Change Ahead
An Aptara Perspective on System Implementation Training

APTARA
Our business lets you focus on your business.

Does your system implementation training deliver? Where and how can it be improved?
Introduction

As businesses grow and requirements evolve, the need for implementation of Enterprise Software or IT systems grows from the traditional requirements. With the implementation of the new systems, the need for training on the change, on the systems, and the ways to use these systems effectively arises.

On one hand, implementing a new system can positively impact a business, providing a foundation for development and improvement. On the other hand, failed implementations can result in more than lost resources. It could lead to a slowdown of business procedures, preventing the achievement of business goals.

The change should be seamless and the impact of the change should be minimal or it can be painful and disruptive.

How can we effectively implement a new system into our organization and use it for increased efficiency and productivity of our employees?

Training plays a vital role in delivering successful implementations, as it drives the way people are introduced to any new system and how they learn to use it. Delivering training that engages people, motivates them to accept change, and improves performance is the key to success.

This document discusses the challenges and instructional requirements to bring employees up-to-speed with the new system and reduce productivity losses. In addition, the document outlines Aptara’s philosophy for training development and delivery for large system implementation programs.

“Delivering training that engages people, motivates them to embrace change, and encourages improvement is the key to success.”

The Challenges

The challenges arising from the implementation of new systems can exist from both the employee and the organization perspectives:

Employees feel that with the new systems in place they will have to deal with a major change that would force them to acquire a new set of skills, and new ways of doing their job.

For organizations, implementation requires interfacing between different business units. All business units must work together to define and execute the systems implementation project. However, these units often differ in their personnel profile, terminology, goals, and methods.

Effects of Change

Change can:
- Cause people to think about increased workload Create confusion and unpredictability regarding SOPs and even roles
- Create losses in terms of productivity and even human capital
- Lead to interpersonal and role conflicts

Resistance to Change:
- Is a normal human tendency
- Is a function of personality
- Depends on perceived effects
- Depends on if it is imposed from the outside or not
Instructional Requirements

We as a training specialist recommend considering a number of important factors for the successful delivery of a systems change program and the achievement of business goals:

1. **Understand The Business Culture**
   
   Our training solution must reflect the culture of the business. Ask these:
   
   - Are training courses the only acceptable solution?
   - Is eLearning an option?
   - Will assessments or self-assessments be part of the training program?
   - Should the training be cascaded through the management hierarchy?

2. **Communication**
   
   Communicate both positive and negative messages about the program and inform your employees clearly and regularly. Be consistent, be honest, be timely, and make sure you think about the change and communication from the perspective of the recipients.

3. **Train The Job, Not The System**
   
   Program should focus on training employees in the new way of using the system and not on the new system. Employees will try to fit the system into the way they used to do their jobs, ignoring the purpose for which the system is designed.

4. **Practice**
   
   Employees need time to practice their new way of working to understand what the system looks like and how they will perform new tasks each day, week, month, quarter, and year. Using a scenario-based approach to this practice time will ensure people feel that day one of go-live is not the first time they have done each task.

5. **Post Training Support**
   
   The training program should provide guidance and help as and when required, but most importantly to provide reassurance that what each employee is doing is right.
Strategic Planning for Change

Identification of Change Impact

Plan for Change

Prepare for Change

Change Occurs

Measure Results

Training Specialist

In a world where enterprises are increasingly adopting IT systems to step up operations, optimize costs, increase efficiencies, and better utilize resources—training plays a pivotal role in accelerating this transformation.

The training specialists use proven Instructional Design methodologies and technology as an enabler to connect the organization’s business objectives with the overall skills and knowledge available within its pool of resources—through training, certification, and increased access to information.

As an experienced player in the training industry, Aptara understands the importance of delivering cost effective and performance-driven training solutions.

Aptara’s Training Solutions Offerings

- Access to best of training specialists at a reduced cost
- Increased performance of employees
- Increased management bandwidth to focus on core business
- Single point of contact for development, implementation, and maintenance
- Greater consistency and efficiency
- Improved return on investment (ROI)

“As an experienced player in the training industry, Aptara understands the importance of delivering cost effective and performance-driven training solutions.”
System Integration Training Case Study

Aptara has successfully partnered with a US Energy major to provide strategy, services, and solutions to enhance their Customer Experience Program.

A large system development and integration company was implementing the new system for the program. Aptara seamlessly partnered with both the stakeholders to design and deliver a training solution aligned to the operational strategy.

The relationship began with a strategic analysis of the existing Integrys infrastructure and the planned performance objectives for the year. The training path identified as a result of the analysis included the design and development of multi-channel training through various media and a SharePoint-based Encyclopedia and Knowledge Management Portal.
Conclusion

Considering the evidently identified links between poor training and the performance issues that affect the IT services for enterprise software, this is an area where improvement will yield results across the enterprise. Proactively managing systems training as a strategic resource is a proven way to improve the quality of service that the IT systems deliver.

Aptara’s digital content, learning and performance, and business support services are in place at market-leading companies worldwide. Our industry specialists design and implement strategies that capitalize on new digital and mobile technologies for information providers in IT, law, healthcare, pharmaceuticals, insurance, financial services, and publishing. Aptara’s solutions uncover new revenue streams, improve operations, and realize cost savings enterprise-wide.

Founded in 1988, Aptara is headquartered in the United States and has offices on four continents. Our parent company, iEnergi, is publicly traded in the UK.

References:

Weathering the Change Storm: Using Communication & Planning as a Lifeboat in an Application Implementation by Chris Hamill published by Training Industry

Successful Implementation Recommended solution for successful user adoption a Whitepaper by Eran Gal Embrace - sustained value for software investments a Whitepaper by Vanson Bourne, HP Software & Solutions