

## Beyond the Training Event: 6 Best Practices to Ensure Learning Results



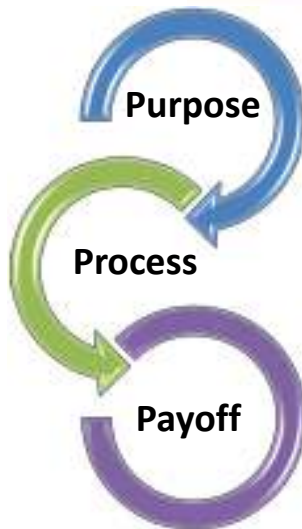
Presented by:  
Wendy Mack  
Director, Consulting Services



Carl Eidson, Ph.D.  
Vice President

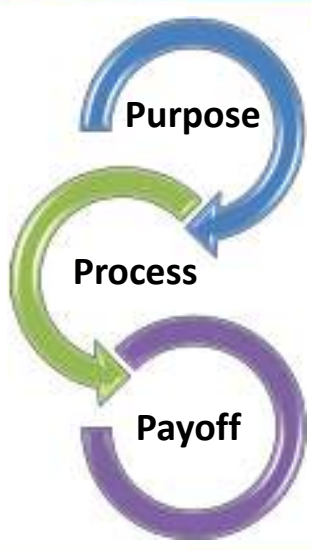
June 24, 2015

## Purpose, Process, Payoff



- Expand any learning effort from program to performance improvement initiative

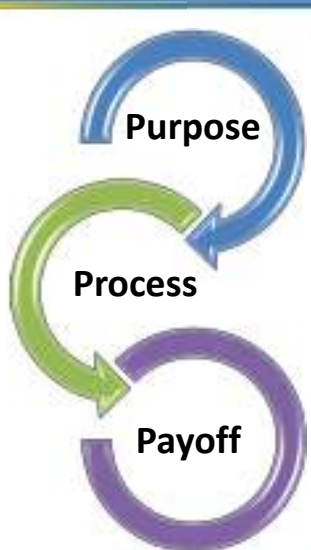
## Purpose, Process, Payoff



- Expand any learning effort from program to performance improvement initiative
- What it means to have a performance improvement mindset
- 6 best practices for increasing training impact
- How to overcome barriers

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## Purpose, Process, Payoff



- Expand **any** learning effort from program to performance improvement initiative
- What it means to have a performance improvement mindset
- 6 best practices for increasing training impact
- How to overcome barriers
- Gain ideas, tools, and techniques to help you plan training that delivers business results

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## Are Any of the Following True for You?

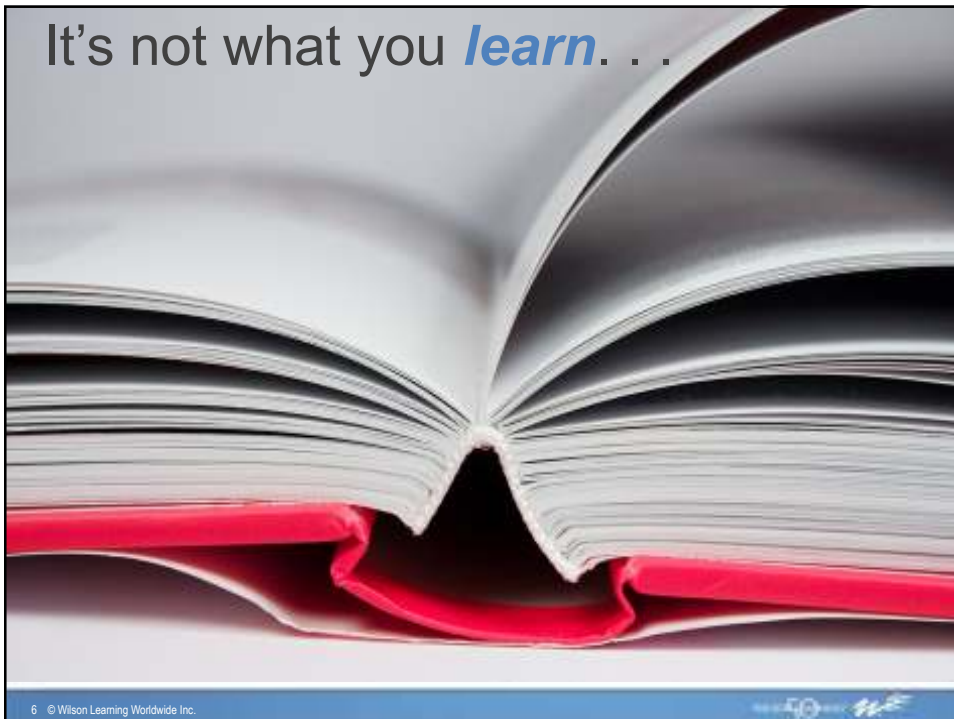
- It's critical for us to get our **training to stick**.
- We aren't looking for a **"one and done."**
- We can't make this another **"flavor of the month"** initiative.
- I need to demonstrate **measureable business results** I can show my executive team.



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It's not what you *learn* . . .



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## Performance Improvement Mindset



- Help others consider all of the factors that impact performance
- Expand solutions beyond learning interventions when appropriate
- Advise on approaches that will lead to lasting business results

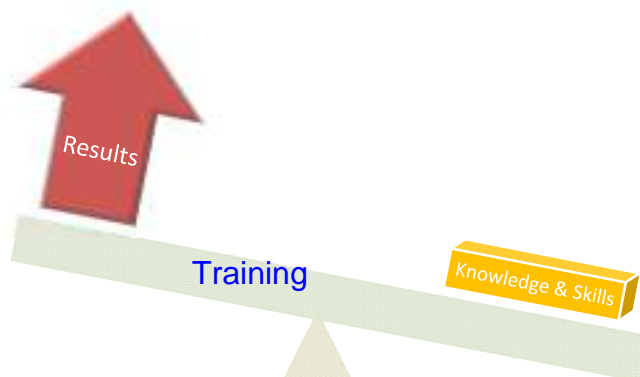
## A Closer Look at Performance



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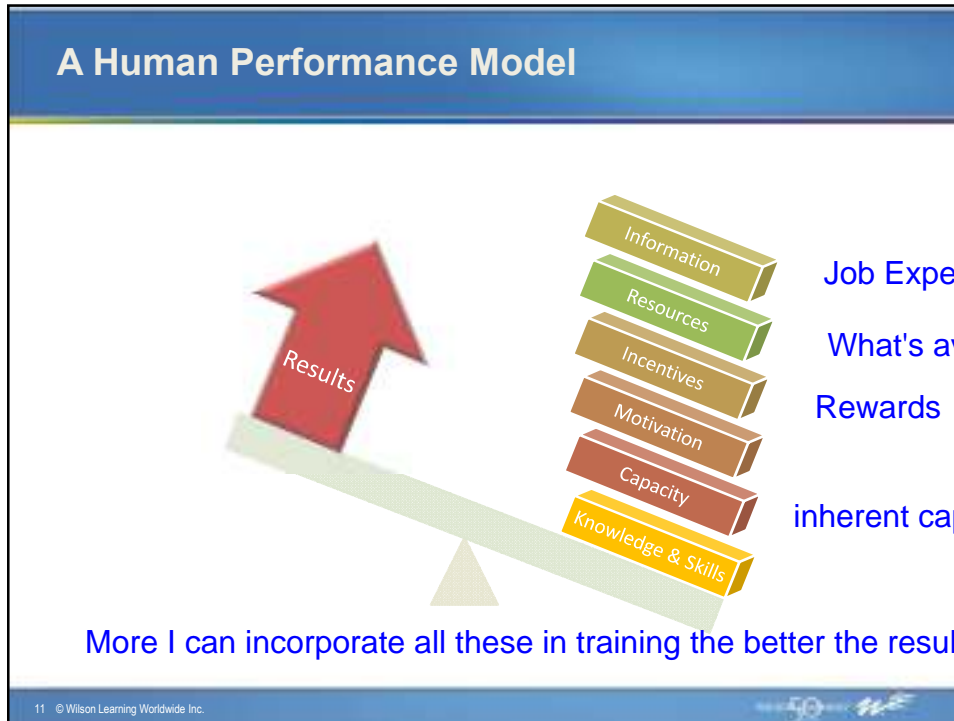


## A Human Performance Model



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### Achieving Lasting Results

Instead of:  
*“What do people need to learn?”*

Ask:  
*“What it will take to drive the performance outcomes we are looking for?”*

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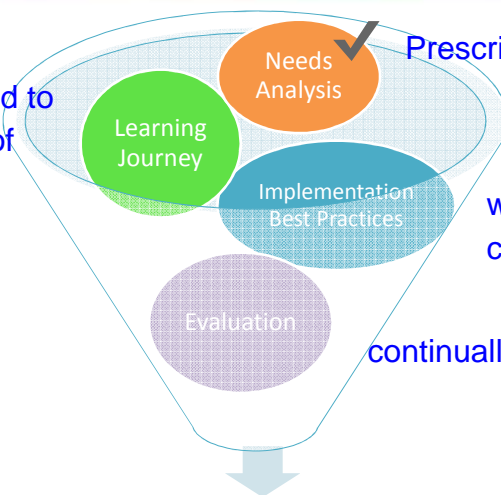


What would you say are the  
1–2 most important factors  
that must be in place in order for  
learning to impact performance?

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## Learning to Results

relevant and connected to  
my job/multiple parts of  
learning



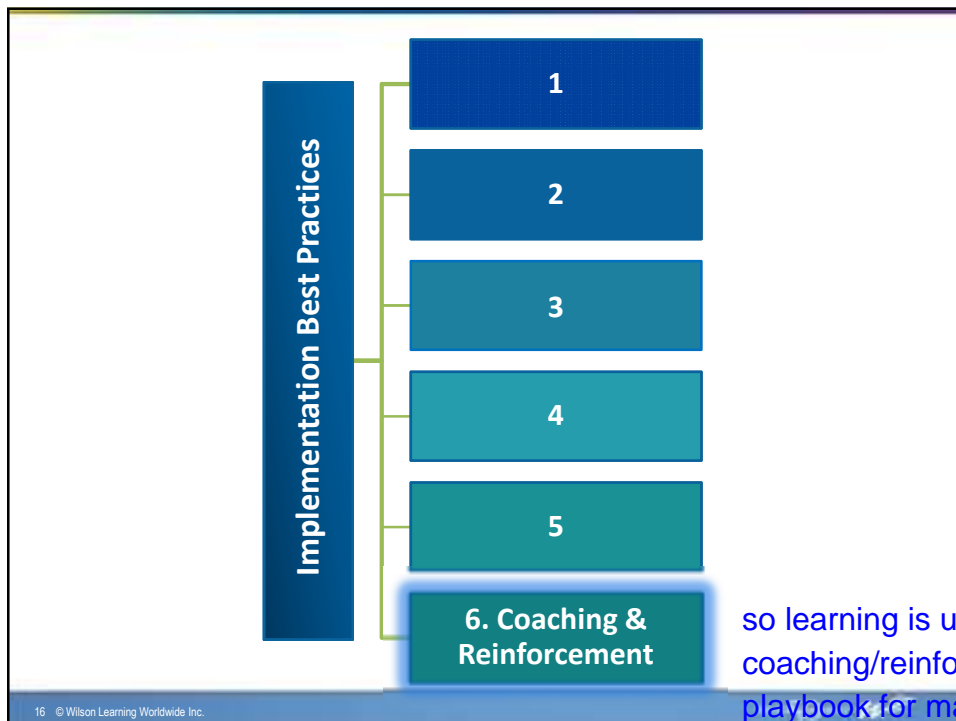
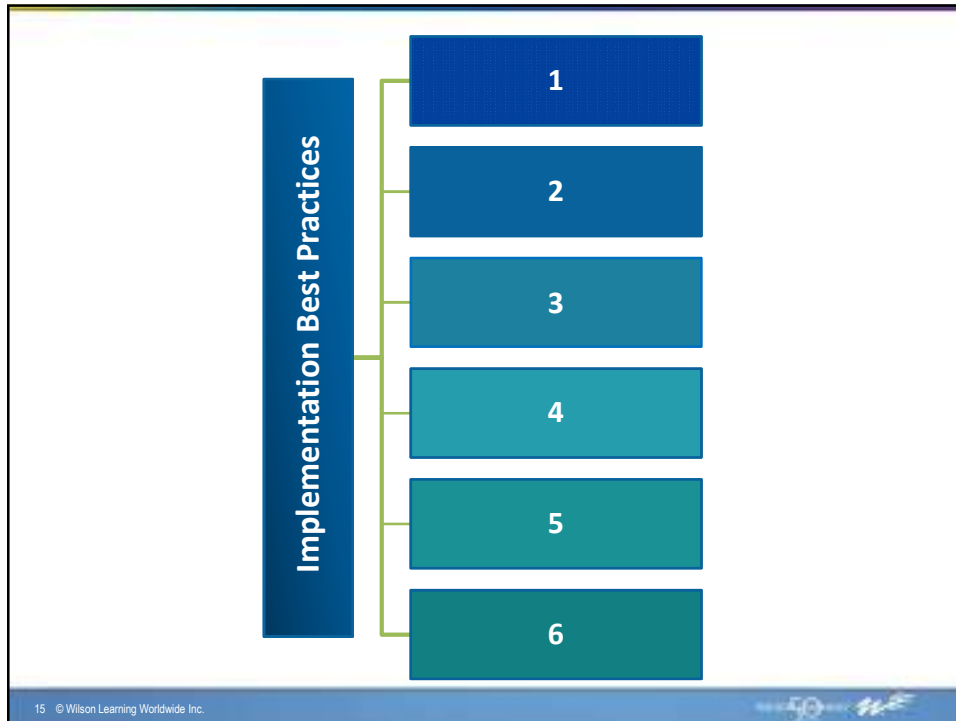
Prescription without diagnosis is not practice

what happens on the job/organization is  
committed to improvement

continually asking how's it going?

Performance Results

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so learning is used OTJ; build in coaching/reinforcement plan  
playbook for managers  
portal for reinforcement messages



WITHOUT COACHING AND REINFORCEMENT

↓


NEW SKILLS AND BEHAVIORS WON'T BE USED AND SUSTAINED




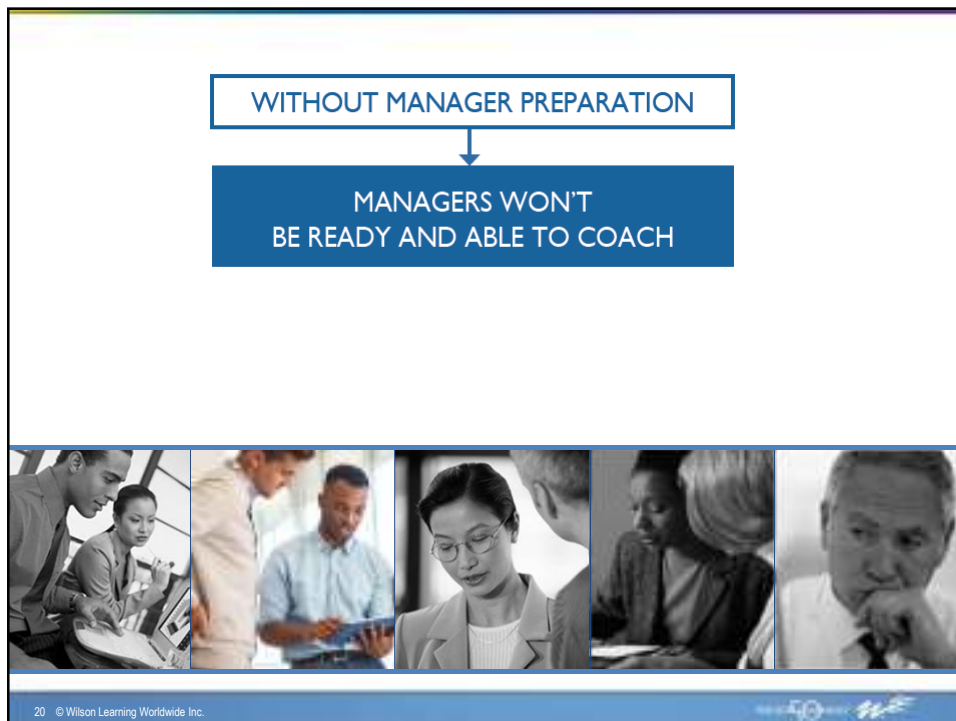
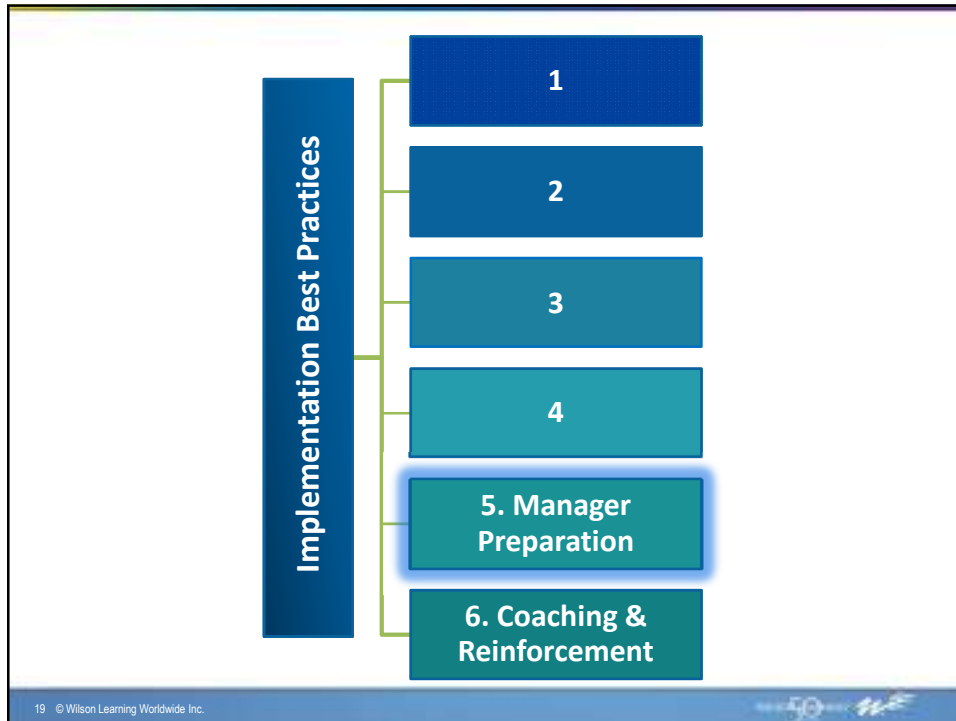
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## Coaching & Reinforcement

- Provide refreshers.
- Send out reinforcement reminders.
- Develop a concrete coaching and reinforcement plan.
- Encourage managers to lead Best Practice Meetings.
- Provide managers with a Behavior Checklist.



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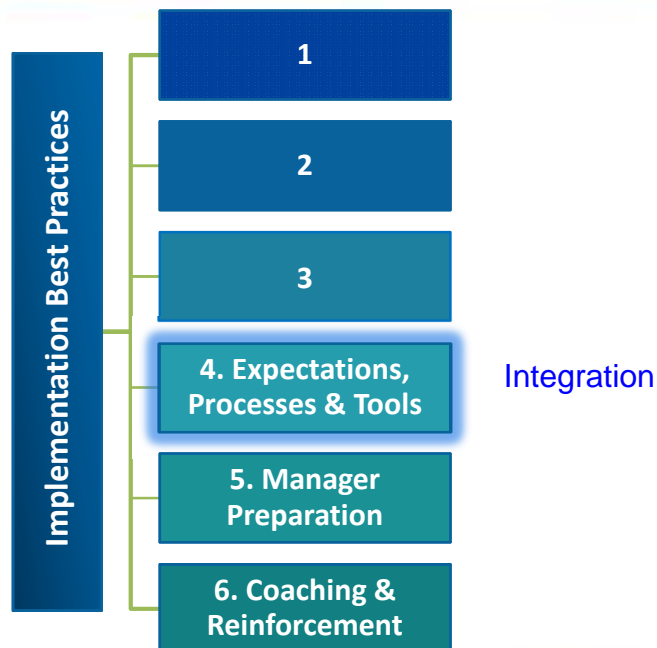
## Manager Preparation

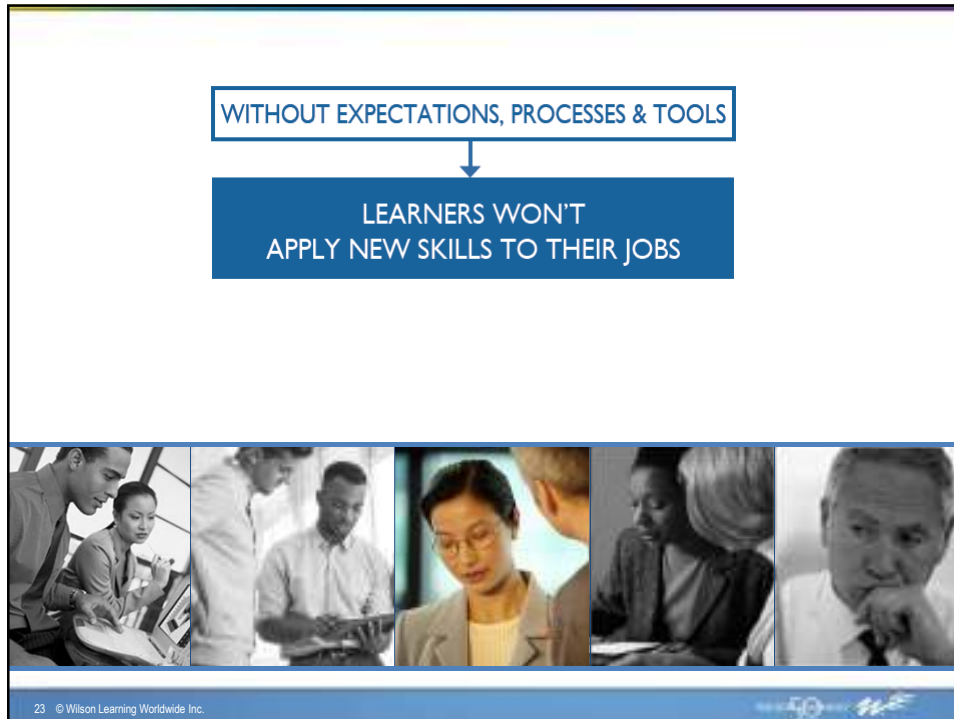
- ✓ ■ Equip managers with coaching skills.
- Enlighten managers with knowledge of what participants will learn.
- Enable managers with accessible, timely coaching tips and tools.



If

If train managers in coaching skills, 18% improvement in performance  
 If managers take same training and coaching skills; 43% improvement

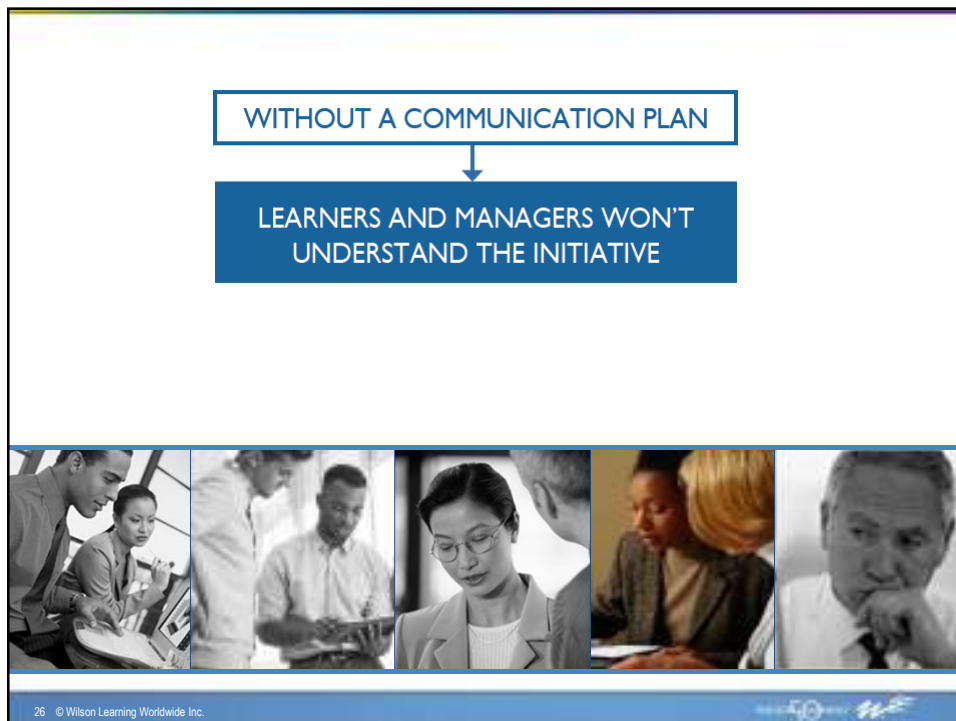
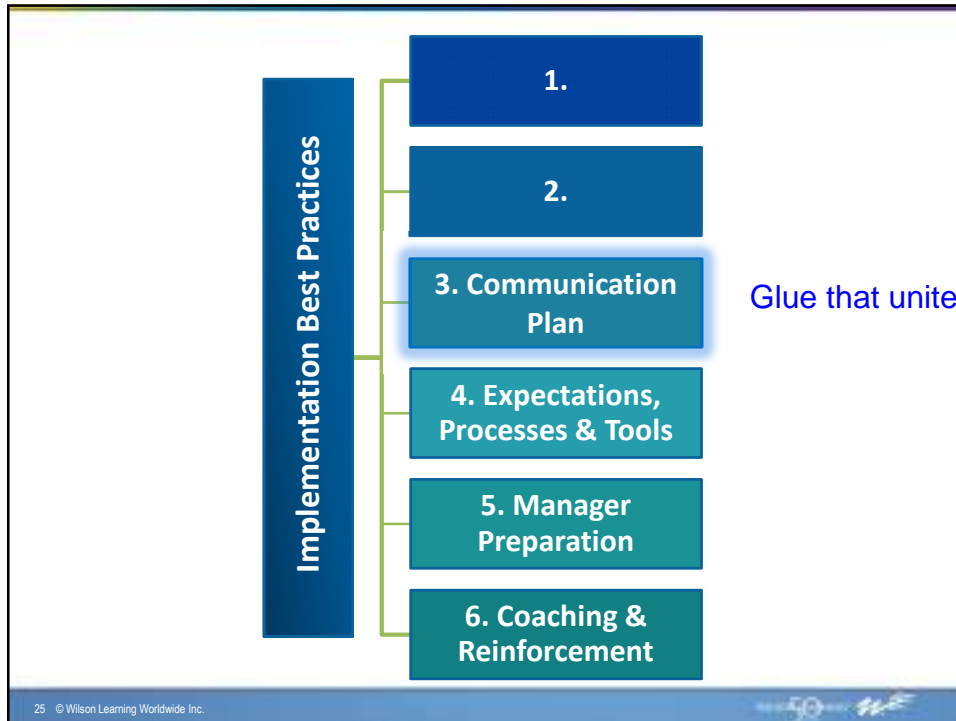




## Expectations, Processes, and Tools

- Ensure managers communicate desired behaviors.
- Customize reinforcement messages and tools.
- Provide a portal for accessing tools.
- ✓ Prepare trainers to introduce the reinforcement tools. [demonstrate portal in class](#)
- Hold learners and managers accountable for using tools.

provide the tools in a way that the learner can access during their work day



## Communication Plan

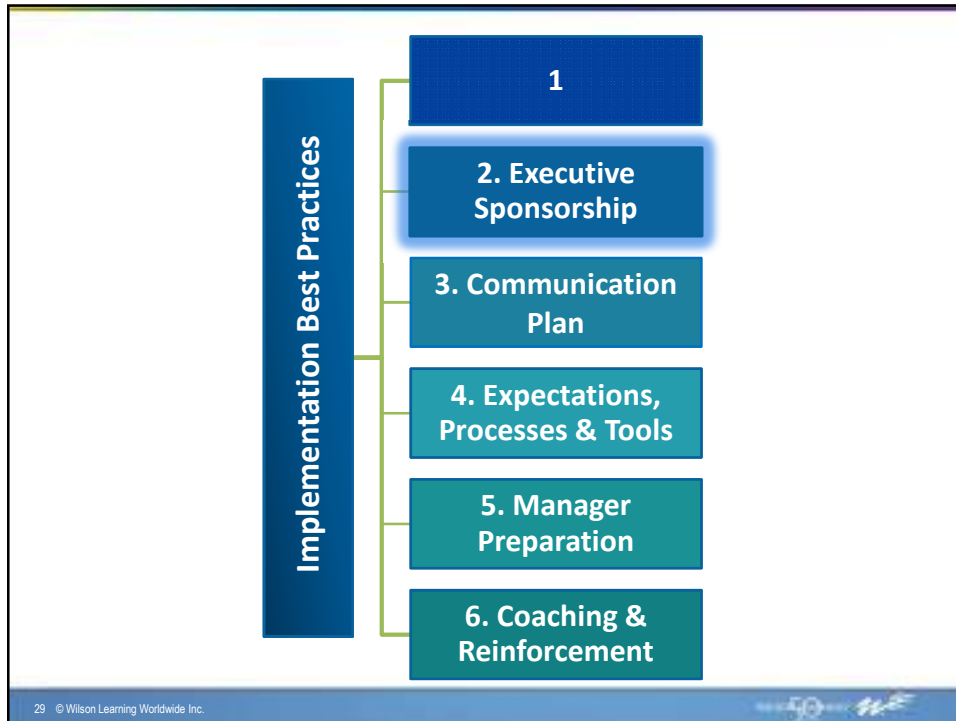
- Work with sponsors to craft key messages.
- Utilize consistent messages across all avenues.
- Create a cascading communication plan. Executives to managers to front line
- Address the WIFFM at each level.
- Plan communication activities for all phases.
- Repeat and reinforce using multiple methods.

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## Sample Communication Plan

Phase 1: Preparation					
Activity	Owner/ Responsible	Audience	Timing	Medium	Purpose
Review of Communication Plan	Project Manager	Site Leader	3 weeks prior to launch	In person	Awareness
Letter to Site Staff	Site Leader sends after PM drafts	All Staff	3 weeks prior to launch	Email	Awareness
Manager/Supervisor Preparation Meetings	L&D Team	Managers Supervisors	2 weeks prior to launch	Webcast	Educate
One-on-Ones	Supervisors	Agents	1 weeks prior to launch	In person	Commitment
Pre-Launch Email	L&D Team	Agents	1 week prior to launch	Email	Inform Inspire

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## Executive Sponsorship

- Executive sponsor sends a letter to participants, linking learning objectives with the strategy.
- Executive team establishes and articulates specific expectations for participants, managers, and senior leaders.
- Senior leader to kick-off sessions.

How to show have executive sponsorship? letter from leader  
draft it for them/write the video script.

verbal interest/but no action...write email to managers to send to direct reports  
create the clear link to business strategy for the leader

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### Implementation Best Practices

1. Link to Business Strategy

2. Executive Sponsorship

3. Communication Plan

4. Expectations, Processes & Tools

5. Manager Preparation

6. Coaching & Reinforcement


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WITHOUT A LINK TO BUSINESS STRATEGY

↓

LEARNERS AND MANAGERS WILL BELIEVE IT IS NOT IMPORTANT



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## Link to Business Strategy

- Create a clear “line of sight” between the initiative and the business strategy. [key points of the line of sight](#)
  - ▲ What is driving the need for this training initiative?
  - ▲ What are the desired business results?
  - ▲ What are the consequences if we do nothing?
  - ▲ How will we know the training was successful?

[map learning objectives to jobs to function of the work/park/NPS](#)

### What Barriers Do You Run Into?

<b>Lack of Time</b>	<b>Lack of Resources</b>	<b>Lack of Buy-In</b>	<b>Lack of Know-How</b>

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### Assess the Stakes of Your Program/Initiative

NAME OF PROGRAM OR INITIATIVE			
	Low	Medium	High
Visibility	1	2	3
Impact on the Business	1	2	3
Investment of Time	1	2	3
Investment of Dollars	1	2	3
Number of Learners	1	2	3
<b>Total Score</b>			

Tool to help with buy in...have stakeholders to rate the program

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### Consider the Consequences

*If this is missing . . . then . . .*

<b>Link to Business Strategy</b>	Learners and managers will believe it is not important
<b>Executive Sponsorship</b>	Learners and managers will believe it is not a priority
<b>Communication Plan</b>	Learners and managers won't understand the initiative
<b>Expectations, Processes &amp; Tools</b>	Learners won't apply new skills to their jobs
<b>Manager Preparation</b>	Managers won't be ready and able to coach
<b>Coaching &amp; Reinforcement</b>	New skills and behaviors won't be used and sustained

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work with stakeholder group to identify

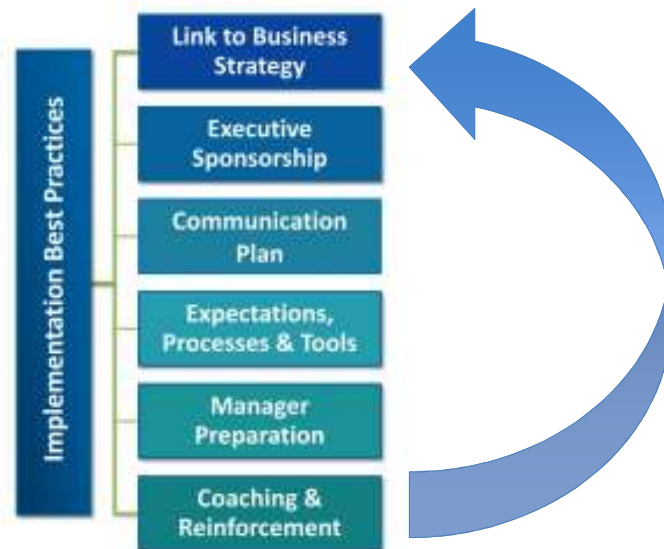
## Build Your Implementation Plan

<b>Link to Business Strategy</b>	Connect to our 2025 Strategic Plan
<b>Executive Sponsorship</b>	Invite senior leader from each function to kick off sessions for his/her group
<b>Communication Plan</b>	Partner with internal communications on plan and deliverables
<b>Expectations, Processes, &amp; Tools</b>	Create job aids and post on SharePoint
<b>Manager Preparation</b>	Hold manager preparation webcasts
<b>Coaching &amp; Reinforcement</b>	Provide best practice session guides Co-lead first best practices session with each manager

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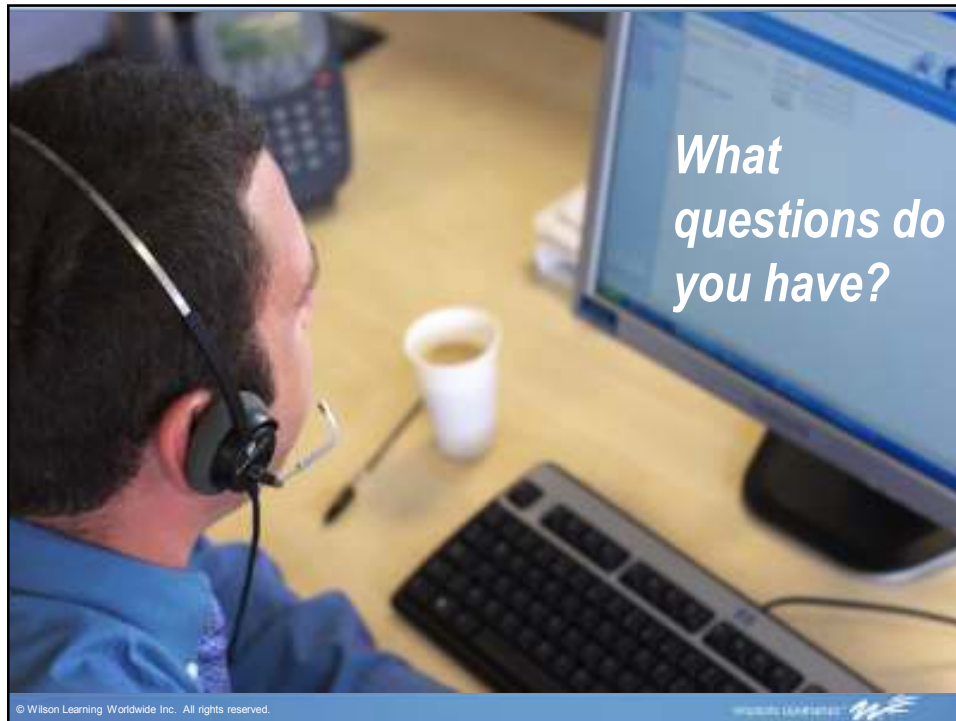
## Revisit and Revise Your Plan as You Go



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