

THE FUTURE OF CORPORATE UNIVERSITIES

How Your Company Can Benefit
from Value and Performance-Driven
Organisational Development

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Organisational Development

BY

RICHARD DEALTRY

*Chief Executive of the Global Association of Corporate
Universities and Academies, UK*



United Kingdom – North America – Japan
India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2017

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British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library

ISBN: 978-1-78743-346-5 (Print)
ISBN: 978-1-78743-345-8 (Online)
ISBN: 978-1-78743-453-0 (Epub)



Certificate Number 1985
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INVESTOR IN PEOPLE

ACKNOWLEDGEMENTS

This book was conceived some time ago and I have been exploring this vital development ever since, keeping ahead of changes in the corporate university management paradigm. I have been privileged to be able to use some of the best models, which have helped to define the future of these highly dynamic and change management processes.

Many of the comments and data in this book have come from a wide range of people and companies internationally who have met the challenges and achieved the changing benefits of the corporate university in their organisations.

I would like to thank my staff and the many people who have contributed to the success of this work, with a special thanks to Keith Howard, Chairman of Emerald Group, who was the sponsor of the EC ECUANET Project which was instrumental in refocusing the corporate university thinking to become a whole organisation process of development.

FOREWORD

Richard Dealtry has extensive international experience in organisational development initiatives and renewal. For many years he has been dedicated to helping organisations to design and manage competitive strategic management platforms for change and development through inspirational discovery of dynamic new learning management solutions.

His work includes real-time learning and actionable processes that significantly leverage performance standards and organisation capability. He has written many corporate university articles and books including the *Corporate University Blueprint*, *Dynamic SWOT Analysis* and *Quantum Performance Management*.

Richard is an authority on the dynamics that contribute to successful corporate university outcomes and is a Visiting Professor at university business schools, advising on high-value corporate university development programme design.

He is Chairman of G-ACUA, the Global Association of Corporate Universities and Academies, promoting world-class best practice in constructing a highly adaptable infrastructure in the design and performance management of business-inspired new learning.

G-ACUA is a collection of people who have had the courage to understand the needs of business across many levels and most importantly the dependency that those companies have on the energy and willingness of their people to want to understand new learning challenges and make every effort to take them forward. The work of G-ACUA is as unrelenting as it is exciting. Taking business forward is dependent on many issues of time, resources

and people. However from small beginnings it is now fully engaged with many organisations worldwide and has had to change to a leadership role in real-time process and management practice. This book sets that scene for the future.

G-ACUA is proud of its role in continuously looking forward in its management of the many dimensions of change in organisation and business management. Its role has been a landing process for many organisations worldwide, who have and will continue to benefit from its research and action developments. The comments and case work described in this book well describe how companies learn from the past and interpret that knowledge in redefining the future success of their businesses in real time.



Alan Bostakian is a Certified Lead Consultant for G-ACUA. He has been a Senior Consultant & Specialist in various organisations. His education includes a doctorate in Business Administration, specializing in HRM and Training & Development from the USA, and Project Management Mastery from Stanford University.

Alan Bostakian

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INTRODUCTION

THE REAL-TIME PROCESS

Every successful corporate university or academy is very different due to variations in its age, priorities, size and shape and the nature of its competitive position in time. This book is all about how to successfully manage those many differences and determine a modus operandi for success with your real-time corporate university process. It will be of special interest to managers and academics alike who are looking to the future.

I make no apologies for using the term corporate university as it is an all embracing term, crossing the boundaries of corporate and academic worlds. It captures the very essence of people at work, creating new knowledge through its application in the growth or in the maintenance of the company's activities.

The corporate university is an ever-changing paradigm, improving high-level situational awareness across a range of management issues and disciplines. It implies a significant new approach from all management if it is to be successful today and everyday going forward.

This book starts with a review of the many different and overlapping aspects of the corporate university development process over time. These are now on the cusp of the next evolving stage of its growth, enabled mainly due to changes in management technologies that are impinging on every part of organisations. These changes started many years ago and have gradually arrived today

after much overlapping and new development. The book illustrates progressively how these developments have come and gone over time to the present day, which is now at a new beginning.

Where to next is an important systemic step for everyone and will involve many people, including a top management cadre and all managers and academics, combining new real-time learning of management practice and theory together in specific situations, a process that works immediately for all concerned.

Yes the corporate university process design is experientially based and can now reach into every corner of a company's activities. Are you ready and are you prepared for these changes?

STARTING POINT

The professionally managed corporate university is a whole organisation endeavour today, tomorrow and for the future. It starts with a clear and unambiguous statement of where you are today, what material resources you have and your people's working knowledge capabilities. It raises questions about size, shape and the economies of all business units and crucially how they are managed.

The presentations in the four parts of this book define a growth in knowledge and experience of the author over a substantial real-time period. During that time the effects of change are evident in the chapters, which overlap and move forward defining a rugged progressive series of new learning events through to the present time as the corporate university process has developed. This progression of overlaps and advancement in the new learning process can be seen in the text. It is a deliberate intention of the author to progressively capture for the reader the dynamic and changing nature of the process and its effects on real-time management practice.

I start this treatise with some leading questions about the future of the professionally managed Corporate University:

- *What is its purpose?*
- *Is it necessary to use the term corporate university?*
- *Is the corporate university just for large companies?*
- *What types of companies are getting involved in corporate universities?*
- *Where are corporate universities located?*
- *Is it like a traditional academic university?*
- *Is the corporate university all inclusive, for everyone? Who sets the pace?*
- *Do you think we would benefit from the introduction of a corporate university?*
- *Who is responsible for the development and management of the corporate university?*
- *What programmes and awards will it give to participants and will they have value outside the company?*
- *Will we need to form alliances with universities and business schools?*
- *Do our staff and managers have time for this?*
- *How much does it cost and what is the payback/return on investment?*
- *Can it work globally?*

You can start to put some answers to these questions on behalf of your company. You will find that you do not know all the answers to all these questions straight away; you are at the beginning of a learning curve. But you now have the opportunity to find the answers.

TAKING IT FORWARD AND DOING IT – CHANGE OF CULTURE AND DIRECTION

Professional experience with this intellectual challenge and development processes has taught that it is a highly variable experience. There are constant demands for new ideas and working methods and you need to identify the people who want to search for those changes. Experience shows that every company has a different starting point and you have to determine where that is in every case. Setting out and making a public development, from your people's point of view, is the start of the success story and is the key to a successful intervention. Getting people to understand the nature and size of the change across the company

The corporate university is constantly changing as economic development priorities and technologies have moved unrelentingly forward over a number of years and in many countries across international boundaries.

This book aims to inform and assist people in management to learn about those changes and the new career opportunities that they will be facing during their careers. The corporate university is a dynamic environment of an increasingly systemic process. You can use this book as a reference point on different aspects of your corporate university development. The knowledge that you start with has to be realigned and developed to meet the growing challenges and specific needs of your business, its future structure and its customers.

WHY THE TERM CORPORATE UNIVERSITY?

The corporate university is a term that has many variations. Learning and in-depth follow-up in the company's business practices and processes are all key learning factors in its purpose. It is however a highly dynamic and ever-changing development. Its central focus is on helping and directing all willing employees at

all levels to create new knowledge and expertise in the real-time events of a particular business. And if that is not sufficient their development has to be linked to increasing the value of the company and its success depends upon the commitment of top management to seeing the whole process through. I hope that this will become apparent to you as you move forward through the book.

It has a highly variable title that has grown in image, content and capacity over a number of years. Its character and intended capabilities are constantly growing as the know-how for its construction and related business technology increases daily. The central theme is, however, the development of capabilities in your people; their intellectual growth and the opportunities for greater engagement in the business and its future management.

So the corporate university is a dynamic and flexible entity that is constantly changing in line with management and company needs. In this book you will observe information on its developments that serves and ensures that changing purpose. This is due to the movements of the underlying development process that is presented to you with an introduction to a new set of change dynamics for managing the real time of the business. So be prepared to learn and relearn over your career. It's a most exciting career adventure and one that will take you and your colleagues over.

STRUCTURE OF THE BOOK IN FOUR PARTS

This book introduces you to the major areas of performance and value management.

Part I: Managing Research Reporting

Part II: Considering Design Parameters

Part III: Reviewing Strategic Considerations

Part IV: Enhancing Management in Practice

These headings provide you with a first-class guide to the major areas of business that you have to get right if you are to be

successful with your corporate university. You will be dealing with a new era in management where continuous improvement is evident in all aspects of the business. This increasing progression is based upon personal and group new learning dynamics, giving meaning and emphasis to the emergence of new knowledge and eye-opening new thinking for action.

You will be introduced to the key pieces of a very large jigsaw which are there for you to assemble in whatever way and disciplines you hold. Read and re-read each chapter and then progressively work on your key solutions for creating the very future of your organisation. There are further readings available to you in Additional Reading at the end of the book and References sections at the end of each chapter.

In preparing this book I was concerned about where its strength should lie, and finally determined that it should provide a middle of the road service for all directors, managers and their intellectual advisors. The central text of this book is, therefore, for all managers and readers whilst the references for each of the chapters allow you to select and explore in greater depth all the related issues and their further real-time development possibilities in much more detail.

This book recommends not only an expansion of content but also an emergent vision for this important area of human evolution in business development. Too much of corporate development has become sterile and repetitive instead of focusing on the future evolution with its emergent new challenges where the past and the future are redefined. It provides a new awakening to that future in this age of achievement.

This book is the beginning, not an end in itself. The aim is for you to acquire the many keys to new ways of creating a widespread culture of development thereby discovering group and organisational management practices that will help you to become the leading agent and master of continuous change and development in your organisation. The very future of the business depends upon your actions.