



## HOW TO GET THE MOST FROM YOUR TRAINING

Your training program is a sizeable investment in time and financial resources. The Building Leaders mission is to maximize return on your investment by creating measurable return on investment. Training should be considered successful only when skills are “transferred” into everyday practices.

### BEHAVIORAL CHANGE IS THE GOAL

A study conducted by Mary Broad and John Newstrom defined the methods for creating successful training in their book Transfer of Training. They evaluated the importance of roles for trainers, management staff, and participants (i.e. the trainees) during three different stages of the process – before, during, and after the training. The figure below illustrates how they ranked the 9 factors of influence, 1 being the most important and 9 being the least. I personally found it surprising that the involvement of the participant was not as influential as the management and training function.

	Before	During	After
Manager	1	8	3
Trainer	2	4	9
Participant	7	5	6

Source: Broad & Newstrom 1992

### INFLUENCING FACTORS

They concluded that the most important determinant of training success is the (1) manager *before* training begins. Managers are responsible for hiring the right candidates for success; identifying the right skills to develop; determining if functional issues are training challenges or performance problems; and so forth. The second most important factor of training success is the (2) trainer *before* the training. The trainer must have the ability to prepare the right curriculum; develop the proper mix of facilitation/lecture content; possess a level of expertise on the subject; and so forth.

The third most influential aspect of successful transfer is the (3) manager’s role *after* the training is complete. Drawing from Robert Magers’ work in What Every Manager Should Know about Training, we’ve concluded that our focus at Building Leaders must include management involvement and training as a successful adjunct to the “performers” training process. Magers noted that the manager must create the right environment and deliver proper performance feedback in order to make the training successful.

Based on the studies of mainstream training theorists and our own experience, we recommend the involvement of managers during the planning of events in order to create the right training environment. We also offer sales management training to support the reinforcement of lessons during the training. The goal is to ensure that managers have the coaching and leadership skills to reinforce the specific behaviors that produce results for you after the training is complete.

Not surprisingly, Broad and Newstrom concluded that (4) the role of the trainer *during* an event is critical to success. Many trainers and internal staff members of organizations deliver training because they enjoy speaking and assume that telling people good ideas produces a good training event. Training theory has advanced and proven that the pedagogical (i.e. the professor lecturing to students) model of learning is outmoded and ineffective.

Training is not speaking; it is full transfer of skills and requires unique abilities vastly different than managing or presenting. A qualified trainer is adept at employing unique skills that include presentation, facilitation, deflection (of over-participants), expertise at the task being taught, and so forth. A great trainer builds an environment of participation that leads attendees to the right conclusions and produces skills that can be used in the field.

## **OUR MISSION**

Our singular goal is to help organizations succeed in selling more effectively. We strive to take a holistic approach to your organizational challenges.

**LISTENING** – This means that we listen carefully to more than your training objectives. We are always striving to link your larger challenges into the framework of the training programs we provide. Additionally, we customize our standard programs to incorporate your unique selling promise into your presentations, prospecting efforts and the mission of your organization.

**CONSULTATION** – We are privileged to have worked with hundreds of clients in the industry and treat your proprietary information properly. We draw from the best practices of companies throughout North America to lend insights that can help you capture market share and create successful sales contributions from every member of your organization. Ultimately our consultation is focused on creating the best training available in the world today.

**ROI** – We proudly hold our own feet to the fire and encourage you to let us work towards measuring satisfaction after our events and the success of training afterwards. There is no point in making the investment in people unless you can expect a return. We accept responsibility for our role in this process and welcome the challenge.

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