

# Learning & Innovation through Corporate Universities

KMSG 2014 – Masterclass

Siew Ning KAN

Email: [kansn@yahoo.com](mailto:kansn@yahoo.com)

# SCOPE

- Introduction
- The world of work in 2020
- How companies lose human capital – MO-R5-D2 model
- Professional certifications – why bother?
- What has job competencies got to do with Corp Univ?
- Corporate universities – the theory
- Corporate universities – making it work
- Case study

# Introduction

Foundations of KM

# What is KM really?

- Connecting People to People
  - CoP's, AAR, expertise directory, company culture, etc.
- Connecting People to Information
  - Search engines, EDMS, K audit, shared folders, etc.
- To achieve company / org objectives
  - What is mission, vision, core values of the company?

# Is KM all about technology?

- Story of the fishing village
- Story of the rice farmers

# The World of Work in 2020

By 2047 . . . all information about physical objects, including humans, buildings, processes and organizations, will be online. This is both desirable and inevitable.

(Gordon Bell, Jim Gray)

# Google™ 2084

- Your Brain
- Your Home
- Family
- Friends
- Ex-friends
- Relatives
- Co-workers
- Ex-spouse(s)
- Enemies
- Satellite Photos of People You Want to Spy On
- Satellite Photos of People Spying on You
- Medical Records
- Credit Reports
- Tax Records
- Phone Records
- Court Documents
- Other People's Conversations
- Books
- Movies
- TV Shows
- Music
- Pornography
- Your Past
- Your Present
- Your Future

# The World in 2020

- |  |                         |
|--|-------------------------|
| 1. "Shifting workforce demographics"   | 4 generations           |
| 2. "The knowledge economy"             | K + info overload       |
| 3. "Globalization"                     | Borders less meaningful |
| 4. "The digital workplace"             | No more hardcopies      |
| 5. "The ubiquity of mobile technology" | Pen-like computers      |
| 6. "A culture of connectivity"         | Always connected        |
| 7. "The participation society"         | Social media 5.0        |
| 8. "Social learning"                   | MOOC ++                 |
| 9. "Corporate social responsibility"   | Helping digital poor    |
| 10. "Millennials in the workplace"     | Digital natives at work |



# New jobs in 2020

HR teams will grow to include certain new specialists, including:

- **“Capability planner”** – Ensures that the company develops needed skills.
- **“Chief technologist”** – Serves as HR’s IT expert.
- **“Community gardener”** – Helps create and nourish online communities.
- **“Futurist”** – Works with companies to anticipate their future needs.
- **“People capability planner”** – Maps out employee development.
- **“Place planner”** – Ensures that site-specific features work well at presentations and at “virtual and collaboration sites.”
- **“Social connector”** – Provides expertise in using social networks & media.
- **“Talent scout”** – Spots emerging talent & experienced professionals for hiring.
- **“Talent development agent”** – Helps plan & create “accelerated learning opportunities” for employees.

# Ten skills for the future workforce

1. Sense-making
2. Social intelligence
3. Novel & adaptive thinking
4. Cross-cultural competency
5. Computational thinking
6. New-media literacy
7. Trans-disciplinarity
8. Design mindset
9. Cognitive load mgt
10. Virtual collaboration

# Professional Knowledge

**Forecast #7: Professional knowledge will become obsolete almost as quickly as it's acquired.**

An individual's professional knowledge is becoming outdated at a much faster rate than ever before. *Most professions will require continuous instruction and retraining.* Rapid changes in the job market and work-related technologies will necessitate job education for almost every worker. At any given moment, a substantial portion of the labor force will be in job retraining programs.

# How companies lose human capital

The MO-R5-D2 model

# How companies lose human capital: MO-R5-D2

- **O**rientation (ineffective)
- **R**esignation
- **R**etirement
- **R**etrenchment
- **R**e-designation
- **R**e-organization
- **M** & A
- **D**eath
- **D**isasters

# Orientation

Ineffective on-boarding can double the  
time it takes for newbie to become  
productive

# When Disneyland started . . .

In 1955, just before Disneyland's grand opening, Van France and his only employee at that time, a new college graduate named Dick Nunis, originated the very first Disneyland employee orientation program. It produced legions of employees who by the end of orientation had no doubt about their primary role with the guests who were soon to arrive:

**“We create happiness.”**

# Topics covered during Orientation

- Welcome by a senior manager
- Walk-about / show-around
- Assignment of a buddy
- What industry is our company in?
- Who are our competitors? (and their market share)
- What is the heritage & history of the company?
- What is our company's MVV?
- What is the company culture like? Do's & Don't's
- Company's org chart – who is in charge



# Resignation

How much knowledge transfer can  
happen in one month?

# Types of Resignation

- Resignation within agreed notice period
- Immediate resignation
- Immediate termination (e.g. disciplinary action)
- Resignation due to embarrassment
- Etc.

Q → What should be in the handing / taking over form?

# Retirement

How to capture experts' tacit knowledge before they retire?

# Two stories about retirement

**Charlie Steinmetz** designed the generators that powered Henry Ford's first assembly lines. Sent bill of US\$10,000 to Ford; knowing where to tinker, \$9,990. Source: Cure for the Common Life (Max Lucado)

**Nathan** (irreplaceable) is a veteran technician but the company decided to encourage him to seek early retirement with a good retirement package. His colleagues had no interest in the old simulator with outdated technology so they did not hasten to acquire his knowledge.

Source: The complete guide to knowledge management (Pasher & Ronen)

# Retrenchment

Did you retrench the wrong people?

# Retrenchment Story

- Circuit City implemented mass retrenchments as the only approach to manage poor financial performance.
- To cut costs, retrenched 3,400 of highest-paid, and probably most effective, sales people. Fewer skilled people in its stores allowed competitor Best Buy to gain ground and win market share.
- Circuit City filed for bankruptcy in 2008 and closed its doors in March 2009

# Re-designation

K loss as people go on job rotation

# Re-designation

- Job transfers can be (A) initiated by management, or (B) at the employee's request, or (C) job rotation policy
- Example: some US MNC's have a rule that if you wish to be CEO, you must have had an Asian posting during your middle management days
- Similar to resignation, how long is the hand-over period?  
What needs to be handed over?



# Re-organization

Re-org. is a popular strategy to stay  
nimble and relevant

# Re-organization

- This is a variation of M&A
- There is no 2<sup>nd</sup> company in the picture
- Sometimes, departments are closed and/or merged
- People are moved around and in some cases, massively
- Employees who are very happy with their previous boss & colleagues now have to adjust to new boss & co-workers → can down morale

M & A

Does new org. culture fit everyone?

# Negative effects of M&A

- Employees made redundant can be retrenched
  - E.g. When you merge the finance departments, how many payroll clerks do you need?  $2 + 2 = 3$  ?
- If integration is not done properly, people can suffer from low morale
- People can resign because they don't like or cannot get used to the new company culture

# Death

Predictable & unpredictable deaths

# Death

- Death can be:
  - Expected (e.g. illness)
  - Unexpected (e.g. accident)
- Examples:
  - When Steve Jobs passed away
  - Polish President Dies in Jet Crash in Russia
  - Two Michelin-Starred Fat Duck Chefs Die in Hong Kong Car Accident

# Disasters

9-11, NZ Earthquake, Asian Tsunami,  
Fukushima nuclear disaster

# What are these?

PMP, CITPM

PHR, SPHR

CFP, CFA

ACA, ACCA



# Professional certifications – why bother?

History dates back to the guilds of  
medieval times

# What are the areas a project manager need to be skilled in?

- User requirements analysis
- Managing difficult users
- Managing vendors
- Managing contracts
- Managing outsourcing
- Risk management
- Change management
- WBS
- Technical design
- Testing & quality
- Managing schedule
- Requirements changes
- Controlling the budget
- Managing human capital
- Others

# How does PMP help?

PMP has a “textbook” called PMBOK

Project Management Book of Knowledge

# HR certifications – organizations



# Advantages of professional HR certifications

- Confers credibility to you as a HR professional who values learning and development
- Increased confidence in one's ability to contribute.
- Increased efficiency in day-to-day and strategic HR duties
- Paves way towards establishing HR as a credible brand
- Hiring managers consider certifications in hiring decisions
- Business leaders often report their certified staff to be more strongly motivated and better-performing.

# Why Bother? Aka Personal Benefits

1. Makes my CV look better, can put cert title in name card
2. Helps me find another job
3. Improves future earning potential
4. Increases professional knowledge
5. Demonstrates commitment to the profession
6. Shows dedication to lifelong learning
7. Ensure professional knowledge is current
8. Boost confidence to do my job
9. Helps improve quality of work
10. Allows me to benchmark myself against peers
11. Good reputation & global reach of the credential

# Global Reach

- It is your decision, really
- Singapore-based IT certification: CITPM
- International project management cert: PMP
- Considerations:
  - Work for/with local government only? → CITPM
  - Keep options open for MNC's & regional companies?

# Company's Benefits

- 1. The company's side of personal benefits*
2. Shows that the company takes this profession seriously
3. Helps retain good employees (sponsor them)
4. Unlike post-grad degree, employees can work full-time
5. Helps company win new contracts (CV's looks better)
6. Improves company's operations



# Discussion – Certification

If you are the HR Director of an MNC and have a finite training budget, would you spend it organizing in-house professional courses for the 200 employees in [this] profession, or send them for professional certification? WHY?

If money is not a major consideration, would you prefer to do a Masters degree related to your profession or obtain a professional certification? WHY?

What has job competencies  
got to do with Corp Univ?

List the **soft skills** you would expect from  
your neighborhood doctor?

# GP competency: Empathy & Sensitivity

## Definition:

Patient is treated with sensitivity and personal understanding, asks patient about feelings. GP is empathetic, in control but not dominating, and creates atmosphere of trust and confidence. Focuses on the positive rather than negative, works to involve the patient, shows interest in the individual, gives reassurance and checks patient needs are satisfied.

## Example positive behavioural indicators

- Generates an atmosphere where the patient feels safe
- Patient is taken seriously, treated confidentially
- Picks up on patient's emotions & feelings
- Encourages patient, gives assurance
- Use of "I understand what you're saying"
- Focuses on the positive
- Is sensitive to feelings
- Treats individuals as people
- Checks patient needs are satisfied
- Demonstrates a caring attitude

# Competencies in everyday life

- Imagine: You are a tourist from Switzerland and you just arrived at Changi Airport for the first time. You have heard so many good things about the country.
- You just got into a taxi at the airport. List 5 to 7 skills you would expect the Taxi Driver to have.
- Of this list, which skills would you consider to be (a) Basic – must have, and (b) Optional – nice to have.

# What are Competencies?

A cluster of **related knowledge, skills and attitudes** that affect a major part of one's job (a role or responsibility) that **correlates with performance on the job, can be measured against well-accepted standards, and that can be improved via training and development.**

(Lucia and Lepsinger, 1999)

# Regional Manager Competencies

## Thinking Skills

- Mental agility
- Focus and balance
- Strategic perspective
- Problem solving and innovation

## People Skills

- Self management
- Insightful listening
- Impact and influence
- Mature assertiveness
- Teamwork and collaboration
- Communicates effectively
- Peer leadership

## Business

## Understanding

- Marketplace perspective
- Maximizes business performance
- Financial acumen
- Business judgment

# Example of competency definition: UNICEF

**Communication:** Speaks fluently; expresses opinions, information and key points of an argument clearly; presents information with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility; structures information to meet the needs and understanding of the intended audience; presents information in a well-structured and logical way.

LEVEL 1	LEVEL 2	LEVEL 3
Speaks clearly and audibly.	Speaks clearly and audibly and at an appropriate pace.	Achieves a fluent conversational style by using pauses, changes in volume, and changes in emphases.
Clearly explains information.	Quickly gets to the point, effectively presenting the key points of an argument while separating the important from the trivial.	Presents highly complex arguments, information and ideas in an easy to understand and memorable fashion.

# Exercise

Of the list of taxi driver skills, select one and describe the observable behaviors at levels 1, 2 and 3



# Skills-Gap Analysis

## What is Skills-Gap Analysis?

- Compares a person's skills to the skills required for the job to which they have been, or will be, assigned.

## Why is Skills-Gap Analysis done?

- A skills gap analysis is undertaken to identify the skills that an employee needs, but may not have, to carry out his or her job or to perform certain tasks effectively.

# Integrated Talent Management (Josh Bersin)

1. Talent Strategy & Planning
2. Sourcing & Recruiting
3. Performance management
4. Learning & Development
5. Succession planning
6. Leadership development
7. Compensation

**Based on Competency Management as core**

# What next after competencies?

→ Work on:

#4: Learning & Development

# Corporate universities – the theory

# Goals of a Corporate University (CU)

[http://en.wikipedia.org/wiki/Corporate\\_universities](http://en.wikipedia.org/wiki/Corporate_universities)

CU's are set up for a variety of reasons, but most organizations have the same basic needs. According to Hearn, these are to:

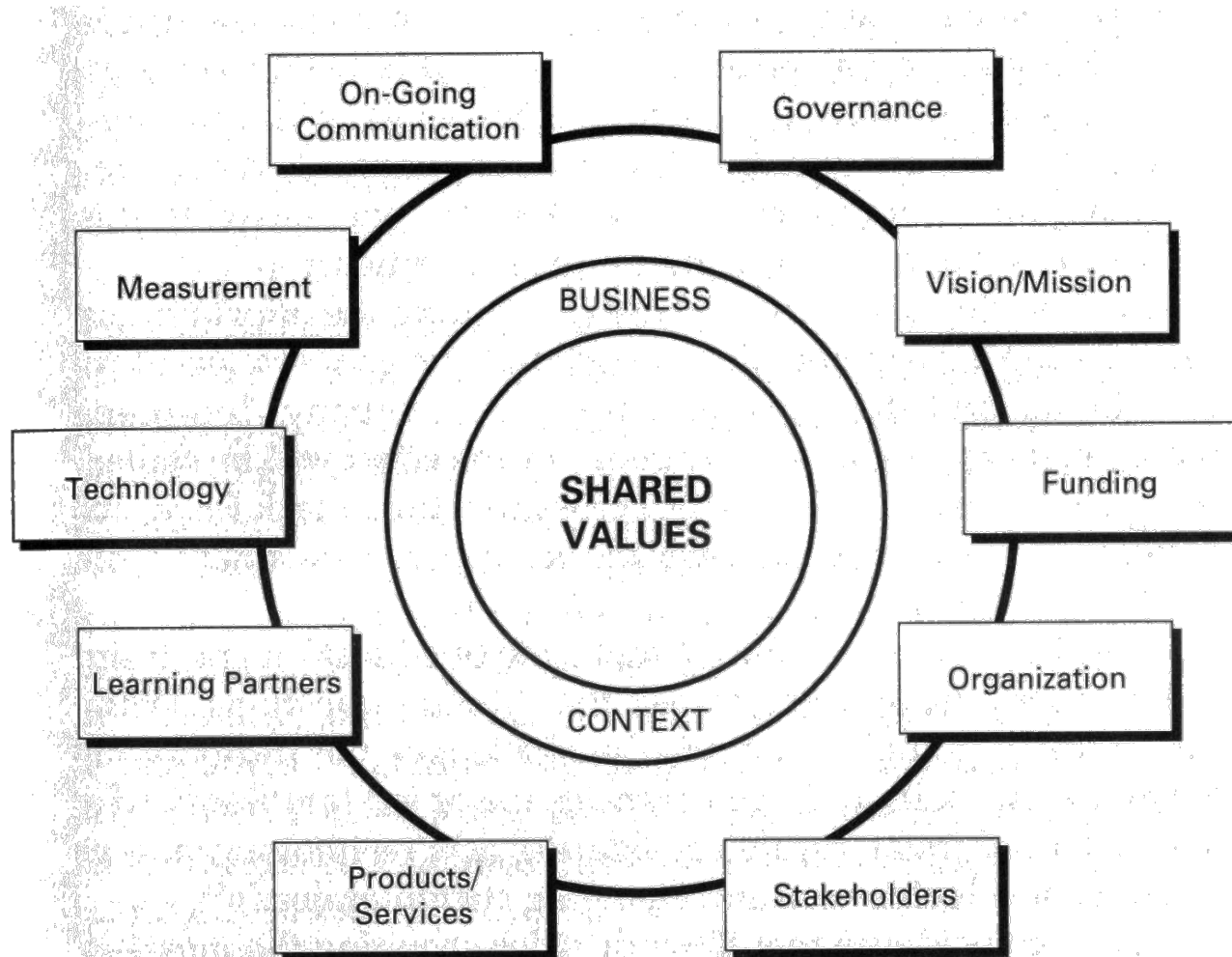
- Organize training
- Start and support change in the organization
- Get the most out of the investment in education
- **Bring a common culture, loyalty, and belonging to a company**
- Remain competitive in today's economy
- Retain employees

CUs offer valuable training & education to employees, but they also help organizations retain & promote key employees.

# Some companies with Corp. Universities

- Abbott Laboratories
- Buckman Labs
- Burger King
- Burson Marsteller
- Charles Schwab
- Conoco
- Costco
- Disney
- Federal Express
- General Electric
- McDonalds
- Mastercard
- MBNA América Bank
- Motorola
- National Semiconductor
- Oracle (+ Sun)
- Qwest
- Raytheon
- Reebok
- Saturn
- Sears
- Southwest Airlines
- Symbol Technologies
- Verizon
- Xerox
- 3Com

# 10 Building Blocks for Designing Corporate University



# Corporate universities

Making it work



# Making it work

1. Governance → Reporting structure, accountability
2. Vision & Mission → Important to define purpose, future
3. Funding → Cost center or profit center?
4. Organization → What does the org chart look like?
5. Stakeholders → Meant for insiders only? Open to all?
6. Products & services → Classroom F2F, MOOC, blended?
7. Learning Partners → Train internal people, hire adjuncts?
8. Technology → Host in-house or use the Cloud?
9. Measurement → KPI – how do you measure success?
10. On-going comm. → To bosses, busy colleagues & rookies

# Governance

- Who does the CU report to?
- CEO? COO? CHRO? (as in T&D)
- Will trainees be bonded for certain programs?
- What if designated employees refuse to attend?

# Governance system of GE's Corp Univ.

- John F. Welch Leadership Center (located at Crotonville)
- Has a strong Governance system
- Involves senior management & CEOs as faculty
- Faculty include leadership experts from academic world (including Peter Drucker at one time)
- Shares knowledge with customers, suppliers & industry

# Vision & Mission

- In-house
  - On-boarding ?
  - Manager training ?
  - Senior management coaching, mentoring ?
- External
  - Corporations
  - Individuals (professionals)

→ Are there “crown jewels” that would prevent you from making money by offering training to outsiders?

# US Department of Transportation (DOT)

## Leadership and Succession Management

### Goal 3. Reduce and eliminate leadership competency gaps.

- Strategy 1: Continue administration of leadership competency assessments and follow-up improvement plans. Improve both participation rate in assessments and OA analysis of resulting data.
- Strategy 2: Monitor employees' responses to FHCS and DOT survey items relating to their perception of, and confidence in, leadership and include these data in the assessment of activities to upgrade leadership competencies.

### Goal 4: Promote leaders' ability to manage telework, flexible schedules, and other non-traditional work arrangements that can make DOT an employer of choice while improving customer service and reducing highway congestion.

- Strategy 1: Provide training to DOT leaders on the value of telework and on relevant management strategies.
- Strategy 2: Use management forums and other outreach techniques to emphasize senior leaders' support for flexible work arrangements.
- Strategy 3: Ensure that replacement strategies are developed and refreshed for high leverage positions.

# Funding

- How do you pay the bills?
- Cost center?
- Profit center?

# Industries & organizations that have turned to Disney Institute

- Automotive
- Insurance
- Banking & Finance
- Manufacturing
- Education
- Nonprofits
- Food Service
- Pharmaceutical
- Government
- Retail
- Healthcare
- Transportation

# Funding

ALL	CHARITY	CAPITALISM
IN-HOUSE	INSULAR	RED TAPE
	COST CENTER	PROFIT CENTER



# Organization

- Reporting structure
- Accountability
- If product & service offerings are also meant for external parties, what additional type of staffing does the Corp Univ. organization need?

# Motorola University – structure

- Established to ensure that employees have the skills necessary to achieve company objectives
- Proliferation of Six Sigma provided an opportunity for MU to offer public courses. Delivered benefits of Six Sigma to Customers & Suppliers on Six Sigma Methodology.
- Externally focused, Licenses its training program to its suppliers
- Invests 3-5% of employee payroll in training
- Committed to establishing a network of alliances of universities and community colleges. Consider local education system as supplier. To use the alliance for training & recruitment
- Commitment to lifelong learning

# Stakeholders

- Who are the trainees? At what levels are they?
- In-house executives, senior managers?
- Are some Corp Univ training open to outsiders?
- How is the HR Dept involved?

# McDonald's Centre of Training Excellence

## Training Methodologies & Target Audiences

### Classroom Instruction

- 300 pax capacity Auditorium
- 10 engagement classrooms

### Hands on Lab Activities

- State-of-the-art training laboratory
- Kitchen laboratories

### Target Audiences

Executive  
Development

Middle  
Management

Restaurant  
Managers

Service Crew  
Development

### Computer/ e-learning

- interactive education team rooms

### Self-Study

- accreditation system

# Products & services

- What training are you offering?
- Motorola University's Six Sigma – both internal & external
- General Electric – programs for Entry Level, Middle Level, Senior Management, Experienced Leadership
- Disney's program offerings

# Disney U – product & service offerings

## Program Topics:

- Leadership Excellence
- People Management
- Quality Service
- Loyalty
- Organizational Creativity

## Custom initiatives:

- Phase 1: We come to you
- Phase 2: You come to us
- Phase 3: We work together

## Group programs:

- 90-Minute Presentations
- 3-Hour Workshops
- Field Experience, Guest Speaker or Activity
- 1- or 3 1/2 -Day Seminar

# Learning Partners

- Subject matter experts (in-house)
- External experts, consultants, coaches
- External training providers
- MOOC's

# Some MOOC providers

- Coursera
- Udemy
- P2PU
- Minerva
- TEDEd
- Iversity
- eCornell
- WizIQ
- Princeton
- Caltech
- edX
- Class2Go
- GeorgiaTech VentureLab
- University of the People
- Eliademy
- MIT Open Courseware
- UDACITY
- Open HPI
- University of Edinburgh



# Technology

- Different technologies needed to build: in-house page turners, e-books, scenario simulations, e-learning courseware with animation, courseware with audio & video, MOOC
- These technologies come in varying levels of sophistication
- Example: Articulate is a low-cost software that can help SME's and Instructional Designers build online learning content ([www.articulate.com/](http://www.articulate.com/))

# Measurement

- How do you measure progress?
- How to monitor KPI without “irritating” line depts?
- How do you measure success?
  
- Measuring competencies: Levels 1, 2, 3
- 360 degree tracking of behavior change over time

# On-going communication

- If offered to outsiders, channels of marketing & sales
- In-house:
  - SOP for all new recruits?
  - Mandatory attendance of courses before promotion?
  - Training performance form part of succession planning?
- Communicating small successes – who “graduated”
- Communicating importance – e.g. Jack Welch
- Communicating commitment – speeches by top management

# Case Study

Highly recommended book:

Disney U (Doug Lipp)

# Case Study: CU in one department

1. Governance → Reporting to Director; AD in charge
2. Vision & Mission → (1) Project Mgt Excellence, (2) KM
3. Funding → Cost center with min. increase in \$
4. Organization → Less than 5 staff; headcount inc: 2
5. Stakeholders → Meant for colleagues within the dept
6. Products & services → Classroom F2F, LCL, PM trg, PMP
7. Learning Partners → Deep tech – internal; PM trg – outsource
8. Technology → Host in-house or use the Cloud?
9. Measurement → KPI – # of PMP, # eligible for PMP
10. On-going comm. → Inform new staff of PMP & training

# Disney University

It took more than a good idea to bring the university into existence. This new baby in the corporate family might have died in the delivery room had it not been for certain circumstances.

(Van France)

# Van's 4 circumstances are values

- These values are not unique
- These values aren't new or unknown to most leaders
- These values must pervade the organization. They are the essential DNA of the whole company, not just Van's values or those of the Disney University.

The Disney University is an extension of the company.

# Disney U: Beyond a University in Name Only

- 1. Innovate.** Leaders must be
  - Forward-thinking
  - Comfortable with risk
- 2. Support.** Leaders must provide support that is
  - Overt, Enthusiastic, Sustained
- 3. Educate.** Employee education and development must be
  - An indispensable component of organizational culture
  - Simple enough to remember and act upon
  - Implemented at all organizational levels
- 4. Entertain.** Employee education and development must be
  - Engaging, Memorable, Fun



# Secrets of the Disney University

- Having a seat at the leadership table
- Being a valued part of the organizational culture
- Moving well beyond providing merely short-lived programs
- Being incessantly creative and willing to try new approaches to keep the message relevant, fresh and engaging.

# Conclusion

If you want one year of prosperity, grow grain.

If you want ten years of prosperity, grow trees.

If you want 100 years of prosperity, grow PEOPLE.

(Source: The Economist)

# References

- Book: Corporate Universities: Lessons in Building a World-Class Work Force (Jeanne C. Meister)
- Book: Disney U: How Disney University develops the World's most engaged, loyal, and customer-centric employees (Doug Lipp)
- [http://en.wikipedia.org/wiki/Corporate\\_universities](http://en.wikipedia.org/wiki/Corporate_universities)
- [www.newfoundations.com/OrgTheory/Hearn721.html](http://www.newfoundations.com/OrgTheory/Hearn721.html)

Twelve Success Factors for Corporate Universities

[www.clomedia.com/content/templates/clo\\_fairfield.asp?articleid=384&zoneid=13](http://www.clomedia.com/content/templates/clo_fairfield.asp?articleid=384&zoneid=13)

Corporate Universities: A Powerful Model for Learning

[www.clomedia.com/content/templates/clo\\_feature.asp?articleid=51&zoneid=29](http://www.clomedia.com/content/templates/clo_feature.asp?articleid=51&zoneid=29)