

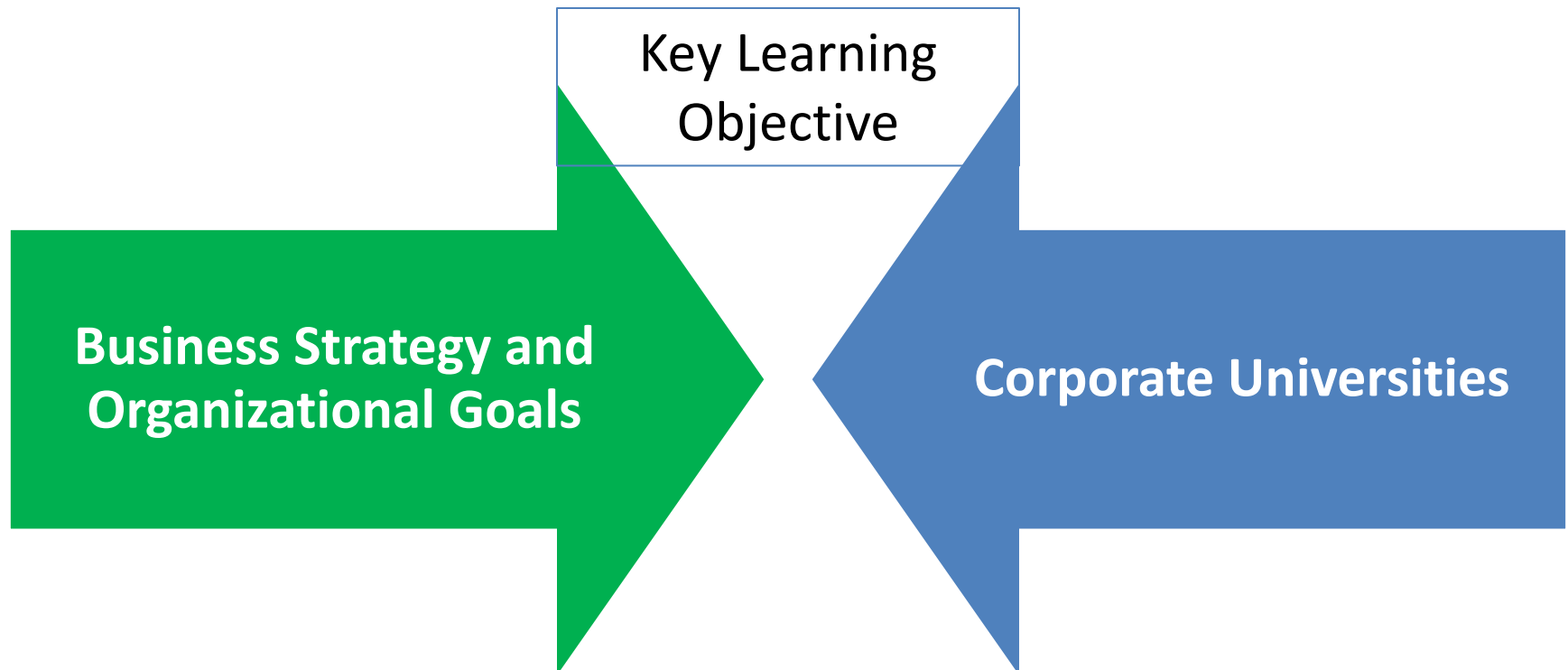


Aligning Corporate University Outcomes to Business Strategy and Organizational Goals

Charlotte F. Hughes



Aligning Corporate University Outcomes to Business Strategy and Organizational Goals



- Understand and be able to implement a performance consulting process to better align learning with the business goals in your own organizations.

Definition of Performance Consulting

Business Strategy and
Organizational Goals

- Process in which a client and consultant partner to optimize workplace performance to achieve strategic business results

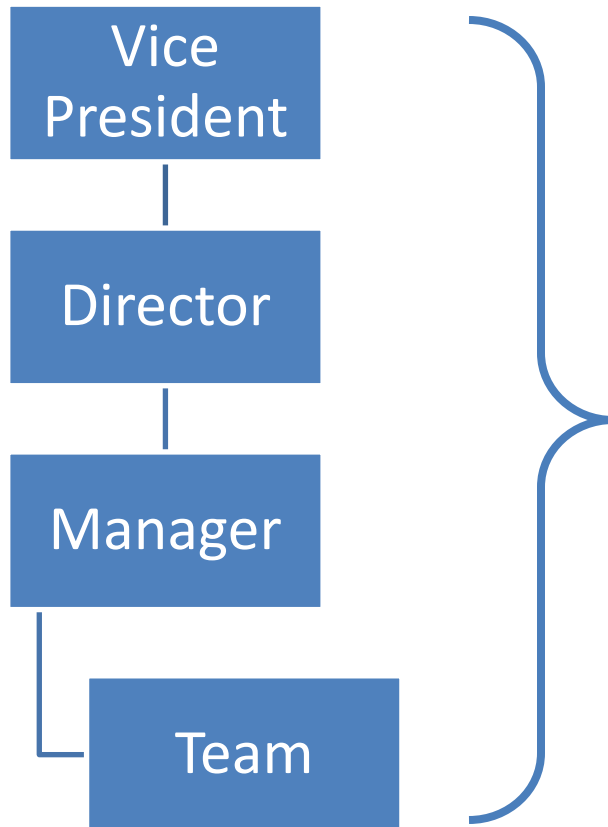


Performance Consulting

An Organizational Mindset

Corporate University

Learning Organization



Performance Mindset



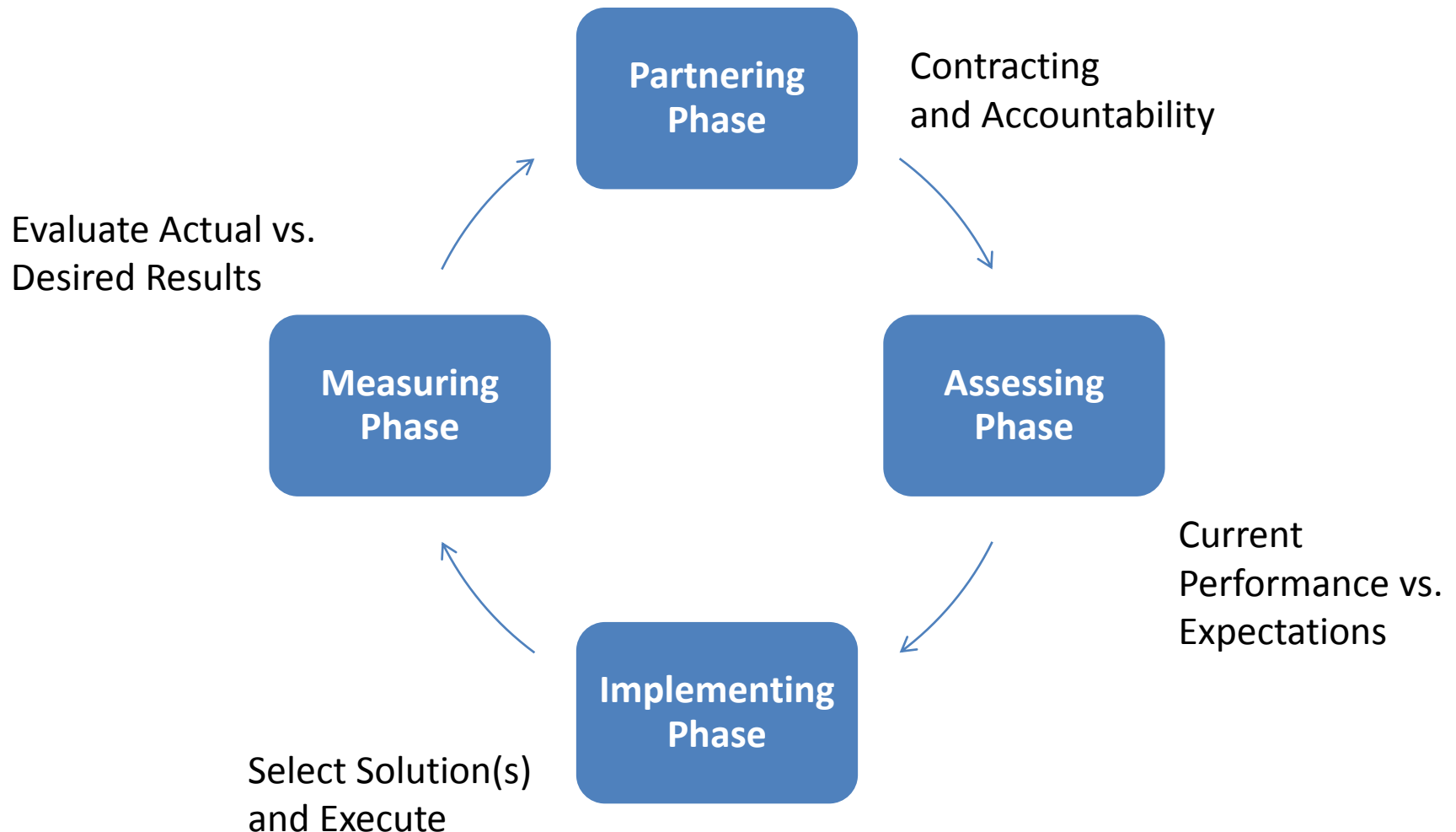
Corporate University Xchange Research

Findings from the CorpU
Learning and Innovation
Benchmarking Study - 2010

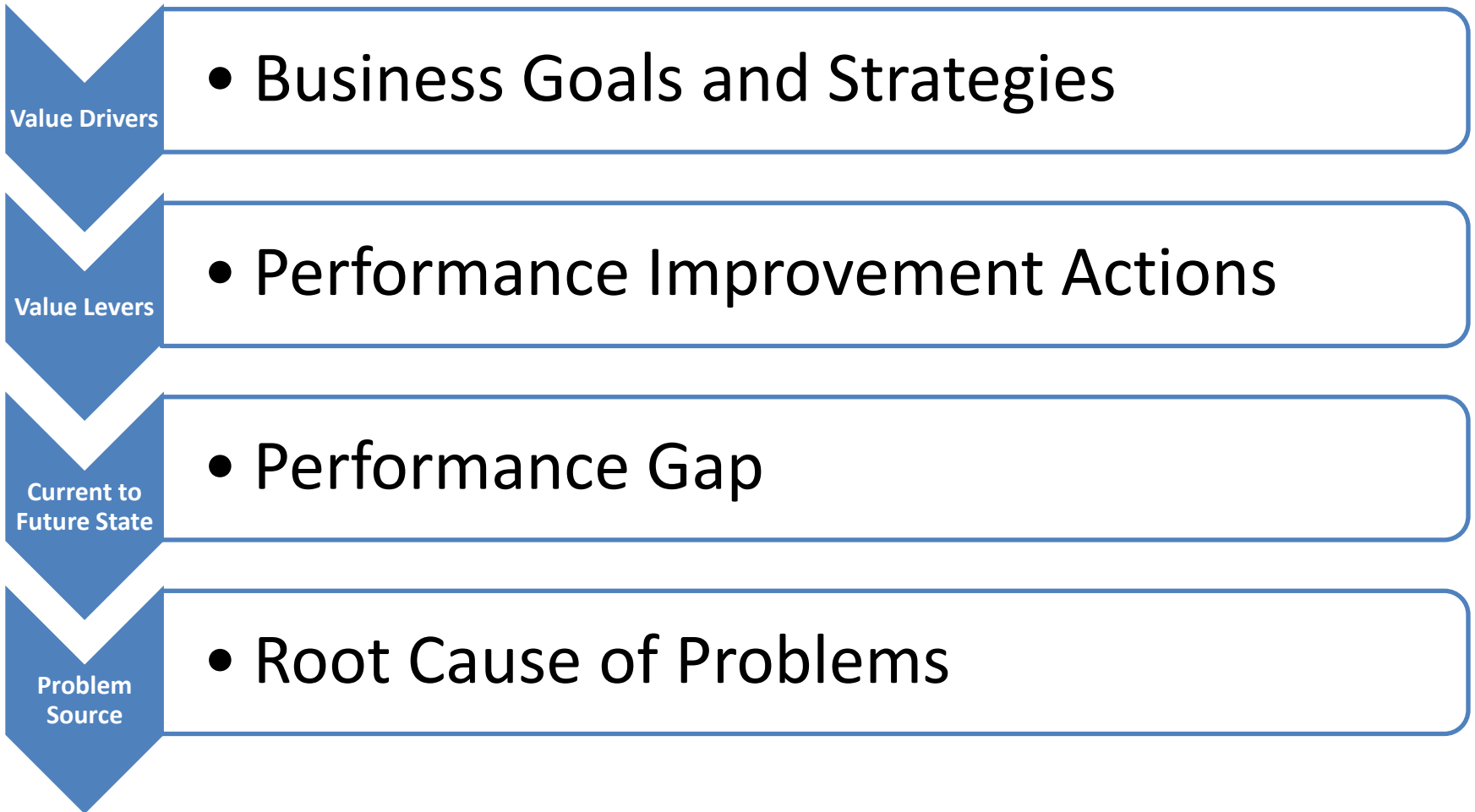


- Most learning organizations don't use a consistent disciplined performance consulting process
- High-impact “expert” learning organizations are 3 times more likely to use performance consulting
- Opportunity for improved corporate university performance

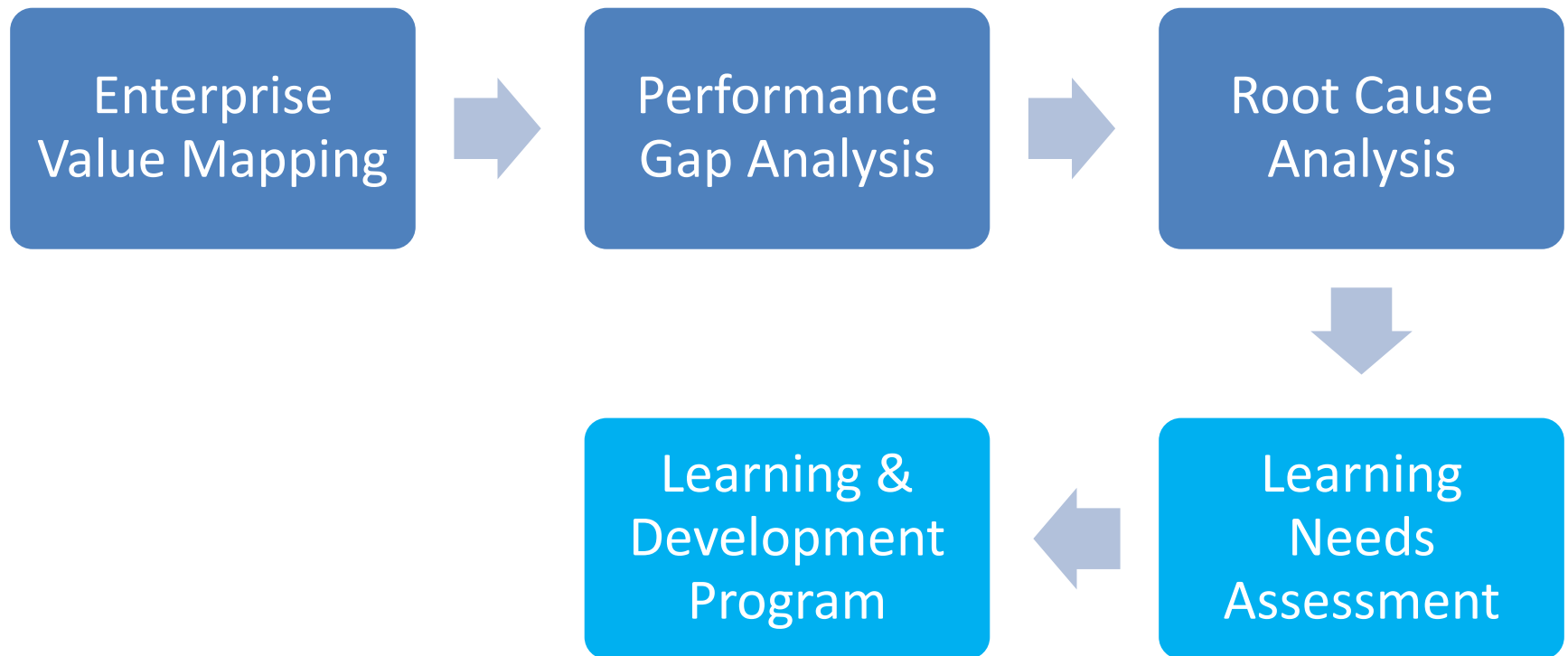
Performance Consulting Model



Performance Consulting Focus



Performance Consulting Approach



The Bilingual Learning Organization

- Understands Corporate Financial Statements
- Reads Annual Report
- Views Quarterly Results Webcasts
- Understands Corporate and Business Unit Annual Plans



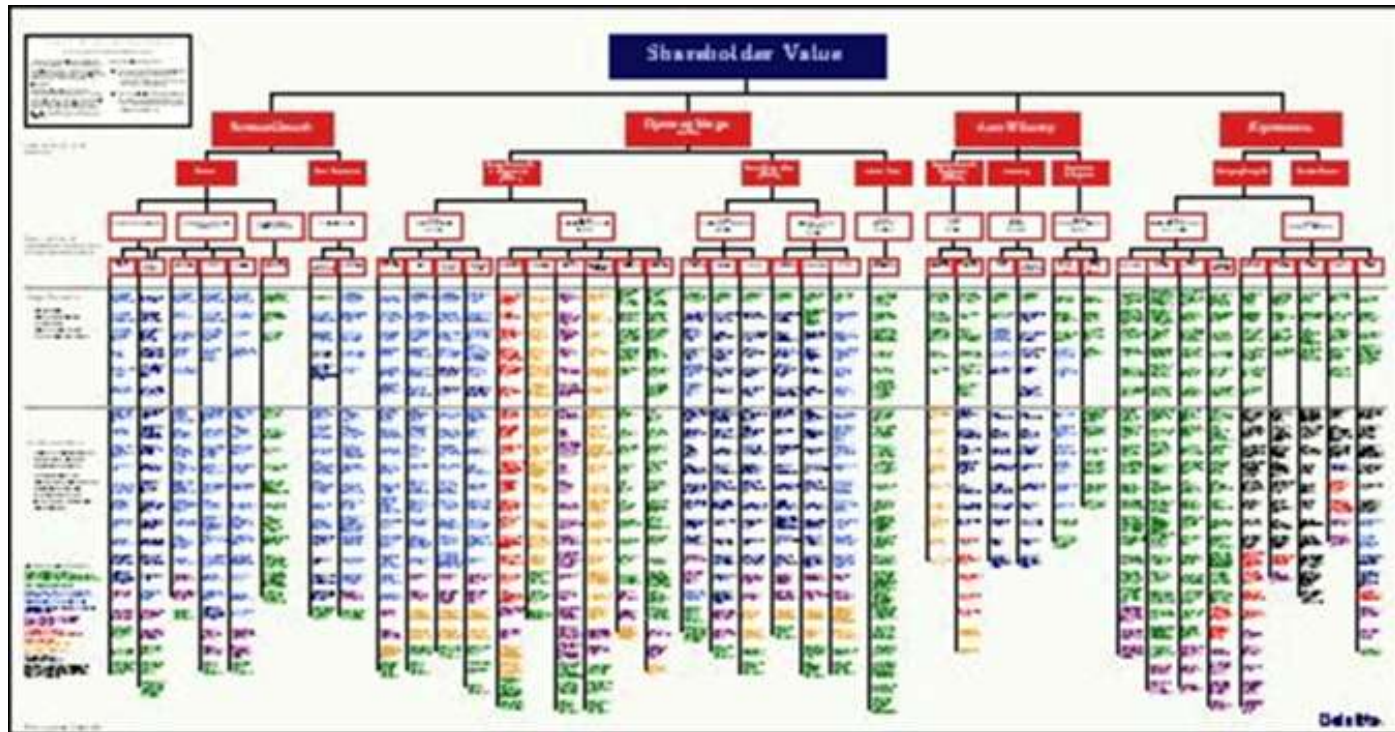
Definition of Enterprise Value



- Value delivered to shareholders by an organization because of management's ability to grow profits, dividends and share price
- Sum of all strategic decisions that affect the firm's ability to efficiently increase shareholder value

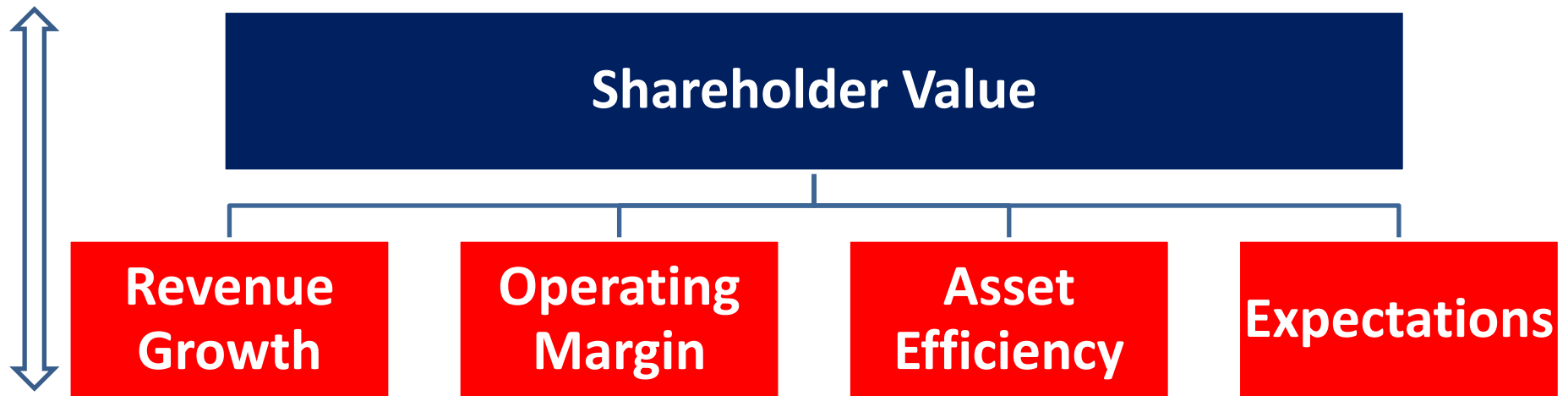
Enterprise Value Mapping

Deloitte Enterprise Value Map™



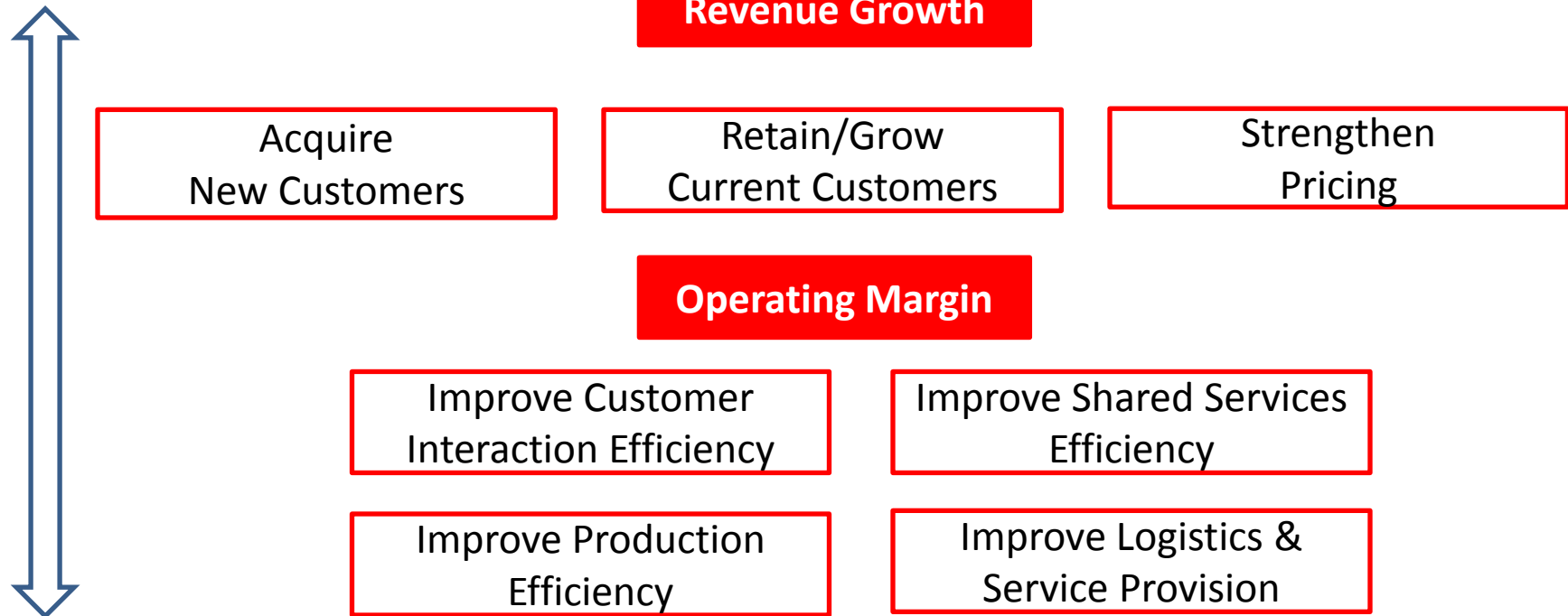
Deloitte.

Value Drivers



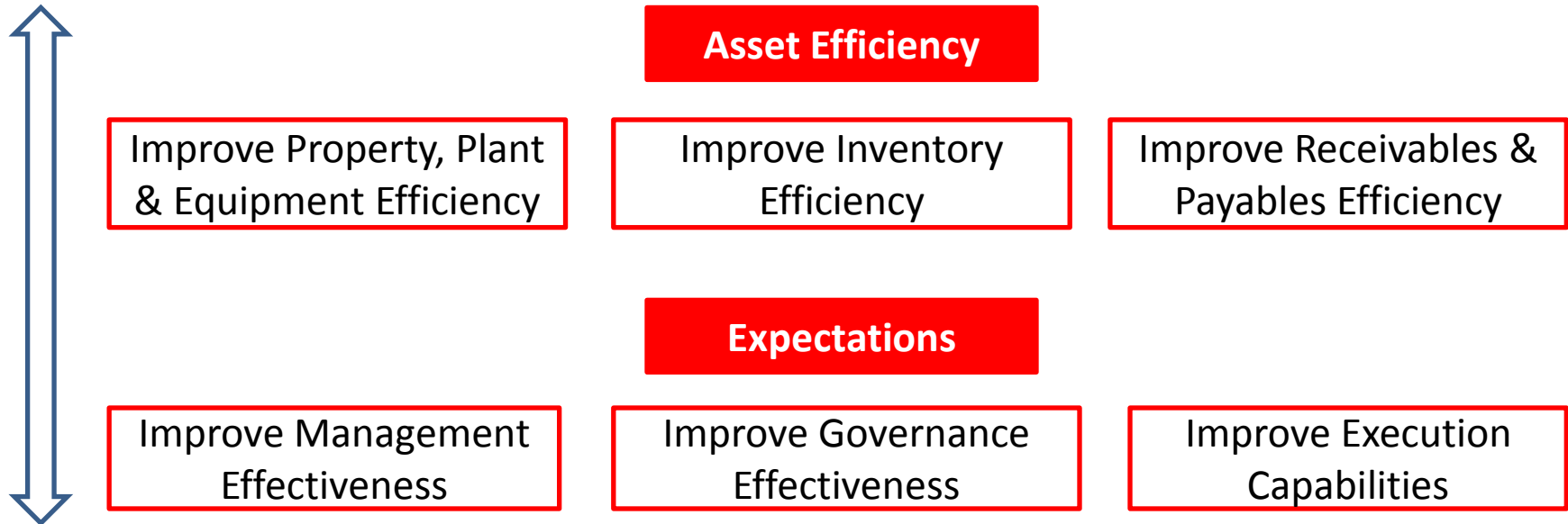
- **Red boxes** (Value Drivers) are the metrics which define company performance

Value Drivers



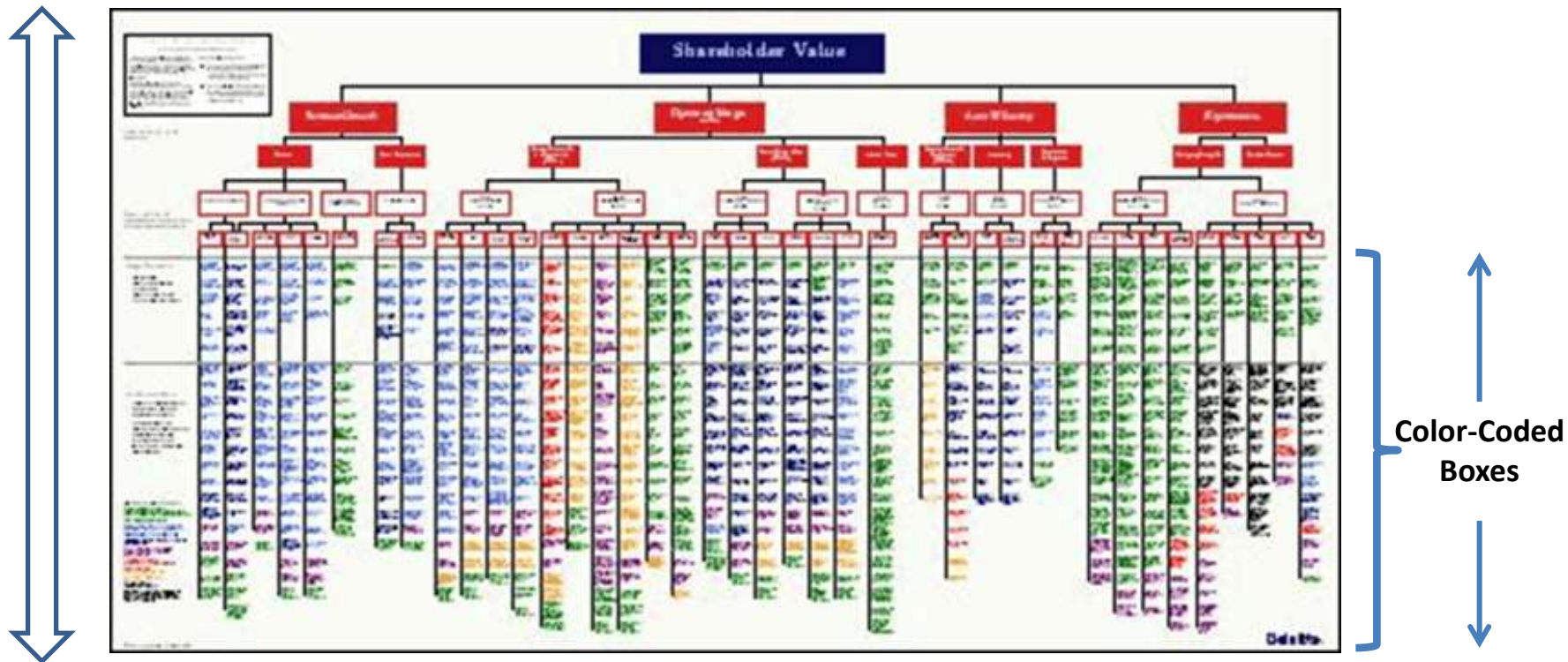
- Starting with the **white boxes** and tracking downward, the successive layers help answer the question, “How can we improve this?”

Value Drivers



- The **white boxes** define actions you can take to improve the organization's revenue, operating margin, asset efficiency and forward looking performance
- These “improvement levers” are the various departmental goals in your company's business plan

Deloitte Enterprise Value Map™

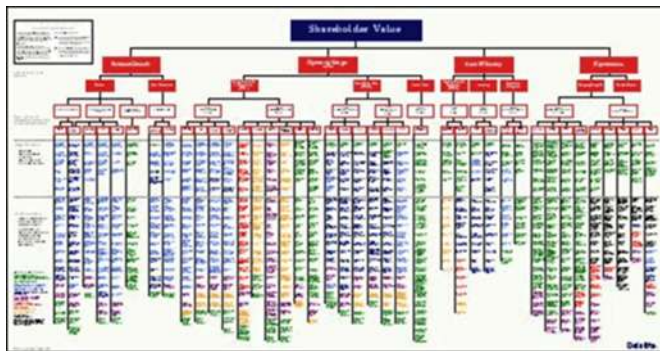


- **Color-coded** items in the bottom bands are specific actions that can be taken by leaders and employees
- Reading **bottom to top**, you can reverse the process and answer the question, "Why are we improving this?"

Business Performance Improvement Actions

“Change What You Do”

- What you provide
- Whom you target and serve
- How you compete
- Where you deploy resources
- Which operations you outsource



“Do What You Do Better”

- Strengthen governance approaches
- Align resources with strategies
- Improve business processes
- Hone strategic capabilities
- Manage tax impacts and opportunities
- Improve control/reduce risk
- Collaborate more effectively
- Satisfy customers, employees and other stakeholders

Enterprise Value Mapping Exercise

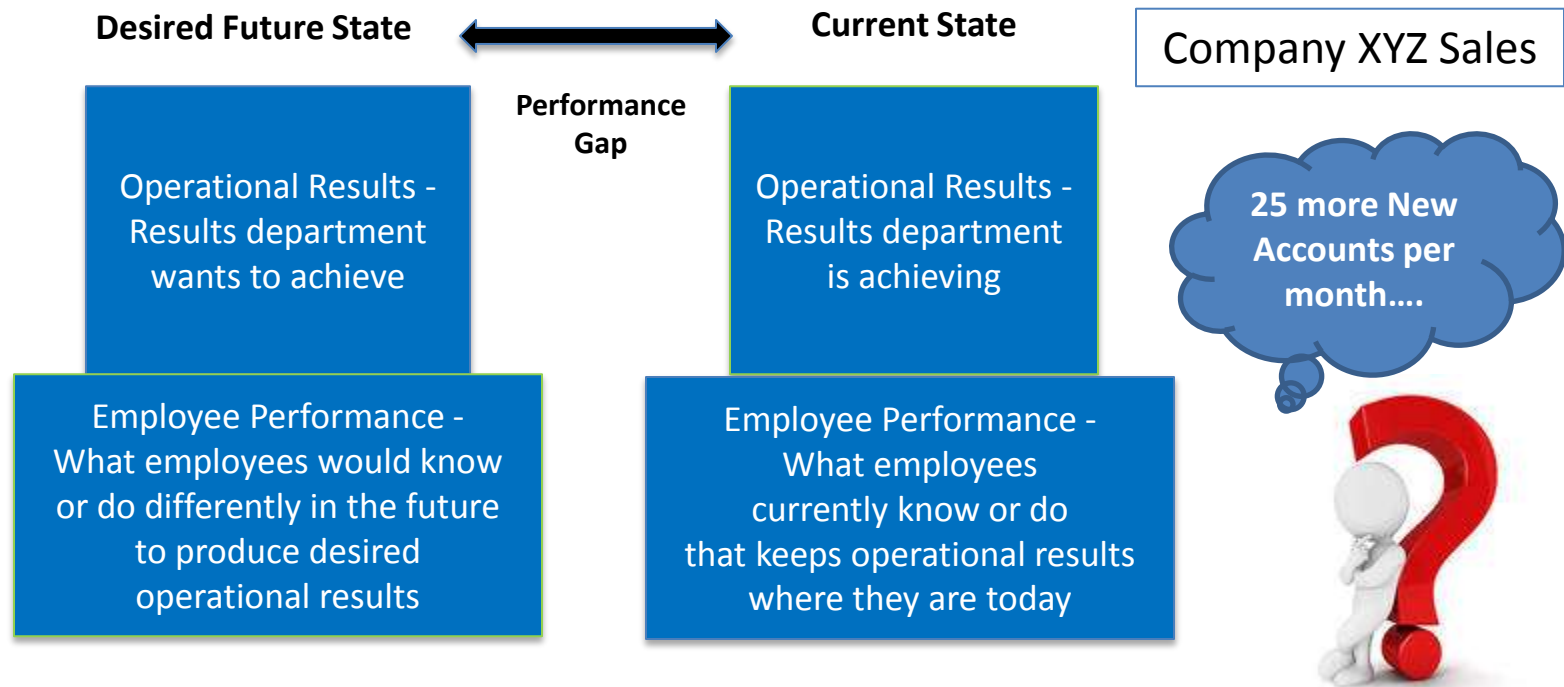


- Work in Small Groups
- Exercise Instructions
Company XYZ Mini-Case
- Enterprise Value Map™
- Report Out



Performance Gap Analysis

Tells you where you are and where you want to be



- *A Performance Gap Analysis will indicate if a lack of knowledge and/or skill is the root cause of the gap and that a learning solution is in order*
- *Company XYZ Sales department has determined that improved collaboration with internal partners will close the performance gap*

Learning Organizations

What we can do to align with business goals & strategies

We need to collaborate better!

Client Request

Gap Analysis

Is the cause of the problem known?

No

Root Cause Analysis

Yes

Performance Gap Analysis Process

Learning Needs Assessment

Is lack of knowledge or skill a root cause?

Yes

No

Other factors influencing performance
Lean 5 Whys Analysis

Make Learning Program Recommendation

How Do We Collect Data?



- Interviews
- Focus Groups
- Surveys

Corporate
Universities

Learning Organizations

What do we need to know?

Analysis	Deliverable	Sample Questions
Gap	Articulation of a gap between current and desired performance. <i>Grow from an average of 100 new accounts to 125 new accounts per month.</i>	• What are the current sales results stated in measurable terms? • What would your new customer acquisition results look like if collaboration performance was where it should be? • If things were right with collaboration, what would be the customer service outcomes?
Root Cause	Identification of the root causes of a performance discrepancy. <i>Improve collaboration between the Sales Department and their R&D, Product Supply, and Marketing partners.</i>	• Could the sales team collaborate effectively if they had no choice? • What consequences exist for non-performance? • Does the team have adequate resources to collaborate with partners? • Do they know what collaborative performance is expected of them? • What internal factors support or prevent the desired state? • What external factors support or prevent the desired state?

Let's dig deeper

Company XYZ



Root Cause Analysis



- Ensures that the true issue is identified so the proper solution can be recommended
- Is knowledge/skill the root cause of the problem?

***Company XYZ Sales:
Improve collaboration between the Sales
Department and their R&D, Product
Supply, and Marketing partners.***

Finding Root Cause

5 Whys

- By repeatedly asking the question “Why” (five is a good rule of thumb), you can peel away the layers of symptoms which can lead to the root cause of a problem

THE 5 WHYS



When is 5 Whys Most Useful?

- When problems involve human factors or interactions
- In day-to-day business life; can be used within or without a Six Sigma project



Benefits of the 5 Whys



- Helps identify the root cause of a problem
- Determine the relationship between different root causes of a problem
- One of the simplest tools; easy to complete without statistical analysis

Factors Influencing Performance

Environment/Resources

Examples: Tools, materials, technology, equipment, adequate project budgets, supplies, etc.

Structure/Process

Examples: Logical reporting relationships, management support, quality inputs, logical steps to follow, realistic policies, a meaningful mission statement, etc.

Information/Feedback

Examples: Feedback on your performance, clear standards, customer feedback, reliable data, reference material, etc.

Knowledge/Skills

Examples: Formal classroom training, e-learning, performance support/job aids, action learning, coaching, mentoring, social learning, mobile learning, etc.

Motivation

Examples: Profit sharing, recognition, performance-based pay, bonuses, benefits, job security, prestige of position, opportunities for advancement, etc.

Wellness

Examples: Better health care system, work/life balance counseling, more physical exercise, more relaxation time, stress management, better dietary habits, etc.



Corporate Universities & Learning Organizations



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Company XYZ University



Cross - Functional Teamwork (CFT) – Collaborating Across Organizational Boundaries Workshop

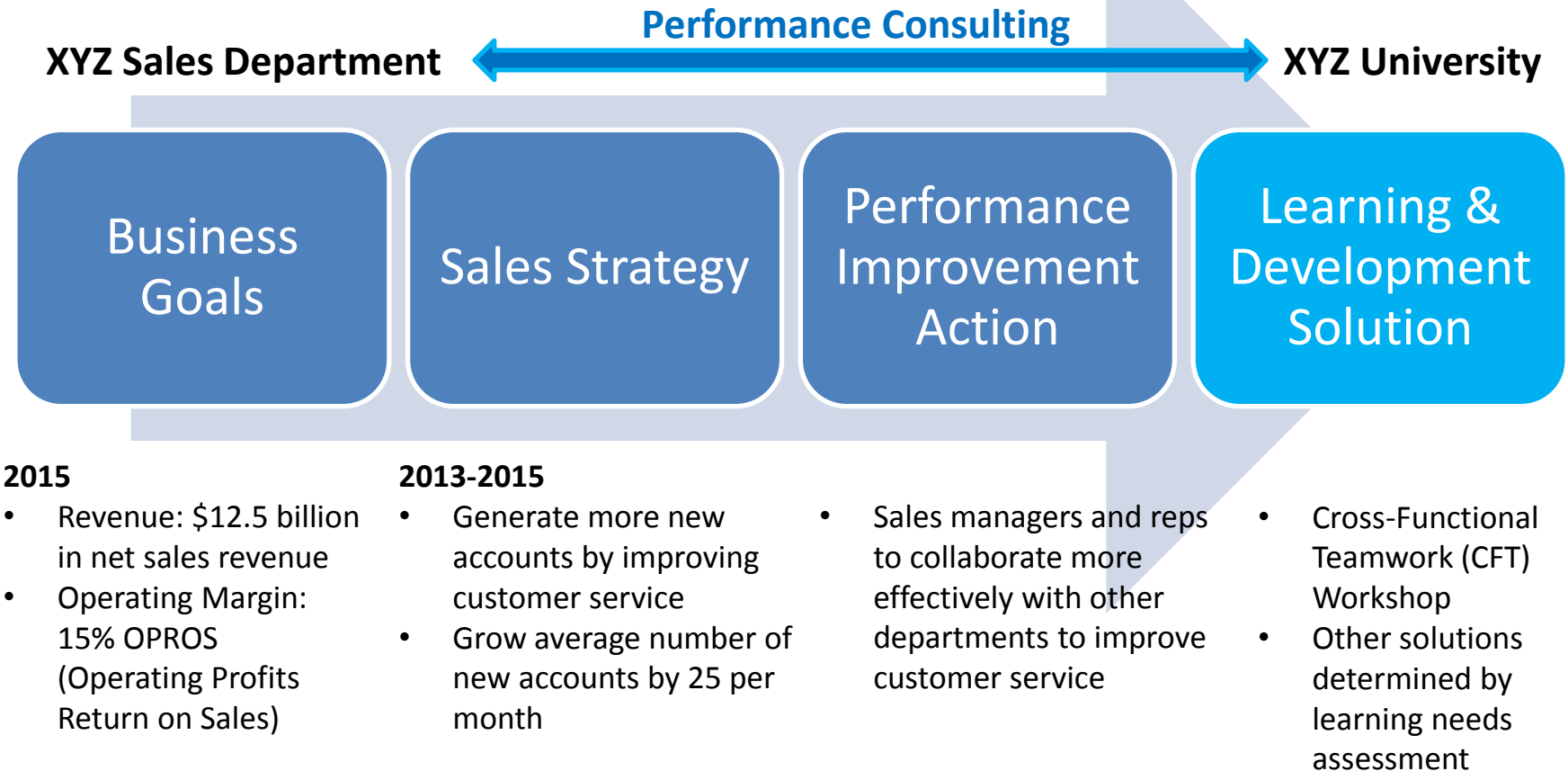
CFT training is built around four modules. In the one-day overview participants learn the basic concepts in each module. In the two-day workshop participants learn specific techniques for implementing these basic concepts.

The four modules are:

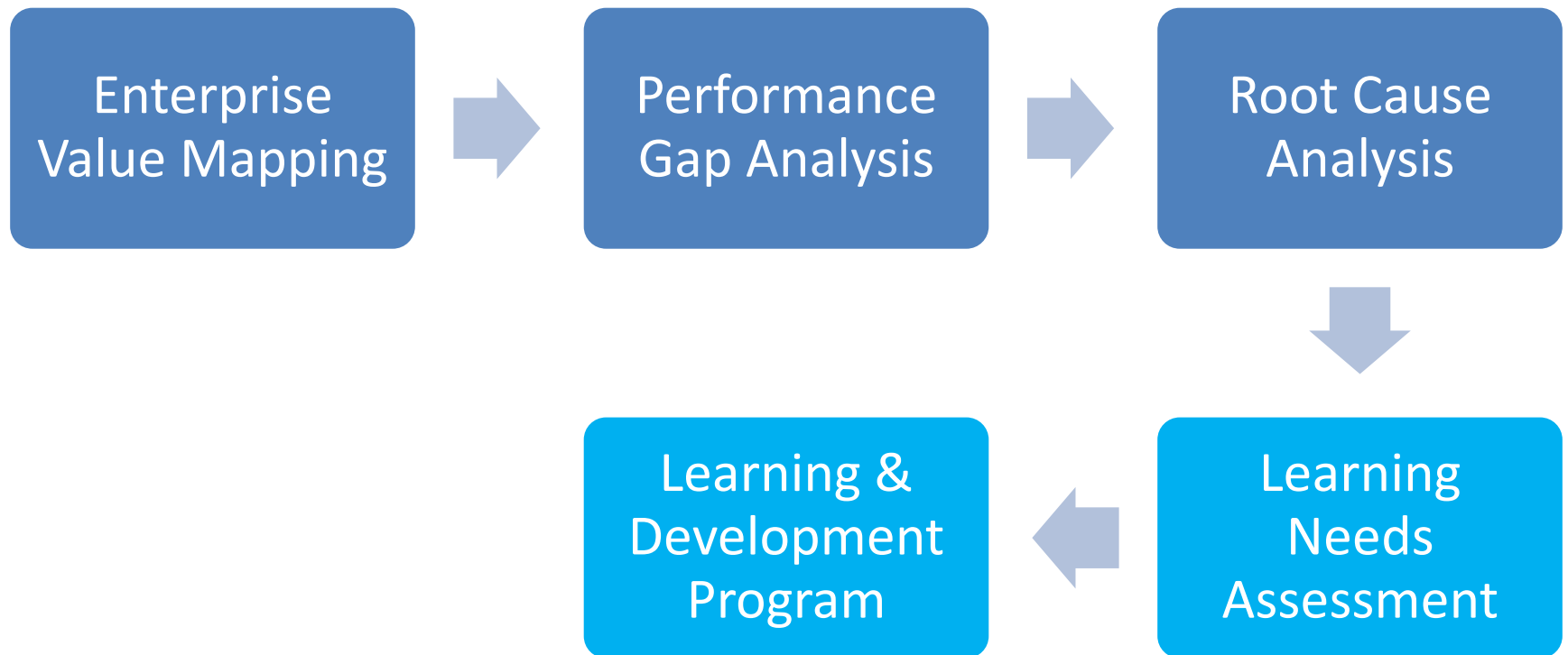
1. Organizational Boundary Crossing
2. Stages of Collaboration
3. Power & Empowerment
4. Culture Change

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Company XYZ Mini-Case



Performance Consulting Approach



Corporate Universities & Internal Learning Organizations

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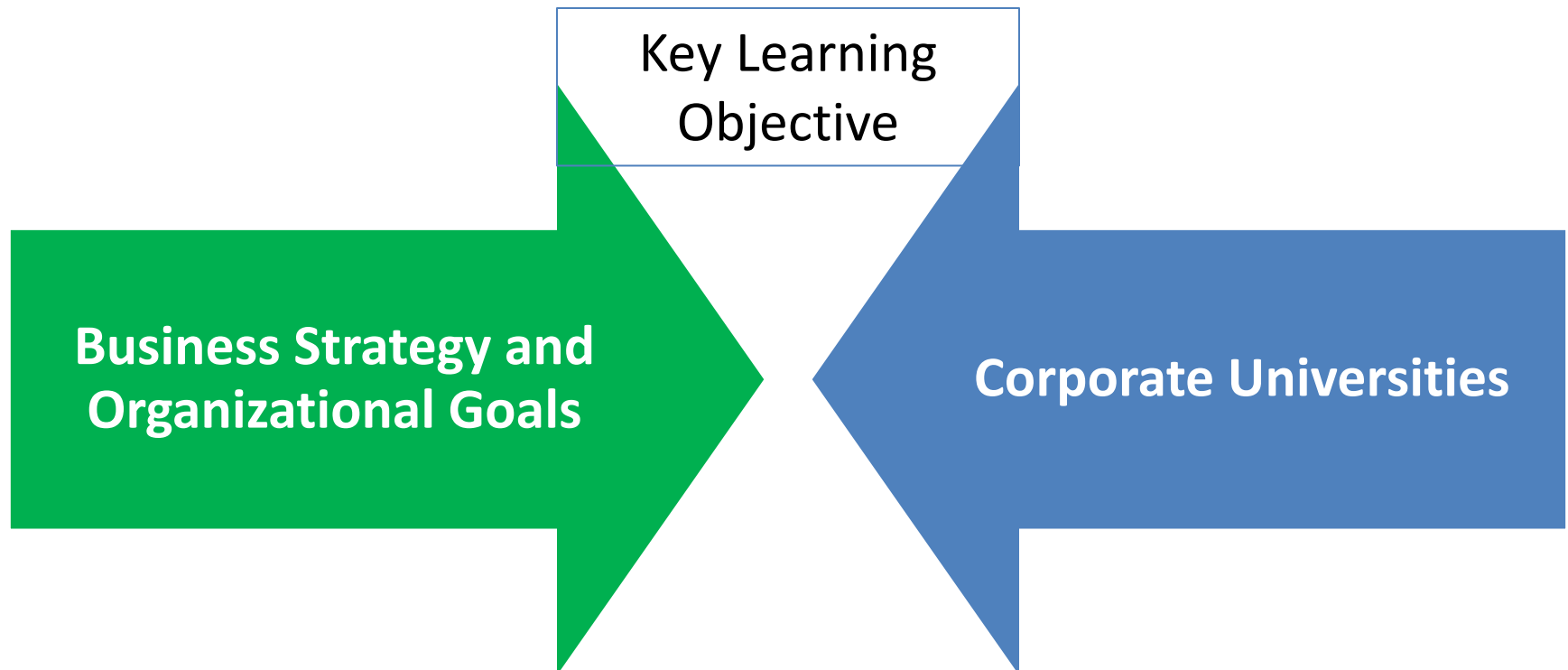
	Learning Consulting	Performance Consulting
Focus	Learning needs	Performance needs
Results	Structured learning programs	Solutions that improve performance
Accountability	Training activity	Better business results
Measurement	Participant evaluation & learning	Performance change & sometimes ROI
Assessments	Training needs: competencies	Performance gaps
Relationship to Organizational Goals	Cost center	Produces measurable results

Performance Consulting Outcomes

- ✓ Reduced training costs due to elimination of “training for training’s sake”
- ✓ Increased communication with business units
- ✓ Reduced learning headcount due to increased efficiencies
- ✓ Increased alignment between learning and business strategy
- ✓ Increased leadership support for organizational learning



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Please Contact me for Additional Resources

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Additional Resources

Performance Consulting

- Performance Consulting: A Practical Guide for HR and Learning Professionals by Dana Gaines Robinson and James C. Robinson, 2008
- The Performance Consultant's Fieldbook: Tools and Techniques for Improving Organizations and People by Judith Hale, 2006

Understanding Corporate Financial Statements

- Guide to Financial Statements, U.S. Securities and Exchange Commission (SEC), www.sec.gov

Enterprise Value Mapping

- Deloitte Enterprise Value Map™
- Deloitte Enterprise Value Map™ for Human Capital v2.0

Performance Gap Analysis

- Performance Gap Analysis ASTD Press INFO LINE Tips, Tools, and Intelligence for Trainers by Maren Franklin, 2006
- Root Cause Analysis Basic Tools and Techniques by Denise Robitaille, 2004

Corporate Universities and Performance Consulting

- Performance Consulting: A Critical Strategy to Building Relationships, Corporate University Xchange Learning Excellence and Benchmarking Study, 2010