

Compuware Builds a New Leadership Foundation using Ninth House Organization-Wide Blended Learning Solutions

CUSTOMER:
Compuware Corporation

INDUSTRY:
Technology

ORGANIZATION SIZE:
7000 employees worldwide

THE CHALLENGE:
Build leadership capability through talent management and succession planning

- THE OBJECTIVES:**
- Develop the future leaders of the organization
 - Develop a culture that values behavioral knowledge and skills as it does technical capability
 - Drive employee engagement and performance through development of leadership skills in coaching, feedback and communication
 - Enhance leaders' ability to build long term trusted advisor relationships with their employees and customers

- THE RESULTS**
- Over 2500 leaders and employees have completed phase one of the program in its first year of implementation
 - Compuware culture is embracing behavior-based learning, as evidenced by responses to participant evaluations
 - Rating of 4.5 on a 5-point scale in response to the following question: "Do you see that this learning will impact your work?"

THE SOLUTION SUMMARY

As a recognized industry leader in enterprise software and IT services, Compuware Corporation has long invested in strengthening the technical capability of its employees. As the organization looked toward the future, it identified an opportunity to invest in developing the Compuware leaders of tomorrow. In 2006, a holistic approach to succession planning and talent management became a focus for the corporation and the Global Learning Team was formed.

The Global Learning Team partnered with Ninth House to develop a highly interactive, enterprise-wide learning

solution for its 7000+ globally dispersed workforce. A blended learning and development program was designed with unique solutions for multiple levels: employees, managers and executives. Since the initiative began two years ago, a cultural transformation has taken place as approximately 2500 managers and employees have successfully completed phase one of the learning program. Phase two is underway for 2008 equipping managers and employees with change management practices and skills necessary to lead Compuware into the future.

THE SOLUTION SPECIFICS

In 2006, Compuware identified a need to enhance manager performance in influential leadership as well as the ability to provide effective coaching to employees. The Director of Global Learning sought a learning and development solution that leveraged the work of proven subject matter experts delivered in a highly interactive format so to appeal to their technically savvy audience. In addition, the solution needed to be scalable to reach the company's global audience of 7000+ employees.

Compuware's Director of Global Learning partnered with Ninth House to educate and build organization-wide awareness for the importance of behavior-based learning. Six months were spent piloting various programs around the globe to determine the appropriate learning content and delivery strategy. Senior managers played a key role in many of the pilots and became sponsors for the "new learning culture". An organization-wide Ninth House license of online courseware was acquired and today, Ninth House blended programs are a key part of the behavioral learning and development strategy at Compuware.

The "new learning culture" embraced a strategy of self-paced and blended learning from Ninth House and is being implemented in two phases.



“This is one of the most
valuable training programs
I’ve ever received.”

- *Compuware participant of the
Ninth House program*

- Phase one leverages Ken Blanchard's *Situational Leadership® II*, for executives and managers, and *Self Management* for employees.
- Phase two will be implemented throughout 2008, and will introduce William Bridges' *Managing and Navigating Change* as the core curriculum for managers and employees, respectively.

Leaders may choose a self-paced or blended learning design, while employees have access to courses online. The Director of Global Learning has tailored blended programs for executives and managers around *Situational Leadership® II* and *Managing Change*, which includes online courseware, classroom practice sessions and reinforcement activities. Employees have access to *Self Management* and *Navigating Change* online.

The Director regularly consults with her internal business partners to assess their needs and then leverage the standard Ninth House course materials to customize learning solutions that directly address the specific challenges of the business. Currently, she is piloting with the sales teams a Ninth House course, *Innovation! WOW Projects* by Tom Peters, using a tailored, blended design. The design provides sales associates an opportunity to build a project in the online course and then practice selling it to peers during a face-to-face follow-up application workshop. If well-received, this design may be incorporated into the core curriculum in the future.

Phase one of the program for executives, managers and employees has successfully concluded with over 2500 employees having completed the program. A common language around Ken Blanchard's *Situational Leadership® II* model has been embraced by leaders and employees. When asked “do you see that this learning will impact your work” on a course evaluation, employees respond with an average 4.5 rating on a 5 point scale.