



The Chief Learning Officer (Improving Human Performance)

By Tamar Elkeles

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NEW - TAMAR ELKELES WINS PRESTIGIOUS AWARD!

Tamar Elkeles, vice president of Qualcomm Learning Center and co-author of *The Chief Learning Officer*, has been named 2010 CLO of the Year by Chief Learning Officer magazine

"Since she began with the company in 1992, Tamar Elkeles has built the Qualcomm Learning Center from a one-person operation into a sophisticated, integrated and innovative strategic resource for the organization" said Norm Kamikow, president and editor in chief of Chief Learning Officer magazine.

Congratulations Tamar!

New business realities and customer demands, coupled with new technologies in a changing competitive landscape are causing corporate learning departments to rethink their value, role, and impact in the organization. In a constantly changing business landscape with limited resources and tight budgets, learning must be viewed as essential to a successful achievement of business goals. The individual driving this function, the Chief Learning Officer (CLO), is in a unique position to add significant value to the organization. The role of the CLO is to drive value, focusing on issues such as business alignment, managing resources, innovation, customer service and ROI. The challenge is to show value to the organization in terms that business leaders and financial analysts can understand and appreciate. Written from the perspective of the CLO, this book discusses nine important value-adding strategies, making up this critical role of the CLO of the future. At least twenty high profile CLOs provide their strategies on each of these issues.

This book is essential reading for both the training and HR communities who need to show the value and connect learning to the business. This book shows the value that can be achieved in the organization if it is managed and organized properly and the appropriate leadership is provided.

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Editorial Review

Review

"The Chief Learning Officer" clearly describes how the CLO and the learning function can add measurable value to a business enterprise. Those who work in the corporate learning function will find guidance in this book, and those who view the learning function skeptically will find plenty of reason to think again about the importance of the CLO. This book is an invaluable guide to making learning routine, an ability needed in so many large organizations challenged to keep pace with their changing markets."

-- Dr. William Barnett, Professor of Business Leadership, Strategy and Organizations, Stanford Graduate School of Business

"Drawing from interviews, survey data, and rich corporate experience, this book brings definition and clarity to a senior leadership role that an ever-increasing number of leading companies are regarding as critical to their success. By situating the CLO's role in the broader organizational context, the book also does a lot to highlight the important connection between organizational learning and organizational strategy."

-- Joel M. Podolny, Dean and William S. Beinecke Professor of Management, Yale School of Management

"In a world full of leadership advice, Elkeles and Phillips provide an excellent road map telling us what all CLOs need to know to accelerate

learning and development. Every company should incorporate a leadership development strategy. This excellent book will help countless CLOs."

-- Cindy L. Johnson, 3M, Manager, Leadership Development

"The Chief Learning Officer will quickly become the encyclopedia for those devoted to learning. It is comprehensive, integrated, insightful, and innovative. Those charged with learning and development will acquire frameworks, tools, and applications that will help them design and deliver learning to create value. Anyone interested in furthering learning will savor this work. It combines theory, research, practice, and measurement and has set the standard for what can be in the learning domain."

-- Dave Ulrich, Professor, University of Michigan; Partner, The RBL Group

"Hiring great employees and providing them with opportunities to develop is critical for business success. Creating an environment that encourages learning increases innovation and generates new ideas. This book focuses on the emerging role of the Chief Learning Officer and provides strategies for building a top learning organization."

-- Dr. Irwin Mark Jacobs, Chairman of the Board and Founder, QUALCOMM

About the Author

Vice President of QUALCOMM's Corporate Learning Center, and is responsible for defining the overall training and development strategic direction for the company. Her scope of leadership includes company-wide training, executive/leadership development, internal communications, organization development and learning technology for more than 7,000 QUALCOMM employees worldwide. In 2002, QUALCOMM was ranked as "best in class" in telecommunications and #28 on Training Magazine's list of Top 100 training organizations. QUALCOMM was ranked #12 on Training Magazine's list of Top 50 Training Organizations in 2001.

Jack J. Phillips, PhD, is a world-renowned expert on measurement and evaluation and chair of the ROI

Institute, Inc., which provides consulting services, workshops and keynote addresses for Fortune 500 companies and major organizations around the world. He developed the ROI Methodology^T, a revolutionary process that provides bottom-line figures and accountability for all types of training, performance improvement, human resources and technology programs and is used worldwide by corporations, governments and non-profit organizations. His expertise in measurement and evaluation is based on nearly thirty years of corporate experience in five industries. He has served as training and development manager at two Fortune 500 firms, senior HR officer at two firms, president of a regional federal savings bank, and management professor at a major state university. Phillips is the author or editor of more than 30 books and more than 100 articles.

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