

The Global Association of Corporate Universities & Academies



A Case Study in the Strategic Application of the Corporate University Management Concept

In 2009 we received a request from an international IT Systems and Consulting Group to assist them in setting up a Corporate University. The company had three main strands of business at national level: Financial and Banking Systems, Enterprise Support Systems and IT Services. From a phase of high growth on an exponential trend, it had quite suddenly plateaued and they had experienced a sudden decline in performance delivery.

They knew that something had to change. They had to learn some new management tricks; but what were they?

Our corporate university action learning-inspired process proposal was accepted and delivered in three formal 1 week briefing sessions with 5 week intervals. During these intervals the managers used the iPCo Corporate University Blueprint, the main toolkit for the process, in the design and development stage. They also used this interval time to carry out a diagnostic appreciation of their organisation's new learning needs using dedicated literature resources and management models provided by G-ACUA.

A large number of barriers to development and opportunities for growth were identified. They stated *"We cannot do all these things at once. We have such a lot of new things to learn and do!"*

The company's 132 directors and managers then worked in a number of combined functional and divisionally-based teams, thrashing out the main

issues around these developmental possibilities and refining and proposing priorities which were presented to the whole company in a plenary session.

These priorities become the core projects for development, with skills and competency training and development being the main thrust, closely followed by changes to the structure and processes in the organisation. The acquisition and application of new technology was seen as important but did not merit the same level of prioritisation.

In no time at all the company was reinventing itself in many different ways and at different levels. It became a hive of activity, bursting out with new ideas. This informal process for the development of these activities became formalised and a corporate university governance structure was established to maintain the overall direction, continuing intelligence gathering and the projects' timing and resourcing.

This flexible work-based process has laid the dynamic framework for the G-ACUA Corporate University Management Programme which is now available as an online programme at www.g-acua.org

Every company is different and faces new challenges and opportunities every day, but with the right corporate university management process inspiring a new level of intellectual space, mixed with a dash of trust and confidence in freedom to manage, the new era of management can be the most exciting and profitable yet.

The Corporate University Blueprint can be applied in many important organisational capability and capacity building situations; some examples are:

- **Division and subsidiary re-generation projects**
- **Business turnaround & recovery situations**
- **Innovation process management**
- **Customer development management**
- **Empirical research frameworks for policy formulation**
- **Best practice green management**

and many other important projects where intensive new learning and knowledge is required.



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