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FIBI Human Capital Goal for Digital Learning

Challenge

FIBI decided to expand what was being measured beyond financial metrics and saw significant value in the new learning vision and strategy to accelerate the acquisition and strengthening of capabilities. FIBI recognized the value digital learning provided to effectively and efficiently develop capabilities and drive the culture of continuous learning within the organization. The FIBI Human Capital Goal included FIBI leaders role modeling and championing digital learning as well as ensuring all employees adopted digital and continuous learning as a key behavior within their work life (or day).

Partnering with L&D

The FIBI Enterprise HR Leader and Talent COE Lead initiated a conversation with L&D to explore how we might partner in creating and enabling a Human Capital Goal for learning in FIBI.

Journey

- **Defined clear outcomes and progress measurement:** Partnered with L&D to develop metrics and measurement plan (current 20%; target 35%; stretch 40% - aggregate logins)
- **Co-created materials & opportunities to build awareness**
 - **Live Demos:** Demos of My Learning were conducted with several businesses to bring the platform to life and answer questions
 - **Two-page Overview:** Developed document with current environment, FIBI's goals, benefits of digital learning, why & how to use My Learning, and other learning resources
- **Mobilized the HR Network**
 - **Awareness building:** Partnered with Group and Business HR to establish a communications cascade using existing communication channels to effectively and efficiently build awareness
 - **Goal Setting for Leaders:** Group HR led efforts to translate the Human Capital Goal into actions for leaders
- **Developed New Expectations of Leaders**
 - **Learning moments:** Leaders role model the new way of learning and share their own learnings with their teams
 - **Goal Setting for employees:** Include digital learning goals in employee development conversations

Outcomes/Measuring Progress

- **Year One:** 75% of aggregate logins & 32.1% unique FIBI user logins as of May 31, 2020
- **Year Two:** FIBI has made the decision to keep Digital Learning Culture as a Human Capital Goal for FY21

What Leaders Are Saying

Due to our efforts on learning, we have stayed current with the advancements in the industry. We have started to speak our customer's language. We understand our customer's need. In essence we have become much more customer centric. **Asheesh Choudhary, global business development director, CBI**

I think what's the most exciting part to me as I've watched our team embrace our new learning culture, are the effects it's having on the relationships with our customers, relationships with ourselves, and actually the challenges we're taking on learning things every single day. **Kim Gandhi, FIBI digital strategic product owner**

To begin this journey, we scanned the Cargill Global Sales Competency Model in consonance with our Strategic Workforce Planning exercise and identified the key competencies that we need to develop in our people. These competencies will be essential to meet our Strategic Goals for 2023. We have embraced Digital Learning, identified the right learning interventions and designed a year-long calendar for every member of the sales team across all verticals. **Sarath Krishnan, director, Consumer Sales, GEOS India**

Listen as FIBI leaders share how they have integrated the Human Capital Goal for Digital Learning into their teams and how it is impacting relationships with each other and their customers, as well as their daily learning habits in this [Digital Learning Win](#).