



Excellence
in Practice

AWARDS

EFMD

Learning & Development
Partnerships

WHAT ARE THE EIP AWARDS?

The EFMD Excellence in Practice Awards (EiP) recognise outstanding case studies describing an effective and impactful Leadership and Development intervention between partner organisations. The specific Learning and Development domain in which the intervention is situated can be Executive, Professional, Talent or Organisational Development.

The winning case studies are selected based on the review of **4 key areas**.

1. Properly Documented “Challenge”

The jury looks at the business challenge and how the corporate L&D organisation and/or potential provider(s) documented it for the first time:

- How was the challenge initially formulated?
- Who owned the business challenge?
- What was the link of this business challenge with the corporate strategy?
- How was this embedded in wider HR and business processes?
- What was the desired impact of the L&D initiative as formulated from the outset?

3. Appropriate “L&D Initiative”

The jury assesses the appropriateness of the design, delivery & evaluation of the L&D initiative:

- What was the programme design (definition of intended learning outcomes), programme structure & delivery (range of delivery modes used)?
- What were the learning methods and learning environment (balanced use of programme location and development options) deployed?
- What was the definition, communication and management of entry requirements (selection methodology)?
- Which were the progress indicators and learning measurement?

2. Effective Partnering Agreement / “Commitment”

The jury reviews the effectiveness of the “contracting” stage and how the initial brief is translated by the partners into an actionable project:

- What was the analysis from the provider & corporate L&D organisation concerning the changes in human behaviour / performance and organisation necessary to achieve the desired impact?
- What were the initial commitments regarding deliverables and impact; financial parameters; guaranteeing commitment of all stakeholders; timeline and major milestones?
- What was the importance of the initiative to the L&D function and what was the complexity and scale of the initiative?
- How sustainable and balanced was this partnership at the start?

4. Proven Business “Impact”

The jury reviews the impact the L&D initiative had on the people and organisation concerned:

- Which quantitative and qualitative indicators of impact were used by the corporate L&D organisation?
- What were the actual changes caused by the L&D initiative?
- What was the ultimate impact on the company's business: financially on its customers or its products and/or services?
- How did the owners and or stakeholders express the perceived impact?



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HOW DOES THE AWARDS PROCESS WORK?

An international judging panel reviews the case studies submitted for the EiP Awards. The panel is composed of representatives from EFMD, companies, business schools and alternative providers.

WHEN WERE THE AWARDS LAUNCHED?

The EiP Awards were launched in 2007 and are now in their 14th year. Since the launch of the Awards over 400 cases have been submitted for review.

WHY WERE THE AWARDS LAUNCHED?

The EiP Awards were launched to provide a platform to showcase outstanding L&D partnerships with a vision to become one of the global flagship awards programmes that demonstrate best collaborative practices in the field of executive education. We are well on the way to achieving this goal, as over the last 14 years the EiP Awards have really grown in prestige and global recognition with an outstanding list of companies, business schools and providers taking part.

WHAT BENEFITS DO THE EIP AWARDS BRING?

- International recognition of excellence in L&D
- Focus on impact of L&D projects positioning learning and development as investments rather than expenses
- Mechanism for benchmarking
- Sharing of good practice and mutual learning
- Legitimacy to internal and external stakeholders for applicants and winners
- Wide visibility and marketing value for applicants and winners

WHAT IS EFMD?

EFMD is a global, membership driven organisation, based in Brussels. As the largest international network association in the field of management development, the EFMD network includes over 900 member organisations and reaches 30,000 management development professionals from academia, business, public service and consultancy across over 91 countries worldwide. EFMD is a unique forum for information, research, networking and debate on innovation and best practice in management development.

EFMD is recognised globally as an accreditation body for quality & impact assessment in management with established accreditation services for business schools and business school programmes, corporate universities and online courses.



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LIST OF GOLD AWARD WINNERS

2020

- Unilever Brasil Industrial & Fundação Dom Cabral (FDC)
- Pertamina & INSEAD & Deloitte & Tjitra and Associates Consulting & Bob Aubrey Associates
- Standard Bank & Gordon Institute of Business Science (GIBS) & Henley Business School
- ArcelorMittal & EF Education First
- Association of Entrepreneurship Development “SKOLKOVO Community” & Moscow School of Management SKOLKOVO

2019

- Siam Commercial Bank (SCB) & IMD
- Chola MS General Insurance & Management Development Centre, Murugappa Group
- Endo Pharmaceuticals & LIW
- Standard Bank & University of Cape Town, Graduate School of Business
- Tribal Resources Investment Corporation (TRICORP) & University of Victoria, Gustavson School of Business

2018

- Valmet & IMD
- Epicus & Hanken & SSE Executive Education
- Telstra & LIW
- DSM & Vlerick Business School
- Monocities Development Fund & Moscow School of Management SKOLKOVO

2017

- Mars & Center for Creative Leadership (CCL)
- Telenor & INSEAD
- Cisco & LIW
- Nokia & Complex Adaptive Leadership & Abilitie
- Diabetes UK & Novo Nordisk & Ashridge Executive Education

2016

- NHS Leadership Academy & Alliance Manchester Business School, KPMG, Univ of Birmingham (& extra partners)
- BG Group (now part of Royal Dutch Shell) & Cranfield School of Management
- Swarovski & Ashridge Executive Education
- Microsoft & INSEAD

2015

- Cisco & LIW
- Royal Mail Group & Saïd Business School, University of Oxford
- National Institute for Health Research (NIHR), NHS Trusts & Ashridge Business School
- COWI & Mannaz