



Crafting Corporate Universities and Enterprise Academies

A Pathway of Development
"A Learning Curve for Everyone"



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The Intellectual Partnerships Company

An Introduction to the Corporate
University

Corporate University Solution Design and
Management

Design Centre and Strategic Alliance
Management Consultancy Services

Key Knowledge Acquisition
Best Practice Seminars

Publications Available

The Intellectual Partnerships Company (iPCo)



A message from Richard Dealtry:

“Companies today are having to think about themselves in a whole new way. They have to think about themselves as centres that are constantly creating marketable knowledge – selling their know-how directly or in the form of products and services that complement and add value to their customer’s marketable knowledge. The corporate university concept and practice properly applied creates the environment and processes to do that. And that is what we do for our clients at iPCo”

Richard Dealtry is Managing Director of Intellectual Partnerships Co, a management consultancy that specialises in co-creative support for private and public sector organisations who are engaged in thinking about, designing or managing integrated people and organisational developments around the corporate university concept.

He authored the *Corporate University Blueprint*, a dynamic new learning and knowledge management package for fully integrated capability and capacity generation. He has also published more than 25 state-of-the-art management books and articles.

Essentially from a business background, his process consultancy company now works with organisations in the development of corporate university strategic learning environments; including the selection and optimising strategic alliance links with universities and business schools.

His career spans company and government at very senior levels including CEO and Under Secretary positions, dealing with diverse matters concerning business development and growth management.

The iPCo Corporate University Blueprint has now been adopted as the best practice standard in many companies in Europe and the wider world,

Richard travels extensively providing essential process support to a wide variety of strategic corporate learning applications. He is Visiting Professor at Birmingham City University.

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An Introduction to the Corporate University

By Prof. Richard Dealtry

Learning from our experience

It is more than 20 years since I was introduced to the concepts and theory for achieving quality learning and taking executive action in real time management environments. Since that time both the theory and the practice of new learning and business learning process management has grown significantly to accommodate the full potential of e-technologies and the higher levels of management performance and business integrity that are in demand today.



There are many people that we have to thank for the rich and diverse literature resources that we can now draw upon to guide the development of our own learning and also in the design of learning programmes – Revans, Kolb, Honey, Mumford and Knowles are names that immediately spring to mind. However, whilst learning has become a relatively mature subject in itself, the way in which it melds into an organisation and contributes directly to its efficiency and effectiveness is still a very fuzzy and mysterious area of management.

Many experts have tried to capture these learning intensive interventions with a number of different ideas. For example: the learning organisation, the learning company, the virtual university, the school of continuing professional development, the corporate university, the corporate school of management... Wherever we look there are different titles and all too often the words used carry a legacy of meaning from the past and do not represent what we have to create to secure the future profitability, effectiveness and efficiency of our business activities. It is therefore, very easy to get side-tracked into a debate on titles and 'naming' and miss the main point concerning *what we are trying to do and how we are trying to do it!*



Another problem emerges when we fail to recognise that almost without exception companies are constantly in a dynamic state of organisational evolution, if not revolution. In such an environment there is little point in using management thinking and development techniques from the past when the real need is to bring new and original dynamic process based thinking to bear for the solution. If we do not prepare ourselves mentally to do this it will only add to the difficulties of finding the essential unique solutions that are right for each particular company's strategic learning situation.

Investing in the Corporate University

Investing in the corporate university enterprise culture is one of the most important strategic decisions that management have to make in a competitive knowledge driven economy. Consequently getting a clear overall understanding of the Business Case is very important. The iPCo Blueprint experience provides a process methodology for doing that, it draws a true perspective on what has to be achieved for success and a high return on investment for everyone engaged in the process.

It is of value, however, to start the process by securing the high-ground in our thinking so that at all times we can envision the outcomes that will deliver and sustain an on-going stream of benefits stretching forward into the foreseeable future.

Organisations need to evolve through product and process innovation

The role of the corporate university is therefore not just about delivering systemic quality learning. It is equally concerned with achieving the strategic orientation, positioning and quality of learning in a way that will persistently nurture and grow the intellectual equity of the business: the stuff that investors put their risk money behind, that secures employment and builds careers.

In the iPCo Corporate University Blueprint process we have a universal framework and a mental model that will set the scene and learning environment for business growth, change and evolution into the future. The Blueprint provides this dynamic management environment by defining the complete anatomy of the corporate university in manageable terms. Its structure and work streams define all the main functions of the corporate university development process; a comprehensive business case management agenda.

The screenshot displays the 'The Corporate University Blueprint' web application interface. The main header includes the title 'The Corporate University Blueprint' and the subtitle 'Incorporating Corporate and SME Enterprise Academies & Clusters'. The user is logged in as 'richard' (User level: Company Administrator). The interface is divided into several sections:

- Navigation Menu (Left):** Includes links for Company classifications, Case studies, Contributors, Keyword list, Progress Report, Best Practice Profile, Decision element setup, View Recommendations, Case Learning Log, Knowledge tree overview, Guide Notes Inventory, Site Map, and Glossary.
- Progress report (Top):** A section for tracking progress, with a 'Return to main menu' and 'Return to case studies' button.
- Case Study 1 (Center):** A form for entering case study details. It includes a section for 'Explanation of Input Categories' with instructions on how to use the decision strands and a table for recording findings.
- Decision Elements Table (Right):** A table with columns for Decision, Impact, Contributor, and Modified. It lists three entries for 'Kitzing, Andrea' with dates 08/07/2006 and 10/07/2006.

Corporate University Solution Design and Management

Using the iPCo Corporate University Blueprint *dynamic solution architecture*, there are three options that you can choose from to emulate a sustainable world-class solution:

Self-administered application of the Desktop Blueprint

- a PC-based version of the Blueprint



Self-administered application of the Global Networking Blueprint

- a multi-user browser-based secure networking system



Collaborative application of the Global Networking Blueprint

- this process is led by iPCo consultants and guides your management team through the key stages of application development

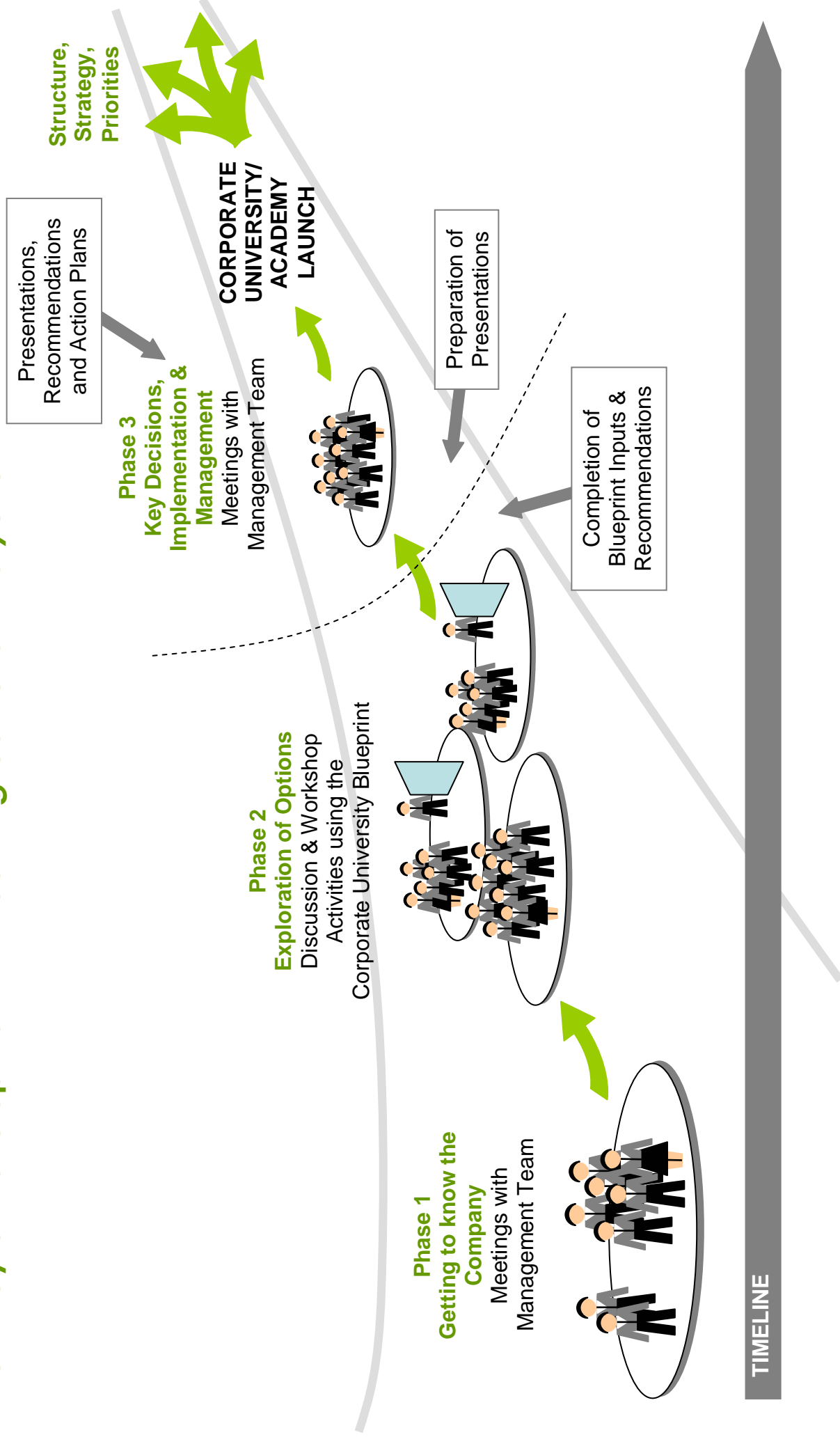


iPCo provides your top management with the essential foundation processes by which means management and staff can conquer the new demand-led learning challenges of organisation and the business environment, such as the search for excellence, sustainability, profit improvement, performance enhancement, quality, best practice, social responsibility, inclusiveness, etc. The Blueprint framework model brings all these skills matrix challenges together in a coherent and profitable way.

From this corporate university formation work emerges a learning and training portfolio management and dynamic accelerated development curriculum for MBA, pg-DMS and pg-CMS programmes, covering all the angles of design and delivery for your customised high pay-back programmes.

The schematic overleaf illustrates how the sequence of development and progression takes place in a collaborative mode with iPCo.

Crafting the Corporate University/Academy Development Pathway of Development - A Learning Curve for Everyone



Design Centre and Strategic Alliance Management Consultancy Services

As part of iPCo's portfolio of lifelong demand-led learning products and services, we offer the following important specific professional design and support management services:

Strategic alliance advantage design and management

Creating external and internal collaborative strategic alliances are important aspects of corporate university design and development.

iPCo is experienced in setting up these inter-dependant relationships in organisations and also in establishing sustainable relationships with academic institutions such as universities or business schools. We are able to match your requirements with suitable partners to jointly validate or accredit your programmes.

Feasibility studies and project implementation services

Our feasibility studies cover every aspect of the corporate university, SME academy or cluster business development intervention, defining all angles for its successful application, its shape and structure.

We carry out an audit of the current state of readiness of your organisation for this important development, define developmental options and assist in the preparation of estimates of cost for optimisation, comprehensive planning and implementation timelines.

Formation of corporate university design teams

Profiling and selection of teams at all stages of the design and management of the corporate university and its activities is a key aspect of a progressive and successful innovative entity.

iPCo provides team profiling and decision frameworks appropriate to these demands and ensures a seamless transition from design to delivery.

□ **Mentoring in corporate university, multi enterprise academy and cluster management**

All organisations are faced with creating differentiated solutions that will create increased personal capital and organisational capability.

The benefits of having an experienced mentor to assist in this process are well established and the iPCo network offers the services of world class mentors with whom you can explore all the options and make choices.

□ **Search and selection services for corporate university, enterprise academy and cluster management appointments**

For top level career development opportunities, in partnership with a leading world-wide search and selection organisation, we invite enquiries from individuals seeking a career move and from clients seeking the very best candidates available.

For Companies:

We will search for the best candidates available for each assignment in a professional and discreet manner.

For Individuals:

We will ensure that your details are never forwarded to a client without obtaining your permission beforehand.

Key Knowledge Acquisition Best Practice Seminars

We offer seminars based on latest market intelligence, action research programmes and our wide application experience

The delivery of our seminars can be customised to meet specific needs and timelines.

For example, we regularly host open-entry seminar events in different locations and you are most welcome to attend these.

Alternatively we will customise these as corporate events for groups of managers to fit your business, industry sector or organisation situation.

A further option that reaches out internationally is that we will provide you with a full e-Seminar presentation for you to use to hold your own seminar. We then follow-up with a report-back teleconference to discuss your findings and actions.

Our hosted one-day seminars are accompanied by top level supporting materials and include:

- Courseware binder
- Access to the Corporate University Blueprint model for a trial period of 3 months



Optimising the Design of Corporate Universities and Academies

Finding the Right Architecture for You

Of all the management terms, that of the corporate university is probably the most misused and misunderstood. It is not a simple 'cookie cutter' management technique, but a powerful Intellectual Capital Process development with many interdependencies.

In this seminar you will be introduced to the corporate university, enterprise academy and cluster concepts with illustrative examples.

From there you will have the opportunity to map the design process from start to finish, using our innovative open process architectures.



iPCo Programmes are sponsored and certificated by
**G-ACUA, the Global Association of Corporate Universities
and Academies**

Publications Available

All of the titles featured below are authored by Richard Dealtry and are available to purchase directly from:

www.corporateuniversity.org.uk/bookshop

Books

1. From Learning to Earning in the Age of Knowledge Innovation
ISBN:9781904481175
2. Dynamic SWOT Analysis – the Developer’s Guide
ISBN:9780952300700
3. The Corporate University Blueprint – Desktop Edition (including CD software)
ISBN:9780952300755

Articles

1. Frequently asked questions with reference to the corporate university
ISBN:9780952300724
2. Managing the corporate university learning curve
ISBN:9780952300779
3. Strategic directions in the management of the corporate university paradigm ISBN:9780952300731
4. Establishing a methodology for appraising the strategic potential of the corporate university
ISBN:9780952300786
5. Case research into corporate university developments
ISBN:9780952300748
6. Case research into the evolution of a corporate university development process ISBN:9780952300793
7. Configuring the corporate university - managing a portfolio of thinking schools ISBN:9780904481003
8. How to configure the corporate university for success
ISBN:9781904481010
9. Managing intellectual leadership in corporate value
ISBN:9781904481027
10. Managing the transition to the corporate university - a synthesis of client research
ISBN:9781904481034

11. Managing the issue of learning relevance in the formulation of corporate learning strategies
ISBN:9781904481041
12. Managing the corporate university watershed
ISBN:9781904481058
13. The realtime corporate university becomes a reality
ISBN:9781904481065
14. Issues relating to learning accreditation in corporate university management ISBN:9781904481072
15. The new generation of corporate universities – co-creating sustainable enterprise and business development solutions
ISBN:9781904481096
16. The savvy learner
ISBN:9781904481102
17. Envisioning development
ISBN:9781904481119
18. ECUANET – European corporate academies transnational best practice network ISBN:9781904481126
19. Engendering corporate scholarship for top level management performance ISBN:9781904481133
20. Integrating programme and process performance QA
ISBN:9781904481188
21. The corporate university's role in managing an epoch in learning organisation innovation
ISBN:9781904481 195
22. Configuring the structure and administration of learning management
ISBN:9781904481201
23. Interim reflections on the corporate university and SME academy business development innovation and its diffusion
ISBN:9781904481 218
24. Moving towards optimising demand-led learning 0 the 2005-2007 ECUANET Leonardo Da Vinci project
ISBN:9781904481225
25. Global corporate priorities and demand-led strategies
ISBN:9781904481232



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