

Case Study

Cross Training for Delivery of Products – Large U.S. Payment Systems Transaction Processing Company

The Challenge

Align FSC's client organization had a long list of new products it wanted to develop to reach targeted financial goals.

The product development group was specialized -- so much so that they often had to wait on a single person with a special skill set for any project to be completed.

This specialized job design created a delay in most projects and left many resources idle, waiting for "their turn" in the production schedule.

Key Management Issues

- How do we deliver multiple projects simultaneously?
- How do we prevent valuable human resources from sitting idle?

The Action

PHASE I – The Current Assessment

Align FSC consultants met with the Management Committee and reviewed current project plans and skill sets of the resources.

They also reviewed the current delivery schedule and analyzed the root cause of any delayed milestones and delivery dates.

Align FSC discovered that while certain employees did have highly specialized skills and experience in particular areas, there were commonalities across projects that could be delegated effectively to a wider pool of resources.

This change alone could significantly break free the bottlenecks that were so frequently occurring.

Align FSC consultants then presented their findings to the Management Committee and worked together with the Project sponsors to determine which skill sets were sufficiently compatible to successfully cross train current resources.

For example, Operations staff who would ultimately be the end-users of the product were cross trained to write the business requirements for it.

This merging of responsibilities enabled the Operations teams to test and refine the new product during the implementation phase, as well as give them a greater sense of ownership and accountability for the final product.

The Result

The Company was able to deliver multiple products simultaneously with fewer resources. Productivity and efficiency increased almost immediately.

The cross training process also increased job satisfaction among the associates.