

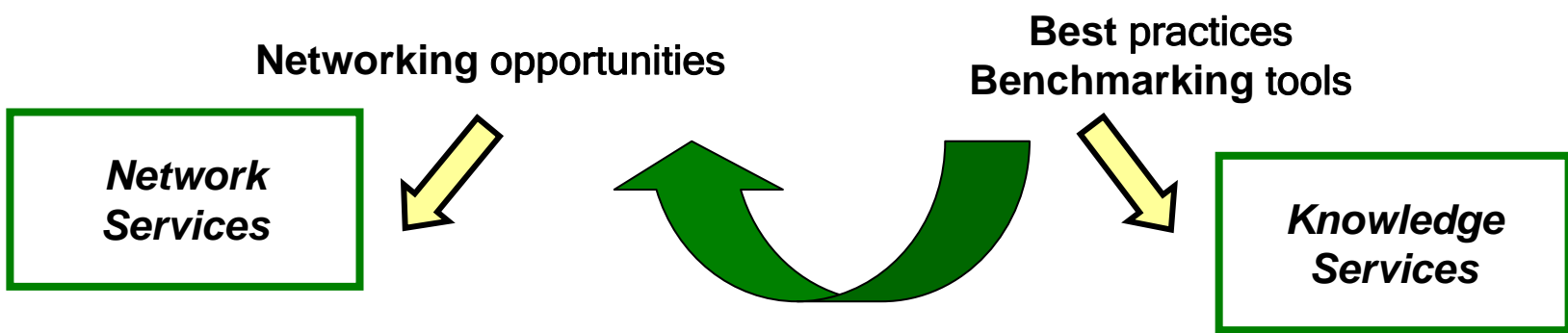
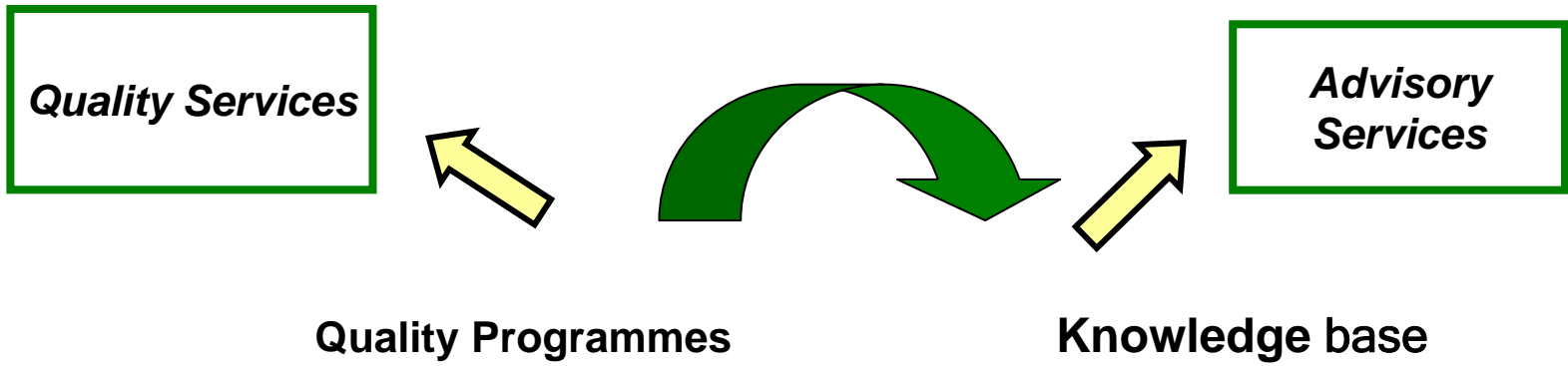
# Rock my Soul

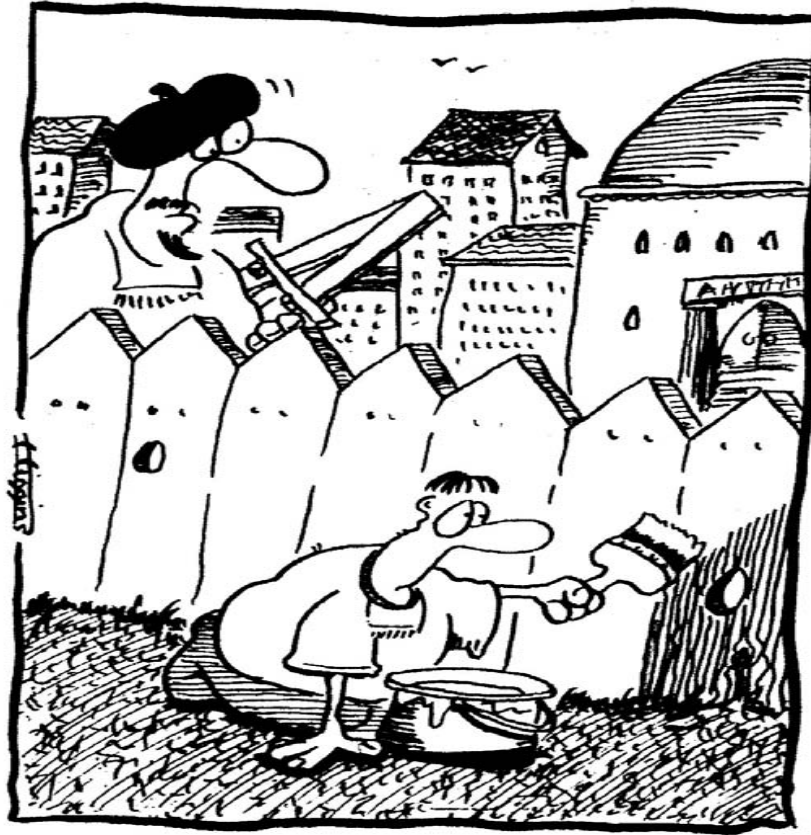
Rock my soul in the bosom of Abraham,  
Rock my soul in the bosom of Abraham,  
Rock my soul in the bosom of Abraham,  
Oh, rock my soul

So high you can't get over it,  
So low you can't get under it,  
So wide you can't get round it,  
Oh, rock my soul

# EFMD Services







*Before the sudden arrival of a coach and mentor, the young da Vinci felt that his job was somehow unfulfilling.*

The effects of your coaching can be even more powerful than you imagine

# CLIP - Corporate Learning Improvement Process

- A Tool for Assessment and Development of the Corporate Learning Function
- Focus on Corporate Learning organisations (Corporate Universities, Management Academies, Executive Training Centres)
- A Mechanism for International / Intercompany Benchmarking
- A Service to EFMD Corporate Members

# Objectives of CLIP

Mobilisation of the European Corporate Learning Community to work for:

- » Definition of Standards
- » Raising of Standards
- » Mutual Learning
- » Sharing of Good Practice
- » Enhanced Internal and External Recognition of CUs
- » Greater Effectiveness of Corporate Learning
- » Contribution of the Corporate Learning Function to Overall Company Strategy

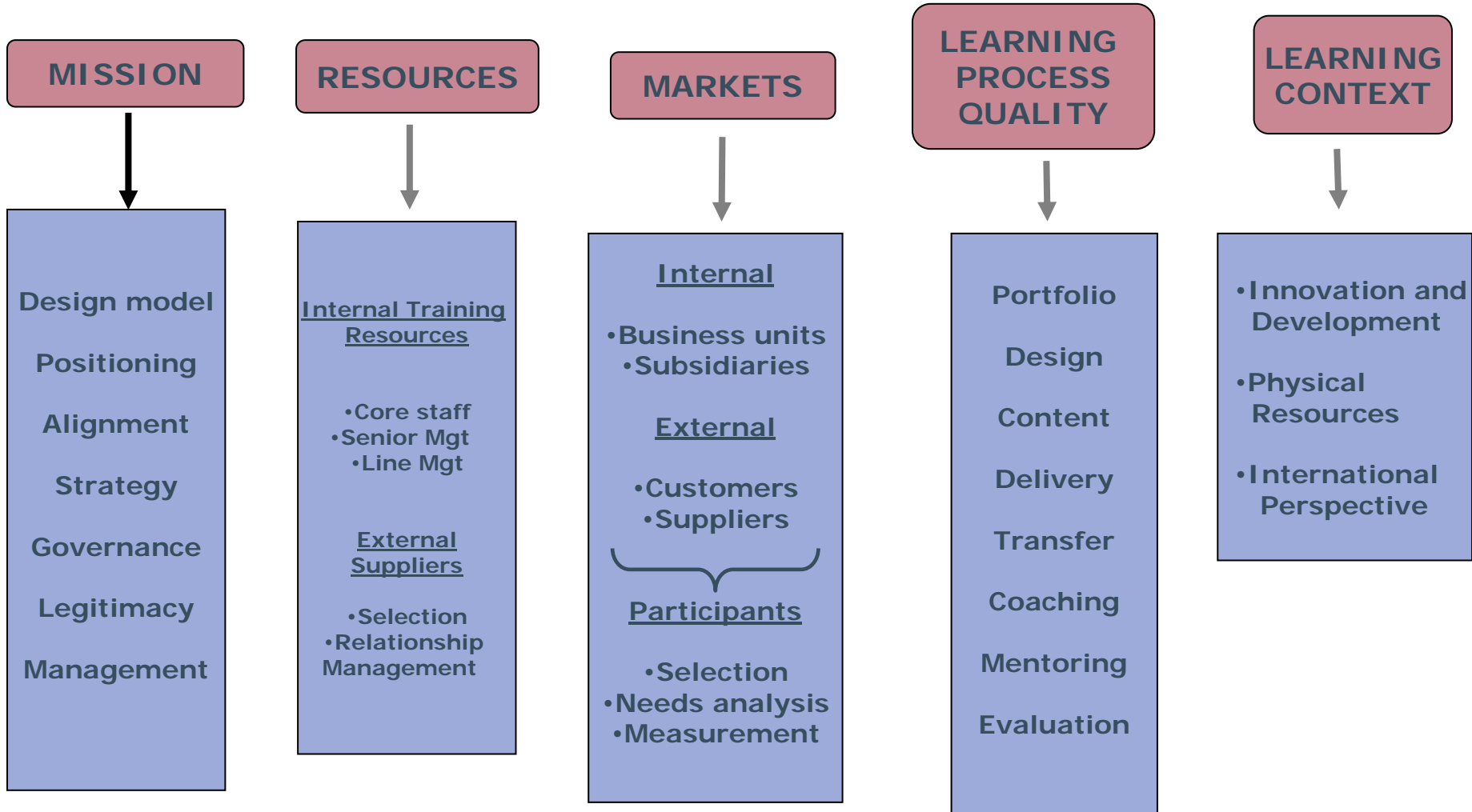
# The CLIP Value Proposition

- Participation in a Community of Corporate Learning Professionals
- Access to a Quality Assurance Scheme designed and managed by Corporate Learning Heads across Europe
- A Comprehensive Framework of Internationally Agreed Quality Standards
- Assessment of the Quality of the Company's Learning Provision

# The CLIP Value Proposition

- Benchmarking and Sharing of Good Practice
- Strategic audit
- Recommendations and Guidance for Quality Improvement and the Future Development of the Corporate Learning Organisation
- Awarding of a Quality Label upon Successful Completion of the Process

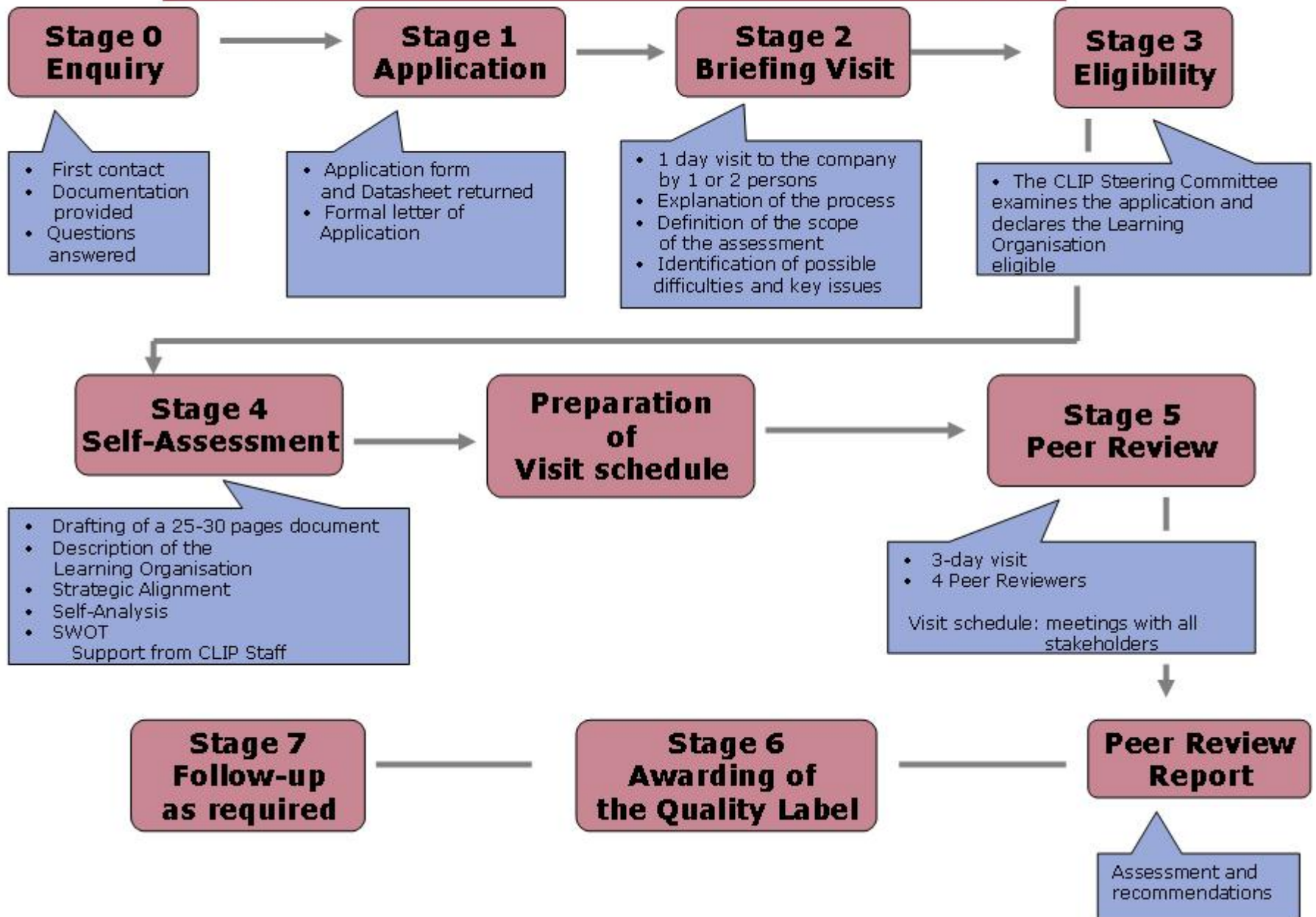
# CLIP Criteria Framework



# The CLIP Process for Participating Companies

- Formal Application to EFMD
- On-site Briefing and Initiation of the Process
- Decision on Eligibility
- Guided Self-Assessment  
Assessment Criteria Framework > ***Self-Assessment Report***
- On-site Peer Review: 2,5 Days, 4 reviewers
- Drafting of a Peer Review Report
- Awarding of a Quality Label
- Follow up: Action Plan for Quality Improvement and Institutional Development

# CLIP Flowchart



# CLIP Steering Committee Members

- Alcatel
- Allianz
- Credit Suisse
- Cranfield School of Business
- DaimlerChrysler Financial Services
- Deutsche Bank
- ERGO
- IMD
- INSEAD
- London Business School
- Novartis
- Swiss Re
- Suez University
- Union Fenosa
- Volkswagen Coaching

# UNION FENOSA Corporate University

## Our "business" is:

- Promoting the business culture and values
- Recruiting new employees
- Integrating and motivating people and teams
- Training and competencies development
- Knowledge management and Virtual Campus
- Evaluation and development of high-potentials
- Coordination and dissemination of best practices in the Group
- Innovation in human capital development
- Services centres for recruitment, training and evaluation

# How can we measure the impact?

01 Quality

02 Quantity

03 Profitability

04 Reputation

05 Efficiency

# How can we measure the impact?

## 01 Quality

• Drafting of, and compliance with, the Annual Plan(%) 90

• Satisfaction with recruitment (out of 10) 8,3

• Satisfaction with training (out of 10) 8,4

• Satisfaction with the Campus and Training Centres (out of 10) 8,5

# How can we measure the impact?

## 02 Quantity

No. of new employees selected (electricity business Spain)	175
% of workforce trained	87
Training hours per person	47
% of workforce with Performance Management	70
Hours of higher-level training in Business Schools	30.000

# How can we measure the impact?

## 03 Profitability

• Training as % of personnel expenses 4,2

• % achievement of Performance Management goals 92

• % improvement in international business indicators 10

• % in-house training (knowledge management, 700 professors) 70

# How can we measure the impact?

## 04 Reputation

• Governing Council comprising senior management ✓

• Perception by the business units (out of 10) 8

• External perception (media appearances) 80

• Accreditations and distinctions 5

# How can we measure the impact?

## 05 Efficiency

• % success of recruitment 98

• % de application of training 75

• % saving due to in-house training 85

• % improvement in Group efficiency 8

• % improvement in intangibles (Intellectual Capital Model) 10

# Conclusions

What matters is that a company has:

- **A complete system for developing its human capital:**  
**Model/Infrastructures/Tools/Products/Integrated team**
- **Commitment from senior management and acknowledgement from executives and employees, who see it as a platform for attaining their business goals and a competitive advantage for maintaining their employability.**
- **A measurement model that analyses relative trends in management indicators and assesses the return on various actions so as to bring the intangible under control in a process that pursues excellence.**

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