

# ***Corporate University/Learning Center Partnerships***

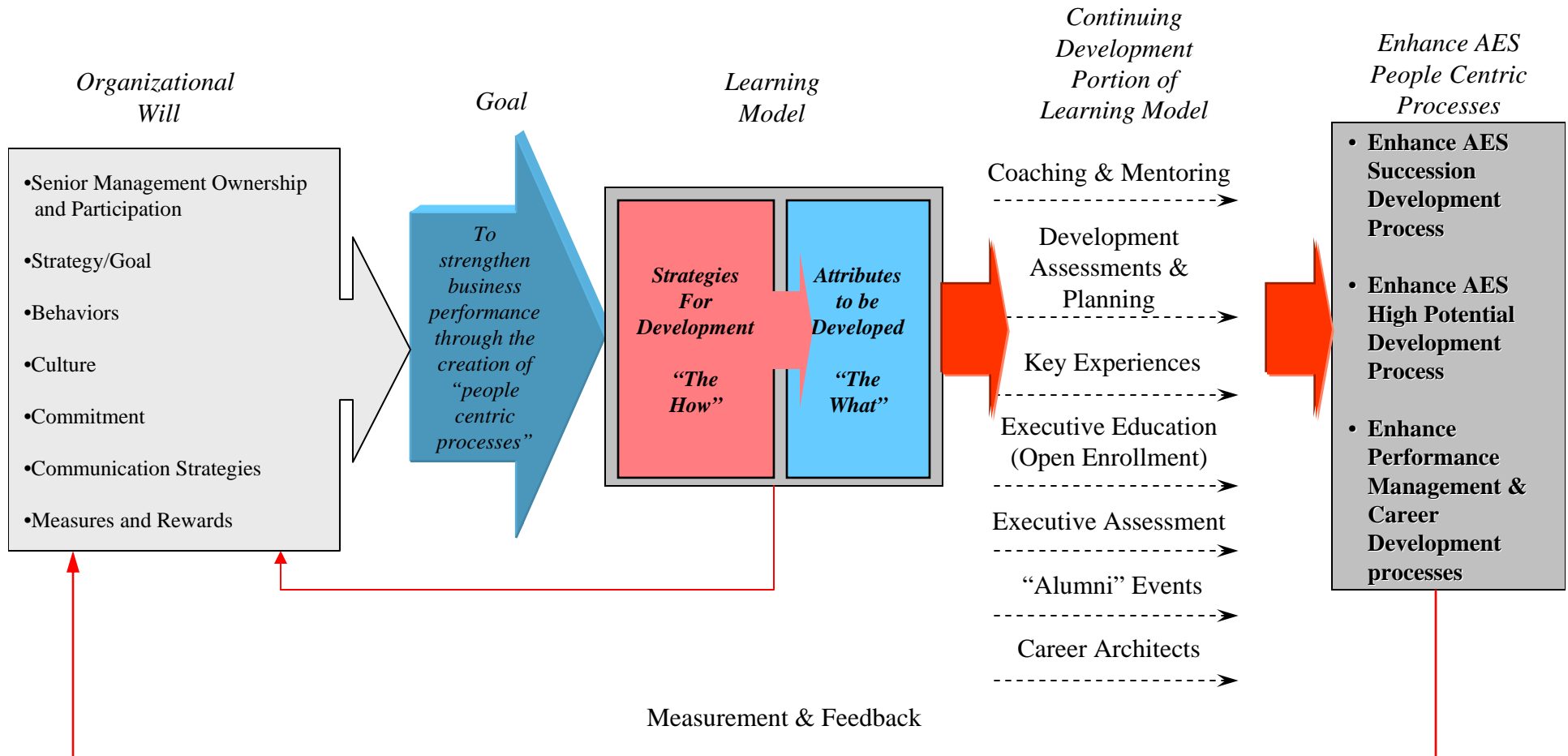
**Dec 2, 2005**

**UNICON Fall Conference  
Harvard**

**George Shaffer and Lou Centini  
Darden School-University of Virginia**



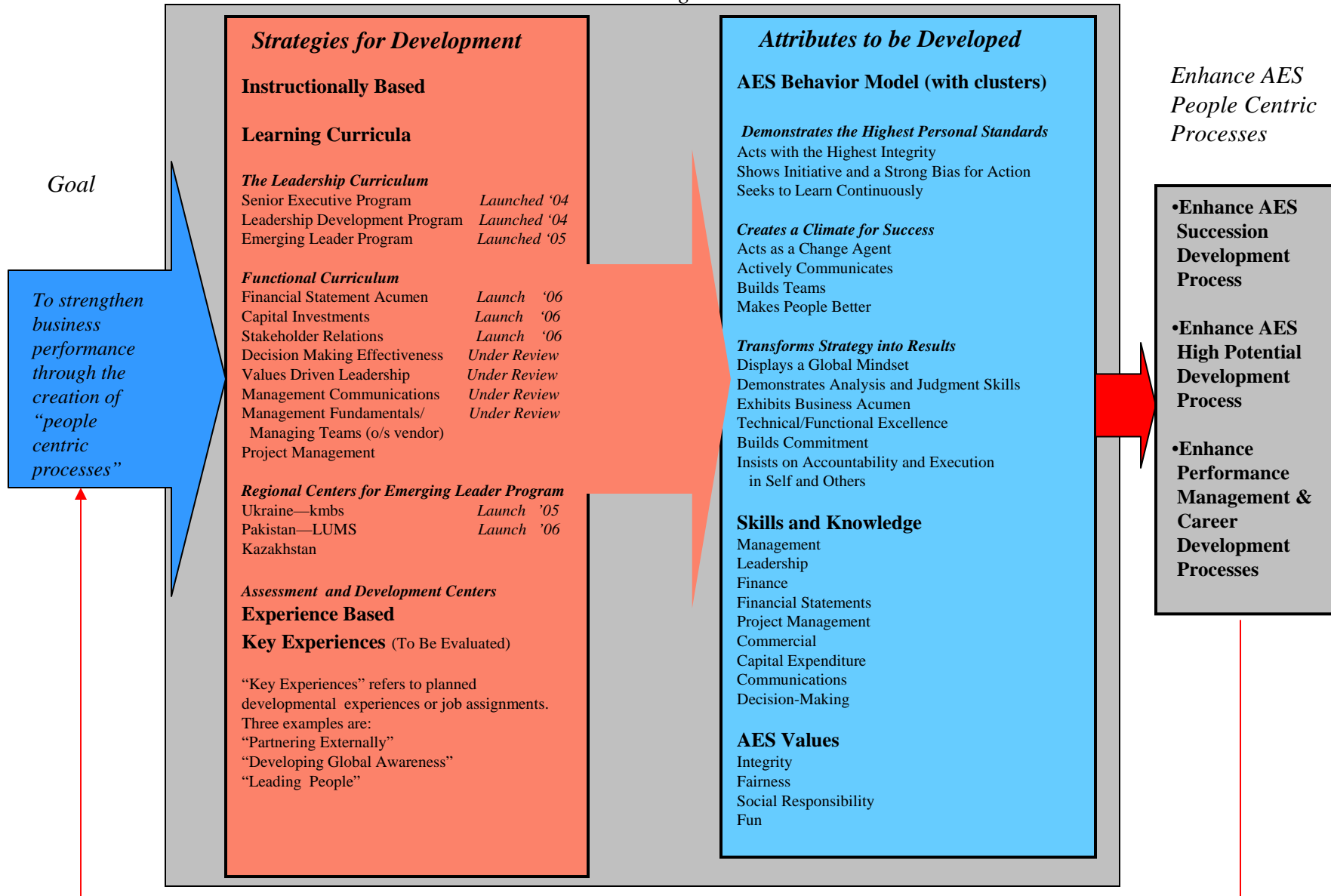
# Building Organizational Capability Through People-Centric Processes





# Building Organizational Capability Through People-Centric Processes

AES Learning Model





# AES Learning Curricula

## General Management Program Calendar



Year	<u>2004</u>												<u>2005</u>												<u>2006</u>												<u>2007</u>																																			
Month	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D																								
<i>Relationship Planning</i>	MOU Agreement Needs Assessment Faculty in place Senior Preview Learning Model Finalized												Contract Discussions																																																											
<i>Senior Executive Program (SEP) &amp; Business Meeting Seminar (BMS)</i>	△ (Sept. 6-17)												△ (Nov 6-18)												▲      ▲												△      ▲																																			
<i>Leadership Development Program (LDP)</i>	△ (Dec 5-17)												△ (June 19-Jul 1)												△ (Apr. 23 – May 5)												△ (Dec 3-15)												△      △																							
<i>Emerging Leader Program (ELP)</i>													△ (Mar 13-24)												△△ (Sep 11-23) (Oct 9-21)												△ (Jan. 22- Feb. 3)												△ (Sept. 10-22)												△      △											
<i>Functional Programs (FP)</i>													△ Initial Plans Developed												△ Initial Programs Designed												Functional Programs launch in CY 2006--see specific FC calendar																																			

10/05/05

△ = SEP, LDP, ELP, FP

▲ = BMS = Business Meeting Seminar

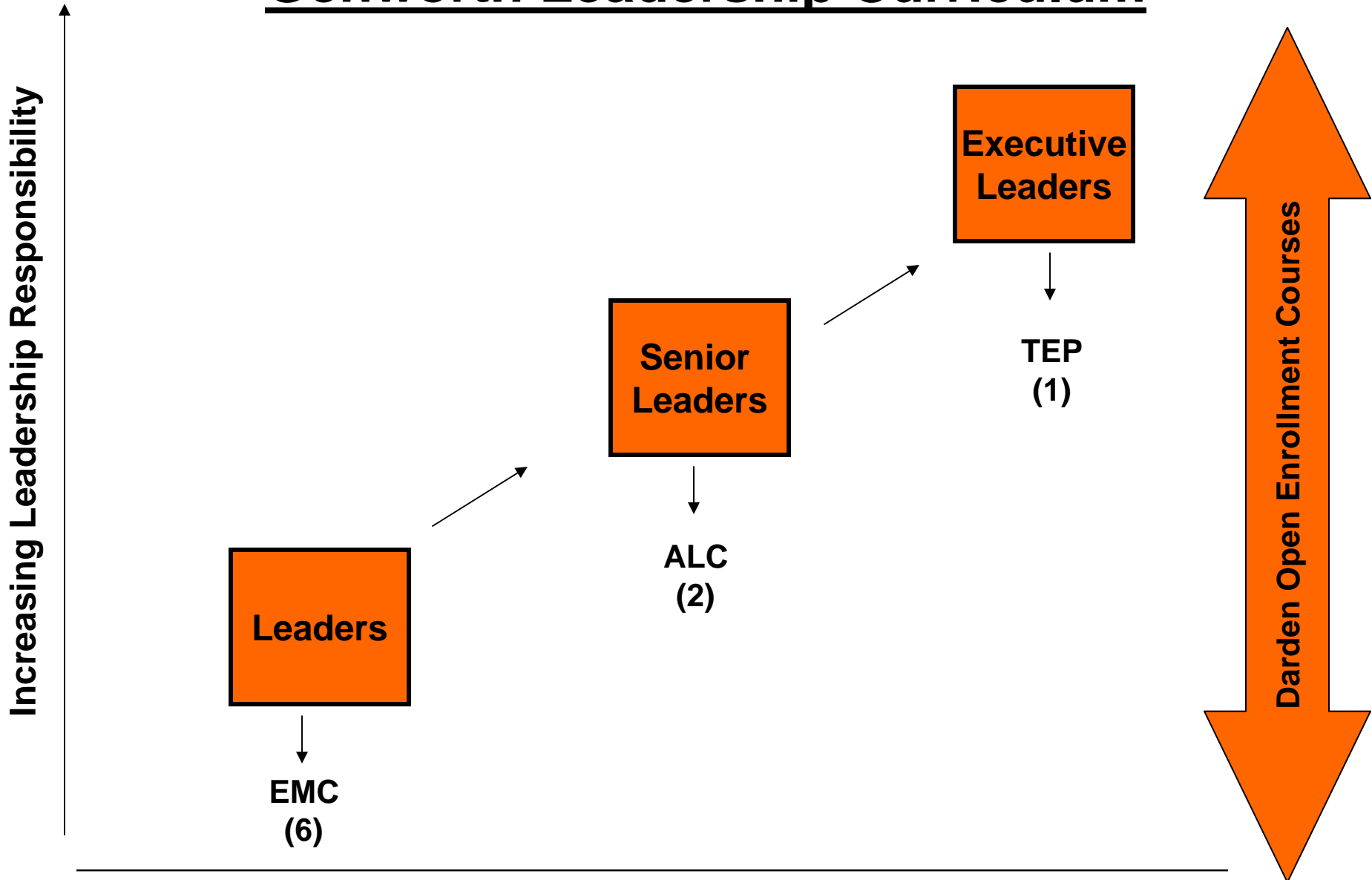


# AES Learning Curricula Functional Program Calendar

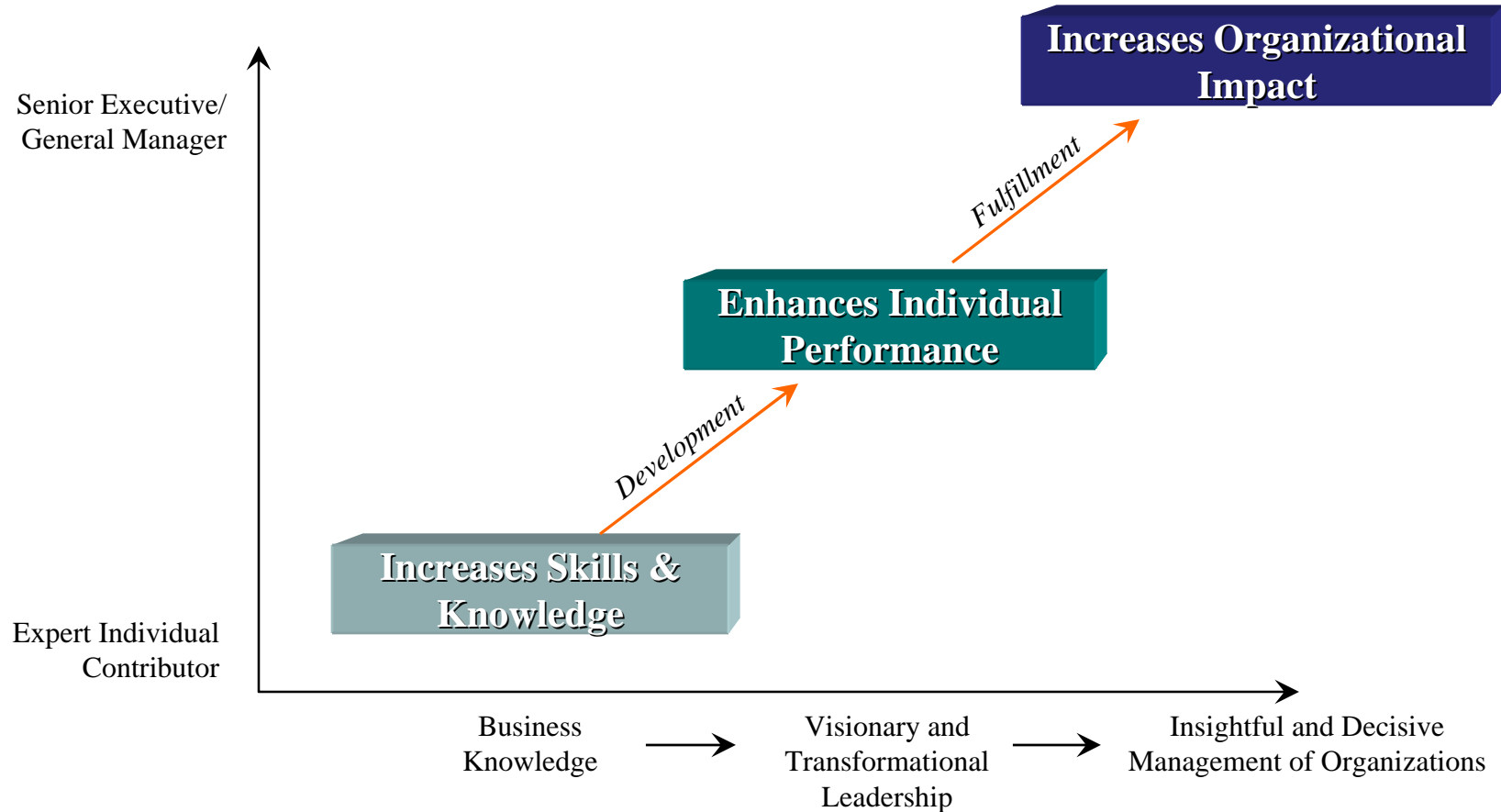


Year	<u>2005</u>												<u>2006</u>												<u>2007</u>												<u>2008</u>																																			
Month	J			F			M			A			M			J			J			A			S			O			N			D			J			F			M			A			M			J			J			A			S			O			N			D		
<b>FUNCTIONAL PROGRAMS ALREADY DEVELOPED</b>																																																																								
<i>Financial Statement Acumen (4 days)</i>																																																																								
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<i>Effective Stakeholder Relations (5 days)</i>																																																																								
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# Genworth Leadership Curriculum

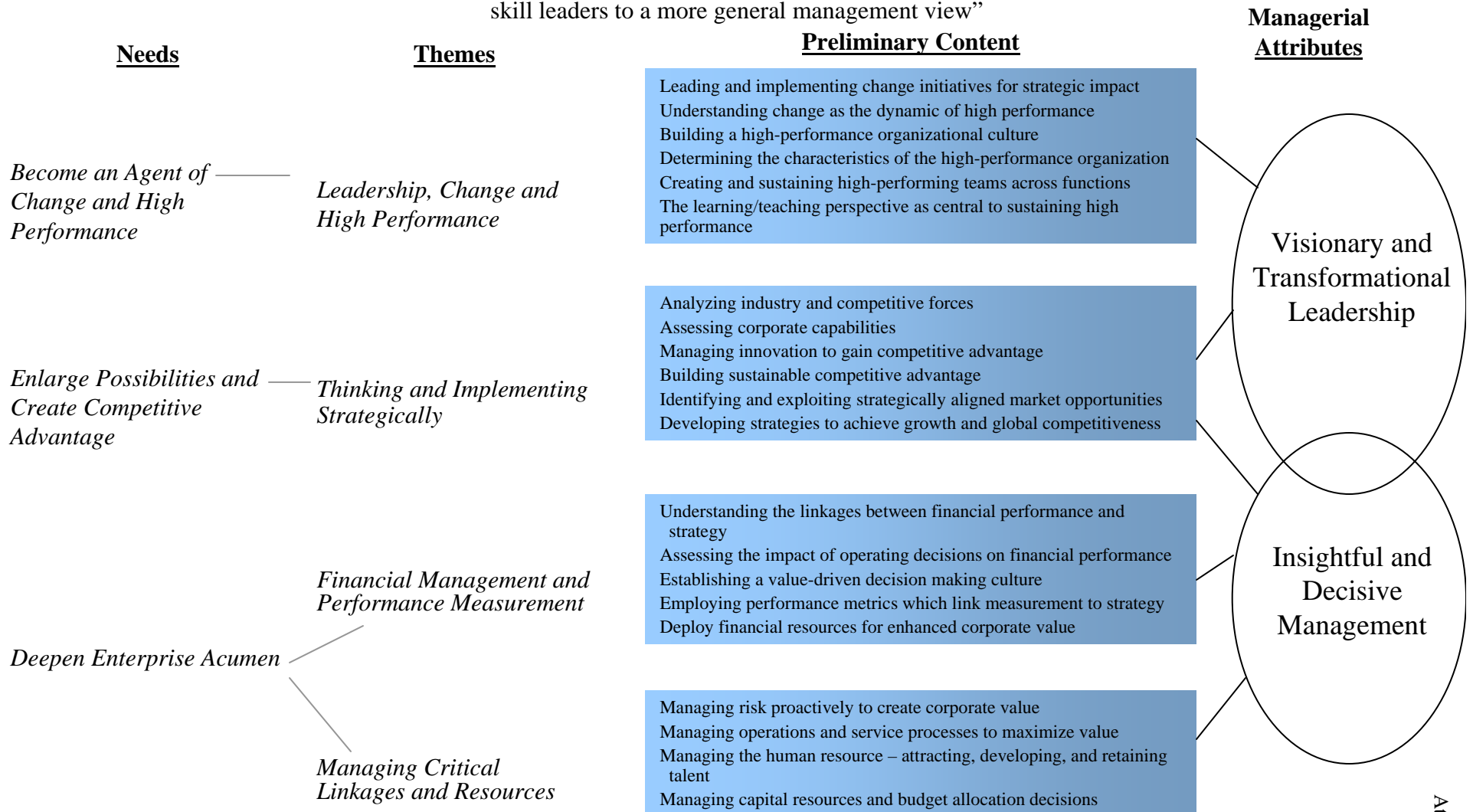


# Lifelong Learning



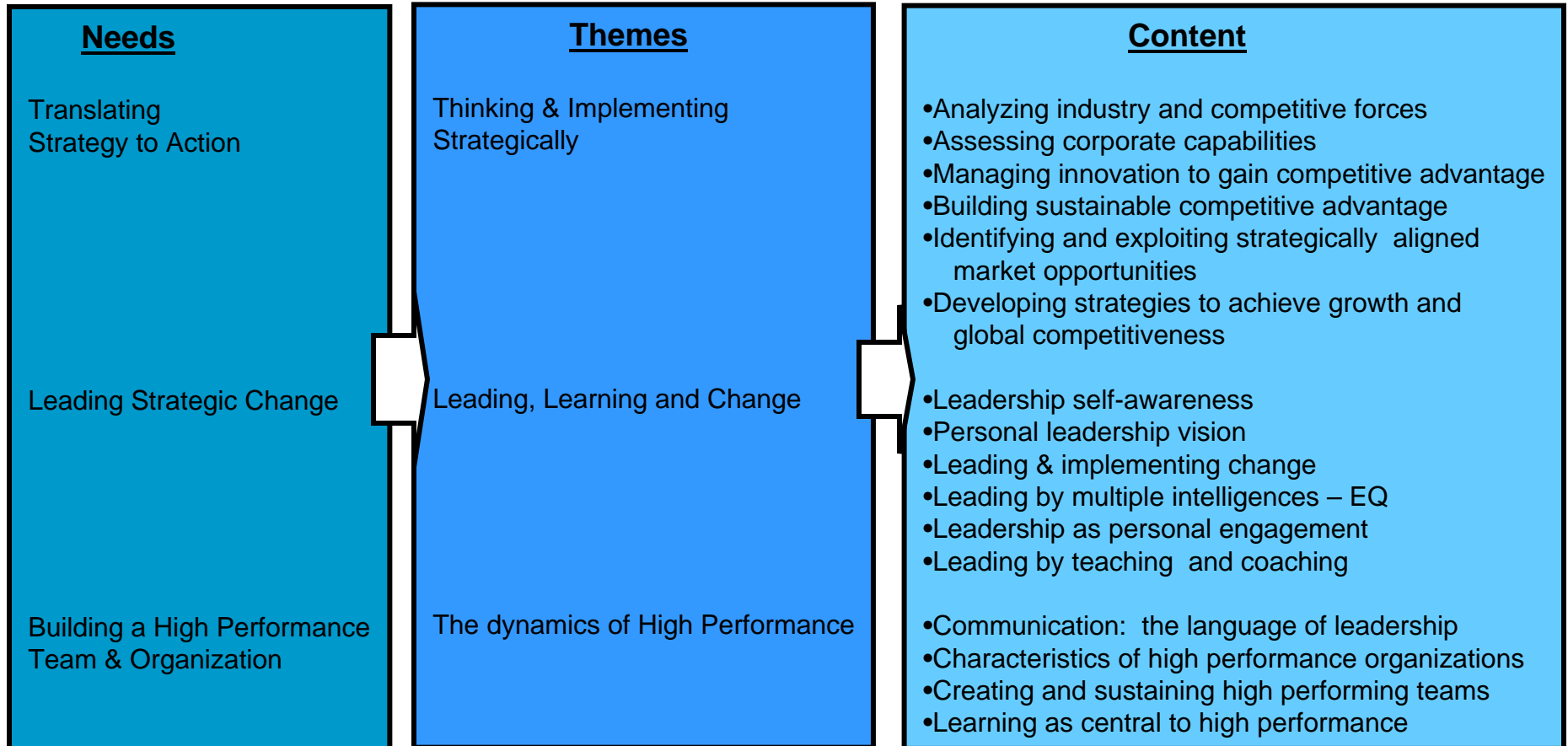
# The Advanced Leadership Course Design

“Designed to broaden the strategic perspective of Genworth high potential and critical skill leaders to a more general management view”





## The Experienced Manager Course Design



# Expansive Relationships

*“For Genworth and Darden a number of exciting opportunities to collaborate exist—and are especially attractive given our close geographic proximity to one another.”*

Access to Darden MBA students

Access to Darden faculty

Presence at Darden functions

Access to Darden Research Centers

Access to Open Enrollment Programs

# Career Development Guide

Position	Recommended Programs
<b>Senior Executives</b> General managers, presidents, country managers, senior or executive vice presidents, CEOs, division heads, and directors with 15+ years management experience and a high degree of organizational responsibility	<b>The Executive Program</b>
	Creating the Future: The Challenge of Transformational Leadership
	Mergers and Acquisitions: Value Creation Through Strategy and Deal Design Post Merger Integration: Making Mergers Work Financial Stewardship in a World of Financial Scrutiny
	Leading Growth Through Innovation Sustainability and Beyond: Business Leadership Through Innovation and Design
	<b>Strategic Thinking and Action: From Concept to Results</b>
<b>Upper-Level Executives</b> Vice presidents, directors, division heads, and general and senior managers with 10–20 years experience and significant general management or line responsibility	<b>The Executive Program</b>
	Leadership for Extraordinary Performance Creating and Sustaining the High-Performing Organization Managing Individual and Organizational Change Seizing Opportunities: Influencing to Win
	Strategic Marketing Management Strategic Sales Management
	Financial Stewardship in a World of Financial Scrutiny
	Manufacturing Executive Program: Developing World-Class Capability Leading Growth Through Innovation Sustainability and Beyond: Business Leadership Through Innovation and Design
	<b>Strategic Thinking and Action: From Concept to Results</b> Designing Strategies for the Extended Enterprise Bargaining and Negotiating: A Learning Laboratory
	Management Development Program: Driving Vision, Action, and Results
	Creating and Sustaining the High-Performing Organization Implementing Change From the Middle Power and Leadership Managing Individual and Organizational Change
<b>Mid-Level to High-Potential Managers</b> Directors and managers (those with one to ten years of experience and direct responsibility for a team, product, or business unit)	Strategic Marketing Management Strategic Sales Management
	Strategic Decision Making Managing Conflict and Creating Consensus Bargaining and Negotiating: A Learning Laboratory
	Winning New-Product Concepts Launching New Products Value-Based Brand Strategies: A Means-End Workshop
	Financial Management for Non-Financial Managers
<b>General</b>	Creating and Delivering Service Excellence
	Building Alliance Competence

# What makes a good buyer?

- Total company commitment
  - Learning center level of commitment
  - CEO sponsorship
  - Budget allocated
- Knowledgeable, sophisticated CLO
- Broad company involvement in development and delivery of programs
- Interest in utilizing broad range of school capabilities

# What makes a good supplier?

- **Broad range of existing capabilities**
  - Custom program
  - Open enrollment programs
  - MBA recruiting
  - Research (cases)
  - Projects
  - Speakers
  - Consulting advice
  
- **Knowledgeable, sophisticated Relationship Manager**
  
- **Broad commitment of faculty and staff resources**
  - Not dependent on individuals
  - 25% faculty involved in AES and Genworth
  
- **Integrated approach to education and development**
  - connected to company HR platforms and systems
  - across programs
  - within programs
  
- **Capabilities to transfer education**
  - global deployment – Darden or Partner
  - electronic

# Why Darden Executive Education?

- ✓ Teaching excellence
- ✓ Faculty commitment
- ✓ Integrated program design
- ✓ Practical and relevant learning
- ✓ Participant-centered
- ✓ Operational excellence
- ✓ Five star amenities
- ✓ Transformational experiences
- ✓ Global perspective, personal attention
- ✓ Customer satisfaction
- ✓ Worldwide recognition in global rankings
- ✓ Proven track record of success

# What makes a good partnership?

- Competence
- Respect
- Flexibility
- Openness
- Fit
- Results



## PROGRAM DELIVERY GUIDE

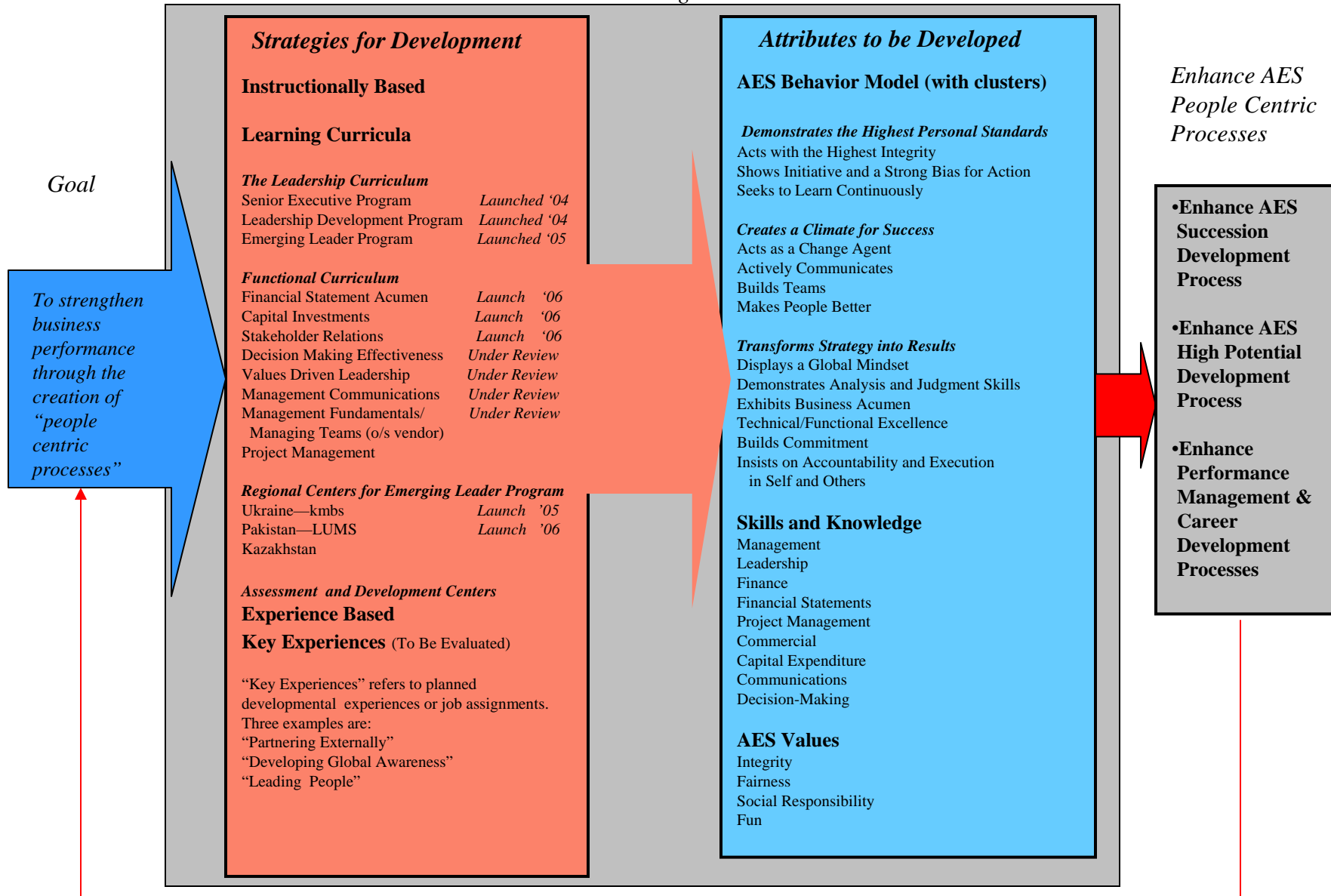
	At Darden	Suit Cased	Boxed
SEP	✓		
LDP	✓		
ELP	✓	✓	✓
Core	✓	✓	✓
Functional	✓	✓	✓





# Building Organizational Capability Through People-Centric Processes

AES Learning Model





# Key Experiences

**Key Experiences are planned developmental experiences or job assignments.**

**THREE EXAMPLES** of key experiences, their definitions, suggested developmental activities, and expected learning outcomes:

- 1. Leading People** – Experiences that provide opportunities to lead, supervise, coach, or mentor people for whom one is either directly or indirectly accountable. These may include leading large teams, providing first-line supervision of people, and leading teams representing diverse functional, professional, or demographic background or job levels.

*Suggested Developmental Activity (one example)*

- Jointly create a developmental plan for each person you supervise

*Expected Learning Outcome (one example)*

- Ability to build organizational capability by developing its people

- 2. Partnering Externally** – Experiences that provide opportunities to develop or maintain important collaborative or strategic relationships with groups or individuals external to the company. Examples include business partners, regional and local government relations, contractors, suppliers, investors, the media, community and environmental organizations.

*Suggested Developmental Activity*

- Negotiate with public officials in support of business objectives

*Expected Learning Outcome*

- Ability to influence external constituencies

- 3. Developing Global Awareness** – Experiences that provide opportunities to live or work outside of one’s own country, or to work in a function that involves interacting with people from other countries.

*Suggested Developmental Activity*

- Lead a team comprised of both local nationals and international assignees

*Expected Learning Outcome*

- Enhanced understanding of “global” business practices and cultural norms



# AN EXAMPLE

## Key Experiences Assessment



PARTICIPANT'S NAME	TITLE	BUSINESS UNIT
PARTICIPANT'S SIGNATURE	DATE	SUPERVISOR'S NAME

**Key Experiences Assessment** - code the following areas regarding your current degree of experience.  
 Scale: 1 - Little or no experience; 2 - Moderate experience; 3 - Extensive experience

**KEY EXPERIENCES**

	1 <i>Little or No Experience</i>	2 <i>Moderate Experience</i>	3 <i>Extensive Experience</i>
<b>Developing Global Awareness</b>			
•Living or working outside of one's own country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
•Interacting with people from other countries			
<b>Running a Business</b>			
•Managing an entire operation, business, or major project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
•End-to-end responsibility for performance			
•Profit and loss responsibility			
<b>Growing a Business</b>			
•Leading a start-up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Partnering Externally</b>			
•Developing strategic relationships with external constituencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Leading Change</b>			
•Strategic organizational initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
•Process management or re-engineering initiatives			
<b>Working in Partnerships and Alliances</b>			
•Mergers and acquisitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
•Joint ventures			
<b>Leading People</b>			
•Lead, supervise, coach, mentor others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
•First-line supervision			
•Leading large teams			
<b>Working in Teams</b>			
•Member of team, taskforce, work group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Collaborating Across Organizations</b>			
•Utilize broad network of relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
•Cross functional perspective			
•Gain cooperation toward a common goal			

## EXAMPLE - AES



### KEY EXPERIENCE – LEADERSHIP ATTRIBUTE MATRIX

#### KEY EXPERIENCES

#### AES BEHAVIOR MODEL

	<i>Working Globally</i>	<i>Running a Business</i>	<i>Growing a Business</i>	<i>Partnering Externally</i>	<i>Leading Change</i>	<i>Leading People</i>	<i>Working in teams</i>	<i>Collaboration</i>
<b>Exhibits the Highest Personal Standards</b>								
•Acts with the Highest Integrity and Demonstrates AES Values	✓	✓	✓	✓	✓	✓	✓	✓
•Seeks to Learn Continuously	✓					✓	✓	✓
•Shows Initiative and a Strong Bias for Action	✓	✓	✓		✓	✓	✓	✓
<b>Creates a Climate for Success</b>								
•Actively Communicates	✓	✓	✓	✓	✓	✓	✓	✓
•Acts as a Change Agent			✓		✓	✓		
•Builds Teams							✓	✓
•Makes People Better					✓	✓	✓	✓
<b>Transforms Strategy into Results</b>								
•Displays a Global Mindset	✓	✓	✓	✓				
•Demonstrates Analysis and Judgment Skills		✓	✓	✓				
•Exhibits Business Acumen	✓	✓	✓					
•Demonstrates Technical/Functional Excellence		✓	✓				✓	
•Builds Commitment to Organizational Direction		✓	✓		✓	✓		✓
•Insists on Accountability and Execution in Self and Others		✓	✓					