STRATEGIZE
Planning is key for hitting your goals
Why PTC University Learning Services?

Because sending users to a training class alone won’t solve your business problem. Often, customers facing a challenge know they need to take targeted action but struggle to identify the scope of their needs, the right measures and appropriate execution.

Here’s how PTC University will help:

• **Analyzing the current situation** – Taking a holistic look at the entire situation is needed – this is often easier for an outside party. Most organizations don’t know where to get started and don’t have the right tools or methodology for assessing the situation inhouse

• **Issues with stakeholders** – Alignment in the organization is needed as to what the objectives of an education initiative are and who to involve. However, stakeholder buy-in is the key to success. If there are gaps, up front, these will cause further downstream issues

• **The complexity of the initiative** – The larger the organization and the more locations, departments and stakeholders are involved, the more complex it gets and requires dedicated project management

• **End user adoption and training** – Any education initiative also means change which is something human nature struggles with. Therefore, special focus needs to be put into communicating the changes to end users and ensure they will actually adopt the new or updated technology or changed ways of working with their existing software.

• **Analysis and optimization** – A punctual training initiative will only increase competitiveness for a short time. The market changes at a fast pace and companies need to continuously upskill their workforce. Therefore, each learning initiative should include results analysis along with a plan for continuous optimization. Again, this is something companies rarely are equipped for, but PTC University has dedicated services and tools to help.
Strategize

Business transformation requires alignment with a number of business teams that are not always in agreement. Learning Strategy Services ensure your organization is aligned throughout the phases of the transformation on the business goals, sponsorship, communication, education, delivery and support that will deliver success.

PTC University knows how to design strategies that focus on the user’s role in the business process being transformed. Align your ecosystem and plan your education initiative accordingly so your learning programs are outcome-driven and efficient.

PTC University provides guidance for all stages in the strategy phase, such as:

- Sponsorship Alignment
- Communication Strategy
- Training & Mentoring Planning
- Training Logistics Planning

Spotlight: Driving User Adoption

One of the biggest application areas of Learning Strategy Services are new software implementations. Technology is meant to improve productivity and efficiency. Yet new implementations rarely achieve their objectives without buy-in from users.

Organizations that fail to plan strategies and tactics to encourage user adoption usually fall short of the expected value and ROI goals for their technology. Equally important is creating the right user adoption strategy. Organizations typically focus user adoption efforts on training. While training is vital, it does not address one of the most important roadblocks to user adoption – user resistance to change.
Change Impedes Software Adoption

Technology has the potential to dramatically improve your organization's productivity while reducing costs. Yet simply installing software applications will not produce the intended results. Most of the time, new software establishes new or modified business processes and practices. And the software implementation's success and ROI depends on user adoption of both the technology and the new ways of working.

Understanding User Resistance

Organizations that wish to facilitate change must understand the type of resistance they face and implement strategies that address these particular issues.

By developing comprehensive awareness strategies and campaigns that are sponsored by business executives and managers, ensuring that staff understand the changes on multiple levels, and communicating what is and isn't changing, organizations can overcome user resistance to change. As a result, they can encourage greater adoption to achieve the full ROI from investments in new technologies and business processes.

4 Tips for Driving User Adoption

1. **Obtain the sponsorship of business executives and managers.**
   Sponsors are essential to emphasize and relay the value of the solution and the gains it will bring to the organization. Management must therefore be committed to the change and sponsor the communications to ensure their effectiveness.

2. **Ensure that people understand the change and its consequences on multiple levels.**
   Employees need to understand both the strategic rationale for the change and operational details about how it will impact their job.
   - Strategic communication from top management
   - Tactical communications from change actors
   - Operational communication from direct manager

3. **Take responsibility for the communication with users.**

4. **Communicate what isn’t changing in addition to what is changing.**
Spotlight: Planning your Learning Initiative

Organizations must put programs in place to ensure that employees effectively learn and eagerly adopt solutions. Often, new solutions seem complex and employees may have difficulty making the most out of these.

Organizations fail to achieve ROI, however, if users don’t understand how to effectively work with the solution and may even resist to adopt it. Organizations must actively encourage adoption as well as properly train and support users as they incorporate the solution into their day-to-day workflows to reap the promised rewards.

While companies usually provide formal training programs when they roll out a new solution, they often fail to pay adequate attention to product adoption or performance support. As a result, employees may not be motivated to make the changes necessary to use the new product. Even if they employ the solution, they may be unable to effectively apply what they learned to their daily tasks.

The Solution:

Develop a balanced program that includes not only training, but also adoption and performance support to ensure employees can productively use the new solution—and are excited to do so.
Organizations Fail to Properly Manage Timelines

Many organizations do not properly align timelines between software implementations and their accompanying learning and adoption programs. Training efforts come too late. Adoption timeframes run too long.

Training Programs Offer the Wrong Didactic Approach

Different organizations have different approaches to learning and adoption. If the vendor is inflexible in the training approach they offer, the company's training program may fail to meet its needs.

Program Quality is Inadequate Due to Insufficient Budget or Improperly Allocated Funds

Insufficient budgets or improper budget allocations can have a significant negative impact on the effectiveness of learning and adoption programs.

Additionally, organizations often neglect to apportion adequate budget to customizing training to meet their employees' specific needs, which means the program uses employee time ineffectively.

Failure to Measure ROI of the Learning and Adoption Program

It’s difficult to achieve what’s not measured. Many organizations neglect to evaluate the results of their learning and adoption programs.

### TIP

To demonstrate the value of the new solution to impatient executives, avoid a Big Bang implementation. Identify smaller projects that allow you to deliver quick wins.

For the flexibility to meet your organization's training requirements, look for a vendor who offers a variety of training approaches.

Companies often do not recognize these inefficiencies due to their budgeting practices.

Budgeting needs to be considered in any education strategy plan.

Organizations should define key performance indicators (KPIs) for how they'll evaluate software adoption and productivity gains, and then measure those KPIs throughout the learning and adoption program.

Please also read eBooks #1 and #4 in this series: Assess and Optimize
Talk to a Training Advisor

Our experienced Learning Consultants will be happy to discuss your needs and support you in building your strategy and your learning programs to drive adoption and productivity of your users for measurable success. Contact us today to start the conversation!

ptc university