



CORPORATE
ACADEMY
ROSATOM



FREEDIVING IN DIGITAL CULTURE: DEVELOPING NEW LEADERS

2021

BACKGROUND

The case presents a one-of-a-kind approach to the development of leaders. The approach is based on the agile methodology, focuses on the needs and specifics of the managers' work, and helps building digital culture among leaders and their teams. The solution was developed by an order of State Atomic Energy Corporation Rosatom, which had ambitious goals in 2020 for the introduction of digital technologies in business processes and production, as well as for the release of ready-made digital solutions and products for external customers.

Rosatom Corporate Academy has received an order to develop educational environment, where leaders from 400 ROSATOM enterprises could select the track they need here and now in a flexible and prompt way. The core of the educational environment is customer-centricity and horizontal interaction. Indicators for these parameters should be at least 65 % (percentage of those who noted a high level of development of customer-centricity and horizontal interaction in the implementation of digital business tasks).

The Academy's study among digital leaders identified flexibility and freedom of choice as one of the needs. With multitasking, tight schedules, and added constraints of the pandemic, leaders want to be able to succeed in business, manufacturing, and training as well. In addition, the survey showed that leaders may face a lack of knowledge as digitalization progresses, and the program should be diverse by forms and content and respond quickly to the needs of leaders.

That is why the programme is called Freediving — the participants themselves “dived” into the program content and chose the volume and topics they needed.

Key inputs: 2,000 leaders, 20 cities of presence, different needs of different target groups (top managers of ROSATOM, heads of digitalization in divisions and enterprises, and production managers).

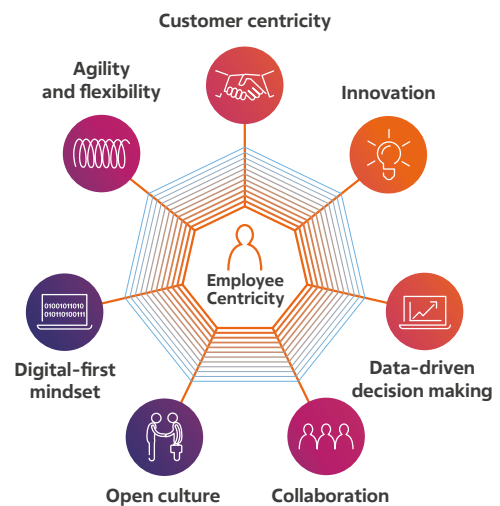


WHAT HAS BEEN DONE?

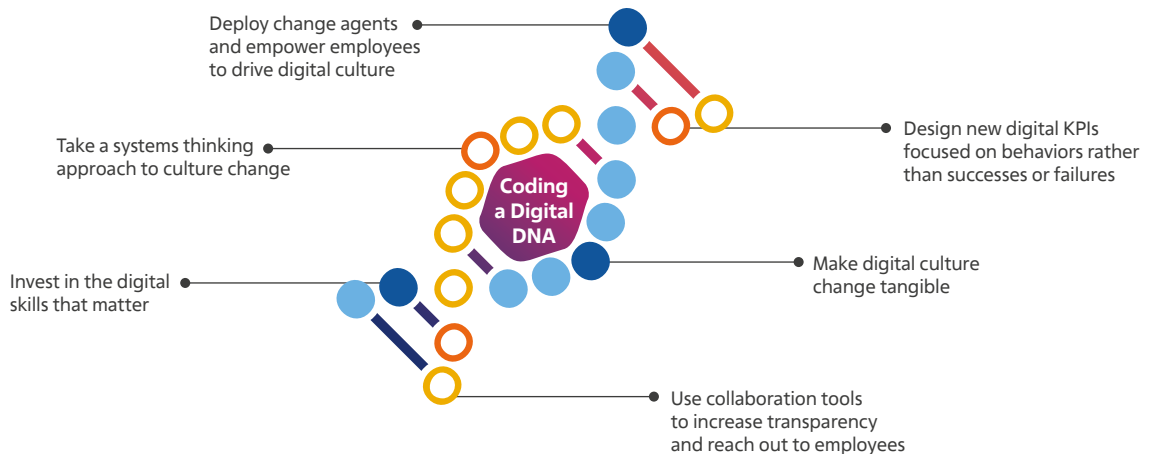
Executive leaders, who are responsible for the implementation of the digital strategy as a whole, were involved in making key decisions on the program. The steering committee of the program included CHRO, CDO, CIO, CFO, Head of Organizational Development, and other top managers. They defined the key objectives, expected outcome, and budget of the program.

The program is based on the digital culture maturity model of Capgemini Consulting and MIT Sloan School. This model considers 7 aspects of the company's culture that are essential for successful transformation of the company (according to an international study by Capgemini Consulting in 340 companies from 5 industries).

Digital culture maturity model



Blend top down and bottom up approaches to code a Digital DNA





Rosatom Corporate Academy
relied on the principles of this model
when developing Freediving in Digital
Culture: Developing New Leaders.



1.

It focused on changing the behavior of leaders (more active interaction between the leaders of different departments, open discussion of mistakes, customer-oriented approach in product development, etc.)



2.

Invested resources in developing exactly the skills that, according to internal research, ROSATOM digital leaders need. Each leader attended the event that he/she considered necessary for his/her development.



3.

Used the formats of involvement and inspiration of the participants. The formats of the events were so diverse and attractive that one couldn't help but admit them. All of them promoted strengthening open culture. ROSATOM leaders could share their thoughts on their mistakes and discuss the lessons they learned as a result.



4.

Created a common information space for the digital leaders of ROSATOM.





The program is similar to freediving: leaders could choose at any moment the educational activities they needed to develop their competencies and improve the quality of projects being implemented.

Program content:

- 1. Digital Seasons production and technology clubs** – a platform for an exchange of practices, discussion of implementation problems and crash testing of digital technologies. Audience: top managers, division digitalization managers, production managers. Coverage: 500 persons.
- 2. My Remarkable Mistake sessions** – cross-divisional online meetings, where digitalization leaders talk about the experience of implementing IT projects and lessons learned in the edutainment format. Coverage: 350 persons.
- 3. Customer Way program** – a six-week course, where teams learn how to improve the user experience of customers, find non-standard solutions to new tasks and challenges, and improve the product. They use this knowledge in parallel with the classes, developing real digital products focused on the needs of customers. Coverage: 16 teams (250 persons).
- 4. Technical Track** – trainings on SCRUM tools, product development, product testing, technical support, writing technical documentation, UX design, business analysis and system analysis, product marketing. Coverage: 192 persons.
- 5. Management Track** – open lectures on the most relevant topics from business leaders and professors of Skolkovo Business School on customer experience management, hybrid digital project management, and data management. Coverage: 580 persons.
- 6. Common Information Space** – a set of measures for leaders at all levels to quickly get information about important events and take part in the ongoing changes: a conference on the adoption of “Digit-2020” strategy (700 persons), a weekly live broadcast of ROSATOM Digitalization Director on flash points (150 persons), a monthly newsletter “Stay digital!” for prompt information, feedback and answers to questions.

RESULTS



2,000 persons

took part in Freediving in Digital Culture: Developing New Leaders. The knowledge gained and the exchange of experience helped digital leaders to implement ROSATOM digital transformation projects in the volume planned for 2020 (109 digital products of various degrees of completion in the ROSATOM portfolio).



Digital production technologies have been launched in

35 companies.



For 25 digital products,

the user experience was analyzed and improvements were formed.

The indicators for the level of customer-centricity and horizontal interaction exceeded the planned 65% as a result of ROSATOM program.

74%

A survey of 4,500 ROSATOM employees showed that customer-centricity increased by **37 percentage points** (from 37% to 74%),

69%

while horizontal interaction increased by **9 percentage points** (from 60% to 69%) in 2020.