Corporate Training and Education

SUBMITTED BY: Nina Hoe, University of Pennsylvania

GRADE LEVEL(S): 9, 10, 11, 12

☰ OVERVIEW:

In this lesson, students are introduced to the idea of different corporate education and training programs. The terms corporate education and corporate training are introduced and the whole class discusses preparing employees for the job. Then students read two Knowledge@Wharton articles that focus on corporate training and learning. They analyze each approach, and compare and contrast. In small groups, students design a corporate education/training program for a company of their choosing. Finally, the whole class discusses the relationship between learning/education and company culture, and the concept of return on investment regarding educational investments.

☰ WHARTON GLOBAL YOUTH PROGRAM ARTICLE:

- "How GE Builds Global Leaders: A Conversation with Chief Learning Officer Susan Peters"

Standards:

Leadership – Building Team and Culture

Common Core Standard(s):

RI.9-10.1. Cite strong and thorough textual evidence to support analysis of what the text says explicitly as well as inferences drawn from the text.

SL.9-10.1. Initiate and participate effectively in a range of collaborative discussions (one-on-one, in groups, and teacher-led) with diverse partners on grades 9–10 topics, texts, and issues, building on others' ideas and expressing their own clearly and persuasively.

Objectives/Purposes:

- Students learn about corporate education and training.
- Students critically analyze the systems in place at Wipro and GE.
- Students design their own corporate learning program.

Knowledge@Wharton Articles:

- "Wipro: Leadership in the Midst of Rapid Growth"
- "How GE Builds Global Leaders: A Conversation with Chief Learning Officer Susan Peters"

Whole Class Discussion (*10 mins*)

1. How do employees become prepared and equip to do their jobs?
2. What should the company's role be in preparing employees?
3. Have you ever had a job that required training beforehand? If so, what was it?
4. Should employees enter a job with all of the skills and knowledge that they need? Or should companies train employees for the specificities of the company?
5. What are the benefits and drawbacks to each?
6. Ask students if they are familiar with the terms **corporate training** and **corporate education**?

Corporate training is the transferring of specific task-based knowledge to employees. The purpose is to ensure that employees have the skills and knowledge to competently execute the tasks required of them in the work place. These tasks may range from operating specific types of machinery to working in a specific computer program.

Corporate education refers to a company's professional development program designed to provide specialized education to employees. Corporate education can be informal workshops, modules, or training programs established and provided "in house" by a company. These are typically specialized to educating employees about particular aspects of the company.

Additionally, corporate education can take the form employees attending accredited courses from a partnering college or university. There are also private, third party, agencies that provide corporate education and training – some of which are credited as "Continuing education credits." Corporate education differs from training in that employees/participants are usually more engaged in a dynamic learning process rather than the simple transference of knowledge. Corporate education might be used to further a company's goals, enhance communication, develop new ideas, etc.

1. What are some of the benefits to a company providing this for its employees? *(incentives to retain managers and key employees, train managers in house, build company culture and knowledge)*
2. Brainstorm some different training programs that companies might require employees to participate in. These would be skills that employees would not have prior to entering the job. *(Training for a restaurant job – learn/memorize the menu, shadow a senior staff member, etc.; work in a medical office – receiving training on the computer software; work in a factory – learn how to operate machinery)*
3. Besides skill training, what other aspects/areas might a company want to provide training or education for to employees?

Small Group/Pair Activity

Student Worksheet

Have students read the Knowledge@Wharton article "Wipro: Leadership in the Midst of Rapid Growth" (focus on the first 1.5 pages – stop at "Tethered Elephant" and "How GE Builds Global Leaders: A Conversation with Chief Learning Officer Susan Peters" (focusing specifically and the first 3 K@W questions and the Susan Peters responses).

1. Describe the goals of Wipro Technologies
2. Describe the leadership and management style of Vivek Paul, CEO of Wipro.
3. What are the benefits of this model of leadership?
4. What might be some disadvantages?
5. Describe the training program developed by the company.

   a. What were the goals?
   b. How were they met?
   c. What resources were drawn upon?

6. What is corporate learning at GE?

7. What are the goals of corporate learning at GE? (List the "three buckets.")

8. Why these three areas?

9. Who receives this education?

10 .What resources are drawn upon?

11. What are the benefits to having such a comprehensive learning environment?

12. What are might be some possible disadvantages?

13. What are the similarities of Wipro and GEs models?

14. What are the differences?

15. Scenario: You are the CEO of a large corporation.

   a. Identify the goals of the company

   b. **Design a comprehensive training and/or education program for your employees**.

      i.   What do your employees need to know and be able to do?

      ii.   How will you best disseminate this knowledge?

      iii.   What will be the format? (i.e. weekly seminars at the office, online courses, conference calls, etc)

      iv.   Will this as initial training or on going throughout employment?

      v.   What type company culture would you be trying to create? How would this learning program support that culture?

Tying It All Together:

   1. How do corporate education and training programs affect a company and its employees?
   2. How might they influence company culture?

In the GE article, K@W asks: "You mentioned earlier that you spend about $1 billion on corporate learning at GE. How do you measure the return on your investment?"

Peters: "I am thrilled and privileged to work in an environment where the leadership team innately believes that the learning, the effort, the time, the money and the resources we put into learning have an inherent payback. So I can spend my time developing curricula and content on how we inspire, connect, and develop leaders instead of figuring out whether we are getting the payback.

Now we believe we do get payback because our businesses continue to grow and evolve. We have certain courses that we follow up with and we do a lot of pre- and post- work with the managers of people who go to these classes at Crotonville. We set the stage with the managers as to what they should expect the individual to experience while they are in the class and then after the class, expecting the manager of the attendee to know what they learned and, therefore, leverage that with that person upon return. But we don't spend a lot of time saying, "Did I make a specific financial or numerical ROI?"

3. How will you assess the success of your corporate learning program

Practice Outside of the Classroom: Ask friends and family about their company's education and training programs. Have they been beneficial?

What Worked and What I Would Do Differently: