PRACTITIONER (Trainer/Educator/Organization):
Recognizing a training department, team or work group that has "gone above and beyond" to meet orgranizational needs in proactive ways.

ALL-STAR TEAM

Business Problem: In 2015, Training was highly decentralized and broadly distributed across the company. Across functions and geographies, there were ~100 FTEs (and countless contractors) that had some responsibility for training. We used hundreds of vendors and frequently duplicated work. There were multiple technology platforms including two separate Learning Management Systems (LMS) which increased cost, confusion, and compliance risk. There was no governance of either LMS-- inappropriate assignments, substandard quality, and outdated content wasted valuable time and frustrated learners. Training was largely event or content-driven and little focus was given to driving behavioral change and performance improvement. The need for compelling, integrated, and aligned learning experiences demonstrating measurable business impact was more important than ever.
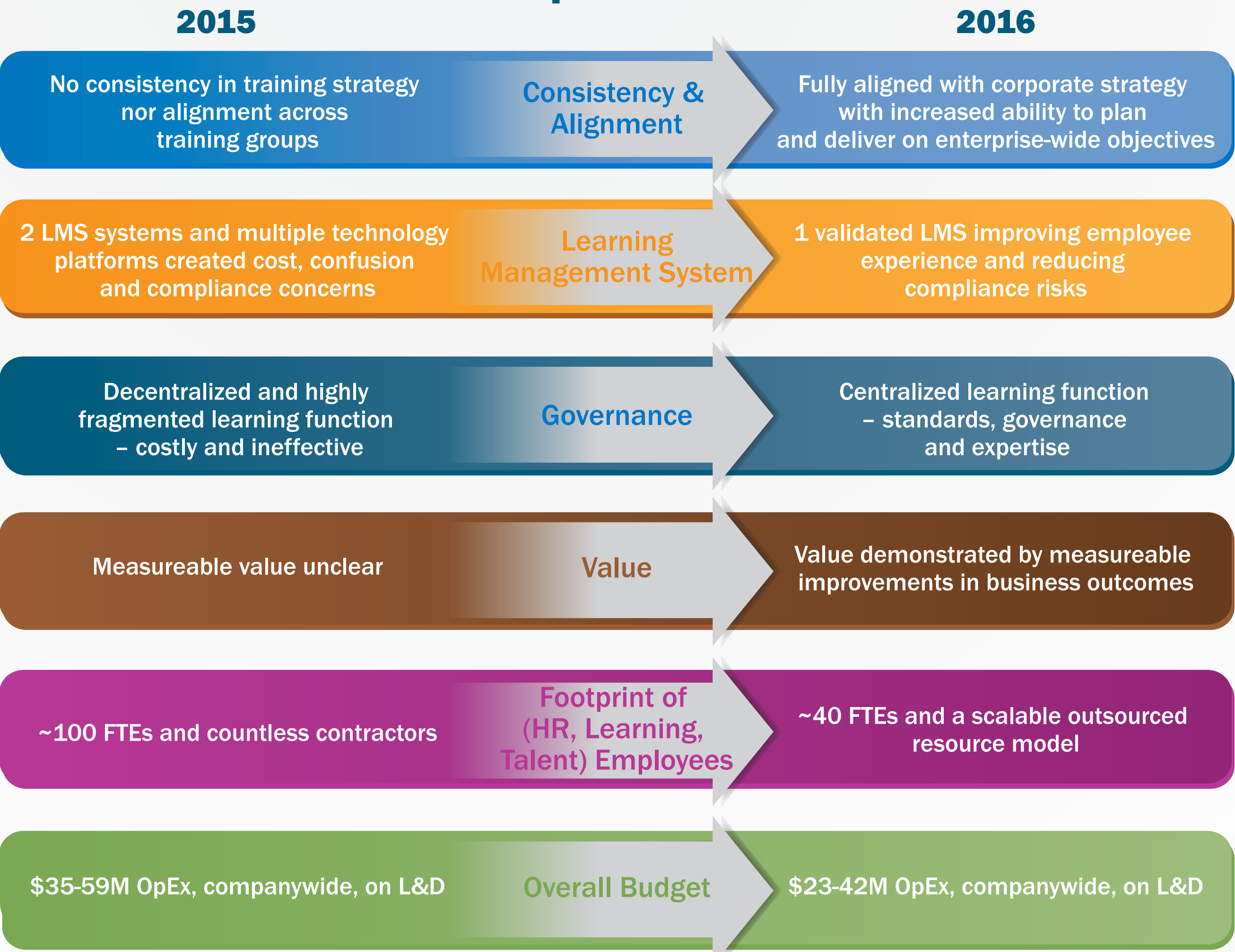
Business Solution: We formed a Steering Committee comprised of the company's chief officers and actively engaged them as executive stewards for a revitalized learning culture. Next, we united the learning teams to maximize resources and leverage collective expertise and in late 2015, we centralized the learning functions under the L&D lead (CLO). With business alignment, agility, and performance improvement at the forefront, the learning teams "sit" within their function and partner with business stakeholders to determine strategic priorities. We launched a single, validated LMS and retired our two legacy systems. We outsourced all LMS administration reducing the burden on learning teams and business stakeholders. We developed core curricula for all employees to address common needs. Most importantly, we began to shift the focus from "training" to continuous learning—shifting the onus for learning onto employees, managers, and leaders.

Today, the Enterprise Learning team is leaner, more agile, and able to recognize cross-functional synergies and significant cost savings. We are now more fully aligned with corporate strategy, behind one common vision, and speaking a common language. We have increased accountability to and visibility at the highest level of the organization, and increased ability to achieve enterprise-wide business objectives.

We elevated learning at Biogen

by running it like a business, focusing on key business priorities, and proving our value.

Centralizing the Learning Organization Led to Enterprise-Wide Benefits

2015		2016
No consistency in training strategy nor alignment across training groups	**Consistency & Alignment**	Fully aligned with corporate strategy with increased ability to plan and deliver on enterprise-wide objectives
2 LMS systems and multiple technology platforms created cost, confusion and compliance concerns	**Learning Management System**	1 validated LMS improving employee experience and reducing compliance risks
Decentralized and highly fragmented learning function – costly and ineffective	**Governance**	Centralized learning function – standards, governance and expertise
Measureable value unclear	**Value**	Value demonstrated by measureable improvements in business outcomes
~100 FTEs and countless contractors	**Footprint of (HR, Learning, Talent) Employees**	~40 FTEs and a scalable outsourced resource model
$35-59M OpEx, companywide, on L&D	**Overall Budget**	$23-42M OpEx, companywide, on L&D

7 OPERATING PRINCIPLES

Vision — Drive performance and competitive advantage through a culture of learning

Governance — Clear roles to ensure accountability, fairness, and transparency

Flexibility — Ability to flex to changing business priorities

Rigor — Tight alignment between strategy, execution, spend, and results

Personalization — Streamlined and personalized employee learning and development

Expertise — Organization-wide thought leadership on learning and development

Economy — Leverage and stewardship of corporate resources

Outcomes: One of our investments was an on-demand learning and performance support resource. Currently, 40% of employees are using this resource—with a net promoter score of 8/10. To date, 80% of new managers have completed manager training and 94% state they are more confident as a result. A robust measurement strategy is in place to determine business outcomes and ROI of this training. Our leadership development program has even more impressive results. To date, 20% of our target audience, globally, have completed the program. Based on an *a priori* study, participants demonstrated sustained and statistically significant behavioral improvements on 14 key indices of managerial effectiveness based on 6 month, multi-rater follow up data.

Synergies, particularly in our Commercial/Medical and R&D/Manufacturing learning teams, have led to increased quality and decreased spend. In 2016, the learning team spent $4m less than 2015 (30% savings) and, corporate-wide, we spent $20m less (34% savings).

Great strides have been made towards realizing our vision of learning as a competitive advantage. We are excited to continue the journey.

Biogen™