Getting the best from training initiatives
Boost your ROI from training programmes

"We organised an "all singing all dancing" training programme. Our people attended and had a great time. Trouble is nothing has changed!
Has this happened to you?

Attending a training programme doesn't guarantee change. Just as Pareto's 80/20 rule applies to life, it also applies to training. Only 20% of people do something different because of attending!

Not a great return for the time, energy and money invested. So how can you get value and be valuable?

Recognise that the programme is only one part of the change process. To get the most from your investment you need to manage the change before, during and after the programme. What happens before, during and after is as important as the programme itself!

We know that from the Hawthorne Experiments carried out in US factories during the 1920s and 30s. These experiments highlight the link between observation and productivity i.e. the more observing, the more productivity!

So, what happened? In short, the consultants arrived. They turned up the lighting, productivity went up. Turned down the lighting, productivity went up. Turned up the heating, productivity went up. Turned down the heating, productivity went up. Introduced music, productivity went up. Took out the music, productivity went up.

Why? All these changes told employees someone was observing. When people know they are being observed productivity increases.

Sounds a little like big brother?
They key is in *how* we observe. Observe to catch someone doing something right not something wrong! As we all know change is never easy, so we want to help and support people through change. It's like when little Johnny learning to

ride his bike, shouts "look at me, look at me." We try harder when we know we are being observed.

If you want better results from your investment in training, follow this 7-step journey:

Performance Improvement Plan and Resource
Capture key learnings from the event by populating Vibe's Learning Lab Journal ©. Talk about how the programme fits into the big picture for this individual? Where do they want to be a year from now and how will it help them get there?

Participation of Management in Design and potentially Delivery
Get involved in designing the training, particularly if you are using an external provider. Blended learning is the key as it guarantees results and greater impact!

Pre-course Briefing
Chat to your people before they attend the programme. Run through the content and what they want to be able to do after the event that they cannot do now. Agree KPI's in advance with all stakeholders.

Programme Support before, during & after
What can you do to support the person when they are attending the programme itself? Could someone cover their workload for the day so that they do not return to 'overload'?

Post-course Briefing
Meet with your people soon after the programme. Talk about the programme, what happened, what the person will do different now that it's over. Agree follow up activities and exercises.

Peer and Team Support
Get the team involved in supporting each other during the change? Ask them to come up with ideas e.g. how to share thinking and collective responsibility

Positive Reinforcement
Observe and gather data. Tell someone when you notice them doing something different. "Well done, let's have more of that!" This will inspire and motivate them through the challenge of change.