

Accenture's State-of-the-Art Learning System¹

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, technology and operations. Recently, Accenture kicked off a new employee training program, Accenture Connected Learning. Over \$800 million was invested so that all of the more than 370,000 employees around the world would be able to access the learning system. The system is designed to allow employees to meet their professional development goals while focusing on the unique needs of the business unit they work in.

The new learning system was needed to meet rapid growth worldwide and the rapid changes in technology. The difficulty was being able to address each of the major business units' strategic needs, while providing common access and some economies of scale. Technology was necessary to take advantage of the sweeping growth of digitization, and the rise of massive open online courses. At the same time, the company did not want to lose the connectedness of shared learning experiences that come from more traditional instructor-led classrooms.

Accenture Connected Learning is a blend of classroom-based training and a digital learning environment that links the company's employees to professional content and world-class experts from inside and outside Accenture. Some of its more impressive features are:

- More than 50 *connected classrooms* that enable Accenture people from multiple locations—often spanning thousands of miles—to participate together in interactive and collaborative classroom sessions taught by Accenture's senior leaders and world-class subject matter experts. Facilitators can coach someone in any of the connected classrooms.
- More than 24,000 *online courses* and 900 *learning boards* (online forums curated by subject matter experts) through which employees can find and share the best information and ideas. These anywhere, anytime learning opportunities give employees development opportunities outside of the traditional classroom. Interestingly, now, the majority of new learning content is generated and distributed without any direct involvement of the learning organization. It is crowd sourced talent development—of the people, by the people, and for the people.
- Five *regional learning centers* offer employees a more traditional classroom learning environment and help develop the company's local talent. The company has centers in multiple continents, bringing people together from different cultures, countries, and at different milestones in their careers, so they can learn how to work in a highly collaborative, global environment.
- *More than 100 Professional Communities are connected* within Accenture Connected Learning. This allows colleagues around the world who do similar work or who specialize in a specific industry to collaborate in many ways—whether for ongoing professional development or a just-in-time need.

Accenture is continually making improvements to its already impressive learning systems.
