

TECHTONICS ENABLEMENT WHITE PAPER

Training the Change

Training the Change is focused on IT system changes which occur at some point in every organisation.

This White Paper will provide an overview of the five steps needed to successfully implement a training strategy and develop an ongoing training programme in your organisation.

Step 1: Organisation

This step is about understanding the organisation. Lead questions like the number of users affected, the business impact the new systems will have and users' involvement in pilots are identified.



User buy-in is critical to the success of training the change. Any road blocks need to be identified early and resolved

Step 2: Facts

Some mandatory organisational changes occur due to new legal requirements, restructures and mergers. These are uncertain times for your users. Communication is the key, with a focus on honesty and transparency.

Step 3: The User

Understandably, some of your users may have concerns over change. They may keep these reservations to themselves unless they are prompted. Reasons for this might be a lack of confidence in their own skills, time restrictions or a reluctance to share 'their' documents company-wide. Each scenario needs to be dealt with accordingly.

When change is happening to others, it can be interesting and even a point of conversation. However, when change is happening to you, it can be worrisome and create uncertainty.



Remember, your users know their jobs better than anyone. They may not have had the opportunity to speak to anyone about their reservations to change. This is their chance. Record everything.

Most employees experience these feelings and concerns during change. The more your employees are informed

Train the Change in 5 Steps



Organisation

Facts

The User

Initial Training

Continuous Education

about change, the more they are likely to thrive in the changing environment.

This can be achieved by:

1. A solid understanding of the change process and your role in that process.
2. Answers to questions that you and your fellow employees have about change.
3. A set of tools to help you manage change and navigate to the outcome you want.

Step 4: Initial Training Programme

Think of the training programme as two components: education and training. Education concerns the why, who and where. Training is the enabler step and concerns the how.

Training should not only be a part of the project. It should also be an integral part of business as usual (BAU).

The training programme should be split into three segments:

1. Core Skills – Focus on business continuity by keeping it simple.
2. Additional Features – Complete analysis on which teams will need which application function.
3. Ongoing Maintenance – Refresher training for current staff and induction training for new employees.

Step 5: Continuous Education

Post-project training momentum must be maintained. Some ways to achieve this are refresher training, frequent floor walking, workshops, or involvement in team meetings. Some staff may want to continually upskill and this is their chance. It allows your trainer to anticipate change and any issues with a system can be easily identified and resolved. This also addresses the risk of your users picking up and passing on any bad habits with the new system.



Conclusion

- Understand your users and tailor your training programme to their needs.
- Ensure that training as an activity is not just part of the project, but a continuation of BAU.
- Refine your training as you go.
- Ensure that all training materials are kept up-to-date and relevant.
- Continually engage with your users to understand their changing needs.

Training the Change is a big undertaking. However, by breaking it into smaller steps it is more manageable and more successful.

Techtonics' proven training experts are available to assist you now.



Alex Godden-Steele
Training Consultant



Dan Glass
Applications Trainer

Wellington

Level 11, Lumley House
3-11 Hunter Street
Phone 04 385 2628

Hamilton

Level 10, Tower Building
48 Ward Street

www.techtonics.co.nz
contact@techtonics.co.nz

