



Global University for Lifelong Learning

*Enabling **YOU** to make a difference in **OUR** world ...*

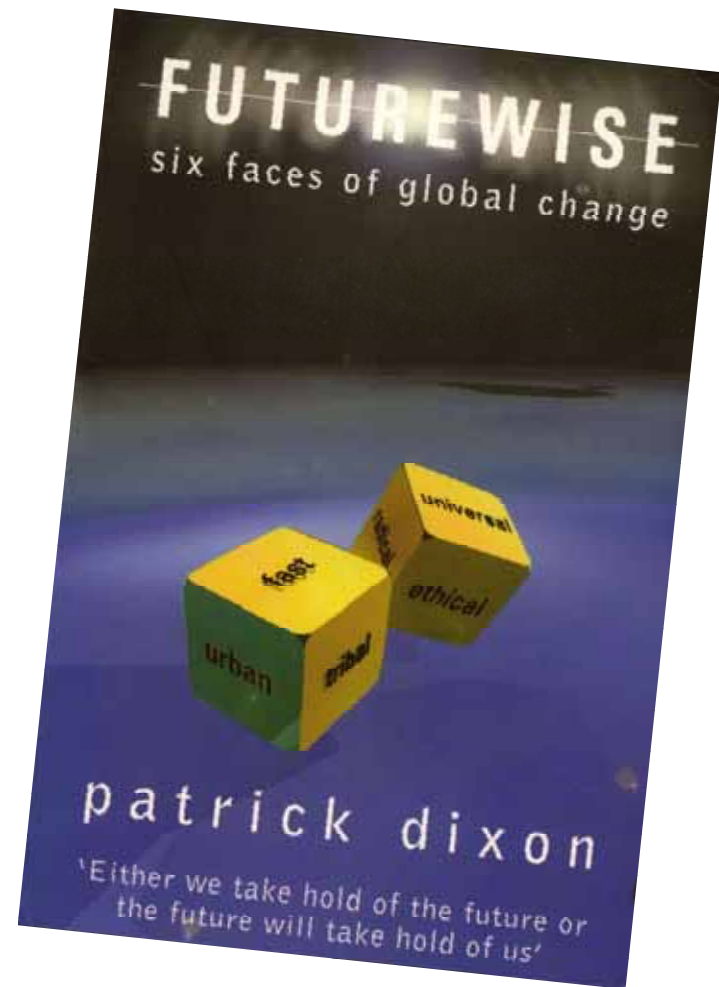


Eurest Dining Services (EDS)
Mid Atlantic, USA
CBS Review, 15 Sep 08

‘The only way to cope with a changing world is to keep on learning’ (Patrick Dixon)

Our response:
Eurest Dining Services (EDS)
Mid Atlantic Region corporate
business school (CBS):

Professional learning and
development at work for
everyone – with endless
possibilities ...



(1998)

The best way to learn at work?

Action learning. It happens when ...

People work together, learn from each other, create their own resources, identify their own problems and form their own solutions.

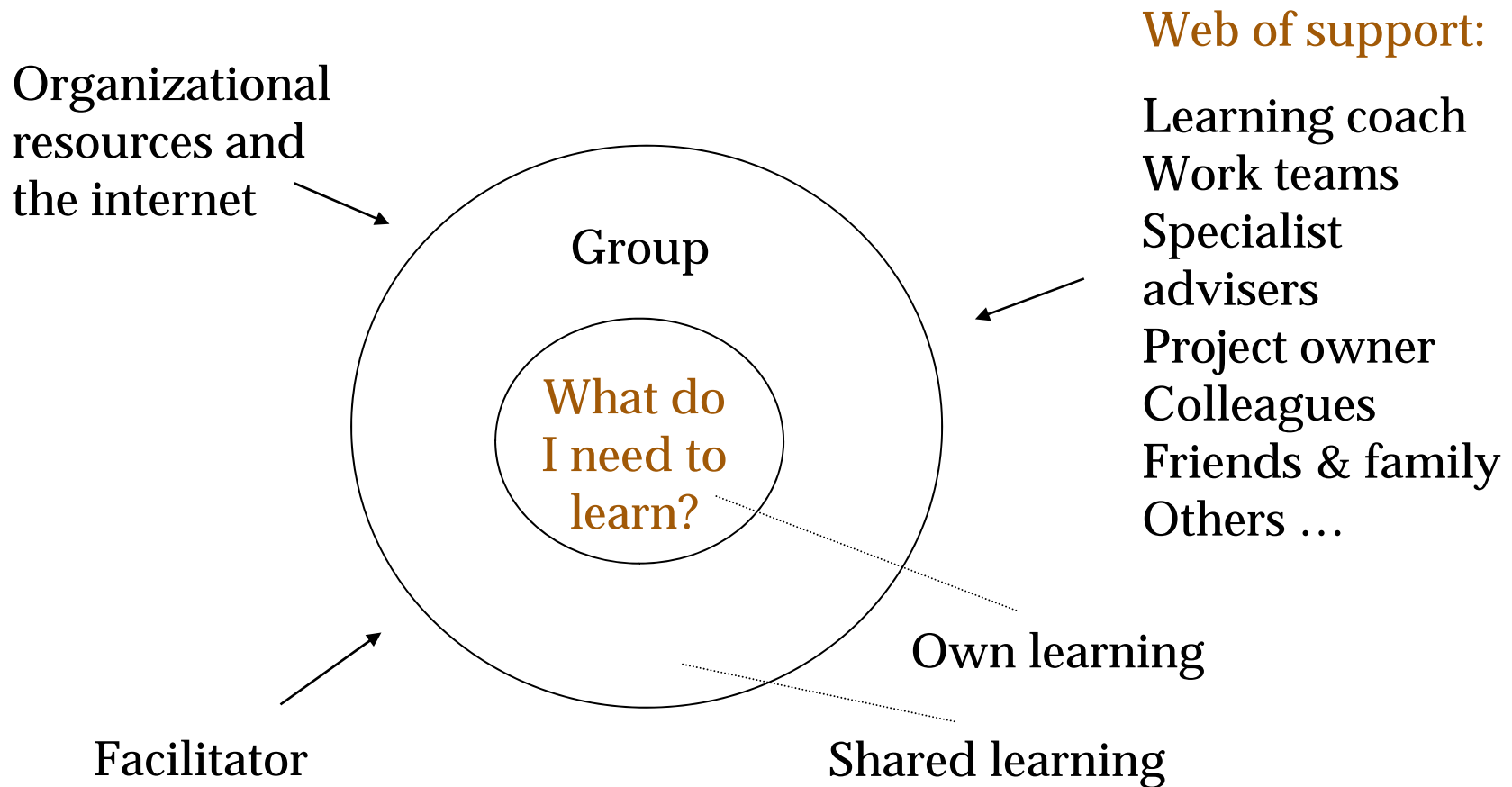
‘We have chosen to be part of a huge opportunity which may have far reaching implications for the rest of the Group and I feel very fortunate to be part of this at the ground level.’

CT, B Dip.

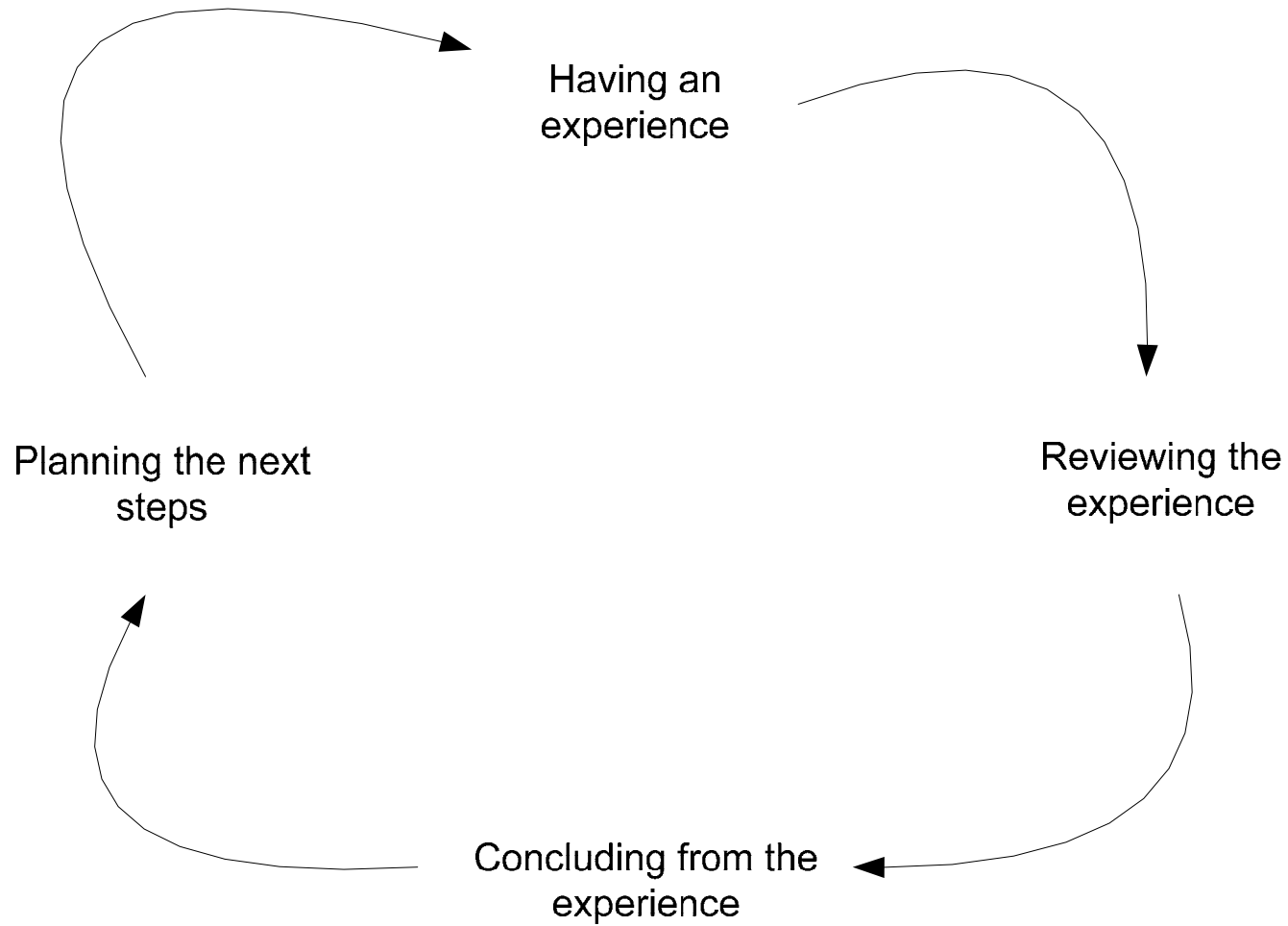


EDS Mid Atlantic & GULL – pilot groups successfully complete at Professional Bachelor levels 2 & 3, 15 Sep 08.

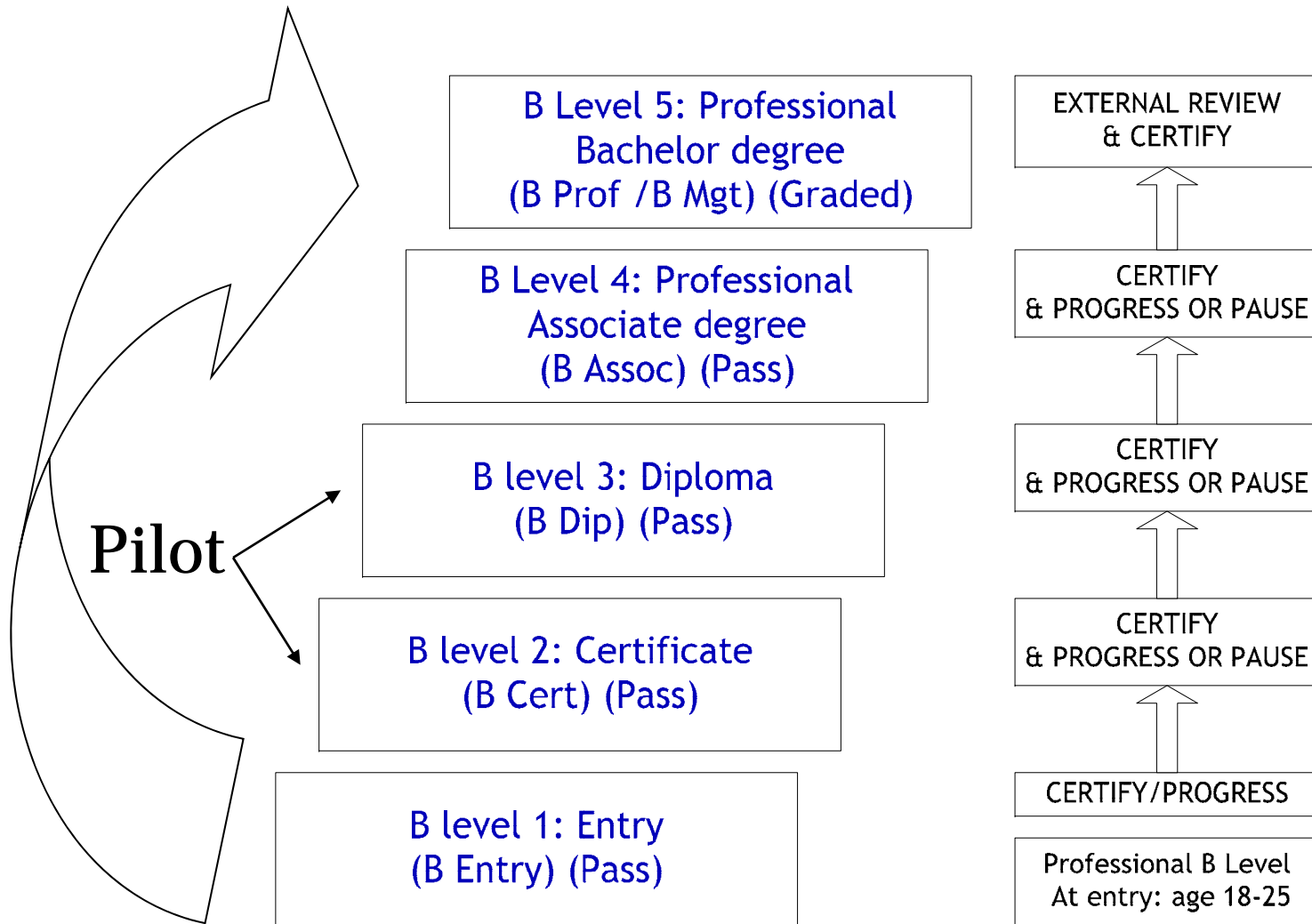
Implementing action learning



Changes happen: The learning cycle



Bachelor (B) level: Pathway overview



Getting started: The EDS pilot

B level 2 Cert / Level 3 Dip (Hospitality Operations)

L2: (B) Cert L3: (B) Dip (for action learning group leaders)	Prior learning (unit experience) - direct entry at L2/3 Entry based on verified learning outcomes from prior learning completed within the past 6 months.	Recommended elements:	Time:
		Personal learning statement	2 wks
		1 x 5 week reflection cycle (Diary format)	5 wks
		Duration:	7 wks

The Personal learning statement

Consider your current job or community role:

- (1) What is going well?
- (2) What could I do better?

Consider the current activity you are undertaking:

- (3) What would I like to accomplish for myself?
- (4) For my team?
- (5) For my department?

Consider future possibilities:

- (6) What new/different types of work would I like to experience?
- (7) Where do I see myself in 12 months time?
- (8) What new skills will I need to achieve my 12 month goal?
- (9) In summary: What do I need to learn (from 1-8 inclusive)

Using the Diary forms

Daily summary (optional)

(1) List of today's activities (2) What went well and why?
(3) What didn't go well and why? (4) What could I have done differently and how?

Weekly summary

(1) List of the main activities this week (2) What went well and why?
(3) What didn't go well and why? (4) What could I have done differently and how? (5) What have I learnt this week? (6) Discussion points for my learning coach (7) Discussion outcomes

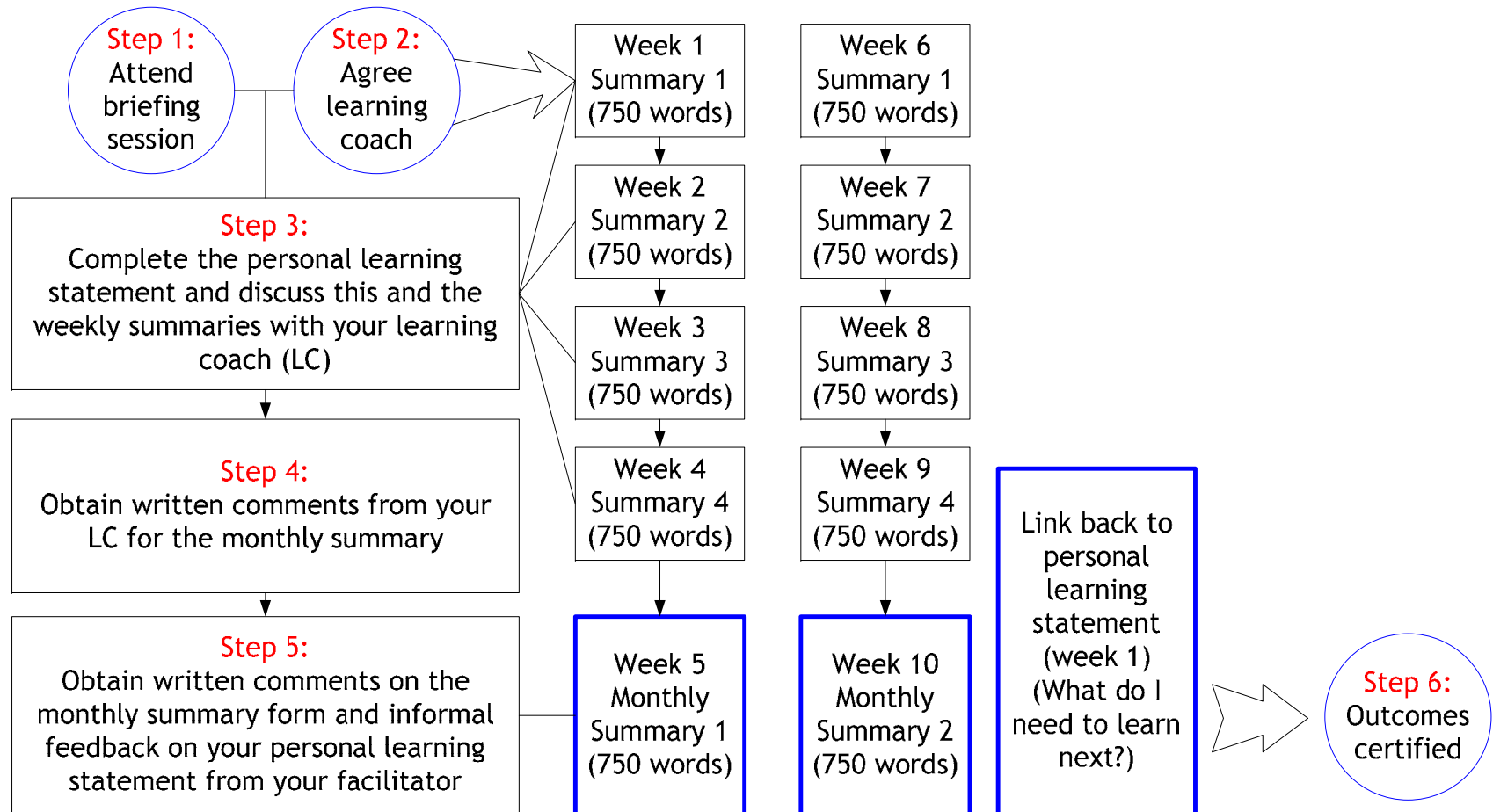
Monthly summary

(1) List of the main activities this month (2) What went well and why? (3) What didn't go well and why? (4) What could I have done differently and how? (5) What have I learnt this month and what do I need to learn next? (7) Written comment from the learning coach (8) Feedback from the internal reviewer

Bachelor L2/3 Certificate/Diploma:

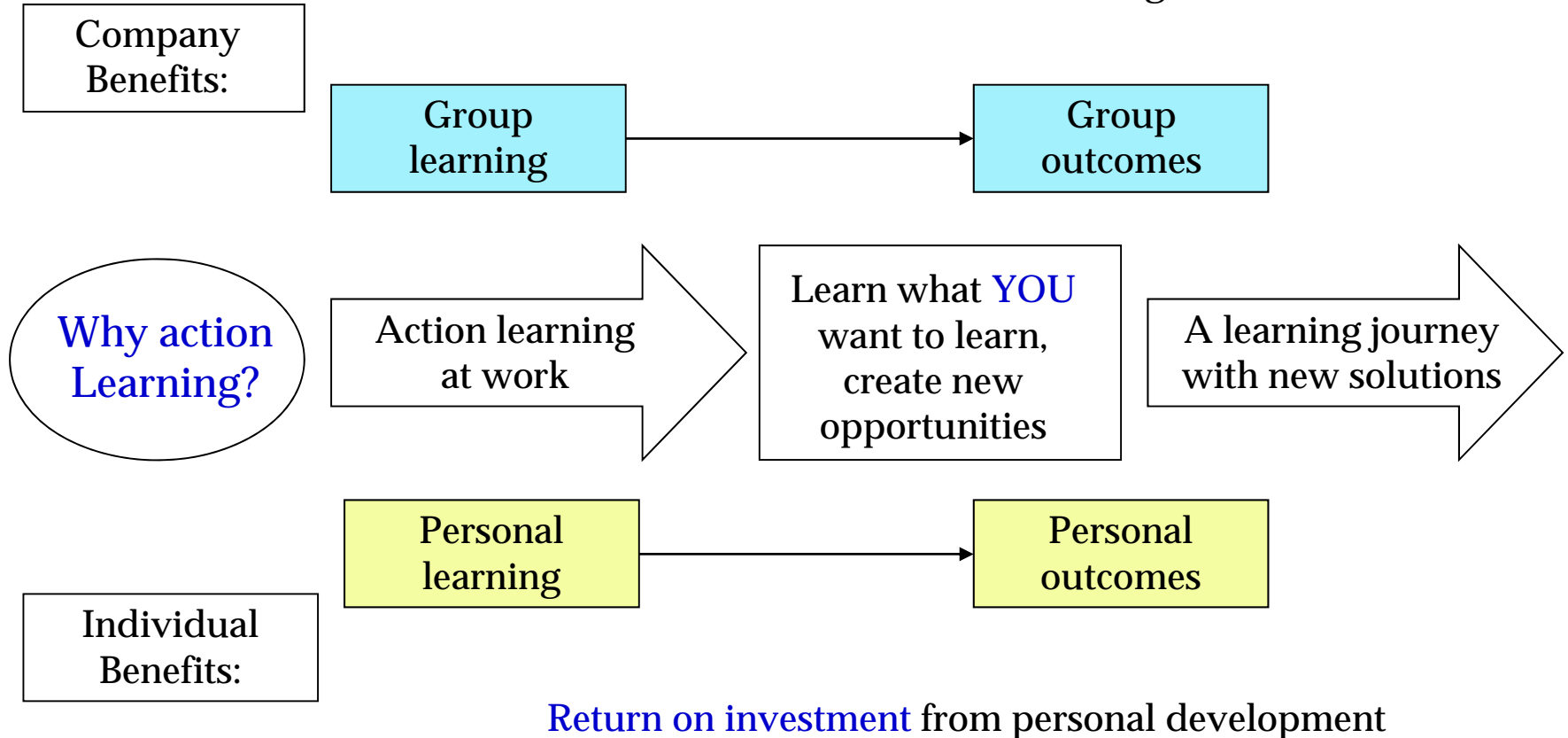
Six steps to completion

Diary format:



Learning outcomes

Return on investment from learning at work



Verified learning outcomes

Professional Bachelor Level 2 Certificate

I feel smarter and sharper

‘The learning process has enhanced my capabilities by enabling me to try different ways of achieving a better outcome. I can clearly identify changes in my own behaviour. I think I perform more effectively at work, especially in a team. In terms of the future, I feel smarter and sharper. I really do feel that I can and will come out on top.’ **PC, B Cert.**



PC: Receiving his Professional Bachelor level 2 Certificate (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

This is very powerful self-help

You learn a lot about yourself and you learn it from yourself. This is great for Eurest – when you have your people taking care of themselves it generates so much more productivity and it helps with work and life. I know many people who would benefit from this journey – and I've been talking about it!

MF, B Cert.



MF: Receiving her Professional Bachelor level 2 Certificate (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

I'm a more confident professional

I have been able to learn new things and I feel that I am a better professional. I also feel more confident and I now know I can do more. I can think more effectively too and I have (for the first time) been able to help my kids with their homework. They are encouraging me to keep going! – I too want to keep going.

IG, B Cert.



IG: Receiving her Professional Bachelor level 2 Certificate (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

I'm better equipped for my new role

Each person is different and the process has helped me with the transition to a management role. I feel that I am making better decisions at work too and in everyday situations. It gives you the chance to do something important - I wouldn't have had the time or the opportunity to do it on my own. The learning and the reward (certification) has given me a real boost.

AI, B Cert.



AI: Receiving her Professional Bachelor level 2 Certificate (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

I'm better at communicating and motivating

I am learning from action and reflection and putting into practice – every day – the new things I am learning. The process has also helped me to change my way of communicating with and motivating others.

Action learning helps you to see everything more clearly. It will yield benefits for you in this company and also in life.

MR, B Cert.



MR: Receiving her Professional Bachelor level 2 Certificate (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

I'm happier and more productive at work

I used to be quite negative and now I look for the positives. The relationships with my co-workers have improved dramatically. We now listen to each others' suggestions and work more effectively as a team. My co-workers have told me that that I smile much more now than in the past and I have been able to step up the pace at which I work.

SW, B Cert.



SW: Receiving his Professional Bachelor level 2 Certificate (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

Verified learning outcomes
Professional Bachelor Level 3 Diploma
(For action learning group leaders)

I'm more confident and ready for the future

I'm surprised by the change in me – my family have noticed it too. I'm much more confident and ready to embrace the future. I enjoyed the process so much that I couldn't wait for Nancy's phone call with feedback on how I did. I could see the EDS/GULL process working on a big scale ... This could definitely be a great tool for a lot of people.

BS, B Dip.



BS: Receiving her Professional Bachelor level 3 Diploma (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

I'm wiser and better organized

This process has helped me to become more organized. By reflecting on the past week and forming new solutions to the issues arising, EDS/GULL is making a big impact on my career and the people around me. I'm not making the same mistakes twice and I'm coming up with better game plans. It can only mean a better future for me and for the company.

CT, B Dip.



CT: Receiving his Professional Bachelor level 3 Diploma (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

I'm a more analytical and effective manager

I found that by analyzing my actions I can create a positive change. My learning coach was invaluable in helping me to change. As I evaluate my actions, it also helps me to remember the most successful behaviours. This process has enabled me to develop myself and this can only help me to become more valuable to my employer too.

KW, B Dip.



KW: Receiving his Professional Bachelor level 3 Diploma (Hospitality Operations) award from Mark Maloney, President, Eastern Division, EDS.

Leaders: In the 'top 2' experiences of my career

'The GULL pilot was a 'top 2' career experience. From a succession planning standpoint, I learnt more about the people in this room in eight short weeks than I probably would have done in eight long years. You did this in your own time and with the purest of intentions – to learn even more.

I see terrific things for each of you – as leaders of tomorrow and as future GULL facilitators so that we can take this process all the way through our entire organization.'

Nancy Arnett



Nancy Arnett

Vice President, Mid Atlantic Region, Eurest Dining Services & EDS CBS leader.

Leaders: Great passion, spirit and commitment

Today we are celebrating the passion, spirit, commitment and outcomes that our GULL participants have demonstrated. I am delighted by what you have achieved and excited about all that lies ahead.

Our CBS initiative is designed to support the Group's five dimensions of HR: Attracting, Retaining, Developing, Engaging and Performing. It is clearly working. Thanks to Nancy Arnett and her team, and to Yvonne Brown. They have given their time, commitment and energy to make life better for our people.

Mark Maloney



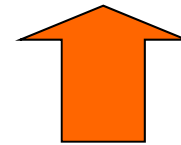
Mark Maloney

President, Eastern Division, Eurest Dining
Services & EDS CBS champion.

NEXT STEPS:

Implementing
the EDS/GULL
Corporate Business
School (CBS)

EDS CBS Recognition of
Attainments with GULL
professional certification
(Bachelor, Master, Doctor)



5 dimensions of HR

Performing

Engaging

Developing

Retaining

Attracting

Outcomes from the GULL pilot?
OUTSTANDING PROFESSIONALS

They will cascade their learning as
EDS/GULL facilitators:

Strengthening Skills (Life, practical &
technical)

Confidence, Enthusiasm, Commitment to
learning

EDS Mid Atlantic with GULL can:

- (1) Enable the five dimensions of HR
- (2) Recognize/certify professional attainment
- (3) Enable participants to 'step themselves up'
- (4) Build confidence and life skills
- (5) Assist with skills transfer (applications focus)
- (6) Many other possibilities!

GULL is providing its lifelong learning system to EDS to use on a cost recovery /contribution basis – throughout the USA so that everyone – from hourly paid employees to senior managers can participate.

Who is implementing our CBS?



Left to right: Rose Mallasch, Alaina Portser and Nancy Arnett

Receiving their Professional Master level 3 Diploma (Learning & Development) awards from Mark Maloney, President, Eastern Division, Eurest Dining Services.

The EDS Mid Atlantic Region CBS initiative has a very effective implementation team, led by Nancy Arnett. They are aligning the CBS with EDS priorities and ways of working and internalizing the GULL system and pathways so that they are entirely integrated with the business. They are learners too – each is working towards a GULL Master of Professional Studies (Learning & Development) degree.

How did this all get started in the first place?

Mark Maloney discovered the transformational potential of action learning during his own development work. He is the CBS champion – enabling Great people, Great service and Great results. Mark also supports GULL's mission to the low paid, disadvantaged groups and the poorest – globally.

In recognition of his own lifelong learning, leadership and willingness to serve as an honorary supporter of GULL's work at Euresst and around the world, I am delighted to award him GULL's Doctor of Professional Studies degree.

Richard Teare



Dr Mark Maloney

Receiving his honorary Doctor of Professional Studies
award from Dr Richard Teare, President, GULL



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