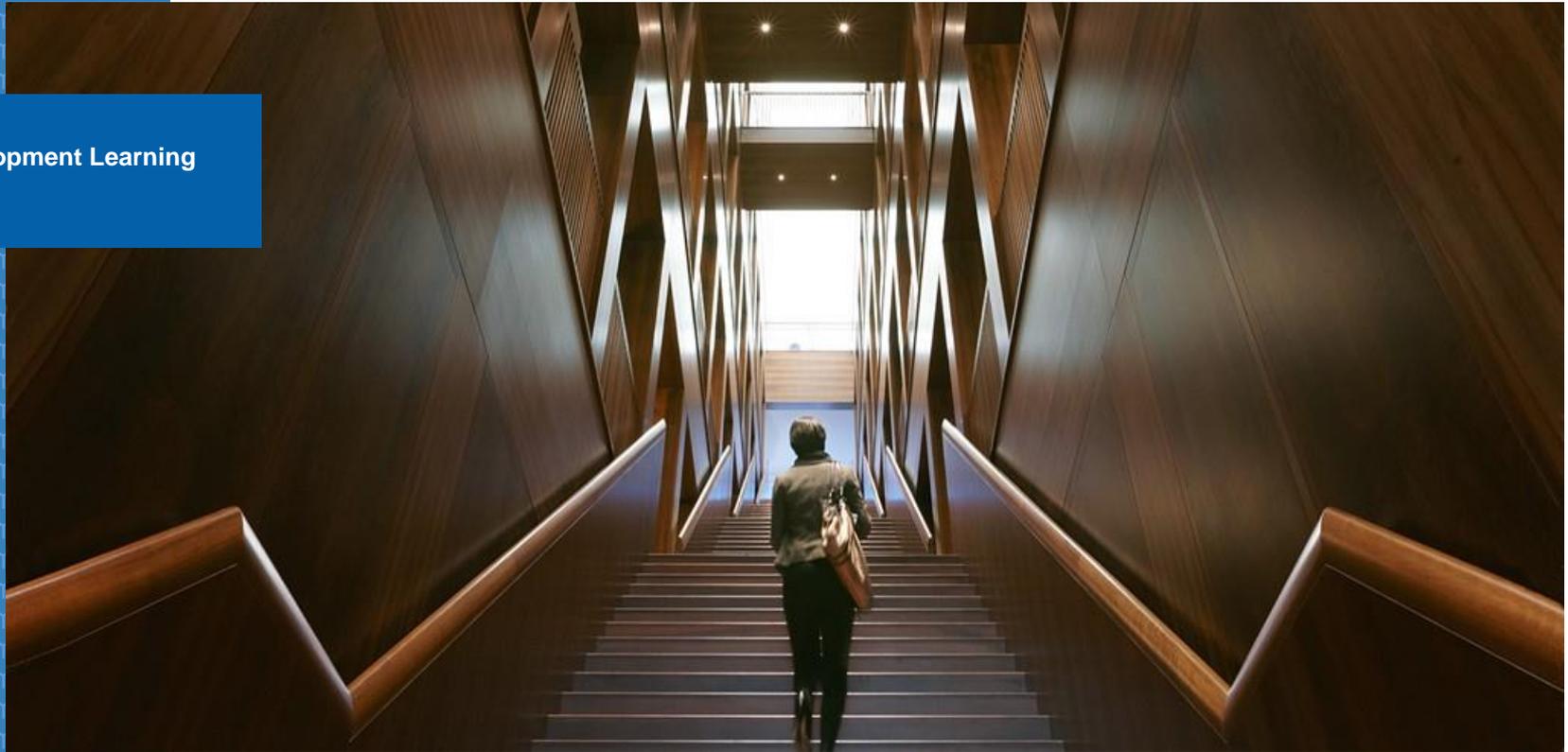


Development Learning
Office



An outsider looking in... Opportunities for Transforming Learning in the Pharma Industry

Simon Brown, Head Development Learning Office

Heidelberg, Germany

July 6th 2016

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**Human beings, who are almost
unique in **having the ability to learn
from the experience of others**, are
also remarkable for their apparent
disinclination to do so.**

Douglas Adams, *"Last Chance to See"*
English humorist & science fiction novelist (1952 – 2001)

A large, illuminated glass dome structure at night, viewed from the outside looking in. The dome is composed of a grid of dark metal beams and glass panels. Inside, several levels of white, curved walkways or balconies are visible, illuminated from within. The sky is a deep blue, suggesting dusk or dawn. The overall scene is a striking contrast of light and shadow.

An outsider looking in... Observations on Learning Needs in Pharma

It's much the same...

...but with some important differences

An outsider looking in... Observations on Learning Needs in Pharma

- Some challenges are the same as other industries...
 - Do more with less
 - Prioritising finite resources
 - Avoiding duplication of effort
 - Challenges to assign the right training to the right people
 - Decide on best tools / technologies to use
 - Move to more self-paced / virtual training and greater use of 70:20:10
 - Upskill experts moving into being people managers
 - Making compliance training interesting
 - Balancing global consistency versus local difference
 - Managing 'hidden' learning spend and large numbers of suppliers

An outsider looking in... Observations on Learning Needs in Pharma

- Some challenges are different...
 - Deep knowledge levels and highly specialist
 - Highly complex subject areas
 - Bright workforce (High IQ)
 - Legitimate country differences due to local regulations
 - Industry that sees frequent M&A activity – fragmented systems
 - Greater volume and complexity for GxP / Compliance training
 - Validated systems

Opportunities for Transforming the Learning Function / Model



Opportunities for Transforming the Learning Function / Model

- Align to the Business needs / Strategy
- Break down Silos and avoid Duplication – collaboration across teams
- Create company-wide models e.g. common competencies, skills and knowledge frameworks
- Create a clear curricula structure, with clarity of ownership for content areas – functional vs whole company
- Address Fragmented systems – single LMS
- Implement key learning technologies / platforms – virtual classroom, social learning etc
- Provide simple clear access to content... ‘Access to the Secret club’
- Implement effective Learning Governance
- Understand and manage spend and suppliers
- Removing the barriers – free access, avoid cross-charging, providing a service wrapper
- Measurement and analytics

Opportunities to Transform Learning Solutions



Opportunities to Transform Learning Solutions

- Provide the base learning catalogue – off the shelf content
- Blended approach - Adopting a 70:20:10 approach
- Encouraging leadership involvement
- Opportunity to leverage more external training – e.g. EMTRAIN
- Innovative content approaches – virtual classroom / flipped classroom, videos, collaboration hub (Fuse)
- User generated content – empower the subject matter experts, leverage smartphones
- Actively manage communities to encourage participation
- Consider the consumer world
- Adopt Behavioural Science techniques
- Going beyond the course – Performance Toolkit
- Align solution to competencies to roles – role-based curricula
- Adaptive learning to ‘test out’ up front

Where can we learn from others

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- Compliance > Financial Services
- Deep Knowledge > Automotive, Healthcare, Airline, Professional Services
- Content Localisation > Manufacturing, Publishing
- Salesforce > Software, Consumer Goods
- Knowledge sharing > Consultancies, Retail

Thank you

Email: Simon.Brown@Novartis.com

Twitter: [@simoncbrown1](https://twitter.com/simoncbrown1)

Linkedin: [Simoncbrown1](https://www.linkedin.com/in/simoncbrown1)

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