## Contents

Figures and Exhibits  vii  
Introduction  1  

### Part One: Conceptual Foundation  7

1. The Corporate Learning Imperative  9  
2. Enlarging the Framework of Learning  21  
3. The Integration of Learning with Business Processes  41  
4. Implications for the Corporate Learning Industry  57  
5. The Convergence of Strategy and Corporate Learning  71  

### Part Two: Case Studies  83

1. Innovating Learning Through Design and Architecture (Unicredit)  91  
2. Top Executive Leadership Learning (Siemens)  117  
3. Phoenix from the Ashes: How a Corporate Learning Initiative Reinvented an Ailing Business (ABB)  143  
4. Healing Post-Merger Chasms: Creating Corporate Values from the Bottom Up (EnBW)  165  
5. Designing Customer Centricity for Multiple Market Segments: The perspectives Project (BASF)  185  
6. Transforming the U.S. Army Through an Informal Leadership Learning Network (U.S. Army)  209
Contents

7 The Executive Hero’s Journey: Going Places Where Corporate Learning Never Went Before (PricewaterhouseCoopers) 231

8 Managing the Strategic Asset of Cutting-Edge Technological Expertise (EADS) 257

9 Leadership Learning as Competitive Strategy in the Chinese Market (Novartis) 279

10 First Choice: The World’s Largest Customer Focus Initiative (Deutsche Post DHL) 297

The Author 321
Acknowledgments 323
Index 325
Figures and Exhibits

Figures (Part One)

Figure 2.1 Expanding the Paradigm of Learning 23
Figure 2.2 The Seven Dimensions of Learning 35
Figure 2.3 Domains for Corporate Learning 39
Figure 3.1 Five Levels of Learning Linking with Business Processes 48
Figure 3.2 The Impact of Learning Architectures on the Business System 50
Figure 3.3 Some Tools and Interventions of a Comprehensive Learning Architecture 51
Figure 3.4 Transforming the Corporate Learning Paradigm 55
Figure 4.1 Business Needs Determine Learning Content 59
Figure 4.2 Learning Experiences Inform Business Activities 59
Figure 4.3 Key External Service Providers in the Extended Learning Universe 62
Figure 5.1 The Dynamic of the Strategic Process 74
Figure 5.2 Three Fundamentally Different Rationales Within the Strategy Process 81
Exhibit (Part Two)

Exhibit P2.1 Case Study Overview 89
Exhibit 2.1 The Four Threads of Siemens Leadership Excellence 128
Exhibit 2.2 Brochure for the SLE Corporate Management Course 129
Exhibit 2.3 Agenda of the CMC Course 131
Exhibit 2.4 The Comprehensive Learning Architecture of Siemens Leadership Excellence 138
Exhibit 2.5 The Five Programs of the Siemens Leadership Excellence Architecture 139
Exhibit 3.1 Objectives and Outcome of First Management Workshop 157
Exhibit 3.2 Objectives and Outcome of Fit for Future Kick-off Workshop 159
Exhibit 3.3 Seven Change Services Offered by GoBeyond! 160
Exhibit 4.1 EnBW’s Ten Corporate Values 176
Exhibit 4.2 Values Development Timeline at EnBW 181
Exhibit 5.1 The Four Cornerstones of BASF 2015 187
Exhibit 5.2 BASF’s Customer Orientation Strategy Statement 189
Exhibit 5.3 Reinventing the Value Curve 193
Exhibit 5.4 BASF’s Six Customer Interaction Models 195
Exhibit 5.5 The Six CIMs and Their Value Propositions 197
Exhibit 5.6 The BASF Business Model 199
Exhibit 5.7 The perspectives Learning Architecture for Maintaining Momentum of Change 201
Exhibit 6.1 The 3 Cs: Empowering People to Decide the Relevance of Information 219
Exhibit 6.2 Aligning Formal and Informal Knowledge Domains 225
Exhibit 7.1 The Ulysses Journey Time Frame 244
<table>
<thead>
<tr>
<th>Exhibit</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibit 7.2</td>
<td>Organization as Value-Oriented Community</td>
<td>253</td>
</tr>
<tr>
<td>Exhibit 8.1</td>
<td>Key Features of EADS’s Experts Policy</td>
<td>262</td>
</tr>
<tr>
<td>Exhibit 8.2</td>
<td>Flexible Career Paths as Key Element of EADS’s Experts Policy</td>
<td>266</td>
</tr>
<tr>
<td>Exhibit 8.3</td>
<td>The Evolution of Learning and Development at EADS</td>
<td>276</td>
</tr>
<tr>
<td>Exhibit 10.1</td>
<td>Framework of <em>First Choice</em> Architecture</td>
<td>303</td>
</tr>
<tr>
<td>Exhibit 10.2</td>
<td>Five Phases of <em>First Choice</em></td>
<td>305</td>
</tr>
<tr>
<td>Exhibit 10.3</td>
<td>Six Sigma DMAIC Cycle</td>
<td>307</td>
</tr>
<tr>
<td>Exhibit 10.4</td>
<td>Manager’s Toolkit: Customer Service Themes</td>
<td>311</td>
</tr>
<tr>
<td>Exhibit 10.5</td>
<td>Employee Action Card from “Mistakes” Theme</td>
<td>313</td>
</tr>
<tr>
<td>Exhibit 10.6</td>
<td>Manager’s Toolkit Poster</td>
<td>313</td>
</tr>
</tbody>
</table>
For Kathrin, David, and Una