



# Atlas Copco connects talent strategy with business strategy in partnership with LinkedIn



## About Atlas Copco

Global industrial company with market-leading compressors, vacuum solutions, generators, pumps, power tools and assembly systems

Customers in more than 180 countries

39,000 employees worldwide

Headquartered in Stockholm, Sweden

# Atlas Copco's mission

Integrating a suite of LinkedIn Talent Solutions has helped the global industrial company spark the creativity of its global L&D community, and drive impressive activation and usage of LinkedIn Learning across the Group.

When Cecilia Sandberg took up her role as SVP HR for the Atlas Copco Group, one of her key priorities was to clearly link talent to business strategy. She believes this is crucial for any business looking to secure its future competitiveness. To do this successfully, they would need a Group talent strategy that could address the end-to-end journey that employees take with the business. This holistic approach would cover employer branding, recruitment, on-boarding, engagement, development and retention.

Dorna Eriksson Shafiei was appointed as VP of Talent Management, with responsibility for the full talent lifecycle. One of her early priorities was sharing best practice across Atlas Copco's regional and divisional learning and talent teams, and delivering a consistent experience for each of its close to 40,000 employees worldwide.



“We have a decentralised approach to learning and talent management. The upside of this is of course the high level of accountability, creativity and proactivity that is part of our DNA. The downside to the decentralized structure is that there are lots of islands out there,” Dorna explains.

“We needed to get our teams together as a community where they could bounce ideas around and learn from one another. A key part of this involved making sure we were using a consistent set of tools and had the right communication and collaboration channels and forums.”

Dorna found the tools that she needed in LinkedIn’s suite of Talent and Learning Solutions. Atlas Copco adopted Group-wide LinkedIn Recruiter licenses to deliver a shared experience of recruitment and enable the Recruiter community to compare results and best practices in a meaningful way. Introducing Glint transformed the approach to employee engagement by enabling Atlas Copco to check in with people more often through simplified surveys aligned to actions. The learning culture that underpinned engagement, development and Atlas Copco’s employer brand got a great push in the right direction by introducing LinkedIn Learning across the Group. It helped transform the Group learning function into a driving force of a new learning strategy, with a focus on encouraging lifelong learning for a lifelong career.

“One of the first projects I looked at was to find a partner that could help us take a more strategic approach and build the learning culture we needed,” says Dorna.

Atlas Copco's regional and divisional campaigns acted as learning experiments, with innovations from one country seen as inspiration across the group. "We've generated a lot of best practices," says Dorna. "In China, we developed a peer-to-peer learning approach, where learners present what they've learned to their wider team. Having discussions about how you can apply learning to your working environment is a critical part of changing behaviour."

Packaging learning in a relevant form for different employee groups also has a key role to play. Atlas Copco has a network of over 35 LinkedIn Learning co-ordinators working to develop playlists aligned to the needs of their colleagues, and sharing insights with one another on bi-monthly, Group-wide calls. "We had the idea of building playlists around each of the five themes in our business-wide competency framework," says Dorna. "These are competencies like 'Leading myself' and 'Focusing on team success'. We've also developed playlists around seasonal themes like World Health Day, and we've leveraged subject matter experts from different parts of the organization, asking them to curate learning around their areas of expertise. We recently released a playlist on the topic of Artificial Intelligence for example."

Elevating local expertise is yet another example of the balance between global strategy and local initiatives that epitomises Atlas Copco's approach. Consistent structures and support have been the key to activating and empowering a worldwide community of learning and talent professionals. And that's creating yet more demand for learning. "With our initial quota of licenses now all activated, we're working with LinkedIn on plans to make sure everyone continues to have access to the learning resources they need," says Dorna.

# The challenge

- Align talent strategy with business strategy
- Support a holistic approach to talent and learning from recruitment to development, engagement and retention
- Deliver relevant micro-learning experiences for all employees, across regions and languages
- Embed learning as a shared habit for a global company

# The solution

- LinkedIn Talent Solutions suite, incorporating LinkedIn Learning, Recruiter and Glint.
- 12,500 LinkedIn Learning licenses rolled out through Atlas Copco's regional and divisional Learning & Development community
- Advocacy programme leveraging early adopters
- Successful local learning initiatives amplified across the Group

# The results

Putting LinkedIn Learning in the hands of Atlas Copco's global L&D community to drive engagement delivered exactly the type of results that Dorna and team was looking for. Atlas Copco acquired 12,500 LinkedIn Learning licenses, enough to cover 50% of the company's knowledge workers. Within a year of the global roll-out every one of these licenses was being used, with the average learner clocking up 5 hours of learning per quarter.

50,584

learning hours in Q1 2020, 5 hours 18 minutes per learner\*

51%

of learners visiting the platform at least twice monthly\*

100%

activation of LinkedIn Learning licenses with 14,358 total learners\*

\*Data is from Q1



# Creative solutions from an empowered talent community

Activating Atlas Copco's wider L&D community was the key to success for its LinkedIn Learning roll-out. Group Learning team created core promotional resources that they then shared with regional and divisional teams to adapt and augment. This has resulted in a rich variety of creative solutions for driving activation and engagement.

"We were careful to keep building the business case," says Dorna. "It was important to communicate the benefits of a learning culture in a way that our senior stakeholders could sign off on. To begin with, we piloted the solution with approximately 2,000 employees across our four business areas. After a successful pilot we were ready for global roll-out, where these people took on the role of ambassadors for LinkedIn Learning."



# What the learners say

“ Human beings are social animals. We thrive on interacting with people and exchanging ideas. When I was forced to go into quarantine, it felt like a cage closing in on me – until I discovered LinkedIn Learning.

Within the first 10 minutes of clicking on the link, I'd realised that this was unlike other online learning platforms. Courses like 'Developing Self Awareness' and 'Building Resilience' go beyond specific technical skills and start to transform your mindset. They've given me precious habits like incorporating 20 minutes of meditation into my daily routine. I've found 'Working with Difficult People' and 'Confronting Bias' have helped me to adjust my approach to relationships at work. Topics like 'Learning from Failure' and 'Learning Agility' surprised me with how much I was able to learn about familiar themes.

It's four months ago now that I first discovered LinkedIn Learning – and it's been a transformative experience. It's helped me hugely through the quarantine experience with a refreshed mindset and a wealth of new ideas. Thanks a million!”

”



William Xu  
IT Training Specialist  
Atlas Copco



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LinkedIn Learning platform is simply amazing, it offers a huge range of training in several areas which allows me to keep myself updated. For those seeking professional and personal growth this tool is full of opportunities, especially during these challenging times we have been facing.

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Alesandro Bertor  
Project Leader Industrial  
Technique Business Area

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