

PLAN

- 1 Plan once:** To avoid the most common and costly systems training mistake, plan for training at the beginning of your systems integration project. Making training a priority from the outset minimizes cost and maximizes outcomes. Plan once, align continuously.

DESIGN

- 2 Know your audience:** Learning a new way of operating requires a significant time commitment. To minimize the burden on your employees, identify each department's specific needs and allow sufficient time to design and develop the corresponding training. Proactively defining audience-specific requirements streamlines every other phase of systems training.
- 3 Consider generational learning:** Your workforce may comprise members of up to five different generations, each with its own preferences for how information is presented and consumed. Instructional design should accommodate these differences with relevant and meaningful training experiences that engage each generation's learning style.
- 4 Think mobile:** With the increase in employee mobility and BYOD, mobile access has become both a learner preference and a productivity necessity. Systems training should account for the design and technology implications of mobile learning, which digital natives (and some digital converts) have come to expect.

DEVELOP

- 5 Leverage multiple modalities:** One size does not fit all. Successful systems training programs combine software simulations, eLearning, instructor-led classroom sessions, live virtual workshops, and collaborative and social learning. Employ different modalities tactically to develop a training plan that addresses the right audience at the right time to achieve the desired outcomes.
- 6 Ensure performance improvement:** Translating training into learning requires quality content and well-timed delivery; translating training into performance improvement requires correlating the new system's functionality with the business requirements driving the "how and why" of the system's implementation.

DELIVER

- 7 Manage the change:** Deploying a new system enterprise-wide can be disruptive and impact productivity. Managing organizational change with effective communication is key to getting employees to embrace the training. Proactively addressing organizational changes in every training course accelerates the rate at which users adapt to change and adopt the new technology.
- 8 Choose a partner, not a vendor:** The firm you select to design, develop and/or deploy your systems training should have a successful track record with projects analogous to your own. Their innovative methodologies should be based on best practices and knowledge of your industry. Multi-year systems training projects are common, so be sure that you are comfortable partnering long term.
- 9 The training continuum:** Successful training does not end when the system goes live. Regularly recurring refresher training is essential for maintaining and improving employees' skills—not just for system upgrades. Ongoing training mapped to performance gaps yields continual performance improvement.

EVALUATE

- 10 Analyze and measure:** Systems training is not complete without an evaluation phase and the tools to measure progress, learner retention, knowledge transfer, and ROI. Doing so requires measuring against the clearly defined goals that you established during the project's training requirements phase—the goals that the training has been designed and developed to meet.

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