

Increasing Organizational Strength through Increased Instructional Effectiveness

Cabletron Systems

Background: Founded in 1983 in a Massachusetts garage by Craig Benson and Robert Levine, Cabletron became an industry leading provider of telecommunications products and services which included intelligent hubs, switches, routers, network management and professional services. The company had amassed numerous prestigious accolades and industry firsts including, the biggest technology Initial Public Offering (IPO) in the history of the New York Stock Exchange (NYSE); #1 performing stock by the New York Stock Exchange; #330 in Business Week's Global 1000. (At its peak Cabletron employed 6,600 people with over \$1.4 billion in annual revenue; the company was acquired in 2001 by Enterasys.)



To support its growth and development, Cabletron's training department designed, developed, and delivered training to departments and functions throughout the world.

Like many entrepreneurial companies, Cabletron "grew" its training department internally, drawing largely from the pool of successful sales representatives and engineering staff.

Challenge: Cabletron's Director of Training recognized the value that an external vendor might bring in the design and development of a brand-new sales training program for its new Account Managers. In addition, she recognized the inconsistency in delivery strength from instructor to instructor.

Moreover, the president of the company realized that a key competitive differentiator was going to come through its employees - employees who were only as good as the instructors and courses where their skills had been developed.

Just as significant was the need to develop a consistent and superior ability to design, develop, and deliver training. Many of the training staff had little - or NO - formal instruction design/development or delivery training. Many were developing and delivering training based on "gut feeling" or as they were taught. As a result, the full potential of the training was not fully realized.



A Case Study in Training Excellence and Business Results

Brought to you by Entelechy, Inc.

Solution: Building off of Entelechy's *High Performance Training* core, we created Cabletron's *Train-The-Trainer*, a three-day intensive program designed to build a consistent, professional training bench. As a result of the training, participants were able to:

- Train in ways that enable and inspire others to action.
- Apply proven instructional and presentation techniques that ensure participants "get it".
- Elevate their competence and confidence in reaching every member of their audience.
- Access resources that would help them continue building instructional excellence.

Results: Cabletron's *Train-The-Trainer* program raised the bar for Cabletron's trainers. Not only did each trainer pick up valuable skills, each received a personal assessment of their delivery skills (a copy of which was sent to their managers for reinforcement and ongoing development).

Anecdotal evidence from trainers revealed that the training not only added to their "trainer toolkit" but also increased their confidence as instructors.

Operationally, it is impossible to link Entelechy's partnership to Cabletron's success, but in the two years following Entelechy's support, Cabletron reached its zenith, earning over \$1.4 billion in annual revenue.

Coincidence?