

Conference on 4th – 5th September 2007
West Midlands European Centre, Brussels



From LEARNING to EARNING

*Managing the dynamics of lifelong
learning and talent development*

**Dissemination and Dialogue on Corporate
University & Enterprise Academy
Transnational Action Research Findings**

Introduction to the ECUANET Process

- Transnational Network Development
- &
- Action Research Findings

- *sharing the results of the project*

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- **Key findings and key questions**
re Governance, Funding, Strategy and Structure

Looking at the Project and
Environment Contexts


 CORPORATE UNIVERSITY
 BLUEPRINT

Project Context – Research Methodology

Corporate University Blueprint Authoring Process

- 1 Governance, funding and performance
- 2 Marketing functions – internal and external
- 3 Management and administration
- 4 Knowledge harvesting processes
- 5 Programme and learner resourcing
- 6 Supporting learning infrastructures
- 7 Best practice in managing regulatory standards
- 8 Curriculum development
- 9 Quality assurance systems and procedures
- 10 Competitive information management

A comment from one of the greatest chefs of all time:

The menu for a really good meal is that

- ✓ *no one course should or will overwhelm the other*
- ✓ *each course should have the same weight and flavour*
- ✓ *each course should satisfy*
- ✓ *each course should complement one another*
- ✓ *each course should provide the appetite to come again*

You cannot satisfy every taste but you can provide the opportunity to explore

Environment Context

The Environment for Company Education and Learning

The sources and nature of work-based inspired education and learning are to change dramatically.

Government, business, industry and educational institutions now recognise the need for change and to adjust to the new competitive environment. Progress is curtailed by inadequate institutional structures and lack of know-how.

Indications of a new philosophy:

Tony Little, Headmaster Eton College,
 at the head of the UK league table and most elite school

“Eton’s success is due to its studiously non-academic approach. My belief is that if you set up a good pastoral structure, then the academic results will follow”

Pastoral: The responsibility and care of emotional well-being and development



ECUANET Objectives

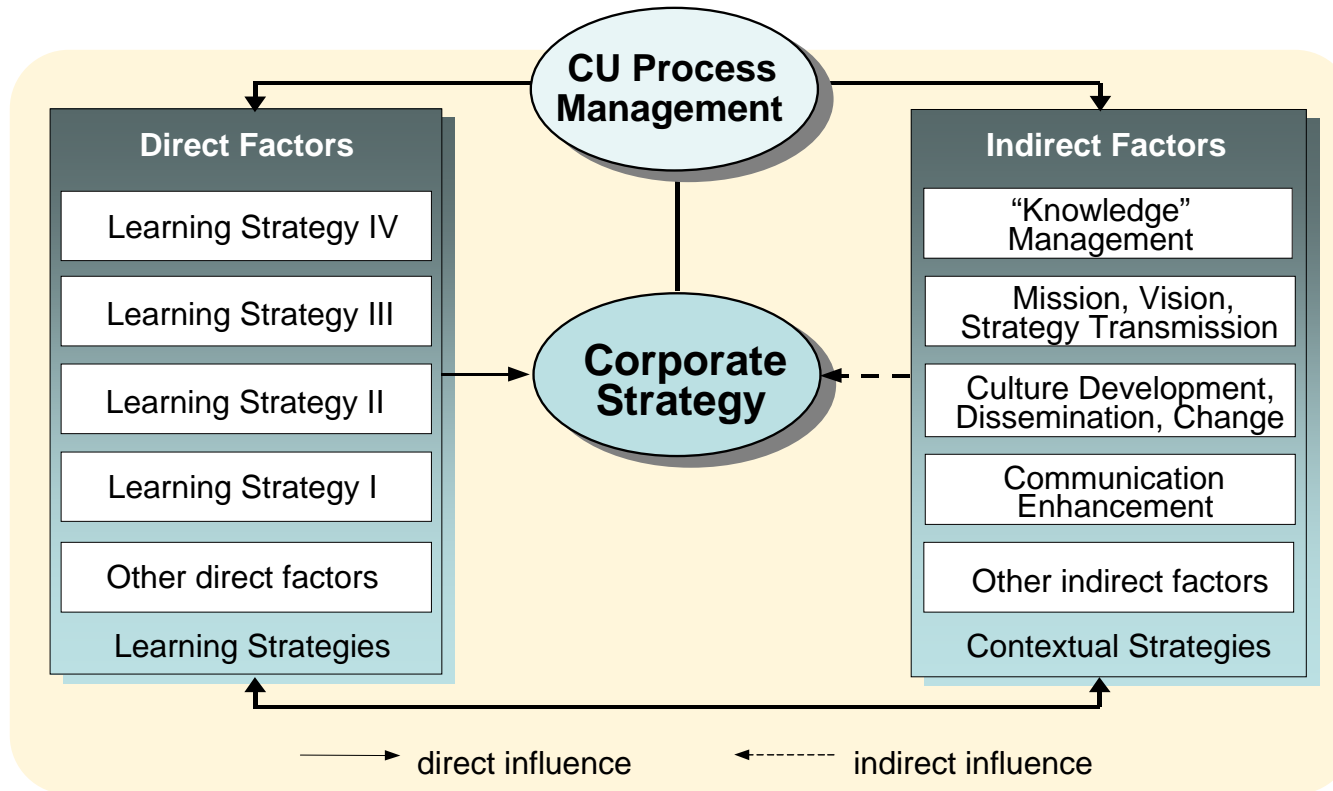
- **Transnational Network** - Establish a sustainable network
- **Research Objectives** - ECUANET Deliverables - 20 case studies

Pathway to identifying best practice

- 1 Carry out empirical research
- 2 Assess key performance indicators (KPIs)
- 3 Develop recommendations for best practice
 - process management
 - activity management

Status report: Some cases completed. Other cases work-in-progress – completion by end September 2007

The corporate university is a business development concept struggling to find its identity in many different situations



Ref: Andreson & Lichtenberger

ECUANET Partner Organisation Recruitment - Barriers to Case Recruitment

Indicators of where best practice needs to be developed

1. Lack of knowledge about the corporate university as a business development platform	Education and training about the process
2. Seen as a threat	Articulate the benefits
3. Impact on the organisation as a whole	Plan to develop readiness for change
4. Risk of failure	Classic success cases
5. The ECUANET window	Should be more flexible
6. Internal cost in addition to matching funding	Planning ahead
7. The term ' <i>corporate university</i> '	The name isn't mandatory
8. Feasibility, ref. re-allocation of investments and new investment needs	Feasibility studies
9. Confidentiality	NDA and trust re. strategic alliances
10. Innovation adoption curve	Somekh's model of innovation

Somekh's Model of Innovation

A six-stage model. The stages are:

- **Orientation** Information about the innovation is sought
- **Preparation** Getting ready to begin
- **Routine** Low level, routine use is developed
- **Refinement** The use of the innovation is refined and improved
- **Integration** The use of the innovation becomes integral to practice
- **Creative Integration** New and more effective ways to use the innovation are sought, go beyond what has been achieved by others

What drives the corporate university adoption?

Innovation Innovation Innovation

Emergent Best Practice

- An intervention that is led from the top – CEO commitment
- Driven by company/organisation need to change the way they do things
- Urgent need to provide a development environment for the next generation of top management – succession crisis
- Need for quality management of learning
- Global effects moving from 'making' to knowledge marketing
- Job/work/business skills shortage - need for work-based inspired learning and development

Key questions:

1. Who should be members of the Board of Governance?
2. What criteria should be applied to determine strategic direction?
3. Who should fund the corporate university?

*Health in mind and body
organic food is good for you – organic learning is even better*