
Excellence in Workplace
Learning and Performance

*The
ASTD
Awards
2003*

EXCELLENCE

The 2003 ASTD Awards

ASTD proudly announces the recipients of the ASTD Awards for 2003. The awards recognize and celebrate outstanding contributions and achievements in advancing learning and performance in the workplace.

The work of these individuals, teams, and organizations illustrates the impact learning and performance have on the performance of businesses and organizations worldwide. What makes their achievements all the more noteworthy is that they affirm the value of people in the equation for success.

Awards are presented in three categories:

Advancing ASTD's Vision

Individuals and teams are honored for their contributions to the goals and vision of ASTD.

- Gordon M. Bliss Memorial Award – *not presented this year*
- Torch Award
- Volunteer-Staff Partnership Awards

Advancing Workplace Learning and Performance

Individuals are recognized for contributions in advancing the state of the profession and for their public support for workplace learning and performance.

- Lifetime Achievement Award
- Distinguished Contribution Award
- Champion of Workplace Learning and Performance Award
- Dissertation Award
- Research Award

Excellence in Practice

Presented to organizations, these awards and citations recognize results achieved through learning and performance practices, interventions, and tools.

- Awards
- Citations

Organizational Learning

IBM Corporation
Armonk, New York

INDUSTRY VALUE PROGRAM LEARNING INITIATIVE



The Industry Value Program Learning Initiative was created to support IBM's reorganization of sales around vertical industries and to shift selling from point-offers to industry-relevant solutions. The program weaves the interests of IBM and its employees together into a collaborative, mutually beneficial partnership. Through assessment and feedback, employees shape and drive the program's vision and development.

The goal of the initiative is to cultivate confident and savvy salespeople. It does that through three distinct tactical training programs:

- **Fastrack**—targets sales teams and focuses on industry-tailored solutions, customer benefits, and opportunity qualification.
- **Techtrack**—targets the technical sales support team, focuses on technical components, delivery requirements, and solution implementation
- **C-Suite Success**—targets 250 sales executives and focuses on chief executive (C-level) topics such as styles, values, and consultative methods.

Sellers also take advantage of the industry learning centers, company Intranet sites for accessing short, topic-specific industry learning modules and collaboration tools.

Results of progress studies indicate that over 80 percent of participants rate the learning as relevant and valuable. Five of the 47 programs deployed in 2002 were assessed for business impact. These five classes generated US\$40 million in sales and an immediate profit-to-learning return-on-investment of 433 percent.

Managing Change

InterContinental Hotels Group, Plc.
Windsor, United Kingdom

1Point0 and Company
Provo/Orem, Utah

Results Based Leadership, Inc.
Provo/Orem, Utah

REVIEW OF ORGANIZATIONAL EFFECTIVENESS



When InterContinental Hotels anticipated a split with its parent company, it was unprepared to stand alone as a public entity. Its strategic direction was unclear and the global business environment was turbulent. The company was also in financial trouble: profit margins were down 30 percent; costs were out of line; and the stock was losing money. The organization was deteriorating and a threat of an unfriendly takeover was in the air.

Officials knew that a massive overhaul of the global organization was needed. Senior management aligned itself with a redefined strategy and an integrated, top-line structure. Units redesigned all of their major functions in alliance with that new strategy while teams identified and reduced or eliminated any costs that did not support it. Training for all employees focused on planning, implementing, and building on change.

The result of the revamping is a strategically refocused company that survived the de-merger and defeated a hostile takeover. Employees' roles and decision-making processes are now streamlined rather than ambiguous. Company culture has been energized by significant improvements in the work environment and newly inspired confidence in leaders. The company has improved financially too. Costs are down 30 percent while stock prices have nearly doubled.

Workplace Learning and Development

The Manitowoc Company, Inc.
Manitowoc, Wisconsin

Tradewinds Consulting, LLC
St. Charles, Illinois

ACCELERATED LEADERSHIP DEVELOPMENT PROCESS



While The Manitowoc Company has experienced strong growth over the past several years, the company continues to focus on the voice of the customer, streamline processes, and improve the business. As a result, the company recognized the need to develop leadership bench strength.

The company created a process for accelerating the development of leaders whose job titles are one or two levels below general manager and functional vice president. The 12-month Accelerated Leadership Development Process (ALDP) includes candidate nomination, four weeks of face-to-face instruction, and a series of individual and group action-learning projects. ALDP is designed to improve a participant's ability to plan business strategies, execute action plans and initiatives, interact with and influence people, lead teams, and support the strategic direction of the company.

The impact of ALDP on the organization includes improved leadership capability, the confidence that high-potential employees can quickly learn and contribute to the organization's success, as well as a dynamic business planning and execution process. The impact for participants includes high visibility and interaction with the executive team and the board of directors, improved leadership skills, and satisfaction that the company values their contributions and ideas. Nine participants have been promoted since the program's launch.