



CORPORATE
ACADEMY
ROSATOM



GLOBAL PROFESSIONALS

2021

BACKGROUND

State Atomic Energy Corporation Rosatom or ROSATOM is one of the global technological leaders. It is a multi-industry holding comprising assets in power engineering, machine engineering and construction, among others. Having competencies across the entire nuclear fuel cycle, the corporation boasts the largest foreign project portfolio in the world with 35 power units at different stages of implementation in 12 countries. Also ventures into manufacturing equipment and isotopes for nuclear medicine, does research, materials studies, digital products, manufactures various innovative nuclear and non-nuclear products, is engaged into low-carbon generation, including wind energy. The corporation includes about 400 enterprises and organizations employing a total of more than 275,000 people.

More than 50% of the corporation's revenue is generated through the implementation of foreign projects. The corporation's enterprises participate in more than 500 biddings around the world every year. An ambitious goal has been set to increase revenue to RUB 4 trillion by 2030. More than half of the revenue will be generated by foreign operations.

Rosatom Corporate Academy's mission is to prepare a strong team of leaders who are able to conduct business anywhere in the world. Nevertheless, the assessment conducted by the Corporate Academy revealed the number of deficient competencies amongst the employee's skills set. This refers to lack of attainments in customer orientation while working in a cross-cultural environment and knowledge of international and national standards of client countries. The audit of negotiation processes revealed the need to create a unified standard (methodological guidelines) for conducting international negotiations and creating a complex system for the development of negotiation competence.

WHAT HAS BEEN DONE?

In response to these challenges, we've analyzed the best practices in the market, the number of electronic courses and in-person trainings of the Rosatom Corporate Academy and decided to develop the Global Professionals programme in cooperation with external partners.

Global Professionals is a training programme for key employees of the corporation involved in international activities. It is focused on adding new professional knowledge and skills to the unique experience of the nuclear industry employees, taking into account intercultural communication, customer-oriented business approach, and international win-win negotiations.

Project aim:

Contribute to the successful implementation of international industry projects by training highly qualified experts in the field of international activities of the corporation.

Project objectives:

- ✓ train employees to work in a cross-cultural environment,
- ✓ train employees to use a customer-oriented approach when interacting with foreign clients,
- ✓ train employees to prepare and conduct negotiations, including at the level of top officials of the state,
- ✓ strengthen horizontal communication and exchange of experience by developing a community of globalizers — employees involved in international activities, and
- ✓ create an environment for practicing English.

6 key competencies for international activities, which have been developed during the programme:

1. customer orientation,
2. working in a cross-cultural environment,
3. readiness for change and innovation,
4. knowledge of international and national standards of client countries,
5. striving for business development, and
6. working in intradivisional teams.





The heads of the corporation's organizations implementing international industry projects were engaged as consultants to develop the structure and content of the programme. The Corporate Academy staff acted as initiators of the development of courses (in-person trainings and distance courses), the heads of organizations gave an expert assessment of the content. Throughout the programme, industry leaders helped to update the programme in accordance with changes in the corporation.

So, the Global Professionals programme was created as an eco-system where employees in different formats develop the competencies necessary for working in an international environment.

Global Professionals eco-system consists of a number of modules:

→ **In-person track, group learning with the trainer:**

- Secrets of Cultural Diversity,
- Voice of Client,
- International Negotiations,
- 7 special modules for training of choice if needed.

→ **Distant track, self-study:**

- Secrets of Cultural Diversity,
- Client-Oriented corporation,
- ABC of International Negotiations,
- 7 special modules for training of choice if needed.

→ **Negotiation plays:**

- Real negotiation cases,
- Assessment of competences: English, negotiation competence, team-player ability, customer centricity, public speaking skills.

→ **Globalizers Community (including social media channels):**

- Networking,
- Information about developing events in the global context,
- Expert community in international business issues.

→ **Business Clubs:**

- Discussion of global trends,
- Geopolitical agenda in the world,
- Local business specifics,
- Current status of international projects.

→ **English Speaking Club:**

- Nuclear English,
- English for life,
- English for business.

Training under the Global Professionals programme is conducted in two formats:

1. The **In-person Track** is intended for industry employees who directly interact with clients in international projects and participate in negotiations with foreign partners.
2. The **Distance Track** is intended for industry employees involved in international projects without direct interaction with clients (designers, constructors, corporate functions, etc.).

To successfully complete the programme and receive a certificate, one must take part in all basic (compulsory) courses of the selected track, one specialized course of choice and final testing.

RESULTS



More than
14 000 employees
involved in international projects
were trained,



30 business clubs
were held, in which more than
600 people took part,



A pool of industry negotiators
was formed to participate
in international negotiations
with foreign partners.
There are currently more than
**300 international
negotiators**
in the pool, including
55 top managers
of the corporation's companies,



Within the framework of the programme,
online courses
on the topic of international activities were
created to fill the industry LMS system
"RECORD mobile",



A base of industry cases
on international activities was
formed to ensure continuity
in international projects and apply
the practice of "lessons learned".
There are more than
150 industry cases
in the base,



The business result of the practice
implementation:
**growth in the foreign
revenue percentage**
in the company's total revenue by
15%,



The average **NPS** of the 2016-2020
programme is: **62%**.





Moreover, the program has specifically affected participants' behaviors:

- ➔ The negotiability of employees has increased. Heads of enterprises and leaders of negotiation teams note that the level of technical expertise of employees has been supplemented by negotiation competence, the ability to prepare for negotiations, customer-oriented actions in relation to both internal and external customers.
- ➔ Due to the community of globalizers, horizontal communications are being established, participants from different companies of the corporation share their expertise.
- ➔ In their activities, the participants began to focus on the global agenda for sustainable development and adhere to the 10 principles of the UN Global Compact. The programme helped the participants to expand their understanding of the impact of the corporation on the achievement of the UN Sustainable Development Goals (SDGs).
- ➔ Industry experts participating in the training programme as speakers highly appreciated the potential of the programme platform for spreading their experience. They make recordings of speeches, webinars, or create videos and upload them to a corporate mobile application, social networks and intranet. This helps to spread their experience not only to the participants of the programme, but also to all employees of the corporation.
- ➔ During the practice and after the training, employees have become more selective about the content they consume and create.
- ➔ In general, the corporation has more information about people's talents, which in some cases contributed not only to the professional, but also to the career growth of employees.
- ➔ Thanks to the highly qualified staff in the field of international business and the development of international activities, the size of the foreign proceeds increased by 18% in recent years and today the corporation's portfolio of foreign orders exceeds 138 billion US dollars.

