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## Executive Book Summaries®

# Learning to Succeed

## Rethinking Corporate Education in a World of Unrelenting Change

### THE SUMMARY IN BRIEF

Your company may be profitable today, with a solid product, plenty of buyers and healthy pricing. If so, congratulations — it's an enviable position.

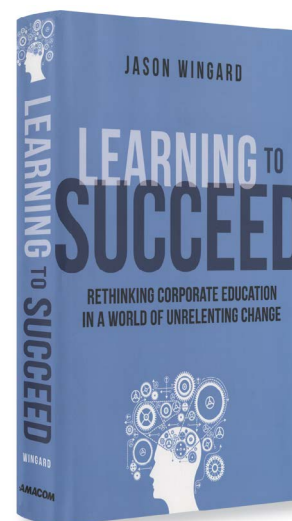
Now throw out everything you're planning to do to stay competitive. Your future survival means keeping pace with a world in flux, as expanding global markets, shorter and unpredictable business cycles and increased ROI pressures reshape industries and erode market share for even the most venerable companies. "Cheaper, bigger, faster and newer" are the imperatives driving organizations, no matter how thinly spread their people and resources.

So how can your organization stay ahead of competitors ready to spring from any corner of the globe? *Learning to Succeed* provides a deceptively simple yet effective solution: Become a dynamic learning organization that actively embraces learning across the ranks, from the executive offices to the mailroom.

Expanding on Peter M. Senge's *The Fifth Discipline*, corporate learning expert Jason Wingard draws from hundreds of interviews with senior executives, surveys and questionnaires with division heads and business unit managers, and personal observations at companies big and small to show that corporate learning is not just an "intangible" hit-or-miss pursuit. It's a critical shift achieved through careful implementation — and the most reliable solution for anticipating change, shifting gears and thriving in our fast-paced world.

### IN THIS SUMMARY, YOU WILL LEARN:

- The pressures and opportunities of the global marketplace.
- How to supply a Continuous Integration of Learning and Strategy model.
- How to create a culture of excellence that attracts and retains top talent and nurtures manager effectiveness.



by Jason Wingard, Ph.D.

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# THE COMPLETE SUMMARY: LEARNING TO SUCCEED

by Jason Wingard, Ph.D.

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*Learning to Succeed: Rethinking Corporate Education in a World of Unrelenting Change* by Jason Wingard. Copyright © 2015 by Jason Wingard. Summarized by permission of the publisher, AMACOM, a division of American Management Association, Intl. 186 pages, \$29.95, ISBN 978-0-8144-3413-0. Summary copyright © 2015 by Soundview Executive Book Summaries® www.summary.com, 1-800-SUMMARY. For more on Jason Wingard follow him on Twitter. @JasonWingard.

## Introduction

Companies grow. They change, they mature and they expand, depending on a multitude of dependent and independent variables. Some companies transform themselves in response to such factors as shifts in the marketplace, new technology, new leadership or new investment partners. What determines the long-term success of any company is its ability to set strategic goals to address the ever-shifting business environment. In order for a company to make the decisions that will ensure its future, a dedication to corporate learning initiatives is essential.

For the most successful companies, regardless of size or industry, an ongoing commitment to becoming a dynamic learning organization drives their ability to position themselves ahead of the curve and remain competitive.

The future lies in self-assessment and innovation, staying nimble and ready to find solutions to whatever set of challenges arise. In other words, businesses that want to thrive need to become learning organizations. ●

## The New Normal

The global landscape for business has changed. Many of the operating models that held true for generations no longer apply in the fast-paced world of contemporary commerce. From day-old startups to centuries-old brands to the new giants of information technology, the impact is the same: Survival requires keeping up with the pace of change. Any business that wants to win has to exceed that pace.

In order to keep pace with change, smart companies depend on communication and information manage-

ment. Staying on top of best practices in their industry and instituting them effectively in their organizations gives them an edge. For any business organization to be successful, it needs to be an organization that *learns* from both its own mistakes and successes as well as from those of its competitors.

Corporate learning is the key to success in today's data-driven, hyperintegrated world.

### New Business Environment

What are some of the most powerful forces in today's business environment, and how can corporate learning help businesses overcome the challenges those forces pose? How can learning organizations harness these forces to their advantage? The answers to these basic but important questions require knowing what the forces are and how they affect the current business environment.

**Expanding Global Market.** A new, highly competitive global reality is dominating the business marketplace. No longer can businesses expect to "own" a regional or domestic market to which they provide products or services. Globalization of both management and service has become the new standard. Learning to adapt to global expansion through structural alignment and outreach is critical to gaining a competitive advantage.

Increased understanding and acceptance of cultural differences and similarities that help professional relationships to flourish have replaced parochialism. Businesses must take cultural practices into consideration. Learning to leverage communication and culture for competitive advantage is critical.

As businesses diversify and decentralize their operations to meet globalized demand, they depend on technologies to manage and support dispersed enterprises. Computer

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programming and logistics algorithms are enabling more efficient physical transport of goods and services.

As the expansion of global markets continues to accelerate, any company that wants to maximize revenue must reset its sights on clients and customers they never would have imagined existed in the past. Learning to leverage networks for growth and competitive advantage is critical.

**Shorter and Unpredictable Business Cycles.** The sooner a company gets a product on the shelf or unveils a new service methodology or is able to respond to a complex RFP (Request For Proposal), the more likely it will be able to fend off competitors and survive. The constant pressure to decrease the time-to-market of new products and new versions of existing products requires that businesses integrate time-saving and efficiency-improving technology and methodologies of product development and marketing.

In today's global economy, sociopolitical events affect the entire business community more quickly and deeply than ever before. Unexpected or uncontrollable market forces can wreak havoc on planned business cycles. Learning to develop flexible systems to respond to unexpected scenarios is critical for competitive advantage.

**Increased ROI Pressure.** In an era of such unprecedented and intense competition, companies need more immediate and stronger returns on their investments. Cost-cutting to meet top-line financial goals and enhanced productivity strategies are leading priorities for large and small companies in the postrecession climate.

As efficiency and ROI pressure remain the primary goals of large and small firms alike, the focus on reducing operating costs and optimizing workforce productivity become the short-term strategies that overshadow any long-term objectives. Learning to execute short-term priorities for ROI while still forecasting and planning longer term priorities is critical for competitive advantage.

## New Priorities

While the specific goals vary by industry and within separate companies, the new priority is clear: Align resources to achieve more with less to support aggressive quarterly profit expectations.

Perhaps the most aggressive strategy companies use to react to the changing business environment is the targeted investment of capital in prioritized categories of operations. Relational areas include people (staff) and vendors, customers and clients. The investments are used to directly enhance market position in the face of increased competition.

Although spending on new or upgraded technology may, at times, seem excessive during cycles of tight budgets, the solutions they create actually justify the expenditure through greater efficiency of communication and systems management.

Learning to direct investments to targeted functions and populations in a company's professional ecosystem make a big difference in contributions to the bottom line.

## CILS as Vital

Corporate learning is an organization's most important strategic partner. The Continuous Integration of Learning and Strategy (CILS) process defines the relationships between strategic planning and corporate learning as fundamental partners. This consistent, constantly evolving collaboration during every step, from strategy development through implementation and back to redevelopment, is vital to contemporary business for two major reasons:

- Corporate learning initiatives, built on an integrated framework, serve as an invaluable "reality" check regarding the creation of practical strategic goals.
- Corporate learning offers a detailed understanding of how to allocate resources cost effectively to make the stipulated goals a reality. ●

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## An Integration Formula

CILS is the key to long-term business success. Regardless of size and organizational structure, all companies have two things in common: growth through profitability and the need for information to help them achieve these goals.

In order for a company to transform into an active learning organization, its management needs to recognize the benefit of the integration of corporate learning initiatives into the long-term strategic planning of the company. The reason is clear: The learning initiatives are critical to the representation, advocacy and oversight of the learning segment of any company's strategic goals.

In large companies, a designated Chief Learning Officer (CLO) is responsible for this ongoing initiative. In smaller companies, this function is usually handled by a variety of managers, often in conjunction with Human Resources.

For a company to implement CILS, its management needs to follow a specific integration process. The effective CILS formula may be described as *Quadrant Profile Mapping + Structural Foundation + Content Components + Assessment/Alignment/Execution + Evaluation = Continuous Integration of Learning and Strategy (CILS)*.

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The office of the CLO needs to be responsible for the learning initiatives that will affect the strategy of the company-at-large in whatever form is best for the corporation. The office of Human Resources, working with the CLO, needs to be responsible for the employee management as well as the construction and implementation of the agreed-upon programs.

## Leadership Role

In order for a company to transform into an active learning organization, the CEO and Board of Directors need to recognize the need for a senior learning executive to be part of the C-suite. These executives are critical for the representation, advocacy and oversight of the learning part of the “integrating learning and strategy” equation.

**Goal Setting and Priority.** In the CILS process, developing a strategy requires setting goals. One of the key responsibilities of the Chief Learning Officer is to distill this information from up and down the information chain and present it in the context of the decision-making process. The CLO is also responsible for managing a learning team and external vendors who, when combined with this team, provide the infrastructure for carrying out a CILS approach.

**Thought Leader and Practitioner.** In addition to management responsibilities, the CLO is expected to be a thought leader in the learning and leadership development space.

**Performance Management Monitor.** The final role of the CLO is monitoring performance management. Performance management is whatever process an organization uses to ensure that goals are being met by staff and individual contributions are being evaluated.

If learning is valued by the entire company and if everyone expects it to be available and to work, then learning must permeate a company’s culture. It must also solidify the foundation that requires strategy to be reinforced by active and updated learning. Once staff members are used to participating in sponsored programs, they will also learn to seek their own development opportunities through alternative outlets. Whether these experiences broaden knowledge in a way that directly benefits their job performance or not, it is critical to building a corporate culture of learning and development. ●

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## A Programming Framework

For corporate learning to be an integral part of a company’s strategic path forward, it should not exist as a

collection of training events or activities strung together by time and place, an ongoing reaction to just-in-time requests from key stakeholders in the business, or a catalogue of courses or topical menu of programs. Rather, all initiatives in a corporation’s arsenal of offerings should be mapped against a framework that organizes and categorizes them in such a way that the ultimate purpose — supporting strategy development and execution — is optimally fulfilled.

A useful framework for corporate learning is based on the three foundational pillars: Thought Leadership and Insights, Development Programs and Advisory Services. Each pillar contains a collection of components that should, in aggregate, comprise the total portfolio of a company’s learning initiatives.

## Thought Leadership and Insights

This category is quickly becoming the most critical component in the learning agenda of global companies seeking to provide employees with new knowledge. It includes new information, resources and tools — gleaned from research, best practices or personal experiences — across topic areas.

**Convenings.** One way companies can introduce general insights to staff is through functional convenings. Gatherings of groups of people are an ideal way to introduce almost any topic area and take learning to scale very quickly. Conferences, summits, forums, roundtables and interview panels are methods that companies can use to expose participants to management and operations topics.

**Content Development.** Content is king and should anchor the office of the CLO. Indices and benchmarks are tools that can be used to organize useful data for learning. A powerful method to deliver applied content is benchmarking, or the process of aspiring to a standard of excellence in any given field. Comparing similar processes provides the basis for thinking about strategies for improvement in the parent organization.

**Sourcing.** Distributing thought leadership content through live, in-person conferences and forums has high design value and can often scale to fairly large audiences. However, for maximum scalability and accessibility, an asynchronous distribution approach is even better. “Learning portals” are specialized company intranets that can house content and offerings for the whole learning function and are appropriate for showcasing thought leadership and insights content.

## Development Programs

Professionals are most familiar with learning initiatives in this category, as they are most clearly aligned with

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traditional corporate training. It is important to remember, however, that a smorgasbord of basic, stand-alone training offerings is not an effective structure to accomplish CILS. What is needed are organized designs for targeted populations based on a foundational learning framework.

**Cohort.** Every company develops a unique network of distinct employee communities inside its general organizational structure. Each of these cohorts has their own set of shared concerns, expectations and goals. Since the shared values of these groups can have a significant impact on the effectiveness of any company, development programs designed to address these values serve to strengthen performance.

**High Potential.** In every organization, there are groups of rising stars who are destined to become the next-level leaders in the company. For these individuals, customized development is needed to prepare them for increased responsibility, particularly because most have exceeded expectations as individual contributors.

**Targeted.** As new business needs and strategic priorities arise, specific development programs are needed to address them. After a merger or acquisition, for example, distinctly different cultures need to align and start working together with common policies. Cultural integration training that addresses practices such as communication styles and processes, procedural norms and strategy cascading can subvert many alignment-related issues.

### Advisory Services

Advisory services, the third pillar of the framework criteria for successful CILS Advisory work, is typically done one-on-one or in small groups and invokes more of a consultative methodology versus teaching approach. This important component of the framework is particularly useful for gathering data, customizing individual design plans and setting up ongoing implementation as learners face new challenges and situations that require support.

**Assessment.** In order to determine what skills a particular individual or team needs, a range of diagnostics are necessary. Learning managers work closely with their partners in Human Resources to implement assessment programs to address any gaps and find solutions. Assessment tactics are also necessary for career development and succession planning. Staff development advisory services is an effective method of retaining the best and brightest performers in the company.

**Mentoring.** Mentoring is another significant tool of advisory services that is supported in organizations large and small to develop and retain staff. It is an effective use of internal personnel resources with little or no dedicated

cost to the company. Peer mentoring is an effective component in the success of the development of new employees as well. ●

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## Understanding Barriers to Change

If there is one constant about human behavior, it is resistance to change. This is particularly true in business, particularly as we seek to understand the obstacles to the changes represented by implementing CILS in an organization. Whether it is a multinational conglomerate or a corner store, there are two basic sets of obstacles: culture and cost.

### The Culture Gap

Corporate culture can be an asset to CILS. Successful companies have built their fortunes on the integrity of their unique cultures. For many organizations, the concept of a learning organization or the presence of any formal development initiatives is foreign. A culture that has been devoid of any learning and development activity has the most significant mindset shift to overcome.

Success can lead to complacency. Complacency, in turn, can lead to stagnation, and stagnation can lead to a loss of competitive edge, market share, then profitability. In other words, when a company is doing well, you need to work hard to do better because if you do not, somebody else will.

Many companies do not recognize the need for a concerted CILS effort unless there is a problem that raises the possibility of declines in market share, revenue, profit and investor return. Given the lack of exposure that CEOs and top executives have had with learning and development, it is incumbent on the CLO to provide advice and counsel on strategic approaches. If the role does not exist or if it doesn't have the necessary access or influence, then obtaining executive buy-in to implement CILS will encounter a significant barrier.

The collective resistance to change manifests on the individual employee level as well. As changes in learning and development are introduced, staff concerns include whether their skills and capabilities are no longer appreciated as being adequate. Remembering that the priority for most employees is to do their jobs well and keep their jobs, helping them understand how training initiatives can function in support of those objectives is key to beginning a process of overall cultural change.

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## The Cost Gap

While CILS will ultimately help a company to overcome its financial performance challenges better and more efficiently, it becomes caught in the resource gap when compared to funding options that can yield bottom-line results faster.

The benefits of CILS and learning initiatives, while vital to the future of any organization, are difficult to quantify in return-on-investment dollars. The time and talent of staff are speculative assets without the kind of objective value found in more concrete corporate assets, such as infrastructure or marketing efforts. Yet, without the concerted efforts of its staff, no company can thrive and achieve any of its goals.

Overall, bridging the cost gap requires that management put CILS on par with all other prioritized corporate investments. All funding decisions concerning CILS fall into two broad categories:

- Those related to long-term plans with clear deliverables
- Just-in-time programs that respond to unplanned events and short-term challenges or opportunities

Both sets of investments require dedicated line-items in the budget for long-term initiatives as part of the overall strategic business plan and funding for special projects that cannot be predicted. ●

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## ROL: Return on Learning

While the benefits of being a learning organization are clear in theory, in practice such organizations are often scrutinized and criticized as not yielding identifiable contributions to the bottom line. Measuring the return on learning investments is more difficult than measuring the return on other, more tangible investments.

How can management measure ROL? Two fundamental metric approaches help to understand the financial impact CILS has on the bottom line:

**Macro.** To measure overall ROL, the financial team needs to look at the ROI of the organization several years before it made the transition to a learning organization and instituted CILS. Corporate annual reports for several years before the transition should yield the data required. Then, the financial team should compare these to the reports from the first two years after the introduction of CILS to get a sense of how the transition affected the overall ROI. Finally, the most current financial performance report, created after CILS had been up and running, will offer a snapshot of the present ROI of the company.

**Micro.** The micro approach evaluates the ROL of specific CILS programs designed to achieve strategic goals. Once the CEO approves the expenditure for the particular learning program, the financial team can monitor its success on a cost/benefit basis. A successful outcome invariably indicates a strong ROL. Where the macro approach seeks to determine if the integration of learning and strategy, as a planned tactic, stimulates enhanced returns, the micro approach isolates the CILS contribution as a piece of the solution and measures its direct impact on ROL.

Whatever approach is taken to gain some perspective on corporate learning, there are four metrics to measure the ROL. The application of the following metrics to the overall organization's performance or the success of a particular initiative forms the basis for assessing the ROL and the attendant ROI of CILS.

**Financial Performance.** Approved investments need to achieve a projected level of financial return. Specific plans for investments approved to achieve specific goals undergo scrutiny on a rolling basis. In learning organizations, CILS programs are instrumental in all stages of the planning, implementation and evaluation of financial performance, including its own.

**Productivity.** Productivity is the lifeblood of any organization and is inextricably linked to financial performance. The more goods and services a company produces to meet demand, the more revenue it takes in. Like financial performance, CILS programs have a direct impact on the higher and more efficient productivity in any learning corporation.

**Targeted Skill Development (TSD).** This is one of the most important functions of learning initiatives. The progressive development of staff yields all kinds of benefits to the organization. Employees deepen their specific skill sets and are more effective in executing their jobs. Coaching, mentoring and training help develop future managers. Effective sourcing of executives and in-house experts decreases the company's reliance on outside consultants. At the end of the day, TSD is a strong metric in evaluating ROL.

**Growth Catalyst.** One of the fundamental goals of any corporation is growth. CILS performs a vital function as a catalyst to achieve this goal. In particular, learning programs are effective in helping companies plan and manage the steps necessary for profitable growth. Some of the areas targeted are new product development, expansion through acquisitions and building on existing facilities and staff. Again, the success of the growth initiative is directly linked to the role CILS plays in it. The ROL of the

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programs responsible for the achievement of this strategic goal can then be measured in terms of profitability.

As much as quantifying ROL is a prerequisite to the continued funding of learning efforts, it is also worth remembering that constant, ongoing assessment of the efficacy of learning initiatives is at the core of CILS. Learning organizations engage in the continuous evaluation of performance, innovation and improvement. Quantifying the positive as well as the negative ROL of ongoing investments in corporate learning contributes to a greater understanding of the organization itself and how it can achieve its strategic goals. ●

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### The Competitive Edge

The increasing shortage of skilled and talented workers makes it imperative for managers and organizations to find, hire, develop and retain top employees. To do this, the desired skills first need to be clearly defined. Then, the company must determine whether to “make or buy” talent to satisfy those needs — that is, develop existing employees or go out and find new ones who already possess the requisite skills.

In this intense era of strategic poaching, there are four distinct areas of organizational behavior and leadership that are influenced by talent management and that companies need to conquer to gain a competitive edge. When their contributions are combined, they form the key to success and survival. CILS is the key to implementing the full package by “making” top talent or creating a culture and perception conducive for “buying” and retaining it.

**1. The Talent War.** At the height of the industrial era, the primary objectives of employees were opportunity, compensation and secure employment. Today, a different set of key objectives are prioritized — from work environment to flexibility to a reputation as a “development friendly” company. Companies using CILS as an operating model have prioritized learning as a key driver of strategy, so their need for developing people fuels a marketplace reputation that supports recruiting and retention.

**2. The Culture of Excellence.** A true culture of excellence is one that leverages CILS to provide an environment where preparation, adaptability and ongoing support to do a job well are ever present. CILS creates an ongoing investment in the training of its people. As the organization benefits, the people benefit. The people, however, understand that this type of investment is not common and truly appreciate the opportunity and commitment the

company shows to their development. This appreciation is minimally expressed by a heightened level of engagement at work.

**3. Manager Effectiveness.** One of the most significant benefits of CILS for competitive advantage is that of manager effectiveness, which, in this context, is the ability of leaders in an organization to influence, communicate and drive performance. Once an overarching strategic plan is in place, business-unit managers are positioned to provide a competitive advantage through substrategy priorities and execution plans. If properly trained, business leaders are then poised to create real value and a competitive advantage for their companies.

**4. Brand Enhancement.** Maintaining a CILS approach not only provides an edge for talent, culture and management, but it also has the potential to dramatically influence the brand value for internal and external stakeholders. When the external audience that learns about the extraordinary CILS culture is a client, then a dual benefit ensues. The perception of the organization is raised.

Through an ongoing dedication to the CILS values of analysis, strategic planning, and continuous assessment, evaluation and programmatic learning, all members of a learning organization, from the C-suite to middle management to the rank-and-file employees, work together to give the company an edge on the competition. ●

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### Integration in Practice: Comcast and Sears

Two cases that highlight comprehensive and longitudinal CILS are the Comcast Corporation and Sears Holdings. By responding to time-sensitive environmental and market conditions, devising a competitive strategic response and integrating a linked learning solution, both have realized short- and long-term success that supports the core of operational practices and outlines how key components in the strategic process can be utilized to create a winning solution.

#### Comcast Corporation

Comcast Corporation is a global media and technology company. The financial crisis of 2007–2008 resulted in an overall downturn in economic activity, leading to the 2008–2012 global recession. Against this backdrop, in 2009 the senior leadership at Comcast decided to prioritize strategic objectives by identifying and analyzing two areas:

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- Company-wide inefficiencies in the operating processes
- Opportunities to enhance the customer-service experience, performance and related quality components

By centralizing company-wide programs and initiatives under Comcast University, quality would not only be maintained but enhanced, while simultaneously creating greater efficiency in the overall function.

Centralization of all learning and development activities under Comcast University emanated from two critical factors: top leadership sponsorship and a link to key business priorities. Five years after the strategic shift, Comcast University operates as one of the top functions in the world, focusing on leadership development, learning solutions and talent management. This year, Comcast University will deliver 4.6 million hours of training.

To measure ongoing impact, Comcast University maintains a cycle that includes implementing solutions, measuring their effects, sharing transactional data and sharing impact stories. The cycle continuously increases credibility, which in turn increases business partners' use, followed by employee improved performance and end-user (client) benefit.

## Sears Holdings

Sears Holdings was formed in 2005 when Sears, Roebuck and Co. merged with the Kmart Corporation, bringing together two companies with longstanding histories and proud heritages but with differing cultures and operations. In order to accelerate the transformation of the new enterprise as a whole, a distributed leadership model was put in place, dividing operations into more than 30 business units. This created unique challenges for L&D.

In late 2012, Dean Carter, Chief Human Resources Officer, led an effort to identify a new company mission and shared a set of key results as part of a broader initiative to transform the culture at Sears Holdings. This strategic shift launched the first company-wide training initiative that had taken place since the merger. More than 200,000 associates went through a classroom training session to ensure all associates understood the new culture and could see the link between their roles and the four key results of the company.

Carter also put in place a new enterprise leadership model, replaced its traditional annual performance review with continuous crowd-sourced feedback, and implemented a scalable learning platform.

The net result of these efforts over the past two years has been the revitalization of centralized learning at Sears Holdings, centered on the overall enterprise mission and

built to address specific needs of the company during this period of accelerating transformation and investment in new technologies.

Sears Holdings needed to find a way to revitalize the centralized learning function as a strategic lever supporting the objectives of the enterprise as a whole and supporting the business transformation that was taking place. What was needed centrally was a renewed focus on the core strategy built upon four primary elements:

- Alignment on the overall objectives of the enterprise
- Identification of the strategic leadership competencies needed to support those objectives
- Creation of a mechanism to rapidly and continuously identify learning and development needs
- Implementation of a scalable platform that could connect associates with learning content that continually refreshes to meet their individual needs

When combined, these four elements make up a learning ecosystem at Sears Holdings that allows the centralized learning function to develop and curate new learning content based on the most pressing needs of the business and then rapidly to deploy it on a wide scale across the enterprise.

## Executive Perspective: Deloitte

From a discussion with Punit Renjen, Chairman, and Craig Gill, Chief Learning Officer (CLO), that focused on Deloitte's experience as a learning organization and its efforts to fully integrate with strategy comes this excerpt.

“For an organization to become oriented toward learning, leadership must believe that investing in their people is core to their culture (who they are) and essential to their business strategy (where they are going). At Deloitte, we believe that to deliver the best possible services for our clients' toughest challenges, we must accelerate how our people learn, adapt and grow. So for us, integrating learning into our business strategy is a given. ●

## RECOMMENDED READING LIST

If you liked *Learning to Succeed*, you'll also like:

1. **The Fifth Discipline** by Peter Senge. Senge describes how companies can rid themselves of the learning “disabilities” that threaten their productivity and success by adopting the strategies of learning organizations.
2. **Talent Economics** by Gyan Nagpal. Nagpal offers an outside-in view on talent that brings workforce analysis, management practice and strategy together, using economic inquiry.
3. **The 2020 Workplace** by Jeanne C. Meister, Karie Willyerd. Meister and Willyerd present a functional guide to help you and your organization create tomorrow's workplace of choice.