



## *Armando Lourenzo Interview*



**Armando Lourenzo**  
Chief Learning Officer  
Ernst & Young

Armando Lourenzo currently holds the office of director of learning, Southern America at Ernst & Young Brazil, in one of the fastest growing regions for E&Y globally. In this role he oversaw the planning to establish Ernst & Young Corporate University, and oversees all operations for EYU currently, including his speciality in Training Design.

Armando also currently holds office as Technical Director of the Brazilian Association of Corporate Education. In this position, he focuses on training and empowering corporate education professionals.

Armando has authored several articles and books in the business area, focusing on corporate education. He holds a PhD in Administration and Master's Degree in Human Resources Management from FEA/USP.

**You've recently launched a brand new Corporate University, which will you'll be focusing on in your upcoming presentation, "Redefine the 21st Century Corporate University for 21st Century Learning". Can you give us an overview of the learning objectives and how it's built for all learners?**

"Focus on innovation should be thought of by using new technologies and trends in methodologies that make mediation of actions on education easier for new generations. Not only in e-learning technologies, but also in technology-mediated education in classrooms. However, considering the different generations working in the companies and the rapid technological changes, EY University has been thinking and working on its projects in a manner as to give people the skills they will need in the future, and also to develop their learning agility.

Supporting this new technological environment, EY University has created within its structure an area called Digital EYU. This area has a specialized team capable of understanding and designing customized solutions, by using different methodologies in different formats. By investing in new technologies, the university has expanded its actions and activities in the digital universe, with investments in games, virtual reality simulation room, use of virtual reality in trainings, video lessons, micro learning, flipped classroom, learning through internal social network, learning ecosystem, distance learning courses, among others.

The self-development culture needs to be a reality and investments must go beyond the training format (in-class or web-based learning).

The adoption of informal learning programs also contribute to this self-learning and digital environment. For instance, today, EY University is the curator of free content that can be disseminated to EY professionals for being aligned with the company's strategy. For that end, we use tools such as: Mooc, Get Abstract, TED and video classes developed by the university. "

**How do you sell your organization's corporate university mission statement to employees? How do you sell it to the business?**

"Since its creation in 2007, EY University has been making efforts to establish alliances with the firm's leadership. One of the first steps of the new structure was the creation of an education committee in order to align the strategy guidelines with the main projects to be conducted by EY University. The education committee still meets periodically to evaluate and discuss the results, indicators, investment, strategies and projects of the Corporate University.

EY University found in showing the effectiveness and success of its programs a way to engage the firm's leadership and professionals in this project through internal communication tools and participation in relevant committees of the EY governance system.

In addition, the recognition given to EY University for its best practice, including through awards in Brazil and worldwide, strengthen its image internally and externally."

**You've been a past CUBIC honoree and presenter, so you're no stranger to Corporate Learning Week. Can you tell us some of your biggest gains as a result of attending?**

"This event is a great opportunity to learn corporate education strategies that are on the borderline of the 21<sup>st</sup> century. The presentation of cases of corporate universities that are state of the art in terms of people development allows me to guide the strategies of the corporate university of Ernst & Young (EY), as well as to establish relationships with market players, in order to build new strategic partnerships. Corporate Learning Week is an event that adds value to my strategy decisions and gives me knowledge to implement learning initiatives."

**What were some of the biggest challenges in building this corporate university? How did you overcome them?**

Before creating a Corporate University, EY had already made investments in training, but tried to concentrate in initiatives that reconciled theoretical learning with practical experience. EY had two objectives as a strategic goal for its business sustainability: 1. Accelerate the career of its professionals. 2. Reduce the knowledge and educational gaps in teams. Our main challenge has always been to ensure the effectiveness of development actions and to be always updated in terms of education methodologies that are aligned with the generations that are part of our company. As for effectiveness, we developed a methodology to design the development solutions and to follow them up. Based on the results of these actions, we managed to improve our solutions even more by sharing them with internal areas in the planning phase. The continuous improvement is the result of collaborative actions. Another goal is the application of new education methodologies and, for that end, we implemented an innovation culture in our corporate university, in a way that all the people in our team takes part.

**What are your most successful metrics to date?**

EY University believes in a continuous evaluation system and not only in building isolated indicators. For this reason, the gathering of results and impacts of training programs generates an integrated evaluation model, which allows us to look at the result of the actions taken under different perspectives and to drive the improvement needs accordingly. This evaluation system includes:

- Corporate indicators
- Reaction indicators – Coaches, teaching methods and logistics
- Learning indicators
- Applicability indicators
- Impact indicators.

**Where do you see the state of the corporate university in 5 years?**

EY University follows a strategy plan that is redesigned annually in order to be in line with EY Brazil's and Global guidelines. In addition to working for the consolidation of existing and implemented programs, EY University has focused its efforts on proposing increasingly innovative development and learning methods, as well as on curating the respective subjects.

The EY University's drivers that will be worked on in the coming years are the following:

- Hyper customization of knowledge
- AI (Artificial Intelligence) connected to trainings
- Increase in informal learning initiatives

**Any words of advice for learning teams who want to launch or advance their corporate university?**

Some of our constant concerns are to align the university with the company's strategies and to focus on excellence while executing development solutions, so as to reach the established goals.

**View Session: Redefine the 21st Century Corporate University for 21st Century Learning**

- Establish your corporate university as a "corporate commons" for leaders and cross-functional teams to work together
- The Integration of Corporate university with the Knowledge Management and Development by Experience
- Cater to global teams through blended learning, incorporating elements of in-person, virtual instructor-led training [VILT], MOOCs, Ecosystem, Virtual Reality (3D), Intelligence Artificial and Micro learning

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