The Next Generation of Corporate Universities: 2010 and Beyond

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The Next Generation of Corporate Universities

- What is a corporate university?
- Traditional corporate university functions/Next generation corporate university functions
- Strategic focus on mission
- Effective and efficient measurement and evaluation
- Using technology to enhance learning
- Wisdom Management
- Real world case studies
Definition of a Corporate University

“A corporate university is an educational entity that is a strategic tool designed to assist its parent organization in achieving its mission by conducting activities that cultivate individual and organizational learning, knowledge, and wisdom.”

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Traditional Corporate University Activities

- Conduct needs assessments
- Design training programs
- Deliver training programs
- Design and deliver executive/managerial development programs
Traditional Corporate University Activities (continued)

- Assess technology options
- Deliver e-learning or blended learning programs
- Hire vendors to deliver programs
- Manage vendor relationships
Traditional Corporate University Activities (continued)

- Market programs internally
- Possibly market programs externally
  - Vendors, suppliers, customers, outsiders
- Evaluate programs
- Evaluate the corporate university
Next Generation Corporate University Activities

- Strategic hiring
- New employee orientation
- Succession planning
- Fostering an ethical environment
- Culture change
- Strategic change
Next Generation Corporate University Activities (continued)

- Manage partnerships and strategic alliances with universities and other entities
- Career planning
- Mentoring
- Executive coaching
Next Generation Corporate University Activities (continued)

- Research and Development
- Library
- Museum or Heritage Center
- Knowledge Management
- Wisdom Management
Strategic Focus

- Corporate university activities are more focused on organizational mission than tactical and operational functions.
- Clear line of sight to organizational goals.
- Outcomes are pre-defined, measurable, and measured.
Case Study: Farmers Insurance

- University of Farmers
- Claims Division
- Hands-on simulations
  - Auto
  - Home
- Measures of learning and competency
- Business results metrics
Strategic Measurement and Evaluation

- Why do you have a corporate university?
- Mission-based metrics
- Can be done across all four levels
  - 1. Reaction 😊
  - 2. Learning
  - 3. Behavior change
  - 4. Results
Case studies

- University of Oz
- Tennessee Valley Authority
- First Chicago Bank
- Enclos
E-Learning, Blended Learning, and Technology Options

- Make sure you put the learning into your e-learning solution
- Beware of one size fits all
- Remember the affective domain
- The Parable of the White Castle
Case Study: Deloitte Consulting

- Splendid Learning (Roger Schank)
- Deloitte’s simulation for new consultants
  - Simulation based on real client problem
  - Team building
  - Project management
  - Final recommendations presented to a superior
  - True simulation of a consulting assignment
- One part missing from the story
Wisdom Management: The Knowledge Continuum

Wisdom

Knowledge

Information

Data
Wisdom Defined

- Wisdom is “the creative use of knowledge.”
  - Bob Buckman
The Wisdom Management Problem

- 60-90% of all job-related skills and knowledge acquired in a program are not being implemented on the job.
  - Jack Phillips

- This is a **60 billion dollar** problem in the US alone each year!
Wisdom Management

Wisdom management is a planned and systematic process by which an organization manages how its employees use and apply their knowledge and skills in ways that benefit the organization.

Case Study

Enclos Corp.
Senior project managers
15 years to build one
Combination of experiential (on the job) learning, coaching, and training
All designed to reduce 15 year “bake” time
Results
Discussion and Questions

- Your thoughts?
- Disagree?
- Agree?
- Questions?
The question is not, “What if I educate them and they leave?” It is, “What if I don’t educate them and they stay?”
Closing Thoughts

- Education is expensive, but ignorance is prohibitively expensive.—Frank Anderson, President, Defense Acquisition University.
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