

# Achieving Training Effectiveness

By Ramil Cueto

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## Overview



Very often, the focus of the training is on its contents, method of delivery and the trainer, however, it does not guarantee the training effectiveness. The reality is – in order to see the desired outcomes from training, we need approach it in a systematic manner.

The purpose of this 2-day Achieving Training Effectiveness Workshop is to help the training and HR practitioners learn how to plan and prepare adequately the *before, during and post-training implementation* in order to get the maximum benefit from the training investment.

In this workshop, you will develop yourself as an internal consultant and eventually, a true business partner and contributor to your organization. Specifically, you will learn to:

- Understand different approaches and methodologies to achieving training effectiveness
- Understand how to link training goals to business goals
- Develop the communication skills to getting the buy-in of the line managers to take a more active role in the development of their staff
- Develop the analytical skills and design tools to discover gaps in business as a whole and the behavior, knowledge and skills of the target participants
- Justify your training budget by providing a well-laid out training implementation plan that covers all the phases (pre-, during- and post) of training to ensure effective transfer of skills, knowledge and behavior to the workplace environment.
- Know the training follow-up methodologies to get the line manager to *actively support* the development of their staff and for the target participants to *take action* and utilize their new skills and knowledge to succeed in their job.

## Learning Methodologies

**Brief lectures** - Each module is introduced with an overview, learning objectives and activity plan. The lecture is normally 12 – 15 minutes.

**Practice & job applications** – Each learning objective is explained and illustrated by real examples, role playscase study, exercises or group discussions. In aide of learning, templates, guidelines and examples are provided before hand. These illustrations normally take about 30 – 45 minutes per module. (A module is normally 1.5 hours).

**Transfer strategy** - Each module is provided with clear examples how the skills and knowledge are applied to real work situation. This normally takes about 10 – 15 minutes.

**Learning support** – Each module is provided with additional relevant information such as blog pages, website resources, references and reading materials.

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## Learning Modules<sup>1</sup>

### COURSE INTRODUCTION, OBJECTIVES & WARM-UP

**Module One – Approaches and Methodologies for Training Effectiveness.** In this module, the target participants will learn the following:

- ISO 10015 – quality standard for training and education
- Approach/methodology for business gap analysis
- Approach/methodology for increasing the impact of training to the business
- Approach/methodology for aligning training to business results
- Approach/methodology for determining the return on investment (ROI) of training
- Approach/methodology for business partnership through consulting and collaborative relationship with training clients

The survey of these leading approaches and methodologies will serve as an examination of the current practices in the participants' organizations. They should be able to assess what would work according to their organization culture and norm.

### LINKING TRAINING TO BUSINESS NEEDS

**Module Two – Creating Partnerships with the Line Management .** In this module, the target participants will learn the following:

- Identifying business needs
- Identifying the client (line manager or sponsor of the training project)
- Establishing partnership with the client

This module will teach the target participants via role plays how to proactively identify the business needs and opportunities facing their organization and how to engage in meaningful discussion with their clients when training is explored as a potential solution to the needs and opportunities.

Additionally, this module will teach the target participants via role plays how to respond correctly and efficiently to training requests from the line managers. Without proper training, they often yield to reactive attitude by just agreeing or being passive to just agree to meet the clients' request without proper investigation of the real needs and causes of such needs.

**Module Three – Linking Business Needs and Performance Gaps .** In this module, the target participants will learn the following:

- Identifying performance gaps
- Unveiling causes of performance gaps
- Collecting, analyzing and reporting results of gap analysis to the client
- Testing for alignment of performance gaps to the business need
- Aligning training to organizational goals and needs

In this module, the target participants will start to develop their analytical skills and abilities to design the tools needed to discover gaps in the business as a whole and the behavior, knowledge and skills of their client's staff.

The participants will use the results of their gap exploration as a tool to demonstrate via role plays to their clients the latter's responsibility to take a more active role in the development of their staff.

### EVALUATION TRACKING SYSTEM

**Module Four - Evaluation Tracking Plan.** In this module, the target participants will learn the following:

- Objectives. Establishing objectives relating to business results, performance and training/learning
- Measures. Hard and soft business performance measures to gauge the effectiveness of training
- Sources of data
- Data collection tools
- Data analysis tools

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- Reporting the impact of training (pre, during, and post) activities – different levels of evaluation

During the initial project meetings with the clients, the target participants can already include in their agenda how the training will be evaluated, what are the specific objectives and what business and performance measures are relevant to their clients. Further meetings can be utilized to present the evaluation tracking plan where the active participation of the line managers will be apparent. This way, objections or concerns of the line managers may be addressed immediately.

Via role plays and illustrations, the target participants will learn how to present a convincing argument that the line managers and the senior managers should provide more commitment and resources to the project.

The participants will also practice on how to present their training plan to the senior management via role plays with their colleagues in this workshop.

## DELIVERY & POST-TRAINING ACTIVITIES

**Module Five- Providing Support for Effective Classroom Delivery.** In this module, the target participants will learn the following:

- Managing training project
- Communicating project information pre-, during and post-training activities
- Active classroom management and quality assessment
- Preparing for an environment conducive to learning

The target participant should have a checklist to ensure all the activities leading to the classroom delivery are satisfied.

**Module Six– Post-Training Activities.** In this module, the target participants will learn the following:

- Developing training guidelines for line manager for their pre, during and post – training participation
- Regular meetings with line managers
- Developing guidelines for work environment applications for the staff
- Regular reminder or follow-up with the staff what successes and challenges they encounter as they try their new skills
- Systematic data collection and report of results to training stakeholders

The target participants will be able to justify their training budget by providing a well-laid out training implementation plan that covers all the phases (pre-, during- and post) of training to ensure effective transfer of skills, knowledge and behavior to the workplace environment.

Through role plays and illustrations, they will practice how to communicate to their training stakeholders the results of training either through face-to-face meeting, email or reports.

**Bonus Module - Selecting or Buying Training Solutions/Vendors.** In this module, the target participants will learn the following:

- Developing Request for proposal with business needs and learning objectives
- Establishing criteria for evaluation of programs or vendors
- Acquiring collaboration skills and win-win attitude toward their vendors and partners
- Establishing integrity and positive image in the industry

The training industry is continually evolving whereby rules of engagements are being developed and followed. In order to protect your relationship and nurture productive collaboration with the vendors, the target participants need to “put money In the table.” It is often a dilemma for training providers how to support clients with no specific business needs nor learning objectives yet are eager buyers of training programs.

This bonus module helps the target participants to engage internal and external support for their training projects. By following simple rules of engagements, they will be able to establish integrity and the respect of the people in the industry.

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## Contact Information

Ramil Cueto

Email: [ramilscueto@gmail.com](mailto:ramilscueto@gmail.com); [ramil@executivelearningcenter.com](mailto:ramil@executivelearningcenter.com)

Skype/Yahoo Messenger: ramilcueto

GoogleTalk: ramilscueto

Mobile: (86) 1501 0905 484

Direct Line: (8610) 8171 0487