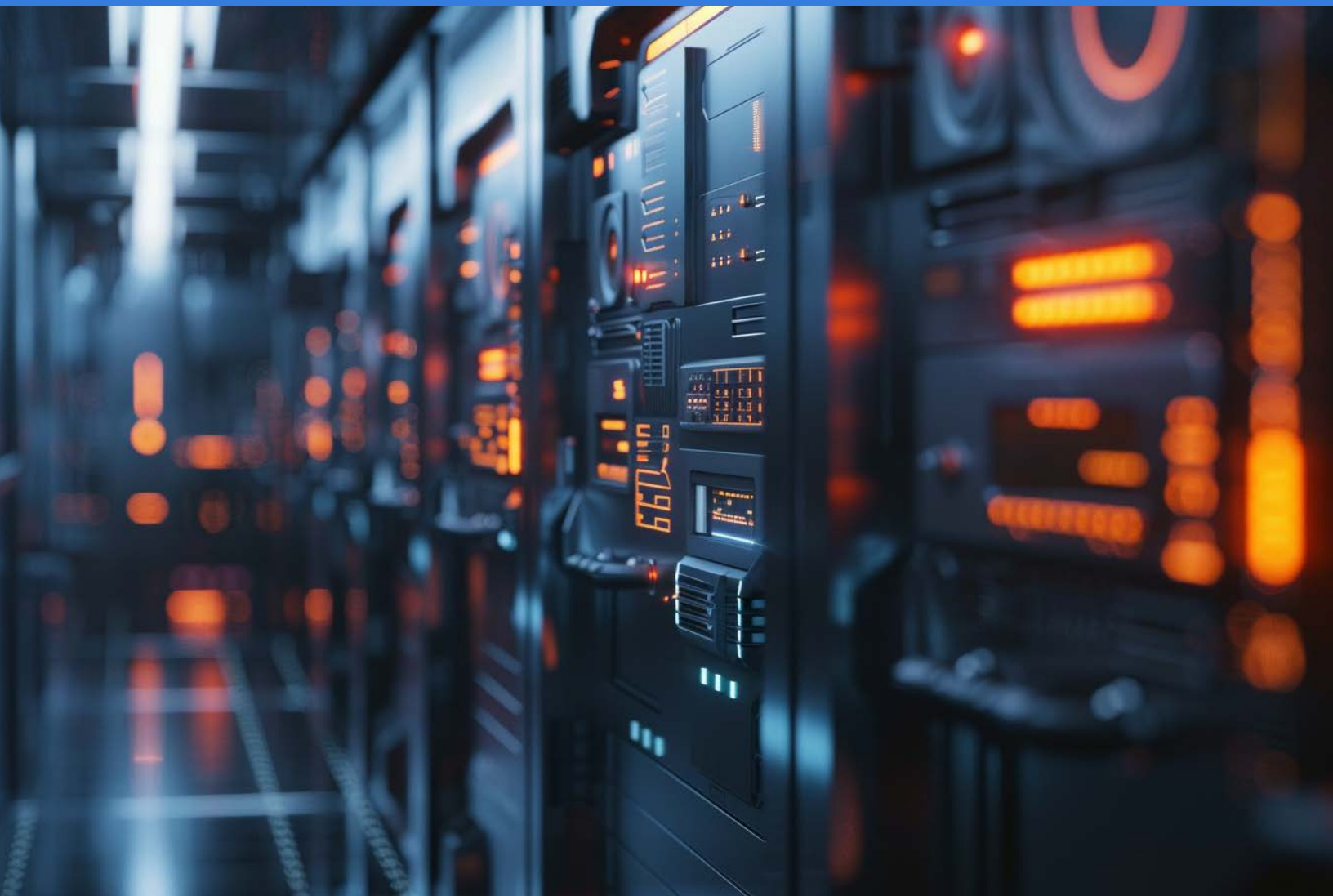


Miratech Training Whitepaper

Train like a pro: The definitive insiders' guide to new systems training



So you took the plunge, finally decided to upgrade an existing system or buy an entire new framework. The servers even have that “new car smell.” But if you want to get the most of your investment, you need to have a competent workforce capable of utilizing it. So while you are basking in the afterglow (or wallowing in buyers remorse) of your investment, the next step is by far the hardest part – training.

Towards Maturity’s 2016 “Embracing Change” report found That benefits include 12 percent improvement in productivity, 15 percent improvement in customer satisfaction, 19 percent improvement in time to competence and 16 percent L&D cost reduction.

According to a recent Gartner study, the average employee wastes three hours per week as a result of inefficiency in completing routine tasks due to lack of training. The three hours wasted represent a 7.5% loss in production. While this might not seem TOO detrimental, spread out over the course of the employee’s entire career it becomes a staggering loss in productivity. To combat this, companies have launched new training campaigns to combat employee ineffectiveness and the rapid evolution of new systems and tools within the workplace. In 2016 alone companies invested about \$359 billion dollars in training – up 21% over the previous 5 years.

The way you approach your training regimen will almost certainly be unique and multifaceted, due to the inherent complexity of new frameworks, CRMs, ERPs, PIMs, DAMs, and the myriad of other tech acronyms. The fact that in a survey by Gartner managers and team leads report that up to 80% of all employees are not truly competent in their software systems and digital tools means the vast majority of employees still have trouble with the systems they use on a daily basis. But what options are available? What is best for you? Are you sure you haven’t made a serious mistake?



First Steps

The first steps are to make sure that you and your organization do your due diligence by learning the product inside and out, hopefully you committed to this before acquiring the software, but sometimes companies do not have this luxury.

Setting up goals (both short term and long term) with weekly and quarterly goals being the most common periods to track progress in both training and the results of training. It is vital to ensure that you are tracking both the ROI on the new system and the results of employee training. You also need to think about the timeline of your training, how long will training last? How intense? You need to find the right balance because too intermittent and the training is ineffective, too intensive and it creates burnout and resentment.

But before building your timeline and exact training program, you must educate yourself on existing training solutions are on the market and which combination of them create the most competent end user for your organization.



No training

Sounds ridiculous, right? But in reality, it happens far too frequently. While no company would ever admit to neglecting employees in such an obvious manner, it happens time and time again in every industry on the planet. Most companies will train briefly during onboarding or when a new system comes in, but provide no additional follow-up. This is a massive oversight and leaves employees with the potential to be “super-users” on new frameworks stuck in a rut. Additionally, the lack of feedback and supplemental and ongoing training means that progress and growth can be a bit stunted.

Too often companies rely more on teammates to train each other or just trial and error to figure out how to use complex solutions. This sort of self-guidance means that most employees are never truly comfortable with their systems. In fact, as much as 60% of software features are never used. This is a combination of both bloat within software and the natural ignorance that results from employees never receiving formal training.

Pros:

- Cheap?
- Easy to implement?
- Why are you looking for pros? **Don't skip training!**

Cons:

- Greatly reduced ROI on new software and systems
- Frustrated workforce
- Potential for productivity stagnation



Creating your own training solution

This is a possibility that allows for the greatest degree of control over exactly how you adapt new employees and train on new systems. Since no one has a better understanding of your needs and expected ROI than yourself, you are an ideal training provider, in a sense. Unrestricted access to users and their schedules, the possibly to control the exact speed and intensity of classes, and the top to bottom control of both training and implementation make creating an internal training regimen very appealing. With the wealth of information online, webinars, free training programs, and included product documentation, it is entirely possible for companies to create their own training program.

However, this comes with its own list of issues and drawbacks. Building your own internal training program with an entirely new system is absolutely non-viable. Even if members of your existing management team have previous experience with the system, the process of integration in a new environment makes it exceptionally difficult. It is advised to start initially with outside assistance and as you grow more and more comfortable with the platform, mimic what you see and learn from outside training sources by incorporating what works and leaving out what doesn't, all while adapting the training program to your specific work environment and business needs. So while in house training for a new rollout is highly problematic, a proactive team with proper exposure to good training solutions could easily create an internal solution for new hires and future retaining instances.

Pros:

- Crafted to your specific internal needs
- Ongoing training
- Better for small to medium businesses

Cons:

- Typically a "one sized fits all" solution
- Can be greatly impersonal
- Can be cost prohibitive



Training directly from the source – vendor training

When bringing in new tools, the best place to get training is typically from the company who produced the solution to begin with. Since this company has a vested interest in your satisfaction and continued use of the product, it seems only logical that they would want to create the best and most efficient training system. Also, training from the source typically means that they are able to give a comprehensive vision on how the product should be properly used and have the deepest level of insight into how they want their service or solution to be used.

While this may seem like the ideal solution, it is not without its drawbacks. Vendor training is made to appeal to the largest group of consumers possible and doesn't take into account your actual needs and usage of their product. So for baseline training and reaching an acceptable level of competency, they provide an excellent service, if you are looking for granular training directly related to your needs, it will leave a lot to be desired. Typically when taking part in vendor training, they only train management and people in leadership positions resulting in a "train the trainer" methodology. This can leave the front line of your workforce in the dark and can result in uneven training results.

Pros:

- Training can be implemented quickly
- Comprehensive insight into the product or service
- High likelihood of long-term support

Cons:

- Time intensive
- Requires deep knowledge of product or service to be implemented
- Inefficient for first time rollouts



Bespoke third-party party training offerings

This is a training program that is most likely to appeal to companies with large complex, new applications that will require a more specific approach to training built around the exacting needs of a company and their new solution. Third party training providers are usually solutions providers who have extensive experience working directly with their specific product vendors, and in many cases they are created by former employees of the vendors and still have a bit of a symbiotic relationship. Their years of collaboration and individual experience have given them specific insight on both how the product works and how it should be integrated. The granular nature of these bespoke trainers means that they are able to craft specific training regimes to fit your exacting business needs.

As with all things, this solution also comes with its own shortcomings. The bespoke nature of the training program means that an initial analysis of your business needs and exacting product usage needs to be conducted. On top of this, they will need to create a custom training program either from a collection of existing materials, or create new ones, depending on your exacting needs from both your new product or service and the level of training you require from the third party training provider. This could result in delays that wouldn't happen with vendor solutions or self-guided training programs.

Pros:

- Custom made to fit your exacting needs – both business and technological
- Crafted to your specific budget
- Deep industry expertise
- Unified methodology

Cons:

- Potential for slower start
- Delays in update implementation compared to vendors



Follow up

Look at you! You've done your research, implemented your training solution, and are starting to reap the fruits of your labor, but you're not quite done yet. Here is where a lot of companies and organization make a massive misstep by thinking that they are finished with training and can focus on new priorities.

With end-users' maintaining only 20-30% knowledge retention just two months later, even with systems and tools that are used frequently, your organization must be vigilant with feedback to make sure that it was effective and that you crafted training solution has created desired results. Also, curating a knowledge base within the company where you can centralize all of your training material to allow the more motivated members of your team to further their learning proactively at their own pace can be very useful.

Keep in mind you must: listen, track, and improve.

Pros:

Stay in tune with employee needs and levels of understanding

Better understand the strengths and weaknesses of your training regimen

Employees feel valued and listened to

Cons:

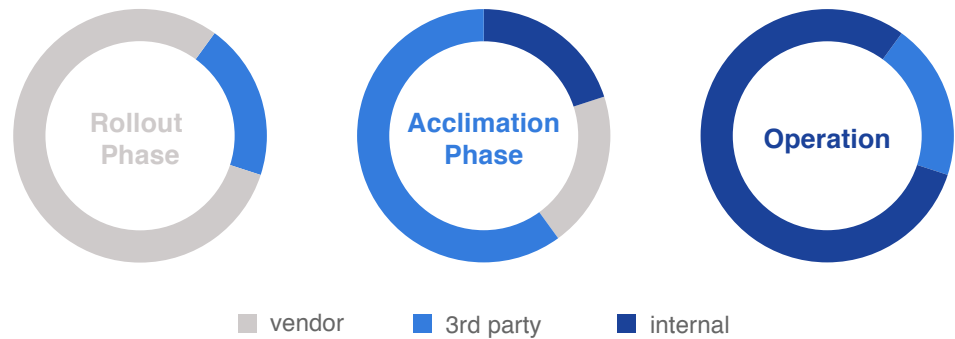
None. Just do it.



Building a training solution that's right for your company or organization

While there is no single blueprint to fit the needs of over single business entity, the best approach to training is similar to a “Swiss army knife” training program. The more diverse and rounded your training program, the more likely your end users will produce desired results.

What is considered the ideal solution will evolve over time as you become more self-reliant and familiar with the solution. Initial rollout, acclimation, and operational phases will all have different structures as you take on more and more of the training responsibilities.



As you become more and more competent on your new solution, you will need outside input only on an intermittent basis or when new updates are released.

Feedback cycle

At the end of every training cycle, require feedback from both trainers and trainees. Ensure that your investment is producing results and everyone is benefiting. Adjust as necessary.

Build your own “secret sauce” over time.

As your company becomes more and more familiar with the new system, you will be able to take on more of the responsibilities internally. While an initial reliance on vendor or third party training is natural, it greatly benefits organizations to absorb the methodology and lessons from these programs and adapt them to suit their own in house version that is more specific to their needs.



Things to avoid!

Overreliance on a single training provider while not creating your own internal additions over time.

Lack of follow through – ending training services too soon or just offering lip service to training promises

Broken feedback cycle – Not listening to your end users and adapting training to meet their needs and expressed shortcomings greatly reduces the efficacy of training.

One and done – Training doesn't end after roll out. New users entering teams, system updates, and the unfortunate but natural forgetfulness of humans means that training should be an ongoing process.

"Money fixes everything" approach – just because you're spending money on a solution, doesn't mean it equates directly to results.

Top down view on training – If training programs are built more to tick boxes or not crafted to your exacting company needs, users will be left "trained" but still incompetent. A 2010 McKinsey & Company report found just 25% of respondents felt that training programs had a measurable improvement on performance shows that this is way too common a problem.



DATA AND NOTES

- 3 hours per week attempting routine tasks due to lack of training. The three hours wasted represent a 7.5% lost productivity rate
- Only 20% of employees are truly competent with all software systems
- 64% of managers don't think their employees can keep pace with future skill needs.
- 20-30% knowledge retention just two months later, even with systems and tools that are used frequently
- As much as 60% of software features are never used
- A 2010 McKinsey & Company report found just 25% of respondents felt that training programs had a measurable improvement on performance.
- A 2015 study from online training company 24x7 Learning found that only 12% of employees apply new skills learned in training to their jobs.
- With about \$359 billion spent on training globally in 2016 – up about 21% over the past five years
- Benefits include 12 percent improvement in productivity, 15 percent improvement in customer satisfaction, 19 percent improvement in time to competence and 16 percent L&D cost reduction.



Get in touch

Some of the worlds largest and most complex Genesys solutions are not only powered with Miratech applications and integrations, but we provide the training too. The flexibility and personalization of TrainingCX means that we are able to custom make training courses that are not possible with other service providers, and clients have been pleased with their results.

If you would like to learn how to optimize your call center and get a better ROI on your Genesys investment through more efficient usage and execution or would just like more general information then please let us know.

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