

How to Help Employees Embrace Change and Adopt New Ways of Serving the Market

A CLIENT STORY

SIEMENS



Summary

Siemens Healthcare USA offers a sophisticated information system, Soarian Clinical, that helps community and small-market hospitals increase productivity, improve workflow and share information. When it was first introduced, the system was hailed as an innovation. Over time, the once-revolutionary tool began to lose ground because of the complexities of implementing the system. Siemens recognized that, to stay competitive and earn customer loyalty, the company would need to make systemic changes to the implementation methodology. This ambitious reengineering effort also required a major shift in their organizational mind-set. The first order of business was to get 1,100 project managers and consultants across the country to move away from their “old ways” and embrace a new way of doing business. To get its strategic training off to a soaring start, Siemens implemented a custom Discovery Map® session from Paradigm Learning,

Business Situation

A leading supplier to the medical industry, Siemens Healthcare, USA created a highly sophisticated information system to help small-market hospitals increase productivity and deploy resources efficiently. When Soarian Clinical first reached the market, it was hailed as a revolutionary tool. Over time, however, the challenges started to mount: Soarian was difficult, time-consuming and costly to implement.

Siemens took decisive action, undertaking a major re-engineering of the implementation methodology. That meant more than 1,100 project managers and consultants across the country would have to move away from their closely held philosophies and practices. The sweeping system changes—shorter implementation time, simplified delivery and installation, and competitive pricing—also required a whole new organizational mindset. Indeed, Siemens executives called it a “fundamental shift in how we do business.”

Siemens wanted its employees to embrace the changes and talk positively about them. For this to happen, employees would have to understand *what* was changing and *why* it was changing, and they needed to feel confident about explaining those changes to customers.

Instilling new thinking and behaviors formed the core of a two-week training program that would encompass every aspect of the new implementation process—from a complete overview to specific, role-based training. Its goals were simple: to inform employees about the new process, to develop and retain these employees around the new process, and to manage the leadership talent who would champion the new go-to-market process.

Action

Despite the massive scale of those changes, the training needed to give a system wide view without overwhelming its participants. Company leaders believed they would hit the mark if they kept participants fully informed about the effects of the initiative—the *what* and *why* of the changes along with a clear view of how roles would evolve. Given the massive scope, Siemens believed it wasn't enough to educate employees about the changes—the employees would have to *see* and *embrace* the changes.

Siemens partnered with Paradigm Learning to design a from the ground up custom Discovery Map®—a highly engaging and interactive tool—that mapped out the path to a new way of going to market. Paradigm Learning consulted with Siemens' subject-matter experts to gather key messages and data for the high-impact learning session.

Why Discovery Maps® Work

Discovery Maps blend the power of visual learning—seeing information and acting on it—with the power of discovery learning, an educational approach predicated on the principle that people successfully retain and act on information when they're motivated to learn it on their own. This approach is in contrast to more passive and traditional training methods, such as lectures, memos and slideshows.

These powerful tools establish the foundation for conducive learning environments that *attract participant interest* (getting employees comfortable, connected and productive), *engage participants* (keeping them connected and enthused about the organization), *manage expectations* (setting a basis for supervision, feedback and reinforcement), *develop talent* (providing a clear path for increasing skill and abilities) and *expand career trajectories* (showcasing new intra- or interdepartmental roles and responsibilities).

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Discovery Maps are colorful tabletop depictions of a company and its business situation—vibrant visuals that mix literal and metaphoric imagery to convey specific messages to audiences of diverse backgrounds. With vivid artwork and story lines, maps engage participants and encourage them to discover information and ideas on their own and in small teams. The integration of game elements, case studies and critical-thinking exercises makes the experience relevant and fun.

In a classroom setting, participants collaborate over the course of a few hours to explore the map content, talk about issues, draw conclusions and develop new insights, motivation and commitment. Competitive games, challenge scenarios, and realistic situations associated with the Discovery Map build long-term knowledge retention and influence job behaviors.

Siemens' custom-created map, titled "The Race for Successful, Sustainable Outcomes," vividly illustrated the

entire strategy and engaged employees in discussions around the company's enhanced Soarian Implementation Methodology. The map also depicted the real-world challenges the employees would face—and how best to overcome them.

Results

Measuring return on investment is an ongoing process, but early signs have been more than positive. The most obvious effect after the Discovery Map roll out sessions is that participants have aligned their perspectives about the changes and standardized their language when they discuss those changes with customers.

"They're saying the words that we want them all to say," says Nina Ricevuto, Senior Director Business Services, Global Services. "It's like we sat them down and instilled in them a new way of saying things, because these conversations were seamlessly built into the map activity. That might be the most important goal we achieved."

Internal feedback from participants has been "nothing short of exceptional,"



About Siemens Healthcare USA

Siemens Healthcare USA is a supplier to the healthcare industry, with its headquarters in Malvern, Pa. A trendsetter in medical imaging, laboratory diagnostics, medical information technology and hearing aids, Siemens offers solutions for the entire range of patient care, from prevention and early detection to treatment and after care. Its parent company is based in Erlangen, Germany, and the company has some 48,000 employees worldwide.

About Paradigm Learning

Paradigm Learning is a corporate training and communications company specializing in the design of business games, simulations and Discovery Maps® for top organizations around the world. Our award-winning programs span the critical areas affecting bottom-line performance, including global talent leadership, employee alignment, business acumen, project management, team effectiveness and leadership accountability.

Paradigm Learning's proven discovery learning approach engages participants in the learning process, leading to accelerated learning, high knowledge retention and motivated learners who can successfully apply what they've learned in the classroom to their jobs. The company offers fully custom- and ready-made programs in multiple formats, including physical classroom, virtual classroom and online self-paced.

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Ricevuto adds. Though it's used early in the training process, participants cite the Discovery Map as a highlight—and say it is a critical tool for working through the cultural changes of their new roles.

"It's the first few hours of a two-week training program, and it's this session that's burning into our people's brains," says Ricevuto.

Ultimately, the learning approach has paid off in the marketplace. In the past, Siemens worked in an intensely consultative role with its customers, allowing them to address every piece of minutia involved in the system and giving them the latitude to make decisions about how they wanted it to work. Many of those customized decisions were needlessly technical, time-consuming and costly—drawbacks that customers and Siemens both wanted to eliminate. With the new approach, Siemens now makes many decisions on behalf of the customers and works with them to maximize the value of the system.

This fundamental shift allows project managers and consultants to work better and more efficiently with customers

every day. As a result, Siemens is earning high levels of consumer satisfaction and loyalty.

In the future, Siemens hopes to present the Discovery Map exercise to its customers. Already seen as a valuable internal tool, the company believes it would be just as valuable as part of its



customer education about the new methodology. Moreover, Siemens believes it can be used as a tool to measure progress or engage conversation—to keep customers and project managers on the same critical path in the future.

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