

Ensuring Return on Investment AND Increasing Capability through Train-The-Trainer **MediaOne/AT&T Broadband Customer Service**

Background: MediaOne was one of the nation's largest cable and internet access providers (and has since been purchased by AT&T Broadband and now is Comcast). The company employed several thousand call center customer service representatives as well as thousands of field installation specialists as it provided cable television, telephony, and high speed internet access to hundreds of thousands of users.



Over the period of several years, Entelechy created many courses for MediaOne and AT&T Broadband including Customer Excellence (a 10-module program for customer service reps), Motivating for Sales Excellence (a program for sales managers), Breaking Barriers (a two-day sales training course), Coaching for Excellence (a full-day course for managers and supervisors), NexTV and DigitalTV (product launch trainings), and many other courses.

Challenge: Creating focused, customized training solved only part of MediaOne's problem - namely of having high-quality training to deliver. How would the company ensure that the training was delivered at the same level of quality as it was designed? And how would they ensure consistency of delivery from instructor to instructor and from delivery to delivery?

Solution: Entelechy created a rigorous Train-The-Trainer (T3) and certification process to ensure consistent, quality delivery of the training:

Step 1.	The instructor shall observe the curriculum given by a certified instructor.
Step 2.	The master trainer (or an Entelechy representative) will conduct a T3 workshop identifying the key parts of the course, explaining any questions the instructor may have, and providing feedback to a practice presentation of one segment of the class. At that time, feedback will be provided both verbally and in written format so that the instructor can have a reference document to refer to when preparing to teach their own class.



A Case Study in Training Excellence and Business Results

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Step 3.	The instructor will then facilitate a portion of the curriculum in a classroom with participants while being observed by a master trainer or Entelechy. The portion facilitated will be no less than half a day. The amount of time that the certifying instructor will observe the instructor will be established at the discretion of the certifying instructor. This is the instructor's opportunity to demonstrate proficiency in the content and delivery. It is critical that instructors prepare fully for this final certification.
Step 4.	The master trainer or Entelechy representative will provide feedback, both verbally at the time and later in writing. This feedback will include information on areas that were done well and areas to develop. Most importantly the instructor will be informed whether he or she is now certified or if there is additional work to be done before this instructor can be considered certified. The master trainer or Entelechy representative will provide a summary of the feedback to the instructor and his or her manager with acknowledgment of certification or recommendations for next steps.
Step 5.	If the instructor has not demonstrated the competencies to become certified during Step 3, an additional observation shall be scheduled with an Entelechy representative, the master trainer, or the Learning & Development Manager.

The certification criteria were based on competencies and standards developed and used by MediaOne/ AT&T Broadband.

Additionally, Entelechy customized *Delivering High Performance Training*, a three-day course designed to help MediaOne trainers polish their delivery skills. The training included three presentations that were videotaped; feedback was provided after each presentation.

Results: Feedback from trainers was overwhelmingly positive. Not only did the T3 and certification process increase their capabilities, it also increased their confidence. From a business perspective, certification ensured that the return on training investment was fully realized. Business and operations directors indicated that the training - delivered by MediaOne's certified instructors - had positive and significant impact on their business.