

## *Price Waterhouse LLP: RapidImpact*

Audience:	Consultants of RapidImpact Product
Course Length:	6-8 hours of User Contact Time
Training Approach:	Blended Training: <ul style="list-style-type: none"> <li>▪ Computer Based Training (CBT)</li> <li>▪ Instructor-led Training (ILT)</li> </ul>
Subtitles:	English for English as 2 <sup>nd</sup> Language Participants



**Challenge** Price Waterhouse’s RapidImpact methodology addresses business issues created by mergers, globalization, increased customer expectations, price/cost pressures and deregulations. Although these are diverse drivers for reengineering, they create common business issues, such as disparate processes and procedures, disparate performance measures, disparate standards, etc., all of which must be brought into alignment in as short a timeframe as possible. This methodology is Price-Waterhouse’s consultative approach for pinpointing key, immediate areas for improvement within a manufacturing environment. “Immediate” in this case is 6-9 months versus Price-Waterhouse’s longer engagements of 3-4 years.

**Solution** DSI developed this six to eight hour (user contact time), self-paced Computer Based Training (CBT) course for consultants on Price Waterhouse’s methodology for rapid reengineering of manufacturing processes, performance acceleration, and cycle time enhancement. The participants for this training are Price-Waterhouse consultants who work on long engagements, have college degrees, and read and speak English. For many, however, English is a second, and sometimes third, language. It was, therefore, developed for a 12<sup>th</sup> grade reading level; but to assist those who do not have English as a first language, all audio is supplemented with English subtitles. The subtitles are very useful for consultants whose English is not their primary language in following the interactive interview and other interactive features of the program.

**Special Features** RapidImpact CBT uses a fictional company Sky Space. A case study takes the participant step by step through the concepts and applications of RapidImpact and trains interviewing skills for this type of consulting engagement. It simulates actual interviews with key plant management and personnel where the participant carries on “dialog” with those players. The CBT coaches the participant in plant assessment through interviews with key personnel and corrective techniques for manufacturing efficiency. The participant must pass skill checks and tests in each phase of the training before they can move on to more complex phases, since the RapidImpact approach to reengineering is dependent on one phase building upon the other. During the process, the participant compiles reports and information that he then takes to the classroom ILT session of the training.

**Outcome** Prior to this program, the training course was classroom, instructor-led for five days. The blended training approach cut three days off that time by allowing the global participants to receive the CBT on CD, work through it at their own pace, compile their information, and then come prepared to a two-day, intensive, highly productive workshop in Dallas, Texas. What was saved in hotel and accommodations alone in the first year more than covered the cost of the CBT’s development—an outstandingly rapid (no pun intended) ROI.