

## Case Studies: **Need to Develop and Delivery Effective Training**

### **Business Situation**

A large utility conglomerate serving the southwestern USA had recently embraced self-directed work teams. However, the level of functioning of the new teams varied greatly throughout the organization, as did the results they achieved in Customer satisfaction and productivity improvements. This organization decided to provide high-quality training to Team Leaders so they could guide their teams to achieve the business results that were required to keep the company profitable. They needed better solutions to the problems presented by large commercial utility Customers, as well as the more routine issues of residential users. The teams needed to learn how to function efficiently together to achieve the business goals of their work units. Leaders needed to learn how to coach and lead performance and improve sensitivity to Customer issues.

### **ALESys Solution**

This company turned to ALESYS for help because the Manager of the Project Team was familiar with our reputation for customizing training to get results. We were asked to analyze the functioning of the new teams and recommend an efficient and effective method for improving their performance. ALESYS' experienced project team very quickly performed a needs analysis to determine the root cause of the teams' lack of productivity. We worked closely with key Managers to identify the knowledge, skills, and attitudes that leaders and team members needed to satisfy their Customers. We then compared that list with the reality of the teams' performance and developed a training plan to close the performance gaps.

Powerful training was then developed, using ALESYS' proven instructional design methodology. Detailed Trainer's Guides were prepared for the internal Facilitators to deliver consistent training workshops. Engaging learning materials were also developed for the participants to use during workshop discussions.

The Team Managers received coaching packets of the skills that the teams were being taught, so they could more effectively coach team performance and monitor progress toward business goals.

### **Results Achieved**

As a result of their partnership with ALESYS, the teams' performance improved significantly, with Managers reporting they were observing much better interaction among team members. The teams worked together to solve complex Customer problems and gave credit to each other for their good work. Morale rose dramatically, and the role of Team Leader became a coveted promotion for good effort. Customer escalation to management dropped significantly within the first month of the project and remained at the new reduced level.

By teaming with ALESYS, this major utility company was able to give its Managers and Team Leaders the tools and approach necessary for them to lead the performance and productivity of their business units and more successfully serve their Customers.

The top of the page features a photograph of two children, a girl in a pink shirt and a boy in an orange jacket, holding hands and looking out over a green field. In the background, a large white wind turbine stands against a blue sky with wispy clouds. The text 'Utilities Industry' is overlaid on a green horizontal band at the bottom of the photograph.

 Utilities Industry

ALESYS is an international consulting and training company with a focus on leveraging learning to help Customers achieve their organizational goals and use learning as a competitive advantage to generate business profits. We bring a depth and breadth of expertise and best practices gathered during our many years of successful work with organizations all over the world. For organizational change efforts to be effective, only a custom designed approach will yield results. These results must not only solve your organizational issues, but they must also translate into long-term sustainable change and profitability.

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