

### *Increasing your profit line*

#### **The Need:**

Cooperative Resources International, a global company, offers a customized approach to genetic and reproductive programs for farmers around the world. It is an organization with a highly dispersed workforce. With no in-house training program to help prepare future leaders for more significant roles within the organization, they wanted to create a progressive employee development program that was flexible and allowed employees continuous opportunities for education and growth.

#### **Solution:**

Global Corporate College (GCC) was able to draw upon the largest body of intellectual content in the world to create the REACH program, a fluid leadership development program with in-person and online learning for CRI employees. According to Ron Schmalz, Vice President of Human Resources at Cooperative Resources International, "GCC helped us to create a vision for our program. They provided a structure and helped us determine levels of education for our employees."

Through its vast network of colleges, GCC provided skilled facilitators for training at a multitude of locations. "What GCC offered us was the ability to work with someone who could help us access professionals to teach our employees in a meaningful way," Schmalz explained. More than 450 employees have been trained by the REACH program and many continue to use the skills that they acquired in their daily work. In 2012, GCC worked with Cooperative Resources International to create an executive leadership level of the REACH program.

#### **About REACH:**

Designed as a multi-year continuous learning program, REACH is a combination of in-person courses, eLearning and webinars. Courses are scheduled six months to a year in advance so highly dispersed workers can plan to attend in-person at a regional training center or online. As an employee progresses through each of the five levels, the content becomes more complex to match their growing level of responsibility in the company. In 2012, GCC staff worked with the Cooperative Resources International team to develop and roll-out level five for executive leaders. The overall objective for the REACH program is to retain workers, grow skill sets and build future leaders for the business.

**Category:**      **Creation of an in-house employee development program**  
**Succession planning**



# Nissan

## *Shift\_the way you move*

### The Need:

Nissan has multiple locations for employee training across Canada, the United States and Mexico. In 2010, they worked with various training providers to support all locations. The procurement process to support numerous vendors was time consuming and inconsistent in the delivery of content. With multiple vendors, it was challenging to monitor participant feedback and adjust curriculum. They sought to simplify their workload and increase reliability of content delivery through one source across North America.

### Solution:

Through a network of college partners, upholding quality standards for customer satisfaction, Global Corporate College (GCC) was able to provide Essential Skills training for employees at eight Nissan locations across Canada, the United States and Mexico. For Lori Durrough, Nissan Senior Manager in Training and Development, GCC was a good choice. "GCC offers a lot more from a customer satisfaction standpoint. They have been ahead of the other vendors and make it pretty seamless for customers," Durrough explained.

GCC reviews participants' feedback from training at every location and the staff adjusts curricula as needed. "The Stress Management course was not at a high enough level for our employees. Early on, GCC studied the participants' feedback and adjusted the course to a higher level," Durrough added. GCC meets quarterly with Durrough and her team to review performance metrics and data for all trainings. The result is a simplified workload for Nissan. Durrough reported, "For Nissan, there's a lot less work and the quality and responsiveness is higher than the other vendors we have used."

### About Essential Skills Training:

GCC worked with Nissan to satisfy an existing agreement they had with another vendor to use their curriculum and certified trainers. Since many GCC trainers are certified to teach a number of vendor curricula, GCC partners were able to satisfy the vendor's requirements and support delivery of courses across North America.

GCC also taught curriculum developed internally by Nissan and augmented the training with specific topics requested. Essential Skills Training currently includes the following courses:

Adapting to Change  
Stress Management  
Effective Communication  
Enhancing Personal Productivity

Moving Beyond Conflict  
Taking Initiative  
Working as a Team  
Building Trust

**Category:** **Rapid response training delivery**  
**Core Business Skills**



### *For a Growing World*

#### **The Need:**

MTD, a manufacturer of easy-to-use outdoor power equipment, needed to enhance the skills of their sales force and move from transactional sales to a consultative selling model. They were looking for training that would be relevant to their specific business and impact all levels of the organization.

MTD had tried other sales training using standard sales development curriculum, but there were no accountability indicators in place for senior leaders to hold team-members accountable. As a result, the training was not meaningful or permanent and was not effective.

#### **Solution:**

Global Corporate College (GCC), a leader in customized curriculum and learning reinforcement, worked with MTD to conduct a training needs analysis. This process identifies skills gaps within an organization and the desired skills needed to reach the company's goals. Next, using MTD's products and actual case studies, GCC contextualized curriculum directly related to MTD's strategic goals and desired outcomes. Patti Horvath, Channel Development Manager at MTD, described her experience working with the GCC team. "I have been very impressed with the willingness of the GCC team to learn our business, get to know our people and their ability to make their content fit into our culture," she reported.

To ensure learning, GCC developed WrapAround activities for executives to hold team members accountable and coach them to success. These activities include pre-learning before each session and eLearning activities after each session. "We needed a highly relevant and customized curriculum and with GCC someone was giving them real world examples that they can quickly adapt and use on the job," Horvath explained.

#### **About BUILD:**

The program, entitled BUILD, covers key management skills managers need to grow their business. Launched in February 2011, the program has been delivered to over 60 managers at four locations across the United States. Horvath is happy with the program, "The guys seemed pleased that we are taking time to invest in them, and the content is relatable to their business. They can go out and apply what they learned right away," she reported. MTD leaders determined that they need to continue investing in their people as a result of the positive response to the BUILD program. "As the leader of the training group, I need to ensure that this is happening. We now have the tools, it is getting people to use them and prioritizing time on their calendars," Horvath explained.

BUILD is comprised of seven courses supporting sales basics and training reinforcement activities that focus on core principles that MTD identified for growing their business. The combination of relevant curriculum, interactive learning, and reinforcement activities ensures greater retention of knowledge and practice of newly acquired skills. BUILD courses include:

Presentation Skills  
Train-The-Trainer  
Leading Teams  
Coaching and Giving Feedback

Decision Making/Problem Solving  
Effective Delegation (Accountability)  
Financial Acumen for Non-Financial Leaders

**Categories:**      **Contextualized Curriculum**  
                         **WrapAround Activities**



### *Serving up a Revelation in Every Cup*

#### **The Need:**

Green Mountain Coffee Roasters, Inc. (GMCR) is recognized as a leader in the specialty coffee industry for its award-winning coffees, innovative brewing technology, like the Keurig® machine, and socially responsible business practices. The company delivered double-digit sales growth for twenty-seven consecutive quarters. As a result, GMCR tripled its workforce in four years. Previously, the company promoted supervisors already immersed in GMCR culture and values. However, rapid growth through acquisitions posed a challenge for sustaining the corporate culture. They were looking for a solution to support new supervisors working in GMCR plants across North America.

#### **Solution:**

Global Corporate College (GCC), a network of colleges around the world, provided education partners for each GMCR plant in North America. For Pru Sullivan, Director of Continuous Learning, GCC was a logical selection. “We were trying to develop a new supervisor training program that would be more systemic and scalable as the company continues to grow. That is where GCC helped us to find local partners and faculty who could take our core work and make it consistent across our footprint,” Sullivan explained.

A dedicated GCC team designed the new Supervisory Success curriculum as a blend of GMCR content and GCC Supervision & Management curriculum. The curriculum was based on the active adult learning model where each learning experience is 10% workshop, 70% application and 20% coaching and feedback. “The idea was for the learning to be designed like mini “plan/do/check/act” cycle for supervisors as they become reflective leadership practitioners,” Sullivan reported.

Training included classroom workshops for initial delivery of content, followed by group and personal coaching sessions, eLearning reinforcements and manager engagement. In 2010 and 2011, over one hundred new managers and frontline supervisors went through the program at five GMCR locations across North America.

Participant reaction was both positive and strong. In addition to the appreciation for new skills and knowledge acquired, participants valued the camaraderie among cohort members. “People felt like they understood more about the company. The frontline supervisors felt like they were getting support and were cared about. It took the mystery out of what is the magic of GMCR? It made the culture and expectations of performance more clear, explicit, and it was wicked fun,” Sullivan said.

#### **About Supervisory Success Training:**

The Supervisory Success curriculum is designed to be delivered in seven modules that include a pre-assessment, post assessment, classroom instruction, group and personal coaching sessions and learning activities delivered via email. The seven Supervisory Success modules are:

- Module 1: Succeeding as a Supervisor
- Module 2: Developing & Engaging the Workforce (Part I)
- Module 3: Setting a Shared Vision & Direction
- Module 4: Social Styles
- Module 5: Driving for Results
- Module 6: Developing & Engaging the Workforce (Part II)
- Module 7: Innovation & Improvement

**Category:** **Supervisor and Management**  
**Rapid Response Training Delivery**

