# Getting Smart About Global Implementations

## Questions to Consider

### As You Begin Your Journey
- Have a clear objective
- Dig into details
- Acknowledge local needs
- Budget for a test run – both time and money
- Create a clearly defined plan

### Planning for Global
- What is your objective in driving toward a global leadership program?
- Do these reasons resonate with each region/Country?
- Who will/can drive support and influence acceptance in each region/country? Are they a part of your team?
- How are you funding a global program? Central funding or chargeback? Will this decision impact acceptance?
- How will you manage ongoing operations of a global program?
- What does ‘global’ mean to your implementation? Who needs to agree on the definition of ‘global’?
- What things are considered ‘core’ at the Corporate level? How will you confirm those things to be included as core?
- What is your business case for aligning certain things at the Corporate level?
- What are your requirements around language? Does this impact learning transfer in any way?
- What are the things that “local” can expand upon? Any constraints?
- Who will be involved in ongoing operations? What specific responsibilities will each person/team have?

### Complexities of Global Contracting
- In what countries will you deliver?
- Are there government restrictions in any region or country?
- What role does Finance, Procurement and Legal play in contracting? Are they involved early?
- Do components of your program require government approval? (e.g. MBTI in Africa)
- How does the contracting/procurement process work in your company? Is it country specific?
- Will you need a Master Level Statement of Work and/or Local Delivery Contracts?
- How long will the contracting process take? Build this into your implementation plan!!
- Any government requirements for moving money out of country? Alternative processes possible?
- Do you or your vendor have delivery capabilities in each location? Local language delivery or English delivery?
- Based upon contracts, how will the billing process work in each country?

### Think Global; Act Local
- What unique things do you need to know about the countries in which you deliver?
- What are the leader populations where you plan to implement?
- Does population size justify translations? If not, what alternatives do you have?
- Will you deliver internally or use vendor facilitators?
- What are the benefits to a global program? Do your local regions/countries agree with identified benefits/ selling points?
- Will learning transfer be impacted if you deliver in English?
- What is the cost tolerance in local markets? How might you mitigate cost concerns?
- What can a local entity do to extend the learning?
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### Questions to Consider

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<th>Logistics</th>
<th>Marketing &amp; Communications</th>
<th>Successful Pilots</th>
<th>Ongoing Considerations</th>
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<td>• Will your program be recommended or required? Will it be the same in all regions?</td>
<td>• Who are your stakeholders? How are you talking to them?</td>
<td>• Is the content the right content?</td>
<td>• Who is managing the program from your side? How often do you have reviews with your vendors? How are issues managed?</td>
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<td>• Will you do open enrollment or nomination? Is there a preference in different regions?</td>
<td>• Who needs to be informed, consulted with, or be a part of the decision?</td>
<td>• Is it the right amount of content?</td>
<td>• How do you continue to engage your participants? What can you do globally versus locally to extend learning?</td>
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<td>• How often will you offer programs? In what areas – central or multiple?</td>
<td>• What does the program roll-out look like? Is that clear in any marketing materials or communications?</td>
<td>• Is the delivery balanced between amount of content and available time for the program?</td>
<td>• What is the process for Line of Business programs? What parameters or limitations exist for Line of Business customizations?</td>
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<td>• Do you have support in filling programs?</td>
<td>• Where will you run the first programs? Do you have communication support in those locations?</td>
<td>• Do participants represent various stakeholder perspectives?</td>
<td>• How will you determine success of the program? Hard data or anecdotal? What will you do with the data?</td>
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<td>• How will you manage enrollments? Is your LMS capable of supporting all countries where you plan to implement?</td>
<td>• How will you ‘sell’ the course to potential participants? How will they learn about it? Why will they come?</td>
<td>• Do you have a multi-national pilot group to provide early insight into potential regional issues</td>
<td>• How will you address ongoing local requests? How will they be positioned with the global portfolio?</td>
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<td>• How will program management work? Registration confirmation? Distribution of pre-work? Participant questions? Follow-up?</td>
<td>• What will ongoing communications look like?</td>
<td>• If using English only, are pilot participants comfortable with this? What suggestions do they have for regional acceptance?</td>
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