Getting Smart About Global Implementations
Lessons from a Real Life Example

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April 19, 2015
Program Agenda

1. Reasons for Going Global
2. How Do You Define ‘Global’?
3. Challenges & Lessons With Global Implementations
Reasons for Going Global

Know Why You’re Doing This
The Oracle Landscape

100+ acquisitions made by Oracle

20,000+ Managers globally

3 Dedicated Leadership Development Staff

42 # regional manager programs to start

15 # programs we ended with (6 core; 9 regional)
Why Develop Global Programs?

Oracle’s Reasons for Going Global

– Common leadership language
– Consistency across regions
– Reduce complexity for leaders
– High quality, repeatable learning experience
– Better leverage of great solutions across the globe
– Cost effective
– Enable investment of energy on high-impact initiatives

Why Are You Going Global?

- What is your objective in driving toward a global leadership program?
- Do these reasons resonate with each region/country?
- Do you have people in each region who can drive support?
- How are you funding a global program?
- How will you manage the ongoing operation of a global program?
How Do You Define ‘Global?’

It’s Different for Everyone
“Global” Is Different For Different People – the What

- Similar content but same topics
- Same content for everyone – English only
- Same content in English with local language delivery where possible
- Same content or similar content in local language
- Internationalized, localized, translations

What “Global” Does Global Mean?

- Who needs to agree on the definition of ‘global’?
- Who will/can influence acceptance in each region/country? Are they a part of your team?
- How might language requirements impact acceptance?
- What things are considered “core” to Corporate? Can you articulate a strong case for aligning certain things at a corporate level?
- What are your requirements around language? Remember to balance costs with learning transfer
- Identify those things that “local” can expand, including any constraints.
“Global” Is Different For Different People – the Who

• Multiple Stakeholders Impact Decisions
  – Leadership Development
  – HR Leadership
  – HR Business Partners
  – Organization Development Consultants
  – Professional Development
  – Regional Leadership
Oracle’s Path to Global

- **Diverse Project Team**: people with experience on global implementation; team members from NA, EMEA and APAC
  - Analysis of content to be included
  - Group decision on length of time out of office

- **Language Decision** for English content only with local (regional) delivery to save on costs
  - Later decision for Chinese translation to increase learning transfer

- Standard content globally to drive **common leadership language**
  - Assumed costs in some regions for acceptable costs in emerging markets

- **Unifying Message**: all managers will have a baseline of knowledge regardless of where they are located in the world
  - Directors know base knowledge of their managers
  - Managers have a standard approach for managing people
  - Team learning can build on this base knowledge
Keeping ‘Global’ In Balance

**Face-to-Face vs. Virtual**
- Balance with time out office
- Accessibility in emerging markets

**English vs. Translations**
- Easier to design; lower cost
- Local acceptance; learning transfer

**Internal vs. External Delivery**
- Lower delivery costs
- Consistency of delivery

**Program Management**
- Internal provides lower costs; high touch
- External (e.g. vendor) has a cost; frees internal resources
- Ability to manage effectively across globe
Challenges & Lessons Learned
Complexities of Global Contracting

**Think About**
- In what countries will you deliver?
- What role does Finance, Procurement and Legal play in contracting?
- Confirm delivery capability in each country
- Confirm billing process in each country

**Lessons Learned**
- Dig deep into the countries you identify
- Understand contracting process in advance
- Involve partners in contracting as soon as possible
- Use regional team members to identify (and resolve) issues before they impact implementation
Think Global; Act Local

**Think About**
- English only or local language?
- Any specific requirements or considerations in the local markets?
- What are the local benefits to a global program?
- How will a global program be funded?

**Lessons Learned**
- Be willing to adjust global decisions based upon local justifications
- Have clear messaging about the benefits of a global program
- Rely on your local team members to “sell” to local stakeholders – they understand the audience
Logistics in Global Implementations

**Think About**

- Is program recommended or required?
- What is the enrollment process?
- How will you manage enrollments across the globe?
- How will program management work?

**Lessons Learned**

- Don’t assume that your local way is the same across the globe
- Get buy-in from the people who will help fill your classes
- Know the functionality of your LMS
- Have a clear plan for transitioning ongoing program management
Marketing & Communications

**Think About**

- How are you talking to your stakeholders?
- What does the program roll-out look like?
- How will you sell the course to potential participants?
- What will ongoing communications look like?

**Lessons Learned**

- Involve your stakeholders and team members at the local level early and often
- Make yourself available during work hours local time
- Communications may be different for different stakeholder groups
Lead to Achieve Program Page & Alumni Conversation

**Program Page**
- Enrollment Link
- Target audience
- Benefits
- Program Map
- Actions for registered participants
- Actions for Managers of participants
- Program Library
- Program Tools

**Oracle Social Network**
- Added at completion of program
- Conversations about program content
- Development accelerators
- Ongoing content related to program
- Community of Lead to Achieve participants
Don’t Skip the Pilot – It Provides Insight

- Is the content the right content?
- Is it the right amount of content?
- Is the delivery balanced between amount of content and available time?
- Do participants represent various stakeholder perspectives?
- Multi-national pilot groups can provide early insight into potential regional issues
- If using English only, are pilot participants comfortable with this?
Ongoing Considerations

Program Management

Who is managing the program from your side? How often do you have reviews with your vendors? How are issues managed?

Extending Learning

How do you continue to engage your participants? What can you do globally versus locally to extend learning?

Line of Business Deliveries

What is the process for line of business (LoB) programs? What parameters or limitations exist for LoB customizations?

Measurement

How will you determine success of the program? Happy with class, or behavior changed? Hard data or anecdotal? What will you do with the data?

Balance local vs global solutions

How will you address ongoing request for local solutions? Across-the-board mandate or integration into portfolio?
As You Begin Your Journey

Have a clear objective
This will become your “sell” to all regions.

Dig into details.
Use your team members from each region to unearth potential surprises.

Acknowledge local needs.
Know what is “critical” or “must keep” in local markets

Budget for a test run – monetary and timeline.
Ensure data from the pilot is used to make the program better.

Create a clearly defined plan –
Development, roll-out, communications – and prepare to modify.
Integrated Cloud
Applications & Platform Services