

2013

CHIEF LEARNING OFFICER®

LEARNING IN PRACTICE AWARDS

Now in its 10th year, the *Chief Learning Officer* Learning In Practice Awards recognize learning leaders, vendors and organizations that have demonstrated excellence in the design and delivery of employee development programs as well as made a substantive and measurable change in business, vision, strategic alignment or leadership.

Winners were selected by a panel of practitioner judges from more than 130 nominations.

Awards were presented to the top three entrants — gold, silver and bronze — in more than a dozen categories.

Senior learning leaders received awards in seven categories that had two divisions: Division 1 for companies with more than 10,000 employees and Division 2 for companies with fewer than 10,000 employees. Learning providers were recognized for their service in eight categories, including e-learning, academic partnerships and social learning.

Winners were recognized during an awards dinner held Sept. 30 at the Fall 2013 Chief Learning Officer Symposium at the Rancho Las Palmas Resort & Spa in Palm Springs, Calif.

LEARNING IN PRACTICE AWARDS

PRACTITIONER AWARDS

CLO of the Year: For the learning executive who is without peer in developing and executing learning and development strategies, marshaling and managing resources and achieving measurable success. The CLO of the Year award recognizes executives for their body of work over the course of their career.

Business Impact: For learning executives who have implemented a significant measurement or evaluation program that has demonstrated exceptional business impact from their workforce development programs in the past year.

Collaboration: For learning departments that have collaborated effectively with internal and external groups and individuals, such as business partners, organizational divisions or functions such as the sales and marketing department, or external customer groups, to develop and deliver targeted employee development programs in the past year.

Global Learning: For learning executives who have delivered measurable results through development initiatives to geographically dispersed or culturally and linguistically diverse audiences in the past year.

Innovation: For learning executives who have marshaled resources and applied innovative practices, processes or technologies in a new and groundbreaking way to address a significant business or organizational opportunity in the past year.

Strategy: For learning executives who have demonstrated exceptional business acumen combined with forward-looking vision in the development and execution of a learning strategy in support of their organization's objectives in the past year.

Technology: For learning executives who have delivered new and unique applications of emerging technology to employee learning and development initiatives.

Trailblazer: For learning executives who have either launched a new enterprise learning function or completely overhauled existing workforce development initiatives in the past year.

PROVIDER AWARDS

Excellence in Academic Partnerships: Recognizes accredited academic learning institutions that have partnered with an organization in the past year to teach employees about a key business issue.

Excellence in Blended Technology: Recognizes vendors that have deployed a rich mix of technological tools in support of a client's learning program that delivers engaging learning combining multiple modalities, such as e-learning, mobile devices, social collaboration tools and games.

Excellence in Community Service: Recognizes vendors that have provided significant investment of company resources and time in support of a community service project or initiative.

Excellence in Content: Recognizes vendors that have created superior customized or off-the-shelf learning content in the past year.

Excellence in E-Learning: Recognizes vendors that have rolled out an innovative and effective e-learning program or suite for a client in the past year.

Excellence in Gaming and Simulations: Recognizes vendors that have rolled out innovative and effective branching, non-linear and interactive learning programs for a client in the past year.

Excellence in Social Learning: Recognizes vendors that have rolled out social learning solutions, such as wikis, blogs, communities of practice, social networks or any other employee communication and collaboration platforms for a client in the past year.

Excellence in Vendor Partnership: Recognizes vendors for their work, either via whole or partially outsourced services, content development and delivery or training, in support of an organization's learning and development function in the past year.

CLO OF THE YEAR

A Taste for Growth

BY LADAN NIKRAVAN

To solve Yum Brands' challenges, CLO Rob Lauber has created a learning strategy that helps the business and employees grow, making him this year's CLO of the Year.

Rob Lauber never intended to be a learning leader.

After graduating in 1985 from the University of Scranton in Pennsylvania with a degree in communications and marketing, he began working at Dun & Bradstreet Information Services as a business analyst. Within a few months he was asked to teach his peers, and with little background in training he became the company's divisional operations manager, responsible for hiring professional personnel and conducting training programs and performance reviews. The training industry wasn't where he intended to go, but he realized it was where he wanted to be, and he hasn't turned back.



ON THE WEB

To see what CLO of the Year Rob Lauber thinks stands out most about his learning and development program, visit CLOmedia.com/articles/view/6195.

After leaving Dun & Bradstreet, Lauber took various learning roles at Coopers & Lybrand — now PricewaterhouseCoopers — BellSouth Cellular Corp. and Cingular Wireless Inc. — now AT&T — before joining fast-food restaurant operator Yum Brands Inc.'s executive team as vice president of Yum University in 2006.

Since then Lauber has redefined Yum's corporate university into a learning engine for both the company and franchise leaders globally. He has made programs more accessible through technology, more portable through field-based delivery and more globally consistent to reinforce the company's culture.

Lauber said since the company's spinoff from PepsiCo in 1997, themes such as "people capability first" have been at the forefront of everything Yum does. Similarly, the company has six principles that guide its mission, many of which center around employee

development (See "Yum Dynasty Growth Model").

"My passion is helping people be successful," he said. "If you think about what learning and development is all about, it's just that. Helping people do things that maybe they didn't think they could do, or helping people realize and grow in ways they hadn't up until this point."



development (See "Yum Dynasty Growth Model").

"If you get people capability right, then you're in the position to satisfy more customers, and then you ultimately make more money," said David Novak, CEO of Yum Brands. "Too many companies start out with the idea but forget that the only way you can get there is by having the people who can really make it happen. Show me a good business, and I'll show you a good leader. I've never seen a business stay good for a sustainable period of time without great leaders at the helm."

Lauber said Novak's commitment to learning makes his job easy, but with 39,000 KFC, Pizza Hut and Taco Bell restaurants in more than 130 countries and territories, it's really not. For the past seven years he has served Yum's 1.4 million employees consistent and tailored learning, and his secret ingredient has been his eagerness to visit restaurants and work directly with employees.

For example, in 2007 Lauber implemented a systemwide, single-source learning content repository, Learning Zone. This platform ensures learning at the restaurants is delivered in a consistent, efficient and effective manner. Now that it is live in more than 27,000 Yum restaurants, Lauber's team has seen improved customer service and customer recommendations scores, as well as reduced training time and turnover as a result. Some of those results also could be attributed to Lauber's direct involvement in monitoring their success. In the past year, he has visited several domestic restaurants and some in Vietnam, Moscow, Thailand and India to ensure learning technologies are effective.

CLO OF THE YEAR

Two years ago, while checking in with a restaurant in Singapore, Lauber asked the restaurant manager to launch a course through Learning Zone. He noticed it was taking a long time to run.

“We stepped back and asked ourselves where the bottlenecks were, because if that’s the experience in Singapore, which tends to be more connectively enabled, what might it be like in other places?” he said. “Being there and seeing it is a great catalyst to make sure we’re delivering the best experience we can for our employees. If there’s a connectivity issue, we work with local IT personnel to get it fixed. If we need to change the content, we go back to the drawing board. But I need to be there to notice these things.”

Pat Crull, chief learning officer at Time Warner Cable, said this passion and involvement is what has led to Lauber’s success.

“In the fast-food industry, you want speed, you want consistency and you want quality,” she said. “His approach to training offers those exact things. But it’s only half of what I think has made him advance the practice of learning and development. The other is his generous spirit of supporting the profession.”

Outside of Yum, Lauber has been passionate about helping learning professionals succeed and have more impact. He has provided peer support on learning strategies in companies including Comcast, Ford Motor Co., General Motors, H&R Block, Marriott, Samsung, T-Mobile and UPS. He also has provided insights to several venture capital and private equity firms that were considering learning investments. From 2006 to 2009 he

YUM DYNASTY GROWTH MODEL

Rob Lauber’s responsibility is putting strategy and structure in place to enable common principles across the organization:

- 1. Believe in all people.** Trust positive intentions and believe everyone has the potential to make a difference. Actively seek diversity in others to expand company thinking and make the best decisions.
- 2. Be restaurant and customer maniacs.** Act with urgency to ensure every customer sees and feels appreciated in every restaurant.
- 3. Go for breakthrough.** Begin by asking, “What can I do now to get breakthrough results in my piece of Yum?” Imagine how big something can be and work from the future back, going full out with positive energy and personal accountability to make it happen.
- 4. Build know-how.** Pursue knowledge and best practices inside and outside the company. Seek truth over harmony every step of the way. Consistently drive outstanding execution by scaling learning into process and tools based on what matters most.
- 5. Take the hill teamwork.** Team together to drive action vs. activity. Discuss the undiscussable, always promote healthy debate and healthy decisions.
- 6. Recognize! Recognize! Recognize!** Attract and retain the best people and inspire greatness by being world-famous for recognition.

INVOLVEMENT

Rob Lauber’s professional and community involvement:

- 2006-2009:** ASTD board of directors.
- 2008:** ASTD treasurer.
- 2010:** Chairman of the ASTD board of directors.
- 2010-2012:** Chairman, ASTD board of directors selection committee.
- 2010-2013:** Board member, Leadership Kentucky Inc.
- 2010-2013:** Appointed as board member of Kentuckiana Works; currently program operating committee chairman.
- 2011-2013:** Advisory board to Degrees at Work program.

was on the national board of directors at the American Society for Training & Development, or ASTD, and was chairman in 2010. He is on the ASTD board selection committee and was chairman of the committee from 2010 to 2012.

“I’ve learned a lot from Rob over the years,” said Tamar Elkeles, chief learning officer at Qualcomm, who benchmarks her programs with Yum frequently. “He exemplifies leadership, is a good people leader and a good project leader. He is somebody the executive team relies on for business, knowledge and counsel, and someone the industry admires. He’s there for everyone and is seen as someone who’s helping develop the organization as well as develop the employees within it.”

Recently, Lauber has been leading conversations to consider how Yum can better support U.S. restaurant workers’ educational needs. With Taco Bell, he has led development of strategic alliances between Yum and educational partners that can offer degree programs, giving college credit for in-house training and job experiences as well as partners who can help those who have not finished high school — estimated to be some 30 percent of 400,000 U.S. workers — to complete their GED. Both approaches are aimed at improving the quality of life for Yum team members and providing additional career value. These programs are in a pilot phase now, but Yum University expects to take this further across other divisions in early 2014.

“Rob’s an avid learner and really cares about our employees,” Novak said. “When you have that, passion takes over and results follow.” **CLO**

BUSINESS IMPACT — DIVISION 1

GOLD

DHAMAYANTHI N

Associate Vice President, HCL Technologies Ltd.



HCL Technologies Ltd., with operations in 31 countries and a workforce of more than 80,000, was facing an employee skills shortage. Because of a shortage of manpower with required competencies, many employees were unable to be utilized where they were most needed. To build a pipeline, reduce dependence on external hiring, individualize learning and development, and fill the skills gap, it created a deployment-readiness training program.

The program, devised by a team led by Dhamayanthi N, associate vice president, used a three-point strategy. It began with identifying and developing high-value skills by proactively training top employees through cross-skill, up-skill and multiskill methods. Next, the program used a blended learning approach to train for immediate open positions after researching the key competencies needed. Last, it focused on continuous learning through an internal learning management system to help employees regularly update their skills.

The multiplatform learning approach was designed to be scalable, sustainable and to leverage various degrees of talent. It used experienced and knowledgeable employees as internal trainers and subject-matter experts. The process was automated through a dedicated portal. Any employee

HCL Technologies saved \$18.7 million through internal development program activities.

“Designing and developing systems and processes for scalable, sustainable and flexible learning interventions has helped us not only address the gap between increasing business demands and skilled talent, but meet employee aspirations.”

— Dhamayanthi N, associate vice president, HCL Technologies Ltd.

who is interested in contributing to this portal can register and be evaluated by other experts before being certified as an internal trainer. The online LMS is available 24/7 and offers more than 4,500 e-learning courses, with more added monthly. It also allows employees to be certified free of charge.

HCL also uses an internal social networking platform, where employees can connect, share updates, documents, files, create events and join communities of interest.

Results have been positive. The program received its highest employee utilization rate at 81.9 percent. Also, 3,674 employees trained through the program were deployed into key open positions within the organization. Also notable, some 92 percent of the instructor-led training was done internally. Overall, the organization said it saved \$18.7 million through using the new development program.

SILVER

WENDY KOUBA

Executive Director, Merck Biologics, Vaccines and Sterile Manufacturing Strategy Realization Office



The challenge facing Merck's Biologics, Vaccines and Sterile Manufacturing organization was not just a business challenge, it also concerned global human health. If the

company could increase efficiency and improve output for its vaccines, the price per dose would be lower, which would increase patient access.

The company spans 70 manufacturing operations employing more than 30,000 people worldwide, making a development program challenging. Merck helped to engage employees by establishing a goal to get it right the first time. The holistic approach focused employees on a culture of change, and the company implemented a communications campaign using its leaders and storytelling to align employees to specific goals.

Three years in, results continue to be positive. Through quantitative research, Merck found a correlation between academic training and a decrease in human error-related deviations, averaging nearly 45 percent of reductions at sites across the manufacturing network. Employee surveys also reflect an uptick in overall engagement and alignment.

BRONZE

KEN POWELL

Vice President of Global Sales Enablement and Learning, SunGard

SunGard Financial Systems, one of four SunGard businesses, needed to complete an employee development overhaul to meet changing business conditions and sales practices.

SunGard partnered with training and development firm Richardson to accelerate leadership development, and measure and implement sustained performance improvement through coaching and measurement.

The company is on pace to grow sales by \$100 million in 2013 as a result.

BUSINESS IMPACT — DIVISION 2

GOLD

JENNY DEARBORN

Chief Learning Officer, SuccessFactors

When software company SAP acquired SuccessFactors in December 2011, it wanted to reach its 176,000 newly acquired customers. To do so, the cloud-based talent-management company needed to accelerate development of its management team through data-based training.

To ensure sales representative success and demonstrate measurable business results, SuccessFactors analyzed employee performance and tailored a learning program to fit employees' needs.

When designing the employee measurement program, the company relied on research and analysis from industry experts, revealing key skills needed among the company's sales representatives. Internal analysis scrutinized sales drivers and before and after business performance through customer rela-

tionship management and learning management systems.

The company's top priority was to develop the management team in a data-driven context. Starting from the top down, SuccessFactors met regularly with sales team leads. In meetings, company executives presented analytics from which sales leaders helped to develop new tactics. Sales leaders also regularly reported and developed their sales analytics, which were used to track, coach and train new and existing sales employees.

The approach was a success. The 275 new hires in 2012 significantly outperformed the 2011 batch, and the sales conversation ratio improved by 79 percent in the first six months. By linking learning to performance, the return was 44 times the cost of investment.

SuccessFactors' data-driven approach to sales training yielded a return 44 times the cost of investment.



SILVER

DUANE LA BOM

Director of Learning and Development, Rackspace University



Finding and recruiting individuals in the cloud-computing industry is costly, and Rackspace, a cloud company, was spending about \$15,000 per hire to fill its technical positions. In many cases, the company's new hires needed training before they were ready to support customers, which was an additional investment.

Rackspace wanted to flip the traditional talent management model. To fill the development need, the company launched Rackspace Open Cloud Academy in March to establish and grow a talent pipeline by providing technical career and development opportunities for both Rackspace employees and external applicants.

Rather than paying costly recruiting expenses to fill low-level roles, the company created an external training model to build participants' skill sets. The company graduated 17 of the 19 pilot students and hired 11 of the graduates as Linux systems administrators. Rackspace charged its students \$3,500 each to complete the program, covering all of its recruitment expenses.

BRONZE

KIMBERLY STEWART

Senior Vice President of Corporate Learning and HR Technology, First Citizens Bank



First Citizens Bank experienced a period of rapid growth from 2009 to 2012. As a result, the organization needed to support a more geographically dispersed customer base.

In partnership with vendor TRC Interactive, the organization used self-paced online modules, individual coaching and blended learning to develop its talent. For instance, the bank's newly developed customer care center can hire, onboard and begin training new associates as soon as there is a need. The program also can customize training for seasonal and part-time employees.

First Citizens has experienced 75 percent fewer compliance-related errors.

COLLABORATION — DIVISION 1

GOLD

IRON MOUNTAIN



“The business is going to continue to grow organically, and there will be new challenges around every corner. Sentinel will be right there with it to make sure everyone’s on track.”

— Stacy Henry, director of learning, North American operations, Iron Mountain

The challenges of merging different corporate cultures can be daunting, especially for a company with a long and rich history like Iron Mountain.

The Chicago-based storage and information management firm began snapping up competitors in the mid-1990s, acquiring 250 businesses within 10 years and growing from a \$100 million business to a \$2.4 billion enterprise.

While the company flourished, customer service and job performance among its 3,000 employees was inconsistent, with divisions around the country doing their own thing. Errors and accidents were costing millions of dollars, and turnover hovered around 40 percent.

To better train workers and improve customer service, the company launched a training program in 2010 known as Sentinel to turn top employees into coaches and mentors. Heading up the initiative was Stacy Henry, director of learning, North American operations, with a mandate to create a standardized learning program to get new employees job ready, particularly drivers and couriers. Before the program, those employees received no formal training.

“We had to come across as knowledgeable and credible, and we did that by working with the business directly,” she said.

Managers promoted the program and encouraged employees to apply to become coaches. The goal was to select 180 certified transportation coaches, and 500 applied.

Since the program was implemented, turnover has declined from 40 percent to about 15 percent, and the company says it saved about \$4.5 million in workers’ compensation claims in the first year. Errors and security issues handling sensitive customer documents also went down. Scanning errors declined from about 15,000 to 20,000 a week to about 3,000.

Since the launch of Iron Mountain’s revamped training program, turnover has declined from 40 percent to about 15 percent. The company says it saved about \$4.5 million in workers’ compensation claims in the first year.

SILVER

UNIVERSITY HOSPITALS

There is no shortage of applicants for jobs at University Hospitals in Shaker Heights, Ohio. But there is a shortage of qualified applicants for highly skilled positions such as nurse practitioners and physical therapists.

Robert Garry, vice president of organizational development and learning, and his team at the hospital system launched and continue to develop a variety of professional development programs for the hospital’s 16,000 employees. Through partnerships with community organizations, University offers GED classes, literacy programs, career counseling and advisers to help employees with financial management, child care and other issues.

Last year, internal hiring increased from 32 to 39 percent, filling 198 jobs, and about 60 percent of the graduates of the hospital’s college readiness program began college.

BRONZE

NETAPP

In the past five years data management company NetApp has been growing rapidly, creating a need for quick training for sales reps, systems engineers and selling partners on the company’s technologies. Chodi McReynolds, senior director of NetApp University, and her team introduced Fast Track training programs for employees and business partners. In the past year, 1,800 employees participated in the program, and partners have reported an increase in sales revenue and business opportunities.

COLLABORATION — DIVISION 2

GOLD

MASSMUTUAL FINANCIAL GROUP

When MassMutual announced the acquisition of The Hartford's Retirement Plan Group last year, the company didn't waste a moment introducing new employees to its business and culture.

A team of employees and managers from both companies led by Assistant Vice President Debbie Cote assembled immediately to develop an onboarding strategy that included a website called Focus Forward: Countdown to Close. The site was the go-to resource for all information related to the acquisition, which was announced in September 2012.

The onboarding team developed a communication plan to tackle issues such as issuing new corporate credit cards, badges, system access, payroll information and benefits. Once the sale closed in December, another website, Retirement Plan Group Welcome, was launched for new employees and customers.

The first day after the close, leaders welcomed new employees at the company's headquarters and in Arizona and Massachusetts. More than 1,100 employees attended introductory classes at various locations and online.

The onboarding program consists of 12 Web-based learning sessions to help employees assimilate. MassMutual also launched finance roadshows to introduce new employees to the company's financial model and metrics, such as cash flow and expenses. Employees were asked to come up with cost savings ideas. More



Debbie Cote, assistant vice president at MassMutual.

than 900 workers attended the sessions.

While employees learned about the company, the sales force received training to learn more about the products and technologies in both companies.

The onboarding process is ongoing, but early results indicate that new employees are "among the most engaged," according to company officials.

SILVER

HOGAN LOVELLS US



Heather Bock,
chief professional
development officer.

Lawyers are rarely trained on how to collaborate, influence and motivate others — the so-called soft skills of business. Yet these abilities are necessary to succeed in a law firm.

Hogan Lovells US partnered with Georgetown University's law school to develop two courses to teach first-year associates how to develop these skills. The classes are based on real-life simulations of challenges attorneys face on the job, such as

resolving legal issues in a case while addressing client concerns.

In evaluations this year, many employees said the program was valuable and helped them become better prepared for a law career. "We hope this type of collaboration will spark other law firms and law schools to work together on shared learning goals," said Lori Berman, director of professional development at Hogan Lovells.

BRONZE

LASH GROUP

Pharmaceutical and biotech consulting firm Lash Group has grown recently, acquiring two consultancies in 2011 that added hundreds of jobs. This presented an opportunity to re-brand and reinvent itself to employees and clients.

In response, Kellie Gillenwater, leadership development consultant, and her team developed a strategy to integrate hiring, onboarding and lead-

ership development. Lash overhauled its orientation program to emphasize its brand, mission and culture, and it revamped its leadership development programs, adding a mentoring program.

About 37 percent of employees who participated in leadership development programs have greater roles in the company, and more than 40 leaders have volunteered as mentors.

GLOBAL LEARNING — DIVISION 1

GOLD

SHARON MOSHAYOF AND NANCY SINGER

Merck



Wendy Kouba, executive director of the strategy realization office, Merck.

Merck is known for its international reach, but when the White Horse, N.J.-based pharmaceutical company examined its global strategy, leaders realized they had to refine their companywide plan to penetrate and maintain solid growth in a number of emerging markets.

While researching strategies to pursue in Asia, the Middle East, Africa and Latin America, the maker of such drugs as Singulair and Cozaar determined that market conditions and competition in those regions can be volatile. Standard business practices can be anything but standard. Regulatory compliance can vary widely, and there are language barriers as well as cultural ambiguities.

Rather than follow the tradition of placing expatriates as leaders in these markets, Merck developed local talent for leadership positions. Turnover, however, was an issue among high-potential leaders, so the company focused not only on leadership development but on building loyalty, too. It prompted Merck executives Sharon Moshayof and Nancy Singer to develop the Emerging Markets Future Leader program.

Based on Harvard Business Publishing's Leadership Direct program, content areas were designed to help participants shift from serving as transactional managerial contributors to guiding as strategic transformational leaders. Incorporating Merck's senior leadership in teaching positions proved to be a key program element.

Virtual learning scored high marks among participants. Merck targeted an 80 percent participation rate, with the actual outcome at 85 percent. On end-of-program surveys, participants noted they retained much of what they had learned six months later, and program leaders saw employee retention rates move in a positive direction.

SILVER

HARIRAJ VIJAYAKUMARGlobal Head of Cognizant Academy,
Cognizant Technology Solutions

Shanthy Muppurala, director, learning and development.

It wasn't that long ago that Cognizant Technology Solutions was a Georgia-based firm with a cozy staff of about 175 people. Now that it is an international tech consultancy boasting more than 164,000 workers and the Cognizant Academy, learning has become a strategic

differentiator for the organization.

Cognizant Academy has provided significant learning and development numbers in recent years: 17 million hours of training in 2012; 47 learning hubs and 1,328 internal and 238 external trainers cultivating talent while combing college campuses for new hires.

Still, with an extensive global footprint that reaches across five continents and is spread across multiple accounts and clients, managing talent and supporting their continuous professional development presented challenges. But as a company that was "born global," as executives like to say, Cognizant Academy has built on its global heritage and its virtual platforms to meet the challenges of a worldwide marketplace.

Diverse employees require training to build on their local insights and expand a global mindset and organizational culture. Understanding language barriers, cultural and demographic differences and virtual styles of working are all crucial to the organization's success.

BRONZE (TIE)

ROB LAUBER

Vice President, Yum University, Yum Brands Inc.

Yum Brands Chairman and CEO David Novak has been teaching his three-day "Taking People With You" leadership program to managers and franchisees for the past 15 years, and company leaders wanted to expand his evangelizing globally to restaurant general managers and above.

With 39,000 such employees speaking 32 different languages, Novak couldn't train them all. So, after he published a book on leadership, Yum University implemented his teachings through 14 modules that were translated into several languages. The universal leadership principles have since provided a consistent approach to business and a foundational resource for leadership within the organization.

BRONZE (TIE)

CHUCK BATTIPEDESenior Vice President and Chief Learning
Officer, Hewlett-Packard

Tech firm Hewlett-Packard wanted to hire staff for long-term potential, not just in-the-moment fixes. To develop talent with the future in mind, the company conceived HP University in late 2012. Launched in April, HPU came with about 10,000 courses. It has met with great success. Company leaders praised its launch, and HP learners offered positive feedback. "My compliments on the university," said one user. "Great idea and much better organized than our past learning portals."

GLOBAL LEARNING — DIVISION 2



GOLD

BIRGITTE ELLERSGAARD

Development Manager
for Corporate HR, LEO Pharma

To compete in an expanding marketplace, Copenhagen-based LEO Pharma sought to create a strategic approach to its international markets while developing a new breed of leadership to act as global leaders.

Birgitte Ellersgaard, LEO Pharma's development manager for corporate

HR, incorporated astronomer Nicolaus Copernicus' revelation that the Sun, not the Earth, is the celestial centerpiece. Add in the story of explorer Sir Ernest Shackleton, whose leadership skills kept 27 men alive for two years while trapped in Antarctica. The Copernican Shift symbolized for LEO a radical shift in direction, while Shackleton's tale, told through an improvisational theater experience, led participants to review their own leadership styles and attitudes.

Music and dance also were important training tools, yet in a move that seems like a nonglobal stance, Ellersgaard was adamant the program be delivered worldwide in English. Global participants were challenged to communicate in a common language with a common vision and strategy.

LEO Powerhouse, as Ellersgaard's program is known, provides a comprehensive vision to globally energize the company. CEO Gitte Aabo urged its implementation not merely to improve individual leaders, but to transform and globalize business strategy.

SILVER

ANDREA McMULLEN

Head of Global Marketing Learning
and Development, Life Technologies



With a global marketing learning program that exceeded all expectations during its inaugural year of 2012, San Diego-based biosciences company Life Technologies expanded the program for 2013.

The company opened up the program for all 10,000 employees worldwide. Such a comprehensive program is challenging, with problems such as how to implement a strategic vision, how to create a curriculum from scratch, doing it with limited staff and delivering measurable results.

Among the innovations was a university-accredited graduate-level curriculum addressing the organization's "Champagne taste on a beer budget." By 2013, Andrea McMullen, the firm's head of global marketing learning and development, was able to prove outcomes and value for the 2012 program.

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INNOVATION — DIVISION 1

GOLD

KATE DAY

Global Director, Business Development,
Cisco Sales Associates Program,
Partner Sales Academy, Cisco Systems

Cisco Systems lives up to its image as an Internet powerhouse with its new program to onboard sales associates.

The company replaced a residential onboarding program with a virtual program that spans 35 countries, uses Cisco's own WebEx technology, fosters global collaboration and weaves in employee performance management.

The success of the 12-month program in bringing on new sales associates more cheaply and effectively has earned Cisco's Kate Day a gold award in the Innovation category. Day, the company's global director of business development for the sales associate program and Partner Sales Academy, had to create the new onboarding initiative in just three months.

Cisco Systems cut training costs by 24.6 percent by taking a residential onboarding program and making it a virtual talent development program.

At the same time, she was expected to exceed the metrics from the residential program — the percentage of new associates who meet or exceed their first-year quota — trim operating costs by 25 percent and ensure a repeatable process that could be used with new employees of sales channel partners.

The new program is based on four pillars: access, experience, connectivity and reinforcement. The access piece involves using iPads and other tools allowing participants to work on a range of devices anytime and anywhere. For experience, Day and her team combine content delivered to large groups with small-group learning and on-the-job experience. Connected for Cisco means tailoring the program to local geographies but also tying it to the global environment. Associates also work in groups with colleagues across the world. Day sought to reinforce the learning with virtual office hours, role-playing and exams.

Training costs fell by 24.6 percent compared to the previous program — a figure which rounds up to Day's target. Participants are also 10 to 15 percent more productive than those who do not take part.

SILVER

WINNIE LARSEN

Senior Director and Dean, Hilton Worldwide University,
Hilton Worldwide



Danyse Jensen, director of human resources, Hilton Worldwide.

Hilton often hires corporate team members who have subject matter expertise but little understanding of the hospitality field or its history and culture.

The company recently developed an integrated talent management strategy and wanted to apply the approach to onboarding corporate-level employees. Winnie Larsen, senior director and dean of Hilton Worldwide University, spearheaded a new program dubbed It Starts With You that extends beyond the typical length of onboarding practices to encompass an entire year.

After interviewing leaders around the globe, Larsen created a program customized for different regions that includes a digital magazine to help employees navigate company content.

Employee survey results point to high levels of engagement and satisfaction in new roles. Survey results also show a steady increase in job satisfaction and access to learning opportunities for growth and development, with a year-over-year increase of more than 14 percent in each of these categories.

BRONZE

STEVE STONE

Vice President, Performance Solutions, USAA



Financial services company USAA needed to improve the customer service abilities of representatives selling and servicing auto insurance — a key part of the company's product portfolio.

USAA redesigned a training course to make it less about information delivery and more about learners practicing actual job tasks and building skills. The resulting Auto New Hire course boasted a 29 percent shorter intervention — from 51 to 36 days — and improved employees' proficiency levels.

INNOVATION — DIVISION 2

GOLD

ADRI MAISONET-MORALES

Vice President, Enterprise Learning and Development,
Blue Cross & Blue Shield of North Carolina

One thousand flowers are about to “bloom” at health insurance provider Blue Cross & Blue Shield of North Carolina.

BLOOM, a new video-based learning system, stands for Blue Learning Opportunities On-demand Media. It is designed to allow the organization’s 5,000 employees and external stakeholders to view short videos that are accessible from anywhere and reduce time away from the job. Videos are available on a range of topics, including how-to information and business acumen from company leaders. In the future, more of the workforce will be able to create and upload content.

BLOOM is part of a broader overhaul of learning and development at Blue Cross & Blue Shield of North Carolina prompted by regulatory shifts in the Affordable Care Act. Higher-level thinking skills, such as business savvy and consulting capabilities, are vital to the organization in the new climate. The learning function, led by Adri Maisonet-Morales, is tackling that training challenge by moving past the company’s historic reliance on classroom-based instruction.

The organization has gone from traditional paper-based materials for live classes to distributing electronic versions via SharePoint. This practice provides a framework for “beyond the learning event” activities such as discussion boards and action learning projects.

Blue Cross & Blue Shield also has adopted a training outsourcing strategy expected to generate savings of nearly half a million dollars over two years. Letting internal experts share knowledge



Adri Maisonet-Morales (center) with Jeff Tyson, director, instructional system, and Jennifer Williams, director, learning solutions (right).

Blue Cross & Blue Shield of North Carolina outsourced 36 percent of its training development in 2012 and expects to be above 40 percent in 2013, resulting in savings of \$450,000 over the two years.

through BLOOM videos is expected to cut costs. The company projects annual savings of more than \$225,000 based on reduced time spent by learners consuming training, as well as savings in learning and development resources.

SILVER

DAVID VAN METER

Chief Knowledge Officer, Infinite Campus

Not long ago, knowledge management for employees and external customers was in disarray at Infinite Campus, which provides a student information system for K-12 education institutions.

End users had to gather information from many separate locations, and skill assessments could not scale.

David Van Meter and his team put in place practices designed to improve communication, collaboration, accountability, productivity, customer relations and overall corporate brand awareness. For instance, all applicable content was made available to users in one place, learning was personalized and a new content management system was created.

Results include a drop in the visitor bounce rate to wiki pages hosted by the knowledge management unit from 26 percent in 2011 to 23 percent. Customer satisfaction also increased.

BRONZE

PAT GOLDEN

Senior Director, Deltek University, Deltek



Software firm Deltek’s customer training courses were plagued by inconsistent delivery, inadequate presentation materials and a lack of opportunities for learner reinforcement.

Deltek created new courses that included more hands-on learning and options for reinforcement, using technology such as software simulation tools and screencast videos to enhance the new approach. Instead of relying on bulky training manuals and instructor-led sessions, the company now has a blended approach that also includes a new revenue stream.

STRATEGY — DIVISION 1

GOLD

WENDY KOUBA

Executive Director, Merck Biologics, Vaccines and Sterile Manufacturing Strategy Realization Office



“What makes the award even more fulfilling is the fact that my team and I developed a program that builds upon the outstanding resources from Merck’s Enterprise Learning group.”

— Wendy Kouba, executive director, Merck Biologics, Vaccines and Sterile Manufacturing Strategy Realization Office

Merck & Co. Inc.’s Biologics, Vaccines and Sterile Manufacturing organization needed to improve efficiency of its manufacturing process. Because of inefficiencies caused by human error and deviations, the pharmaceutical company struggled to meet growing demand for its vaccines. This resulted in billions of dollars in discarded products and lost revenue.

To fix the inefficiencies and bolster employees’ understanding of the business, Merck’s senior management hired Wendy Kouba as its executive director for the unit. Kouba was tasked with creating a learning component that would address the inefficiencies amid the company’s staid learning and development culture.

Kouba developed a learning program to rebuild the unit’s culture with a focus on common goals, metrics and outcomes; a measurable process based on data to identify capability gaps and align leadership; a standardized learning approach, with a curriculum that was scalable and transferable across Merck’s manufacturing division; and a basis for knowledge transfer to increase employee engagement.

To provide this framework, Kouba developed the Merck Learning Academies, a classroom-based, multilevel curriculum. The courses aimed to build cross-functional knowledge of the vaccine manufacturing process and the science and technology behind it, as well as increase understanding of how employees’ decisions affect products and patients. It also aimed to develop leadership capability to drive change and foster collaboration and independent thinking.

After the curriculum’s first year, the academies spread to include almost 20 percent of Merck’s manufacturing employees globally. After its third year, the quantitative business impact of the academies has resulted in a revenue increase of more than 25 percent. Decreases in human error-related deviations have averaged nearly 45 percent in reductions at sites across the firm’s manufacturing network.

SILVER

DHAMAYANTHI N

Associate Vice President, HCL Technologies Ltd.

HCL Technologies Ltd. wanted to improve its project manager competency training.

The project management function, viewed as one of the more critical roles in the company’s delivery organization, had become the culprit of customer dissatisfaction and low performance effectiveness scores. The company sought a learning program that was scalable and customizable to its needs.

Led by Dhamayanthi N, the firm’s associate vice president, the company developed the Project Management Academy, which offered a diagnostic to identify competency gaps, a learning intervention to increase project manager effectiveness and to develop leadership competencies among project managers. It also offered access to learning resources, a platform for employees to learn and share, and support for certified managers.

As part of the academy, participants received access to content from external sources and Web applications aimed at being a one-stop shop for certification status information. Communities and discussion forums were also available.

To date, 352 project managers have been internally certified through the academy. Among the more notable results are that the company experienced a 20 percent increase in project delivery on time and within budget as well as improvement in efficiency scores and customer satisfaction.



BRONZE

WILLIAM MAGAGNA

Director of Global Product Education, Siemens Healthcare Diagnostics



In an effort to streamline cost savings, increase efficiencies and drive new revenue, Siemens’ Global Product Education unit created a 12- to 18-month initiative to bolster the company’s diagnostics division.

The initiative included three stages. First, leaders had to identify functions within the company as cost reduction targets, with a need to improve efficiencies and revenue growth. Second, it was necessary to pair proper learning programs to them. Third was to position the global product education team with all business units to deliver on short-term goals and provide for a long-term vision.

The initiative resulted in an increase of more than 2 million in online portfolio and LMS usage.

STRATEGY — DIVISION 2

GOLD

DEBORAH McCUISTON

Director of Corporate Learning, Virgin America

Since its launch in 2006, airline Virgin America has blossomed into one of the more recognizable brands in an industry dominated by a few major players. But in fall 2012 the company needed to slow down its fast-paced growth to maintain profitability amid the broader forces in the industry, namely the economy and an increase in fuel prices.

Thanks to its Refresh learning initiative, in a recent companywide engagement survey, Virgin America's strategy and culture shift received high marks.

The course change prompted another need: a way to explain the strategy shift to employees, who would find the change a deep contrast to the internal messaging of the previous several years.

Guided by Deborah McCuiston, Virgin's director of corporate learning, the company developed a learning program called Refresh, a series of two-day events from

January through March intended to unite employees around the culture shift. Refresh played a key role in transforming the organization's culture. It would also serve as the main tool to manage the change the company was about to embark on.

Through 19 Refresh events, the program introduced the new strategy to employees, launched educational sessions explaining



how Virgin was going to achieve it and reconnected employees with the company's broader vision and mission.

The events also included breakout sessions to provide employees with more details about the strategy shift and its key tactics, an address by Virgin's CEO and 45-minute "leadership tables" in which senior leaders were available to answer questions.

In a recent companywide engagement survey, the strategy and culture shift were the highest-ranked of all topics. On a scale of 1 to 10 where the goal is 7.5 or greater, every strategy question rated higher than the goal.

SILVER

TARA GRAY

Learning and Development Lead, Chevron

Energy firm Chevron Corp. expects most of its experienced employees to retire in less than five years, meaning it would have an insufficient number of qualified people to fill needed roles.

The problem was compounded because the company's project management process, tools and practices are proprietary and not widely used throughout the industry, meaning the majority of its staff were not accustomed to using them correctly. Chevron created an initiative called the Project Management Academy, or PMA, and brought on a learning and development practitioner, Tara Gray, to lead the project.

The company needed to create a learning and development function from the ground up. A number of elements would encompass PMA: instructor-led training, experiential learning, just-in-time learning and an evaluation approach using the Kirkpatrick and Brinkerhoff models.

To date, pilot outcomes and initial year of development outcomes in Houston, London, Kazakhstan, Australia, Indonesia and Singapore demonstrate improved competency development and quality. Further, early qualitative measures administered by the company show general employee satisfaction with the PMA program.

BRONZE

ANN MARIE SIDMAN

Vice President, Learning and Development, Gen Re

Insurer Gen Re's learning and development team sought to build a program to enable its professional client-facing staff to improve collaboration, decision-making and other critical skills.

The program, Strategic Thinking, Tools & Tactics, or ST3, included a three-day advanced curriculum featuring instructors from the University of Pennsylvania Wharton School of Business. ST3 included an experiential learning simulation to replicate the realities learners would face at work.

The program promoted associate interest in learning as well as knowledge retention. Engagement surveys show that roughly 95 percent of participants have been able to recall and apply the lessons taught during the course on the job.

TECHNOLOGY — DIVISION 1

GOLD

HELEN ZARBA

Vice President of Organizational Development and Learning Services at Bright Horizons Family Solutions



“We’re thrilled with the engagement we’re seeing as a result and honored to be recognized with the CLO Technology Award for our efforts.”

— Helen Zarba, vice president of organizational development and learning services at Bright Horizons Family Solutions

Bright Horizons Family Solutions has experienced high growth in recent years. The child care company based in Watertown, Mass., now employs more than 23,000 people around the world. Despite its global presence, the organization prides itself on having a high-touch culture such as one found at a small company.

However, the increase in offices and employees made it difficult for executives to connect with their employees in meaningful ways. The organization’s president and CEO made a tradition of visiting different locations to talk with workers and answer questions directly. While this tradition continues, Helen Zarba, the firm’s vice president of organizational development and

The success of Bright Horizons Family Solutions’ Ask the Expert initiative spurred development of similar programs for benefits and recruiting.

learning services, collaborated with the its internal communications department to develop a program called Ask the Expert to maintain the executives’ interactions with employees.

Ask the Expert was set up through Bright Horizons University, the company’s internal Web platform. Using the platform’s social functions, employees can publicly ask a question they’d like an executive to answer. Users then vote for their favorite questions, and those with the most votes are answered via video by company leaders. The videos allow Bright Horizons executives to quickly deliver high-quality answers to employees, which keeps the organization’s high-touch culture strong.

While this initiative was experimental, it’s become a valuable tool for training and communications. The success of Ask the Expert spurred the development of similar programs for questions on other business aspects such as benefits and recruiting.



TECHNOLOGY — DIVISION 2

GOLD

DOUGLAS CLAYTON

Senior Vice President of Learning and Development, SES



Clayton, the firm's senior vice president of learning and development, and his department to develop a training program to prepare employees, managers and executives to work as a cohesive and collaborative organization.

From February through June, SES conducted 44 workshops in 10 locations across the world in an effort to form a cohesive culture. Afterward, 88 percent of the company's employees said they have a better understanding of its business strategy.

Clayton worked with a University of Pennsylvania human resources professor to develop a learning program that would teach change readiness, SES strategy, employee empowerment and knowledge networking.

The resulting learning initiative was a full-day interactive workshop that taught all employees the key elements of the company's strategic plan. One of the program's most important aspects was a two-hour business simulation that put the participants through a scenario in which they played the role of an executive committee member, making decisions based on constantly changing industry and world events. The use of this technology helped employees understand the difficult decisions facing executive committee members and reinforced key skills learned.

From February through June, SES conducted 44 workshops in 10 locations across the world. As a result of the initiative, 88 percent of the company's employees said they now have a better understanding of its business strategy.

Before SES, a global satellite provider and operator based in Luxembourg, consolidated its four entities into one company in October 2010, each entity had its own company culture. The organization's executives realized if the consolidation was going to succeed, SES needed one common culture, not four potentially incompatible ones.

To accomplish this, the five members of the SES executive committee asked Douglas

SILVER

CONRAD CONE

Director of Talent Development at Active Network



Karene Weickert, vice president of human resources.

After going public, Active Network, a software as a service company based in Buraby, British Columbia, experienced global expansion. During that expansion period, Conrad Cone, Active Network's director of talent development, noticed the company was hiring externally rather than internally for key roles.

To reverse this trend, Cone helped develop a learning initiative to allow Active Network to cultivate internal talent and ensure strong succession plans and career paths were in place. To accomplish this goal, the company built the Take 5 a Day mobile app to deliver "earning bento boxes" to its leaders.

The bento boxes give employees access to learning content in small, five-minute or less sessions. The sessions teach leaders how to identify high-potential individuals in the organization, as well as how to overcome inconsistent leadership behaviors.

The learning initiative has been expanded to include a bento box app strictly for the top 10 percent of Active Network's senior leaders.

BRONZE

ADRI MAISONET-MORALES

Vice President of Enterprise Learning and Development at Blue Cross & Blue Shield of North Carolina

With major changes ahead for the health care industry, Adri Maisonet-Morales, vice president of enterprise learning and development at Blue Cross & Blue Shield of North Carolina, implemented a learning initiative to help the organization's staff become familiar with updated infrastructure systems and processes.



Adri Maisonet-Morales (center) with Jeff Tyson, director, instructional system, and Jennifer Williams, director, learning solutions.

The learning program teaches team building and collaboration skills, provides access to timely on-demand content and allows employees to easily share thoughts. The goal is to promote organizational agility and enhance customer service and competitiveness.

"This prestigious award has reaffirmed our mission to unleash the power of learning through creative, technology enabled solutions that prepares our people to compete in a complex and transformational market," Maisonet-Morales said.

TRAILBLAZER — DIVISION 1

GOLD

KIM DORER

Director, Spectrum Health University, Spectrum Health

Physician leaders, like all health care system leaders, are most effective when they achieve results through others. But it was difficult for employees in the medical field — most of whom were taught to review every test result with their own eyes — to depend on others. Spectrum Health recognized the need for administrators and physicians to work in tandem, but the leadership structure already in place did not support the strategy to create a strong bench of ready-now physician leaders.

Benchmarking against the health care industry wasn't the correct path to unite administrators and physicians, so Spectrum's development team began looking outside the industry for leadership development examples.



“As a corporate university that has only been in existence for 18 months, the recognition is tremendous validation that we’re doing things right. We hope to use our successes and lessons learned as a model for health care systems everywhere.”

— Kim Dorer, director, Spectrum Health University

By looking at companies across multiple industries with revenue of the same size, Spectrum determined that its challenges were not unique to the medical industry. In addition to modeling development initiatives used in other companies, Spectrum conducted an internal needs assessment and gap analysis to gather employee feedback through focus groups and surveys.

Since implementing its new curriculum, Spectrum Health's most recent learning group showed physician participation increased from 1 to 21 percent of total participants.

The company came up with a simple strategy — focus on shared development goals. Working under a systemwide leadership development framework and philosophy, Spectrum created a curriculum that balanced leading people and driving the business. The company's leaders made creating a pipeline of sustainable talent a priority.

Since implementing the strategy through Spectrum Health University, the company's business outcomes have reinforced its success. Spectrum's most recent learning group, for example, showed physician participation increased from 1 to 21 percent of total participants.

SILVER

DAVID KOLL

Former Leader of Enterprise Learning, ConAgra Foods Inc.

ConAgra Foods Inc., maker of brands such as Healthy Choice, Chef Boyardee and Hunt's, was faced with a difficult challenge when it initiated a series of acquisitions in recent years. After closing the deals, the company needed to blend the various organizational pieces into a cohesive and unified vision.

To succeed, the company needed to develop and implement a united learning solution for its more than 25,000 employees. It created an enterprisewide learning strategy to localize and personalize employee development through the use of shared resources.

Since implementing the strategy, the company is now able to leverage its learning experts to provide a holistic learning environment, with employees' knowledge and skills growing from the increased collaboration.

The learning function's success is driven and defined by business success. By making business objectives part of the learning process, the company says it is confident the new initiative will mean companywide success.

BRONZE

GARY VANDERLIND

Vice President of Human Resources North America, Goodyear Tire & Rubber Co.

In light of major changes in the automotive industry in 2007, Goodyear Tire & Rubber Co. initiated a business restructuring to cut costs by \$1 billion. To bounce back from auto sales that were at a 27-year low, the company's executive team needed to develop leaders who could spearhead drastic change.

Gary VanderLind, Goodyear's vice president of human resources in North America, implemented cross-functional, executive-level support for its leaders. The company developed and implemented a customized leadership curriculum that blended online case studies and classroom discussion.

Fifty percent of the employees who participated in the company's leadership program received new assignments or responsibilities. Of those employees, 28 percent made lateral moves or changed the scope of their role, and 22 percent received promotions.

TRAILBLAZER — DIVISION 2

GOLD

JENIFER JOHNSON

Acting Manager, Organizational Development,
Cleveland Airport System



The Cleveland Airport System faced a high level of turnover as well as policy changes, leading to a disengaged workforce. Without a platform for learning and employee development — along with challenges such as an aging workforce, staff reductions, budget cuts and a large percentage of employees unable to read, write or speak English — the organization needed a change.

Jenifer Johnson, the organization's chief training officer and acting manager of organizational development, launched the Cleveland Airport System University. The concept came to light after she conducted a detailed needs analysis, meeting with all of the airport system's sections. The corporate university was designed to integrate various levels of employee learning under one comprehensive program.

The Internet-based program is available to all employees. Employees can search and register for learning opportunities and create yearly individual development plans to track personal and professional growth. The program also tracks individual employee performance within the context of organizational performance as a whole. Employees can prepare annual work plans and performance appraisals and receive skills assessments.

More than 9,352 hours of learning have taken place since the Cleveland Airport System University launched.

“Our vision is to be the best performing organization in the industry, and as a recipient of this award, it is a positive reflection that brings us a step closer to reaching that vision.”

— Jenifer Johnson, acting manager, organizational development, Cleveland Airport System

To date, the new training program has yielded a minimum of a 30 percent increase in test scores from pre- to post-testing, and all of the airport system's employees have received at least one learning opportunity through a personalized learning plan.

SILVER

DIANE SIMMONS

Vice President, Healthcare Financial Management
Association



Diane Simmons, right, with Marie Bass, director of education at Healthcare Financial Management Association.

As a result of the Patient Protection and Affordable Care Act, current health care delivery and payment models are evolving from a fee-for-service model to a more preventive one. Because of the new payment model, the Healthcare Financial Management Association saw a need for hospital leaders to educate staff in a short amount of time.

Under the leadership of Marie Bass, vice president of education and certification, the association developed an online training program called e2 Learning, encompassing more than 175 hours of training available at any time. The foundation of the model, the competency map, was developed to address the skills, knowledge and abilities employees need to succeed in the new health care delivery model. Through a number of certification programs, users can access online study guides, randomized questions and learner feedback responses.

More than 3,000 individuals have earned online certification credentials since January 2012 under e2 Learning. The new standardized competency model also helps ensure a consistent training approach, creating a sustainable development model for years to come.

EXCELLENCE IN ACADEMIC PARTNERSHIPS

GOLD

**RUTGERS UNIVERSITY SCHOOL OF BUSINESS —
CAMDEN EXECUTIVE EDUCATION**

Since its inception in the 1800s, most of supply chain management company Graybar's leaders have been promoted from within — a reflection of the belief that those who know the business best are well-suited to lead it.

As such, employee retention has been one of Graybar's strengths. However, as the baby boomer generation reaches retirement, replacing their extensive knowledge and experience has become increasingly difficult. Not only is the size of the available talent pool smaller, but also workforce expectations are different.

Graybar's management team had a critical need for leadership development in 2001. At the time, the company offered basic management training programs, but nothing for higher-level managers. With Rutgers, Graybar created a program featuring online courses, textbooks, traditional classroom instruction, podcasts, case studies and a capstone project, the Rutgers-Graybar Supply Chain Management, or SCM, program.



Ray Compari, associate dean, Rutgers.

Graybar's SCM Program ensures a steady pipeline of internally developed and promoted leaders and aids retention.

Since 2005, the SCM program has kept pace with advances in technology, the distribution industry and shifting adult learning styles. The following program enhancements have been made:

- Self-paced, online courses were replaced with action learning assignments.
- Three onsite sessions throughout the program enable presentations from Graybar senior leaders, functional experts and industry leaders.
- Academic textbooks were replaced with business-specific resources.

The Rutgers-Graybar SCM Program is serving its fifth cohort, providing Graybar's future leaders with broad business knowledge, critical thinking skills and the ability to adapt quickly.

Of the 79 SCM program alumni, 28 have been promoted. Eleven of those have advanced to vice president and senior vice president roles, and nearly 90 percent of program alumni remain in the organization.

“We consider it an honor being recognized for two consecutive years by *CLO* magazine and a testament to our Executive Education Program Excellence.”

— Jaishankar Ganesh, dean of Rutgers University School of Business and professor of marketing

SILVER

UNIVERSITY OF PHOENIX

From left: Kim Stone, Chuck Parker, Shelly Cutrer and Mike Nalley of University of Phoenix.

Best Western learning leaders needed to provide access to higher education for their members without disrupting their ability to operate its hotels.

After partnering with University of Phoenix Workforce Solutions, all existing and new Best Western students became eligible to receive a 10 percent tuition reduction on University of Phoenix courses.

Since launching their partnership in August 2011, University of Phoenix has seen a 296 percent increase in Best Western students.

Best Western members had access to a customized landing page for detailed partnership information, including scholarship and grant opportunities, industry articles and University of Phoenix degree programs and certificates. University of Phoenix also created a customized credit recommendation guide that allowed Best Western members to view Best Western training and find out if what they have taken can be applied toward college-level credit.

Since launching the partnership in August 2011, University of Phoenix has seen a 296 percent increase in new Best Western students, as of May 2013.

EXCELLENCE IN BLENDED TECHNOLOGY

GOLD

SEERTECH SOLUTIONS

When the Red Robin restaurant chain was looking for a way to quickly train a large number of new employees across the country, learning management firm Seerotech proposed using iPads.

Restaurant employees were already using the devices to manage customer orders, and adapting them to deploy training information would be an easy and low-cost solution.

After implementing a tablet-based learning management program, Red Robin saw a 7 percent reduction in employee turnover, saving the restaurant chain more than \$6.8 million.

While using the iPads is simple, the technology behind the learning program is a sophisticated system used by major corporations such as General Electric Co. and IBM.

Called iLearning Plus, it offers tools that allow employees to tailor learning to their specific jobs and track their progress through assessments. Bartenders, servers, cooks and others follow a different path using videos, slides and quizzes.

The system notifies employees via email of course reminders, classroom changes, non-attendance notices, certification renewals and automatic wait listing, among other things.

So far, more than 3,000 employees have undergone training. Early results show an increase in customer satisfaction and a 7 percent reduction in turnover in the past year, saving Red Robin more than \$6.8 million.

Employees have undergone 6,000 hours of training, saving the company about 18,000 hours of training through traditional means. According to Seerotech, that translates to \$1.62 million saved in training costs.

SILVER

INFOPRO LEARNING INC.

Teaching nontechnical employees about the inner workings of a nuclear power plant was a costly enterprise for Exelon Nuclear, requiring thousands of workers to take a week off for training. To minimize costs and bring employees quickly up to speed, InfoPro Learning developed a training program that can be used on desktops, laptops and tablets. The program uses high-end graphics and 3-D animation that allows employees to “walk through” the power plant from their desks.

Since the program was launched, Exelon has seen cost savings. The program also allows employees to adjust training schedules around their work needs, which is important in a company with a workforce operating on rotating schedules.



Nolan Hou, territory manager of enterprise accounts at InfoPro Learning Inc.

BRONZE

ORIGIN LEARNING INC.

Language barriers, technical obstacles and a dearth of qualified instructors were big challenges for GE Transportation as it looked for ways to train its growing global workforce. The learning materials were complicated and became outdated quickly as roles changed constantly.

The company found a solution in a program that was easily accessible on the manufacturing floor via smartphones and tablets. Participation shot up 100 percent in 18 months and travel costs for instructors declined significantly.



EXCELLENCE IN COMMUNITY SERVICE



Atish Gonsalves, director of DisasterReady.org, Cornerstone OnDemand Foundation.

GOLD CORNERSTONE ONDEMAND

In 2010, Cornerstone OnDemand launched its CSOD Foundation to provide programs and services to help nonprofits increase their impact. The foundation focuses on three areas — education, workforce development and disaster relief — and has supported nonprofits such as Teach for America, Goodwill and Women for Women International.

After floods affected more than 20 million people in Pakistan in 2010, the CSOD Foundation engaged in talks with its disaster relief partners to better understand the needs facing nonprofits in similar situations. Those talks led the foundation to develop DisasterReady.org to increase the effectiveness of humanitarian aid workers globally.

Aid agencies such as Oxfam America and Save the Children collaborated to produce and maintain an online content library available through DisasterReady.org to prepare relief workers for the demands they may face. The site's goal is to minimize each agency's costs associated with providing training onsite via instructor-led sessions. It offers courses on a range of subjects including international law, team-building skills, water sanitation and staff wellness.

Users can take several courses simultaneously and access course materials and completed courses. They also can participate in training webinars and share best practices and resources.

In addition to developing DisasterReady.org, the CSOD Foundation also assembled an advisory committee of relief agencies including International Federation of Red Cross, the International Rescue Committee and Mercy Corps to inform the short- and long-term strategies behind its efforts.

By 2015, Cornerstone OnDemand's CSOD Foundation anticipates it will deliver training to more than 50,000 aid workers representing hundreds of relief agencies worldwide.

SILVER BELLEVUE UNIVERSITY

Veterans under 25 years of age face more than a 30 percent unemployment rate once they leave the military, compared to a roughly 15 percent rate for their non-civilian counterparts in the same age group.

According to a White House report, between 240,000 and 360,000 service members separate from the military each year, and 1 million more are expected to during the next few years. To help address this national challenge, Bellevue University developed the Veterans Initiative for Advancement, or VIA, to help meet the talent management needs and corporate-centric skill gaps this demographic may have transitioning into the civilian workforce.

However, VIA building blocks are independent of a veteran's employment status. Components include a degree accelerator, including assessments and college placement skills training; a cornerstone program with a veteran-specific, nine-course curriculum, the Military-Veteran Services Center, which offers resources and assistance to current military and veteran students; and the Human Capital Lab to track and analyze VIA metrics and effect on business objectives.

VIA also partners with corporate organizations such as Home Depot, Dollar General and Union Pacific on Web portals and other communication tools.

A multimedia campaign to educate veterans about their GI Bill benefits is expected to increase the number of eligible veterans who use those benefits — whether they attend Bellevue University or another institution — by about 36 percent.



Mike Echols, executive vice president at Bellevue University.

BRONZE UNIVERSITY OF PHOENIX

Cleantech Open is a volunteer-based organization. Through its Accelerator Program — a kind of incubator for participating entrepreneurs — it helps entrepreneurs bring their ideas to fruition.

In an effort to support entrepreneurship as well as be a good corporate citizen, University of Phoenix offered financial support as well as staff time and other resources to help Cleantech fulfill its mission while mitigating its costs.

On a weekly basis University of Phoenix faculty acted as mentors and judges on panels where participants got feedback on their pitches and business plans, and conducted webinars on par with an MBA curriculum on topics such as finance and funding, legal and IP issues and management team development.



From left: Dick Franklin, executive director, Cleantech Open; Jessica Smothermon, Apollo Group; and Rex Northen, executive director, Cleantech Open.

EXCELLENCE IN CONTENT

GOLD

ENSPIRE STUDIOS



Edward Garner, vice president, Enspire Studios.

Dell Inc. wanted to bolster brand engagement among its employees to better reflect the company's shift from software and hardware maker to end-to-end enterprise business services provider. The company sought to strengthen this new definition of its brand throughout the organization — an initiative that would result in a more consistent and unified experience for customers.

Dell partnered with Enspire Studios, the custom development unit of Austin, Texas-based Enspire Learning, to create an online learning experience that would satisfy this need. The course included three main sections: "Brand Filter," "Case Studies" and "Call to Action."

"We're delighted to be the recipient of two CLO awards this year, and pleased to be in such excellent company with our fellow winners."

The first section served as a linear introduction for the most important concepts in the course.

The second, non-linear section included up to six case studies for the learner to explore. The final non-linear section acted as a space where employees can explore five ways they can deliver Dell's revitalized brand.

The course also centered on a hub where employees could see the sections they completed as well as those yet to be unlocked. Enspire thought the combination of linear and non-linear course navigation gave learners the right amount of control. Enspire also included game mechanics throughout the course to help employees retain the material.

More than 4,400 Dell employees completed the course in the first eight months. Ken Gaspar, senior manager of global brand marketing and social media at Dell, said the course was the first game-based approach the company has taken with training. He also said the course received high praise on its design and content.

— Ed Garner, vice president,
Enspire Studios

SILVER

ACHIEVEGLOBAL

To address ongoing service competition in the hotel industry, New York-New York Hotel & Casino in Las Vegas needed a hospitality-training program to increase positive interactions between staff and guests.

The hotel partnered with AchieveGlobal to develop a program to increase guest satisfaction scores as well as its Net Promoter Score. The hotel also aimed to create a sustainable training program.

The partnership produced a learning program of skill builders — short learning sessions of about 15 minutes, each designed to give employees bits of content to improve guest relations. Each skill builder included one focused topic per month.

Skill builder sessions also provided employees with an opportunity to participate in discussions, learn from peers and practice new skills. After each skill builder, learners were assigned a follow-up activity to reinforce newly acquired skills with guests.

As a result of the first phase of skill builder implementation, the hotel's Net Promoter Score for May rose by 10.3 points year-over-year to 44.6. Its customer satisfaction score increased from 91.5 to 92.6.

An employee survey following the first phase of implementation found more than 93 percent of employees agreed that the course was worthwhile for their development.



Mark McMichael,
regional sales
director.

BRONZE

EBSCO INFORMATION SERVICES



Janet Lerch,
regional sales
manager, EbSCO.

Rheem Manufacturing Co.'s water heating division sought to improve organizational learning and information resources. The company had a learning management system, but it was only used as a source for e-learning courses.

The company partnered with EBSCO Information Services to implement a custom version of its Leadership and Management Center, or LMLC, an e-learning portal offering content on leadership and management best practices and benchmarks.

Tessa Bedoya, Rheem's human resources development specialist for its water heating division, said the LMLC made learning more readily available and valuable to the organization.

EXCELLENCE IN E-LEARNING

GOLD

IVY PLANNING GROUP

Human psychology is to Ivy Planning Group's learning programs what wood pulp is to paper.

Ivy's learning programs are founded on a group of subtle behaviors called microtriggers. The Rockville, Md.-based service management and consulting firm identified 58 behaviors that could have a negative impact on work relationships. Microtriggers could be seemingly harmless words or body language ticks that may cause individuals or groups to become less productive, become disengaged or even quit.

International Paper hired Ivy to create a learning program that would train front-line leaders in various business functions on inclusive leadership. The program also had to be translated into eight languages.

Ivy helped International Paper develop a learning program that provided a common language for global inclusion and diversity. The

Ivy Planning Group developed an e-learning program to help International Paper train 200 emerging front-line leaders in more than 20 countries on inclusive leadership.

initiative also allowed leaders to understand how their microtriggers affect interactions between employees, colleagues and customers, and how to properly respond in situations where they were the sender, receiver or observer of microtriggers.

The learning initiative was delivered as a 60-minute Web-based course and led participants through various scenarios of real workplace situations where they might encounter off-putting but subtle behaviors. Participants were required to solve interpersonal workplace challenges in real-time and then take a quiz.

After completing the course, leaders reported an increased ability to discuss inclusion topics with employees and colleagues. They also noticed an increase in employee engagement, and the initiative allowed the company to save significantly on travel costs compared to its traditional instructor-led learning program.



Janet Smith, president, Ivy Planning Group.

SILVER

SABA SOFTWARE



Stephanie Goebel, director of field marketing at Saba.

E-Trade Corporate Services, a New York financial services firm, hired Saba Software to develop E-Trade University, an online education portal for corporate clients and internal associates.

Before partnering with Saba to improve its learning program, E-Trade only offered face-to-face training in limited locations in the United States, which was costly because of the time and resources required to reach a large audience. The company was looking to reduce training costs and improve training efficiency.

E-Trade University allows the firm to offer clients six different delivery channels of learning material, which lets users select the training method best suited to their preferred learning style. The program is intended to mimic an in-person classroom setting.

The six content channels are divided into biweekly and quarterly sessions — both live and on-demand — that allow clients to talk about what they've learned, share ideas and hear from course instructors. The program also lets client management assess employee learning performance.

The implementation of E-Trade University has led to greater cost efficiency and improved effectiveness for learning programs, as well as increased client satisfaction.

BRONZE

WEEJEE LEARNING

Davita Healthcare Partners, based in Denver, specializes in dialysis care. Each new hire is required to complete a compliance training course within 30 days of starting his or her position; tenured employees must complete one annually.

To date, 50,000 Davita employees have been affected by Weejee's learning program. Nearly 92 percent of those employees said Weejee's program gave them a clear understanding of course material.

"To be recognized by CLO with this award is an exceptional honor. The compliance training program we created with Davita demonstrates the impact of learning solutions that are as interactive, engaging and fun as possible," said Weejee Learning CEO Ian Huckabee.



Ian Huckabee, CEO, and Tracy Bissette, chief learning officer of Weejee Learning.

EXCELLENCE IN GAMING AND SIMULATIONS

GOLD

CARNEY INC.

At the U.S. Defense Department, information security is serious business. So is gaming.

To secure the sensitive and classified information contained in government systems, all employees and contractors are required to go through annual information assurance compliance training to ensure they know and can perform the agency's security requirements.

But typical compliance training can be dull and ineffective. To make training more engaging and effective, the Defense Information Security Agency, or DISA, the group responsible for training federal employees, decided to overhaul the annual information assurance training taken by roughly 5 million federal employees.

Working with federal contractor SAIC and Carney Inc., DISA rolled out a new annual training program called the Cyber Awareness Challenge in late 2012.

The core of the challenge is a gaming environment that mirrors learners' real workspace, where learners complete tasks similar to

those they do every day. In a typical simulation, learners interact with learning objects or non-player characters that force them to decide what to do next. In one example, learners review emails in their inbox to identify possible scams and determine the best course of action to take for each email.

To ramp up difficulty, completion of certain tasks triggers interruptions that require learners to recalculate and make another series of decisions. During interruptions, users see a display with decision buttons that allows them to take a range of actions, the sequence of which is important. After they've completed training tasks, learners receive debriefs to see what they could do differently.

In addition to enlivening mandatory compliance training, the system is designed to be easily updated when requirements change. DISA can re-skin the game to match the work environments of various audiences, and modular design means tasks can be matched into different storylines tailored to learner needs.

More than 5 million federal workers are now going through simulations designed to better engage them in protecting classified defense information.

SILVER

ENSPIRE STUDIOS

Omaha, Neb.-based food company ConAgra Foods wanted to introduce managers to the company's Managing People Essentials integrated talent management process. This process and related job tools form the foundation of the relationship between managers and employees. The company targeted training based on the ways managers assess talent against annual business goals and the development efforts required to bring the talent pool in alignment with strategy.

Enspire Studios developed Managing Talent for Results, a one-day board game experience supplemented with a Web-based digital application played over the course of four virtual years in the life of a fictional company. Each team is tasked with increasing productivity and revenue relative to targets by managing employees' performance levels via development, transfers to new positions, terminations and external recruitment.

The 500 managers who completed the simulations reported higher engagement in training and are able to apply integrated talent management tools and assess employee performance and potential. The team that achieved the highest result was able to align its talent to the highest designations in the performance/potential matrix and execute a comprehensive development plan supporting business strategy.



Edward Garner, vice president at Enspire Studios.

BRONZE

C² TECHNOLOGIES INC.

With the increasing deployment pace of the U.S. Army's 7,800 paralegal soldiers, the Army Judge Advocate General's Legal Center and School needed to provide a maintainable and just-in-time model to provide supervisor training at multiple locations.

C² Technologies Inc. developed the Pre-deployment Immersive Environment, an integrated 10-hour simulation that walks new paralegal supervisors through the pre-deployment process and provides practice for what they may encounter managing daily work at a brigade legal office.

The just-in-time simulation led to time and travel savings, and the ability to update content without developer maintenance kept costs down.

EXCELLENCE IN VENDOR PARTNERSHIPS

GOLD

PRICEWATERHOUSECOOPERS



Kristin Porter, director, and Michael Flentje, managing director at PwC.

With there being more than 20 million U.S. military veterans and more on the way as the wars wind down in Iraq and Afghanistan, the U.S. Department of Veterans Affairs, or VA, turned to PricewaterhouseCoopers, or PwC, to develop a program to transition veterans back into civilian life.

In April, PricewaterhouseCoopers and the Veterans Affairs Acquisition Academy met or exceeded 96 percent of unique training measures.

The unemployment rate for veterans without a college degree is three times higher than for those with a degree, according to the U.S. Bureau of Labor Statistics.

That's why the VA sought help to develop a two-year program for the VA Acquisitions Academy called the Acquisition Intern Program.

The intern program uses a six-step approach to learning: formal lectures, leadership courses, skill-building workshops, mission services and individual development opportunities, on-the-job training and peak performance training. The academy also created the Warriors to Work program, which deals with wounded veterans with post-traumatic stress disorder and traumatic brain injuries.

Learning takes place in a scenario-driven environment. Participants are allowed to make choices without fear of failure, but when mistakes occur, PwC instructors provide feedback to help students succeed.

A majority of participants will receive a bachelor's degree within a year of completing the program.

According to PwC, the instructors' score for overall effectiveness of curriculum delivery is 4.6 out of 5 and the overall effectiveness of the curriculum components is 4.57.

One participating VA organization said about the program: "This is the best intern program I have seen throughout my career with [the U.S. Defense Department] and VA. The interns are top-notch and you all do a superb job of grooming them."

SILVER

GP STRATEGIES CORP.



Doug Sharp, president, GP Strategies.

How does one create a global training program that tackles a problem where communication is cumbersome? Manufacturing company GE Industrial Solutions tasked GP Strategies Corp. with conquering this problem during a multiyear, multinational implementation of SAP software.

The pilot began in December of 2012 in China and will eventually spread to 215 locations. It will affect 5,000 end users who speak numerous languages. To allay the need to use translation services that could take weeks, GP Strategies employs Ancile uPerform content management software to manage the workflow. Local talent is also brought in to help translate and train rather than have documents farmed out.

In the China pilot, users were able to perform key tasks the first day the new system was implemented. In the meantime, a global training team monitors help desk tickets to detect opportunities for improvement.

This year, go-live sites included Australia, Chile, Singapore and Venezuela, with more planned for 2014 throughout Europe and North America.

BRONZE

SKILLSOFT



Jack Nelson, vice president of custom solutions.

When Ricoh Co. bought Ikon Office Solutions a few years ago, it created a complex problem: How to turn a product-driven company into a software-driven one while establishing one leadership program for the combined company.

Ricoh turned to Skillsoft to help establish a leadership development program focused on three levels of employees: emerging leaders, experienced leaders and leaders of leaders.

Since each training track only takes two hours to complete, it fit with Ricoh's goal to incorporate learning into busy schedules.

According to survey results, 94 percent of participants said they came away with actionable ideas to implement, and 86 percent said they would be able to apply the information learned to daily job functions.

EXCELLENCE IN SOCIAL LEARNING

GOLD

SABA SOFTWARE

Security vendor Kaspersky Labs has more than 2,700 employees operating in almost 200 countries. It serves 300 million people worldwide, including 20 million product activations per year.



“Saba’s single-platform social, mobile and collaboration solution has enabled Kaspersky Lab to offer an always-on community and foster a culture of constant learning among its globally dispersed teams.”

— Hemanth Puttaswamy, chief technology officer and senior vice president, Saba Software

To serve this large customer base, it’s essential for the company to keep its workforce up to date with learning and development. Kaspersky employees used several different knowledge-sharing portals, and the company wanted to capture knowledge shared between employees.

To meet these needs, Kaspersky decided to implement an LMS that would enable collaboration and real-time communication among employees. The company turned to Saba and its Saba Cloud system, which provides social collaboration, training and crowd-sourcing.

The system organizes discussions, tracks issues and enables collaborative meetings and classes, either live or on-demand. All content is

automatically indexed and searchable. Saba implemented and deployed the system within 45 days. It also offered a tool to introduce the system to Kaspersky employees and provide best practices.

Saba Cloud LMS usage has increased by more than 10 percent each month at Kaspersky Labs since it was implemented.

Using the Saba Cloud system, Kaspersky managers now have a centralized place where they can organize, manage and track learning, as well as easily visualize the learning program, objectives and the progress employees are making. In the past it was difficult for people in one location to track

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EXCELLENCE IN SOCIAL LEARNING

training in another. Now management can review that training, recommend improvements and monitor its implementation.

They are also able to use the same training in multiple locations, providing consistency throughout the organization. Kaspersky can now capture conversations and file sharing between employees and customers formerly done through email threads.

The system has allowed the company to reduce the time it takes to create formal training and enabled it to shift training focus to social and collaborative programs. System use has increased by more than 10 percent for each month since it was implemented.

SILVER

INTERACTYX LTD.

Rotary International needed a way to get 1.2 million volunteers around the world to share information in an online setting.

The social learning management system had to accommodate users who spoke many different languages, had different levels of experience navigating online environments as well as those who wanted to access it from a mobile environment.

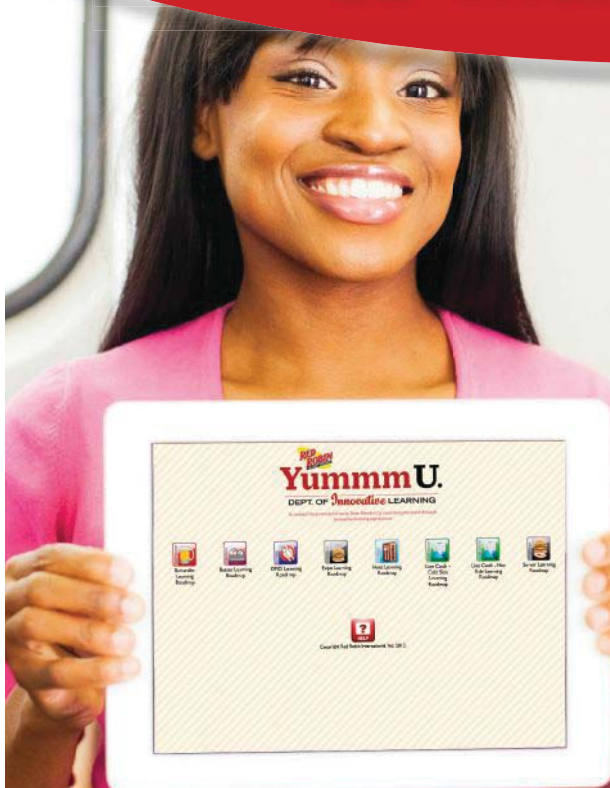
Rotary chose the TOPYX social learning management system from Interactyx Ltd., which offers flat fees regardless of the number of users and supports 12 languages. The system also offered several community-building tools as well as bulk user management and role assignment, which allowed the company to get the right information to the right people regardless of location.

Using the TOPYX system, Rotary has been able to engage its members with an online learning and sharing environment. The company was also able to create 86 different social communities to support its diverse member base.



Alfred Novas, Interactyx CEO.

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