

“Working with the M&A training team was a pleasure.”

CHALLENGES

A three-year, four-phase re-engineering and change management initiative that needs training and documentation at each phase

Assistance to design, develop and deliver the multi-phased training

APPROACH

Develop templates to ensure a consistent learning experience

Analyze new information at each phase and determining the fastest, most effective way to train the U.S. employees

Work in subcommittees to identify learning objectives, business issues and impact of the updated processes

Compose a style guide to help with development

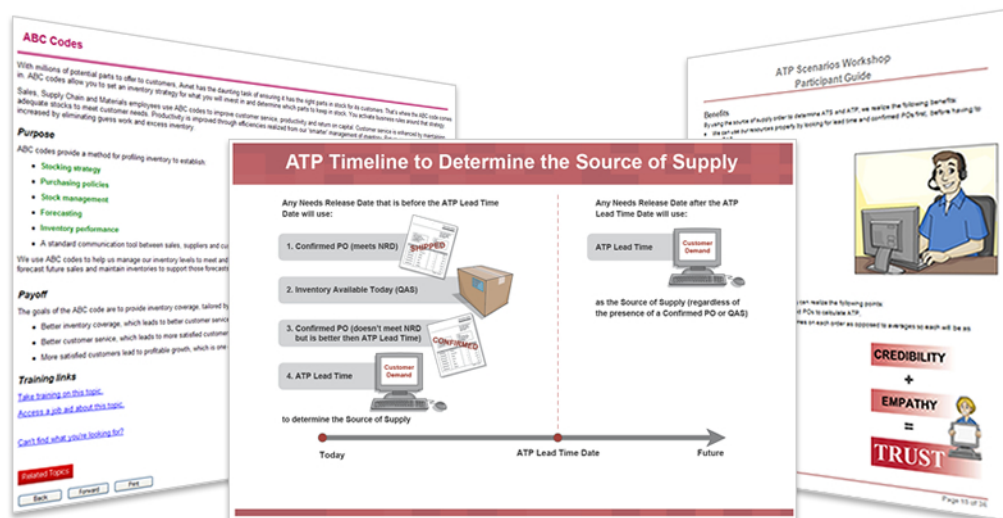
RESULTS

11 e-learning courses,
14 job aids, 1 manager presentation, 5 workshops,
1 online reference guide

A strong consultative relationship between the client and Michaels & Associates

Improved reputation of the client's Learning & Development team for providing process change support

“ I thank you for your efforts in providing such premier service and helping me to fulfill what I consider to be our value prop to the business. ”



DISTRIBUTION COMPANY SEEKS A PARTNER FOR SUCCESS

A U.S. division of one of the world's largest electronic parts distributors had a vision: they wanted to substantially re-engineer their existing processes and policies to better service customers, work with suppliers and manage inventory. Of course with any initiative of this magnitude, change management is always an issue. The company understood that they had to effectively address employees' questions, concerns and fears by helping everyone understand and accept the desired state of change.

Managers, directors and top executives from around the country comprised the client's organizational development team (ODT). This team was responsible for all change management efforts ensuring that organizational structures and training were in place to support the process changes.

The ODT knew this initiative would take several years, and they needed a training partner to be there every step of the way. Although experts in their own areas of the business, they needed advice and assistance to develop training with a consistent message that would communicate the changes and build trust in the new processes. The company's Training & Development team had a long, successful relationship with Michaels & Associates, and they knew we could handle the job.

“The open discussions on process and arrangement of material being very user oriented led to the success of the project.”

“Their ability to take our ‘raw’ input and transform it into appropriate material, modality and audience-specific output is the primary reason the ODT is able to maintain the level of quality work performance; this ability helps us ‘juggle’ our multiple responsibilities both inside and outside the ODT.”



WELL-DEFINED TEAMS AND TEMPLATES SIMPLIFY THE PROCESS

The initiative began in late 2005 and had four major phases over three years. During each phase, new processes were redefined, new tools were created and the company’s primary software application was updated. For each phase, the ODT needed help analyzing the new information and determining the fastest, most effective way to communicate and train the U.S. employees on these changes. Michaels & Associates quickly developed strong working relationships with the ODT to build their confidence in us and enable successful communications throughout the long project.

At the beginning of the project, the Training & Development team worked with Michaels & Associates to develop:

- Templates that would be used throughout the project to ensure a consistent experience for learners.
- A style guide for Captivate, the primary development tool.
- An e-learning wrapper that could present several Captivate modules in a menu-based application that worked in their SCORM-compliant LMS.

When each initiative phase began, the Michaels & Associates team met with the ODT to learn about the major changes, target audience for those changes and “go live” dates. Then, subcommittees were formed to address each major set of changes. The subcommittees worked closely with Michaels & Associates’ consultants to help us understand the current business issues, how the updated processes would resolve them and determine the most appropriate training approach. For the first three phases of the initiative, e-Learning was the preferred delivery mode because of the cost savings in deploying training to employees all over North America. Then, for the major fourth release, the ODT members traveled to branch offices to deliver facilitator-led workshops.

The subcommittees and Michaels & Associates consultants also identified job aids and other documentation that would benefit learners. Because the ODT members were going to facilitate the instructor-led training, they also helped determine how to design the facilitator guides to best meet their needs. The Michaels & Associates project manager closely monitored the progress of all subcommittees and kept the client’s project manager informed of all accomplishments, delays, obstacles and successes.

“Your tenacity and attitude throughout the last three years makes me speechless, and I appreciate you and your team's work and commitment. Thank you!”

FUTURE

In what could have been an overwhelmingly large change management effort, this project:

- Helped communicate and encourage a common vision for the desired state of change.
- Modeled the mindset and behaviors to meet the desired state.
- Addressed issues with the current state of the business and offered solutions with the planned changes.
- Promoted communication, support and buy-in from all levels of the organization.

The blend of communication and training made this partnership hugely successful, and the L&D organization was recognized in the company as the “go to” place for process change support.



DEFINING A NEW STANDARD FOR DELIVERING TRAINING

During the three-year initiative, Michaels & Associates helped the client create the following training and documentation products:

- 11 e-learning courses, complete with assessments
- 14 job aids
- 1 PowerPoint presentation to give company executives a high level overview of the major process changes
- 5 facilitator-led workshops: facilitator guides, participant guides, scenarios and presentation slides
- 1 online reference guide with over 200 topics that describe all the new processes and policies

All products were delivered in a format that enabled the client to own and manage the process internally for future maintenance. In addition to these products, the Training & Development organization and Michaels & Associates helped the ODT prepare weekly communications and quizzes that were sent to the of the employees via e-mail.

This very rewarding project not only helped the company communicate with and train employees; it demonstrated the strength of a truly consultative relationship with a learning partner.