

## **CHALLENGE 2 - PROGRAM DESIGN**

### **BUSINESS MODEL**

- Go away beyond first business education
- Go where clients want you to go
- Go to liberal arts
- Go to science
- Go to technology/innovation
- Go to web strategy
- Offer credited exec ed ??? is not a full exec MBA over time they fill up their “bingo card” of classes
- In-residence exec ed for MBA online students
- Post MBa/EMBA program for alum
- Create a corporate university in a box that can be sold and easily customized for smaller clients
- Basic to deluxe models at & off price points
- ???
- Office classes in print & on CD in office depot
- Exec ed for dummies- that gives credit for courses
- Primer courses that execs could go through anonymously so they don't have to admit what they don't know
- Consortium of various corporation
- Consortium in SHRM
- Work only in Open Enrollment and leave custom programs to “one-stop shops
- Work only in custom and partner w open school/shop
- Design a subscription series of 25 1-day programs/sell tickets
- Design open enrollment series to get ‘general management special certificate
- Design a daily dose of exec ed – inspirational leadership moments delivered on a ipod
- Analyze what our services are – do we even always know
- Develop coaching capabilities virtually
- Expand needs assessment capabilities
- Develop learn communities capabilities
- Develop competency capabilities
- Focus on what we do well
- Demand at 3 cohorts for custom program business at least one should be offered virtually
- At least one in a different geographic location
- Instead of a methodology for a program understand their business like the COO does
- Certificate programs-

Customize undergrad, MBA & exec ed degree for companies so all levels of employees get the same type of learning

- Phased learning sessions that allow for ‘life long’ learning in company
- Tie into other schools across campus to expand methodologies and teaching style
- Interdisciplinary programs (ie leadership for physicians)
- Create a true exec Ed consortium and create a monopoly on the market. Companies won’t have a choice
- All exec ed courses work toward a degree
- Even if courses are taken at different schools
- Customize programs –

Based on idea generated in brain writing by client’s staff

Co-custom programs with competing clients

Partner university/corporation for leaving solutions

Be more flexible about what we are willing to do

Develop ala carte menu for clients to pick from of services

Write multi-year agreements with companies with activities TBD but commitment to partner

6 month after action review of measurable results of program and do gap analysis

Do that again after 12 and 18 months

## TECHNOLOGY

- Faculty mentors for teams, quarterly sti-downs
- Monthly team check ins (formal)
- Check ups with assessment tools
- Web 2.0 based assessments (rankings)
- Include webinars and products in the offering
- Always explain the full program process and the importance of each part
- Create industry database with a “open book”/wiki for reference/ resources
- Use wiki, blogs, RSS, facebook twitter, etc to keep clients engulfed and sharing with each other
- IPOD courses
- Iphone applications for bus acumen in a hurry
- Purchase courses from I–store collaborate with other schools to develop I-courses
- Download curriculum from Amazon
- Combine texting, email, and print for pre-program information
- I-phone “App” with exec ed solutions
- I touch
- Check realism of “integrated learning platform” – does client really want that or parts of it

- Distance learning on the client website adapts avatar technology for exec uber-execs
- Build web-based platform for sharing materials
- Communities of practice – develop a linked in site for above-activity monitor with discussion threads to identify program/session needs/trends
- Send articles to clients
- Include webinars with total program design, before or after delivery
- Consult and deliver services virtually
- Make greater use of technology
- Provide basic & common content free – Wiki learning the build special content on top
- Encourage people to send it to others, post it on their linked in sites, etc.
- Create relay teams attending pen enrollment – each participant has to relay the gist of the previous session to be next one. (teach what you learn)
- Embrace new media (but not just for the sale of it)
- Blog blog blog
- Use PICO software for industry analysis
- Alternative game simulation – outward board exec ed xbox game for exec ed
- Wii game
- Create technology simulation to go in corporate lunchroom so people can reinforce learning after going thru a program
- Second life software
- Exec ed on tv/video conferencing
- Participant web posting
- Work time for training time
- Pod casts
- Skype
- ?
- Facebook
- Twitter
- Linked in
- Wikipedia training where everyone adds to knowledge base
- Specialized for each class and company
- Google docs
- Exec ed Internet 2
- Make learning movies –post on You tube
- Social network problem stated and receive solutions
- Self pace modules
- Choose on line in-person modules
- Build programs on client's questions
- Create online platform that simulates clients work environment
- How to multi-task, how to manage and how to execute in today's environment

- Use meetsee
- DVD's & MP3's of content
- Twitter learning
- Fee for twitters
- Pay for value (give away and ask for payment after
- Deliver all program on You Tube
- Online program delivery
- Short topic focused sessions
- On demand educational resources
- Wikis/podcasts/forums
- Leverage technology
- Use social media to facilitate discussions, prepwork, etc
- Have delivery plus design teams
- Line on site with clients
- Have clients lie on-site with exec ed
- Provide podcasts and video files of part of programs as "tasters" for others in company & other clients
- Sell telephone support with key faculty
- Learning topic blogosphere
- Require faculty to do advance podcasts
- Make a movie of the program
- On-line ½ hour modules studied at learner's pace
- That can be used as pre-program skill level setting
- Or that can be used post-program to reinforce learning
- Plus make them "buildable" like a wiki so people can add to them as they see the session
- Use video clips in program
- Create video clips in programs of the participant

## **COACHING/CONSULTING**

- Consulting
- Out-sourced consulting
- Non-tenured/adjumet faculty as consultant
- Design programs from business problem perspective not faculty capabilities
- Implement a consultant services approach
- Senior leader with on-site professional staff
- Imbed action learning projects with coaching over 1 year
- Offer custom clients coaching services for one year following the program
- Include personal coaching in all programs to ensure implementation of learning
- Include how to be a coach/mentor in key programs
- Include virtual coaching supplement pre-post program

- Coaching
  - Coaching with follow on assessments to measure change in behaviors/skills
  - Coaching with emphasis on how they can coach direct reports better for more effective leaderships
  - Coaching by a real person
    - In person
    - On line
    - Coaching services via web technology “virtual coach” you enter your problem and computer generalized ideas come up

## LANGUAGE

- Consortium programs - limit non-competitive organization/companies to join the program and ??? in their challenges for discussions
- Exec ed blog
- Include a syndicated web-based content to supplement classroom sessions
- Web cast programs so they can be taken real-time remotely
- On-line learning
- Subscription offering of classes
- Second life – retirement training
- Social responsibility training
- Blended learning
- Include existing face-to-face courses with online courses for 1 price
- 1-minute training – start every day with a 10 min training session delivered virtually
- Knit participants together from competing clients via social ???
- Have a whole program free of jargon – give instructors replacement words
- Stop using the word program
- Ask client what they think of when they hear ‘program’
- Do not simultaneously translate
- Intentionally teach in a different language

## OUT OF THE BOX

- Partner with Cirque De Soleil
- Active bases program in spaceship
- Also in a submarine
- Don’t forget mountain climbing in winter
- Simulate fire at the client HQ to train leadership skills or an earthquake
- Work with fire dept to learn strategic focus in high pressure situation
- And have to hold onto the fire hose
- Create a theater based training program
- Bring children to the classroom to teach creativity

- Bring homeless to teach survival – relate it leadership
- Associate with the army to train hierarchy
- Do the same with an African tribe
- Emphasize the value of non-traditional thinking in solving problems and the barrier of group thinking
- For one day starve the participants
- Or feed them only sugar
- Conduct programs in participants homes
- Include their families
- Family programs
- Social work
- Life sciences
- Health programs
- Life challenge program
- How to transition to the next stage of life program (for retirees)
- Run a program for spouses of expert assignees to prepare them and their family to the international assignment experience
- Re-edit a book with client information included as main character
- Integrate learning with Jeopardy game
- Develop college bowl as an experiential learning event
- Bring animals into the classroom
- Hire a film director to produce cases
- Include a case about that company in every program
- Learn about innovation from kids
- Partner with daycares
- Hire daycare workers to assist with faculty
- Have refresher courses every 3 years
- Make it mandatory
- Create CEU credits for executives – if you want to keep your job, you need to complete “x” number of credits per year
- Work with professional organizations to offer those courses
- Have a group nude sauna – watch the inhibitors evaporate
- Partner with media firm for delivery
- Advertise in airports, on airplane in business class
- Paid programming on airplane
- Include spouses & kids in learning process
- Travel & learn
- Include getting lost in a foreign town and having to ask directions
- Use local cultural institutions for on-site case studies

- Use the dating game approach for clients to select provider – have 3 clients behind a curtain responding to questions
- Use experiential resources to demonstrate learning
- Create globally-based programs
- Use local alums to source interesting local business speakers
- Pay ??? a finder's fee for custom business
- Create individual customized programs that can be scalable
- Do slight customization and market to another company
- Use actors, artists, ???
- Turn out the lights – complete blackout
- Use outward bound as an outdoor learning event
- Use lost 03 as a case study
- Make a film as part of the program – about the company by the participant
- Offer virtual “train the trainer” opportunities for key clients
- Always explain how to cascade the learning within the company
- Company specific line case
- Use corporation best practices and cases to match
- Cases aimed at new product services
- Cases developed for emerging markets
- Case responsibility for faculty
- Have execs teach concepts to kindergartens – once they have learned it ??? (need to boil down to essentials)
- Courses which prepared for some kind of ??? such as marathon or ??? in the desert
- More simulations
- More experiential – out in the field – not in the classroom
- Jazz
- Theatre
- Rodeo
- Clothing optional
- Have “ropes” required for exec ed program custom designed to ?? against total learning objectives
- Have participants actually make something eg-crafts
- Create a dark classroom to train people to survive in the dark
- Front line training
- On site experiential exercises
- On line debrief of experiential exercises using “voting” technologies or skype
- History telling program
- Allow CEO's kids admission to university in return for custom biz
- Copy the competitions best programs
- Add one additional element to the competition's best programs to be the “best” in class
- Insert spy into competitions programs
- Shorter classroom more intercessions
- Twitter learning – faculty delivered

- Set up university exec ed wiki's a la program
- Deliver program in funky places: on the beach, at the movies, on a ship, at a spa
- Blended full spectrum learning with E-learning face-2-face and post program follow-up
- Create follow-up e-learning education
- Use social-networking software as a teaching tool
- Follow-up service through website
- Use video conferencing to deliver program
- Use social entrepreneurship as backdrop to learning: travel to Africa and learn
- Participate in urban non-profits
- Engage participants to support NFP agency as a project
- Partner with training / LMS firm to have complete learning system branded under the university
- Have phases U-based EE teach phase 1 then LMS teach phase 2
- Have learning projects in between phases
- Create company projects between learning molecules for ROI
- Encourage clients to design their own internal ROI culture
- Follow-up to measure ROI
- Add in exec ed suggested ROI
- Focus ROI on business impact
- Experiential learning events
- Hold a program entirely outside the classroom
- Create program using experiential learnings – no classroom
- Program to be held at client's headquarters with global leaders
- Move around to different universities to experience different faculty
- Set up facebook or social network sites on content areas – have faculty sponsor
- Water cooler for Q&A
- Go to the bar
- Encourage collaboration on these sites through proper training
- Use social networks for collaboration between executives in programs
- Engage people in programs to determine goals and objectives
- Challenges for participants surveyed in advance and ?? to faculty
- Faculty use the customized program delivery
- Shack participants
- Put them in jail
- Take them to the hood
- Create program teams to provide facilitated assessment, delivery, checkpoints, coaching, follow-up learning, etc
- Team up closely with corporate clients so that their services and execs become seamless
- Deliver programs in train
- Focus much more on experiential learning rather than classroom learning
- Students teaching students
- Faculty management delivery
- Projects delivered to top management team
- Customized online exec ed offered globally
- Exec ed co-op for 6 months, 1X per week
- Executives on residence on long programs
- Embed the program in the company



- Embed the program in the learner
- Full enrollments
- Bring the program to them
- Promote a trade fair to train people to negotiate
- Have execs negotiate a cab ride from airport into city with no money

## Faculty

- Incorporate company execs into online video segments in order to facilitate buy in
- New faculty compensation models
- New pricing models
- Package pricing to fit E2E scope
- Expect faculty to communicate with custom clients via linked in
- Develop faculty rankings
- Determine what client defines as integrated learning platform; does sophistication of company impact definition
- Capture faculty feedback on the company/class after a program in order to compare to future programs and document evolution of participants attitude/knowledge over time
- Develop a rotating bond of staff who are highly trained and can sell themselves to schools on a per day basis
- Blended learning
- Offer 1 day case study service (grad students) and faculty
- Use grad assistants for low cost projects
- Start own company providing services – use school faculty and faculty from other schools
- Faculty consulting as front end tool for creating/identifying program
- Integrate faculty, full time students, and clients executives in discovery teams
- Create field studies whose ideas can be implemented within the organization
- Create a program that is a think tank model – only job of the program is to generate new ideas to implement w/in the company. That becomes summer internship for students
- Mix of faculty and facilitators
- Mix content experts with generations
- Have kids teach adults
- Use company speakers
- Use consultants and faculty to combine on programs
- Develop a program for “B” and “C” rated faculty to become “A” rated
- Have clients teach faculty as part of pre-program delivery
- Have MBA students teach exec ed students
- Use more PhD’s in the program to reduce cost
- Have exec ed staff do follow-up (not faculty) to reduce costs
- Partnership with consultants
- Cases and presenters from that congregation
- Partner with other colleges in university and ? faculty expectations
- Faculty team delivery model
- Associate with industry experts
- Use MBA students to do projects in some companies related to exec ed programs

- Compensate industry experts with % of incremental business ? refer
- Hire industry practitioners to help dev new programs
- Team teach with them & faculty
- Hold an open house to attract new talent and resources from industry practitioner cost of entry is one client referral
- Hire staff to do needs assessment and loading and post program engagement
- Contract out same on a project basis (less overhead)
- Capture coaching stories in a secure website to develop tracts based on themes
- Use different discovery methodology web based tool with a “prescription” response for a quick design
- Hire and train dedicated program designer by industry
- Have industry-specific “advisors” on-hand, not on staff
- Train the trainer model with custom programs and scale the program
- For future session exec ed gets royalties (for the trainer delivered models)
- Coach for new faculty engaged in exec ed
- Coaching unsigned the CEO or senior executives
- Don’t develop a program w/o their buy-in
- Understand how CEO will measure program success
- Insist CEO participates in first needs assessment meeting

### Partnerships

- Partner with schools in other countries
- Identify complementary skills and strategically market to custom clients
- Partner with associations to develop specific for ratification (?)
- Industry related programs
- Marketed through difference schools within university

### Clients

- Focus on the client (market) and not the faculty or program
- Integrate company information to customize clients
- Shadow a client meeting or presentation
- Shadow clients in work environments
- Brain writing with clients
- Tell clients that we deliver ‘programs’ and are willing to work with their other provides an integrated co-operation
- Research company outlets and present unsolicited proposal
- Client performs service – university evaluates service
- Clients fill-out online assessments as input
- Use online brainstorming software for client ideas
- Make love not programs
- Create “matching” program for clients to learn best practices
- Follow-up with participants for 1, 5, and 10 yrs and map developments
- Send out white pages to clients

- Drop hints / gossip to clients within their industry
- Partner with the clients HR team in designing new programs
- Design/plan follow-up as a shared responsibility
- Avoid HR departments at all costs – they are competitors
- Help client with competency development and competency development
- Be sure to understand how any ?? lines up with business strategy and metrics

## **Marketing, Sales and ROI**

- Frequent testing to prove learning
- Demonstrate ROI, ROE
- Link compensation to measures
- Each participant makes the pgm. And follow up activities part of hid her IDP
- Provide follow up ROI, Performance Measures, Client expectation
- Every participant responsible for taking build what they've learned and teaching it to their team colleagues boss ect.
- Trickle up to boss
- Create coaching debit card
- Allow for a sky miles type reward system for UNICON university classes
- Exec ed on TV
- Bring learning to small communities
- Create virtual learning community by connecting small communities into global learning web
- Partner with corp. pub. Broadcasting to develop content
- Advertise with them also- radio and TV
- Consulting
- Counseling
- Satellite radio station
- Exec ed radio on XM
- By season football tix or suite and get free exec ed for company
- Exec ed courses at halftime of Super bowl
- Daytona 500
- Online poker game that teaches exec ed material
- Visiting businesses of all type and sizes and interviewing employees, etc
- Bench marking and “steal best of them”
- Steal best trainers from corporate
- Get HR from companies to instruct in OE
- Build loyalty
- Have a 360 instrument with follow up coaching

## **Design**

- Create electives within programs
- Create faculty to actually speak to clients pre program
- Have faculty as a part of sales team
- Have faculty actually participate in the design process

- Form learning pairs or triads at beginning of program and they meet regularly for a year following the pgm
- Tie program to strategic plan- build around critical thinking/ skills needed to be successful
- Integrate coaching into design
- Have the coach design the program
- Develop a process to integrate the organization's action learning initiative with a pre or post school led initiative
- Ask the participants to design the program
- Have a group of schools co-design the response to IFC RFP
- Have the client present their ideas response to the RFP back to school
- LMS that includes SME, CEO chats, and faculty facilitation
- Bring like organizations together to learn
- Bring different industries together to learn
- Exchange student idea for executive spend a week or month at another company in another country to learn how they operate in global business
- How can exec ed facilitate this process
- Do it with non competitive companies
- Supplier with organization trade of employees
- Intersession work
- Story writing
- Bring in a story teller, mimes or improve specialist to spur creativity within a program
- Work with unemployed screen writers
- Have to complete certain curriculum before being promoted
- Come up with program design "mythologies"
- Have program participants design the program as it runs
- Work with designers from industry
- Brain writing as a part of methodology
- Introduce brain writing to client meeting we will now spend the next 15 min in silence
- Change venues: movie studios, theme parks, orphanage
- Use customers to teach the faculty
- Understand strategic competitive advantage of self- then match to clients with similar
- Exec ed university that includes interdisciplinary topics across all areas in the university : for lawyers, artists, librarians, scientists, engineers
- Engages executives to help create new programs
- Give that company special partnership deals
- Have execs be a guest speaker in the program
- Bring in a Bersin presenter
- Create layered program both from content as well as new participants to mimic new members on work team

## **ASSESSMENT**

- Cases written for every custom client
  - Client fills out a web survey; case is written & refined by iteration; short turnaround
  - Blogs to further refine

- Develop diagnostic tools (i.e. Meyers Briggs) that would direct a program design to the personality types of the organization
  - Develop same for all open programs – to the “personality type” of the program
  - Recognize learning styles of various industries – tech-fast cycle time, etc
- Demo open & custom programs
  - Offer company opportunity to hold custom event around integrated w/ an open program
- More censorship programs
  - Partner with unrelated institutions – i.e. a ballet troop or the salvation army
  - Invite 2-3 companies to join together for a custom program
- Develop fixed set of needs assessment questions that must be answered to develop a proposal
  - Refuse to complete all rfps until at least one in-person meeting occurs
- Ask all companies – what are your challenges? Do not ever mention the programs you currently have
  - Insist on meeting only with a c-level exec for needs assessment
- Combine all resources-teachings, distance learning, coaching and consultancy & independent program
  - Add front-end needs assessment
- Identify client needs from trends financial & press. Present to them before they have identified for self
- Develop new/unique assessment tools
  - Needs-analysis services
- Have clients conduct a gap analysis for services management
  - Full assessment of needs based on strategic direction
  - Leadership of clients
- Have faculty requirement to build measurement into thin programs, pre & post quantitative/qualitative
  - Assessment for credits?
  - Auction off ideas
- Preassessment then program
  - How to do past program assessment. The person who builds this simply and inexpensively hits the jackpot
- Engage clients to survey new program ideas
  - Engage the client customers in program ideas
  - Engage the clients employees
  - Engage the clients board of directors
- Encourage clients to examine needs to develop a coherent & cohesive program
  - Get faculty involved as needs are made clear to help customize
- Pre-program assessments
  - Post program assessments
- Use consulting as front end assessment
  - Partner with student consulting service
- Competency models
- Have the CEO tell custom program participate their performance reviews will be based on the score they get on a test of what they’ve learned

## PROGRAM Design

- Loud designer takes deep immersion in organization to design from inside
- Resources (education, consulting, coaching)
- Develop on demand a la carte content + pricing maybe membership fee
- Develop seminars available only to clients at a certain level
- Ensure hierarchy of programs and elements to reflect individuals skills and knowledge needs at job level
- The program to clients vision not just competencies
- Offer progression of OE on topics
- Better identify skills that will be developed in programs
- Better identify specific audience
- Engage the participants by teaching some parts of the program
- Bring back past students as teacher
- PhD students at teachers by low level audience
- Work with community college faculty to penetrate local market
- Blend classroom, online, coaching
- Build above into a menu of options
- A la carte and pre fix menus
- Develop case study and company build program around that need
- Provide true partnerships w/client organization design.
- Name the program appropriately to recognize both parties
- Process driven learning modules
- Team based learning rather than individuals
- One focus on exec leadership personnel
- Develop programs for the bottom of organizations
- Take program on industry tour
- Give participant a clearance to hear their clients to visit clients
- They are often to remote from their clients
- Regular behavioral assessments
- Involve coaches mentors supervisors in assessments
- Let the participant then create his own development plan
- Provide a learning development coach to help them one who'll be sure to include one program as part of the individuals development plan
- Develop learning platforms simulations case studies, games that can be customized to meet specific clients needs
- Build base module and Bolton for clients needs
- Break out of the programs box
- We're in the business of helping clients solve biz problems
- Year long simulation
- Greater use of custom
- Greater use of custom cases
- Have c-suite involvement from start
- Integrate challenge exercises to ensure learning is actually able to be implemented
- Certificate series
- Something beyond a certificate

- Holistic approach to employee growth and development
- Engage all employee aspects
- Integrate program with cross faculties
- Design prgms as module that can be delivered at client sites and added on either side of internal mtgs rather than traditional weeklong prgms
- Develop advisory board of custom clients to advise on what integrated learning platforms word mean to them
- Provide individual learning service as means to and retention
- Customization of one
- Provide consultative resources for individuals to access
- Programs that address the organization holistically cross functional levels
- Cradle to groove learning development opportunities
- Focus ldrship development on more w/ less resources framework in these lean times and make case for why important
- Adapt content to changing global needs
- End to end talent mgmt platform
- Align w/clients progression and career structure skills and competencies
- Average at department division level
- Develop standardized core of content that can be rapidly customized
- Develop open enrollment from customized content
- Build one content from industry surveyys
- Offer xx# of open enrollment option slots for custom clients at certain level
- Obtain devour and understand the clients
- From the clo/hr and execs perspectives
- Pre-work and past work in teams circles
- Push accountability to other team members
- Have senior members of management and part of the program delivery
- Engage executives to share experiences in open forum to get creative ideas for doing things differently