

LES50NS

Typing Learning To Business Objectives

Bob Cancalosi—Director of Leadership Development & Culture, GE Healthcare

Lesson Summary

Bob Cancalosi illustrates how and why successful CLOs tie learn to business performance.

Lesson Transcript

When I look at the key characteristics of a chief learning officer, what I really always see is what I call a two-dimensional triangle. And let me just explain both of those different parts.

For one part of the triangle, all CLO activities really have to make a connection to the business metrics. I really feel those three parts are tying it to the income statement, tying to the balance sheet, and the cash flow of an organization.

The second triangle, then, is that all leadership development really has to touch three different areas of focus. One of the areas is, how do you develop yourself as a leader. The second area is, how do you develop teams of high performing organizations. And then the last one relates to the culture. And when you can tie together self, team, organizational culture, and overlay that with making it touch income statement, balance sheet, cash flow, I think that you have a really winning combination to be a successful CLO.

One example I could share with you that I think has been really impactful in transitioning from learning for the sake of learning, to a concept of learning for the concept of business impact is, I saw one opportunity where a chief learning officer had every individual stand up at the end of a class and talk for a couple of minutes by virtue of a elevator speech of what they learned and how it either touches the income statement, balance sheet or cash flow of a business. And if they didn't have that business acumen, then they simply related it to something a lot similar; how do I help my company make a buck, save a buck, or collect a buck?

It was that combination right there that I thought was really insightful, of connecting learning to the actual business financials.

I really believe the only competitive advantage that any company has is how quickly you can learn faster than your competitors. And the one addition that I would add to that, is learning faster than your competitors but having it be clearly linked to business performance. If you can make sure that that is part of the curriculum, or the design, of how you're bringing training to the organization, you can really have a tremendous impact on the results.

Questions, Ideas for Action and Takeaways

Questions

1. What do you see as being the most critical functions of a CLO?
2. How does tying training to business objectives help the company in the long term?
3. In which areas are you currently outperforming your competition? Is learning one of them?
4. As a CLO, how can you tie together all the diverse aspects of a business when you are teaching?

Ideas for Action

1. Design a two-week, intensive course to review the foundational skills needed by employees. Schedule this course during a slower time in your organization's calendar.
2. Work with your financial department to design curriculum that ties training to business metrics. Create specific training for different skill levels.
3. Take a week to focus solely on your personal, professional development. Attend a seminar, continuing education course, or other learning opportunity.
4. Review your current training materials and ensure they tie into company objectives and goals. Make any necessary changes or additions as quickly as possible.

LESSONS

Takeaways

1. CLO activities need to make a connection between learning and business metrics such as cash flow and budgeting.
2. Three additional areas need to attention from CLOs as well: personal development, team development, and corporate culture.
3. A company's best advantage lies in being able to learn and adapt more quickly than the competition.
4. When fast-paced learning and training are linked to business performance, a winning combination is formed.

Speaker Biography

Bob Cancalosi is Chief Learning Officer for GE Healthcare and is responsible for Leadership, Learning, and Development of approximately 47,000 employees worldwide. GE Healthcare provides transformational medical technologies and services.

In his current role, Mr. Cancalosi leads a team of global Leadership & Development Directors who design and deliver more than 30 specialized leadership development programs for GE Healthcare in 32 countries. He leads Global L&D with responsibility for learning strategy and program implementation of New Employee Orientations, Executive Training Programs, Professional Skills Training, and Specialty Training events designed to tackle key business challenges. His current responsibilities also include leading GE Healthcare's Global Cultural Transformation by identifying and implementing new competencies to drive growth in GEHC's new organizational structure.

Since coming to GE Healthcare (formerly GE Medical Systems) in 2000, Mr. Cancalosi has been in a multitude of General Manager roles for GE Healthcare. Prior to his roles at GE Healthcare, Mr. Cancalosi spent 14 years with GE Plastics. He has more than ten years of Sales and Marketing experience and four years of experience in the Quality Organization.

Mr. Cancalosi holds both a BBA and MBA from St. Bonaventure University in New York. He is a certified Six Sigma Black Belt and Master Black Belt. In 2001, he was recognized as the GE Medical Systems "Leader of the Year," and in 2006 he was presented with the GE Healthcare President's Award for his work on creating a world-class culture for leadership development in GE. As a Leadership Development Expert for GE Healthcare, he conducts 15 to 20 Advanced Leadership Sessions a year across the GE organization at local universities and in the professional community. Additionally, he has personally mentored more than 60 people during his career so far.

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