



Learning! 100 Awards 2012 Application
Hosted By *Elearning!* Media Group

Step 1: Complete *Learning!* 100 Application

Company Information:

1) Company Name

Department or Business Unit Submitting:

Contact Name:

Contact email:

Address

City, State, Zip, Country

Phone/Fax

Web site URL:

2) Industry: Drop down Menu:

Part 1: General Business Performance Information:

1. Global organization: Y/N

2. Revenues:

a. For profit organizations:

i. Annual Revenue FY 2011, all business units:

1. Percentage increase/decrease over 2011

ii. Net Income FY 2011

1. Percentage increase/decrease over 2011

b. Non-profit, Government or Education:

i. Annual operating budget:

Part 1A : People Information

1. Number of Full Time Employees (FTE) all locations:

2. Total annual training & development budget, all business units FYI2010:

3. Remote workers as percentage of workforce: _____

(Those working from location other than firm's office for majority of work hours):

4. Mobile workers as percentage of workforce: _____
(Employees that work from the field using mobile devices, but have workspace in company office):
5. Tuition/ Financial aid for continuing education: Y/N
6. Annual training hours per FTE: Cost per training hour:
7. Learners served by organization: Check all that apply
 - a. Employees
 - b. Customers
 - c. Suppliers
 - d. Other partners

Part II. Learning Culture Index:

Part II A: Strategy

1. Does your organization have a chief executive level talent, people, learning or development leader? Y/N I If Yes, Name: Title: Email: Address: Phone:
2. Does this executive report to the CEO or equivalent?
Y/N
3. In which locations are the learning leader(s) located within your organization. (Check all that apply)
 - a. Business/Agency unit
 - b. Training/HR department
 - c. Corporate/ Headquarters office
 - d. Global locations
 - e. Other _____
4. Which of the following programs does your organization offer, at which frequency and/ or virtually?

	Always	Often	Seldom	Never	N/A	Virtually
Career counseling						
Coaching						
Compliance						
Communications Skills						
Customer/Channel/Supplier Training						
First time supervisor training						
Cross function Job rotation						
Global job rotations						
Leadership development						
Mentoring						
Mobile learning						
Mobile performance support						
Sales skills						

Product training
Remedial skills training
Social Learning
High Potential Training

5. What percentage of training hours are conducted by: (0-100%)
 - a. Classroom based instructor led
 - b. Virtual Classroom instructor led
 - c. Self-paced
 - d. E-learning, blended or online learning
 - e. Mobile
 - f. Games
 - g. Simulations
 - h. Social Learning
 - i. Virtual Worlds/events

6. How is learning and development measured by your organization?
 - a. Linked to business strategy
 - b. Tied to Management by Objective goals
 - c. Retention of talent
 - d. Customer satisfaction
 - e. Employee engagement
 - f. Other _____

7. How are learners assessed?
 - a. No formal assessment
 - b. Attendance
 - c. Employee Feedback
 - d. Manager Feedback
 - e. Kirkpatrick level 1-2 (reaction & learning)
 - f. Kirkpatrick level 3- 4 (behavior & results)
 - g. Balanced scorecard
 - h. Performance dashboard
 - i. Other _____

8. Which of the following technology enablers does your company use or plan to use as part of the learning & development efforts. (Check all that apply)
 - a. Learning Management System
 - b. Talent Management System
 - c. Integrated Learning & Talent Management System
 - d. Virtual classroom/web conferencing
 - e. Mobile Learning (skip to 8a)
 - f. Assessment & Testing tools
 - g. Games and simulations

- h. Content authoring
- i. Audio podcasting
- j. Learning portals
- k. Performance support
- l. Rapid development tools
- m. Learner dashboard
- n. Video solutions
- o. Blogs, Wikis, Forums

8a. Which type of mobile learning are you currently using? (Check all that apply)

- a. Informal access to subject matter experts (SMEs)
- b. To find information fast
- c. Collaborate on projects
- d. Short content modules (Just in time learning)
- e. Frequently asked question resources

9. Which of the following practices do you use or plan to use within 12 months?

- a. Cloud based collaborative authoring
- b. Augmented reality
- c. User generated video and portals
- d. Customer/Partner crowdsourcing
- e. Immersive learning
- f. Social learning (Skip to 10a)
- g. Collaborative workspaces
- h. Serious games
- i. 3D or virtual worlds
- j. Mobile performance support
- k. Telepresence
- l. Voice over Internet Protocol/Telephony
- m. Distributed project management

10A. Which of the following solutions do you use to offer social learning?

- a. LMS integrated platform
- b. Public platform i.e. Facebook
- c. Stand alone social software i.e. Jive,
- d. Collaboration software ie. Sharepoint
- e. In-house or Custom built

Part IIB: Learning Culture Audit (1)

10. On a scale of 1 to 5, 5 being always, and 1 being never, rate your organization on the following elements.
- a. Employees at all levels ask questions and share stories about successes, failures and what they have learned.
 - b. Managers share information on a need-to-know basis.
 - c. Everyone creates, keeps, and propagates stories of individuals who have improved their own processes.
 - d. Employees take at least some time to reflect on what has happened and what may happen.
 - e. Each employee believes they know what to do and they proceed on this assumption.
 - f. Little time or attention is given to understanding lessons learned from projects.
 - g. People are treated as complex individuals.
 - h. Managers encourage continuous experimentation.
 - i. People are hired and promoted on the basis of their capacity for learning and adapting to new situations.
 - j. Employees proceed with work when they feel certain of the outcome.
 - k. People are hired and promoted on the basis of their technical expertise as demonstrated by credentials.
 - l. Performance reviews include and pay attention to what people have learned.
 - m. Senior managers participate in training programs designed for new or high-potential employees.
 - n. Senior managers are willing to explore their underlying values, assumptions, beliefs and expectations.
 - o. Performance reviews focus mostly on what people have done.
 - p. Senior managers appear only to “kick off” management training programs.
 - q. Senior managers are unwilling to explore their underlying values, assumptions, beliefs and expectations.
 - r. Conversations in management meetings constantly explore the values, assumptions, beliefs and expectations underlying proposals and problems.
 - s. Customer feedback is solicited, actively examined, and included in the next operational or planning cycle.
 - t. Managers presume that energy comes in large part from learning and growing.
 - u. Conversations tend to move quickly to blaming with little attention to the process that led to a problem or how to avoid it in the future.
 - v. Customer feedback is not solicited and may be ignored when it comes.
 - w. Managers presume that energy comes from ‘corporate success,’ meaning profits and incentives.
 - x. Managers think about their interest in and capacity for learning new things, and that of their employees.
 - y. Employees are treated as resources with little attention to their individuality.

- z. Managers know all they need to know and employees do not have the capacity to learn as much.

Part IIC: Collaborative Culture Audit(2)

1. What level of collaboration technology does your organization display, on a scale of 1-10, where level 1 and 10 are as follows:

(1)Lowest – Classic collaboration, e-mail still predominates, phone and fax are also used widely, IM not heavily used or supported and little or no social networking

(10) Highest – High speed network allows employees to connect both to the collaborative infrastructure inside and outside the firewall. Liberal use of SaaS (software as a service)for specific applications and functions, virtual team spaces, videoconferencing or Telepresence, and unified communications are all available and used regularly.

Collaboration Technology Score : 1-10

2. Does your organization’s culture support collaboration? Are there collaborative behaviors such as information sharing, consensus-based decision making, support for teams, and the ability to fail and learn. Rate on a scale of 1-10, where level 1 and 10 are as follows:

(1) Lowest - A “feudal” organization, very siloed environment, often there is a strong manager for the group that deals with all external group interactions. There are strong and competitive boundaries between this and other groups in the organization. You are told, “Keep your nose to the grindstone, and don’t worry about anyone else, do your work!”

(10)Highest - A “familial” organization with open sharing of information, a commitment to transparency and participation (Web 2.0), open discussions or forums for both those inside and outside the fire wall (trusted partners, professionals, consultants and regulatory agencies). Often there is community consensus on a decision before any action is taken.

Collaborative Culture Score: 1-10

3. For-profit organizations: What financial or economic impact does collaboration have to your organization? Rate on a scale of 1-10, where level 1 and 10 are as follows:

(1) Lowest - Collaboration has no financial impact on current organizational goals and objectives. No real metrics are used, nor is there an attempt at quantification or ROI. The idea is that we have done this well without

collaboration (i.e. social networks) and don't really understand or need it to be successful in the future.

(10) Highest - Collaboration has an enormous impact on our organization, and we could not run it without the collaboration tools we currently have. Interactions with our customers, suppliers and partners (value network) are encouraged and believed to be of great economic and financial benefit.

Collaboration's Financial Impact Score: 1-10

4. For non-profit organizations: What impact does collaboration have on achieving organizational goals? Rate on a scale of 1-10, where level 1 and 10 are as follows:

(1) Lowest - Collaboration has no impact in meeting our stated goals and objectives, and we should probably continue to work as we have. Collaboration also has very little effect on me as an individual in meeting my goals.

(10) Highest- Collaboration is required to meet program goals. We know we can do it better, faster, more efficiently if collaboration were better. Collaboration is critical to a group, program or project, as budgetary constraints will eliminate them if our goals are not met.

Collaboration's Goal Attainment Score: 1-10

5. What impact does collaboration have on you as an employee? How does organizational collaboration help you to meet my ideological and financial goals? Rate on a scale of 1-10, where level 1 and 10 are as follows:

(1) Lowest - Collaboration has little effect on my meeting my goals, salary, bonus or stock options. I am not acknowledged for my innovation and contributions.

(10) Highest – Collaboration has a great effect on my realizing my personal and financial goals in this organization.

Employee Collaboration Score: 1-10

6. What is management's attitude and behaviors towards collaboration? Rate on a scale of 1-10, where level 1 and 10 are as follows:

(1) Lowest - Management gives collaboration "lip service" but does not really believe it will help, they don't readily participate in any Web 2.0 tools and don't understand how this technology will make a critical difference to the organization.

10 Highest - Management not only believes that collaboration is critical to the organization but they also model collaborative behaviors,

participate in a variety of forums and conversations as well as espousing collaboration to their partners and suppliers.

Management's Collaboration Score: 1-10

Part III: Narrative:

1. Describe what makes your organization a *Learning!* 100? (250 words only.)
2. Nominate one recent program for the *Learning!* 100 consideration. This answer is weighted heavily for the overall award (1500 words or less.) Charts, graphs, work samples uploadable)

Describe challenge:

How solved challenge: People, Process & Tools

Describe results of initiative, how measured?

What was total investment of initiative?

Step 2: Pay Application Fee

Application Fee \$149/ application (Include receipt with application) link to cc processing

Step 3: Complete Aberdeen Best in Class Survey

All Applicants must complete this step to be considered for *Learning!* 100 Award. URL:

<http://aberdeen.com/survey/0175learningELEARN>

Sources:

- 1) Conner, Marcia and Clawson, James. "Transforming Culture: An Executive Briefing on the Power of Learning," The Darden School Foundation.
- 2) David Coleman, Collaborative Strategies, July 2010

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