

NOT AS EASY AS ABC

HOW LEARNING DRIVES PERFORMANCE

 undconsorten

EXECUTIVE SUMMARY

NOT AS EASY AS ABC – HOW LEARNING DRIVES PERFORMANCE

Learning and development (“Learning”) occupies an increasingly vital role in the success of a company, individual states’ economies and the global economy. In that context, fostering a powerful learning infrastructure must be on the agenda of all key decision makers.

To have a real competitive advantage, organizations need to ensure they have a strong Learning offer in two ways:

*Providing **Integrated Learning Curriculums** for key target groups critical to your organization’s success. These groups will need an appropriate Learning infrastructure combining learning formats, evaluation and professional development processes, and defined skill levels and career paths. Equally essential, your Curriculum must also cater to individual Learning needs, not shared by a group.*

*Providing **Customized Learning Solutions** to support specific initiatives. Combining insight into specific business needs with cutting-edge Learning expertise, to enable complex organizational change.*

*To most effectively identify and implement your actual Learning needs, you will first need to audit the status quo. Our **Corporate Learning Diagnostic**® will provide you with a rigorous and transparent overview.*

*With an overwhelming variety of Learning options available, your organization will need to assess its specific requirements. undconsorten’s **Corporate Learning Blueprint**® will reveal your ideal Learning framework.*

By creating a high-performing Learning infrastructure, you will equip your organization to adapt its strategy and structure to navigate major challenges ahead.

FIGURE 1: UNDCONSORTEN SUPPORTS FROM LEARNING BLUEPRINT TO INDIVIDUAL SOLUTION

YOUR SCENARIO	OUR SOLUTION	SUCCESSFUL OUTCOMES
<p>ORGANIZATIONAL CHANGES</p> <p>PERFORMANCE ISSUES</p> <p>DRIVE FOR STANDARDIZATION</p>	<p>WHERE DO WE STAND?</p> <p>CORPORATE LEARNING DIAGNOSTIC® [Page 4 - 9]</p>	<p>Comprehensive overview and transparency on areas with need for action</p>
<p>INTEGRATION AFTER ACQUISITION</p>	<p>WHAT SHOULD OUR LEARNING LOOK LIKE?</p> <p>CORPORATE LEARNING BLUEPRINT® [Page 10 - 13]</p>	<p>Optimal portfolio, delivery and setup</p> <p>Implementation plan</p>
<p>BUSINESS NEEDS</p> <p>CRITICAL TARGET GROUP NOT CURRENTLY BEING SERVED</p> <p>REDUNDANT ASPECTS OF THE CURRENT PORTFOLIO</p>	<p>WHAT SHOULD WE OFFER?</p> <p>FUNCTIONAL LEARNING CURRICULUM [Page 14 - 19]</p>	<p>Your ideal curriculum to develop entire functions</p> <p>Synergy of Learning and HR processes</p>
<p>NEW / UNIQUE BUSINESSSS NEED REQUIRING INNOVATIVE OR BESPOKE SOLUTION</p>	<p>CUSTOMIZED LEARNING SOLUTION [Page 20 - 25]</p>	<p>Tailor-made Learning Solutions that are fit for purpose</p> <p>Implementation support throughout</p>

WHAT CAN LEARNING DO FOR US?

For most organizations, development generally begins with the realization of a current or future need and the motivation to address it. As you are aware, they are increasingly adopting the 70/20/10 rule. This asserts that development through Learning will be derived about 70 percent from on-the-job experience; about 20 per cent from feedback and good practice; and 10 percent from courses and external sources. You will almost certainly offer access to the 10 percent. You may be also offering the 20 percent. However, like the majority, you may not have the mechanisms in place to fully achieve the 70 percent. This is where undconsorten can help.

BRING ME NUMBERS

Learning and development within the workplace has developed dynamically in the last 10-15 years, with an increasing amount of organizations' resources and management focus dedicated to it. It is estimated that \$200bn is spent on Learning globally every year¹ and this is rising

rapidly: in the US, spending on corporate training grew by 10 percent in 2011, by 12 percent in 2012, and by 15 percent in 2013.² The number of corporate universities worldwide grew from 400 in 1988 to 4,000 in 2010.³

The scope of Learning is broadening, particularly with the increasingly rapid integration of new technologies. eLearning and the use of social networks has led to the swift globalization and diversification of Learning. In 2014, corporate learning officers (CLOs) will deliver more training with eLearning than with traditional classroom-based instruction.⁴

But however you organize it, Learning still remains an investment that has to generate interest through application in the business environment to the benefit of customers, shareholders and employees.

” AN INVESTMENT IN KNOWLEDGE PAYS THE BEST INTEREST. “
– Benjamin Franklin

¹ Ben-Hur, Kinley, *Making Corporate Learning Work (European Business Review)* August 2013

² Josh Bersin, *Spending on Corporate Training Soars: Employee Capabilities Now A Priority* (Deloitte 2014)

³ McAteer, Mike Pino, *The Business Case for Creating a Corporate University (Corporate University Xchange)* Sept 2011

⁴ Cushing Anderson, *E-learning Reaches a Milestone*, Chief Learning Officer, July 2014

CORPORATE LEARNING DIAGNOSTICS®

ASSESSING THE FITNESS OF YOUR LEARNING ORGANIZATION

WHY DO YOU NEED A DIAGNOSTIC?

Our Corporate Learning Diagnostic[®] will provide the complete transparency that will accurately divulge the state of Learning within your organization.

Many companies realize the strategic value of investing in Learning, so it can prove its business case and keep evolving, becoming increasingly effective and efficient.

What they might not acknowledge is that to have real impact, Learning must satisfy two essential criteria:

- *Is Learning focused on the areas where it really makes a difference and realizes performance potential?*
- *Is Learning flexible and cost-efficient, with reliable delivery and the right governance structure to properly steer it?*

Certifications such as CLIP¹ can be helpful in ensuring minimum standards but they can't truly reveal how effectively Learning is functioning.

Our Learning diagnostic will:

- *Facilitate fact-based discussion and decision-making.*
- *Cut through the maze of stakeholder expectation and external trends, and identify the real key topics to address.*
- *Prepare an overall report including internal perception and reputation, internal and external structure, strengths, weaknesses, and omissions.*
- *Identify key areas and develop strategies for improvement, including securing key stakeholders' support to ensure implementation.*

¹ Corporate Learning Improvement Process – accreditation offered by the European Federation of Management Development

FIGURE 2: UNDCONSORTEN'S LEARNING DIAGNOSTIC REVEALS YOUR LEARNING PRIORITIES

CORPORATE LEARNING DIAGNOSTIC[®]

No need for action 1 2 3 4 Need for action

CORPORATE LEARNING GOALS

1	2	3	4	Clear vision, mission and strategic business direction
1	2	3	4	Involvement in strategic business initiatives
1	2	3	4	Defined key target groups

PORTFOLIO

Coverage with offers in:

1	2	3	4	• key target groups
1	2	3	4	• businesses
1	2	3	4	• regions
1	2	3	4	Variety and innovation of format
1	2	3	4	Participant satisfaction
1	2	3	4	Company-specific training offers

DELIVERY

1	2	3	4	Clarity of value chain
<i>Stringent operating model:</i>				
1	2	3	4	Service quality
1	2	3	4	Time-to-market / flexibility
1	2	3	4	Efficiency
1	2	3	4	Process integration (HR and business)

SETUP

1	2	3	4	Clarity of roles and responsibilities
1	2	3	4	Effective governance
1	2	3	4	Adequate learning staff with right mix of competences
1	2	3	4	Customer intimacy
1	2	3	4	Geographic footprint
1	2	3	4	Business model fit

LEARNING MANAGEMENT SYSTEM

1	2	3	4	Appropriate IT systems to support learning processes and administration
1	2	3	4	Common platform with E-Learning functionality

UNIQUE SELLING PROPOSITION

1	2	3	4	Clear differentiation regarding external suppliers
1	2	3	4	Clear offering towards internal providers

UNDERTAKING A DIAGNOSTIC

undconsorten's Corporate Learning Diagnostic[®] provides a structured approach to quickly assess how successfully Learning currently operates within your organization. Applying our Corporate Learning Blueprint[®] framework ensures that all critical aspects are considered. We will develop initial hypotheses diagnosing those areas requiring the most urgent attention by:

Working with your Learning management team to self-assess current performance

Facilitating a focused review, compiling fact-based input and moderating content-driven discussions, including for example:

- Structured interviews of stakeholders covering, for example:
 - Qualitative/quantitative expectations
 - Satisfaction level

- Analysis of current performance data/ key performance indicators (KPIs), for example:
 - Participant composition and utilization rates
 - Expenditure on Learning (and its estimation if not fully available)
 - Cost breakdown
 - Full time equivalent (FTE) for Learning by activity

During the process, our impartiality and proven methodology will prove invaluable as we survey stakeholders, using structured interviews to identify expectations and perceived areas for improvement, and specific requirements.

We will calibrate the responses, taking into account the full range of positions and perspectives. You will get bespoke recommendations based on fact - not mere generic data.

We will clearly and concisely describe goals and perceptions, identify priorities that need to be addressed, as well as provide you with tailor-made action points.

**” I NEVER GUESS.
IT IS A SHOCKING HABIT. “**
– Sherlock Holmes

IN CASE YOU NEED PROOF ...

Clients confirm that implementing our **Corporate Learning Diagnostic**® yields valuable results. In every case, by using the **Diagnostic** as starting point, they found their Learning function made crucial steps towards fully realizing its potential, acting as a strategic catalyst for success:

One international engineering company harmonized their global Learning operations, eliminating costly duplication of roles and focusing on the target groups critical to the business. Direction of Learning was enhanced, by strengthening the global Learning centre of expertise and by holding regular global Learning team meetings.

A large industrial conglomerate was assisted in redesigning their organizational and internal key account management structures to more effectively serve its various business units following reorganization.

A media client integrated previously autonomous functions, establishing clearly those with responsibility for Learning and their accountability to the business. This strengthened the standing of Learning internally. And it enabled them to increase the efficiency of their training portfolio by focusing and streamlining learning opportunities offered to employees. They also revamped their tender process and renegotiated frame agreements for external providers.

BENEFIT TO THE CLIENT

We helped our client, a technology company, align several regional Learning heads, resulting in vastly improved collaboration. Our analysis and roadmap convinced senior management to endorse the suggested changes. This provided Learning with a clear mandate, putting it firmly on the agenda with a strong stake in global strategic projects.

THE CHALLENGE

The client had devised a new strategy, which included increasing standardization of their products and services, and a stronger focus on emerging markets.

Learning was identified as critical to this process, specifically in building a competition-beating skills base in key functions, driving stronger internal collaboration, and quickly integrating new colleagues.

The legacy Learning function was restricted by tight cost-saving targets and was poorly integrated, scattered around globally in several regional hubs. The global head of learning wanted to prove that Learning could support the new strategy.

OUR METHODOLOGY

We ran a three-day workshop with the regional Learning heads and corporate representatives to develop a common perspective on strategic challenges and current capabilities, and compile an action plan.

*By following the **Corporate Learning Blueprint**[®], and drawing on examples of good practice gleaned from round table discussions and benchmarking exercises, we examined the state of Learning, how it compared regionally, and if it was fit for purpose.*

The workshop revealed gaps both geographically and in coverage of key business functions. Work was being duplicated due to inconsistency in Learning roles and management between hubs. There was also great inefficiency due to the lack of Learning Management System (LMS) support.

Using constructive discussions drawing on real data, we established a Blueprint for a clearly positioned, unified Learning function, clear about its path ahead and backed by a clear strategic mandate from the Board.

CORPORATE LEARNING BLUEPRINT[®]

ALIGNING LEARNING'S GOALS AND ORGANIZATION

WHY IS A LEARNING BLUEPRINT REQUIRED?

Your organization will, from time to time, need to reassess Learning's capability to deliver. This may follow strategic shifts that require adaptation of learning goals; address performance issues; adapt to a fundamental context change (a merger, for example). Of course, a Blueprint is indispensable when creating a Learning team from scratch.

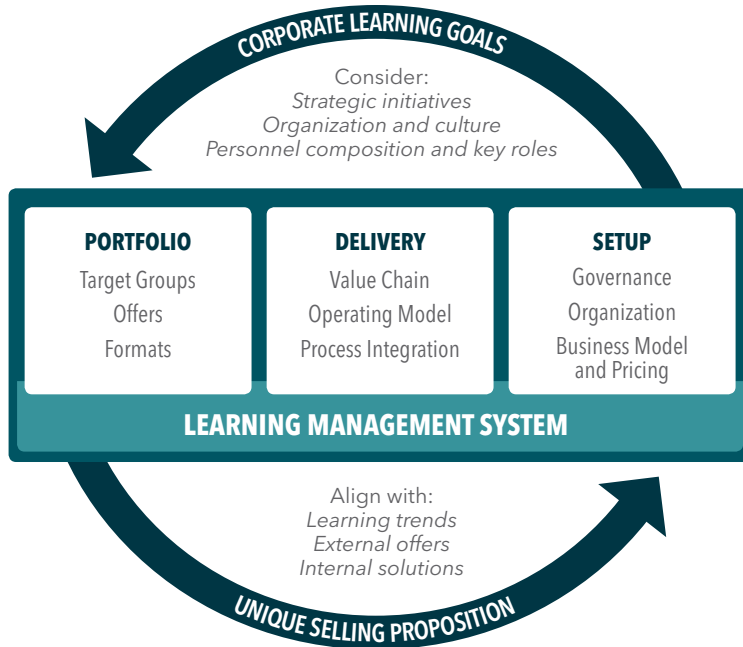
Our **Corporate Learning Blueprint**® is the perfect tool you need to get maximum impact from this process.

In compiling the Blueprint, your CLO will need to address the following questions. The findings will determine and shape your Blueprint, and thus Learning, for example:

- Are Learning's **goals** fully aligned with your organization's needs and support its strategy?
- Does the **portfolio** effectively address the strategic learning needs of the business?
- Is Learning **delivery** flexible and streamlined enough to serve needs cost-efficiently, as well as allowing the fast implementation of initiatives?
- Does the **setup** ensure effective decision-making and provide the right incentives for both your organization and Learning?
- What makes the **proposition** of Learning unique so that business stakeholders naturally turn to it for advice and support?

In answering these questions, it is vital to keep the whole picture in mind, not just the component parts in isolation. Also, it is essential that a subsequent plan for implementation - for example a Learning curriculum - must be realistic and achievable.

FIGURE 3: UNDCONSORTEN'S CORPORATE LEARNING BLUEPRINT®



HOW DOES A BLUEPRINT WORK?

1. DIAGNOSTICS TO PINPOINT THE KEY ASPECTS

Prior to working on a Blueprint, experience consistently proves the indispensable role of selected analyses and a focused survey of management and stakeholders involved in Learning, such as the undconsorten Corporate Learning Diagnostic®.

2. DEVELOPMENT OF A BLUEPRINT

To get the most comprehensive and effective Blueprint, we advise you to hold a series of focused workshops. During the course of the workshops, you will draft an ideal structure and develop a plan to achieve that desired structure.

The following case study demonstrates how this has worked in practice:

An engineering company changed its strategic positioning and scope of services, requiring an internal restructure of the Learning function to meet new demands.

undconsorten began by working with the client to review their vision and mission statement, and refine their unique selling proposition (USP). Together, we developed an organizational blueprint, defining the various roles, and facilitated strategic decisions on an optimal operating model.

We drew on examples of good-practice and previously successful solutions to help the client resolve critical issues, including how to service properly the central functions and how to allocate cost.

To ensure proper strategic decision-making for Learning, we swiftly devised the required governance structure, decision-making bodies (including participants), optimum frequency of meetings, and recommended agenda. We also urged the integration of Learning into other relevant processes, including budget planning and personnel development.

3. IMPLEMENTING THE BLUEPRINT

We will work with you in providing ongoing support to your Learning function as you implement the Blueprint. Implementation may involve a variety of stages, including: mapping out a detailed framework, planning year one implementation, defining and populating key roles, and appointing a team to steer Learning.

It will be our duty to challenge, where we feel necessary, to ensure that your Learning initiatives during implementation adhere to the Blueprint. We at undconsorten have the flexibility to offer you focused support and advise on any specific implementation challenges you might face.

FUNCTIONAL LEARNING CURRICULUM

SYSTEMATICALLY BUILDING CAPABILITY AND CULTURE

WHAT IS THE IDEAL LEARNING CURRICULUM?

A **Learning Curriculum** is the overall combination of personal and professional Learning opportunities available in an organization, including content, delivery and relationship to individual, departmental and organizational success.

A well-functioning **Learning Curriculum** is a powerful platform to entrench your company values, create strong networks and build new skills. It encourages continuous, efficient learning and equips employees to overcome and capitalize on future challenges.

To be truly effective, your **Learning Curriculum** must:

- combine HR processes (performance appraisal/360/development dialogue, to name a few) and Learning opportunities so that they complement and mutually reinforce each other.
- provide employees with a truly personal development roadmap, ensuring that job roles and career paths fulfill their – and your – expectations
- closely integrate into day-to-day work to ensure tangible effects.

This approach will guide your managers and employees, embedding common principles, whilst providing the flexibility for individual growth.

A curriculum can be a powerful driver for cultural change. A healthy **Learning Curriculum** empowers individuals to take charge of their progress whilst providing a platform to drive company-wide, or function-specific, initiatives.

On a practical note, we have found that in most cases, the **Learning Curriculum** typically works best on a functional level, be it sales, manufacturing, IT or senior management. Certification can have a beneficial role in a function-specific career path – as

is broadly used in project management or IT. This provides management with clear information on the available skills – and skills gaps – in their teams whilst recognizing individuals' professional development (often a factor in employee retention). This should therefore be included in an overall curriculum, where appropriate.

” **LIFE IS A LEARNING PROCESS AND YOU HAVE TO TRY TO LEARN WHAT'S BEST FOR YOU.** “
– John McEnroe

HOW DO YOU BUILD A LEARNING CURRICULUM?

You would begin by nominating a sufficiently large target group which shares similar development needs. Usually, this is done by department or function, but project or senior management may also benefit and so should be considered.

The next step is to identify the key business roles and critical skills that this group requires. We often find that this reveals myriad discrepancies, confusion and duplication - one client found they had 221 job profiles for sales rep positions.

Our team then interviews your managers and representatives from the target group(s) to identify the skills critical to succeed in these key roles. From experience, we strongly recommend that here simplicity beats volume - too much detail, or too large a source group, will prove unwieldy. Once this is done, we will facilitate a clear and focused management-level discussion of the results.

In this process, you must challenge all assumptions. During a workshop, a client discovered that the majority of their account managers were not promoted from sales rep roles (as previously thought), but from target companies or competitors.

The new recruits' development needs differed greatly from internal candidates.

By clarifying the skills needed, you can now plan on how to achieve them and, therefore, devise a curriculum that delivers appropriate development opportunities, essential skills and company-specific knowhow.

LET US SHOW YOU THE WAY

At every stage of crafting your curriculum, from content to structure, you will be able to tap into our vast knowledge and expertise of the specific products, tools and good practice that your curriculum will require.

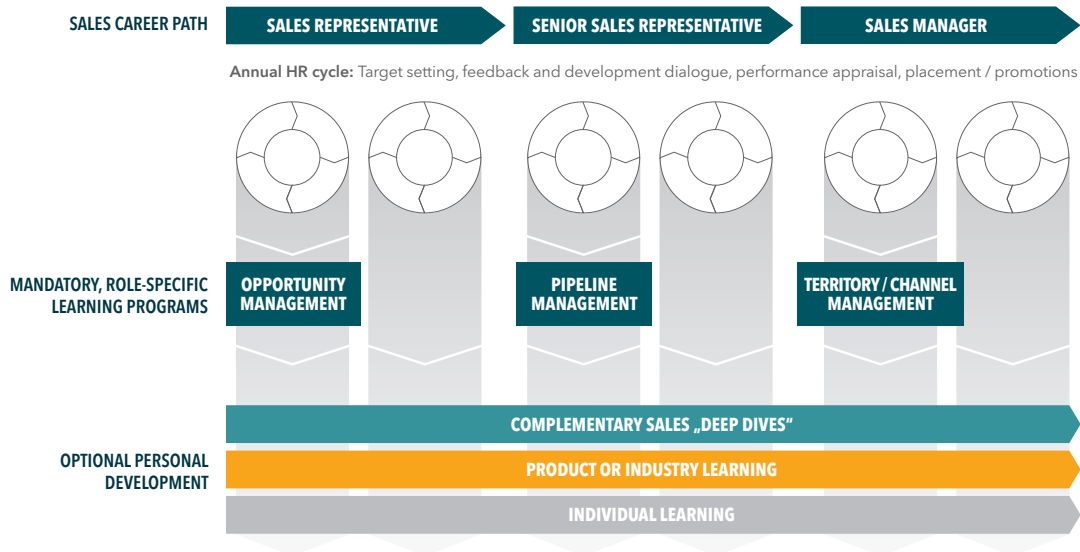
In terms of content, we will help you design a first-rate curriculum, entrenching uniformity across your organization; ensuring participants enjoy consistent quality and content. If we identify a fundamental skill or knowledge gap, we provide what we call a "deep dive": intensive training on a specific skill for a specific individual or function. Of particular interest to you, we advise on the rapidly evolving – and increasingly cost effective and relevant - opportunities offered by eLearning.

When it comes to building the curriculum, you can rely on the support of our project management experience. Our practical expertise will also prove invaluable when you are seeking to align all stakeholders and integrate all the relevant processes. Where required, we will offer input to the design of learning solutions, using internal resources wherever possible. You can rely upon this advice being completely impartial, as providing training courses is not our business.

To reap the maximum benefit, we advise a swift start to the piloting process. This will enable you to quickly learn from experience, effectively incorporate feedback, and strengthen support internally.

The final step is an organization-wide roll-out, championed at senior level, tweaking where required to reflect local characteristics and ensure its instant and enduring success.

FIGURE 4: INTEGRATED SALES CURRICULUM



CASE STUDY » FILLING THE GAP!

BENEFIT TO THE CLIENT

*With our help, an industrial conglomerate now benefits from a Sales **Learning Curriculum** that is a powerful lever to implement strategic changes.*

THE CHALLENGE

In the context of a global sales push initiative, the client had detected inconsistencies and a competency gap in its sales force. The Board Member sponsoring the initiative tasked their internal learning function and undconsorten to provide an effective curriculum to fill the gap.

OUR METHODOLOGY

Using joint workshops gathering sales experts and managers from various businesses and regions, the team defined a sales team structure and a standardized job profile for each role (for example, sales manager, account manager) to clarify employee expectations. Doing so required

*convincing participants that product, solution and service sales actually share most requirements – a prerequisite for a joint **Learning Curriculum**. The project also introduced a common way of selling across the businesses.*

Through interviews, management surveys and selective competency assessments, we defined the learning needs of the different roles. This fed into a sales-specific curriculum, founded on mandatory role-specific core programs. These were then integrated into the performance feedback process between sales employee and their direct report. Each program included on-the-job assignments to convert learning theory into reality. These programs were complemented with practical add-on modules and country-specific training opportunities, such as IT or soft skills. All Learning opportunities were plotted to sales-specific career paths, with formal certifications for the core programs.

**„SUCCESS IS NO ACCIDENT.
IT IS HARD WORK,
PERSEVERANCE,
LEARNING,
STUDYING,
SACRIFICE
AND MOST OF ALL,
LOVE OF WHAT YOU ARE
DOING OR
LEARNING TO DO.“**

– Pele

CUSTOMIZED LEARNING SOLUTIONS

SUPPORTING BUSINESS TRANSFORMATION

HOW CAN LEARNING SUPPORT YOUR BUSINESS DEVELOPMENT AND WHAT ARE THE CHALLENGES?

Learning is a key enabler for business transformation. Whether in supporting development of existing key functions, assisting with business initiatives or skilling-up new target groups, Learning has a crucial role to play.

Using Learning to address new and critical business challenges is an evolving strategy, so both business owners and Learning may be operating in unfamiliar territory. Organizations need to take great care in identifying their real needs and assessing how Learning can support them. For maximum impact, you must first understand where Learning interventions can add most value.

Customized learning programs are judged on their business case: how much business results have they generated and at what cost? As in research and development, 90 per cent of both cost and impact are largely determined in the early stages of program development. A thorough analysis of your organization's specific needs ensures that the program will deliver impact, "hitting the spot".

Taking the time to pick the right formats and correctly design a Learning program reduces opportunity cost and has greater impact, because participants can work on their specific challenges/cases within their normal business context.

Selecting the right training and development partner in a proper tender process of course influences the largest cost: delivery. An effective "train-the-trainer" approach is always critical for a successful rollout of a Learning solution.

Developing the best customized Learning solutions will require collaboration between the business owner and Learning experts. This holds particularly true for the initial stages that are so decisive for the program's success. undconsorten has a proven track-record in ensuring lasting alignment in this process.

” TO CREATE SOMETHING EXCEPTIONAL, YOUR MINDSET MUST BE RELENTLESSLY FOCUSED ON THE SMALLEST DETAIL. “
– *Giorgio Armani*

FIGURE 5: TO IMPROVE RETURN FROM LEARNING INVESTMENT, PUT MORE FOCUS ON THE FIRST FOUR DESIGN STEPS

TYPICAL BUILD-UP OF LEARNING INVESTMENT ALONG THE VALUE CHAIN

As a percentage of total investment

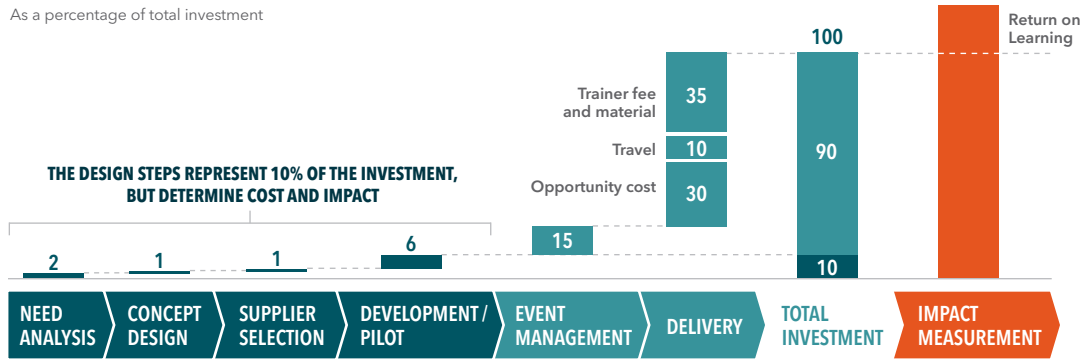
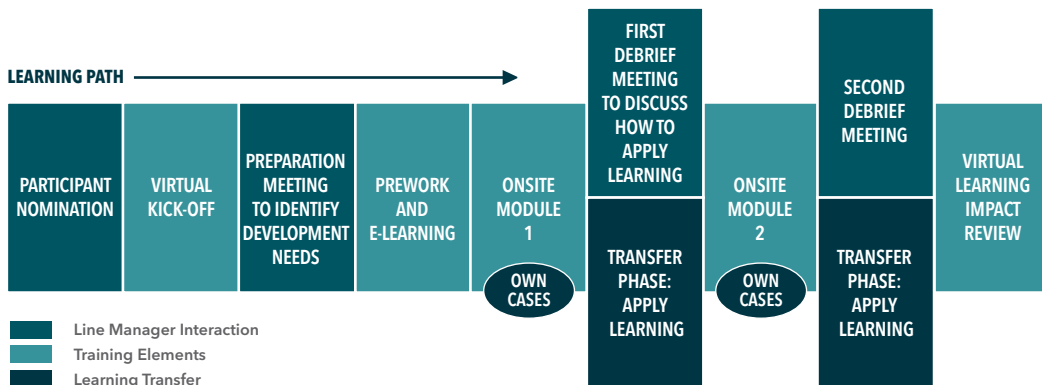


FIGURE 6: EXEMPLARY LEARNING SOLUTION INTEGRATING LINE MANAGER INTERACTION, TRAINING AND TRANSFER ELEMENTS TO ENSURE IMPACT



BENEFIT TO THE CLIENT

By implementing our advice during restructuring, an industrial conglomerate radically improved their leadership capabilities, realizing their full potential, and saw a massive improvement overall after only one year.

THE CHALLENGE

The client collaborated with us in developing a menu of Learning solutions for five management roles, from board level down.

OUR METHODOLOGY

*Drawing from a rigorous **Diagnostic**, Learning formats were tailor-made to the needs of each target group.*

For managers needing to acquire new skills, we created highly focused on-site programs. These included four-day courses divided into two units of two-day courses, for more than 800 shift supervisors, complex to organize but highly effective as feedback on how what they had learned was working in practice was invaluable.

For the participants, (over 500 team leaders and their managers) we worked in

highly interactive large group formats – with up to 150 participants – in order to clarify role expectations and establish a peer-to-peer exchange on leadership challenges. This reduced opportunity cost to a minimum whilst ensuring successful delivery, either provided by us in a “train-the-trainer” mode or contracted out using a structured tender process.

To align the organization on new leadership principles, workshops were then cascaded down into each department. All managers evaluated their leadership performance as a group and worked together to agree action points that they as a team would use to improve. For many large departments, this was the first time the managers had all been in the same room.

Again, by investing heavily upfront in a thorough needs analysis and program design, our client created organization-wide momentum. The Learning solutions we proposed then minimized opportunity cost and delivery expense. Following the immediate success of the pilot, the Learning solutions were rolled out firm-wide. One year into the program, the regular employee engagement survey saw previously poor feedback on leadership performance soar.

HOW DO YOU DESIGN CUSTOMIZED LEARNING SOLUTIONS?

Customized Learning solutions have the most impact and are the most cost-efficient when using some key design parameters. *(see Figure 6 for an example)*

USE A VARIETY OF FORMATS APPROPRIATELY

Modules designed purely for imparting knowledge can be provided efficiently using eLearning. The same goes for sending out training updates and gathering participant feedback. On-site learning – which carries the highest training, travel and opportunity cost – should only be used for the most critical topics, such as entrenching new behavior; or meeting and networking with peers.

PARTICIPANTS UNDERTAKE AS MUCH “ON THE JOB” LEARNING AS POSSIBLE

It is always our goal to maximize impact from the training, so it must be relevant

for the business of all participants. Working on real business tasks is the best way to ensure this. This also helps control opportunity cost, as participants aren't absent from their business during training.

MAKE LINE MANAGERS PART OF THE LEARNING PATH

Learning success and business impact benefit hugely from line managers getting involved in the learning activities of their team. Their participation will include providing guidance and feedback, reflecting lessons learned and creating opportunities to try out new skills.

CREATE CRITICAL MASS

If you want to drive organizational change, learning interventions need to target teams to create momentum. They provide room for individual reflection,

but also foster application of new skills and behaviors through peer role-modeling, feedback and support. So be quick with the roll-out!

INVOLVE SENIOR EXECUTIVES IN THE PROCESS

It is our experience that commitment and discipline greatly increases as soon as very senior colleagues are involved, from nominating participants for workshops to getting support for the implementation process.

GETTING IT RIGHT

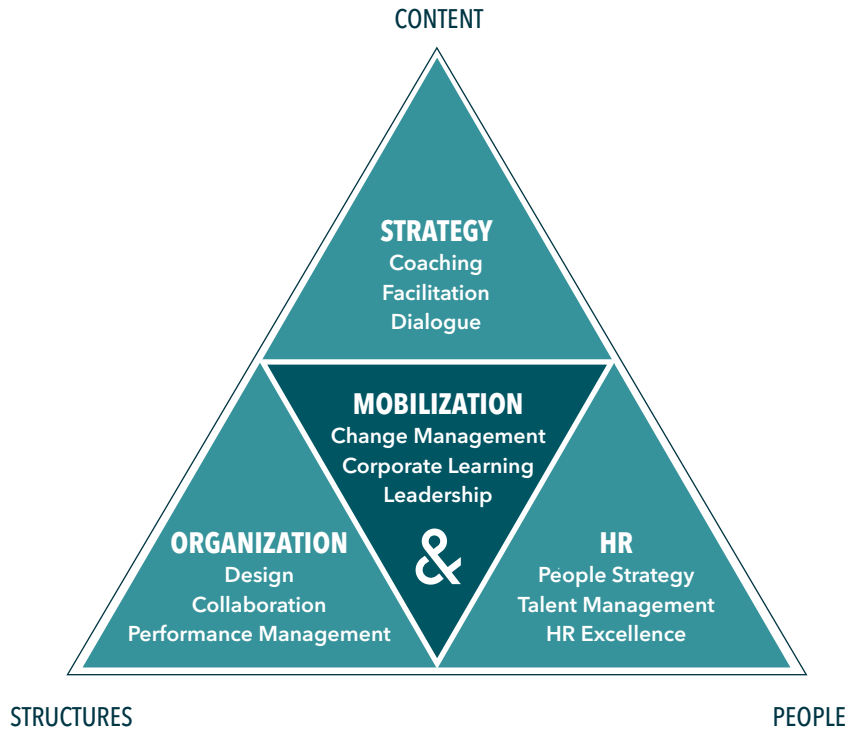
All the decisions that determine the ultimate success of this major investment will be made early in the process. You will not only be putting the right Learning formats in the right sequence. More importantly, line manager interaction, peer feedback and on the job transfer will be embedded in the mix, ensuring you get the right solutions for the challenges ahead.

The more relevant a curriculum is, the more successful it will be. All perspectives must therefore be represented, be they business owners, Learning experts or HR/talent developers. We strongly advise you engage design and development teams drawn from across the organization.

” **THE BEST COLOR IN THE WHOLE WORLD IS THE ONE THAT LOOKS GOOD ON YOU.** “
– *Coco Chanel*

At undconsorten, we combine relevant experience with our unique and collaborative consulting approach. Your organization will benefit from our strategic, practical management perspective and a service tailored to your needs.

OUR PYRAMID OF EXPERTISE



LEARNING EXPERTS

As Learning experts, we see the complete picture, above all the vital role of Learning as a catalyst for real change in organizational transformation. We will help you ensure that Learning is properly positioned, equipped to empower and support your organization for future success. We appreciate the importance of benchmarking and prioritize keeping abreast of technology trends and innovations which we translate into solutions for you.

HR EXPERTS

We specialize in HR processes, so you will benefit from our in-depth knowledge of, for example, performance management, talent management or workforce planning. Drawing from our involvement with the entire spectrum of organizations, you can be confident that you are getting the most appropriate advice available, with an unbiased external perspective.

BUSINESS EXPERTS

Our management consultants work at the highest level, so we bring a solid business grounding and commercial acumen to deliver the right solutions both for specific challenges and for your organization as a whole. We have the courage

to ask the tough questions, addressing underlying perceptions and expectations of any vital stakeholders. By challenging at the most senior level, we ensure proper scoping – saving time and resources – and getting the best results.

DELIVERY EXPERTS

We are very experienced in coordinating a multitude of stakeholders (internal or external) and delivery partners, both effectively and on time, through even the most complex processes. Our experience of implementing a wide variety of curriculums means we can anticipate and overcome any operational challenges. By providing our support in modular form, we offer complete flexibility so you can pick the bespoke service, from one-off projects to full scale interventions, that best meets your organization's specific needs. We would impartially direct you to the best training providers for your requirements, although we occasionally provide training courses if needed.

YOUR EXPERTS

Above all, we provide you with external expertise, working cooperatively with you to achieve the best outcome and success for your organization.



undconsorten LLP
Kurfürstendamm 194
10707 Berlin

T +49 30 88 92 94-0
F +49 30 88 92 94-100
E office@undconsorten.de
www.undconsorten.de

AUTHORS

Christina Frohn
Dr. Axel Hüttmann
Felix Kroh
Dr. Axel Sauder

LAYOUT & DESIGN

BANDORSKI
www.bandorski.com

