

SUPPLIERS

A Vendor-Provided Case Study

Motorola University uses Celemi solutions to impact business results in tough times.



Bloomfield, Connecticut

www.celemi.com

Like everyone else over the past two years, Schaumburg, Illinois-based Motorola saw its corporate training budgets first cut, then slashed. After the smoke cleared, few of the communications giant's course offerings, offered through world-renowned Motorola University, were left standing.

"It was painful, but the process of getting to our final solution was enlightening," says Marguerite Foxon, principal performance technologist at MU. Foxon retains executive responsibility for determining MU's global leadership and management curriculum for directors and managers. Motorola ended 2002 with more than 97,000 employees.

In headier times, MU offered dozens of management and leadership development courses for four training tracks or levels: vice president, director, middle manager, and new manager. An economic downturn and sluggish sales in the telecom industry changed all that. Foxon was forced to eliminate many courses and trim the offerings to only one or two per level. In addition, division heads—the internal clients who have to pay for training services—began to demand confirmation that there would be a return on their investment.

"Downsizing showed us that we weren't as in tune with our customers as we thought," says Foxon. "As soon as they found themselves with limited training dollars, our internal customers began to demand a higher level of relevance. They questioned the results of every course."

Thinking business critical

Throughout Motorola, business heads demanded the same thing: assurance that each training intervention would impact critical business issues and have measurable results.

"The one or two interventions we offered at each level had to have a positive impact on the business and make it more profitable," recalls Foxon. "In particular, leadership training had to result in visibly improved skills in leading and managing a business unit."

Foxon first conducted a company-wide needs assessment to identify the key performance gaps at the director level. Financial and business acumen emerged as the overriding need. "If we could address this gap," says Foxon, "I was confident that we would make a significant difference to the quality of business leadership and management." She began looking for a business simulation program that would address MU's specific needs. *Decision Base*, a simulation developed by Celemi that exposes participants to the practical application of financial concepts, was chosen. In the simulation, participants take a strategic approach to running a business unit and discover the effect of individual decisions on the organizational system as a whole.

There are several reasons Foxon concluded this tool was the best fit for this group of learners in Motorola:

Decision Base isn't a computer-based simulation. "Electronic simulations are more expensive to run, especially when

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About Motorola

Motorola Inc. (NYSE:MOT) is a global leader in wireless, automotive, and broadband communications. Sales in 2002 were US\$27.3 billion. Motorola is a global corporate citizen dedicated to ethical business practices and pioneering important innovations that make things smarter and life better, honored traditions that began when the company was founded 75 years ago this year. For more information, visit

motorola.com.

About Celemi

Celemi is a learning design consultancy that aims to help companies rapidly improve business performance by developing the skills and knowledge of their own people. Celemi's learning processes are used by companies around the world as a strategic tool to support mergers, organizational transformations, product launches, and more. All of its learning tools engage participants in active roles and challenge them to apply new knowledge and skills, in order to create a big-picture understanding of the business and help clients communicate strategic goals and messages.

Celemi's learning solutions reach a large number of people in diverse geographic areas by using a variety of media, including: simulation models, WorkMats, learning guides, CD-ROMs, Web-based applications, and hand-held digital devices such as PalmV and SMS. Celemi is a global company with offices in Sweden, England, Belgium, China, and the USA; and representatives in more than 20 other countries. For more information, visit

celemi.com.

you're delivering off-site sessions. That's because you need to bring in equipment. Computer-based simulations generally require more than one facilitator," says Foxon. "Besides, at work people usually make decisions around a table, scribbling on flipcharts and having constant dialogue, rather than sitting around a computer screen."

It's tactile and visual. "You move—literally—the cash around the game board. Seeing how the cash flows through the organization and the impact of participants' decisions on the business as a whole is a powerful learning experience."

It's flexible. Says Foxon, "We knew people would need at least three days of training, but given the difficult economic climate our customers wouldn't agree to having workers off the job for more than two days. *Decision Base* is a flexible product that allows us to get around that constraint. We start the session early in the morning and participants work through lunch, take a brief dinner break, and finish about 9 p.m. On the second day, the sim goes through until midday. *Decision Base* is also flexible in that it allows the facilitator to tailor the simulation real-time for the specific learning needs of each group."

It's compelling. "The participants get so engrossed," says Foxon, "that late at night we often have to tell them to leave so the cleaners can come in. They begin again early the next day, and everyone is always there before the starting time. They can't wait to get back into the simulation. I've never seen that kind of excitement with any other training intervention in my 20-plus years in this field."

Celemi can deliver in every region where Motorola operates and in languages such as Mandarin or Spanish if need be. "We're committed to providing a global solution and don't want to be flying U.S. instructors around the world. Celemi has people on the ground in the

countries where we want to offer *Decision Base*," notes Foxon.

Motorola has been offering *Decision Base* since August 2001, and has run it for some 600 participants throughout the United States, Europe, Asia, and Latin America. According to Foxon, "Not one person has ever said the experience was just OK. Participants can see the direct and immediate applicability to their work situations, and they can start implementing the new skills and knowledge immediately."

A senior Motorola executive comes in for the debrief to help participants make connections between the simulation's learning points and specific critical business issues in Motorola. Action planning helps learners transfer their new knowledge and skills directly to their jobs. Each prepares a list of goals and describes how they'll be achieved. Three months later, Foxon evaluates the extent of transfer and assesses business results by delving into individual cases and tracking financial impact.

Results

Motorola has tracked the impact of this training and has been able to identify direct business improvement resulting from the simulation and the related action planning.

As an example, one participant left the session convinced of significant cost-savings if he could reduce the time it took to locate parts in other divisions of the company. "His division's spreadsheet system had 1500 lines, making it a long, slow process trying to track inventory," explains Foxon. "He and a colleague devised a software system to track parts across the organization and make matches in other areas of the company. What once took weeks or even months now takes a matter of hours."

The directors were so excited about the value of *Decision Base* that they requested something similar for their own staffs.

Motorola began offering middle managers Celemi's *Tango*, a simulation designed to help them understand how their business works but with more emphasis on teamwork and productivity. The middle managers experienced immediate, measurable results and requested a program for their first-line managers. Foxon selected Celemi's *Apples & Oranges*, a basic business finance simulation.

"With these simulations, we're getting a bargain for our training dollars," concludes Foxon. "We've been able to pare our course offerings to the bare minimum, while getting more impressive results. Many companies think it takes a large investment of time and money to train senior managers, but that's not necessarily true. We have documented significant impact on critical business issues through simulations that run for less than two days."

Provided by Michael DiGiovanni, VP of sales, Celemi Learning Business.

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