



Spinnaker's Methodology for Training & Organizational Enablement

What is Training & Organizational Enablement?

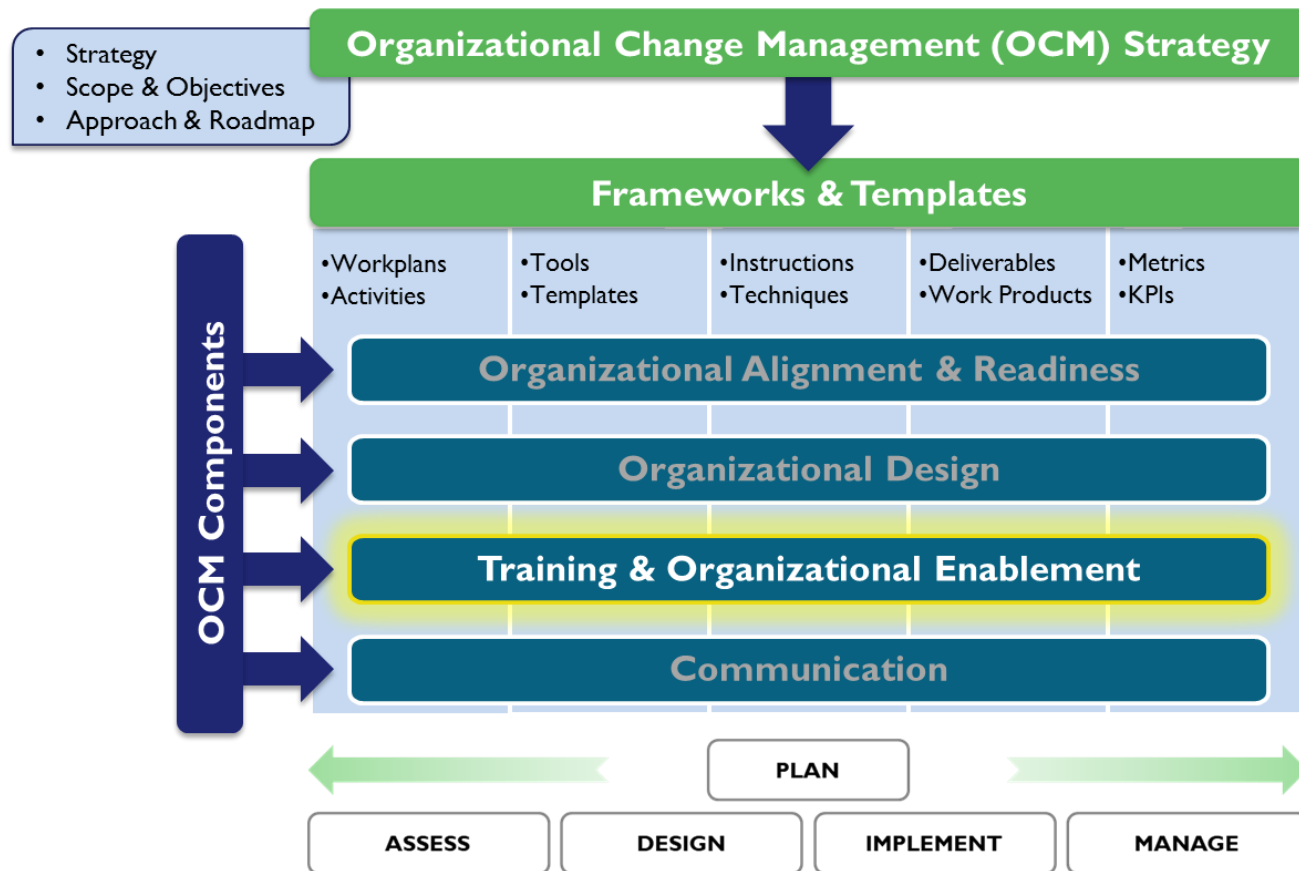
Business transformation can introduce big changes in the roles, job functions, and essential skill sets of employees. That's why a key part of the Spinnaker Organizational Change Management (OCM) approach is its emphasis on Training and Organizational Enablement. Our approach offers comprehensive, strategic, and cost-effective training solutions using a framework that is efficiently tailored for specific organizational needs.

Training employees effectively as part of business transformation reduces project risk and churn, and helps assure continued workplace performance in often turbulent environments. It helps reinforce other components of the OCM strategy that drive awareness, understanding, and acceptance. Spinnaker advocates role-based training plans that sharpen role clarity for the impacted employees or groups and ensure that the right stakeholders get the right types and levels of training.

A complementary element of effective business transformation and training initiatives is Organizational Enablement (OE). Organizational Enablement facilitates the effective transfer of specific knowledge among designated participants. It also tackles knowledge and role transfer from the external resources that often collaborate on these projects. These individuals often have unique knowledge that must be acquired by client staff who are taking on new responsibilities because of the initiative. The objective of OE is to achieve self-sufficiency at both a program team level and location-specific level.

Spinnaker's Training and Organizational Enablement Solution

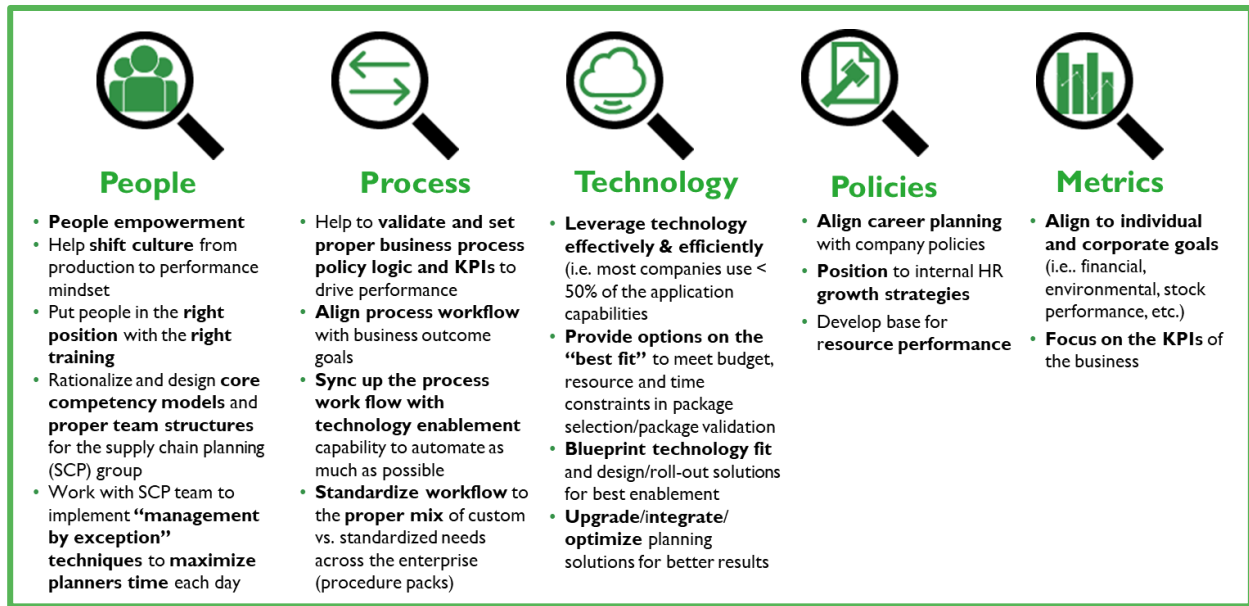
Training and Organizational Enablement are integrated in the Spinnaker Organizational Change Management methodology and contains its own framework and work plan.



Our Training and OE Methodology

The Spinnaker Training and OE methodology focuses on ensuring that members of an organization can execute their business processes, as well as understand the applications used to support said business processes. The methodology utilizes Spinnaker’s 5 Lenses approach which works with groups and individuals to optimize business processes and the associated technology and metrics employed to deliver profits with metrics that matter to the business.

Spinnaker’s 5 Lenses approach ensures individuals feel empowered and confident to effectively leverage an application to achieve the goals of the business. Training participants learn business leading practices and are exposed to functions beyond their immediate business area. Adhering to such an approach helps to eliminate functional silos and allows an understanding of the “big picture” of the associated business transformation. KPIs and other metrics used by the business are also emphasized to enable the organization to measure performance and identify additional areas for improvement.

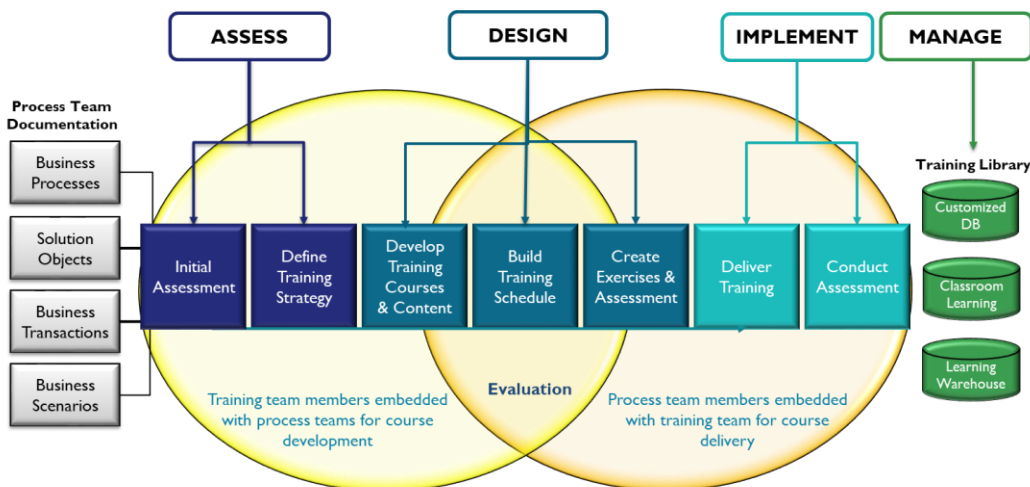


In addition, Spinnaker’s approach to training recognizes that audiences are diverse, and focuses on maximizing the performance of each individual participating in the training. Business transformation processes often require training for three audiences:

- Executives – responsible for program sponsorship and leadership
- Project team members – responsible for managing and developing the change initiative
- End user community – those who will use the solution to perform their jobs

Spinnaker’s Training and Organizational Enablement Model

The following diagram depicts our premier end-user training offering and approach embedded in our OCM methodology:



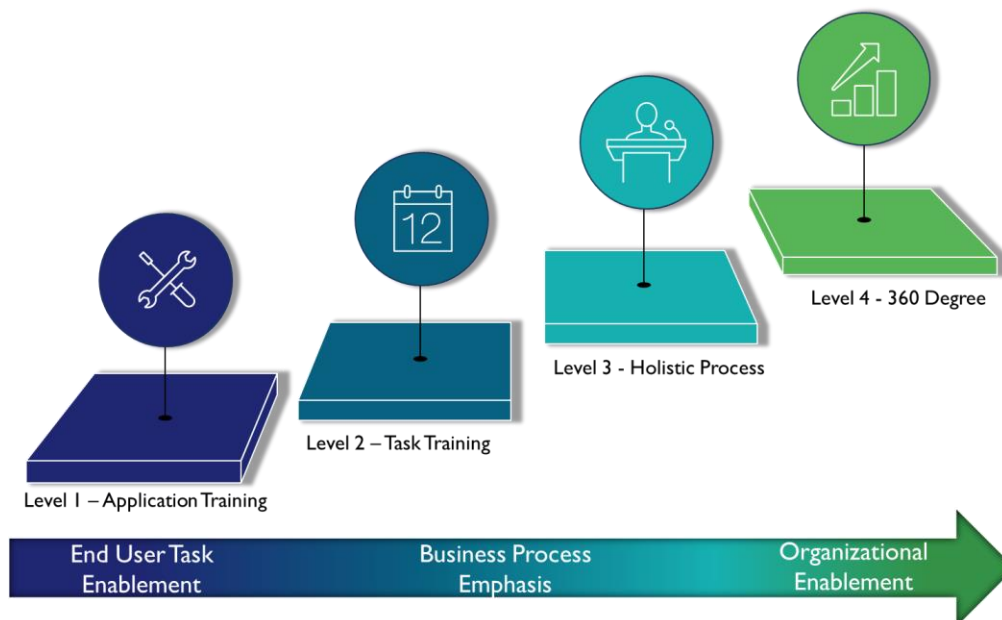
* Classroom training can include:

- User documentation
- Quick Reference Guides/Job Aids
- Simulation

There are four (4) levels to Spinnaker's Training Model. The training levels support a variety of customer needs at various phases of a project: Design, User Acceptance Testing (UAT), Go Live, and Post Go Live. Training delivery is instructor led or web-based, depending on customer requirements.

The training model and associated organizational enablement processes are designed to transfer knowledge from a consulting implementation team to project team members and designated stakeholders – enabling them to become productive during the project lifecycle and post implementation. Proper training enables the organization to adopt change and desired behaviors needed for success.

Depending on how dispersed the end user community is and the organization's needs, some training programs may be more relevant than others. The training program selected, as well as the overall project resources supporting training, drive the training content development.



Level 1 Program – Application Training

Experienced consultants leverage application expertise to deliver "industry agnostic" training for functional and technical resources. This custom training package focuses on the application features used by the business. Leveraging adult learning theory, this training focuses on a core planning team, but also provides training for those new to the application or business processes. Benefits to this program include:

- Exposure to desired aspects of the functional capabilities of an application
- Refresher exposure to experienced users on other application features and functionalities which may not currently be in use

Level 2 Program – Task Training

This training focuses on the application tasks and business processes that end users execute. End users are fully trained on how to execute all the tasks needed to be successful in their role. The important advantages of this approach are:

- Customized training directly addresses company goals and objectives
- Significant increase in delivery quality and consistency - the training material reflects the customer’s environment and utilizes your terminology and business processes

Level 3 Program – Holistic Process Training

The purpose of this training program is to create a best-in-class supply chain planning work force. This training program centers on organizational workflow processes. This training further enhances the Level 2 approach by adding upstream and downstream business process impacts and offers leading supply chain practices. The training materials support flexible continuous learning throughout the organization.

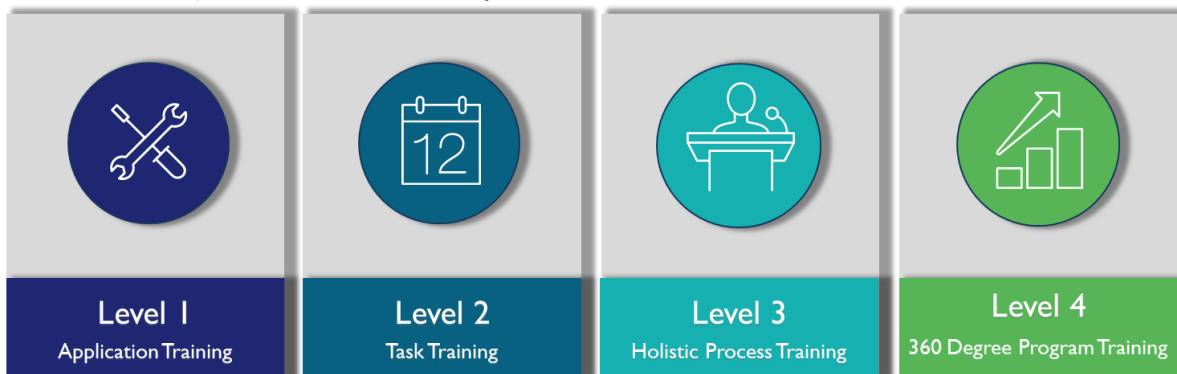
Advantages of this program are:

- A focus on organizational business processes and how these processes work in conjunction with a technology solution
- Exposure to leading supply chain practices and how these practices could be utilized within your organization

Level 4 Program – 360 Degree Program Training

This offering encompasses the components of the prior three levels of training and features extensive skill assessments and testing. Student skill assessments are an essential element of the Level 4 approach. The results of the student skill pre-assessment assist in determining the optimal training curricula. Benefits of the 360 Degree program are:

- Tracking of individual’s skill improvement throughout the training process
- Pre- and post-training assessments drive alignment to key training objectives and validate that objectives are successfully met



- Custom tool training
- Training focused on application features used by the business

- End-user execution of relevant business process tasks
- Training material created in support of business process tasks
- Focus on tasks executed by users daily/weekly/monthly

- All of Level 2 plus:
- Centered on organization workflow processes
- Upstream and downstream business process impacts
- Utilizes internal and external supply chain concepts
- Segmented materials support flexible continuous training

- All of Level 3 plus:
- Complete skill and proficiency training program
- Pre- & post-proficiency assessment
- Basic workflow audit
- All features of holistic process training (Level 3)

Add-On Training Services

Additional services exist to further customize or increase the effectiveness of the training program.

These include:

- Static Database – creation of training data elements in the customer’s training database that form the basis of training exercises
- Custom Job Aids and Handouts – development of quick, abbreviated training guides designed to support critical business tasks
- Business Process Gap Analysis – completion of a review of your supply chain business processes against industry “leading practices” to ensure all training supports effective and efficient work tasks designed to meet company objectives

Successful Organizational Change Management is dependent on team members that know their responsibilities, applications, business processes, and are confident in their ability to execute. Solid training and organizational enablement programs empower an organization’s human capital with the “know how” to confront business challenges and navigate a changing business climate. In today’s fast-changing and evolving business landscape, training and organizational enablement act as a powerful differentiator. Spinnaker’s training model provides organizations with the training programs needed to be successful.

About Spinnaker:

Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

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