



## Case Study

# Shanghai General Motors Technical Training – The Blended Benefits of Computer-Assisted Coaching

### Situation

Shanghai General Motors (SGM), an automotive client in China, had an urgent, and growing requirement for development of dealership personnel, and asked Raytheon Professional Services (RPS) to provide coaches to their dealerships to assist with on-the-job training. Initially, the success of the program was hindered due to its dependency on limited numbers of Subject Matter Experts (SMEs); the cost or lack of availability of experienced coaches; unavailable resources and information (which slowed the time to competency for the learners); the non-uniformity of the learning objectives and training recommendations; and the lack of standard tools, measurements, and a method of consistent and up-to-date reporting.

### Solution

First, RPS created a standardized set of procedures, tools and measurements based on the requirements and competencies of qualified dealerships. A coach can now visit a dealership and, by using a mobile tablet linked to a remote server, can access the assessment standards, necessary tools and processes to facilitate the coaching. The coach can then immediately generate a report.

In order to achieve a more effective and efficient learning system, RPS developed and/or standardized the following:

1. Established Measurement and Assessment criteria
2. Auditing tools and their processes
3. An automatic Report Generator
4. A library of sample recommendations for solutions, tools and improved templates
5. Learner Tracking for reports and follow-up
6. Process for SMEs and project managers to operate training offsite; a SME at headquarters can provide evaluations and recommendations as needed
7. Electronic daily monitoring of coaching activities that assures consistency

### Business Results

The training is less dependent on the SME's availability and less impacted by the high cost of limited resources or by lack of processes, resources and information. The program manager (PM) can now monitor all results, accessing real-time reporting and up-to-date personnel assessments for optimal communication with the client. Program recommendations can be retrieved from the database and address additional coaching needs. The training is now consistent across the enterprise, and the program is more unified and efficient thanks to standardized information, tools and processes.

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