



Barcelona I International Corporate Universities Forum September 27-28, 2010



SUMMARY

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The first edition of the *I International Corporate Universities Forum*, thanks to the participation of directors of companies around the world, with maximum responsibility on business strategy and executive education for their organizations, discussed upon the strategic role of corporate universities as an engine of change in organizations.

This knowledge capture aims at being a summary which includes all the ideas, trends and case studies shared during the two-day forum.



Monday September 27th 2010	
Leading change and the role of Corporate Universities	
09:30	Opening session
Leading change	
10:00	<p>Leadership in turbulent times Brian Bacon from the "Oxford Leadership Academy" will explain the main tools and techniques business leaders need for focusing on the right things. Listening to Brian will help people deal with the complex transformational challenges their organizations are facing.</p>
11:30	<p> Leading change: How companies must initiate transformation efforts Participants: Executive Committee & Board members from MNC's</p> <ul style="list-style-type: none"> - Mr. Antonio Gallart, Chief Corporate Officer. Gas Natural Fenosa - Mr. Tony Russell, Director – Senior Executive Development. <i>L'Oréal</i> - Mr. Gregorio Villalabeitia, Board member of <i>Telefónica</i> and president of the Board of <i>Universitas Telefónica</i> <p>Moderator: Prof. Alfons Sauquet, Dean of ESADE Business School</p>
14:15	Barcelona, the city for Corporate Universities
The models and roles of Corporate Universities	
15:00	<p> How Companies must prepare now for the 2020 Workplace Jeanne Meister from "The Future Workplace" Facilitator: Prof. Mike Rosenberg, IESE <i>Business School</i></p>
16:45	<p> Corporate University models (collaborative universities, innovative partnerships) and their role in leading change. Participants:</p> <ul style="list-style-type: none"> - Mr. Jose Angel Fernandez Izard, Corporate University Director. Gas Natural Fenosa - Mr. Jean Pierre Loizeau, Senior VP Learning & Development at Schneider Electric - Mr. Jan Ginneberge, Executive Advisor Learning and Development. EFMD <p>Moderation: Mr. David Parcerisas, President EADA</p>
18:15	<p> How extraordinary leaders double profits: decoding leadership trends to discover patterns Keynote presentation by Robert Sherwin, from "Zenger & Folkman"</p> <p>Facilitator: Mr. Pablo Riera, Grupo P&A, presents the results of "<i>Extraordinary Leaders Research 2008-2010</i>"</p>

09:30 H. OPENING SESSION



Josep Miquel Piqué. CEO 22@

The “1 International Corporate Universities Forum” (ICUF) is the essential meeting point in Barcelona for top-level strategy and executive education managers from companies from around the world. ICUF is a two days conference, led by experts in the field, designed for discussing the strategic role of Corporate Universities and their recent and future evolution.

Attendees will share and analyze current models and trends, and reflect upon ways by which corporate universities can boost the strategic changes that help to create value in their organizations.

Let me thank you for the opportunity to work together in order to provide more tools for the competitiveness and to increase the value of Barcelona and Catalonia in the Champions League of the knowledge cities.

Carme Botifoll

This forum will let us analyze the role of the corporate universities as the way of changing the strategy of the company.

In a moment like now, this collaboration between public institutions, companies, business schools and universities is more important than ever, like the choice of those elements which increase the competitiveness of our companies: innovation, internationalization, talent and creativity.

We believe that the talent is a factor of difference between the projects and it's necessary that we continue looking for the creation of synergies between the companies and academic worlds in order to develop an innovative and entrepreneurship environment.

Jordi W. Carnes

Historically Corporate Universities could be thought as a new model of training your employees. Nowadays is a bit more. It means strategy. It means to define and clarify a corporate vision of your companies. And at this moment, when in the struggle against other companies is so important to define the roles of your company, a Corporate University becomes something essential for the strategy of your own companies.

“What means Barcelona, Catalonia and you? What are we looking for? We want to define a strategy and implement it.”

We are working together to implement a strategy to define high education. That's a point we can't play alone. We should play together with business corporations, business schools, public institutions... Anyhow, the idea to develop and to become a hub for high education, means trying to integrate the different versions of this educational strategy.

And you are a part of this strategy to become a city, a region, a community that works as platform for high education. It will take time. But we have two main elements: the "hard" (infrastructures) and the "soft". The "soft" means the wish, the vision, the capacity, the people, who wants to develop this point of view, this economical strategy. Because above all, what you are doing for your companies is to try to make them more profitable and more interesting.

10:00 H. LEADERSHIP IN TURBULENT TIMES: “ALIGNING PEOPLE WITH STRATEGY”



Brian Bacon from the “Oxford Leadership Academy”

Leadership always depends upon context. There's not one single formula on how to develop a leader. Leadership is to make good choices appropriate to the context. Strategy is about scenarios and choices.

The world is undertaking a fundamental change. For the first time, the most powerful force influencing change is a combination of institutions that have no experience of taking care of anybody except themselves. And that's business.

But there's a fast growing group of business organizations that are recognizing that only fundamental change in their whole operating system is the only thing that will enable a sustainable future for the business.

Organizations and individuals, go through inevitable cycles: Growth, maturity decay and transformation or death. There are different leadership needs for each phase. How do you prepare your leaders to do this?

Your development of leaders depends upon your ability to create the circumstances in which people in moments of truth make good decisions.

What should a good leader think about? A good leader, particularly in turbulent times, in times of crisis, should stop thinking and start sensing, start intuiting. The type of leadership that we need in our world today doesn't come from technique or science. All of that is required, but there's still a missing piece: the skill and the talent that is required to align culture and people with strategy.

Considering the organization as an iceberg, we have to admit that if the winds, the surface forces (goals, strategies, visions, tactics...) go in one direction but the underneath forces (perceptions, beliefs, culture, fears, prejudices...) blow in the opposite one, the deeper forces will prevail.

People are not influenced by what you say. They are influenced, for what you do. Your behaviours ARE your values. And this is why the role of leaders in creating a fundamental change in the thinking of people always has to begin from the inside out.

Company values have to be supported by authority, structure, role models and most of all by information that enables people to make decisions.

Presence and clarity of intention is the starting point of great leadership. If an individual in your company does not sense that they have the ability to be able to manage their lives, they will not be able to manage your business for you.

You have to develop a sense of *response-ability*, on your leaders. An individual, especially in times of crisis has to develop the ability to be objective and see the big picture and act decisively. Most of the time we are solving problem that are not the real problem.

The leader's ability to be able to change the trajectory of your company must start by clarifying the intention of the leader.

From there you build upon how it's expressed within the team. How the leaders align and influence vital behaviours. You have to make them clear about your intentions and help to align individual's intentions with your company's intentions. You cannot train your people in every situation. All you can depend upon is that your people will be ready.

The third dimension is within the organization: Engaging the whole organization with clarity and a sense of meaning; engaging people in a purpose that is beyond products and profits. When you can do this within your organization, then your organization will actually have influence into society. And indeed you must do. Otherwise we are headed for the cliff.

Doing this your organization will be ready for the next challenge. You cannot plan to predict the future. All you can do is to give yourself and your organization the capacity to respond. Strategy is creating that capacity.

Leadership is not about changing people is about engaging people and make them change from the inside out.

Leadership is not about vital strategies, is about vital behaviours. People will observe your behaviour in moments of truth. If you stand by your values they will shift.

Leadership is a potent combination of strategy and character, but if you have to be without one, be without the strategy.

11:30 H. LEADING CHANGE: “HOW COMPANIES MUST INITIATE TRANSFORMATION EFFORTS”



Mr. Antonio Gallart, Chief Corporate Officer. Gas Natural Fenosa

Corporate university played a key role during the integration process, basically in supporting collaboration, through training and specially with networking activities. It was a strong tool to facilitate socialization and networking. And to deal as well with both teams cultural differences.

Through the corporate university we did a study of both companies and presented the results highlighting both, differences and similarities.

After the integration, a strong Corporate University was key to face the challenges of the Group. Facilitating the knowledge management in a more complex and diverse organization; helping the Cultural Integration of the new Group; and guaranteeing the best in class corporate training to support the business development.

In a process of change people represents the biggest challenge. If things go well is because of the people. If things don't go so well it's also because of people.

Prepare a robust methodology.

Take decisions fast. Risking a bad decision is better than keeping the indefinición.

Resources allocation. Having the right people at the key places.

Rigorous monitoring.

Even though it could be seen as very materialistic, having short term results objective is very useful, as it is very tangible for people.

Mr. Toni Russell, L'Oréal

In L'Oréal, we are very used to the idea of continuity and change. And they two rest very well side by side in our organization.

Today we have a hugely complex matrix to structure, but at the base of that remains for us, in terms about culture and values, the individual.

Our human resources policy focuses on talent management. Focus on individuals. Recruit and develop talent globally.

The role of Learning for Development (LFD) is, of course, to provide training, but above and beyond this is a vehicle to communicate culture, values, and to support management in a very operational way. We see ourselves, within LFD, as having the role to anticipate and aid company change.

One of the things L'Oréal has had to learn is to adapt its culture to be more inclusive, and has to build in a certain number of processes in management systems.

The balance between retaining entrepreneurship and developing sufficient processes and systems to be able to run efficiently and effectively is a very interesting challenge.

Change was even more difficult as we were being very successful. Challenging a successful model was a real problem for the organization.

We have a partnership arrangement where we have the opportunity to run standard training programs adding company specific learning experience. We manage to combine the advantages of a business school approach with something that is quite specific.

We try to integrate business school traditional training with informal ways of approaching relationships and communication.

Mr. Gregorio Villalabeitia, Board member of Telefónica and president of the

Telefonica's Corporate University, "Univesitas", is a relatively young university and is a place where we are gathering a lot of information and experience related to how a corporate University can contribute to the process of transformation of a company like Telefonica.

Everybody accepts a business model change as it's a quite logical issue and the market asks for it. Changes in culture, leadership models or talent management are not so easy to understand.

Whenever the level of demand of the objectives is so high, there's no time for arguing other things. If together with this you guarantee that you have the same level of opportunities for all the people no matter where they come from, it helps a lot to integrate and coordinate people.

We have to be perceived as something internal to the organization. University has to be involved with business. The goal is to create a permanent training atmosphere in the company, by doing blended programs combining training at the University and outside.

We are trying to create a place where people can be formed, informed and transformed. We expect of the people attending the University to contribute and help company's transformation. We are trying to solve real business problems at the University.

Our response for the diversity has been integration. And as a result a new culture emerges and also a different leadership model.

14:15 H. Barcelona, the city for Corporate Universities



Mr. Josep Miquel Piqué. 22@ Barcelona CEO

We are forming this platform to support your corporate university with public and private support in order to exchange the knowledge on how to create corporate universities, how could we work together in taking strategic actions.

In terms of commitment, the Catalan government, the city of Barcelona and de Chamber of Commerce are working together in order to help you in this process. For this reason we are creating the Corporate Universities platform with different private companies. We want to facilitate the knowledge exchange between corporate universities.

Why to locate corporate universities in Barcelona?

Barcelona is working in deep as a knowledge base city. We think that this near economy is about talent, and talent is looking for the best place for living and working. If we use the city as a platform for that, we can offer you a best place for working and a best place for living.

We have first class academic institutions. Advantage can be taken of Business schools and Universities knowledge that will help in the process of corporate universities creation.

Barcelona is also a talent attractor city. We have the proper infrastructure, both for university development, and in regard of accommodation.

We are working together public and private institutions to engage together on present and future challenges.

15:00 H. How Companies must prepare now for the 2020 Workplace



Jeanne Meister. "The Future Workplace"

During the last 10 years the business and personal world has become more global, we have experimented an unexpected rising on social technologies.

Some forward looking companies are moving to social learning. That's a learning that is collaborative, immediate, relevant and presented in the context of an individual's unique work environment. Social learning puts the learner in the center, mentors being a key resource and using internal and external instructors.

Forbidding the use of social media at work won't be an option. Companies have to teach their workers on social network use at and for your work. Have to build and share the company's policy on the subject, regarding on what to share, what not to share and what's the expected use.

In our book we have reflected 10 trends that will define the 2020 workplace. Three of them are regarded to globalization, demographics and social technologies. By 2020: global access to markets and talent will reshape business; five generations will be working side-by-side in organizations; social media will connect employees, customers, and partners for immediate communication

One of the biggest challenges we'll face is how to target millennium talent. If Millennials are 50% of workplace, what will they require? Millennium generation has grown up on Google and social networks, and it's their first way to connecting with each other. Organizations are challenged to understand how to integrate this in their overall corporate university delivery.

We are social creatures. And that influences how we learn. On an increasingly social media world, we will bring digital expectations to the workplace and expect our employer to provide ways for us to collaborate and innovate on the-job.

Forward looking companies are transforming learning so it is social, engaging, mobile, collaborative and immediate.

Predictions for the 2020 Workplace: The mobile phone will promote wearable learning. Your mobile device will become your office, your classroom, and your concierge. Social media literacy will be required for all employees. Video games & simulations become natural ways to learn for millennials, and so, the corporate curriculum will increasingly use them. Corporations will create apps to manage work AND personal life better.

Physical places are more important than ever, as they are the place the people have to get together. Physical places and social technologies are meant to complement each other.

What Can You Do To Prepare For The 2020 Workplace

- Re-think and re-imagine your corporate university
- Consider what new roles & skills are needed as you re-invent learning for the 2020 workplac

16:45 H. CORPORATE UNIVERSITY MODELS

COLLABORATIVE UNIVERSITIES, INNOVATIVE PARTNERSHIPS



Mr. Jose Angel Fernandez Izard, Corporate University Director. Gas Natural Fenosa

The scope of our Corporate University is all the company, not just the directive staff. Everyone is important in the company's value chain

It's time for technology. There's a revolution that we must face. But we have to plan it. People is not easily prepared to change their roles. We have to manage this big opportunity. We have to combine face to face learning with technologies. In any case, it's not time for being isolated. We have to be prepared to answer to globalization and to young talent.

People responsible of business results have to be involved in training offer as they are who know what they really need.

We have to be more specific. With all the change we've undergone during last time, we can't present the same training now than three years ago. We have to change the way we train people on leadership.

For us effectiveness is fifty per cent about attendant's satisfaction, twenty-five is about applicability of knowledge, and the last twenty-five per cent is manager's perception on what are we doing for them and their teams.

Mr. Jean Pierre Loizeau, Senior VP Learning&Development. Schneider Electric

We are in a market where talent is a scarce resource. We need to be able to attract and retain the talent.

Our Corporate University started twenty years ago, as a traditional school focused on the key talents of the group, then it moved into serving as a knowledge management tool for key functions, and it moved two years ago into wider school which is building a global learning brand for Schneider Electrics.

We have nine global academies, which mission to take learning content that exist in the different countries we are based on, build a global offer and resend it to local countries for localization. This way we have one content for the group that is shared across all countries.

Local learning teams have to meet with business leaders and HRBP and have a performance consulting conversation with them to better understand their needs and to focus the learning initiative with concrete return on investment and business metrics. This results in a portfolio of learning initiative on which we will measure impact.

Our three missions are: To help our people to perform in the jobs they do, to transform the company and to help our leaders to inspire their people.

About EFMD:

What models do exist in Corporate Universities and how do they align with their business? There's so much variety on Corporate Universities as there are Corporate Universities.

Over the last twenty to thirty years the way Learning and Development Organizations have responded to the challenges of their respective corporations have evolved. Learning and Development has matured in organizations. One of the examples is that, opposite to the Internet bubble crisis at the end of the nineties, in the current crisis almost none of the Corporate Universities has been shot down.

Throughout the Corporate Universities have evolved from a first model with a CEO dependant organization, based on a Campus and having a clearly defined training offer, mostly centered in leadership development, into a new model.

The current model on many Corporate Universities keeps the focus on business and results, becoming the corporate university a resource that has to respond to the business' training needs, and becoming an integrated internal service for the organization with a highly fluid training offer that is built to answer to specific needs and focused on having an impact on the company.

Corporate Universities are the docking station where Corporations and Universities meet,

About CLIP:

CLIP works through an International Quality Assurance Scheme that is meant as a self-assessment and improvement roadmap and support.

There's no standard on what a Corporate University is. What you can do is to bring a few peers that have years of experience to look at your organization through a system of criteria and assess on your strengths and weaknesses. You get an Outside-in and Inside-out perspective through external peer reviewers and participation in review teams respectively.

Strategic alignment of training organization with the business is key. You can't have the best training if you are not aligned with the rest of the organization. What the business needs, solving a business challenge, is not about how sophisticated you are in your own organization or the tools you use.

18:15 H. HOW EXTRAORDINARY LEADERS DOUBLE PROFITS: DECODING LEADERSHIP TRENDS TO DISCOVER PATTERNS



Mr. Pablo Riera, Grupo P&A.

Results of “Extraordinary Leaders Research 2008-2010”

The investigation of John Zenger & Joe Folkman (1999-2002) was the first investigation that tries to show the relation between leadership and the work of an organization. The study evaluated more than 20.000 people from more than 1.300 companies of everywhere by using an evaluation 360°. The aim of the investigation was to find the skills and the behavior of the great leaders.

Using the same methodology and issues used in the original research we are repeating the study in Spain every two years since June 2007. We made our evaluation over more than 500 people from more than 100 companies. Using the results we compare the 10 % of the worst valued leaders with the middle ones and with the 10% of the best valued.

We can say that the leadership is global and the same responsibilities, strengths and weakness are also the same in different levels, sectors and countries. The leadership is universal in the geographical level and also at the level of the size of the company.

The Spanish leader is a little bit less competent than the international leader and so, Spain has a little bit more work to do in developing leaders.

The best business leaders from Spain get more profit, more loyal customers, bigger grows, and employees more implicated.

Leadership is a competitive advantage , organizations with better leaders get better results.

Mr. Robert Sherwin, from “Zenger & Folkman”

“How extraordinary leaders double profits”

One pretty common thing in all fields is that experts tend not to agree on some key points. In leadership development the leadership experts don't agree on “leadership”

At the end of the day leadership is all about getting results. Whether you are a for-profit or a non-profit organization Data shows that there is a link between employee engagement and business results. We believe that leadership effectiveness is what's driving that engagement.

Employee behavior, employee retention, customer value and satisfaction, are affected by leadership effectiveness.

Back a few years ago people who weren't happy with what did do, they quit and they left. Today, they quit and they stay. That's almost worst, because they will infect everybody around them.

There's lot of data to support this notion that when you have a great leader who is driving engagement, driving satisfaction, lowering turnover, makes a huge difference on the bottom line. Customer satisfaction increases also with the effectiveness of the leader.

If leadership effectiveness has an impact on business results, how big is that opportunity? A 10% increase in productivity would double the profits of most organizations. We can really make a difference in the performance of the organization can impact leaders on what are they doing and how are they doing.

We have to focus not just on the actively disengaged group of people, but in the "not engaged group". Those who are putting in time but not much passion. On average, both those groups represent up to 71% of the organization. The opportunity is really big.

No matter where we run this surveys no matter what kind of organizations we run them in, whatever business outcome we are trying to measure (productivity, customer satisfaction, engagement, turnover) the trend line is always the same on regard of leadership impact.

How are organizations developing leaders who can get these kinds of business results?

There are 16 Competencies that Differentiated the Best of the leaders from anybody else and fall in this five areas: the ability to focus on getting results; the ability to lead and drive change; character and integrity; having some interpersonal skills and personal capability.

The existence of a few profound strengths – not the absence of weaknesses – differentiates great leaders. Many times when we think on leadership development we focus on strengthening weaknesses. Best leaders are not distinguished by the absence of weaknesses. The best leaders are distinguished by the existence of a few profound strengths.

You need to build strengths. You need to focus on what are you good at, and become better. You don't need to be Superman or Superwoman. You only need to be good on a handful of things to really be an extraordinary leader.

Focusing on fixing weaknesses works well when leaders have "Fatal Flaws". Strong negative data on an issue can neutralize a person's leadership effectiveness.

Strengths aren't developed the same way you fix a weakness. How do you build on strengths?: Interaction effects of leadership behaviors give us a clue.

Closing Thoughts

The opportunity to increase productivity and profitability already exists in your workforce

Employee engagement and satisfaction are the key drivers to customer satisfaction and profitability

The most effective leaders drive engagement with profound strengths in a few of the 16 differentiating competencies

Leaders are developed by building on their strengths, using a cross-training approach. Good leaders create more economic value than poor leaders, and extraordinary leaders can double profits!!

Tuesday September 28th 2010

Corporate Universities: challenges and future trends

09:30	Welcome to Universitas Telefónica by Juan Rovira, Head of Universitas Telefónica	
Challenges and future trends		
10:00 	Update on Corporate University trends Alfons Cornella from "Infonomia".	
11:00	Breakout sessions future challenges and how to deal with them	
		
	Innovative ways to create impact learning How to develop high impact learning experiences that will have high impact on both the managers' development and business results. Participants: - Mrs. Marijke Dekker, Vicepresident Cap Gemini - Mrs. Rossitsa Tsoleva, Leadership College Program Director, Group Danone - Mr. Luis Hermosilla, Head of Learning Solutions, Nokia-Siemens Networks Moderation: Prof. Luis Vives, ESADE Business School	Coaching in the 21st Century: From Manager to Coach How to overcome the main challenges experienced by managers when trying to become real coaches of their collaborators. Participants: - Mr. Sergi García, Vice-president of HR, Sony Europe Moderation: Prof. Pablo Cardona, IESE Business School
14:30	Selection of top ideas from breakout sessions	
15:00	     On-line knowledge management processes and the new role of managers Genis Roca from "Roca Salvatella" will explain how to transform the class group (classroom) to the work team and shift from "training" objectives to business objectives. Participant: - Mr. Francesc Ventura, Training Director, la Caixa	
Conclusions		
16:00	Closing session	

09:30 H. WELCOME TO UNIVERSITAS TELEFÓNICA



JUAN ROVIRA, HEAD OF UNIVERSITAS TELEFÓNICA

The more virtual a company becomes, the more necessary is to have a meeting point.

Which are the reasons behind a Corporate University? First of all, more important than the name is the idea behind: The concept of putting strategic learning at strategies definition level. Is not anymore something for HR people to do something for employees.

Part of the training is to get the right people prepared to really face the changes that today's world revolution is undergoing.

One of the most important assets for an International Company is the knowledge exchange. University is a tool for knowledge management. That's critical. That's the reason why strategic learning goes to the agenda of the Chief Executive.

Telefonica created Universitas Corporate University as a tool to transform knowledge into results. We want that people attending Universitas helps changing the company.

It's not just about learning. It's about exchanging knowledge. We already have knowledge. It's not about teaching things. It's about helping people to exchange their knowledge. That's what creates competitive advantage.

Our strategies look for develop leadership as a key issue, promote the innovation and combine the development of the employees with more talent. We make this by combining live and online strategies adding strategic partners and customers during the process.

Our developing model is divided in three levels: promote the belonging feeling between the employees, make the used to the context where they develop their activities in order to promote a global vision and the developing of professional skills to increase the management skills.

Our aim is to reach benefits from the point of view of the business and for the company and participants.

10:00 H. ALFONS CORNELLA FROM “INFONOMIA”. UPWARD TRENDS ON CORPORATE UNIVERSITIES.



Transforming the Corporation, which means innovating in the corporation, is closely related to training.

Technology matters, because you have to respond to specific demands that wouldn't be able to be responded in other way.

Training it's not just a matter of contents. It's a matter of time. It will be a need to develop new ways to make things more understandable. The business of education is becoming the business of understandability.

We have new tools and we need to use them. The way we learn is changing and it will more and more. The world we know will change dramatically. There will be a revolution on tools applied to knowledge.

Probably, corporate learning will soon evolve to PBL (Problem Based Learning) model, were rather than conveying information and knowledge to a team of people, they are confronted with a problem, they need to identify their knowledge lack, and solve the problem. Probably more than "Problem based" will be "Project based".

If is connected with business, learning means innovation.

Project based learning is a methodology that could improve team performance. It's not a matter of training is a matter of transformation so Corporate Universities as any other executives or adult training is a matter of transformation. How to make people develop new things, transforming themselves and the company, making new business opportunities emerge.

Training, at any level is related to detecting and keeping the best people, the best talent. You have to promote your Corporate University's brand to attract this talent.

You have to adapt your training schemes to older people because this older people as older people will become majority in some companies in the next years.

We have to apply to Corporate Universities things that have been adopted in other educational structures. There is no sense on trying to train somebody if there is no motivation. Motivation is critical to Education.

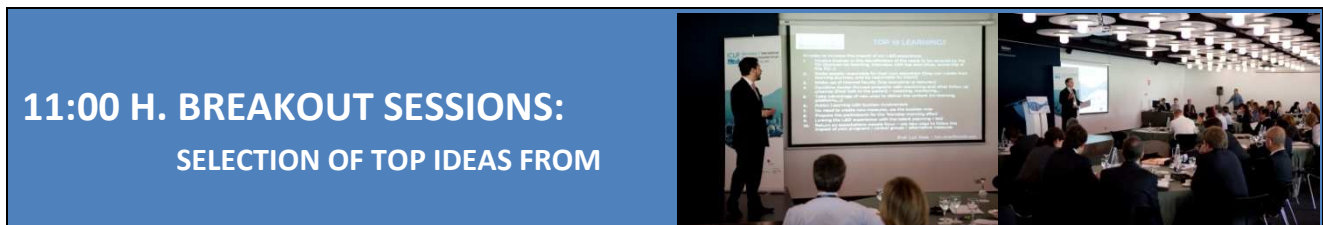
The matter of education is to understand the skills and the sort of intelligence the people have. Doesn't have any sense just to push knowledge without taking into account how people learn and what specific motivation they have

One of the most important trends for the next years will be the collaborative University. Corporate Universities funded by different Corporations, trying merging abilities to solve together common problems. That means moving from a competitive model to a collaborative mode.

We'll need better ways to measure and evaluation of return of investment on learning and development.

In this field of Corporate Universities, there is a huge need of innovation, new ways to develop education at this level. There is no way to innovate in the normal way of doing things. Innovation is on the fringes.

The future is based on collaboration. For Corporate Universities the future is in Collaborative Universities.



Innovative ways to create impact learning. Prof. Luis Vives, ESADE Business School

We were trying to understand what does it mean to create impact learning experiences and how could be more efficient.

We worked with the following framework: We want to have an impact on business results, but we also want to have an impact on the individuals. We'll need to take into account how are we doing the delivery and how will we measure our success.

How can we better capture the business needs? (connection between Business –L&D function)

How are we doing the delivery?

How do we measure success?

In order to increase the impact of our L&D experiences

- Involve business in the identification of the needs to be covered by the CU (business-to-learning, interviews with top executives, ownership of the CU...)
- We are talking about adult education. Make people responsible for their own education (they can create their learning journeys, and be responsible for them!)
- About the delivery, to increase the impact, make use of internal faculty (top executives as lecturers)
- Combine shorter-focused programs with mentoring and other follow up schemas (that talk to the person) –coaching, mentoring,...
- Take advantage of new ways to deliver the content (m-learning, platforms,...)
- Create Action Learning with business involvement
- About the evaluation, there's no need to create new measures, use the business ones
- Prepare the participants for the 'Monday-morning effect'
- Linking the L&D experiences with the talent planning + 360

- Return on expectations has to be taken on account: We need to understand our people focus. We have to move far ahead from “happy sheets” we have to use new ways to follow the impact of your programs / control groups / alternative measures

Coaching talent. Prof. Pablo Cardona, IESE Business School

Talent is the competitive advance of this next 20 30 years. In our professional life, talent is the source of competitive advantage. It wasn't so twenty years ago when quality and processes were more at the stage. Now we have talent, and the other hand, innovation.

Not everything is developable in human beings. We have to be sure to understand people in order to differentiate what is stable and what's developable. Sometimes we put too much stress on people trying to change things that can not change, and don't focus on things they can and should change.

Talent is not only about skills. It's also about motivation. Talent is part attitude and part aptitude. Most times, limit is not in skills, it's in motivation.

Talent is not the same for all the Companies. We need to understand what we want to do in our company and then look for the talent we need to be leaders. Talent development should be linked to type of organizations and systems.

The most important coach you have is the boss. The most important investment in talent development is investment in leadership of supervisors and bosses. Coaching from internal executive staff is much important than any external coaching. You'll need a combination of external and internal coaching for specific situations, internal coaching is key to empower your people.

15:00 ON-LINE KNOWLEDGE MANAGEMENT PROCESSES AND THE NEW ROLE OF MANAGERS



Mr. Genís Roca, founder at Roca & Salvatella

Words, “information means power” today should change by “information means power if its updated” The only way to do it is to participate and share information with the rest of your colleagues.

Today, every employee has more Technical resources at home than in the workplace. The employees have developed their own ways to manage the information. The organization is not always capable of giving the best information to the employee.

These things have made a change in the way they manage knowledge inside the corporation. And that force us to talk about on-line, social media and knowledge network.

Everything is digital

If people are sharing in the internet, why our company is not doing this? The difference is related to a cultural fact, not technological fact.

Web 2.0 born in small companies. In big companies the 2.0 is not the priority, the priority is 12.0.

2.0 is a philosophy, a way to do things, it has no metrics. 12.0 is a way to manage. These are two different models. 2.0. promote one way of doing things, 12.0 promotes a way of guarantee results.

Training places don't mean to go out of the workplace. Using online technologies formation will be integrated in the workplace. The aim should not be the evaluation, the most important should be the business develop.

Which is the role of the directors? The directors manage their teams who have information. They are focused in make information emerge for the rest of the organization. He has to introduce it in his agenda. If he does that the training process will become a key issue for developing the business.

Manager has several needs. Those needs have metrics, those needs can receive solutions based in a workplace instead of training sessions. We should talk about the area of team management instead of the training area.

To Sum up: Knowledge networks in real time. Leadership of the conversation in real time. The objectives are fixed by a manager not by a professor. No activity without a result. Everything is digital.

Mr. Francesc Ventura, Training Director, la Caixa

VIRTAULA can help the managers as managers and not only as an e-learning platform. The social network promoted and well used by managers allows to flourish leadership or management 2.0.

In the traditional training methods, the seminar or the training course, online or in-class course, was the main resource used by training departments. Nowadays we have to incorporate learning ecosystems, understanding this as a space that brings to people who shares a project or a challenge the opportunity to share knowledge and experience.

The role of the zone manager is to stimulate active participation of the employees via transmission of experiences, practices, etc.

15 months after the start-up in VIRTAULA we have 284 spaces, 74 of them have been created for training programs and 210 are learning ecosystems or workspace learning.

Project managers use blogs to communicate any kind of news to the employees. Intranet provides, most of information, but so much information is uploaded daily that could be difficult to prioritize the most relevant information. Experts use blogs to communicate and employees can subscribe to them.

There's been a change of paradigms of training and the role of managers in the knowledge management and the process learning. If the traditional e-learning campuses promoted more passives attitudes, Virtaula 2.0 stimulates participation of the employees in e-learning, practices, etc.

The 2.0 tools, which are common in the social space are to be discovered in the world of companies. The incorporation in our training programs can change the paradigms of training:

- From emphasizing teaching to emphasize learning.

- From considering general needs to consider specific needs.
- From promoting unidirectional communications to promote multidirectional communication.
- From self-learning to learn with many others.
- From content as the instrument of learning to content as a result of the learning process.
- From e-learning to social learning. Web 2.0 is not a technology, is an attitude