

CASE STUDY

PERFORMANCE

ANALYTICS

DRIVE BUSINESS GROWTH

LEARNING SOLUTIONS FOR A GLOBAL WORKFORCE

A world leader in the supply of temporary power and temperature control solutions had a problem. Operating in a high-consequence environment with high-turnover rates, this client needed a compressive learning strategy to recruit, train and retain an expanding global workforce.



Raytheon

Challenges

Working in a market that required solutions to quick hitting, high-consequence events, customers turn to them in times of crises. This typically means their customers need power or cooling services quickly, or for a short period. This world leader in the supply of temporary power and temperature control solutions has an annual turnover of \$1.7 billion. They employ more than 6,300 people, and operate from over 200 locations across 100 nations. How would our client continue to recruit, develop and retain a global workforce, able to perform at the high levels required by the customers, without a comprehensive learning strategy?

Our client's complex operating environment included the need to build, sell and support a fleet comprised of 13,000 generators, ranging in size from 10 kW to 2 MW, requiring an effortlessly integrated learning strategy that:

- Structured learning activities that can be accessed easily, anywhere and anytime across the globe.
- Reached diverse populations in remote regions of the world, in multiple languages.
- Tracked and monitored individual training paths resulting in a sustainable, effective learning.

The client turned to Raytheon Professional Services for help.

Demand for our client's services is created by events. Events that stimulate demand range from the very large and infrequent to the small and recurrent. From a city engineer needing chillers to create an ice-rink at Christmas, to a stadium manager needing back-up generators during a major sporting event, to news crews needing power in remote localities to broadcast natural disasters in real-time.

The markets the client serves and mission critical nature of the solutions needed, require the company to:

- Operate globally, around the clock.
- Manage an inventory of highly reliable and transferrable equipment and services.
- Respond to events as they happen anywhere around the world.
- Organize to address all types of situations.
- Be the experts, having technical expertise, equipment, skills and in-depth experience, scalable on a global basis.
- Build and maintain the equipment to the highest standards.

How would our client continue to recruit, develop and retain a global workforce, able to perform at the high levels required by the client's customers, without a comprehensive learning strategy?

Solutions

Working in partnership with a team of 27 learning managers from across the globe, Raytheon Professional Services facilitated a Strategic Roadmap Workshop (SRW). This structured engagement methodology is designed to produce a strategic learning roadmap addressing the critical business problems faced by the client.

The SRW is comprised of process steps enabling teams to visualize, commit and prioritize global initiatives by tapping into their creative and innovative thinking potential. Together, team members define achievable tasks and measurable milestones, documented in a highly visual roadmap.

Prior to the actual SRW event, an RPS team conducted a site visit with the client in Dubai, and assessed the current state of the fragmented training, by employing the Raytheon Six Sigma™ diagnostic process. This data provided the raw material for assessment at the formal, two-day SRW session. The highly interactive workshop addressed the client's challenge of rapid growth, which has stretched the organization, particularly in workforce development and retention.

Strategic Roadmap Workshop: Key Results Areas



The process seeks consensus, and only plan elements that are unanimously agreed to are included in the plan. Big ideas were then solicited from the group, tapping into their collective creativity and inventiveness as the desired future state of the learning function was defined. Finally, current and future state measurement criteria were laid out and a common definition of what a successful strategy and organization looks like could be determined.

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Results

The Strategic Roadmap Workshop was the first time leaders from this organization came together from around the globe to create a shared vision and establish an actionable strategy with the following outputs:

- A learning governance structure that set a three-year global direction with flexibility to support regional differences, including regional budget.
- Career path development aligned to the global business strategy which was visible and had leadership commitment and support.
- A curriculum content analysis process that would align global curriculum with state-of-the-art technology for all employees, using proven RPS methodologies.
- A defined learning management and effectiveness infrastructure for a training certification process focused on priority business areas.
- A defined strategy for technology and infrastructure to establish access to content at agreed pilot locations using new content in local languages in a variety of media.

The SRW methodology took the broad client team through a process that: achieved consensus on the desired end state; identified barriers to the vision and actions to overcome these barriers; and documented a plan to implement actions with resource commitments from participants. The process resulted in a comprehensive learning strategy that addressed the complex organizational and market-driven issues of the client. The resulting strategy armed the team with the plan and the resources needed to achieve their vision and solve their businesses problems, rather than yet another committee report that ends up languishing on the shelf.

Contact Raytheon Professional Services Today

RPS serves commercial and government clients in more than 125 countries and in 29 languages. Our learning experts deliver effective training strategies that focus on improving organizational performance as well as ensuring employees have the skills they need to be successful.

Contact us at info-RPS@raytheon.com to learn what RPS can do for you.

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