

Life-long learning vision at BAE Systems

The brief

Staying competitive in the global aerospace industry requires continual investment in people, skills and knowledge. Towards the end of 2016 BAE Systems opened new facilities representing a state of the art training centre and the physical manifestation of a new philosophy of learning.

We were asked to help develop the life-long learning vision that sits at the heart of the new facilities so that people would understand:

- The philosophy that emphasized the need for continual learning at every career stage
- The need for constant evolution in the learning available to people
- The potential for the centre to seed learning throughout a global business by imparting skills and knowledge to alumni who then help others to learn
- The use of virtual and 3D delivery to create international leadership in learning from a physical base in one of Lancashire's Enterprise Zones
- That the business had one common vision for learning that could meet the needs of multiple users in different roles across the supply chain

Approach and insights

The approach involved developing a series of iterative pictures that marked the development of the strategic vision. The team building the vision differentiated between inputs to the learning zone, the learning zone itself and the application of learning to the business.

As the picture developed, each iteration marked the evolution of the vision and enabled the central team to engage with the different functions in the business to convey their aspirations and to understand more about the needs of different parts of the business.

The emerging vision became cyclical in nature as training both helped develop the capability of the business and was then shaped by the emerging needs of the business for more development.

A vision for 2030 emerged and the leadership of the business engaged further in reflecting how they needed to act to support the vision and what input they needed to provide the facilities to make sure it could evolve to meet their needs.

Results

The facilities went live in November 2016 so at time of writing it is too early to evaluate the impact of the conversations to date on the delivery of the vision. The process has helped develop key performance indicators that enable BAE Systems to define what it hopes to see in 2030. This will generate metrics for the evaluation of learning delivery and the extent to which other parts of the business, and other companies in the supply chain, embrace the vision.

Plans are for an augmented reality experience to greet visitors to the new facilities. This will enable visitors, using mobile devices, to see the picture come to life with the products and services that the business supports and an explanation of the detail behind the vision.

“After each conversation the visual provided grounds for the next conversation. We were always taking a step forward towards a life-long learning strategy – it was a very constructive way to develop the strategy.” says Daniel Hurst, BAE Systems’ strategy analyst who helped to develop the vision.

Evolution of vision and the real Academy for Skills and Knowledge



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