

From the Publisher: Few corporate initiatives of the last ten years have been more influential, in the development of a learning culture at work, than the corporate learning centre.

By Fionnuala Courtney Jun 6 Steps to Effective Organizational Change Management Most organizations today are in a constant state of flux as they respond to the fast-moving external business environment, local and global economies, and technological advancement. This means that workplace processes, systems, and strategies must continuously change and evolve for an organization to remain competitive. Change affects your most important asset, your people. Losing employees is costly due to the associated recruitment costs and the time involved getting new employees up to speed. Each time an employee walks out the door, essential intimate knowledge of your business leaves with them. What is Effective Organizational Change Management? A change management plan can support a smooth transition and ensure your employees are guided through the change journey. The harsh fact is that approximately 70 percent of change initiatives fail due to negative employee attitudes and unproductive management behavior. Using the services of a professional change management consultant could ensure you are in the winning 30 percent. In this article, PulseLearning presents six key steps to effective organizational change management. Clearly define the change and align it to business goals. It might seem obvious but many organizations miss this first vital step. This step can also assist you to determine the value of the change, which will quantify the effort and inputs you should invest. Determine impacts and those affected. Once you know exactly what you wish to achieve and why, you should then determine the impacts of the change at various organizational levels. Review the effect on each business unit and how it cascades through the organizational structure to the individual. This information will start to form the blueprint for where training and support is needed the most to mitigate the impacts. Develop a communication strategy. Although all employees should be taken on the change journey, the first two steps will have highlighted those employees you absolutely must communicate the change to. Determine the most effective means of communication for the group or individual that will bring them on board. The communication strategy should include a timeline for how the change will be incrementally communicated, key messages, and the communication channels and mediums you plan to use. Training could include a suite of micro-learning online modules, or a blended learning approach incorporating face-to-face training sessions or on-the-job coaching and mentoring. Implement a support structure. Providing a support structure is essential to assist employees to emotionally and practically adjust to the change and to build proficiency of behaviors and technical skills needed to achieve desired business results. Some change can result in redundancies or restructures, so you could consider providing support such as counseling services to help people navigate the situation. To help employees adjust to changes to how a role is performed, a mentorship or an open-door policy with management to ask questions as they arise could be set up. Measure the change process. Throughout the change management process, a structure should be put in place to measure the business impact of the changes and ensure that continued reinforcement opportunities exist to build proficiencies. You should also evaluate your change management plan to determine its effectiveness and document any lessons learned. Is your business going through a period of organizational change? PulseLearning can assist in managing the change process to meet business goals and minimize the associated impacts. PulseLearning is an award-winning global learning provider experienced in change management consultancy and developing engaging and innovative eLearning and blended training solutions.

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Chapter 2 : G Suite Learning Center – “All the training you need, in one place”

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In which cases do companies set up a CoE? The center can operate in a number of focus areas. Since the aim of CoEs is to lead the organization towards a better understanding of the particular area, the establishment often involves either: For example, a company might set up a CoE for business intelligence and use it as a means to gain insight into different areas, such as products, customers and market initiatives. The goal would be to conduct research on the best business practices, help the company implement them and ensure the organization takes full advantage of the new strategies. On the other hand, a company might want to set up a CoE during the adaptation of new accounting software. The goal could be to find the best software, support the organization during the implementation process and provide training to employees. Dig deeper into some use cases for which a center of excellence is set up. In short, CoEs can improve business practices and guarantee success. Furthermore, the proper creation of a CoE can guarantee a company: Therefore, CoEs can be essential in the development and measurement of business success. It can help a company achieve consistency, as well as reduce complexity. In order to gain the benefits of a CoE, organizations must take the time and follow these three steps. Define strategy and vision The crucial part of creating success is to define the strategy and vision of the CoE. In order to guarantee success, you should create a charter for your center. This would be the mission statement of your CoE. Think about the purpose of the center. What is the reason for establishing the center? Are you building the center to focus on a technology, a business concept, a skill, or something entirely different? Establish the purpose of the center before you move forward. This will help clarify the governance of the center, as well as the strategy. Think about the goals of the center. What exactly is the center trying to achieve? Are you looking to ease the implementation of a new process, research a new method or perhaps improve the business practices of an area? You should have a clear set of goals the center is moving towards. Think about the scope of the center. What are the issues the center will deal with? How far-reaching is the research or study going to be? What budget will be required and how many employees need to be part of the team? By defining the scope of the center, you place restrictions on projects to guarantee you focus on the key areas of importance. Furthermore, keep in mind the vision of the CoE should always align with your overall business strategy. You want the vision for the center to match the vision you have for the business. Every CoE requires a set of operational standards. Since the focus of the center is to improve the management and operations of other aspects of the business, it would be unwise to set up the CoE without having a clear framework. By defining how the center is supposed to operate and what is expected of each individual, you guarantee a clearer, leaner and more efficient functionality. Finally, you should outline the role of the center within the greater organization. This means the way it approaches other CoEs, either within the organization or in other companies. You should also consider its place in the wider community of SMEs and other such organizations. Secure funding The second step involves the other important aspect of launching a CoE: In many instances, the senior management of the business will need to support the process, not only in terms of time but also in terms of money. The main question is whether the business can self-sufficiently run the CoE or if outside funding is needed. In most instances, businesses are required to look for outside funding. A good starting point is to find partners for the project. Ensure these partners have aligned interests and goals in mind before you start dealing with them. For example, the CoE could be set up as a Joint Venture of two or more companies. Furthermore, depending on the purpose of your CoE, you might be able to find public funding. For example, if you are setting up a CoE for environmental protection, the government or other environmental agencies might be able to provide extra funding. This is also available for certain academic and scientific purposes. Before you start dealing with the operational issues, you therefore want to create a budget plan. Include estimations regarding the salaries of the staff and the operational expenses. Make the center

operational Once you have defined the strategy and vision of the center and managed to organize the funding, you can start focusing on the operational side of running a CoE. Five key areas of focus must be sorted out in order to establish a CoE. Staffing The first aspect of operations naturally involves finding the right personnel for your CoE. As mentioned in the first section, CoEs can either be staffed full-time or part-time. In addition, you can either hire completely new personnel for the center or reassign existing employees from other business units. The right approach depends largely on the purpose of your center, as well as its scope. You need to hire people who are highly qualified and skilled for the required positions. If possible, previous expertise in CoEs can always be beneficial. But the most important thing is to identify the key skills required in order to achieve the objectives you laid out during the first step. Governance The best CoEs are agile, innovative and well governed. Therefore, you need to place governance structures at the heart of the operations. CoEs should have as little red tape and bureaucracy as possible. The purpose of these centers is to find the best practices and this often requires a much more relaxed governance approach compared to operational units. There should be clear accountability and role structures in the center. This ensures employees are aware of the expectations and requirements they need to fulfill. Ensure the center has plenty of support. Every member of the team must feel able to operate in an efficient and effective manner, without having to deal with operational problems and bureaucratic obstacles. It makes sense if a member of the board of directors is overseeing the center, in order to guarantee high level support within the organization. In fact, you should be marketing the center at every opportunity, as this can help to achieve goals quicker and help to find additional funding. Most key areas of CoEs can directly benefit other similar organizations. Just as you would ideally form partnerships with other companies, you should also market the center to these organizations while in operation. The knowledge gained by the CoE can provide an organization an additional revenue source. Measurement of the performance It is crucial to measure the performance of the center at all stages. When you are defining the goals, you also want to figure out how to measure them. Every process within the business should be identified and categorized. This allows the team to find the inefficient processes and make changes to them. Define the metrics that matter the most to your business success and find the tools to measure them. Having a business intelligence dashboard in place will make it easier to measure success. This can provide essential information for future adaptations and help the business improve its operations as a whole. Focus on the community Finally, you also want to focus on the community. Businesses operate in a wider culture and as well as adapting to the changes within the organization, they need to focus on the changes taking place outside of the business. CoEs need to be aware of the cultural and operational environment of the community to ensure it can react to external changes. For example, you want to pay attention to how people interact with the business and whether changes within the business result in changes in consumer behavior. Since the focus of CoEs tends to be knowledge management, businesses can be wary of sharing this information with the community or other businesses. There are real tangible benefits of setting up a CoE and it can streamline your business processes in a variety of ways. In order to guarantee the success of your center, you must properly define its vision and strategies. Furthermore, ensure the center has appropriate financing by negotiating partnerships and through continuous marketing. Finally, focus on creating a lean management structure that provides knowledge throughout the whole of your organization.

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Chapter 3 : How to Set Up and Manage a Corporate Learning Centre - Ebook pdf and epub

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Starting your own educational learning center allows you to get involved with a business trend that is headed in the right direction. Starting an educational learning center also gives you the chance to make a difference in the lives of children every day. Before opening an educational learning center, several steps must be completed. **Business Plan** Include information about whether you plan on buying into a franchise or starting your own independent business. Evaluate the competition and create some financial projections for your business as well. **Get Funding** For this process, pursue funding from investors or by getting a loan from a commercial lender. When working with a lender, the money must be paid back at some point. If you bring on investors, your future profits must be shared. Both investors and lenders require a copy of your business plan before they will think about giving you the money you need. **Find a Location** Find a place that is convenient for parents to drop off their children. For example, locate your center relatively close to a school or a residential area. Get a building that has rooms for several classes, a computer area and possibly a play area. This helps lend your institution some credibility with parents. **Buy the Equipment** This includes books, computers, desks, chairs, chalkboards, educational toys and videos. If you get involved with a franchise, a list of necessary materials is provided. If not, buy the materials that you need according to your business plan. **Promote Your Business** Offer an introductory price or promotion so that more customers sign up initially. Consult with local schools to see if they will allow you to pass out fliers or be mentioned in the school bulletin. Advertising in the newspaper, on the radio and on television in your area helps get the word out about your business also. **Tip** Purchase property and general liability insurance for your business. Setting up a corporation or a limited liability company helps you avoid being held personally responsible for any business occurrences.

Chapter 4 : Facility Management Plan

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