

## Today's Objectives

By the end of today's session you will

- Have strategies to engage colleagues and senior managers in training activity
- Have knowledge to develop a flexible, high impact training plan
- Have new ideas to structure and develop training interventions
- Have two methods to evaluate the business success of your training

## Whats in it for me??

In testing times all parts of a business need to understand the contribution each makes to business success. Everyone needs to be able to demonstrate the value they add to the business. This value can be increased revenues, reduced costs, increased quality, increased occupancy, reduced complaints, increased loyalty to name just a few. In these times what is not available is spare cash for 'pet' projects and spending that is not seen as central to business success and sometimes survival.

**In general what factors in the work place, HELP or HINDER the People Development Process?**

Help	Hinder

Training or 'People Development ' can make many contributions to a business in the good times and the bad but often the function has to fight against perceptions within the business regarding 'training'.

Stakeholder	Priorities / Objectives	Perception of Trainings Ability to Help?
Senior Management		
Line Management & Supervisors		
HR Department		
Employees		

As providers of people development you need to be aware of the way your message flows through the business and were you have supporters or ambassadors of your business contribution and who are the people who put up barriers.

You must ensure that you are talking their language and using terms that they understand rather than expecting them to come to terms with your terminology and view of the world.

Different people have different value to you in terms of support. You could call these differing 'Points of Power'.

- Position Power
- Task Power
- Personal Power
- Relationship Power
- Knowledge Power

View the flow of understanding, information and support with these two visuals



One group of stakeholders you would expect to need the backing of, but sometimes don't get would be...

.....

One stakeholder group in your business has a level of power and influence on your people development success much greater than their position would perhaps suggest. You **MUST** ensure you have the support of this group.

Who is this group? .....

Identifying the key people you need to influence to ensure your contribution is supported and nurtured is key. Who are these people in your business?

Who?	What do I need to do to increase support?

## Training Needs Analysis (TNA)

Training needs analysis is identifying the new knowledge, skills and attitudes which people require to meet their own and their organisation's development needs.

The best TNA's are those that are strategic, rewarding, career-enhancing rather than a boring time-consuming paper exercise. You must ensure your TNA style is fit for purpose, business type and climate.

There is a perception that all business problems centre around training and all can be resolved with training. It is a shame that this idea is not always supported in hard cash through the training budget!

Remember a perceived training need is not always the same as an actual training need. It is important that you are able to identify the difference between the two. Trying to solve a business problem with training when it is not the appropriate solution will ensure your failure! This is why taking time to plan through a well developed TNA can help.

The TNA can be a great way to engage with other stakeholders and get buy in for your people development plans, but beware, don't over commit, over promise as stakeholders will expect delivery. People development has suffered in the past in many organisations from over promising and under delivery, a recipe for disaster with your internal customers.

Be smart with your TNA and use the ...

### The Pareto Principle

INVESTIGATE your training needs with this speedy and creative Training Needs Analysis (TNA)

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## The Ten Point Training Plan

**1. Vision**

**2. Performance Issues Being Addressed**

**3. Specific Learning Objectives**

**4. Participant Categories**

**5. Method's of Participant Selection**

**6. Outline of Training Solutions**

## **7. Who Will Deliver the Training?**

## **8. Training Delivery Standards**

## **9. Roles & Responsibilities**

## **10. Evaluation Standards**

### **The Learning Bridge**

Key to your success will be a number of factors known as the learning bridge. The factors that link the training intervention and the workplace. The bridge helps you to ensure a transfer of learning to the workplace, a key measure of your success.



## Return On Investment (ROI)

ROI is based on the original work of Donald Kirkpatrick's four levels of evaluation. This was used as a base for Jack Philips to add ROI as level five.

Level One

Level Two

Level Three

Level Four

Level Five

ROI

## Programme Costs V Programme Benefits

### The ROI Calculation

$$\text{ROI} = \frac{\text{Programme Benefits} - \text{.....}}{\text{.....}} \times 100 = \%$$

## Return On Objectives

**Your Call To ACTION!**



What was your light bulb moment today?

What are your action points from this session?

Action	What Support do I Need?	Completion Date