

Three Ways Managers Approach Training

In over 20 years in the people development business, I've notice three common ways managers approach training. Following details each and the results.

Your Need	Method	Benefits	Drawbacks
"Compliance" fix (one your boss/organization/HR/law requires)	1-hr. to 2-day mandatory training or e-learning.	<ul style="list-style-type: none"> You get to status it as accomplished. Participants get at least some training. 	<ul style="list-style-type: none"> Nothing changes. Waste of time and money. Participants feel they don't really need the training, so resist many of its key elements.
"Miracle" fix	1-hr. to 2-day training, or e-learning, that you hope fixes the performance challenges of your team.	<ul style="list-style-type: none"> It's short, so even if it doesn't work, your team hasn't wasted too much time. Participants get at least some training. 	<ul style="list-style-type: none"> Nothing changes. Waste of time and money. Participants feel they don't really need the training, so resist many of its key elements.
Long-term development solution	Customized, multi-session onsite training, specific to your people's needs, with pre-and post-program measurement, accountability, follow up, coaching and management involvement.	<ul style="list-style-type: none"> ROI is high, because the program includes issues germane to your environment, repeated skills practice, reinforcement and coaching between sessions, and management involvement, which ensure new skills are being applied. Helps retain key talent, as it is clear the organization has invested in their development. Short 2- to 3-hour sessions, mean fewer interruptions because their team can cope for a few hours. Time to practice the skills in and between sessions to integrate them into their management style. 	<ul style="list-style-type: none"> Takes more time than a quick fix. Takes support from and accountability to each participant's manager. Can cost more than some 1- to 2-day trainings.

(Cont.)

Most of the managers I've been approached by want a quick training fix. Unfortunately, 99% of the time it not only isn't a fix, but it's a waste of time and money.

A smarter approach is one that works—a well-planned and executed program that encompasses only the issues most useful to the target group, as well as only attended by those who need the training.

So consider what you're really wanting to accomplish, and decide which of the three methods will yield you the highest return.

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