



Training without frontiers™

Case study: Consistent delivery and accountability

Consistent delivery and accountability

When you're a £400m company operating in 60 countries and you have just undergone major global restructuring, you have very particular training requirements. This was the challenge faced by our client "Company A". As the global leader of industrial rentals, they required 2000 personnel to participate in a major behaviour change initiative, without disrupting 24/7 customer support, critical to fulfil customer service levels.

During the process of restructuring, Company A had identified opportunities for future growth. The time was right to implement a change programme that would lead them towards greater stability and more business with greater profit margins.

Understandably, Company A took its time choosing a partner to facilitate this initiative, recognising the enormous potential impact of the right choice. Working with us, they found a partner who delivered even more than the rigorous selection process demanded.

The opportunity would involve aligning some of the skills gaps and inconsistencies in working practices that inevitably arise when an organisation is spread around the globe. Company A was looking for consistency, both in training techniques for different skill areas and in the delivery of training around the world. As with any progressive company in an increasingly competitive market, they wanted to increase market share and operational efficiency.

The objective was to create a world-class operation, within which all individuals could perform consistently well, and the company began to look for a partner to provide the input and ongoing support that they would need. Previous experiences with training companies had highlighted problem areas; different styles of approach had led to a disjointed strategy; individuals struggled to apply or retain what they had learned; and there was a lack of follow-up and insufficient measurement and accountability from the training provider.

Finding the right partner was so important to Company A that a "responsible director" was appointed to sponsor the initiative and take responsibility for delivering the outcomes.

An initial eight training companies were approached to submit tender documents. Proposals were reviewed and the responsible director met with each company, before drawing up a shortlist of four. These four were then asked to prepare a presentation, to be delivered to a selection committee, outlining how they would help Company A to achieve its strategic objectives. The selection committee devised a scorecard on which they graded each company as to their likely ability to deliver on must-haves and wish lists.

Finally, a decision was made: Company A chose Skill4 International, with the emphasis on international.

“Skill4 really did offer the ability to deliver around the world,” commented the responsible director. “Many companies claim to, but we have learned the hard way about language barriers, cultural differences and resourcing issues, even in Europe. Skill4 International convinced us by proving what they’ve done for other international organisations.”

Skill4 International also impressed Company A with the provision of online tools for performance measurement and reinforcement, and with their willingness to be held accountable for the results of their work. “Skill4 International was one of the few companies that provided mechanisms for measuring progress. This was a great selling-point as far as we are concerned,” he says. “This means we can benchmark people before and immediately after training, and then at regular intervals following coaching sessions with their line managers. With Skill4 International, we know if any improvement in performance is due to the individual’s response to training or to external factors.”

According to the global training and programme manager, some of her most positive feedback about Skill4 International results from areas even Company A had not built into their selection process, and which came as both a pleasant surprise and much-appreciated added value. “The people I speak to at Skill4 International on a daily basis, in terms of producing reports that I need to see, and ensuring that everything is well-organised and planned correctly, are doing a superb job. When we selected Skill4 International I had no idea that this would be so important; but it has to be said, these staff are outstanding.”



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