

Fostering values to improve performance



'Core Value Awareness' program for Baker Hughes

Baker Hughes Inc. (BHI) is a leader in oilfield services. It delivers a broad range of products and services that help the petroleum industry improve efficiency and increase productivity.

BHI has seven operating divisions; each division addresses the specific needs of the markets it serves. BHI has approximately 25,000 employees, representing a diverse mix of skills, nationalities, and ethnic backgrounds, working in 60 countries around the world.

THE NEED FOR E-LEARNING

The top management of BHI strongly believed that a common culture with shared core values was the key to organizational success. Performance excellence was one such core value that BHI believed differentiated it from its competitors. This was linked to three other values: teamwork, integrity, and learning. The emphasis was on performance through teamwork, achieved with integrity and through continual learning. BHI wanted to build a business culture that fostered these core values.

To achieve performance excellence, organizational members, irrespective of their position in the organizational hierarchy, had to possess these core values. In the past, instructor-led-training programs using PowerPoint slides were conducted but were not too effective in spreading the values. In the recent past, several incidents of breach of integrity and confidentiality were observed at BHI.

Hence the program was critical to the larger goals of the organization. Therefore, the core values had to be communicated more effectively to 25,000 employees across the organization. This would enable the employees to apply these values in different situations at work and beyond. BHI approached Tata Interactive Systems with the requirement to develop a self-paced program, which the employees could go through at their convenience.



HOW OUR SOLUTION HELPED

Tata Interactive Systems designed and developed an interactive Web-based learning program, 'Core Value Awareness'. The program was designed to achieve the following objectives:

- Enable learners to recognize core values.
- Ensure that learners understood the relevance of values in the organizational context.
- Advocate the application of the core values.

The course comprised six modules:

- An introductory module
- Four modules on core values

Each module started with a scenario where the learners made choices, which reflected their attitude towards a particular core value before undergoing the course. At the end of the module, similar scenario-based assessments were provided, which revealed the impact of the course on the learner's attitude. The modules were:

○ Integrity as the foundation of corporate actions

This included:

- Responsible corporate citizenship, commitment to safety of people and the environment, compliance with laws, regulations and company policies
- Ethical action
- Honor of commitments
- Accountability for actions, successes, and failures

○ Teamwork as the leverage for individual strengths

This necessitated:

- A focus on common goals
- Active participation from all employees
- Open communication and willingness to share resources
- Value diversity of the workforce

○ Performance as the differentiator from the competitor

This involved:

- Setting of priorities
- Communicating clear expectations
- Pursuing success relentlessly
- Striving for flawless execution
- Celebrating success and learning from failures
- Searching for innovative ways to improve

○ Learning as the way to achieve full potential of each individual and the company

This included:

- Development of an individual's career through the individual's and the company's commitment
- Learning from past decisions and actions



'Core Value Awareness' was a highly interactive, simulated e-learning solution that instilled positive values in employees for performance excellence.

■ A simulation.

An out-of-office situation was chosen for the simulation, as values had to be universally applicable. It was a social situation involving a simulated mountaineering exercise where learners played the role of a leader and guided their team in scaling a mountain within a fixed timeline. Scaling mountains involved learning, teamwork, and consistent performance. It presented an interesting analogy to business success. This situation helped the learner understand the nuances of teamwork, learning, performance, and integrity.

While undergoing the mountaineering simulation, the learners came across several decision points. Every decision the learner took affected the final goal. The decisions reflected their grasp of BHI Core Values and demanded that the learners:

- Aligned learning, application, and accomplishment of the team's goals.
- Revealed integrity in a situation where no obvious rules were laid down.
- Encouraged team efforts to help accomplish a task better and faster.
- Set measurable goals and prioritized them.

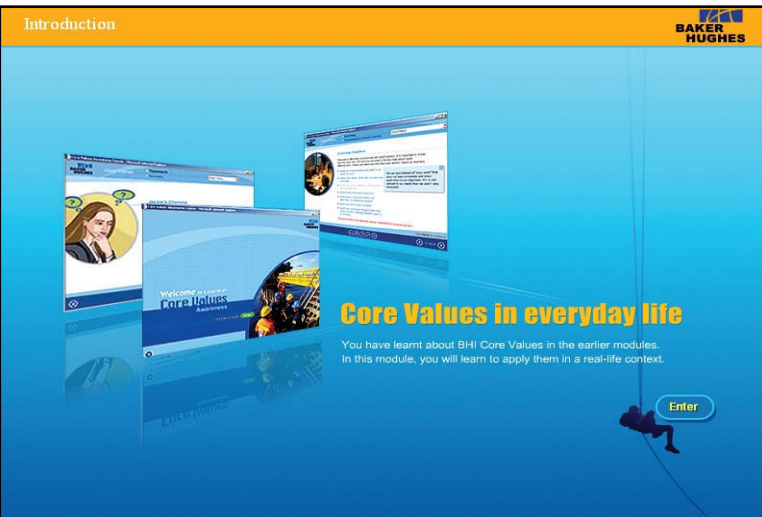
A concept summary at the end of the simulation connected the learning from the simulation with the concepts covered in the earlier modules.

TECHNOLOGY USED

The program was developed using Macromedia Flash.

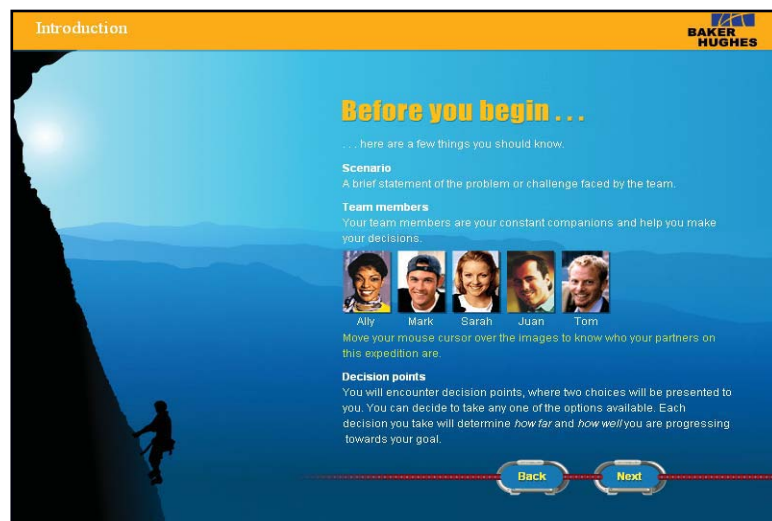
SOME SAMPLE SCREENSHOTS

These screenshots offer a brief glimpse of 'Core Value Awareness' program for Baker Hughes. To experience our products at work, view the demos by registering online at www.tatainteractive.com.



The opening screen of the simulation.

The learners are introduced to the team members before they start the simulation.



An activity of the simulation where the learner has to make decisions.

