easier to track your progress and know exactly what is required to earn your badges.

I experienced the Core community for the modules on Values and Strengths also after the migration to BH Learning Tool.
I found it a very smart & easy way to track and view all the Learning opportunities. It is nice to have the chance to view the progress of the courses and to receive the badge in a very fast way as soon as completed the path for the assigned modules.
All certificates are retrievable and can be downloaded as needed. I found helpful the guidelines to navigate through the various learning offerings, too.
So I want to thank you for the great team work, Core Community do & for all the learning offerings and activities that allow to reinforce skills, share perspectives & create positive discussions in the organization.

Link to short video
https://bakerhughes-my.sharepoint.com/personal/simona_gaballo_bakerhughes_com/_layouts/15/onedrive.aspx?
id=%2Fpersonal%2Fsimona%5Fgaballo%5Fbakerhughes%5Fcom%2FDocuments%2FCORE%20%2D%20Simona%2FC
ore%2D20230306%5F131807%2DMeeting%20Recording%2Emp4&parent=%2Fpersonal%2Fsimona%5Fgaballo%5Fba
kerhughes%5Fcom%2FDocuments%2FCORE%20%2D%20Simona

Finally, while it was not an estimate accepted in the organization, the hard benefits of the employee engagement value from this implementation and reimagination of the design of the leadership communities were estimated for the business case. Research was done based on industry averages on cost of absenteeism and attrition to make a connection between engagement, productivity, and business impact in terms of money saved specific to Baker Hughes' revenue, average employee salary (U.S. only for ease of calculation), and attrition rate. The calculated "business value" came out to more than $4B (see figure 29 for breakdown), with a disclaimer that there are several factors that impact employee engagement outside of learning, and the proposed impact could be anticipated to be a fraction of that (which could still be several millions or billions of dollars even in that case).

Project Benefits

Reviewed on Steer Co | 7/25/2022

Employee Cost Data	Current		Higher Engagement	
1. Revenue per employee	$ 353,982	(20%)	$	428,318.58
2. Cost of absenteeism per employee*	$ 5,487		$	3,457
3. Total cost of absenteeism	$ 310,004,856		$	195,303,059
4. Turnover rate*	5.4%			3.2%
5. Attrition	3025.0			1815.0
6. Avg. cost to replace an employee	$ 77,439		$	77,439
7. Total cost of employee turnover	$ 234,252,975		$	140,551,785

User Input Data	Values
Number of employees, beginning of year	58000
Number of employees, end of year	55000
Average employee salary (US)	$ 103,252
Annual company revenue	$ 20,000,000,000
Terminations (involuntary + voluntary)	3025

*Multiple initiatives impact employee engagement, not just learning. Proposed impact from learning should be considered a reasonable fraction of this number.

Benefits Calculations and Assumptions

1. Revenue per employee – revenue / avg. # of employees
2. Cost of absenteeism – based on average 1.2% of total working days. 1.2% revenue for employee + 1.2% of average employee salary
3. Total cost of absenteeism – cost of absenteeism per employee * average # of employee
4. Turnover rate
5. Attrition – employees that leave (voluntary+ involuntary)
6. Cost to replace employee – 9 months of employee salary (SHRM metric)
7. Total cost – avg. cost to replace * number of terminations

Employee Engagement Value	
Additional company revenue	$ 4,200,000,000
Money saved from less absenteeism	$ 114,701,797
Money saved from less turnover	$ 93,701,190
Total business value	$ 4,408,402,987
Total business value per employee	$ 80,153

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Baker Hughes

Because the impact estimated above is based on industry averages and assumptions, it cannot be stated that this effort has definitively resulted in the additional revenue or savings shown. However, based on the assumptions alone, it is reasonable to believe there is a significant valuable hard ROI realized from the employees who are engaged in the experiences.

Overall

Throughout the process of evolving the virtual, cohort-based, social learning communities at Baker Hughes, there have been several lessons learned:

- Familiarity with organizational processes and relationships are a must. Without having an awareness, let alone the right relationships with the people who can help support the team on projects that involve several teams, this project would have taken much longer. Where some teams threw up roadblocks, project leads were able to push, provide additional context and education, and keep things moving – and in some cases, get functionality that was not on the roadmap until later phases were planned.

- Think ahead and try to fully scope requirements and needs across programs to avoid rework. The teams on this project did that to an extent but did not spend as much time as would have been helpful to fully think it through in advance.

- Plan more time than you think you need, to the point above. Even with a good plan, with many people involved it's inevitable that more time will need to be spent either explaining processes, working through differences of opinion, or other activities that simply take time.

- Don't plan for testing/launch during major holiday periods. This was HUGE for the project teams, and specifically a few members in particular who took on the majority of testing during both Thanksgiving and Christmas break periods to ensure the project launch was not delayed. While on this project it was the most natural timing for learners, the recommendation next time would be to start much earlier so the project would be ready to launch several months ahead, or to launch on a different date.

- Be creative and think outside the box. The teams from both NovoEd and Baker Hughes came up with different ways outside of the traditional methods that things could be tracked or set up in order to better improve the experience.

Now that the communities are launched, the teams plan to continue experimenting with additional mechanisms to drive engagement (like nudges based on specific activity in the community, in more creative ways, and leveraging the sub-team assignment feature) as well as continuing to drive membership and growth rates and evaluating which engagement metrics are most indicative of community and member success.

It Is also imperative that the global learning team begin to establish a governance process for other teams in the organization who may want to migrate or create a community on the Baker Hughes NovoEd instance, a few of which have already expressed interest and are in the beginning stages of scoping. Ideally, the NovoEd environment will be consistent for all global learning experiences and communities across Baker Hughes.

About Brandon Hall Group™

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