

Strategy and the Chief Learning Officer

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Abstract: Chief Learning Officer strategy is a modern strategy for business management and knowledge transfer in business organizations. With an extension in the role of managers in companies, and the increasing need for effective communication, a workable Chief Learning Officer (CLO) strategy becomes essential. The growing competition in business environment makes it critical for companies to utilize the modern communication systems, while integrating the traditional ones for maximum utility. The current report outlines the importance as well as the benefits of using CTO strategy in the context of STC, (Saudi Telecom Company).

Keywords: CLO, Chief, Learning, Officer, Work, Strategy, Business, Organizations



The Chief Learning Officer is a modern strategy of business management and knowledge transfer in organization that transnational companies use. While trying to figure out how giant companies such as STC (*Saudi Telecom Company*), or locally, the Fortune 500 Companies succeed, a broader understanding of the concept of CLO may help someone to understand these hidden strategies. Since the roles of managers nowadays seem extended and communication in companies is sometimes ineffective due to the long protocols and delays in the organization's systems, having a workable CLO practice is efficient in any contemporary company. Formal communication processes are essential, although certain role conflicts and ambiguities in the hierarchies tend to obstruct and make these communications defective.

Through the use of the CLO approach, Willis and May (2000) state that managing formal communication processes becomes easier and more organized as the CLO takes a unique modern responsibility, which represents cutting-

edge innovation. In the era of the information age, when communication systems have come with varied options of conveying information from one user to another, it is important to delineate a bridge between the traditional systems of corporate communication and the modern ways of communication. Given the fact that modern companies face tighter competition compared to the traditional companies, it becomes imperative to acknowledge and understand the growing impetus of handling employee communications, public affairs, library systems, corporate media, and marketing and advertising in a unique manner.

Based on the assumptions of Willis and May, communication, and not just ordinary communication, but formal communication, plays a vital role in organizations. From my experience in STC, during the first two weeks working there, we had to sign at the time we check in and sign at the time we check out. After that, a few employees showed up to the job late, but their signatures were on time! My manager reported the issue directly to the chief learning officer, and they brought in a fingerprint machine.

That was a great success and improvement because now

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everyone comes in on time, and productivity consequently increased. It also shows formal communication plays a vital role in organizations. Additionally, knowledge and skills in organizations fade away and become futile, depending on the challenges that outwit most modern managers. Setting up departments for the CLOs is becoming essential, as these managers of knowledge and coordinators of corporate knowledge provide daily administrative support. For example, when I was working as a customer service for STC, as a new employee who had not worked there before, I faced some difficulties learning the new environment. My manager taught me the way the work should be done. The CLO contributed strongly to execute educational and training programs for new and old employees, with the help of internal and external expertise. He brought the modern technology of electronic devices, instructors, courses and methods developed to work within the company. I found those educational and training programs so helpful and one of the key successes for STC. With the presence of CLOs, organizations tend to achieve effective knowledge management and transfer through the four main processes that are very crucial in organizations. According to Willis and May, these processes are important in organizational development and learning, as they provide an end-to-end paradigm, where capacity development matches corporate growth in organizations.

Firstly, a CLO ensures effective management of the internal and external communications, which is vital in the continued progress of the company. I experienced this firsthand when my manager contacted the CLO in order to give him an update of employees' attendance issue. Secondly, CLOs are essential in organizational management, as the process of overseeing requires designing, assessment, quantification, delivery, and evaluation of the existing performance measurement and improvement interventions in organizations. The CLO of STC went through the same process, when he oversaw and assessed the issue reported by my manager, and then delivered a solution, which was the fingerprint machine. Thirdly, the CLOs are essential in organizations, as they effectively assist in the processes of equipping and chartering businesses. The CLO of STC worked hard to bring the latest technological advances, expertise, training programs, etc. Lastly, CLOs are imperative in this information age, as they foster effective communities of practice to ensure proficient ways of sharing and transferring information in the workplace. Through the effective use of CLOs, modern business strategies stand on platforms where information and knowledge spread and assist in business development.

References

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