



# Leverage Your Training Investment

You must identify the specific reason for the decision to offer a training program or workshop.

Investing in employee training is a serious undertaking. On a daily basis, many excellent organizations send their employees to training. In over 80% of the cases, they do not follow-up to determine what the employee learned and how that knowledge can be used to benefit the organization. The same scenario is repeated with respect to in-house training. Many organizations experience a big let down after the euphoria of the moment passes and no sustained behavioral changes occur.

However, some advance planning can leverage your training investment. The first recommendation is to identify the reason(s) why you suspect that the organization needs training. Training is usually schedule for one of the following reasons:

1. Regular employee development
2. To indoctrinate employees to the same content, vocabulary and techniques
3. To correct performance deficiencies

If you schedule regular employee development, the biggest challenge is to select relevant topics for the group of employees. Be sure to survey the potential participants and ask them what topics would benefit them, their expectations and how the workshop will improve their performance. You should share this information with the training provider.

If you need to indoctrinate employees to the same content, vocabulary and techniques, you must consider the knowledge base line and abilities among the participants. Those who are advanced in a particular area may feel the workshop is a waste of time. You can mitigate this problem by letting the participants know in advance that the purpose of the workshop is to develop consistency in vocabulary and technique.

If training is to correct a performance deficiency, you must be certain that training is specifically designed to correct a particular problem. Finally, training will not change behaviors without the correct rewards and reinforcements.

## **Training may not be the Answer**

Prior to scheduling a workshop to correct performance deficiencies, determine the following:

1. Do the deficiencies exist because employees do not know how to perform a task or because they will not perform the task?
2. If entirely or partially the latter, training may not fully correct the performance.
3. Is there a system of recognition and reward for the desired performance?
4. Is there a consequence for not achieving the desired performance?
5. Are the employees intellectually/physically capable of achieving the desired performance?

If either of these conditions exists, training alone may not correct the performance deficiency.



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## Pitfalls of Training

If the primary purpose is to resolve a performance deficiency, ensure that only the participants that need the training attend. Otherwise, some employees may be alienated. If only a few employees need the training, the workshop can be reformatted to a group coaching session.

If employees already have the knowledge and attitude to deliver the desired performance, you must consider other factors such as appropriate equipment and resources. You must also honestly consider whether or not your organization has the readiness to reinforce new behaviors. If not, you may need some preparation for that.

## Quality Control

Our quality standards include the following:

- The right materials expertly delivered
- Measurable results
- A workshop adapted to your industry and business
- Quality materials that keep the participants focused
- Highly interactive presentations
- Thirty-five years of executive experience in several industries
- Published author with graduate degrees
- Extensive discussions with the client before and after workshops

Excellent training providers ensure that you get the right solution even if that means they are not the ones selected to provide it. Homework on the front end ensures that you capitalize on your training investment.