

CONTENTS

The Corporate University:
Alive and Well1

The Corporate
University Xchange
Collaboratory3

The Instrumented
Corporation:
First Steps to
Effective Metrics4

The Corporate University's
Increasingly Global
Influence5

Caterpillar Communities
of Practice: Knowledge
is Power6

Corporate University
Xchange 7th Annual
Excellence and Innovation
Award Winners9

The Corporate University: *Alive and Well* Certainly the Old Model is Long Gone . . . But You Should See What They're Doing Now

Sue Todd

Corporate universities in agile and successful companies today are finding they can have that meaningful impact on business performance because they:

- Speak the language of business
- Partner with business leaders and take accountability for business results
- Add substantial value in the pursuit of achieving mission-critical objectives.

And if you haven't looked at a corporate university for some time, you would be surprised at how much the model has changed. You wouldn't even recognize it. The old model of the corporate university, which borrowed constructs from the academic world with functional colleges, Deans, registrars, and brick and mortar buildings, died years ago. The new model looks very much like the structure of a modern corporation (Figure 1) and is just as likely to be virtual.

RUNNING TRAINING "FOR" THE BUSINESS

The mantra that companies should "run training *like* a business" is being replaced by a more powerful idea – "running training *for* the business." Today's corporate universities are doing just that. They are building credibility with senior executives by abandoning their earlier conversations about e-learning, learning technology, and other L&D issues.

These successful learning leaders talk about challenges the organization faces such as:

- achieving its goal for improving Return on Net Assets (RONA),
- pursuing growth through acquisitions and leveraging new capabilities,
- optimizing the supply chain through a global sourcing strategy
- improving customer loyalty by delivering integrated solutions

Today's corporate universities rely, as did their older counterparts, on a governance structure that includes a governing board comprised of the organization's most senior leaders and often chaired by the Chief Executive Officer (CEO). The board's purpose today is not unlike that of a corporation's Board of Directors. The governing board shares insights with the corporate university on the organization's strategic direction. It expects advice, counsel and a comprehensive strategy from the Chief Learning Officer and the corporate university team on how programs will prepare the work force to meet current and future business challenges.

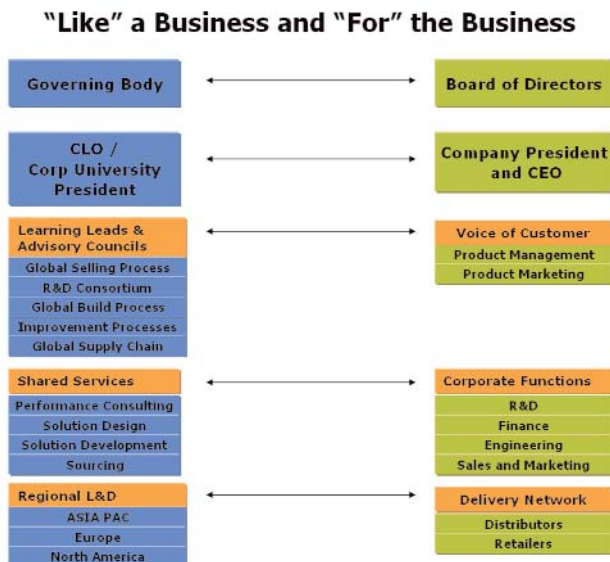


Figure 1

Effective enterprise learning strategies no longer focus on addressing the learning needs within functional silos. Leading corporate universities work with senior business leaders to understand what it will take to build new organizational capabilities. For example, they don't teach science to research scientists.

Instead, the corporate university focuses on helping the scientist understand how to expand his or her capacity to leverage professional knowledge to create new business value and execute the organization strategy. They teach scientists how to move quickly from the theoretical to the practical, to assess commercial viability of an idea, to build relationships in research communities in order to find innovations that can be applied in their industry and within their organization.

In a similar vein, one of the most dramatic changes in the corporate university model, and one most critical to its continued growth and influence, is the emphasis on finding new ways to nurture and develop talented executives.

Forward-thinking corporate universities design executive programs that are dynamic, fluid and pragmatic. They expose executives to current thinking on a range of topics that are impacting their industry and their organization. They provide executives with opportunities to develop the insights they need to reshape their organizations, set clear visions, and drive crisp execution.

BORROWING GOOD IDEAS

Corporate universities create shared services organizations to centralize L&D operations, in the same way that Information Technology (IT) centralized its services to meet the organization's day-to-day technology operating needs. The services function within the corporate university typically focuses on training operations – the tactical activities of delivering programs and running a training business. These services on their own do not address the strategic needs of the organization. In fact, the overblown claims that e-learning and technology were key to corporate learning actually prevented L&D from speaking the language of business in the early days of the e-learning hype.

Another good idea borrowed from IT is the outsourcing of functions that aren't core to the business – especially those transactional pieces that can be done more effectively by

others. In many corporate universities, these transactional pieces are the first to be outsourced or given to shared services.

Portfolio management is another concept that forward-looking corporate universities are borrowing from IT (which actually borrowed it from the investment banking community). The IT community adopted the concept to manage technology investments to select the projects with the greatest business benefit adjusted for risk. Corporate universities are now beginning to leverage the same concept to maximize the value of investments in learning and development.

There are differences between IT and learning and development, however, so the analogy can't be taken too far. There was a presumption that IT would create competitive advantage, and it did, for a while, to some early adopters. But then the playing field leveled off and IT was simply a commodity to be delivered. People might be tempted to look at learning in a similar fashion, as "people" and "talent" become key to new competitive advantages. However, the

development of people with the business and technical skills to make a real difference will never be easily duplicated in the way that organizations copy each other's technology moves. Today's best corporate universities understand that.

IT'S HAPPENING NOW

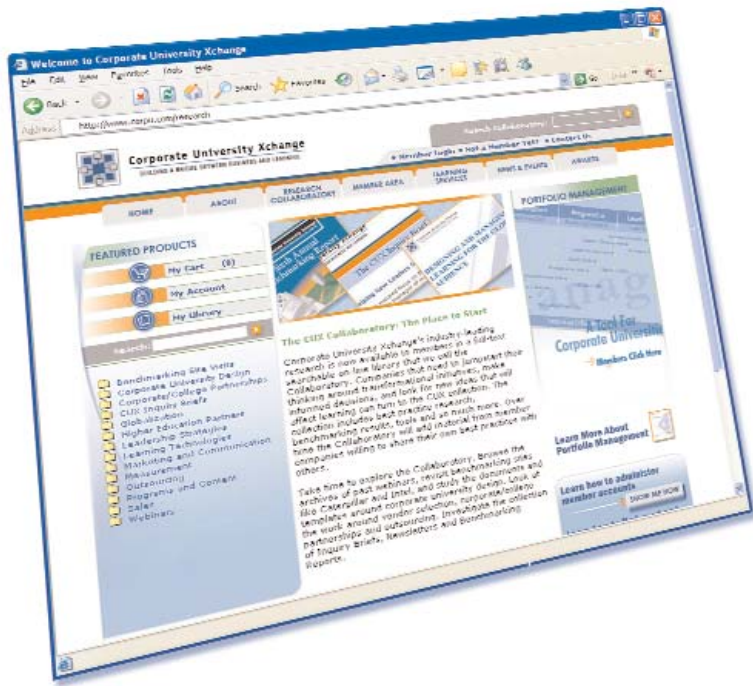
The ideas described here about focusing on business performance, partnering with business leaders, and creating learning environments that address new modes of doing work in the organization are practices already in place at leading corporations like Caterpillar, UBS, Intel, Boeing, Cisco and many others. We are also seeing these ideas take root in a number of organizations who are just developing or operating new corporate universities, including Air Products, Sutter Health, Textron, M&M Mars, SABIC, Coast Capital and others.

The corporate university is far from dead. In fact, given the importance placed on people as a source of competitive advantage, they are living, breathing, and, by extension, ever-changing contributors to the success of their organizations – and will continue to be so for a long time.

Sue Todd is president of Corporate University Xchange. She can be reached at stodd@corpu.com.

Corporate Universities work with senior business leaders to build new organizational capabilities.

The Corporate University Xchange Collaboratory



the archives of past webinars; revisit benchmarking sites like Caterpillar and Intel; and study documents and templates around topics such as corporate university design, leadership and executive development, and programs and content. A continuous influx of new material will keep the Collaboratory fresh and useful.

Take time to explore the Collaboratory. Look at the work around vendor selection, corporate/college partnerships and outsourcing. Investigate the collection of Inquiry Briefs, Newsletters and Benchmarking Reports. And let us know what you think by sending an e-mail to us at research@corpu.com.

Full-text searchable archive includes design documents, best practice research, benchmarking results, meeting archives and more.

Corporate University Xchange's industry-leading research is now available to members in a full-text searchable on-line library that we call the Collaboratory. The Collaboratory is part of the newly unveiled CUX website, www.corpu.com.

Companies that need to jumpstart their thinking around transformational initiatives, make informed decisions, and look for new ideas that will affect learning can turn to the CUX collection. The collection includes best practice research, benchmarking results, tools and so much more. Over time the Collaboratory will add material from member companies willing to share their own best practices with others.

"Learning and development should be a significant contributor to the execution of a company's business strategy," says Sue Todd, President of CUX. "The Collaboratory helps CUX members and others create learning organizations that make a difference."

The Collaboratory builds on CUX's eight years of research and experience into how learning and development can transform organizations when they are aligned with the strategy of the business. Members will be able to browse

Applying Process Improvement to the Art of Sales at Air Products
Analyzed the sales process and began to align L&D needs to sales process steps

RESEARCH REPORTS
The Impact of Sales Process and CRM on Optimizing Sales Effectiveness
The impact of Sales Process and CRM on Optimizing Sales Effectiveness

Learn how to administer member accounts

SHOW ME HOW

Learn how to find, read and download documents from the CUX Collaboratory

SHOW ME HOW

CASE STUDY
Accenture Knowledge Management
A description of Accenture's approach to Knowledge Management.

ADDIE Process Blended Learning
Description of the ADDIE Process applied to Blended Learning

The Instrumented Corporation: First Steps to Effective Metrics

George R. Dorer

Learning and Development professionals are in a bind. They want to be able to base their plans and programs on solid business measurements, but the systems in place at most companies make that difficult, if not impossible. Yet, without those measurements, it is impossible to become a true strategic partner, creating learning that has a positive impact on a company's results.

One of the critical steps to becoming a strategic partner is to work toward creating "instrumented corporation". In an instrumented corporation, measurements are gathered, analyzed, reported, and form the basis for rational decision making. Absent a quantitative approach such as this, the HR and L&D organizations are operating on instinct. They cannot provide quantitative evidence to support their plans and strategy beyond "we think that this will work". But measurement matters.

CREATING THE DATA WAREHOUSE

Although the first challenge may be to determine what should be measured, there are steps to take before any measurement is even possible. Given the advances in the ability to collect and analyze data, we can model the measurement of learning and its effects on the concepts used by marketing when driving product sales. We can create a data warehouse of employee information – and then use business intelligence tools to analyze the information to determine what attributes strongly correlate with the desired business metric.

Creating that data warehouse takes time and effort. Also, depending on the existing processes and infrastructure already in place, an organization may be far from ready to begin. There are three things that will position an organization for this analysis:

- Identify/create a unique employee identifier
- Create an employee data repository
- Build "connectors" from existing transaction applications to the data repository

A UNIQUE IDENTIFIER

In order to create a unique employee identifier, we first need to determine how employees are currently identified. Given the decentralized structure of many corporations, an employee can easily have multiple identifiers in multiple systems. This is a barrier to unique identification, especially when the goal is to be able to track an individual longitudinally across multiple divisions or business units. As an example, it has been common in U.S.-based companies to use the Social Security number (SSN) as the master

key. It is unique, follows the employee through name changes, and is easily known. There are problems with using it, however, due to some recent legal changes regarding health insurance privacy.

Even more critical, however, are the problems that occur in global organizations. The SSN can become a hindrance, as schemes to assign "clone" identifiers for those based outside the U.S. can create more problems than they attempt to solve. At one company, as the scope of an LMS expanded internationally, employees based outside the U.S. were assigned sequential numbers beginning with three letters to ensure that these identifiers were unique from SSN – and identifiable as such. But these were sometimes assigned more than once as employees changed names or moved. Additionally, as employees moved to and from the U.S., they might have an SSN in the system and a foreign identifier. This complicates the records gathering process.

Possible places to start the search for a unique employee identifier are the payroll or human resource management systems or the network access handle (e.g. NT domain name, Active Directory name) if these are implemented across the enterprise. If these implementations are not at the enterprise level, an initiative needs to be implemented to create unique identifiers across the entire company. Then there has to be a "Rosetta Stone" that enables the mapping of identifiers that existed in multiple systems to the single enterprise identifier.

THE DATA REPOSITORY

The employee data repository contains employee demographics across time as well as measurements and experiences that have been collected for the employee. It differs from the existing payroll/human resource management applications in that it is organized for reporting purposes, and is not transaction based. Some examples of the measures and experiences that can be collected are measures of employee satisfaction, learning experiences, performance ratings. A well-designed data repository supports analysis of trends in addition to supplying data about a single point in time.

THE CONNECTORS

The connectors perform a number of functions. They extract, translate, and load the information into the data repository. The extraction is done periodically – perhaps as often as daily for some applications – and as long as monthly for others. The extracted data is edited to ensure that it is in a common format that the repository needs.

This can include translation from the source employee identifier to the unique “enterprise” identifier, format editing (e.g. New York, not NY), character set translation, or any other editing or translation required to harmonize the data. Finally, the data is loaded into the repository.

WHY DO IT?

There are many payoffs to creating this reporting and data analysis structure. The warehouse of employee information can be analyzed to understand which attributes correlate with business performance. We can “test” programs (think test market) to move the attributes – and see if the business performance moves appropriately. This scientific approach

should produce better results than implementing programs that we think will work to move business performance. Through feedback, we will know which programs really work. This is a much better use of corporate resources. Finally, we will have quantifiable evidence of the value of employee programs to business metrics and we’ll have transitioned the HR and L&D organizations from cost centers to strategic partners.

George R. Dorer is a principal at ITPSI, a project management practice focused on pharma, and a contributor to CUX.

The Corporate University’s Increasingly Global Influence

Corporate University Xchange is seeing signs of an explosion of interest in the corporate university model by companies based outside the United States. We have always had large, multi-national organizations as members, but that interest has increased dramatically in recent months. We have added new international members from Argentina, Australia, Canada and Saudi Arabia, and have begun consulting engagements in Kuwait, Saudi Arabia, and the Caribbean.

In another demonstration of interest, twenty-five percent of the applicants in the most recent Corporate University Xchange 7th Annual Awards program were based outside the United States. There were applications from Brazil, Canada, France, Germany, India, South Africa and Switzerland.

Sue Todd, president of CUX is not surprised. “The corporate university model is increasingly seen as a way to align learning to create competitive advantage,” she says, though she does think that the current level of interest right now is “unprecedented”.

The companies that have joined CUX include Tenaris, a leading global manufacturer and supplier of seamless steel pipe products and provider of pipe handling, stocking and distribution services to the oil and gas, energy and mechanical industries, based in Argentina; Coles Myer, Australia’s largest retailer; Suncor, a growing integrated energy company, based in Canada; Saudi Basic Industrial Corp (SABIC), a diversified manufacturing company, active in chemicals and intermediates, industrial polymers, fertilizers and metals based in Saudi Arabia, and Mobile Telecom, a major player in the telecommunications area, based in Kuwait.

“Our corporate university is a driving factor behind our business success,” says Linda Heron, General Manager Human Resources, Food Liquor & Fuel at Coles Myer. “But we have to understand what other organizations are doing, and CUX can keep us informed about best practices throughout the world.”



Corporate University Xchange’s Mark Allen recently traveled to the Middle East to meet with Saudi Aramco.

Caterpillar Communities of Practice: Knowledge is Power

By Sue Todd

CAT started its communities of practice in 1999 to provide a way for people to connect, locate Subject Matter Experts (SMEs) and complete job objectives. CAT now estimates that each Community they operate on their homegrown knowledge management solution saves an average of \$600, says Reed Stuedemann, Caterpillar Knowledge Sharing Manager. When CAT extends invitations beyond its own employees and reaches out to its value chain partners, the estimated savings for each CoP increases to \$2,500 or more. A few special CoPs have saved the company tens of millions of dollars (see sidebar).

INCREASING GROWTH AND ACTIVITY

CAT started with 12 communities in 1999 which grew to 402 by January 2003, and should surpass 4,000 this year.

Figure 1 shows the participation statistics for a six month period in 2005. Community discussions cover everything from a single type of bolt used on CAT equipment to launching an important Six Sigma initiative.

Community members treat their CoPs with a great sense of seriousness and urgency. When questions are posted, answers usually appear within hours. In part this is due to the design of each community, which is deliberately narrow enough in scope that each member

has a vested interest in reading mail from the community and the expertise to make a contribution. In one example, a manufacturing group asked for advice on how to clean floors where paint continually builds up from overspray as they paint parts. The team cleaned floors weekly but still experienced a build up. That same day, a community member from another plant shared two types of coatings and papers his team applied to floors to make the cleanup process easy. The person sharing the solution attached a flyer on the coating products and described how they work, how often they're replaced and how to get them. Solution shared, problem solved.

The CAT CoPs are a self-policing activity. Anyone can start a CoP and anyone can ask to join a CoP. Stuedemann's 3-person team gives the okay when a new CoP starts up. The CoP leader invites others to be part of a CoP and grants access to those who request to be included. The system also culls out groups that are no longer active, and has a built-in mechanism for aging old postings out of the knowledge base. Community postings are coded red, yellow or green to document the level of internal confidentiality of the subject matter.

CAT CoPs rally around world issues too. The SARs outbreak and weather disasters like tornadoes cause CAT CoPs to jump into action to address such things as corporate policy on the events, managing security for temporary facilities, impacts on union contracts and many others.

And while many companies lose intellectual property as the aging work force retires, CAT continues to benefit from the knowledge and insights of past employees. More than 1,200 retirees participate in the CoPs and are happy to share their expertise.

"We see participation by retirees from all over the world,"

according to Stuedemann. "They continue to make valuable comments and suggestions to support the current work force."

EARTH MOVERS TURNED SOFTWARE DEVELOPERS

There are significant complexities to building a software application that can scale across an entire enterprise. There are response time, database design, integration, security and a whole host of other issues that add to the complexity. Even then, what might seem like a great piece of software can be a huge waste of an investment unless people use it. Stuedemann says his team worked hard to remove barriers to using the CoP technology.

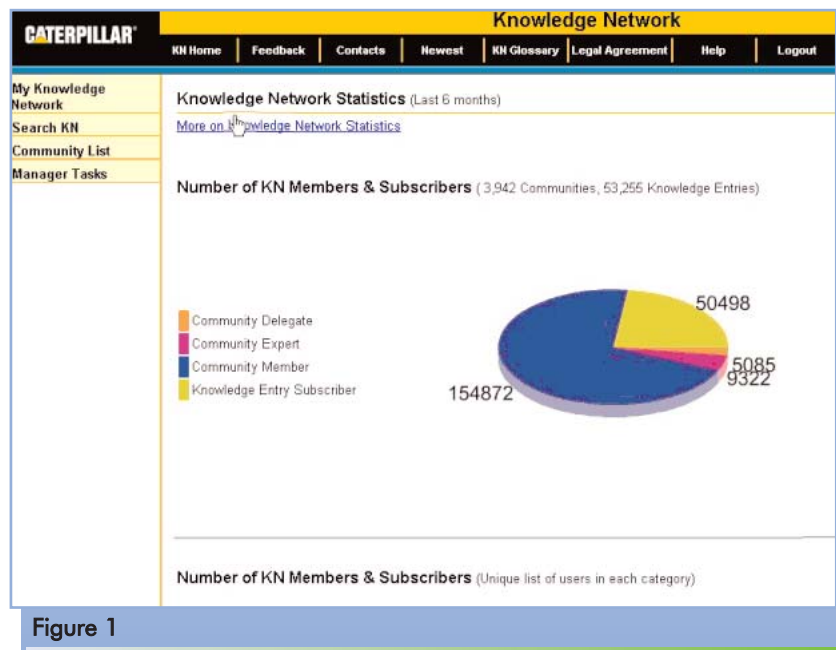


Figure 1



CAT CoPs Roll Into Full Swing to Minimize Tsunami Impact

The recent Tsunami dealt a fatal blow to one Caterpillar supplier that was providing 6,936 different parts to 14 Caterpillar facilities. The devastating tidal wave wiped out the manufacturing facilities of the supplier — Parson — in 2 minutes. CAT faced a serious slowdown or shut-down on production of 220 products that needed Parson's parts. When the Tsunami hit, more than 7,000 open purchase orders were yet to be filled.

CAT expected losses in the millions of dollars as a result of not having the supplier parts when needed. Parsons had taken part in Caterpillar CoPs on a variety of topics open to the supplier community. They asked CAT if it would be possible to create a CoP to help them get back in business faster.

Within days, CoPs for labor relations, corporate real estate, logistics, marketing, global purchasing, global information technology, corporate insurance and many other business functions sprung to action quickly.

CoPs worked through labor issues to allow CAT employees to work alongside union members. An insurance CoP put claims on a fast track to gain funding to rebuild the Parson's facility. Another CoP tracked down sources for steel that would be needed in the rebuilding process. CoPs supported the establishment of proving ground areas where new machines could be installed, tested and operated. Logistics teams analyzed how to reallocate materials and production schedules until the supplier could resume operations.

CoPs created new distribution processes, developed interim supplier sources and tracked priorities on parts to smooth the impact across the 14 CAT production facilities.

This world-wide team effort produced nothing short of a minor miracle. The Parson's facility went back into full production in 90 days, saving Caterpillar millions of dollars in lost productivity and avoiding major customer dissatisfaction issues.

"The main reason why software fails is that people won't use it because they are afraid of looking foolish," says Stuedemann. "We knew we had to rely on 'word-of-mouth' marketing to propel growth. So we knew we had to make it easy to use."

The knowledge sharing system is integrated with Caterpillar's Lightweight Directory Access Protocol (LDAP) directory, the Internet protocol that e-mail applications use to look up contact information so that finding and adding new people to a CoP is as easy as sending e-mail.

CAT software developers also learned that terminology, screen colors and many other subtle features contribute to making software easy to use.

"We did a lot of usability testing in the early days," says Stuedemann. "We'd sit down with people one at a time and ask them to create a posting or find a resource without any instruction from us. If we saw them struggling to figure it out, we'd go back and reengineer the screens or functionality to improve its usability."

Stuedemann's team provides knowledge management news alerts, tips for working in virtual teams, and reference guides in multiple languages to CoP users. They also tap the system to provide useful reports to managers. The list of reports includes:

- Number of employees engaged
- Number of community memberships
- Number of memberships per employee
- Number of experts
- Number of postings
- Projected Value of Communities

The level of simplicity community members see on the front end masks the intricate complexities behind the user interface. There are a complex series of functions that perform cross-referencing activities to link discussions and knowledge resources behind the scenes.

CAT has now commercialized its knowledge management solution and sells licenses to its 6-year-old technology. CAT also provides the software through an Application Service Provider (ASP) model allowing organizations to use a hosted version of the solution.

BIG DOLLAR BENEFITS

CAT University, the home base of the knowledge sharing solution, uses a simple but effective method to calculate benefits of learning and knowledge sharing. They conduct interviews with participants to learn:

- A description of a business benefit the participant recently achieved
- An estimated dollar savings of the benefit
- A percentage of the benefit they'd comfortably assign to participation in a course or CoP
- A degree of confidence to apply to the amount of savings to adjust for other influencing factors

Here's an example. An employee estimated that he saved 40 hours on a project by getting advice and solutions from CoP members. His time savings multiplied by his hourly wage of \$50 delivered an initial benefit of \$2,000. The participant attributed 100 percent of the benefit to solutions generated within the CoP and said he could make that statement with an 80 percent degree of confidence. The final analysis looked like this:

40 hours X \$50 per hour X 100% benefit X 80% degree of confidence = \$1,600 savings attributed to the knowledge sharing solution

Not every organization will choose to place a dollar value on the benefits of knowledge sharing. Instead, they assume knowledge sharing provides financial benefit and count success by measuring increased knowledge sharing activity. By either standard, CAT's programs are hugely successful.

The CAT CoP solution continues to provide returns in numerous ways. Talk about value added!

Sue Todd is president of Corporate University Xchange. She can be reached at stodd@corpu.com.

Learn from the Winner of the CUX Award for BEST OVERALL CORPORATE UNIVERSITY

Friday, April 7 – 10:00 AM EDT

Cisco Systems, Inc. took home five awards at the Corporate University Xchange 7th Annual Awards Gala and now you can hear about how they did it. In addition to Best Overall, Cisco received awards for Leadership, Measurement, and two separate awards for Technology. The company links learning – with an emphasis on e-learning – directly to its business strategy. The learning reaches both internal and external audiences and helps the company create and enhance its competitive advantage. And they're willing to share their story with us. Click on this link to register <http://registration.glyphics.com/php/sem-online/semSelect.php?cmpld=99&memId=NOID> or go to www.corpu.com to learn more.

Learning and Development: How Australia's Largest Retailer Brings Its Businesses Together

Thursday, April 27 – 3:00 PM EDT

Liz Vinning, Director, Coles Myer/Deakin Alliance, and Shirley Johns, Leadership Programs Manager, Coles Myer Limited, will describe how they built programs for a cross-section of Coles Myer learners from all brands. They'll discuss what they did to help brand leaders overcome their initial resistance to participating with a heterogeneous population. Here how brand leaders are thrilled with the new ideas and enthusiasm that is coming back into their organizations from the L&D programs. Click on this link to register <http://registration.glyphics.com/php/sem-online/semSelect.php?cmpld=99&memId=NOID> or go to www.corpu.com to learn more.



DEAKIN PRIME



COLES MYER INSTITUTE
LEARNING FOR SUCCESS



Corporate University Xchange 7th Annual Excellence & Innovation Award Winners

Cisco Awarded Best Overall; Coast Capital, Caterpillar Also Win Big



The Best Overall team from Cisco with Sue Todd, left, and presenter Dave Vance, right.



Caterpillar won three awards, this one, presented by Ali Wilders of Qualcomm, for Alignment



The team from FDIC with CUX's Mark Allen, right.



The team from Intel, Phillipines, with their award

The winners of the 7th Annual Corporate University Xchange Awards for Excellence and Innovation in Corporate Learning were announced on Tuesday evening, March 7th at a gala dinner held at the Disney Coronado Resort, Orlando, Florida. The Corporate University Xchange Awards for Excellence and Innovation in Corporate learning salute corporate and government learning organizations that create exciting, impactful programs that result in measurable improvements in employee and business performance. Since 1999, the Awards have set the standard for corporate learning.

This year the competition was especially fierce, with previous winners and new entrants contesting for honors. The number of participating companies increased 41% compared with last year, and the total number of applications increased 44%. The industry and government organizations represented ranged from large multi-national corporations to medium and small enterprises. Twenty-five percent of the applicants were based outside the United States. There were applications from Brazil, Canada, France, Germany, India, South Africa, the Philippines and Switzerland.

Awards were given at two levels, Excellence and Best Practice. The eight categories and winners are as follows:

ALIGNMENT: *Furthering corporate goals through learning & development efforts*

- Excellence:** Caterpillar
FDIC
- Best Practice:** Coast Capital Savings
UBS

ALLIANCES: *Making the best use of external providers*

- Excellence:** Century 21 Real Estate
- Best Practice:** Lufthansa German Airlines
OhioHealth

CORPORATE/COLLEGE PARTNERSHIPS: *Working in partnership with a college or university to address critical business challenges*

- Excellence:** Simonton Windows
- Best Practice:** Intel
Mass Mutual
New York Hospital Queens
Sioux Valley Health System

LAUNCHING: *Successfully beginning a new corporate university initiative*

- Excellence:** Coast Capital Savings
- Best Practice:** Amil Assistência Médica Internacional Ltda
LandAmerica Financial Group

LEADERSHIP: *Implementing high-impact programs targeted to managers, high potentials, and senior executive leadership*

- Excellence:** Caterpillar
UBS
- Best Practice:** Cisco Systems



David Metcalf of DM2 Research & Design presents Launching award to Coast Capital.



Amil Assistência Médica Internacional Ltda from Brazil won a Launching Award



Alan Todd, CEO of Gala Sponsor Knowledge Planet, and Sue Todd, CUX President, before the presentation of the Learning Technology awards.



Simonton Windows accepts their Measurement Award from Merrill Anderson of MetrixGlobal.



Nader Nanjiani of Cisco accepting Best Overall Award

DaimlerChrysler
Infosys

LEARNING TECHNOLOGY: Creating an effective learning environment through the use of technology

Excellence: Cisco Systems 1

Best Practice: Capital One
Caterpillar
Cisco Systems 2
Johnson & Johnson Pharmaceutical Research & Development

MARKETING: Developing and implementing innovative communications and branding strategies

Excellence: OhioHealth

Best Practice: Coast Capital Savings
Owens & Minor

MEASUREMENT: Creating tools and techniques to measure the value of the investment in learning

Excellence: Pfizer

Best Practice: Boeing
Cisco Systems
Simonton Windows

BEST OVERALL CORPORATE UNIVERSITY: For well-executed, cutting-edge programs that contribute directly to their company's success.
Cisco Systems

Distinguished learning leaders and past CUX Award winners make up this judges list, and, given the increased participation and the quality of the applications, they had a particularly difficult job to do this year.

Merrill Anderson, CEO, MetrixGlobal, LLC

Michael Dulworth, Managing Director, Executive Development Associates

Vince Eugenio, Chief Learning Officer, Randstad North America

Jeremiah Gardner, Learning and Development Manager, The Schwan Food Company

Jim Gillece, Director of Leadership Education and Development for Pfizer Inc

Liezl Hansen, Learning Manager, Old Mutual Business School

David Metcalf, DM2 Research & Design

Clark Quinn, Director, Quinnovation

C. Cathleen Raffaelli, President and CEO, Cardean Learning Group LLC.
President, Cardean University

John Rogers, Head, Barclays University Business School

Kathy Rucinsky, Manager, Information Systems and Software Training, Highmark

Donna Santo, Manager, Masco University; Masco

R. Morris Sims, Vice President, NYLIC University

Ed Trolley, Vice President of Outsourcing, KnowledgePlanet

Dave Vance, President, Caterpillar University

Liz Vinning, Director, Coles Myer - Deakin Alliance

Kevin Wheeler, President, Global Learning Resources, Inc.

Ali Wilders, Learning Specialist, QUALCOMM

CUX will be sending information on the 8th Annual Award program later this month. Stay Tuned.

Nader Nanjiani of Cisco Systems will present a webinar describing their award winning corporate learning organization on Friday, April 7, 2006 at 10:00 AM EDT. For details, see the CUX website at www.corpu.com.

CUX UNDERSTANDS

You're Smart Enough
to Do It Yourself
You Just Need Good Tools
and An Expert Coach

Our Consultancy Is Like No Other

- ☒ **We Hope You Don't Need Us Much**
- ☒ **We Deliver Actionable Recommendations – Not Reports That Collect Dust**
- ☒ **We Assign Senior People with Vast L&D Experience – Never Substitute With Junior Members or Theorists**
- ☒ **Matching Your Needs to the Right Tools** and teaching you how to use them to get the results you want

WE CAN HELP BY

- ☒ **Providing “Do It Yourself” Kits** that give you a big head start on issues like setting up leadership processes as an organization core competency, aligning programs to business goals with portfolio management and using capacity planning to manage the work volume done internally or through a partner network
- ☒ **Being An Extra Pair of Expert Hands** if and when the workload goes beyond what you can do on your own or when critical projects require extra effort
- ☒ **Providing “Best Practices” Research** as a guide to creating learning that has an impact on the business

CUX ADVISORY SERVICES – A UNIQUE RESOURCE