



Ecopetrol Builds Winning Learning Habits from Office to Frontline with Degreed

Client

ecopETROL

Head Offices

Bogota, Colombia

Industry

Energy

Employees

9,500 in parent company,
6,500 in 10 subsidiaries

Features Used

Skill Coach, Skill Ratings

Use Cases

Employee development, Organization initiatives, Upskilling, Reskilling, Self-directed growth, Managing change

Challenge

As efforts to shift global energy production away from hydrocarbons and toward low-carbon alternatives accelerate, and as energy companies prepare for this transition, business leaders at Ecopetrol needed to keep their people's skills competitive — with workforce learning and development a key ingredient. The company sought to create new learning experiences and instill a new mindset in which workers at all levels, not solely their managers, drive learning and own their own development. In addition to traditional office staff, this vision included frontline operators like refinery plant workers.

Solution

The functionality and flexibility of the intuitive Degreed LXP complemented the workforce development goals of Ecopetrol, and learning leaders were equally impressed with the Degreed team. Called GENius (inspired by the "G" and "E" in Grupo Ecopetrol, the company's name in Spanish), the Degreed-powered platform is available to all employees.

Results

An impressive 90% of Ecopetrol workers are active on Degreed, with 45% using it every month. Feedback surveys show people are highly satisfied with the experience; end users have given Degreed an average Net Promoter (NPS) score of 45, a high mark. During a recent six-month stretch, people completed 440,000 learning items only 20% of which came through the company's LMS. The vast majority originated from people exploring personal areas of interest on their own. Some of the biggest early adopters were people in operations and maintenance roles, not desk jobs. People are developing new learning habits, owning their own development and helping the company achieve its long-term goals.

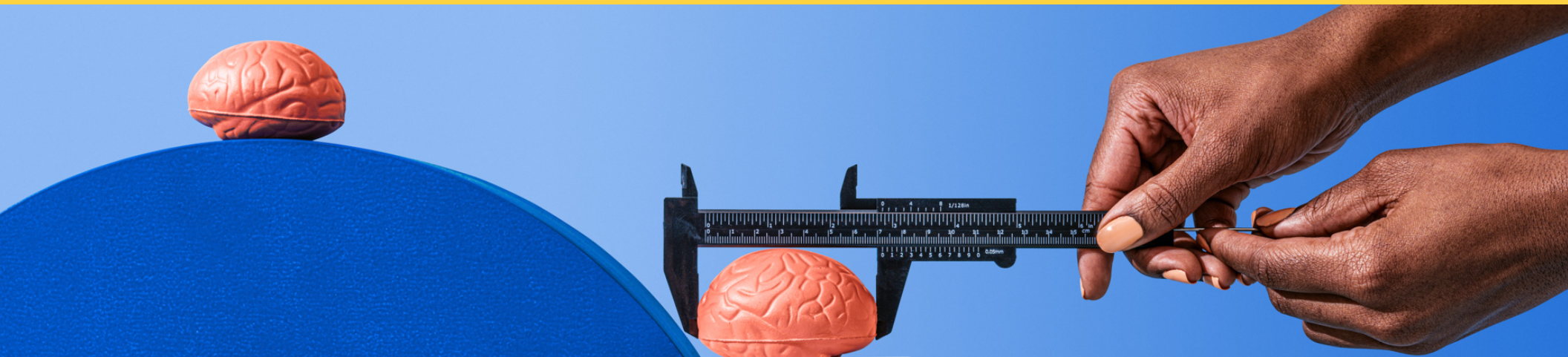


Summary

A Colombian national oil and gas company, Ecopetrol is one of the biggest energy providers in South America, with operations in Colombia, Brazil, Mexico and the United States. Its activities touch all parts of the hydrocarbon chain including exploration, production, refining and transportation.

The company's strategic objectives over the next two decades center on embracing new forms of energy production that are socially responsible and more environmentally sustainable. Keeping people's skills competitive is crucial, and learning will play a huge role. Challenged to support this long-term vision, L&D sought new ways to think about, deliver and achieve new learning and development goals.

With Degreed at the heart of its learning tech and employee engagement strategy, the company quickly provided access to the vast majority of its people including frontline workers, giving them a new learning experience that lets them own their own development. The result? They're building new learning habits and gaining skills they need to support new initiatives and stay competitive.



Challenge

Compete in the New Energy Future

Efforts to shift global energy production away from hydrocarbons and toward low-carbon alternatives have accelerated in recent years. This comes as investor interest in sustainable, renewable sources of energy has increased dramatically. As energy companies have embraced these trends, preparing for a future characterized by energy transition, business leaders at Ecopetrol knew keeping their people's skills competitive is imperative to success — and workforce learning and development is a key ingredient.

The company's bold Strategy 2040 was designed to generate competitive returns and transition the organization to a more socially and environmentally sustainable business model. A key pillar is growing the company's low emission business to as much as 50% of earnings before interest, taxes, depreciation, and amortization (EBITDA) by 2040. To help do this, leaders plan to reskill 70% of the

company's workforce by 2030 so people can develop cutting-edge knowledge — a move that's elevating reskilling and upskilling, or “a retooling of the people,” to a greater importance than ever, said Jorge Rojas Aldana, Learning Planning and Management Coordinator.

Tasked with finding new ways of thinking about, delivering, and achieving new learning goals that directly support the Ecopetrol strategy, learning leaders at Universidad Ecopetrol, the company's corporate university, sought to create new learning experiences that exceed traditional in-person courses and LMS content. In doing so, they hoped to instill a new mindset in which workers at all levels, not solely their managers, drive learning and own their own development. This vision included people in frontline operations such as deskless refinery plant workers as well as traditional office staff.

Solution

Degreed

After evaluating numerous learning tech vendors, Ecopetrol chose Degreed. The functionality and flexibility of the intuitive Degreed LXP complemented the workforce development goals of Ecopetrol, and learning leaders were equally impressed with the Degreed team.

“A game changer for us was the short time it would take to implement,” said Monica Santos, Ecopetrol Schools Leader, adding the entire process wrapped up in seven weeks and, crucially, on deadline before the company’s annual holiday break. “The Degreed team was out of this world. Everyone was so committed. Every single question we had, they solved it for us. I have to say, I’ve never been in a technology project that worked like this. Everything was really, really, really easy to work out.”

Called GENius (inspired by the “G” and “E” in Grupo Ecopetrol, the company’s name in Spanish), the Degreed-powered platform is available to all employees.

The learning team’s adoption strategy hinged on engaging users and, in particular, identifying learning style archetypes that cut across departments and regions. The effort resulted in four designations — Pragmatic Adaptive (1%),

Rational Analytic (43%), Reflective Convergent (50%) and Active Divergent (6%) learners — and L&D referenced these categories to craft dozens of targeted communications promoting access to the new solution. For example, Rational Analytic people needed to know it would work for them otherwise they might not even open a link, so messaging was adjusted accordingly to match their experiences, needs, motivations and pain points.

“We wanted to connect through emotions,” Rojas Aldana said. “We sent a lot of messages about the importance of reskilling and upskilling. The underlying message was ‘If you love your job and you love this company, you can stay here. But don’t be left behind. Do you want to be prepared for the future? Do this.’”

In addition, L&D used mandatory logins and content, informational webinars, Q&A sessions, hashtags including #begenius and #wakeupskills and more to encourage activations. Another key strategy was engaging a majority of the company’s 1,200 people managers one-on-one by phone, to gain their buy-in and boost their enthusiasm for the project.





Results

Learning Habits That Keep People Competitive

An impressive 90% of Ecopetrol workers are active on the Degreed platform, with 45% using it every month. Feedback surveys show people are highly satisfied with the experience; end users have given Degreed an average Net Promoter (NPS) score of 45, which is high for a learning platform.

During a recent six-month stretch, people completed 440,000 learning items using Degreed, only 20% of which came through the company's LMS. The vast majority originated from people exploring personal areas of interest on their own.

Learning leaders were surprised to find some of the biggest early adopters were people in operations and maintenance roles, not desk jobs. This engagement among frontline workers outpaced anything L&D had expected.

"We said at the beginning of the project, 'If we don't get them all, that's okay.' But when we checked the figures, we said, 'Oh!'" Santos said. "They were looking for subjects related to their jobs but not exactly their positions. It was a huge insight. There were some things that were mandatory, and they



were doing those. But they were also exploring. Some of them did it during shifts at night because there's less activity in the plant."

At the Barrancabermeja Refinery, Luis Giovanny Barbosa Arias accesses videos, documents and short articles to focus his learning.

"In this tool, we can find a great variety of content," said the head of the Crude Refining Department. "It's easy to locate and allows us to interact with other people from the organization that will lead us in individual and collective learning."

Calling the platform intuitive and practical, Lorena Rueda, Leadership School Director, said it inspires conversations among managers. "Leaders have great challenges in managing their schedules and time, and GENius allows us to be quick to deliver what leaders need while giving them access to an endless world of content."

The result of all this exploration is clear. People are developing new learning habits, closing the loop on one of the learning team's key goals: inspiring people to own their own development. And it all ties back to the team's other goals as well. Because as the company increasingly innovates new technologies and processes, workers will already know how to build the skills they need to support those initiatives and stay competitive.

"Implementing Degreed was about building that learning habit," Santos said. "We're putting learning into the minds of everyone."

"We've generated a lot of engagement," Rojas Aldana added. "A lifelong learning culture has been created."

About Degreed

Degreed is the everyday learning platform relied on by millions of employees from hundreds of global companies to build skills for today and tomorrow.

We bring self-directed learning and deep skilling together with required training so organizations can continuously meet company goals and evolve quickly as your business demands.

With Degreed, organizations drive agile talent development with better insights and skill data, and employees own their upward mobility through learning experiences personalized to their expertise and interests.

Founded in 2012, Degreed is headquartered in Pleasanton, California, with additional offices in Salt Lake City, New York, London, Amsterdam, and Brisbane.

Learn more about Degreed: [Website](#) | [YouTube](#) | [LinkedIn](#) | [Twitter](#)

