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Three actions guarantee the success of training

During our workshops, it is very common to realize how difficult it is for our participants to create a learning environment free from external annoyances. Even the request to “turn off your electronic devices” – which most people naturally follow through with when inside an airplane – sounds surreal, unthinkable (especially when attending a class).

“I can’t, expecting a call from my boss”..., “I can’t, my team needs me...”, “It’s on vibrate. It doesn’t bother...”, “Turn it off?... impossible!...”

In order to make participants more comfortable when facing such a daunting task, we offer, kind of jokingly, a brief class on how to disconnect their cell phones. Between forced smiles and bothered faces, some follow through and others simply fall into the tyranny of their cell phone.

What makes this situation really mystifying is the fact that we have had several pre-class conversations with the client organization to ensure that a) the contents of the course are in line with their strategic needs and b) that the offered tools can be applied immediately, offering an obvious return for the company. Therefore, it becomes difficult to understand the divorce between the high expectations expressed by the client before the class and the little effort that went into establishing a learning space for the participant, during the class.

Of course, the facilitator has a key role during training, and content must be perfectly in line with the company’s needs, in order to develop and consolidate the competencies sought after by the organization. ***Nevertheless, neither the facilitator nor the content will be the ones to ensure knowledge transfer.***

Who then can achieve the highest impact for the transfer of knowledge? **The boss of the people who will be attending the class.**

There is a lot you can do before, during and after class in order to ensure successful application of the class contents, so that your investment translates into differentiated results. Let’s see how:

Before:

1. Have a conversation with your employees to align expectations about the training course.

For this, you need previous understanding of the class objectives, its content and exercises to be performed. Human Resources is not responsible for guaranteeing the success of the class, but they can help you in obtaining the above information. The conversation will be even more insightful if you explore how they will apply the new tools and improve performance upon returning from training. Many training programs require that participants engage in some sort of Pre-Work. Help your employees manage their time so that this task can be accomplished.

During:

2. Don’t interrupt your employees with calls, e-mails or urgent messages.

Plan in advance for the temporary absence of your employees. If you can’t avoid interrupting them, then remember: the return on investment does not happen by magic. It is the consequence of conscious managerial actions. Therefore this becomes a great moment to reflect: *Have I developed my team to cover someone’s temporary absence, including mine?*

If you are looking to really *think different* (please check the video on the left column for inspiration), speak to HR about the possibility of joining the class for a few



moments, observing some exercises and discussions. You could also do the opening or closing of the class. Seeing how participants make an effort for their development is always a gratifying experience. Quite a support to the team.

After:

3. Meet with your employees during the first week after the class. Learn about their experiences. Get to know the Action Plans that they have committed to.

A few questions from you can be powerful enough to support your employees' action plan implementation:

- How did it go during the class?
- Which strengths have you identified in relation to your challenges and your performance?
- Which opportunities to improve have you identified in relation to your challenges and your performance?
- What will you do to make these opportunities into strengths?
- How can I help you?

Constantly monitor the advances of the Action Plan. Use these conversations to accelerate the employee's development and to provide feedback on your observations of good performance and also on what needs improvement. Hold frequent coaching conversations, using the questions mentioned above. You will help your employee to improve performance, to strengthen the relationship, to feel involved, to support the company's strategy and, of course, you will also grow.

Don't miss this unique opportunity to make training a powerful tool to support and develop your strategy. You are the one responsible for guaranteeing the return of each invested dollar.

If you can't avoid interrupting your employee during a class, do it at least during the coffee breaks or lunch. **Remember: it depends on you!**

See you next time. We welcome your feedback.

To know more of our training programs, please send us an e-mail to:

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