

elbow-to-elbow™ consulting

Boosting productivity and morale on a desk-by-desk basis



Getting a better ROI from classroom training

Our **Standing Ovation**® classroom training for BPCS / ERP LX delivers a wealth of content in a concentrated time period. It's been our experience that users get a better ROI from the training if they put the principles to work at their desk soon after the classroom work is done. Failing that, the fresh ideas and inspirations generated during the training class end up dissipating before tangible constructive change is accomplished.

So, why does the happy momentum felt during the class gradually fade away? It's understandable. People get back to their desk to address work put on hold while they were in the class. They process that accumulation of duties the old way; they get more practice doing it the old way. By the time that mountain of work has been tamed the old way, their memory of the "new ways" introduced during the class have started to lose clarity.

It's very hard to overcome all the other well-known barriers to change if your memory about how the new way was supposed to work has gone a bit fuzzy. People are afraid to try it by themselves and there's typically no manager who is willing to take the risk of saying something like:

"yeah, go ahead and try it, I think that's what the instructor said to do."

The unfortunate net result can be this: everyone thought the class was terrific but nothing important changes after the BPCS/ERP LX professor leaves town.

Bring the professor back

The idea is to schedule application consulting time with the professor soon after the class ends. Bring him back the next week to work alongside his students. The objective is to coach individuals how they can accomplish their responsibilities more productively with the software.

You could call that kind of up-close support at individual desks "hand-holding;" at Unbeaten Path we call it "**elbow-to-elbow consulting**."

We have learned that likelihood of successful change goes way up if a BPCS expert is providing keystroke-by-keystroke guidance and assurance as a user takes his/her first shot at applying the principles taught in the course. That elbow-to-elbow alliance defeats the fear of doing something wrong. Change really happens and the ROI of the classroom time shoots way up.

Refreshment training doesn't have to start in a classroom

When just one or two individuals require BPCS/ERP LX coaching, classroom training isn't the best way to go. In that case, the best results come from **elbow-to-elbow consulting**. That's more productive than a course in several respects ... including the opportunity to immediately improve a specific user's productivity.

We get requests to do this with brand new employees as well as with users who have been in their positions for quite a while. When we get to the user's desk, here's what we typically find:

Training doesn't have to start in a classroom, *continued ...*

Brand new employees have received their BPCS/ERP LX training from the departing incumbent. Invariably, less than 100% of user (x+1) knowledge is transferred to user (x+2). Turnover in the position may have taken place every couple of years. So, after several user changes, knowledge about what BPCS can do has taken a giant step backwards.

What's survived usually resembles a memorized gym locker combination: "I do my job by taking menu options 2, 3, 7, and 11." That's it.

- ⊕ We've found accounts payable users who are figuring out cash discounts with a pocket calculator.
- ⊕ It's not unusual to find accounting users who are trying to calculate end-of-month FX transaction gains/losses in a spreadsheet.
- ⊕ Engineers no longer remember how to employ scrap and yield factors.
- ⊕ We encounter buyers who have drifted away from using MRP exception reports (*sometimes because it's too much paper*).
- ⊕ DRP isn't used effectively anymore because the planners that once knew how to reconfigure for supply chain changes don't work there anymore.

Restoring forgotten functionality

Our elbow-to-elbow consulting generates rave reviews and, to be quite candid, it's fun for us to be a consultant in that situation. How can you not have fun when you hear instantaneous feedback that you're a BPCS genius? Typically, it's not inventing something ... it's just coaching a user how to embrace functionality which has been sitting under a never-used ("I was scared to try it") menu item or function key.

This type of application consulting support produces a big boost in productivity and an authentic jump in user morale. Typically, big progress can be made in several elbow-to-elbow hours.

Money-back guarantee of quality service

Unbeaten Path has been in business for almost two decades and we've never received a complaint about the quality of our elbow-to-elbow consulting services. Nevertheless, if your users report they are not pleased with the quality of our elbow-to-elbow consulting, our professional services agreement promises that we'll rectify the deficit at no charge (or refund all the consulting fees if we can't solve the problem in a commercially reasonable way).

Questions ?

It would be a privilege to answer any questions about **elbow-to-elbow** coaching. Here's Unbeaten Path International's contact information:

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Unbeaten Path®

