

# Corporate Services

Your business challenges are unique. Our solutions are custom. Our top business experts infuse innovative ideas and tailored strategic solutions into each of our engagements. We listen to your needs, create a solution, and provide education and guidance to deliver immediate business results. Partner with Carlson Executive Education to build new capabilities and discover fresh strategies to improve your business.

## Our Corporate Services

Tap into Carlson School expertise, three ways:

1. **Tailored Courses** • Tailor an existing program from the Carlson School course catalog. These courses may be adjusted to suit the specific needs of your organization.

**Past clients include Crew2, Datacard, and Shape Corp.**

*"We chose the Carlson School because of their willingness to customize the learning programs to meet our specific needs. Every day, our team learned something specific, timely, and applicable."*

Douglas Peterson, Vice President of Global Human Resources, **Shape Corp.**

2. **Custom Programs** • Foster your top talent in a dynamic, customized training experience.

**Past clients include Polaris, CHS Inc., and General Mills**

*"It's not that I like the Carlson School—I love it. This program is an opportunity for us to invest in our leaders. Ultimately it's a talent game. The Carlson School is dealing with different businesses and students from all over the world. They're learning all the time and imparting that knowledge on us. After a week, we have our group of great leaders from around the company interacting with a great group of professors, and ultimately we come out with a great return on our investment."*

Scott Wine, CEO, **Polaris**

*"We work with amazing talent from the Carlson School of Management to grow the business acumen of our emergent global leaders. With this new set of knowledge, they'll be able to influence their business partners more effectively so we can accelerate General Mills' growth."*

Heather Larson, Vice President of Innovation, Technology and Quality Operations & Shared Services, **General Mills**

3. **Advisory Services** • Get one-on-one guidance to address your business' most urgent challenges and opportunities.

**Past clients include 3M, Cargill, and the Minnesota Historical Society**

*"Be ready and open for new ideas and change. It really is a nice opportunity to get an outside perspective on your business and take things to another level. The outside experts questioned our assumptions and got us to think in new ways."*

John Crippen, Director of Historic Sites & Museum, **Minnesota Historical Society**

## The Carlson Advantage

### FOCUS ON RESULTS

We tailor our resources to achieve your business objectives.

### WORLD-CLASS FACULTY

We thoughtfully pair your team with our most innovative professors and practitioners.

### ENGAGEMENT MANAGERS

We appoint a project leader to manage the process from start to finish and deliver timely results.

### LOCAL VISION, GLOBAL INSIGHT

We break down the intricacies of business practice, so you can win in today's quickly changing global market.



## Our Process

Your program is customized. Our time-tested approach generates success. We design each program to incorporate ongoing assessment, feedback, and return on investment.

DISCOVERY	DESIGN	DELIVERY	FOLLOW-UP AND EVALUATION
We perform needs analysis, identify core business challenges, define objectives, and develop a shared vision of success.	We determine the program format and length, refine your needs, and pair you with a thought leader to meet your objectives and goals.	Skilled faculty utilize rigorous, research-based teaching techniques to offer experiential learning in a high-energy environment.	We review the outcome and benefits of your experience.

## Employee Benefits

The perks of participating in a high-impact program will stay with your workforce long after the experience ends.

**Efficient Learning** • Programs are designed to maximize the value of your team's time and refresh their skills.

**Hands-On Experiences** • Program participants tackle your organization's obstacles through interactive exercises, team projects, and case studies.

**Team Mentality** • Your employees will develop a common language and framework to eliminate communication barriers and encourage collaboration.

**Shared Experience** • Those who learn together, lead together.

**Personal Learning Plans** • Develop an action plan to capitalize on each employee's strengths or focus on skill gaps.

## Carlson Executive Education Membership

Tap into even more resources for your business as a Carlson Executive Education Member.

Carlson Executive Education will help you expand your employees' skill set, develop your managers' leadership abilities, and give you highly-tailored business advice. Our knowledgeable Engagement Managers and esteemed faculty will share inventive, strategic insights to create tangible outcomes for your business.

If you have a broad set of needs, across many functional areas, a membership may be the solution for you. Member benefits include exclusive pricing and access to unique program and faculty options. Member organizations can offer employees an array of opportunities to engage with the Carlson School:

- Register for any course listed in the Carlson School catalog
- Participate in tailored, organization-specific programs
- Gain exclusive access to faculty through our advisory services

A Carlson Executive Education membership is a flexible, meaningful way to keep your employees well-trained, engaged and motivated. Contact us today to learn how we can partner to deliver world-class professional development for you and your organization.

### Learn More

Stay at the forefront of your industry. Contact us to learn more about custom programs, advisory services, and membership.

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# CHS Guides Leaders with a Vision for 2020

*Experts from across the University of Minnesota bring specialized expertise to support the continued growth of a leading global agribusiness.*

## Overview

CHS, Inc., a leading global agribusiness owned by U.S. farmers, ranchers, and co-ops, has earned its place amongst the Fortune 100. After developing a plan to grow the business through year 2020 and beyond, CHS invested in developing leaders within the company. The company looked to Carlson Executive Education to design a custom curriculum to hone their employees' ability to influence others and build partnerships.

## Program Development

Senior faculty from the Carlson School and College of Food Agricultural and Natural Resource Sciences at the University of Minnesota joined industry practitioners to fine tune several courses to help CHS cultivate leaders prepared to carry the company into the future. CHS University incorporated lessons around strategy, finance, decision making, and leadership.

## Experience

In 2008, CHS leaders attended and evaluated the first session of CHS University. Since then, more than 500 students have participated in our multi-module learning experiences to gain relevant business skills, a shared language, and common frameworks. Guided by faculty instructors, team members worked in small groups to complete a real-world capstone project.

In 2010, University of Minnesota Professor of Agricultural Economics Dr. Michael Boland, a co-op expert, recommended more in-depth leadership development for CHS. The Future 40, a residential program led by innovative University faculty from a variety of fields, is the result of an effective collaboration crafted to develop CHS's global leaders. Future 40 offers a group of hand-selected participants the opportunity to engage in three modules of learning and networking at the Carlson School. The final module is an immersion experience, held in Argentina.

## Results

CHS University and Future 40 programs continue to evolve and challenge participants, who are honored by the company's investment in their growth, year after year.

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# General Mills Puts Leadership Development on the Menu

*To develop food scientists' fundamental business skills, General Mills partnered with Carlson Executive Education to design a course led by innovation, technology, and quality experts from around the world*

## Overview

As a *Fortune* 500 corporation that oversees more than 100 brands, it's not surprising General Mills, Inc. is committed to developing worldwide leaders. After recognizing a need to refresh employees' fundamental business skills, General Mills devised a custom version of the Carlson Executive Education MBA Essentials course.

## Program Development

Senior Carlson School faculty and General Mills executives agreed that infusing leadership segments into the existing MBA Essentials class would make an unbeatable course that was tailored to meet the company's needs. The goal was to strengthen the business knowledge and consultative skills of General Mills' high performing engineers, scientists, technologists, and quality experts.

## Experience

Carlson Executive Education designed the General Mills residential program to include Master's and PhD level innovation, technology, and quality (ITQ) experts from around the world. Formal classroom experiences were just the beginning. Team members work in small groups to complete real-world capstone projects intended to help participants more effectively interact with a wide range of colleagues across General Mills.

## Results

Three years after first partnering with Carlson Executive Education, 100 percent of General Mills' participating ITQ experts would recommend this class to help leaders build effective networks, embrace an empathetic mindset, and influence others.

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# Polaris Revs Up Focus on Leadership and Branding

*At a time of tremendous growth, Polaris becomes a Carlson Executive Education member for access to a wide range of professional development opportunities and expert advice.*

## Overview

Polaris Industries, Inc. designs, engineers, and manufactures off-road and on-road vehicles sold around the globe. Within the past five years, the company doubled its workforce to 6,000+ employees. To capitalize on the phenomenal expansion, Polaris CEO Scott Wine has supported a partnership with the Carlson School to help the company manage the growth and cultivate strong leaders.

## Program Development

To get the most highly customized advice and in-depth learning experiences from expert Carlson School faculty, Polaris leaders joined the Carlson Executive Education membership program. Membership grants Polaris employees access to focused, short courses, Polaris-specific courses, and Carlson School faculty advisory services. Additionally, Polaris HR conducts talent reviews to pinpoint employee skill gaps, and Carlson Executive Education advisors recommend the most appropriate short courses to fill those gaps.

## Experience

Working alongside trusted Carlson School faculty, Polaris agreed that two distinct programs would be necessary to address the needs of both managers and directors. In 2011, the company launched the Polaris Leadership Development Program 2 (PLDP2 for directors), a 5-day program that includes exploration of global mindset, strategy, and operations.

The following year, Polaris Leadership Development 1 (PLDP1) began. This personalized program incorporates strategy, communication coaching, and the global mindset to best develop the company's mid-level managers.

Both programs include highly customized and interactive in-class sessions and culminate in an executive-sponsored capstone project. We provide training to prep the Polaris team to address the strategic projects.

## Results

As an ongoing Carlson Executive Education member, Polaris recently initiated a project to incorporate the Carlson School faculty's expertise to design a branding within a key business unit.

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**CARLSON SCHOOL**  
OF MANAGEMENT  
UNIVERSITY OF MINNESOTA

# Minnesota Historical Society Refines Marketing Plan to Revitalize Programming

*Executive Education paired Senior Lecturer Jay Lipe with MNHS to offer a marketing workshop and subsequent advisory sessions to support leaders in bringing history to life.*

## Overview

The Minnesota Historical Society (MNHS) preserves important moments in the state's history and connects people with stories from the past. The nonprofit oversees 26 historic sites and museums, offers educational programming for children and teachers, publishes books, and preserves historical landmarks. This year, Senior Lecturer Jay Lipe collaborated with MNHS to fine-tune the organization's marketing strategy and product mix, and bring the wonder of history to a wider audience.

## Experience

The partnership began when Lipe led a marketing strategy and analysis workshop for 18 MNHS employees. Impressed by the session, MNHS invited Lipe to guide key employees through a "deep dive" analysis of two programs. The goal was to expand online History Live class offerings, and to refine the marketing plan of the Alexander Ramsey House, a historical site in St. Paul.

"We needed someone to come in and show us what tools we might be able to use to accomplish the goals that were outside our area of expertise," says Minnesota Historical Society Program Associate Jack Matheson. "We have a really clear idea now of what we're trying to do and how we're going to get there."

Applying fundamental business models to shape programs has helped MNHS serve its constituents while minding the bottom line. According to the project's participants, in a world of constrained resources, it's increasingly important for non-profit organizations to seek expert business advice to better achieve their mission.

## Results

Lipe connected with MNHS through Executive Education Corporate Services, a function that engages Carlson School faculty to solve business problems and lead employee professional development for organizations of all kinds.

For Lipe, the partnership was an opportunity to apply expertise gleaned from teaching and from his experience as a marketing consultant. "My role at the Carlson School has helped me understand a broader perspective of marketing issues, so I'm giving [MNHS] the broadest access to information possible," he says.

Although the projects are ongoing, participating employees have begun to view their work in a new way—Lipe was delighted at the high caliber and creativity participants have demonstrated throughout the process.

Jayne Becker, historic site manager of the Alexander Ramsey House sees great value, "Being more business oriented helps nonprofit organizations serve their staff, organization, and end customers. This partnership has empowered us to ask the right questions."

"The outside perspective helps us question our assumptions and causes us to think about why we do what we do. It's bringing new ideas in and getting us to think in new ways," says John Crippen, Director of Historic Sites and Museum, at MNHS.

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# Shape Corp. Goes Global With Joint-Venture Guidance

## Overview

As a global leader in impact energy management systems, privately-held Shape Corp. designs products to protect occupants, pedestrians, and vehicles. To grow the mid-sized business's revenues to \$1 billion within 3-5 years, executives moved to expand the business into new regions, particularly Thailand. The challenges of entering foreign markets presented the company with new management issues, including those surfaced by a recent joint venture.

## Program Development

Carlson School faculty have long studied the impact of strategic vision and alignment on the success of an international joint venture. Created with the help of Carlson Executive Education, the Shape Corp. custom program was designed to unite employees from around the world with common frameworks and foundational understanding of how to support a fruitful joint venture.

## Experience

Carlson School faculty experts delivered the first session of management-specific learning to the company's CEO and top nine executives, including senior HR executives and department heads. With guidance from Carlson Executive Education, the CEO clearly conveyed the importance of the company's international joint venture and brought everyone to the shared understanding that a focus was paramount to growth.

## Results

After completing its first successful partnership, Shape Corp. is pursuing a Carlson Executive Education membership and additional projects. Underway now, Shape Corp. will engage in a thorough assessment of its corporate board and devise tools for leadership succession planning.

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