



Mastering Massive Change on a Human Scale

Project Overview:

This diversified Energy Company is involved in the deployment and management of energy related businesses and services nationwide. Its operating units include an electric utility serving 2.2 million customers in Southeastern Michigan, a natural gas utility serving 1.3 million customers in Michigan and other non-utility, energy businesses focused on power and industrial projects, fuel transportation and marketing, and unconventional gas production. They recently implemented a new enterprise system that affected 15,000 employees and contractors. This implementation spanned nine fossil energy plants, a nuclear power plant, electric distribution and gas transmission and distribution divisions, along with non-regulated subsidiaries.



Challenges: Development and Training

This project provides significant opportunities on several fronts. First and foremost, it allowed the company to develop an integrated training process that connected and supported the company's specific business processes and structures. It also allowed this Utility to address training with the objective of "increasing productivity" instead of simply developing training materials that functionally support a new enterprise system. Finally, it allowed the company to reduce training time, complexity and cost.

This was a large project with significant complexity that affected many business units, including financial, HR, supply chain, facilities, customer service and mapping. It also affected supporting business applications, including supply chain, HR, finance, legal, work management, GIS, electronic dispatch, and others. This change also affected the business units and supporting business applications of 139 subsidiary organizations. This project consolidated more than 100 systems.

In order to ensure success of the entire enterprise system implementation, it was essential that business disruption be minimal, organizational momentum is sustainable and that the training and training process be understood.

Finally, training for the entire organization went live simultaneously. This required a disciplined completion timeline and amplified the need for quickly establishing senior management understanding and buy-in to the new structure and development process.



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Success with Mosaic

Because of the opportunities and complexities associated with this enterprise system implementation, this Utility partnered with Mosaic to approach training from a business process improvement initiative mindset, not simply to develop course content.

Mosaic took the lead in mapping out their business processes and the key connection points among those processes before any training development took place. This important step provided a solid foundation for all training development and created organizational buy-in to the training design and structure.

Mosaic identified and teamed with the staff representatives to develop work instructions for all impacted departments. The quality of this work and the speed of completing it were enhanced by the early business process work we did.

Including employees in the development process created more targeted and effective training while allowing this Utility to establish and retain resources that have expertise in the training design and delivery after Mosaic left. This approach was well received and is enhancing the fidelity and sustainability of all process and content development.



Mosaic also developed Learning Maps, which graphically represent the entire enterprise system structure to help individuals and departments understand how they fit into the big picture of the new system and how to manage across the enterprise. These Learning Maps are used throughout the organization for change management and leader readiness initiatives and as the overarching framework for the actual skills training. As a result, the Learning Maps are creating understanding and momentum for the entire enterprise system implementation project.

Mosaic also developed 34 web-based training courses and 94 instructor-led courses, along with process-based performance support tools. All modular classes fit within their business processes and focused on increasing productivity in all affected departments. Mosaic managed all aspects of the training implementation plan- enabling training delivery to all 11,000 employees over a six-week period. Finally, the project was completed on time and on budget.

“The Mosaic Company provided valuable leadership in developing the critical business process improvement initiative. They expertly used our people to create the understanding of, and critical momentum for, the success of quite a complex enterprise system implementation.”

Senior Vice President