

Talking Business  
from  
SFRD Services

# Your **big** project

## Avoid the **mistakes** of others

### Part 10

### Training

## Remember episode 1 – the A to Z?

### T is also for Training

- Are you prepared to carry out the training that will be needed?
  - New processes
  - New systems
  - Explanation of why – not just key strokes.

## Is your Best Practice programme embedded in your organisation?

- **Yes?** Then it is possible that the members of your team will understand some of the reasoning for the system design
- **No?** Your training will need to start with the **same assumptions** as all the training I've ever been involved in
- **Think you can take short cuts ?** – don't be stupid – you'll create a disaster!

## Why, What, How....

Three critical topics:

- You need to explain **why the system is built the way it is** and how it delivers the operating model – **Best Practice**
- Define **what is being built** – and what isn't
- Instructions on **how to use the system** that is being built

**Remember, if Best Practice has been properly implemented people will be so happy to have the support delivered by the system and will be willing to learn!**

## Assume no knowledge

- Explain that you have to **assume that no one has any knowledge**
- Starting this **way removes any pre-conceptions** about the system
- It gives you a **'clean' starting point**
- **Everyone has the same 'voyage of discovery'!**

## Why:

- The system **supports best practice**
- Where the system covers **complex areas** (e.g. pricing, asset holdings etc.) you need to **ensure that people fully understand the concepts**
- **Assume that no other proper training** has been given in these areas
- Your job is to **ensure that people fully understand the why**
- You need to get the **trainees to explain the Why to you**

## What:

- Is being delivered
- Is not being delivered
- Ensure everyone understands the scope

## How:

- Logging in
- Menu options
- Short cuts to required screens
- The **one set of acceptable key strokes**
- Explain **'why not'** for other suggestions



## Training material:

- **Theory** – Why, What and How
- **Practical** - How

**Ensure that people understand their role and why this is so important to the future of the organisation**

## Training material:

- Make it interesting
- Make it comprehensive
- Make it testing
- Test, test, test

## Training material - Theory

- Explain the **Best Practice thinking** behind the Best Practice Rules
- Explain how to use **Best Practice to achieve the organisation's future needs**
- **Explain Best Practice**
- **Test the understanding**
- Explain how **Best Practice makes us all more secure**
- Explain **what happens if people don't follow Best Practice**

## Training Material - Practical

- **Demonstrate** how the system is to be used
- **One way to use the system** – don't waste time and effort in trying to buck the system
- **Exercises** that teach the attendees how to use the system
- **Exercises** that test the attendees knowledge
- **Willingness to fail** any who don't show the required level of expertise

## Try it out on:

- The **Global team** – they've got to **believe in it, sell it**, they've got to **implement it** – time after time.
- The **Local Team** – they've got to **sell it locally and make it work on a day to day basis**
- **Sponsors, Senior Management, JFDIs** and anyone else you can find – **if they can do it anyone can**
- **Yourself** – you'll have **no street cred if you can't use it!**

## Translations:

- In an organisation with **technical language** there can be **misunderstandings during translation**
- **Misunderstandings are fatal**
- Get **one organisation to translate the material** from the original
- Get a **completely unrelated translation organisation to translate it back** to the original language
- **Compare** the original with the translation of the translation
- **Correct** as required

## No excuses:

- **Nominated attendees will attend**
- **Anyone who does not pass the training will not be permitted to use the system**
- **No informal training** of non attendees
- **Same rigorous training** for new staff **post go-live**

## So often it all goes wrong!

- People **take short cuts**
- People say it's **too much effort**
- People **don't believe its important**
- People **don't like hard work**
- People **find reasons to avoid attending**
- People are **not committed to the needs of the business**



# Global SAP Template – implementation Country B - 2012

- Large industrial supply company

## Purpose:

- Implement the SAP global template to replace an old local system

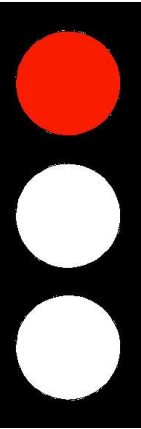
## Good:

- It exposed many of the issues in the business that had been hidden by the legacy systems

## Bad:

- Complex tax requirements
- Failure to capitalise on the functionality brought by the new system
- Lack of appreciation of the changes required to existing processes
- Training
- Local IT team ignoring global instructions

**They didn't want to believe me when I compared them to the Titanic!**



# Global SAP Template – implementation Country D - 2015

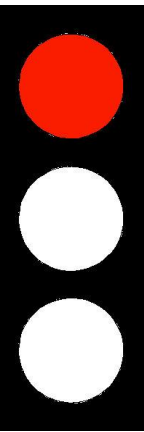
- Large industrial supply company

## Purpose:

- Implement the SAP global template to replace a local system

## Bad:

- Failure to capitalise on the functionality brought by the new system
- Lack of appreciation of the changes required to existing processes – no one told us that SAP is complex!
- Training Seen as optional
- Regional business team comprehension of the system and commitment to making it work
- Weak project process



## Two of the worst examples of training!

- No will to do it properly
- Lousy consultants
- Disbelief in the need to understand a complex system
- Businesses nearly died!

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