

Training Truths

Top training organizations make sure everything they do adds value, improves performance, and makes a difference to their company.

BY BOB PIKE



Bob Pike, CSP, CPAE-Speakers Hall of Fame, is known as the “Trainer’s Trainer.” He is author of the best-selling train-the-trainer book, “The Creative Training Techniques Handbook.” He’s also the founder/ editor of the *Creative Training Techniques* newsletter.

This issue of *Training* magazine honors the 2011 Training Top 125 winners. How did they earn that distinction? It wasn’t by simply designing and delivering training programs. It was by being sure everything they do adds value and makes a difference to their organization.

Here are some simple truths that, if we pay attention to them, will ensure we are adding value and making a difference in each of our organizations:

The purpose of training is to get results. It is less about what happens during class and more about what happens back on the job that counts. Are we paying attention to transfer strategies to ensure that what we teach gets used when participants are back at work?

Training is a process, not an event. It begins long before participants show up and continues until we see results in the workplace.

Just because I’ve said it doesn’t mean you’ve learned it. In 451 B.C., Confucius said, “What I

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hear, I forget; what I see, I remember; but what I do, I understand.” The more we involve people in the learning process rather than lecture them, the better the results will be.

Focus on performance needs analysis—not training needs analysis. There are three sources of

possible performance needs: First, a gap between low and high performers. Second, no gap but an opportunity for improvement. And third, future planning—something new such as a product, process, software, etc., that requires preparation for people to be able to take advantage of them, use them, sell them, support them, etc.

Examine all the non-training causes of performance problems:

- Do your systems support performance—or do they get in the way?
 - Do your policies and procedures reward the desired performance—or do they punish the performance you want?
 - Do you have the right recruiting guidelines—or do you hire just anyone and figure training will fix them? Business thought leader Jim Collins calls this “getting the right people on the bus.”
 - Are you placing people in the right jobs—or do you have a great employee in a job who’s just not a fit. Collins calls this “getting people in the right seat on the bus.”
 - Can you provide coaching—rather than full-blown training—to close the gap?
 - When we carefully examine the other solutions, we may land on training as something that will help solve the problem, but following this process also gains support for the solution(s) we recommend.
- Paying attention to these simple truths will increase the impact and results of our training. After all, that’s what every trainer wants—to know that what we do adds value and makes a difference. **i**

Beginning with this issue, Bob Pike will be taking the “Trainer Talk” torch from Bonnie Burn. Do you have a question you’d like Bob to answer in a future Trainer Talk column or a trend you’d like him to discuss? Just drop him an e-mail at BPike@BobPikeGroup.com.