

Challenges of a global learning organization

- Numerous (many senior) stakeholders
- Global audience
- Several browsers
- Various (and old) version of IOS
- Multiple languages
- Works councils
- Delivery of video content
- China internet
- Measuring effectiveness

Internal resources required

- **Program sponsor:** Risk owner
- **Program owner:** Subject matter expert and day-to-day decisions
- **Global learning manager:** Project plan and various work streams
- **Global learning consultant:** Content development and instructional design
- **Communications:** Corporate communications
- **Digital design:** iPhone/iPad app development
- **Extended team:** Additional subject matter experts and reviewers
- **Technical team:** Testing and global pilot
- **Operations team:** Target audience identification and logistics before, during and after launch
- **Senior stakeholders:** Other interested individuals



External resources required

- **Creative:** Copywriting, creative design and compliance with brand standards
- **Video:** Creative input into script, set design, and production including pre and post
- **Learning:** Platform, instructional design, design implementation programming, testing
- **Translation:** Translation of all program elements including inserting into eLearning
- **Testing:** Preliminary test package, global pilot, as well as several iterations throughout program development
- **Operations:** Target audience identification, assignment, question management, reporting of completion

Lessons learned

- A face-to-face project kick off meeting is essential to align on project objectives and ways of working
- Allow plenty of time to plan and prepare, especially if using new technology
- Collaboration between suppliers is key – act as one
- Pilot with a small learner group and adjust as necessary before global launch
- Include technical and IT teams from the beginning and “chase” every possible technical challenge to a conclusion
- Confirm browser and IOS versions with Corporate IT and plan/communicate accordingly
- China has special technology requirements
- Works council (WC) timelines are a challenge and require very close collaboration with WC representatives
- Video content can be a significant challenge due to file size of translated videos
- Poor internet quality/bandwidth and loss of connection is a significant challenge
- Approval requirements and change control process need to be agreed early and documented throughout the project to minimize rework
- Translations can be an operational challenge when using a standard multi-step process
- Multiple languages in one module can be an operational challenge, but the benefits to the learner are well worth the effort
- Separate launch window was confusing to learners

Improvements for future programs

- Streamlined integration of videos and subtitles by creating VTT capability as part of standard maintenance
- Confirmed China technical workaround which needed a unique package on China server with cross-domain capabilities to communicate with the UK server
- Tighter connection with Works Council representatives and business units
- Pre-agreed governance, approval and change processes with senior management and subject matter experts
- Comprehensive testing plan throughout development
- Unique learner pop-up message when internet connection is lost and when it is restored
- Unique “unsupported browser” message to alert learners at the point of need when they launch the program
- Translations can be greatly simplified through the use of “cloud” technology and real-time preview
- Operational efficiencies for assignment and monitoring/reporting of completion
- Learning framework upgrade to launch program within the LMS window
- Integrated communications plan, including leader-led initiatives and “street” events

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