

# **Training and Roll Out Project Manager**

## **Training, Deployment Readiness, and Business Rollout in Migration and Transformation**

### **Background**

Large migration and transformation programs depend heavily on structured training, rollout planning, user readiness, and local adoption in order to succeed. In manufacturing, retail, logistics, and enterprise IT environments, major transformation initiatives often affect business processes, systems, roles, and local ways of working across sites, functions, and user groups. Without a structured approach to training and rollout, even technically successful implementations can fail to achieve stable adoption and operational continuity.

Within this setup, the Training and Rollout Manager is responsible for leading the training and rollout workstream across migration and transformation initiatives. The role is intended to ensure that training strategy, rollout planning, readiness coordination, user enablement, local preparation, deployment support, and stabilization are managed in a structured and proactive way throughout the lifecycle of the program.

The role is not only about preparing training material. It is a senior delivery role with responsibility for creating direction, structure, governance, and follow-through across business stakeholders, local representatives, super users, workstream leads, implementation partners, and program leadership, ensuring that training and rollout are executed with clarity, control, and business relevance.

### **Purpose of the Role**

The purpose of the Training and Rollout Manager role is to lead and control the training and rollout workstream across business and IT and ensure that the organization is prepared to adopt, use, and operate the new solution in a controlled and effective manner.

The role must ensure that the training and rollout setup is established with the right governance, rollout model, learning approach, planning structure, stakeholder engagement, local readiness mechanisms, and reporting approach to support successful execution. This requires the Training and Rollout Manager to create clarity around rollout scope, audience segmentation, training needs, local responsibilities, deployment sequencing, business readiness, and adoption risks throughout the lifecycle of the initiative.

The Training and Rollout Manager must create confidence that training gaps, rollout risks, readiness issues, participation weaknesses, local ownership gaps, and deployment concerns are identified early and managed with sufficient structure, traceability, and transparency.

### **Overall Responsibility**

The Training and Rollout Manager is accountable for:

- leading the overall training and rollout workstream across migration and transformation programs
- defining and maintaining the training governance, rollout model, and execution approach
- coordinating rollout and training activities across business owners, local sites, workstream leads, super users, and implementation partners
- ensuring that rollout scope, priorities, dependencies, and readiness risks are managed proactively

- driving training preparation, rollout planning, readiness coordination, deployment support, and follow-up across all major rollout areas
- ensuring that training and rollout support deployment decisions, go-live readiness, business adoption, and successful stabilization

The role must ensure that training and rollout are not treated as late supporting activities, but as integrated and actively managed delivery tracks with clear ownership, strong execution discipline, and realistic business preparation.

## **Key Responsibilities**

### **1. Establish the overall training and rollout setup and governance**

Define and structure the overall training and rollout model, including governance, roles, working methods, escalation paths, and reporting logic.

This includes:

- defining the rollout scope, structure, and delivery model
- establishing governance forums, roles, and decision mechanisms
- clarifying responsibilities across training leads, local coordinators, super users, business managers, and delivery stakeholders
- setting the cadence for planning, follow-up, readiness review, deployment support, and escalation
- ensuring alignment between training and rollout governance and the overall program or project structure

### **2. Drive rollout scope clarification and prioritization**

Lead the clarification of which sites, functions, user groups, processes, and deployment waves are in scope, how they are prioritized, and how rollout boundaries are controlled across the lifecycle.

This includes:

- identifying rollout scope across business units, locations, user groups, and operational areas
- aligning priorities with business criticality, deployment sequence, and local readiness needs
- clarifying scope boundaries across waves, releases, countries, departments, or operational entities
- supporting decisions on which audiences, processes, and readiness needs must be covered
- ensuring that rollout ambition remains aligned with timeline, capacity, and business conditions

### **3. Lead integrated training and rollout planning and milestone control**

Establish and maintain a realistic training and rollout plan across the full readiness lifecycle, including planning, material development, train-the-trainer activities, local preparation, deployment waves, and stabilization support.

This includes:

- driving creation and maintenance of the training and rollout plan and key milestones
- aligning rollout and training activities with process design, testing, change management, cutover, deployment, and go-live timelines
- ensuring visibility of critical path items and readiness dependencies
- following up on slippage, sequencing issues, and execution realism
- supporting re-planning where scope, deployment timing, or local conditions change

#### **4. Coordinate training stakeholders and cross-functional execution**

Ensure that training and rollout activities are coordinated across business and delivery domains and managed as integrated workstreams rather than as isolated local efforts.

This includes:

- coordinating trainers, super users, local rollout coordinators, site representatives, and workstream stakeholders
- identifying and managing interdependencies across process, testing, cutover, change, support, and local business preparation
- following up on actions, interfaces, and blockers across teams and rollout areas
- ensuring consistency in rollout methods, templates, communication points, and readiness standards
- supporting alignment where local decisions affect broader deployment quality, adoption, or operational stability

#### **5. Lead training strategy, rollout approach, and business alignment**

Drive the structured definition of how users and local organizations will be prepared for the future solution and ensure that the rollout approach is aligned with business needs and operational realities.

This includes:

- defining the overall training strategy and rollout principles
- establishing audience segmentation, learning approaches, and training delivery methods
- clarifying the approach for train-the-trainer, end-user training, super user enablement, local support preparation, and deployment wave support
- aligning rollout planning and learning methods with business-critical processes, local constraints, and adoption risks
- ensuring that training and rollout assumptions, expectations, and responsibilities are documented, reviewed, and properly anchored with stakeholders

#### **6. Manage rollout risks, issues, and dependencies**

Establish strong control over rollout-related risks, training gaps, participation issues, local readiness concerns, and dependencies and ensure that they are surfaced early and managed actively.

This includes:

- maintaining visibility of open readiness issues, participation gaps, and deployment concerns
- identifying critical risks related to local ownership, training completion, support readiness, operational continuity, and timing
- tracking dependencies across training preparation, business validation, cutover, communications, support setup, and local business engagement
- supporting mitigation planning and corrective action with relevant stakeholders
- escalating threats to rollout timing, user readiness, deployment confidence, or business acceptance when needed

#### **7. Ensure readiness for business adoption and deployment**

Lead the preparation of training and rollout activities so that they support business confidence, operational readiness, and user adoption throughout the lifecycle of the transformation.

This includes:

- coordinating readiness preparation for user groups, super users, local managers, and operational teams
- supporting planning and readiness for training delivery, local deployment preparation, and adoption support
- ensuring that completion criteria, readiness evidence, and sign-off responsibilities are clear
- following up on business participation in training, rollout preparation, and readiness validation
- supporting decisions around rollout readiness, residual gaps, support levels, and deployment confidence

### **8. Drive implementation and go-live readiness from a training and rollout perspective**

Provide structured leadership to ensure that the training and rollout workstream is ready to support deployment, go-live, and transition into live operations.

This includes:

- coordinating final training cycles, local readiness reviews, and deployment support activities
- validating that critical user groups, sites, and operational functions have been sufficiently prepared
- ensuring readiness of training completion visibility, local sign-off, and supporting evidence
- supporting checkpoints and decision forums related to rollout readiness
- ensuring that critical training and rollout concerns are surfaced before deployment or go-live decisions are made

### **9. Lead training and rollout reporting, transparency, and management control**

Provide structured planning, governance, and reporting for the training and rollout workstream throughout the transformation.

This includes:

- maintaining training and rollout status reporting and milestone overview
- reporting progress, risks, issues, completion levels, and readiness to program or project leadership
- preparing material for governance forums, steering reviews, and escalation discussions
- communicating key decisions, readiness expectations, and rollout concerns to stakeholders
- ensuring transparency across local organizations, business teams, and delivery stakeholders

### **10. Support stabilization, lessons learned, and transition into operations**

Ensure that the training and rollout workstream remains relevant through deployment and early stabilization and that ownership for rollout-related follow-up is clear after go-live.

This includes:

- supporting issue coordination related to training gaps, adoption challenges, and local readiness issues during deployment and hypercare
- ensuring ownership for post-go-live support, refresher training, and corrective actions
- helping prioritize stabilization activities related to user adoption, operational fit, or support readiness
- capturing lessons learned from the training and rollout workstream
- supporting transition into steady-state ownership for training maintenance, local support structures, and future rollout governance

## **Expected Deliverables**

The Training and Rollout Manager is expected to produce and maintain deliverables such as:

- training strategy and rollout scope overview
- training and rollout governance model and working structure
- master training and rollout plan and milestone overview
- rollout wave plan and audience overview
- training needs analysis and audience segmentation
- training concept and delivery model
- train-the-trainer and super user enablement overview
- rollout RAID log
- readiness tracking and completion overview
- local sign-off and deployment readiness overview
- training status reporting and management dashboards
- go-live rollout readiness assessment
- stabilization and post-go-live support summary
- lessons learned and closure documentation

## **Key Interfaces**

The Training and Rollout Manager will work closely with a broad range of stakeholders across the transformation, including:

- Executive Sponsor
- Program Manager
- Project Manager
- PMO Lead
- Business Owners
- Workstream Leads
- Business Process Manager / Process Lead
- Change Management Lead
- Test Lead
- Data Migration Lead
- Integration Lead
- Solution Architect / Enterprise Architect
- Super Users / Key Users
- Local rollout coordinators
- Site Managers / Operational Managers
- Business Trainers
- ERP / COTS implementation partner
- Deployment / Cutover Lead
- Vendor Delivery Leads

## Required Profile

### Experience

The ideal candidate brings strong senior experience from migration and transformation initiatives where training, deployment readiness, user enablement, and structured rollout execution have been central to success.

Preferred experience includes:

- proven experience as Training Manager, Rollout Manager, Deployment Readiness Lead, or similar in complex transformation environments
- strong experience with training strategy, rollout planning, user readiness, and business adoption in large-scale programs
- experience from ERP, COTS, software implementation, infrastructure migration, or integrated business transformation initiatives
- experience from manufacturing, logistics, retail, service operations, or enterprise IT environments
- experience coordinating training and rollout work across multiple sites, functions, business areas, and decision layers
- experience translating process and solution scope into structured training and rollout activities
- experience with governance, reporting, and escalation in transformation initiatives
- experience supporting deployment readiness, go-live preparation, and early stabilization in business-critical environments

### Preferred background

Strong candidates may come from backgrounds such as:

- enterprise training and rollout management
- ERP or COTS deployment leadership
- business readiness and adoption leadership
- organizational rollout coordination
- end-user enablement and implementation support
- senior delivery roles with strong training and rollout ownership focus

### Competencies

The role requires a person who is:

- highly structured and execution-oriented
- strong in training planning, rollout coordination, and follow-up
- capable of turning complexity into clear actions and decisions
- confident in planning, reporting, and escalation
- pragmatic and business-focused
- able to challenge constructively and create alignment
- credible with both business stakeholders and local operational teams
- persistent in follow-up and able to maintain momentum over time
- detail-aware without losing end-to-end perspective
- calm under pressure and able to manage competing priorities across many stakeholders

### Success Criteria

The Training and Rollout Manager will be successful when:

- the training and rollout workstream is structured, active, and well coordinated across the transformation

- rollout scope, user groups, deployment waves, and dependencies are clarified early and managed transparently
- business and delivery stakeholders are engaged, aligned, and responsive in the required decisions and activities
- training preparation, rollout planning, readiness validation, and deployment support are timely and actionable
- readiness activities are planned and followed through across local organizations and delivery teams
- risks, blockers, training gaps, and ownership issues are surfaced early and managed proactively
- program or project leadership has a clear view of rollout progress and business readiness
- deployment and go-live decisions are supported by realistic rollout and training readiness assessments
- the organization reaches release and go-live with prepared users, controlled rollout, strong local ownership, and managed transition into operations