

IMPROVING LEADERSHIP DEVELOPMENT AND STAFF ENABLEMENT AT SAVE THE CHILDREN



About Save the Children

Save the Children is the leading independent organization creating lasting change in the lives of children in need in the United States and around the world. Recognized for our commitment to accountability, innovation and collaboration, our work takes us into the heart of communities, where we help children and families help themselves.

Save the Children works in more than 50 countries, including the United States. We serve 64 million children and many others working to save and improve children's lives, including parents, community members, local organizations and government agencies.

Vertical/Industry: Non-profit

Region: International

Live since: 2009

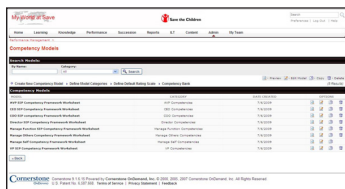
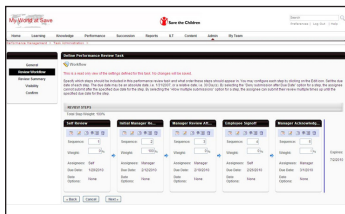
Number of employees: 5,200 team members

Platforms Used: Cornerstone Learning (LMS), Cornerstone Performance, Cornerstone Onboarding

Future Platforms: Cornerstone Succession, Cornerstone Connect

Business Impact: Compliance, Leadership Development, Cost Savings, Enablement

<http://www.savethechildren.org>



Business Challenges and Objectives

A safe, healthy childhood should be an inalienable human right, but that is not the case for far too many children around the world. Each day, 24,000 children die worldwide because of poverty. 640 million children are without adequate shelter and 400 million have no access to safe water. Even in a prosperous country like the United States, nearly 40 percent of children live in low-income families, and some communities resemble similarly impoverished areas of the developing world.¹

As a part of Cornerstone OnDemand's commitment to transform and strengthen the communities we serve, including the youngest and most vulnerable members, the Cornerstone OnDemand Foundation has partnered with Save the Children to create lasting, positive change for children at risk of hunger and malnutrition and those affected by natural disaster and conflict.

Save the Children strives to inspire breakthroughs in the ways in which the world treats children and to achieve immediate and lasting change in their lives through lifesaving interventions in health, education, protection and emergency response. The Save the Children staff works in impoverished communities in the United States and around the world from Nicaragua to Ethiopia to Haiti to ensure that children can survive and thrive, and that their families and communities have the resources and skills to enable them to do so.

To meet these goals, Save the Children needed to build an empowered leadership team and engaged workforce with the right skills and competencies. They decided on an integrated approach to talent management that included Competency Modeling, Performance Management, Learning Management and Succession Planning solutions that would allow them to:

- Ensure that employees were ready to work effectively and deliver lasting change to children and families around the world
- Develop an empowered leadership pipeline
- Enhance individual skills to pave the way for growth
- Create a more engaged and productive global workforce

The Journey / Selection Process

In 2008, Save the Children implemented Lominger's Leadership Architect® Suite, a fully integrated talent management content library that is customizable to fit any organizational culture.

They selected 37 competencies for leadership development and needed a way to bring development planning to life within the organization. Cornerstone OnDemand's talent management solution integrated seamlessly with Lominger's competencies, and in 2009, Save the Children began implementing Cornerstone's Performance and Learning Management platforms to automate the performance review process and facilitate training and development for new and existing employees. Cornerstone Onboarding followed, enabling new hires to become productive in the organization more quickly and efficiently. "The response has been tremendous," said Justin Birtwell, Save the Children's Deputy Director of Global Management Development. "The combination of Cornerstone OnDemand and Lominger competencies has given us a much stronger platform on which to grow."

¹<http://www.globalissues.org/article/26/poverty-facts-and-stats>

“The response has been tremendous. The combination of Cornerstone OnDemand’s talent management software and Lominger competencies has given us a language to talk about development. With Cornerstone Learning, employees are taking responsibility for their own learning as never before. Looking into the future, we can envision Cornerstone OnDemand providing talent management for Save the Children organizations around the globe.”



Justin Birtwell
Deputy Director of Global
Management Development



About Korn/Ferry International powered by Lominger

Korn/Ferry International’s Leadership and Talent Consulting division helps companies implement their business strategy and achieve high performance by improving the effectiveness of their organizations, executive leadership and talent management programs through Korn/Ferry’s research-based and market-leading intellectual property, methodologies and tools.

Currently, Save the Children is in the process of rolling out Cornerstone Succession to enhance its leadership pipeline and easily create succession plans to develop future leaders and map development paths years in advance of any talent gaps.

The Result / Business Impact

Today, Save the Children has been able to automate its talent processes and increase visibility into its workforce. Cornerstone’s Performance and Learning Management platforms have led to many successes and have helped Save the Children in many ways, including:

- **A focus on leadership development** - Leadership development is no longer a manual process. An integrated approach to talent management has accelerated development of the next generation of leaders for the organization. Gathering data about performance and potential enables Save the Children to conduct more accurate workforce planning, which allows it to more efficiently concentrate on its mission of improving the lives of children.
- **Greater organizational alignment** - Old paper forms have been eliminated, and the performance process is now fully automated. Using Cornerstone Performance to set goals gives managers and employees the ability to align their objectives to those of the organization and the flexibility to make changes as the business objectives change over the year. Performance management is no longer a once-a-year event but an ongoing process.
- **An easier, efficient learning process** - The Cornerstone LMS has been well-received by employees. They find it easy to use because of the single sign-on capability, the ability to integrate with classroom training events and the fact that it offers self-paced courses.
- **Improved onboarding** - New employees are required to attend a one-day orientation and a one-hour seminar each month as well as complete select online courses. Cornerstone Onboarding enabled Save the Children to bundle this into one centralized curriculum. As a result, employees can essentially drive their own new-hire training, and managers can better track which parts of the curriculum need to be completed. With Cornerstone’s reporting capabilities, managers can more easily relay this information to employees or to upper managers.

Future Plans

Save the Children believes that Cornerstone OnDemand’s integrated suite of solutions could become the de facto talent management system for the 29 other Save the Children member agencies, which would bring these organizations together on a common platform. Save the Children is also looking to use Cornerstone in several capacities in the future, including an expansion of onboarding and internal recruitment. Another area of interest is in Connect, Cornerstone’s enterprise social networking platform. “We’d like to create communities that allow us to blend existing classes in training with continued learning,” said Birtwell. “We also believe it could improve the sharing of information with other nonprofits working as advocates for children.”

About Cornerstone OnDemand

Cornerstone OnDemand’s integrated learning, performance and talent management software empowers people at every level of an organization to make a difference. Build a better business by giving your people what they need: a genuine opportunity to connect, engage, learn, contribute, lead and advance.

For more information, please visit us online at www.csod.com or the Cornerstone Foundation at www.cornerstoneondemand.org.