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VISION: The need for a “performance-based culture”

By Alan Todd

“By now every thoughtful business person has read Thomas Friedman’s ‘The World is Flat’ and understands its thesis: With the demise of the Soviet Bloc, the rise of the Internet, and the emergence of India and China, the world has become a level playing field, where competitive advantage accrues to talent and effort, not to accidents of birth or geography.”

— Tom Stewart, *Harvard Business Review*, March 2007

The question that has to be asked after the aha! moment when Friedman’s thesis is understood is what tools and techniques are there, and what levers can be used, to maximize the effort and take full advantage of the talent that a company has. Only by creating a performance-based culture can business hope to stay ahead of the continuous acceleration of business change that is caused by four mega-factors: Technology, Complexity, Competition and Globalization.

Technology gets better at exponential rates. The faster technology changes, the more organizations need to change to keep up.

Organizations are becoming more **complex**, with flatter hierarchies, broader spans of control, expanded global reach, and people doing several jobs. An organization that has multiple business units and multiple geographic territories must learn, for example, to cope with a matrix organization where everyone serves at least two masters and is accountable for their own performance as well as that of their team.

Competitors are getting better. Companies have become very good at copying business models, technologies, and processes. This is leveling the playing field. Automate all major business processes with ERP software; check. Outsource overhead functions to India; check. Outsource manufacturing to China; check. At one time, companies like Dell Computer had a competitive advantage based on business model speed. After a decade of leadership based on speed, HP effectively copied the business model and is now shipping more computers.

Globalization is changing the nature of business. Driven by technological improvements and societal changes, it is easier for companies of all sizes to serve a global audience, manage costs efficiently (via outsourcing and other sourcing means), and work continuously in multiple time zones. This results in the rapid launch of a continuous stream of innovative products and services from what feels like a smaller and smaller world. And the benefits to customers are readily apparent in lower costs, quicker deliveries, and higher quality. It is now common for a startup business to launch a global distribution strategy. Startups like Skype, YouTube, and Google all began by tapping into a global marketplace

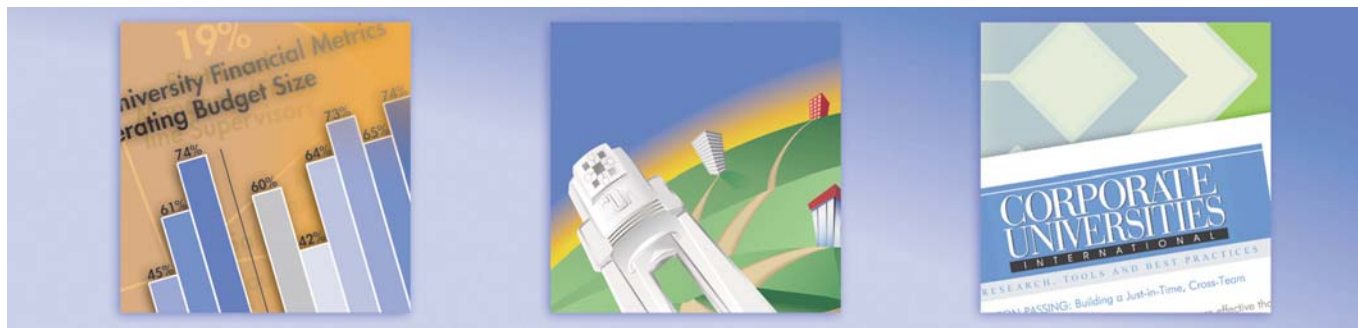
of billions of people, rather than a geographical limitation based on where they happened to live.

PERFORMANCE

The only sustainable sources of competitive advantage are, to go back to Stewart, talent and effort. And the only way to assure the effective application of that talent is to create a culture where the way forward is clear and everyone knows

and understands how to contribute to move toward the stated goals, and where exceptional performance is rewarded. That emphasis on setting a clear path will enable an organization to learn and adapt to an ever-changing business climate.

Alan Todd is the chairman of Corporate University Xchange. He can be reached at atodd@corpu.com.



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APPLY NOW

Don't miss out on this important global study. If your company is not a member of CUX, go to www.corpu.com/8thannualstudy/application and see if you qualify to participate.

John Deere: The Performance Management Journey

An excerpt from Performance Management: A Critical Lever for Executing Business Strategies, a Corporate University Xchange Research Report.



JOHN DEERE

Deere & Company's CEO Robert W. Lane was named to the chief executive position in 2000 and within weeks, he announced that all salaried John Deere employees would participate in a single, global performance management process. Today, the company has nearly 47,000 employees worldwide with nearly 19,000 of them on a single performance management system, said Chip Chesmore, Manager, Organizational Development.

As with many major organization transitions, Chesmore describes the six-year effort of refining the performance management process as a journey. Currently, the process of setting annual performance management goals maps closely to the company's fiscal year, with employees and managers sitting down to write SMART goals every November. Senior leaders align their SBU objectives with the organization's objectives and then share them with direct reports. Each level of leadership does the same to share objectives with their teams to facilitate the alignment of individual goals with the objectives of the company.

John Deere, like many organizations, puts significant emphasis on the conversations held between employees and their managers. "Through this process, an employee understands their division's responsibility and their manager's share of that responsibility. This enables employees to develop objectives that support the manager and division," Chesmore said.

Performance discussions are held at mid-year in the April to May timeframe and the final performance review takes place near the end of the fiscal year. John Deere rolled out its new global process through an 8-hour training program for managers that covered how to

- write SMART goals;
- provide effective feedback during performance conversations; and
- create valuable development goals.

The performance management process is also an input to the company's succession planning process. Performance reviews factor into the selection processes for filling the leadership pipeline. Every two years, managers are asked to identify team members whom they expect to be candidates for new leadership roles within a 2- to 3-year period.

Chesmore said John Deere does not force rank employees, nor does it force a rating distribution. Performance is measured against the performance requirements for each individual's position.

John Deere continues to refine and adapt its processes based on feedback from its participants. Within the last 2 years, John Deere changed its performance rating scale. "We had feedback from employees that our previous scale was demotivating," said Chesmore. "We've developed a new rating scale with behavioral examples in order to assist managers in differentiating levels of performance."

The previous scale provided rating options for:

- Far exceeds
- Exceeds
- Fully meets
- Does not fully meet
- Fails to meet

The new scale offers the following choices to managers:

- Outstanding
- Highly successful
- Successful
- Learning (An option used to rate employees in new roles)
- Needs improvement (Defines a situation that requires an employee to get performance back on track.)
- Unsatisfactory

Competency assessments, position responsibilities and stretch goals are included in the employee's overall rating. Development goals are also established, but those are not part of a final performance rating.

Phyllis Bley Meyer, Manager of Performance Development, said the move to a global performance management process also was linked with a job re-evaluation project to consolidate and standardize job profiles. "During that process, we identified 5 competencies for each job that are automatically populated onto an employee's performance plan," she said. "Managers assess each critical competency annually. They are also asked to comment on how an employee's competency rating ties to their performance and development."

John Deere uses Softscape software for their performance management process. SAP serves as their Human Resources Information System (HRIS).

The SAP environment provides employee self-service for career planning activities including an internal resume. A web application offers managers a special area where they can get tips on career coaching and development suggestions to support their efforts to develop team members.

John Deere's Chesmore and Bley Meyer believe the mechanics of the global process are fairly well in hand. Their new focus is on helping managers improve their skills for holding performance discussions. "Best practice companies conduct training on performance management every year," Chesmore said.

John Deere's participation in performance management reaches the 98% mark annually.

Employees understand their division's responsibility and their manager's share of that responsibility.

This enables employees to develop objectives that support the manager and division.



For more information on Performance Management, go to www.performance.corpu.com.

Are We Starting From The Right Space?

By Jim Harwood

As Learning and Development professionals, one of our internal monologues surrounds having a *seat at the table*. We all know this means being perceived of as a critical business unit by the CEO and corporate leadership. This revolves around adding value to the point of being included in discussions that shape strategic decisions instead of being handed initiatives after the fact. Let's be honest, it also means prestige, satisfaction and recognition for a tough job well done.

In my first "real" position after college, I gained important insight about *being* the supervisor by writing correspondence *on behalf* of the supervisor. In reflecting on this topic, my thoughts wander across the quarterly and annual reports that our organizations develop. Can the structure and content of these reports, written by our CEOs, provide insight into their world and what it takes to not only gain but keep a seat at *their* table?

THE ROADMAP'S ALREADY THERE

In general, the structure of these reports is consistent. They usually begin with a quick preamble regarding the marketplace, a comment or two relating to the CEO's vision of the organization's place in the market, followed by an update on current milestones achieved relative to that vision. It is important to note that current quarter's or year's milestones are usually discussed using statements of fact regarding hard results in market share, sales performance, revenue and return to the stockholder.

With the landscape of the report (and results) defined, the remaining headlines and stories that run *on page one, above the fold* (to borrow a metaphor from the newspaper business), discuss initiatives that drove top or bottom line results with an emphasis on the former. Future sales and marketing initiatives anticipated to drive top line numbers on the next report usually follow with internal initiatives that ultimately craft the bottom line rounding out the content.

Those of us in L&D are frequently represented in these diaries of our organization's journey. But, from what I hear at our conferences, it seems that our stories are too often noted well *below the fold* in a supporting role related to internal efficiency. It appears that we tend to own Section C, page 11 just after the advertisements for car stereos and just before the inserts on next season's fashions. With this said, we also possess an important characteristic that could be key to changing the situation – we don't like it.

By the words they choose and how the words are structured in these reports, our CEOs are telling us they need stakeholders and stockholders to understand *their* vision for the company. They are telling us they need *and want* business units that are capable of delivering the numbers, both top and bottom line results that represent lead articles that run page one, above the fold. Articles that tell the story of organizational success achieved under their leadership.

The words and how they are structured on *page 1, above the fold* can tell us much about the roadmap to a coveted seat at the table.

A SHIFT IN VOCABULARY AND MINDSET

As I look back, I did learn important context and lessons about being the supervisor by writing for them. One lesson is related to a situation that comes up with my current team. On occasion, the team presents me with a well organized curriculum or course, one that achieves all of the learning objectives and is wrapped with insightful assessment.

Yet, the curriculum or course is still missing something, something that my earlier attempts at "supervisor" memos sometimes lacked...it's missing a soul. The words and unique insight that let the learner know their training was built by someone who knew their world and how to win in it. I refer to this ability, the ability to identify and incorporate insight into a curriculum as the ability to "start from the right space".

As I look at the words we use when we talk together, I hear about competencies and proficiencies, developmental tracks and talent management. I hear an emphasis on Level 1s and 2s as we strive to better understand Level 3s and 4s. I also hear talk about aligning with organizational strategies, adding value and more recently our struggle to get our arms around return on investment (a struggle that we must be victorious in from my perspective). As I look at the words we use in our discussions, what I don't see are the same words used to tell the stories on *page one, above the fold* in our quarterly and annual reports.

Based on the words we use, we are working on the right issues but, in our quest for a seat at the table, I ask myself, *are we starting from the right space?*

Don't get me wrong, competencies and proficiencies are critical "lights on" responsibilities for our organizations and, glamorous or not, we own them. Let's remember, busi-

ness units whose stories run “above the fold” also have lights on activities that are not glamorous. What they have that gets them space above the fold isa number. A number that we would call a Level 4 result. And frequently, for the big ticket items, a Level 5 result. Hard numbers are the results the operational units own for increased sales, product density, revenue created or expenses reduced.

This is important. As I listen to the words in our conferences, the closer we get to Level 4 measures, the less confident we get. Remember, our CEOs need to build confidence in their ability to deliver, deliver a number regardless of obstacles, through the efforts of the organization. The disclosure of this number is also wrapped in a story that ties the tactical to the strategy to the vision – their vision.

ACCOUNTABILITY IS THE KEY

Putting all of these pieces together, whether it is an initiative we own or one where we partner with other operational units, to get that coveted *seat*, we must achieve excellence in:

- Identifying and publicly holding ourselves accountable for a Level 4 number, *the number* directly related to the stories above the fold on page one in our quarterly and annual reports. Reflecting on the legend of Babe Ruth, pointing to place in the outfield where he would hit the home run, we must also publicly hold ourselves accountable for *the number* in advance of an initiatives launch.
- Effectively communicating progress towards achieving *the number* using the first three levels of measurement by positioning Level 1-3 measures, not as ends in themselves, but as early indicators of potential success related to *the number* (or helping identify the need for navigation change related to any component associated with the initiative).

- Our willingness to win or lose based on accomplishment of *the number* regardless of the Level 1-3s. Markets change, product or pricing strategies may be off, unforeseen execution obstacles beyond our control *will happen*, but at the end of the day we need to remember that what goes above the fold on page one is accomplishment or lack thereof, of *the number*.
- Developing a passion around *the number* with the people in our teams. In order to get you there, both you and your team must be excited about quality training but relentlessly passionate about getting *the number* - regardless of obstacles that *we know* we will encounter.
- Communicating our passion and success at getting the number for ourselves and our business partners to the CEO and corporate leadership. Our business partners also want a seat at the table and must get wins to do it. If we build success...they will come.
- Holding ourselves accountable for *the number* by putting our name, our brand and our reputation on the line every day and in everything we do.

In short, we must be willing to risk losing in order to win, to win a place at that coveted table. And like the leader of any business unit, we must consistently win over time and against any obstacle in order to keep it.

Jim Harwood is the Assistant Vice President, Sales Training and Development for Farmers Insurance. His responsibilities include the development of all training for over 22,000 independent contractor agents, agency staff and district managers.

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9th ANNUAL Awards For Excellence and Innovation in Corporate Learning



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ENTER NOW FOR A CHANCE TO WIN THE MOST PRESTIGIOUS AWARD for CORPORATE LEARNING

No, we're not talking about a drawing, or a sweepstakes. We're talking about earning the recognition that comes with having your corporate learning program recognized as the best by a distinguished panel of previous winners and industry experts. The Corporate University Xchange Awards for Excellence and Innovation in Corporate Learning salute corporate and government learning organizations that demonstrate programs and practices that improve employee and business performance. Since 1999, the Awards have set the standard for corporate learning.

The process is simple; the rewards are great. Winning companies are honored at a black-tie Gala Awards dinner and presentation and can brag to the world and to their corporate leaders that their learning organizations are doing best-in-class work. Their work is also featured in webinars and case studies throughout the year. Even non-winners can request judge's feedback on how to improve.

Awards will be given in the following eight categories:

Alignment: Furthering corporate goals through educational efforts

Alliances: Making best use of external providers

Corporate/College Partnership: Addressing business challenges by leveraging the content, resources or expertise of a college or university

Launching: Successfully creating and operating a new corporate university, leadership academy, or a newly branded component of the learning organization

Leadership Development: Implementing high-impact learning and development programs targeted to managers, high potentials, and senior executive leadership

Learning Technologies: Creating an effective learning environment through the use of technology

Marketing: Developing and implementing innovative communications and branding techniques

Measurement: Creating tools and techniques to demonstrate the value of an organization's investment in learning.

We hope that this year you'll be part of the excitement as you join past winners like Mars, Inc., Farmers Insurance, Caterpillar, Boeing, Hitachi Data Systems and more.

To start the awards application process, go the Corporate University Xchange web site at <http://www.corpu.com/awards/registration.asp> to receive your application code.

Additional information on the application process can be found at <http://www.corpu.com/awards/instructions.asp> and in the FAQs at <http://www.corpu.com/awards/faqs.asp>.

Performance Management: Today's Leadership Challenge Isn't so Easy

By Y. Renee Lewis

The world moves faster today when compared to 10 years ago. Companies feel the pressure to decrease time to market and improve the quality of products while delivering on ever-changing customer expectations to maintain competitive posture – that is, be adaptive and nimble. Driving results is difficult even for companies who have the benefit of dedicated and knowledgeable employees to leverage. Unfortunately, this level of dedication is harder to find as companies have less time to develop the powerful mutual trust commonly nurtured over a significant time period. For relatively new companies and others with an ever-changing workforce, achieving improved results by only depending on a dedicated workforce is near impossible today.

Every day, corporations more closely resemble a collection of independent contractors than the tenured and top-down structured workforce of our parent's day. This shift has a significant impact on how we develop, manage and evaluate our staff – particularly the leadership qualities for each and every employee. For example, in the past, an investment in leadership training and strategic communications could have an impact for many years, gradually influencing change while the performance management process continually reinforced the direction of the organization. Internal promotion standards recalibrated leadership gaps from the knowledgeable and trained pool found within.

Not only have the dynamics of the development of leadership changed, but also the definition of leadership. Thanks to people like Peter Drucker, leadership is no longer defined in terms of characteristics such as visionary, teacher, knowledgeable or driven. Leadership is now defined by one's ability to achieve the results the organization needs to achieve – either as an individual or as a member of a team. Louis Gerstner, retired CEO of IBM puts it best in *Who Says Elephants Can't Dance?*: “Superb execution is not just about doing the right things. It is about doing the right things faster, better, more often, and more productively than your competitors do. It calls for a commitment from employees that goes way beyond the normal company employee relationship. It is all about what I call a high-performance culture.” Strangely enough, very few employees master the skill of delivering results or tout the importance of being adaptable and nimble. At the same time, it's at the heart of all we do, who we are and the success of our organizations.

The question really is how do we drive these behaviors and get consistent results? Leveraging core values throughout

“Superb execution is not just about doing the right things. It is about doing the right things faster, better, more often, and more productively than your competitors do. It calls for a commitment from employees that goes way beyond the normal company employee relationship. It is all about what I call a high-performance culture.”

— Louis Gerstner

the performance management process is a critical – and underutilized – component to developing a high-performance culture. Core values set the norm and provide the foundation upon which the long lost “trust” relationship between the employee and the organization is re-established. Core values are the “corporate culture” or “corporate personality.” They are the standards by which it will exist and operate. To be effective, they must first be demonstrated from the very top and reinforced throughout the formal and information evaluation process.

In other words, leadership development processes are only as good as the values that drive them. For example, if the common understanding is political back stabbing will get you promoted – that's the behavior you will see as employees focus on achievement of their goals. On the other hand, if the organization values collaboration and team work, then those behaviors will fuel the actions taken to achieve the goals, particularly when the rewards and consequences attached to the goals are well understood. The management team is responsible for setting the core values (examples include: treating others with respect and courtesy, the customer comes first, innovation or exceptional performance gets recognized) and demonstrating them regularly. And, remember, employees consistently model the behavior of those above them.

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Performance Management and the Role of L&D

By Sue Todd

Corporate University Xchange (CUX) is witnessing unprecedented change in corporate training as the remit of this supporting business function continues to expand and responsibilities of its leaders grow. This is in large part due to the increasing importance of talent to organization success. This continues to become clear in a myriad of ways through:

- Rising focus on leadership and key talent in mainstream business publications
- Government (the European Union in particular) involvement in driving new minimum standards for workforce knowledge and skills
- Global labor studies predicting significant shifts in talent pools and impending shortages
- Increasing corporate concern over the mass exodus of baby boomers and their knowledge and experience

These looming talent concerns are certainly behind fluctuations in corporate training where CEOs often are the new driving force behind training department transformations; where business executives are being appointed to the Chief Learning Officer role with greater frequency; where board members consternate over succession plans perhaps more than new technology investments.

The function formerly known as the training department, currently acknowledged as the learning and development organization, is now possibly amidst a re-branding campaign as industry publications and thought leaders readily attach the moniker “learning and performance,” is stretching itself and finding new boundaries.

The CUX 8th Annual Industry Benchmarking study (go to www.corpu.com to participate), that is currently capturing more than 2,000 data points related to the current state of learning, development, leadership and performance in companies around the world, will shed significant light on major, evolutionary changes that are taking place as organizations angle for competitive advantage by differentiating themselves through people and knowledge.

As a precursor to this seminal study on a watershed period in corporate education, CUX wanted to understand the nature of and degree to which the L&D function is expanding to incorporate performance management. CUX launched an introductory research project to study emerging questions about performance management such as:

- Is L&D actually subsuming performance management and becoming the primary catalyst of strategy execution?

- To what degree is the role of Chief Learning Officer/Vice President of Training being expanded to include ownership for performance?
- What is the current shape of the technology market that hopes to automate performance management processes?

The CUX Research Report on Performance Management analyzes data from more than 150 organizations, and includes in-depth interviews with more than 15. Participants ranged from as few as 2,300 employees to well over 50,000, with the average at 24,000 employees. New and important trends were revealed in discussions with organizations like John Deere, Bank of America, UBS, Caterpillar, HSBC, Sanford Health and Highmark Blue Cross Blue Shield.

The CUX study illustrated that while performance management processes have similarities at a macro level, the details of those processes are as different as the organization that manage them. This is one reason why technology can't easily automate the processes out of the box and most organizations are applying significant customizations to their PM systems.

Major highlights in the study showed that:

- CEOs are often driving the adoption of a single enterprise-wide approach to performance management. In companies where this has been true, CEOs attribute improved business performance results to the effective implementation of consistent performance management techniques.
- While organizations hope to achieve more consistency by cascading goals, there's only so much that can cascade. And face-to-face dialogue to set effective, meaningful and related goals is still the most important factor in goal setting.
- Many organizations believe they have mastered the mechanics of performance management and are now focused on strengthening the quality of the interactions and dialogues that take place between managers and employees to improve the outcome and impact of the performance process.
- Forced ranking programs are losing their popularity and many organizations are trying to overcome the lack of trust fostered through those programs
- Very few organizations have integrated their learning and performance systems. So while Individual Development Planning is often conducted during the performance planning process, the lack of integration makes this a more daunting task for managers and their employees.

- Technology is beginning to highlight that many managers and teams have not been capable of writing effective goals. This fact was not obvious when organizations were using paper-based processes.

Performance management is not a new organization process but is receiving significantly greater attention as companies recognize its potential to achieve greater alignment and to improve strategy execution. Literature continues to emphasize that strategy is meaningless without stellar execution, and in support of that idea, performance management gains new credibility as a business tool. Because of its new importance, job titles and responsibilities are changing in the corporate learning and HR areas as organizations find the best fit for performance management.

Learning teams often note their ownership for driving change and success in enterprise-wide strategic initiatives, which become the “content” for most goals in the performance process. Additionally, learning teams typically own 50 percent of the performance process when it includes individual development planning.

For these reasons, learning executives often are being asked to take on ownership for this critical process or at least are working very closely with HR counterparts who own it. The final home for performance management will be decided as the concepts of human capital and talent management continue to evolve.

Sue Todd is the CEO and President of Corporate University Xchange. She can be reached at stodd@corpu.com.

The Executive Summary of the Report, Performance Management: A Critical Lever for Executing Business Strategies is available on the new performance management community website, performance.corpu.com. CUX members can download the full report from the Research Collaboratory at corpu.com.

Today's Leadership Challenge

Continued from page 7

Do your performance measurements stress and reward personal behaviors that demonstrate the core values of the organization? Do employees understand how those core values create a differentiation for the organization? For example, measuring communication for communications sake has little value; measuring how effective an organization has become in communicating its strategy and vision is an outcome-focused, high return activity. Or, stating that customer service is important may have little value – unless you empower and recognize those who are creative in their ability to understand and respond appropriately. (Think about why Ritz Carlton maintains their esteemed position in the hospitality market.)

So if you think someone in your organization is failing, consider this. Try to view that individual as a leader. Instead of evaluating the situation by looking at his or her personal attributes, rather look at the leader's ability to set goals and achieve results. Next, look at how that leader exhibits the

core values of the organization because you're assured the majority of the department also exhibits those behaviors and how they contribute to the strategic direction. Finally, see how the performance measurement system reinforces delivering the rewards – and consequences – associated with achieving the goals that collectively improve results by recognizing adherence to the core values. Then you'll know the performance management system is specifically designed to deliver on organizational goals such as accelerate growth, improve profitability, increase management efficiency or improve customer relationships.

Y. Renee Lewis is president of Pensare Group, a consultancy specializing in helping organizations and its leaders achieve measurable results by harnessing the potential within. She can be reached through their website at www.pensaregroup.com.

The CUX Webinar Series

View Recording



CUX Webinars are designed to showcase the work of member companies and noted experts that is having a significant impact on the business. In the past few months, we have heard presentations from Farmers Insurance, Qualcomm's CLO Tamar Elkeles, Caterpillar, Author Mark Allen, and more. CUX members can view the recorded sessions by accessing them through the CUX Research Collaboratory or the webinar archive pages of the website (www.corpu.com).

MEASURING THE PERFORMANCE IMPACT OF TRAINING AT BOEING



Successful L&D organizations measure. They know what performance impact they are aiming for, and have rigorous procedures to determine if their goals (and therefore the goals of the business leaders involved with a particular initiative) are met. **Mark Dana**, from the Learning, Training and Development Organization at the Boeing Company described their training evaluation process for Performance Impact (ROI). He discussed participants in the evaluation process and their roles and showed and described the tools the team uses to conduct an evaluation. Examples of completed performance impact studies were presented.

ONBOARDING AT SANFORD HEALTH SYSTEM: IT'S ALL ABOUT RELATIONSHIPS



Onboarding is a critical issue for all businesses, but is particularly critical for health care organizations, many of which face severe shortages of qualified staff. **Deborah Letcher** described how Sanford Health System, a group of hospitals, clinics and nursing homes, provides interactive learning sessions, opportunities for dialogue, and regular follow-up sessions between clinical educators and new hires facilitate the nurturing of relationships. Most important, new nursing employees are supported by Clinical Nurse Educators who serve as faculty advisors and mentors for twelve months following their hire date, dramatically increasing nursing staff retention.

PERFORMANCE MANAGEMENT: DRIVING RESULTS AT FARMERS INSURANCE



FARMERS

Most companies have to deal with employees that are distributed, sometimes throughout the world. Farmers Insurance has another issue. The company depends on 22,000 independent contractors to meet its business goals. These contractors define the time, place and manner they do their work, making it even harder to affect changes in behavior. **Annette Thompson** and **Jim Harwood** described how the Farmers L&D organization found a way to leverage their performance management process to coach contractors to a different level of performance, and deliver business results.



THE CHIEF LEARNING OFFICER (CLO): DRIVING VALUE WITHIN A CHANGING ORGANIZATION THROUGH L&D

Tamar Elkeles, the CLO of Qualcomm, shared how CLOs can develop strategies, set proper levels of investment, make performance improvement the primary learning goal, and manage learning and talent for value. She also shared some of the strategies of the twenty high-profile CLOs that contributed to the new book she wrote with Jack Phillips. Participants learned the importance of the CLO role, regardless of the actual title, nine important value-adding strategies that will be part of the CLO role and how to develop productive management relationships that enable learning to add value.

CATERPILLAR'S COMMUNITIES OF PRACTICE: UNLEASHING THE POWER OF THE PEOPLE



Companies that want to go beyond training to learning need to develop networks of individuals willing and able to share information that will benefit others, and, ultimately, the company. It is not an easy thing to do. **Paul Walliker** described how Caterpillar University has grown their Knowledge Network into a corporate goldmine that contributes significantly to the growth of the company. Bringing together over 40,000 employees, retirees, and dealers into some 3,500 communities, the network has helped restart plants destroyed by tsunamis, and solved countless problems in subjects ranging from bolts to keeping garage floors clean when servicing equipment.

THE NEXT GENERATION OF CORPORATE UNIVERSITIES

This presentation, based on the book of the same name by consultant and author **Mark Allen**, provided a window into some of the most innovative corporate universities and their inventive approaches. Corporate universities are being used strategically to help develop people and expand organizational capabilities. The whole range of issues facing these new strategic organizations was discussed.



Corporate University Xchange
BUILDING A BRIDGE BETWEEN BUSINESS AND LEARNING

Did You Know....

- ☒ CUX provided information on corporate libraries for a member company.
- ☒ CUX facilitated a workshop with a company in the health insurance industry to jump-start development of their corporate university.
- ☒ CUX participated in strategic visioning sessions for two member companies.
- ☒ CUX enabled a member company to benchmark the marketing of learning with other members.
- ☒ CUX helped a company redesigning its learning organization learn about Advisory Boards.
- ☒ CUX facilitated a workshop on corporate universities in the Middle East.
- ☒ CUX provided benchmarking opportunities and research for a manufacturing company developing plans for a training facility

These companies and more have benefited from CUX's expertise. Having focused on strategic learning and development initiatives since 1997, CUX has more experience in research and best practices than any other organization. If you would like to explore how CUX can benefit you, contact us at sales@corpu.com

Become a Member Today