



MasterCard: Creating a Culture of Learning

Winner: CorpU Best Overall Corporate University

April 29, 2010



Human Capital Challenges

Achieve L&D Excellence

- Align learning with key business priorities
- Organize L&D to support continuous business change
- Execute learning program design and delivery efficiently
- Measure the impact of learning

Strengthen Leadership Bench

- Speed throughput of leadership pipeline
- Improve HiPo identification & development
- Meet changing generational needs
- Engage leaders as teachers
- Ensure manager-led development
- Develop strong succession plans

Become Employer of Choice

- Attract the best talent in the industry
- Achieve top quartile retention of key people
- Improve overall employee engagement & loyalty
- Become a great place to work

Drive Business Impact

- Support top line growth
- Reduce cost
- Increase profit per employee
- Accelerate success of mergers & acquisitions
- Support global growth
- Improve performance management

Learn VUCA

Volatility



Vision

Uncertainty



Understanding

Complexity



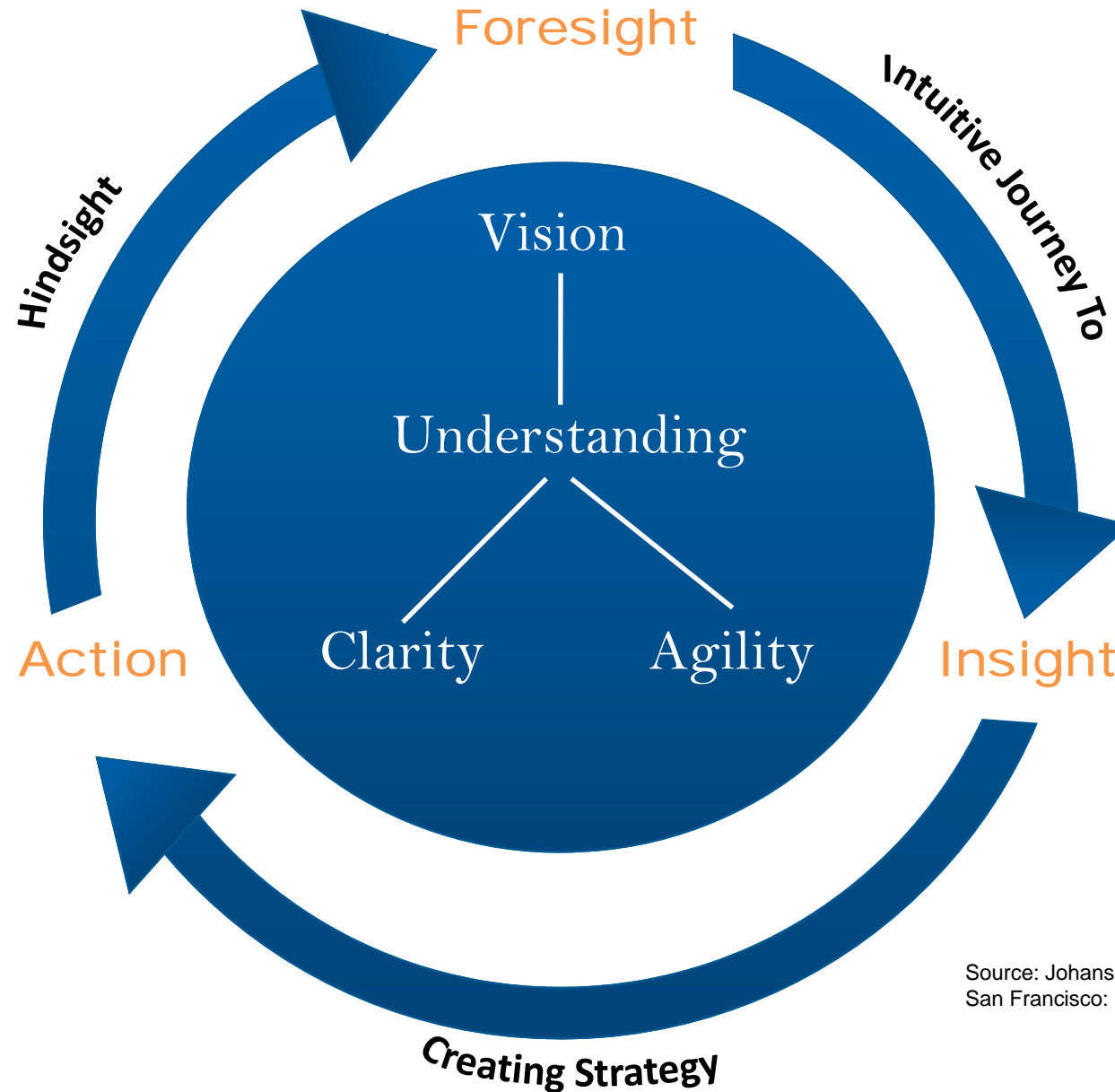
Clarity

Ambiguity



Agility

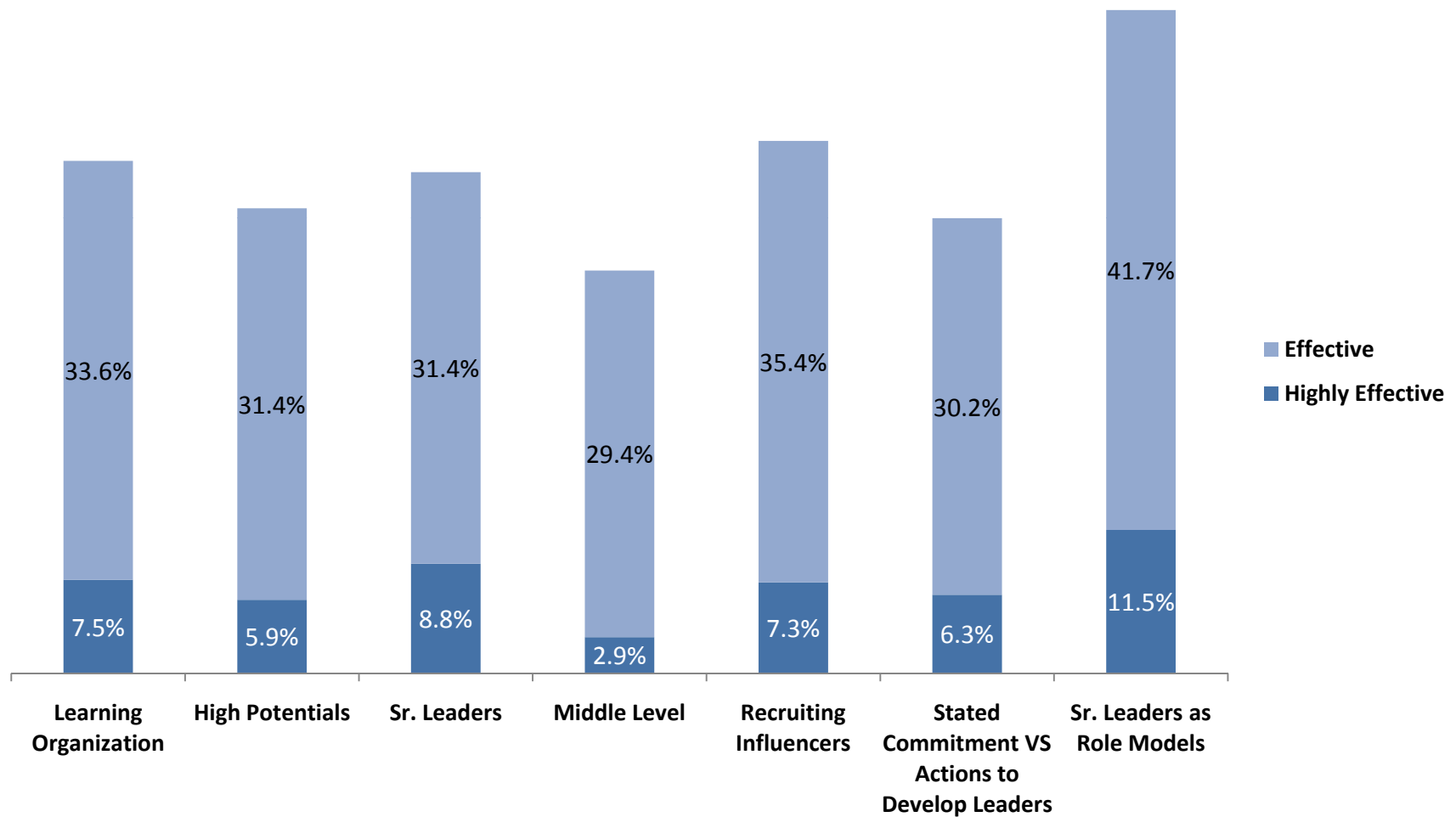
Foresight – Insight - Action



Source: Johansen, Bob. Leaders Make The Future.
San Francisco: 2009

Engaging Leaders

Effectiveness of Leader Engagement Activities



McKinsey&Company

- 66% say company training programs do not strengthen capabilities that add the most value to business performance.
- Only 25 percent said company training programs are “extremely” or “very effective” in preparing employee groups to drive business results.

When senior leaders set the training agenda, capability building is linked explicitly to immediate business goals, and learning programs focus more directly on core skills that make a difference to business performance.

Today's Presenter



Ann Schulte

- Vice President, Global Talent Management & Development
- Responsible for Learning and Development at MasterCard Worldwide
- Prior to MasterCard, ran a consulting firm that delivered learning and performance solutions for clients like Helzberg Diamonds, Sprint, Ferrellgas, and the Kansas City Zoo.
- Defends doctoral dissertation in Work-based Learning Leadership at the University of Pennsylvania/Wharton School of Business in May.
- Holds master's degree in Media from Webster University, and a Bachelor's in Journalism from the University of Missouri.



MasterCard
Worldwide

Ann E. Schulte, Global Talent Acquisition, Management & Development
April 29, 2010



Creating a Learning Culture

MasterCard University: Advancing Learning, Accelerating Performance

Agenda



- About MasterCard Worldwide
- Elements of a Learning Culture
- Building a Learning Brand
- Leveraging Key Partnerships
- Engaging Leaders as Teachers

MasterCard Worldwide



- Global Payments Business

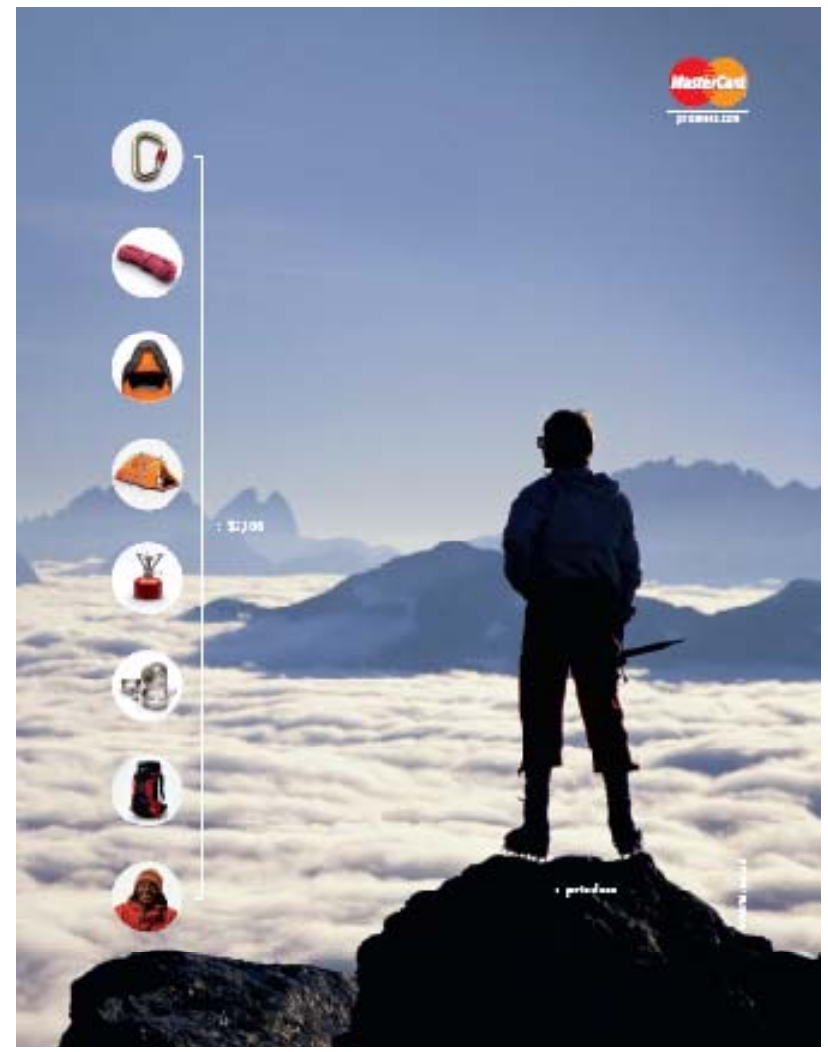
- The Heart of Commerce
- Operating in more than 210 countries
- 5,100 employees globally
- Fortune 500, S&P 500



Global Talent Management and Development Team

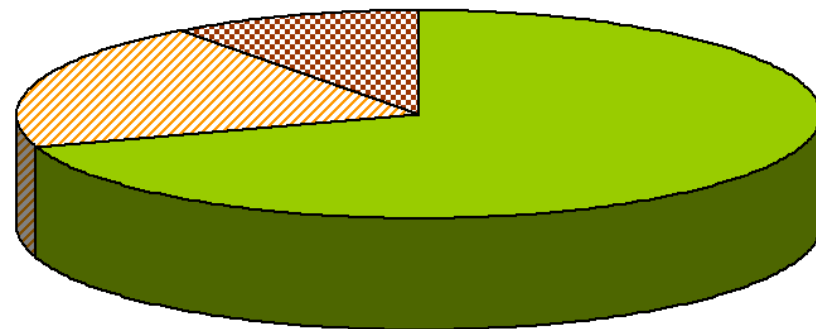


- External Recognition:
 - Corp University Xchange Awards, including Best Overall Corporate University
 - Training Top 125 List
 - Top 25 Companies for Leadership Development, *Leadership Excellence Magazine*
 - Programs featured in these magazines: *Harvard Business Review, New York Times, Training Magazine, Business Week, The Economist, CEO, Financial Times, Chief Learning Officer, Talent Management, Workforce Management*



Elements of Learning Culture

- Employee Driven
- Manager Support
- Mutual Accountability
- Executive Sponsorship
- 70/20/10 Approach



- On-the-Job Assignments: 70%
- ▨ Learning From Others: 20%
- ▩ Courses & Reading: 10%

Examples of 70/20/10 Development Activities

70% – Assignments:

- After Action Review
- Stretch assignment
- Cross functional workstream

20% – Learning From Others:

- Mentoring relationship
- Ask your manager for ongoing coaching

10% – Courses & Reading:

- Attend a course or take advantage of self-directed learning opportunities

Building a Learning Brand



- One-stop shop- Pages on corporate intranet
- Various learning portals target specific populations or career stages
- Links to LMS and external learning resources

Links

Contribute Edit Post to Blog

Site Index
Help Desks / Support
Search: myMasterCard
People Director
Search

Home About MasterCard Tools & Services Departments People Place

Updated 01-Apr-2010
by People Services

Welcome to **MasterCard University**
Advancing Learning. Accelerating Performance.

Global Talent Management & Development provides best-in-class learning and development solutions in support of the MasterCard vision and strategy. Through MasterCard University colleges and learning portals, GTM&D seeks to transform employee potential into performance.

MasterCard University Cultural Navigator getAbstract

The Colleges

- ▶ **College of General Studies**
Learn about project management, build your business acumen, refine your communication skills. Crucial Conversations, Processing Bootcamp, Improving Your Listening Skills
- ▶ **The Leadership Institute**
Leadership development resources for MasterCard leaders at all levels. Mentoring resources are now available on the Leadership Institute homepage. [more>](#)
- ▶ **College of Technology & Operations**
Build capability in processing, programming, networking and customer service while working to become a business technologist. [more>](#)
- ▶ **College of Administration Excellence**
Increase your efficiency and proficiency in administration support. [more>](#)
- ▶ **College of Professional Studies**
Find continuing professional education options for employees in Human Resources, LFI and Communications and Finance.

The Learning Portals

- ▶ **NEW! Leadership through Volunteerism**
Build your leadership skills and core competencies through volunteer opportunities. St. Louis only, other locations coming soon... [more>](#)
- ▶ **Scenario Planning**
Visit this special portal to help you better understand all aspects of scenario planning and how you can apply the key concepts in your day-to-day activities... [more>](#)
- ▶ **NEW! Beginnings @ MasterCard**
Visit this special website that offers resources and information especially for new employees... [more>](#)
- ▶ **Charting Your Course @ MasterCard**
Explore opportunities, your strengths and interests and other resources for career management. Career Management Philosophy... [more>](#)
- ▶ **Project Management**
Have you ever wanted additional support when leading a project? If so, the new Project Management Learning Portal is for you... [more>](#)

MCU Recommends

- ▶ **NEW! 2Q 2010 Class Schedule**
For an easy view of the MCU open enrollment classroom schedule download the pdf schedule
- ▶ **2Q 2010 Classroom Calendar**
- ▶ **Want to Add a Classroom or Virtual Session to the MCU Calendar?**
Complete the [Add a Course Form](#) and email to mcu@mastercard.com. If you already have a course in MCU, but need to add or update sessions, please complete the [Add/Update a Session Form](#) and email to mcu@mastercard.com.
- ▶ **More Helpful PDF Documents**
Download a pdf with all the new programs and resources for 2010! Use these to plan your IDP!
- ▶ **2010 eLearning Library** **NEW!**
- ▶ **2010 Core Development List** **NEW!**
- ▶ **No Show Penalty**
MCU will charge an employee's cost center \$250 for employees who neither attend nor withdraw from the session. Employees may avoid this charge by withdrawing from the session prior to the start of the class or using a substitution to fill the reserved seat. This penalty will be assessed regardless of

What You Need to Know About... What's New

Poll Question

- Have you branded your learning efforts?
 - Yes
 - No
- If yes, are you branded as
 - Corporate University
 - Something else

Colleges and Learning Portals



MasterCard University
College of Technology & Operations

MasterCard University Cultural Navigator getAbstract

Message From the Dean

"The only thing that each of us can be certain of is that change is a constant - in the world, in our business, in technology. Learning new skills, new technologies, and new ways of doing things that are more effective and efficient keeps each of us, and MasterCard, relevant in this highly competitive environment. It is incumbent upon each of us to make learning an ongoing priority in our lives."

Rob Reeg, Dean
 Global Technology & Operations

What's New

ITSM Change Management - Live on the new Global Service Manager (GSM) tool in June 2009 - Get ready with these courses:

- ITSM Change Management Informational Sessions - these sessions provide an introduction to the Change Management efforts and allow opportunities to understand the Change Management roll out plan, understand what you need to do to get ready, and get answer level session and does not replace training).
- ITSM Change Management Overview and Global recommended for all Change Management process
- Change Owner & Change Manager Process & Tools available in various timezones) - this course is for CCF who will be working on new Change Request environments. Search on Change Owner to

On This Page

- What's New
- MCU Classroom
- Learning On Demand
- Resources on the Web
- Preferred External Resources

Quick Links

- MCU Home
- MCU Transcript
- Leadership Institute
- MCU Library
- Objectives/IDP Plan
- Charting Your Course
- MCTV Archives
- People Place Home

myMasterCard

MasterCard Worldwide

Home About MasterCard Tools & Services Departments People Place

Updated 25-Mar-2010 by People Services

MasterCard University
Leadership Through Volunteerism

MasterCard University Cultural Navigator getAbstract

Beginnings @ MasterCard
A New Employee Onboarding Program

MasterCard University Cultural Navigator getAbstract

Beginnings@MasterCard

Welcome to MasterCard! Through a combination of video and presentations, Beginnings@MasterCard will provide you the foundation for helping you understand who we are, what we do, and where we are headed as an organization.

- Welcome Video from Bob Selander
- New Employee Orientation Presentation
- Global Information Security Presentation
- Our Benefits - US only

Learn About MasterCard Worldwide

Our company continues to drive the evolution of payments by promoting new, safer, and more convenient ways to pay, accelerating the displacement of cash and checks, delivering increased value to all of our constituents, and advancing commerce in established and emerging markets worldwide.

Learn more about MasterCard Worldwide through the resources below:

- Corporate Overview
- MasterCard FAQs
- Building Success at MasterCard
- CEO Corner
- The Role of MCW in Advancing Global Commerce
- Ethics and Compliance @ MasterCard

Learn About the Payments Industry

Payment cards offer consumers more security, convenience, flexibility and control than any other payment method. Payment cards give consumers the power to purchase items in stores, on the Internet, through mail-order catalogues and over the telephone. They save merchants time and money, enable them to attract and retain more customers, and help them grow their businesses.

Learn more about the Payments Industry through the resources below:

Rebuilding Together

Dining Out for Life

Dine Out, Fight AIDS

MasterCard is title sponsor of Dining Out for Life in St. Louis. Held annually on the last Thursday of April, this is a one day fund-raising event held in over 54 cities nationwide; over 130 locally owned restaurants participate in St. Louis. Restaurants pledge 25 - 100% of their gross food and beverage sales back to Saint Louis Effort for AIDS. MasterCard Worldwide's sponsorship is a challenge to the community which matches the value of patron checks dollar for dollar, up to \$20,000. Participating restaurants need hosts on event day that will welcome and inform patrons about the fundraiser and explain the MasterCard challenge, using messaging that will be provided during orientation.

- NEW [CLICK HERE](#) to learn more today
- NEW [Volunteer Registration via MCU](#)

St. Louis Volunteers

Thank you for your interest in volunteering. Please check this page often for new volunteer opportunities!

Case Studies

- FIRST
- JA in a Day
- Preferred Card Relationships
- Project Math Fact Sheet
- Teach For America
- United Way of Greater St. Louis
- Wentzville School District

Videos

Corporate Videos

- Overview from our Regional Presidents
- Just a Little Piece of Plastic
- Fox Business New Network: Behind the Scenes at GTO
- Our Priceless Brand
- 40th Anniversary

Leadership Videos

- Mentoring with Linda Hill
- Managerial Coaching with Pevton Manning
- Leaders at all Levels with Bill George
- Leveraging our Diversity with Frans Johansson

Reference Materials

- 90 Day Checklist
- New Hire Training Curriculum
- MasterCard Glossary of Terms
- Key Forms
- Policies
- How Do I?

MasterCard Telementors Program

Community Affairs Highlights


- 2007 Community Affairs Report
- 2008 Community Affairs Report
- 2009 Community Affairs Report - COMING SOON

Additional Information

Make a difference in society, strengthen our corporate reputation, and develop your skills through

LMS – Visual Identity





Preferences | Log Out | Help

Welcome | Transcript | Knowledge | Reports | ILT | Content | Admin | Compliance | Care | My Team

Welcome | Browse Events Calendar

Welcome, Ann

My Inbox

- > **View transcript**
(Registered for 59 training selection(s))
- > **View your topic postings**
(22 new posting(s))

Your Upcoming Sessions

No sessions scheduled

Browse for Training

- > Diversity & Inclusion
- > Division Specific Learning
- > Leadership & Management
- > Products & Markets
- > Professional Skills
- > Teamwork & Organizational Effectiveness

My Tasks

No Tasks

Pending Evaluations


	Action
Leadership Excellence Workshop: Building Winning Teams	Evaluate

My Assigned Training

	Due Date	Action
CSE Intermediate Training	6/8/2009	Manage
MasterCard University Certificate Curriculum: US Banking Industry	7/16/2009	Manage
2010 SMART Objective Setting -- Employee Version	None	Add
MasterCard First Quarter 2008 Financial Results (Breeze)	None	Launch
Chip Transaction Detail	None	Launch

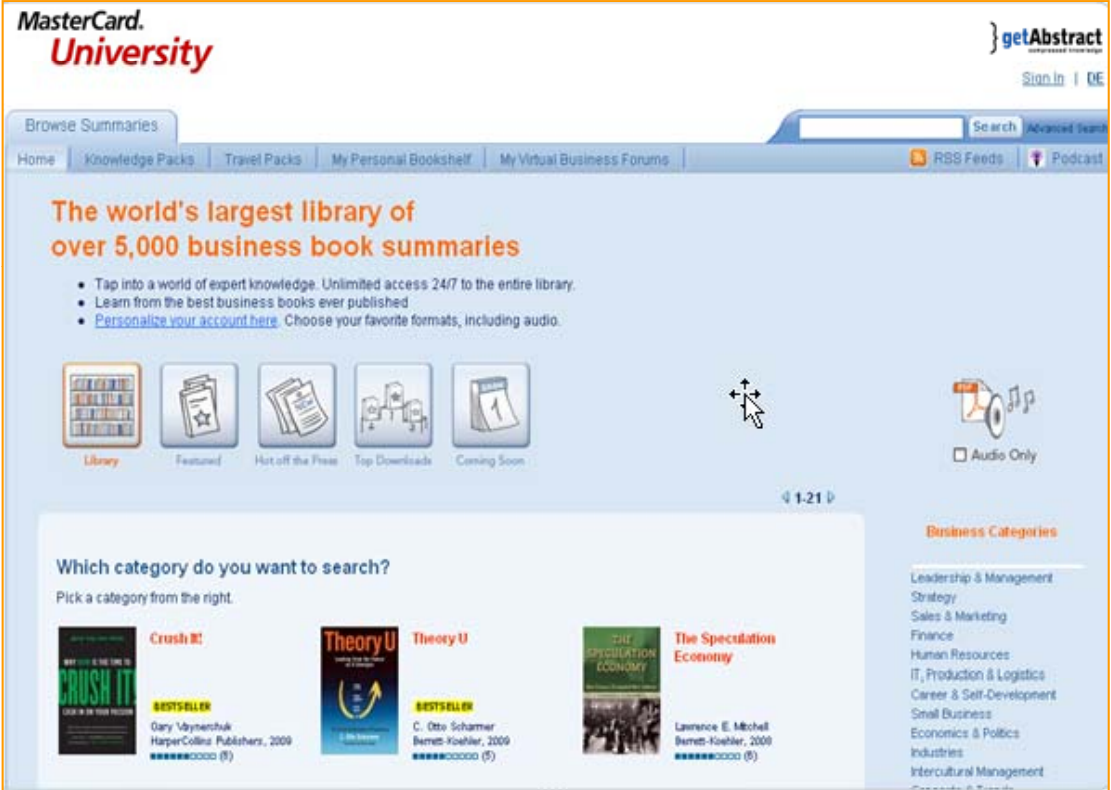
Technical Assistance

- > Internet Pop-Up Blockers may prevent access to an eLearning course. For instructions on disabling your pop-up blocker, [Click Here](#)
- > For Technical Assistance contact People Services at x2-3800



Leveraging Key Partnerships

- Partner: getAbstract
- Introduced in 2006
- Extensive Individual Use
- Embedded in Core Programs as Pre-work
- Manager-Led Team Building Sessions
- Usage:
 - 7,500 “pull” in 2009
 - 29,000 “push” in 2009



The screenshot displays the MasterCard University website. At the top left is the MasterCard University logo, and at the top right is the getAbstract logo with a 'Sign In | DE' link. Below the header is a navigation bar with tabs for 'Browse Summaries', 'Home', 'Knowledge Packs', 'Travel Packs', 'My Personal Bookshelf', and 'My Virtual Business Forums'. A search bar and 'Advanced Search' link are also present. The main content area features a large heading: 'The world's largest library of over 5,000 business book summaries'. Below this are bullet points: 'Tap into a world of expert knowledge. Unlimited access 24/7 to the entire library.', 'Learn from the best business books ever published.', and 'Personalize your account here. Choose your favorite formats, including audio.' There are five icons representing different features: 'Library', 'Featured', 'Hot off the Press', 'Top Downloads', and 'Coming Soon'. To the right, there is an 'Audio Only' checkbox. Below the icons is a section titled 'Which category do you want to search?' with the instruction 'Pick a category from the right.' Three book covers are displayed: 'Crush It!' by Gary Vaynerchuk (HarperCollins Publishers, 2009), 'Theory U' by C. Otto Scharmer (Berrett-Koehler, 2009), and 'The Speculation Economy' by Lawrence E. Mitchell (Berrett-Koehler, 2009). On the far right, a 'Business Categories' list includes: Leadership & Management, Strategy, Sales & Marketing, Finance, Human Resources, IT, Production & Logistics, Career & Self-Development, Small Business, Economics & Politics, Industries, and Intercultural Management.

Leadership Forum Speaker Series

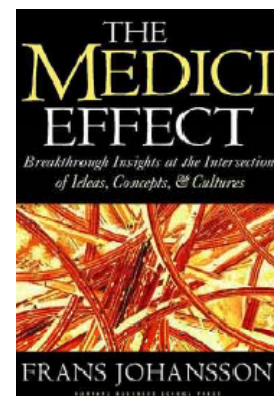


- Daniel Goleman (Emotional Intelligence)
- Linda Hill (Mentoring)
- Bill George (Authentic Leadership)
- John Kotter (Leading Change)
- Michael Hyter (Inclusion)
- Jim Haudan (Engagement)
- Frans Johansson (Innovation)
- Peter Schwartz (Art of the Long View)
- Peyton and Archie Manning (Coaching)
- Patrick Lencioni (Teamwork)


The screenshot shows the myMasterCard website interface. At the top, there is a navigation bar with links for Home, my, Inside MasterCard, Our Business, and People Place. Below this is a 'Corporate News' section featuring a headline: 'Leadership Forum on Emotional Intelligence Scheduled September 17'. A photo of Daniel Goleman is displayed next to the headline. To the right of the photo is a book cover for 'Working with Emotional Intelligence' by Daniel Goleman. Below the photo and book cover, there is a paragraph of text: 'On Monday, September 17 at 9:30 a.m. Eastern time, Daniel Goleman will host a live Leadership Forum global webcast for all MasterCard employees on "Leading with Emotional Intelligence At All Levels." Through extensive research with hundreds of world-class companies, Goleman has quantified the link between emotional intelligence - historically viewed as "soft skills" (self-awareness, empathy, self-regulation, and social skills) - and higher levels of individual and organizational performance.' Below this paragraph is another paragraph: 'Goleman has achieved worldwide recognition for his pioneering research on the importance of emotional intelligence in driving leadership success. His book Emotional Intelligence has sold more than 5 million copies and his Harvard Business Review (HBR) article "What Makes a Leader" is one of the best-selling HBR articles of all time.' At the bottom of the article, there is a paragraph: 'During the session, Goleman will share actionable ideas from his research about emotional intelligence and its relevance to becoming a successful leader at any level of the organization. He will also discuss steps employees can take at MasterCard to become more emotionally intelligent.' Below the article text is a section titled 'Quick Navigator' with dropdown menus for 'Departments/Groups' and 'Corporate Sites'. There is also a 'People Directory' section with a search box and a 'Go' button.

Role of Senior Leaders

- getAbstract Chat
 - Quarterly Sessions with Senior Leaders
 - Preview Leadership Forum Speakers
- Example: Innovation
- Objective: Introduce concept of intersectional thinking to increase innovation
 - getAbstract: *The Medici Effect* by Frans Johansson
 - Leadership Forum with Frans Johansson
 - Early adopter of *The Medici Game* Workshops, delivered globally
 - Ongoing implementation of Medici methodology in brainstorming sessions led by Business Resource Groups



Engaging Leaders as Teachers



What Makes A Champion?
Coaching For High Performance:
Unlocking Leadership Potential

The MasterCard Leadership Forum Speakers Series presents
Peyton Manning and Archie Manning

Peyton Manning
Super Bowl MVP Quarterback
of the Indianapolis Colts
and
Archie Manning
Former NFL Pro Bowl Quarterback

Live in the Purchase Cafeteria
Monday, June 23
3:00-4:00 p.m. (Eastern)

Download the Leadership and Coaching for High Performance abstracts
at the MasterCard University Leadership Institute Web site

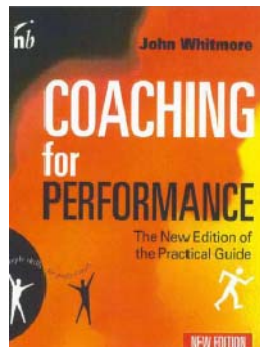


Coaching For High Performance

Join Gary Flood
President, Products and Services
for a getAbstract Chat
on Coaching for Performance
by John Whitmore

Live on MasterCard Radio
Tuesday, June 10
10:30-11:30 a.m. (Eastern)

Download the Coaching for Performance Abstract
at the MasterCard University Leadership Institute Web site



Two Quarterbacks, All Business on the Field, Share Wisdom



- Example: Coaching
- Objective: Building the coaching capabilities of people managers
 - getAbstract: *Coaching for Performance* by John Whitmore
 - Leadership Forum with Peyton and Archie Manning
 - Coaching workshop attended by all managers globally
 - Ongoing reinforcement of coaching through performance management, individual development planning, and follow-up workshops

Polling Question

- Do you leverage Leaders as Teachers?
 - Yes
 - No
 - No, but would like to

Questions?

