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 anonymity 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 capability
- 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 (i.e., 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 measureable 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-exec
• 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
• Exe ed on tv/video conferencing
• Participant web posting
• Work time for training time
• Pod casts
• Skype
• ?
• Facebook
• Twitter
• Linked in
• Wikipedia training where everyone addds 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
    o In person
    o On line
    o 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 syndiraneous 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
  o Client fills out a web survey; case is written & refined by iteration; short turnaround
  o Blogs to further refine
• Develop diagnostic tools (i.e. Meyers Briggs) that would direct a program design to the personality types of the organization
  o Develop same for all open programs – to the “personality type” of the program
  o Recognize learning styles of various industries – tech-fast cycle time, etc
• Demo open & custom programs
  o Offer company opportunity to hold custom event around integrated w/ an open program
• More censorship programs
  o Partner with unrelated institutions – i.e. a ballet troop or the salvation army
  o 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
  o 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
  o Insist on meeting only with a c-level exec for needs assessment
• Combine all resources-teachings, distance learning, coaching and consultancy & independent program
  o 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
  o Needs-analysis services
• Have clients conduct a gap analysis for services management
  o Full assessment of needs based on strategic direction
  o Leadership of clients
• Have faculty requirement to build measurement into thin programs, pre & post quantitative/qualitative
  o Assessment for credits?
  o Auction off ideas
• Preassessment then program
  o How to do past program assessment. The person who builds this simply and inexpensively hits the jackpot
• Engage clients to survey new program ideas
  o Engage the client customers in program ideas
  o Engage the clients employees
  o Engage the clients board of directors
• Encourage clients to examine needs to develop a coherent & cohesive program
  o Get faculty involved as needs are made clear to help customize
• Pre-program assessments
  o Post program assessments
• Use consulting as front end assessment
  o 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 insign
- Resources (education, consulting, coaching)
- Develop on demand al 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 competenteries
- Offer progression of OE on topics
- Better identify skills that will be developed in programs
- Better identify specify audience
- Engage the participants un teaching some parts of the pgm
- Bring back past students as teacher
- Phd students at teachers bylow 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 an 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 prgms 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 surverys
• 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