



## Case Study

Developing Global Competence

**BAE SYSTEMS**

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# BAE Systems

BAE Systems is a global defense, aerospace and security company employing more than 83,000 people in over 40 countries.

BAE Systems' wide-ranging products and services cover air, land and naval forces, as well as advanced electronics, security, information technology, and support services.



Hawk and Eurofighter Typhoon, (Copyright © 2018 BAE Systems)

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# Developing the Global Competence of BAE Systems

To continue to excel, in an ever-changing and increasingly competitive defense and security marketplace, BAE Systems identified the need to enhance the international competence of its employees. Ensuring employees are prepared to engage successfully with international clients and partners now forms a key strand of the organization's global growth strategy.

Following a competitive tender process, Learnlight was selected as BAE Systems' partner to design and deliver a comprehensive suite of international competence training solutions. The International Cultural Competence Toolkit comprises instructor-led and online language, intercultural and international communication training, tools and resources.

## Training Objectives

In collaboration with Learnlight, BAE Systems identified the following key objectives for this important learning and development initiative:

- » Develop learning strategies to develop the global competence of employees
- » Design a suite of solutions for each of the unique populations including international assignees, business development teams, international managers, customer service employees and HR professionals
- » Increase the cross-cultural understanding and sensitivity of all BAE Systems employees
- » Improve cross-cultural knowledge of BAE Systems' key home markets
- » Enhance employees' ability to manage and work in a multicultural team environment
- » Create a blended and flexible training approach
- » Deliver highly focused and dynamic trainer-led sessions
- » Offer additional training and support to international assignees' partners and families



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# Challenges

The main challenges were seen as:

- » Designing a user-friendly toolkit of training solutions to meet the requirements of BAE Systems' diverse business units and populations
- » Blending face-to-face training with online intercultural tools, ensuring a seamless link between online and trainer-led sessions
- » Delivering an innovative online portal that provided BAE Systems employees worldwide with up-to-date information on training solutions, news and resources to enhance their international competence

# Approach

Learnlight designed a suite of cross-cultural, communication and language paths targeted at each population. Each training path provided teams and individuals with opportunities to build their knowledge and develop the appropriate skills for their specific international projects or assignments.

Learnlight also developed an online portal to enable employees across the globe to explore the learning solutions and resources available to them as part of this innovative contract. The portal includes a tailored solution finder to help employees to identify the most appropriate training path for them based on their role and the countries they work with.

Learnlight also provided an innovative online cross-cultural training tool as a key part of its offering to BAE Systems. BAE Systems employees have access to an extensive online cultural learning resource which provides targeted cultural information on more than 140 countries as well as a comprehensive range of profiling, learning and assessment tools.

By accessing key information about the target culture prior to attending the training, delegates are able to maximize the face-to-face training to focus on the key strategic issues and real-life scenarios that are relevant to their work.



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## Results

The impact of the launch of the International Cultural Competence Toolkit has been far-reaching with training programs delivered across BAE Systems on a global scale.

Examples of where Learnlight's tailored intercultural and language training solutions have successfully supported international projects include:

- » A Business Capture team working on a crucial tender with a large Asian government
- » A HR team setting up a joint venture in India who required an understanding of how to recruit local staff and navigate other local policies and procedures
- » A Business Capture team developing their existing business portfolio in Oman
- » An international assignee starting a new role as CEO of an operation in India who needed a comprehensive insight into the actualities of living and working in Delhi

“By providing our employees with cultural awareness support we can maximize our export opportunities and develop strong relations with our international customers.”

Karen Gregson, L&D and Talent Manager  
Military Air & Information  
**BAE Systems**



Learnlight is an award-winning EdTech company that provides language and soft skills training to more than 1,000 clients and over 100,000 learners in 150 countries.

Since our foundation, our dream has been to bridge the gap between the disparate worlds of education and technology by harnessing cutting-edge technology to optimize instructor-led training. Our obsession was, and continues to be, to empower talented trainers to create transformative learning experiences because we think people are the real killer app.

Visit [learnlight.com](https://learnlight.com) to discover more about Learnlight and our unique range of digital, tutoring, virtual and face-to-face solutions.

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