

Overview

Cox Media's objective was to find a learning solution and partner that could help the company achieve its goal of building and maintaining a civil, legal work environment. Specifically, they wanted to implement a solution that would:

- change workplace behaviors to increase productivity, reduce distractions, and decrease charges and litigation risk;
- provide training that would equip its staff to prevent and correct issues internally before they escalated into larger problems;
- bring to life the standards and expectations described in their policies; and
- ensure everyone understood how those standards apply to their daily on-the-job behavior.

Cox partnered with ELI® to implement a broad-based initiative focused on achieving their desired outcomes. By taking a comprehensive approach and aligning training to the broader Cox mission and business goals, the partnership has yielded significant results, including a dramatic decline in charges and a palpable change in the corporate culture.

ELI spoke with Teresa Kennedy, Esq., Assistant General Counsel at Cox, about the partnership.

Cox Media, a brand of Cox Communications, sells local cable advertising, promotional opportunities, and production services. Cox Communications is a Fortune 500 multi-service broadband communications company employing 22,000 people and serving more than 6.6 million customers.

Implementing ELI's Learning Solutions

“Practical tools help people remember important concepts. People still talk about what they’ve learned.”

Cox realized that a one-time training event would not be sufficient to meet their objectives. Working with ELI, Cox has implemented an extensive solution that has included coordinating communication messages with other key business initiatives; conducting strategic analysis of training requirements; and determining appropriate audience segmentation, delivery methods, and rollout strategies. Follow-up and measurement activities have helped the company track success and make any adjustments as needed.

In terms of the learning component, Cox wanted to make sure the training it chose would be engaging, interactive, and applicable. **“ELI stood out,”** Kennedy notes. **“It’s very difficult to find programs that appeal to people and keep their interest, but ELI’s programs are varied enough to do this.”**

In addition to the actual training experience, Cox placed equal importance on giving participants skills to help them apply what they learned in class back on the job. Cox appreciated the practicality of ELI programs in making a difference beyond the classroom. “Practical tools like the Prescriptive Rules® help people remember the important concepts,” says Kennedy. “People still talk about what they’ve learned thanks to tools like these.”

As part of the implementation, Cox has certified internal instructors to deliver the programs, adding to the impact and further aligning the initiative with other Cox business goals. “We’ve put significant numbers of people through the program and we always make sure to talk about our values, mission, and policies in the classes we do,” Kennedy says. **“ELI’s programs allow us to fold in information specific to our company. [They] give us a framework we can use to spur discussion about our expectations or how to deal with problems.”**



Commitment from the Top

“ELI’s work with the senior team gave everyone a chance to see the program first-hand and to understand how it supported Cox’s broader goals.”

Tying the training to Cox’s core business was a significant step in gaining leadership support. Cox Media’s Vice President of Human Resources worked with ELI to build a business case for the training and ensure the initiative aligned with Cox’s culture and the issues it faced. Next, the senior team assembled for an abbreviated executive session conducted by Stephen M. Paskoff, ELI’s president. This session demonstrated the effectiveness of ELI’s learning methodology and approach, its link to real business issues, and the importance of leaders serving as role models for appropriate workplace conduct.

The executive session made an impact, according to Kennedy: “ELI’s work with the senior team gave everyone a chance to see the program first-hand and to understand how it supported Cox’s broader goals.” By conducting this session, Cox was able to ensure the senior team was better equipped to support the initiative and its message through their own conduct.

Does the learning make a difference?

“After [implementing this initiative], there were no filings. None.”

We asked Kennedy if partnering with ELI on this solution has made a difference at Cox:

Definitely. For one thing, before working with ELI we had a high number of EEO filings over the course of several years. After the training, there were no filings. None.

More importantly, though, we’ve noticed a change in our culture. It’s hard to quantify, but people comment on the more respectful environment at work. You can see that people are thinking before they speak or act. They’re guarding their words and actions!

We think this is happening because participants find the programs relevant. We do evaluations after each session and participants continue to respond favorably. They say it was the best training they’ve been through, the most enjoyable, and the most applicable to their daily lives. We think this is why the program has really been such a good investment. Our people have internalized the concepts they’ve learned.



Does your learning make a difference?™

2675 Paces Ferry Road, Suite 470 • Atlanta, Georgia 30339
Tel: 800.497.7654 • Fax: 770.319.7905 • www.eliinc.com