

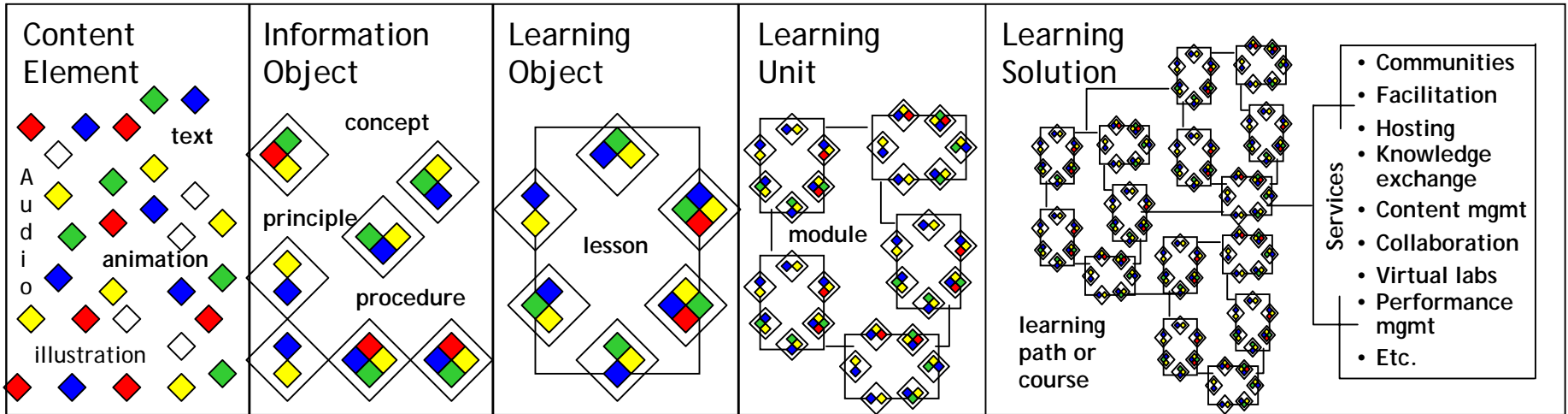
Creating a Common Learning Infrastructure

**Transitioning from training to rapid
performance tuning**

**Gerry Lang
Director, Worldwide Learning Platform & Service
Microsoft**

Knowledge Management

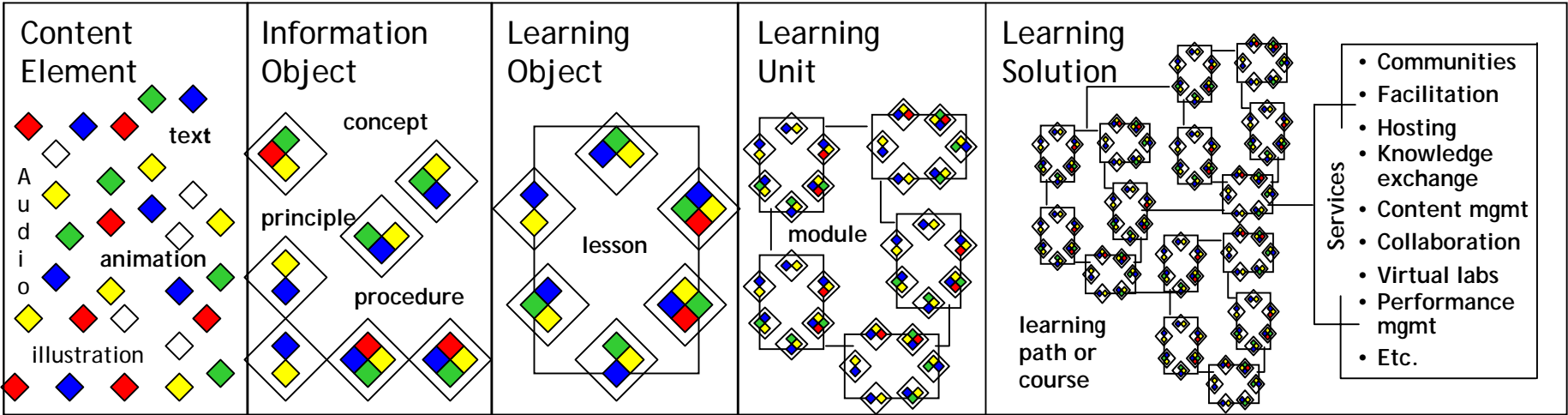
Learning



Content Hierarchy Model

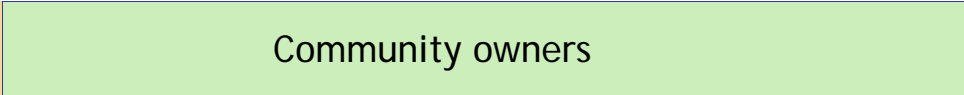
Value: Ease of consumption
Timeliness
Relevance

Context



Development

Assembly



Reusability

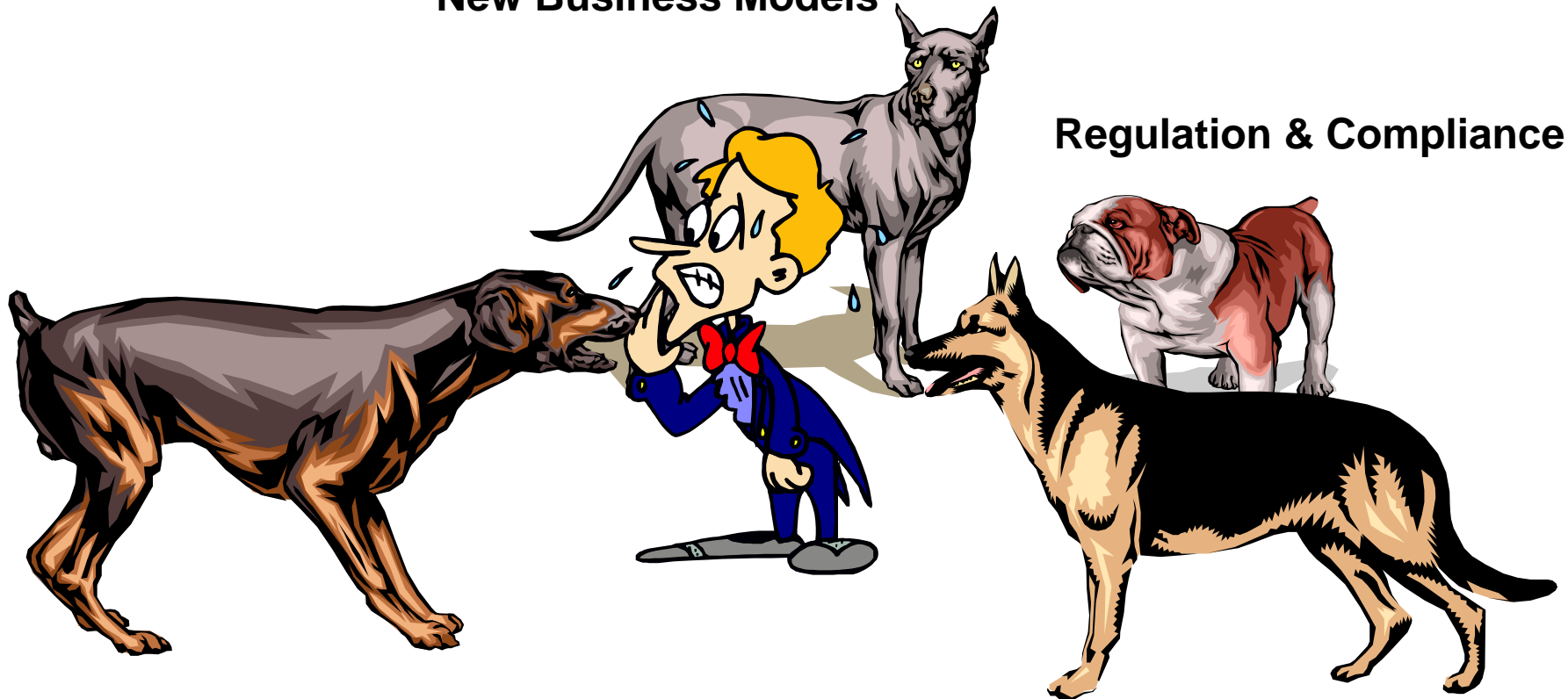
Value: Reuse of content
Sharing of content
Interoperability of content

Microsoft has achieved high growth in the past . . .



. . . But today's challenging world demands more of our employees & partners

New Business Models



Competition

Tough Business Climate

Performance tuning is old news



What's wrong with the Mariners? Why can't they win?!

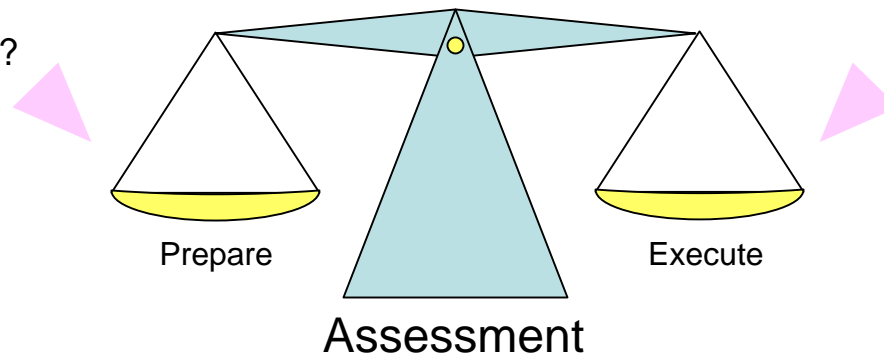
The beginnings of baseball statistics can be traced to 1845 and have evolved to become the foundation for finely tuned, quantitative performance management.

This data helps guide:

- Recruiting & capacity decisions
- Rewards & recognition
- Strategy at the player, team & organizational level
- Training & coaching
- Game interventions

Readiness – A Tough Balancing Act for Individuals, Managers & Organizations

- How much training?
- Investment?
- Who provides?
- What training?
- When & where?



- Goals
- Business needs
- Initiatives
- Competitive demands



Training & Other Interventions



People Readiness

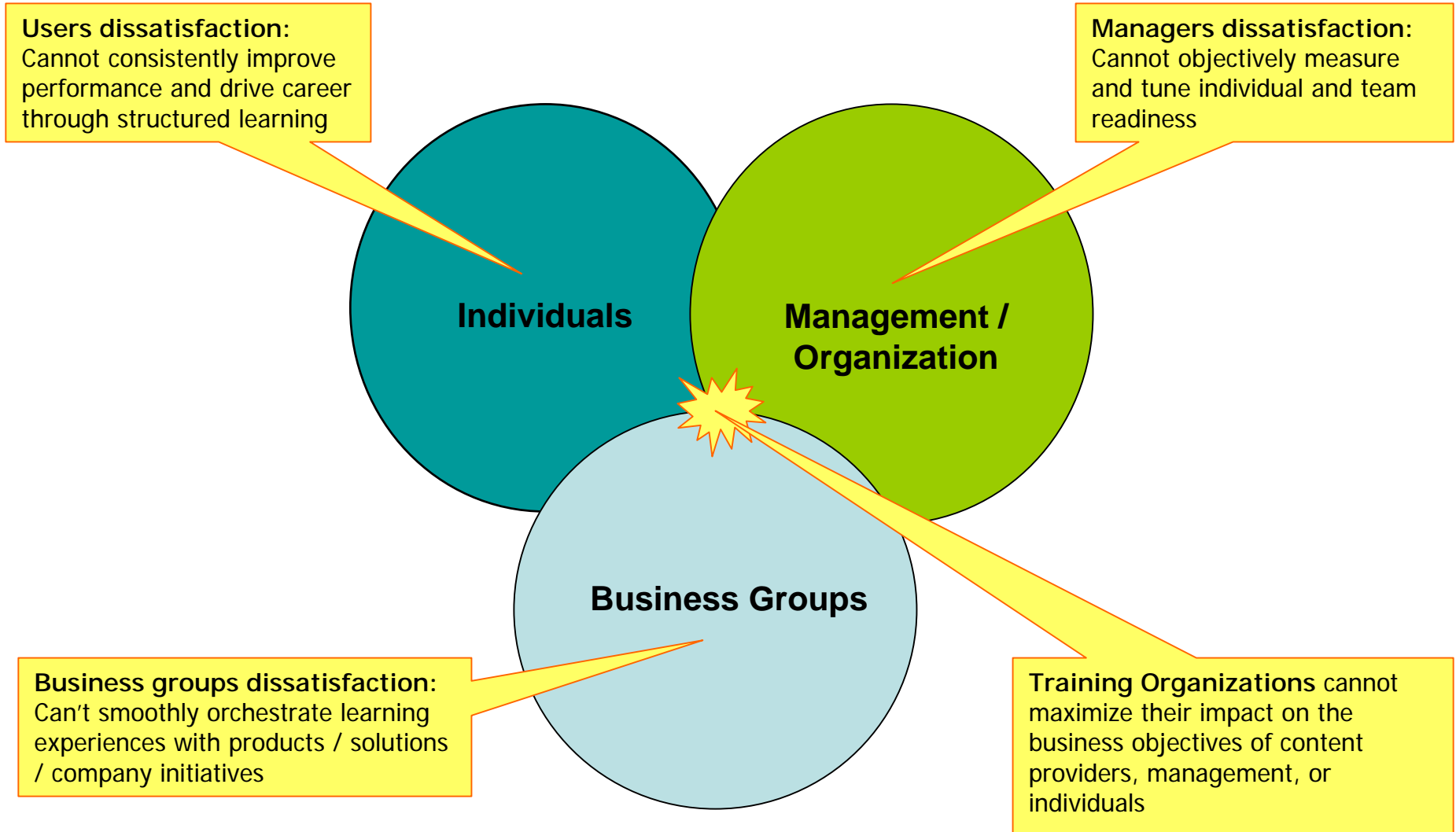


Performance Results

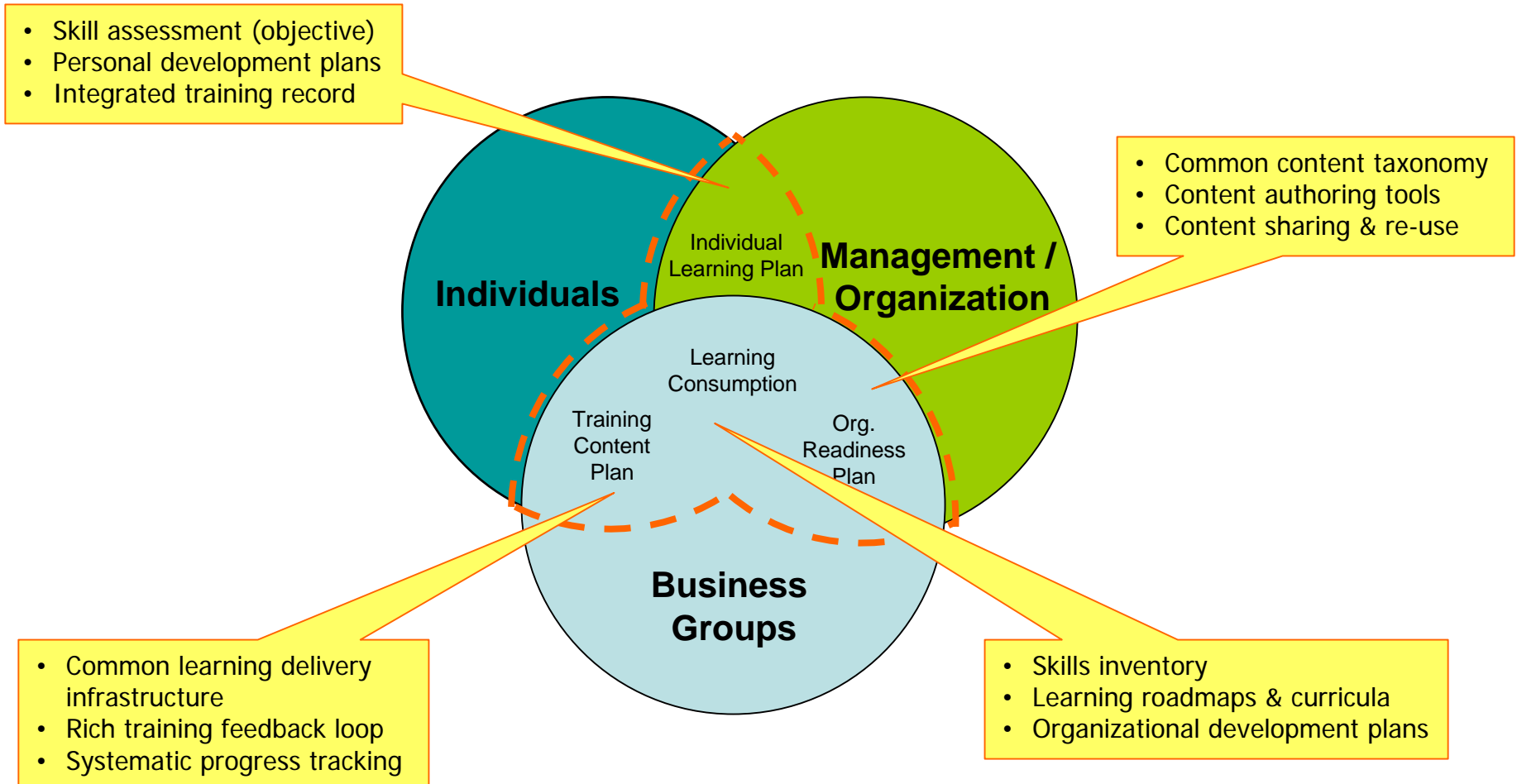
Training at Microsoft is difficult . . .

- Microsoft doesn't have a strong learning culture
 - Lack of consistent executive & frontline manager support
 - Employees don't always value training in our execution focused culture
- Microsoft lacked a framework for learning businesses
 - No ability to form enterprise wide partnerships
 - Delivery technology is fragmented
 - No consistent training metrics
 - No consistent learning message for partners & customers
- Training organizations lacked a consistent execution framework
 - No framework for professional development
 - No consistent approach to curricula or personal development plans
 - No content sharing
 - No common content repository & authoring tools
 - No common content taxonomy

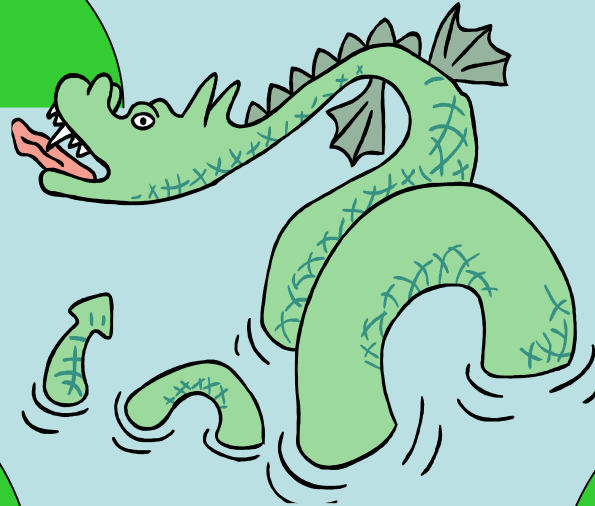
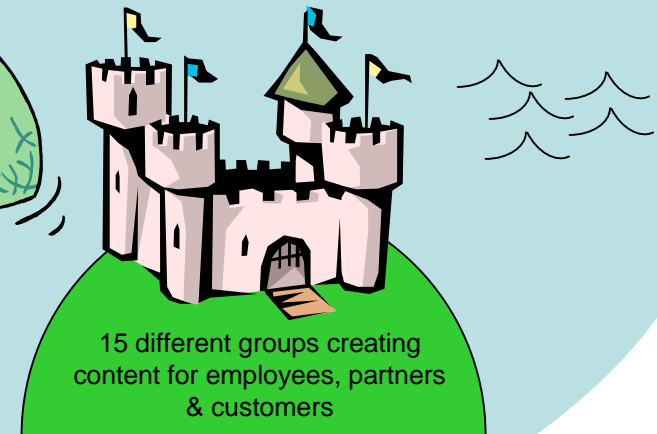
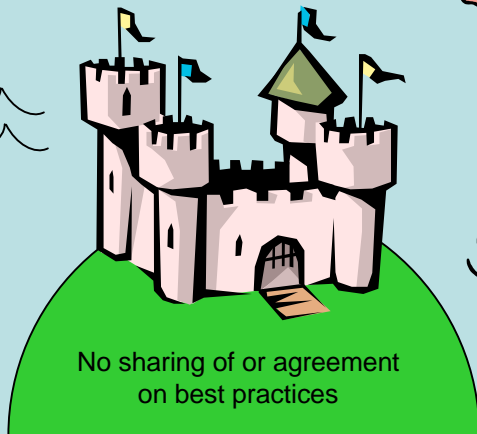
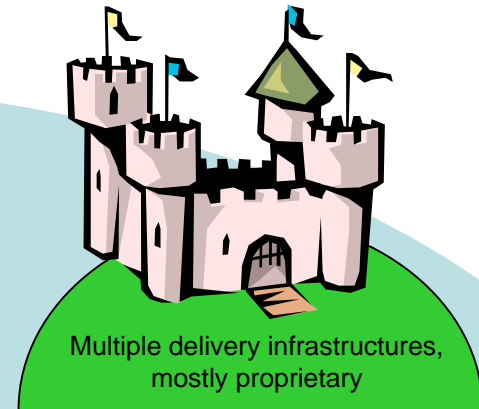
. . . And the business suffers



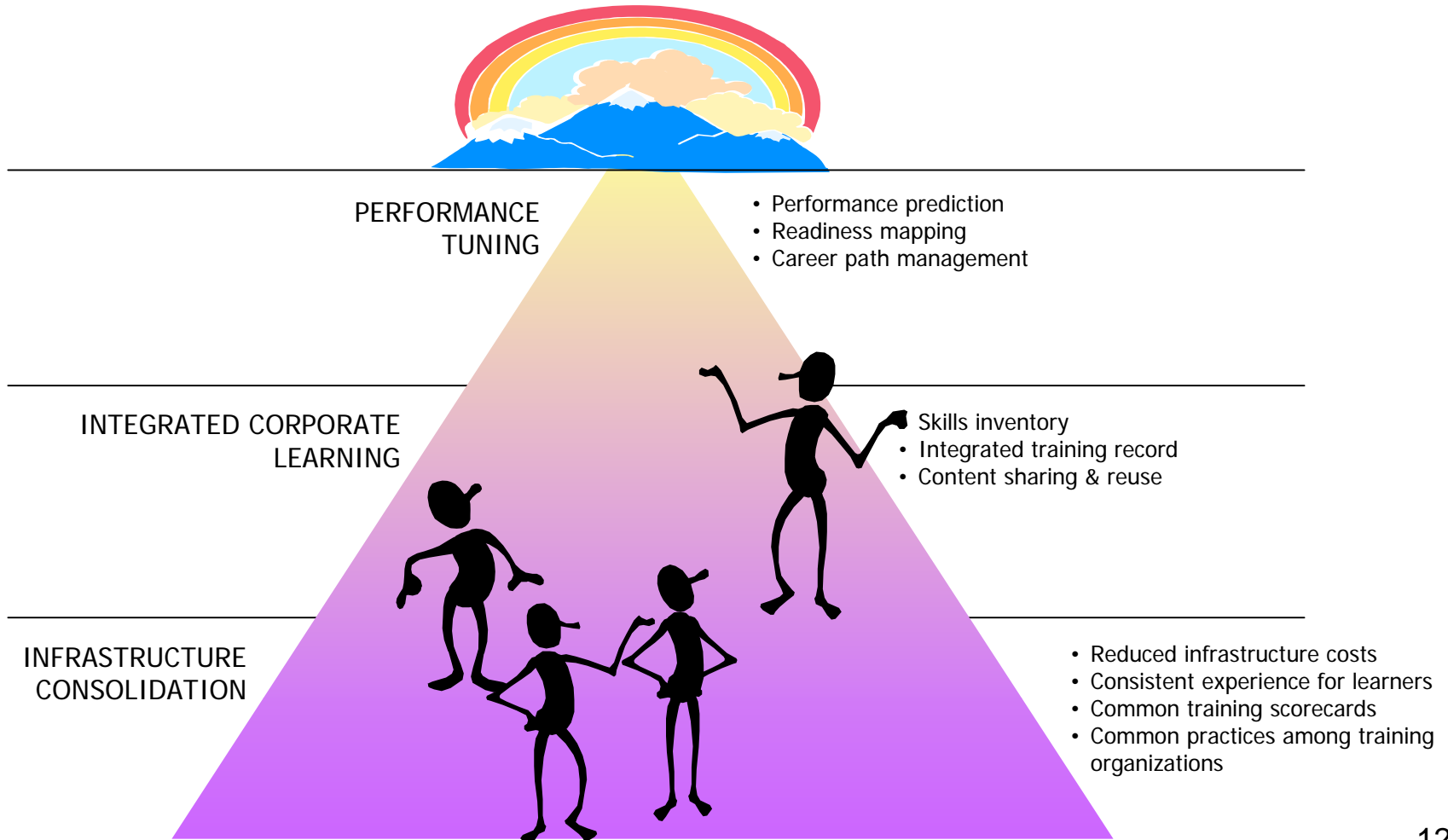
Corporate Learning at Microsoft



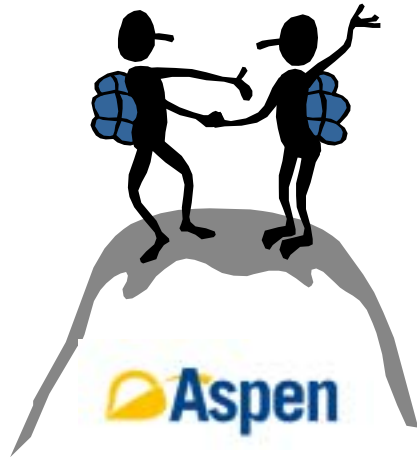
Microsoft's fragmented learning landscape was our biggest challenge to consolidation



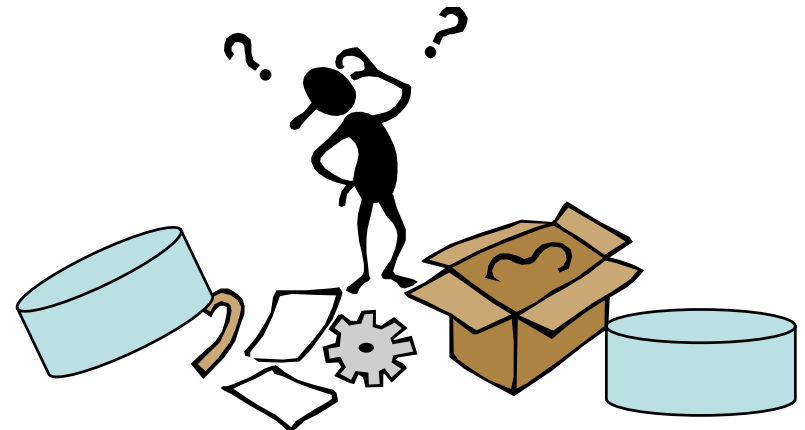
Our infrastructure consolidation strategy required a compelling value proposition & lots of evangelism about the immediate & long term benefits



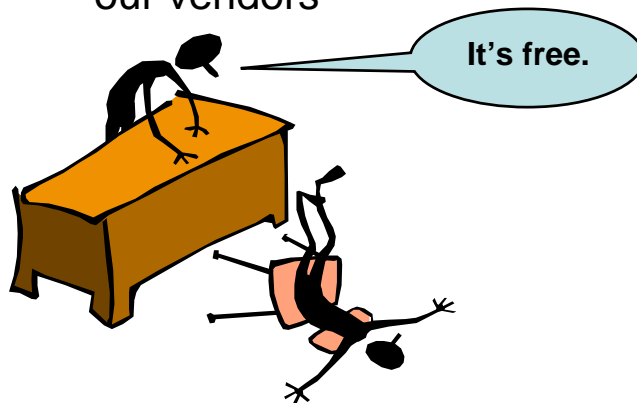
We had to build the learning platform of choice for internal Microsoft groups



Leverage a strong partnership with our vendors



Implement a scalable, reliable platform



Make the infrastructure free to Microsoft users via enterprise, perpetual licenses



Provide a scalable support model

Comprehensive support is compelling

Tier 1 – ITG HelpDesk

Tier 2 – WW Learning & Readiness

Program Support - Regional Support Centers

APJ

Americas

EMEA

Admins

- Program questions
- Registrations / cancellations

Platform Support

Content developers
(Aspen LCMS only)

- "How to" questions

- Functional issues
- User data / account issues
- Change requests
- Ad-hoc report requests

Tier 3 – SSIT / ITG

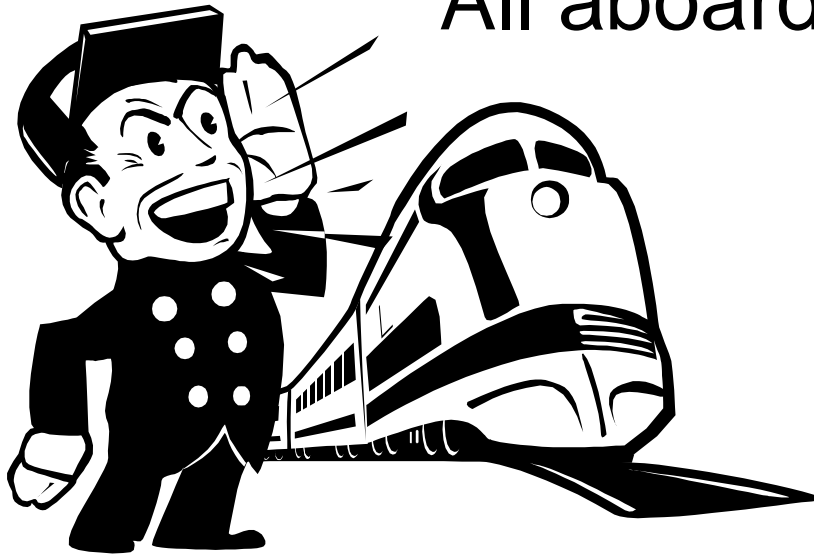
Server Support

- Server maintenance requests
- Server down issues
- Application installs / upgrades / restarts
- Network / security issues

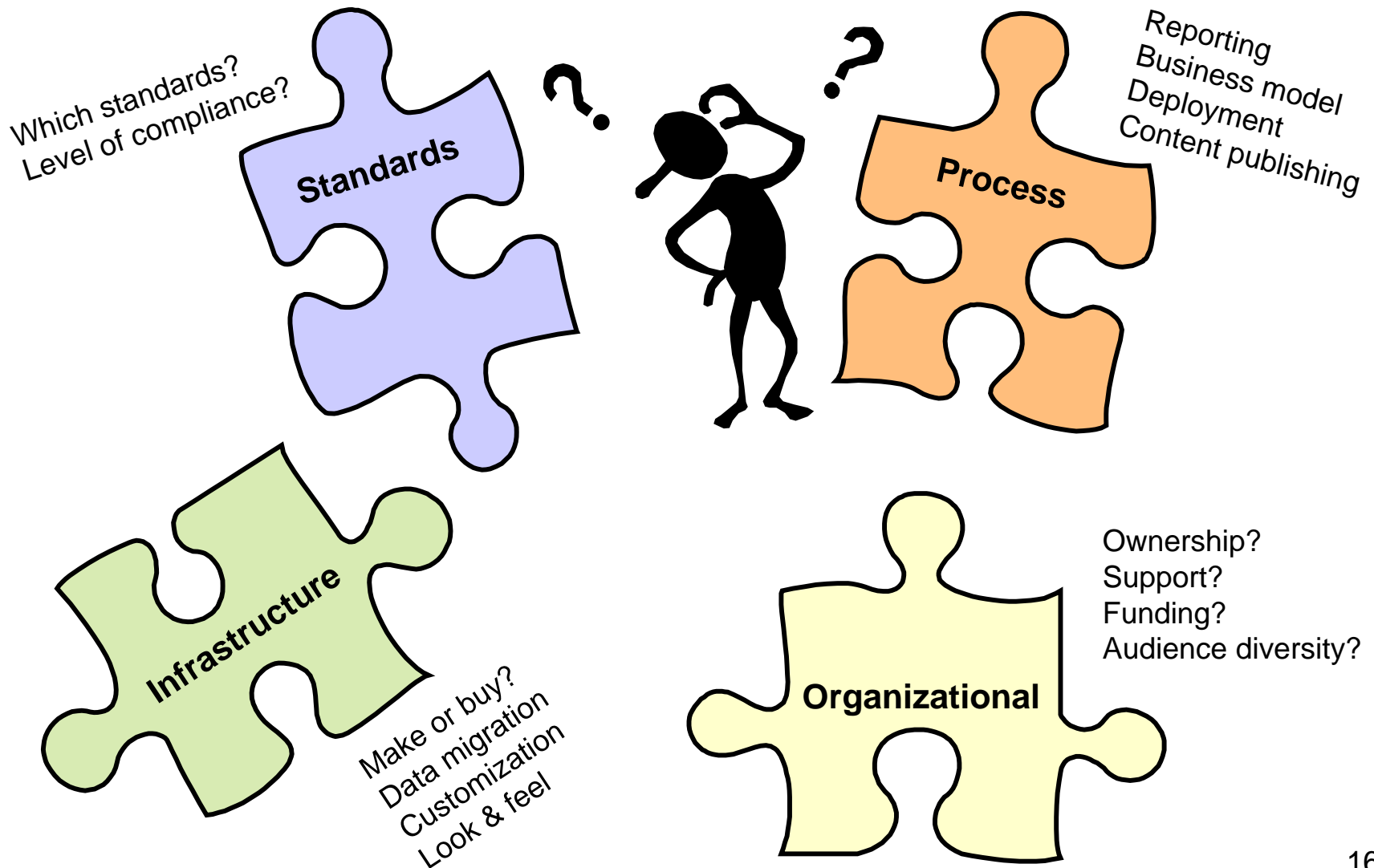
Individual Learner Support

We worked with the most influential training organizations to get their adoption first

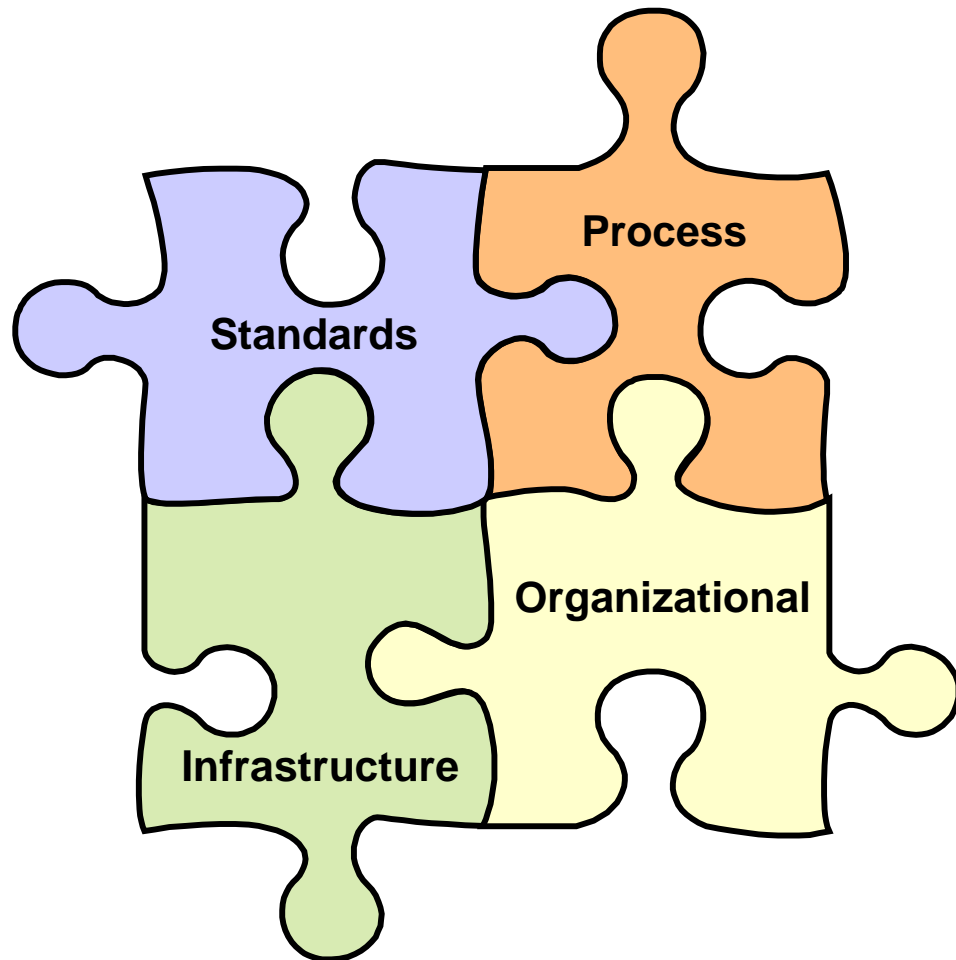
All aboard!!!



Infrastructure consolidation had to address both technical & non-technical issues

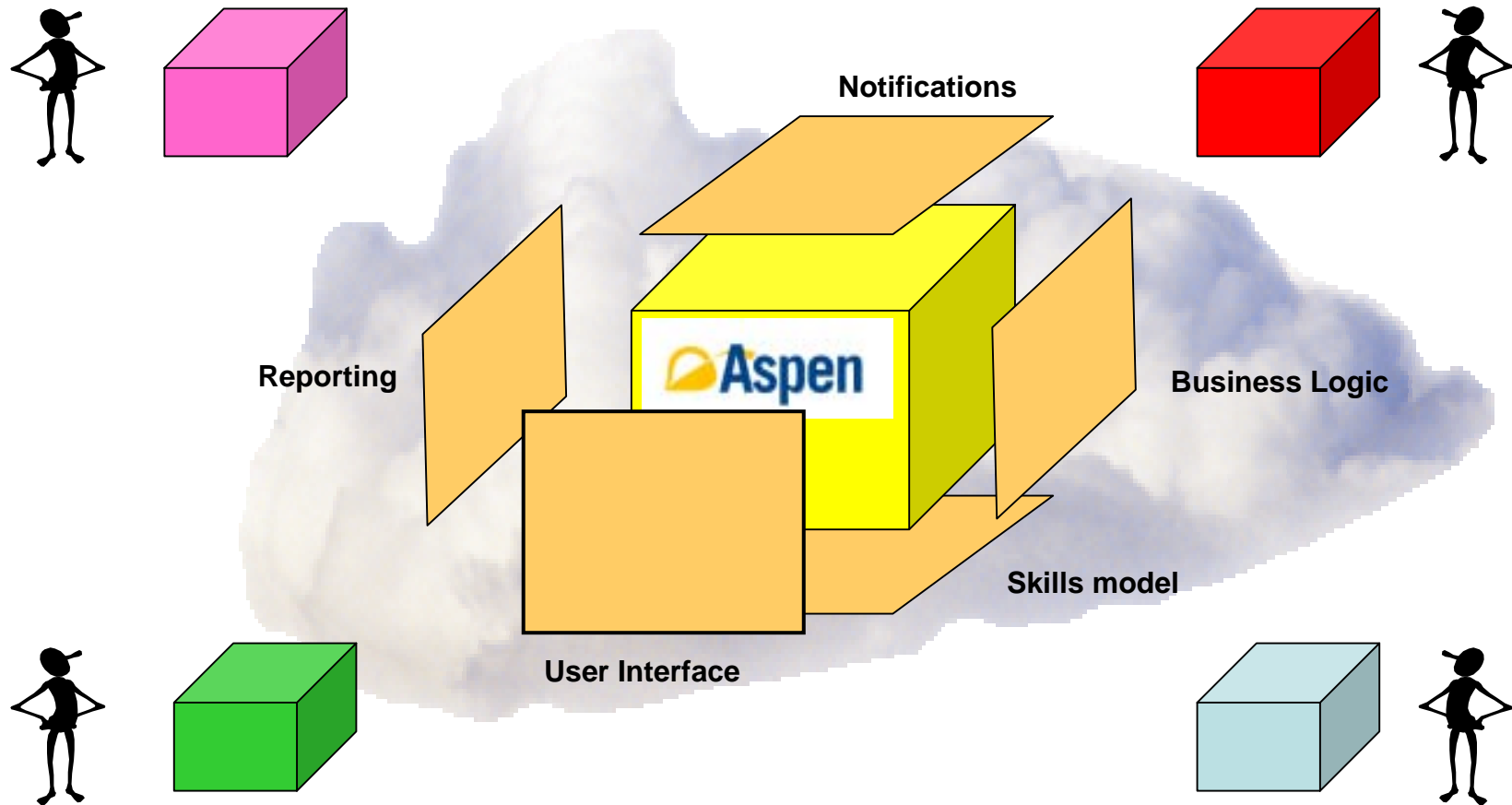


A single learning platform has proved to be the best way to help tackle these issues

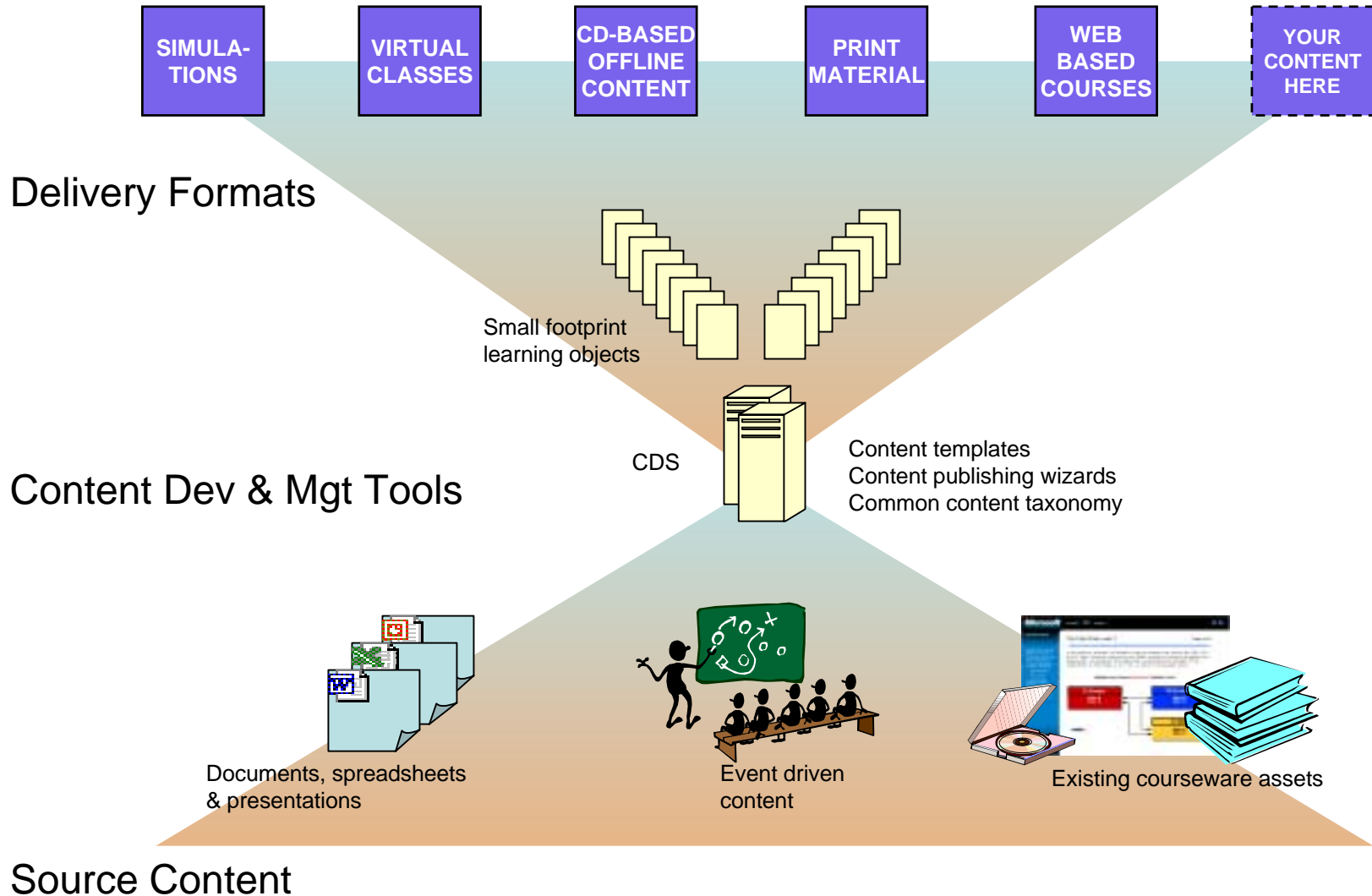


- Cost savings through a single learning infrastructure investment
- Diverse geographies, departments and organizations can retain their identity within the site
- Consistent service offerings across the enterprise – e.g. learning catalog, reporting & metrics, registration, skill assessment
- Faster deployment of new learning content and services
- Consistent, integrated reporting
- Greater visibility to the skills base of Microsoft's workforce & partner base

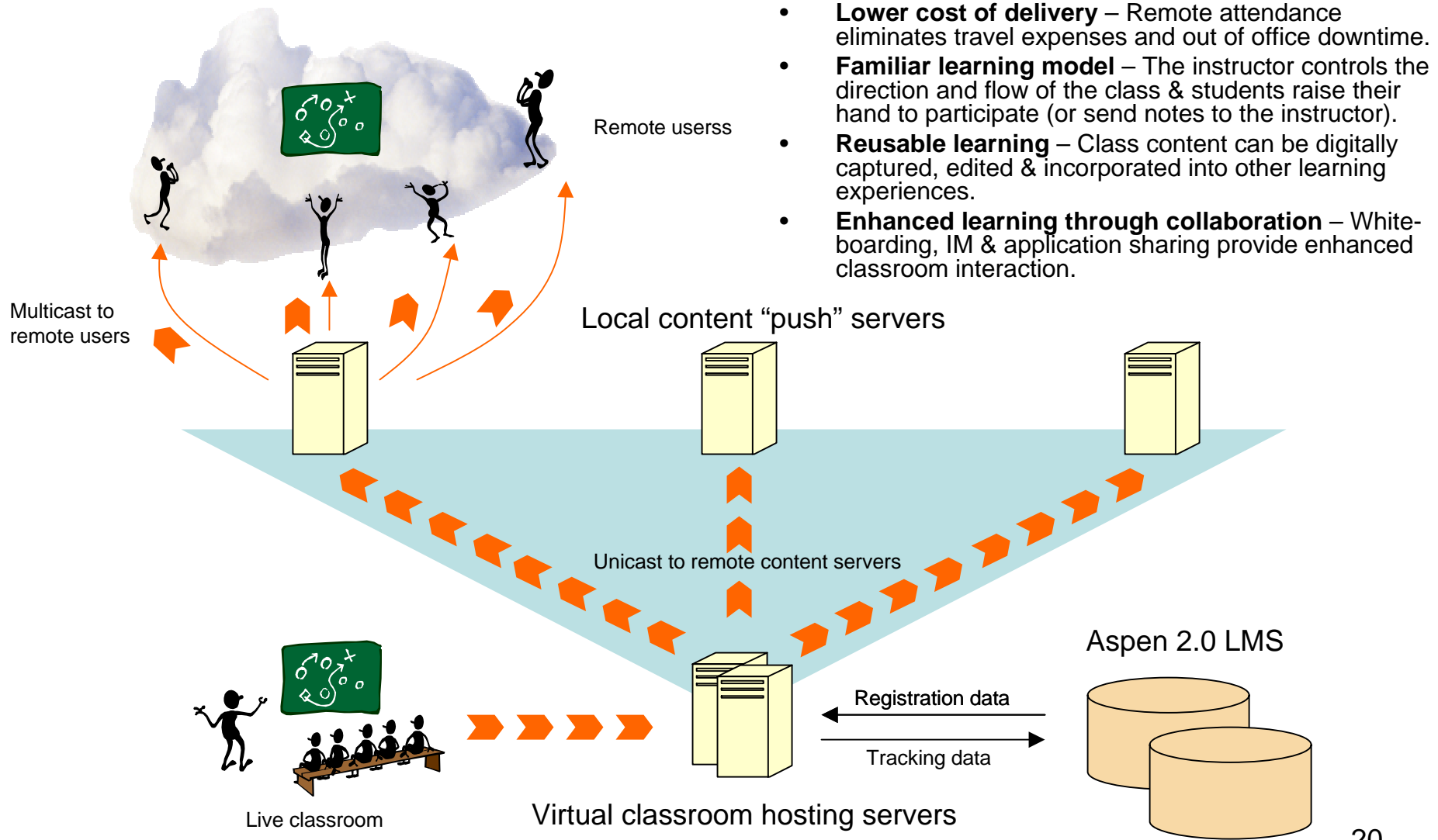
One LMS provides an open architecture offers a high degree of functional integration flexibility & customizability for training organizations



One LCMS facilitates a common approach to the creation, management & reuse of training content for employees, partners & customers



Virtual classroom integration significantly expands the reach of our classroom training

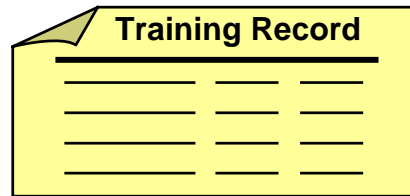


How a consolidated infrastructure enhances readiness through “surround learning”

Communities allow the individual to share best practices and ask questions of peers and managers

Downloads provide easy access to knowledge bases & selling tools

ILT & virtual courses explain new selling, support & development models

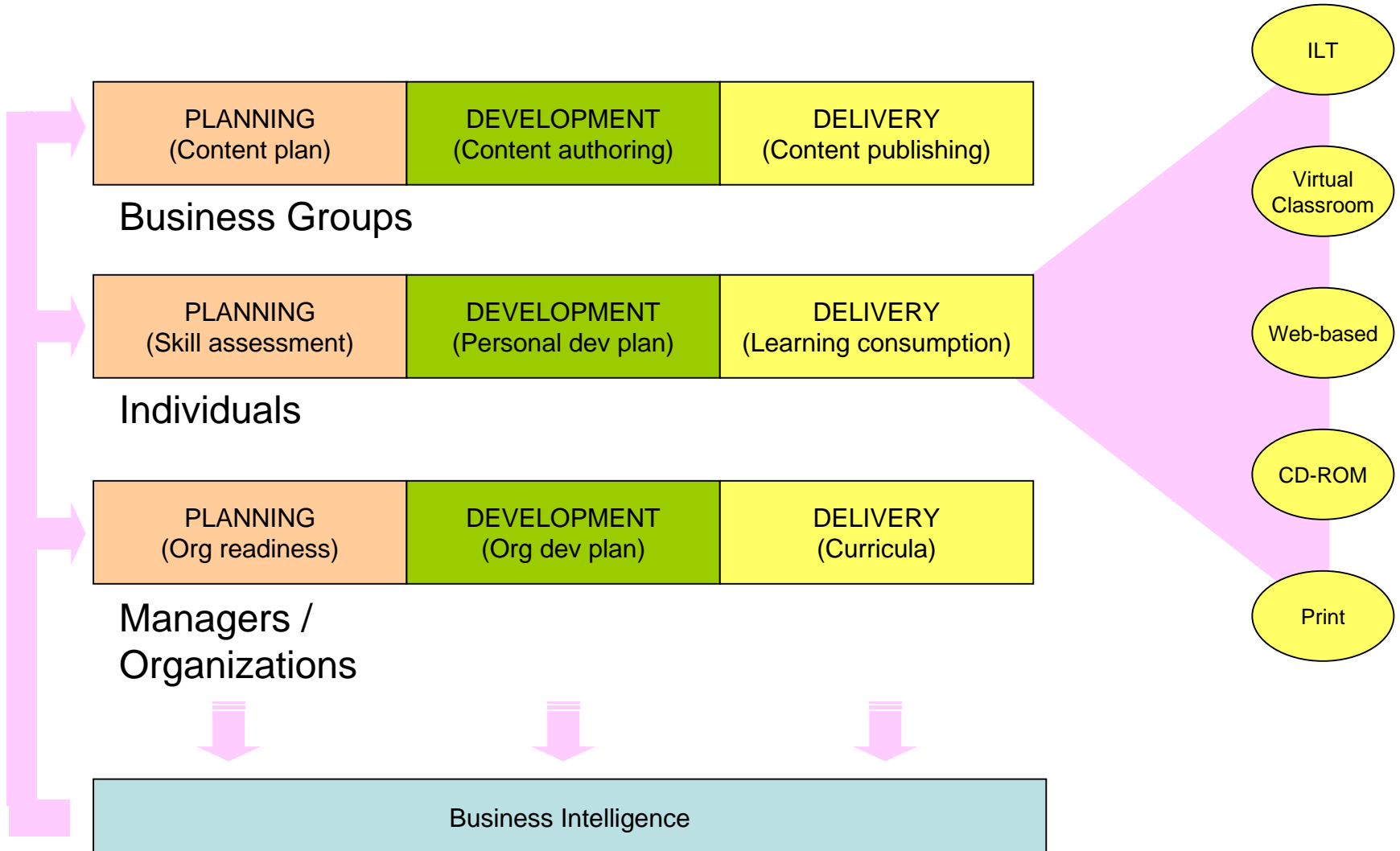


Team simulations hone skills & demonstrate the ability to handle ambiguity

Online courses provide additional reinforcement of concepts & best practices

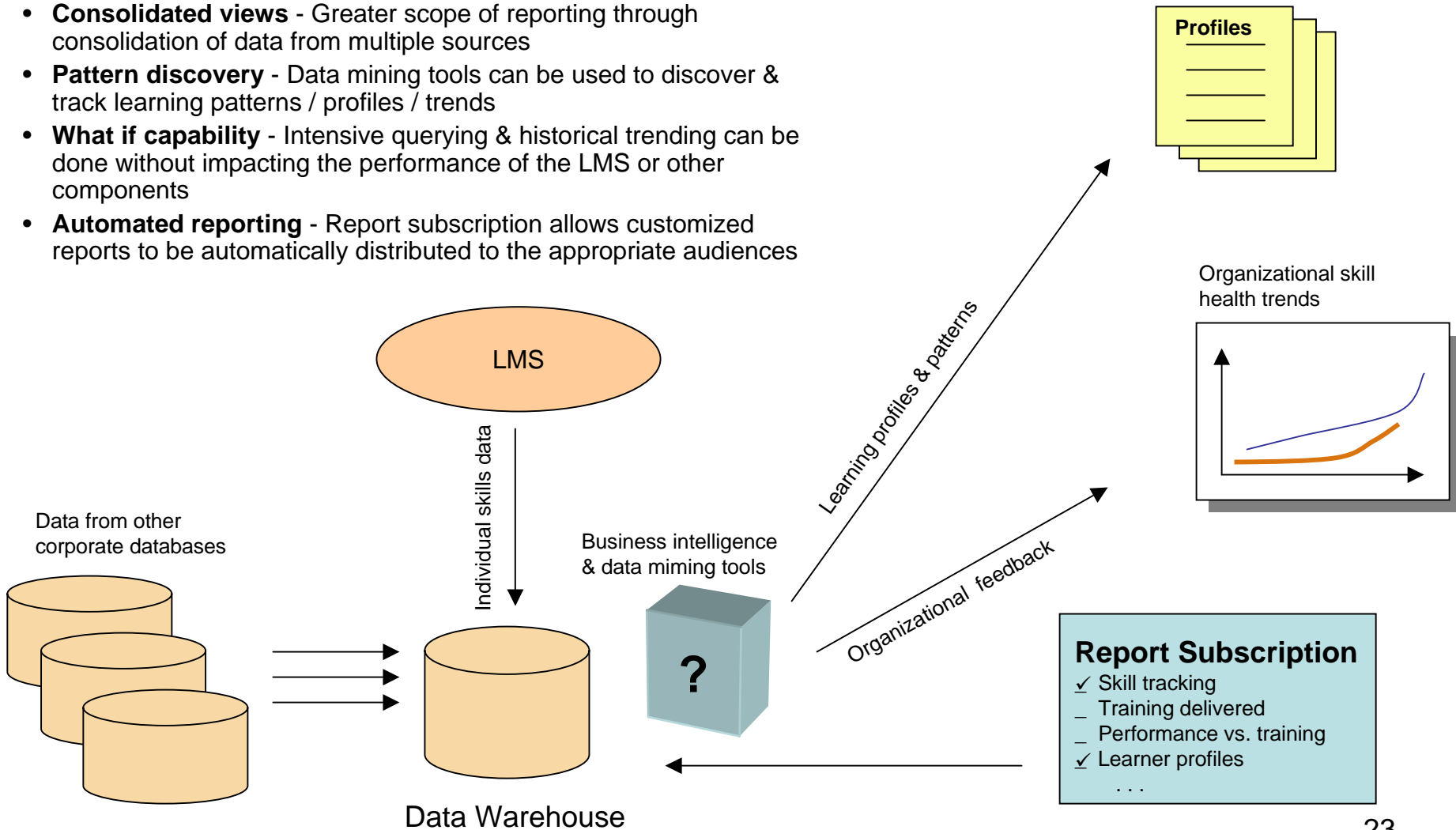
Individual simulation sessions allow learning of skills in a “mistakes OK” environment

The roadmap for our corporate learning infrastructure



A business intelligence capability allows training & performance data to be integrated & correlated

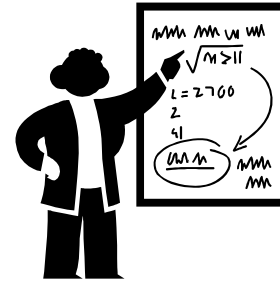
- **Consolidated views** - Greater scope of reporting through consolidation of data from multiple sources
- **Pattern discovery** - Data mining tools can be used to discover & track learning patterns / profiles / trends
- **What if capability** - Intensive querying & historical trending can be done without impacting the performance of the LMS or other components
- **Automated reporting** - Report subscription allows customized reports to be automatically distributed to the appropriate audiences



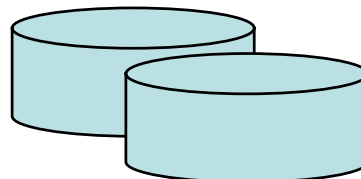
Performance tuning is old news . . . But its future is predictable



A corporate interventions “blue book” to help set the balance between execution & preparation



A quantitative framework that reliably relates changes in readiness factors to changes in performance results



Q & A