

## TRAINING



*Ensure the training results  
you want are the  
training results you get*

# Making Training Pay Off

Looking for ways to ensure training delivers for your employees,  
your department *and* for your organization?

Organizations spend billions each year on employee training. Yet no matter how powerful the training experience, chances are it will not have a lasting impact on employee performance without manager and supervisor support. Research clearly indicates that what a manager or supervisor does before, during and after training has a significant impact on how well employees master and apply their new skills.

## Action plan ensures payoff

Making Training Pay Off helps managers and supervisors better understand the important role they play and helps them develop a tactical plan to support a training initiative. The program introduces training within the context of the challenges their organization is facing and explains the business and behavioral outcomes the training is designed to produce. It includes a toolkit of actions managers and supervisors can take before, during and after to ensure the training pays off for their employees, their departments *and* the organization.

After completing this program, managers and supervisors are able to:

- describe how upcoming training will help the organization meet its business challenges
- explain their role before, during and after the training
- introduce the training to their groups
- provide "on-the-spot" coaching to support the training
- recognize key behaviors and skills developed during the training
- anticipate and plan for barriers to training results

To ensure their organizations achieve the bottom-line results necessary for continued training success, participants learn to:

- understand the issues related to the specific training intervention under way
- plan for what to do before, during and after training to achieve and evaluate results
- facilitate ongoing development opportunities for their people in the skills and concepts learned in training

## Realize ROI for any training initiative

At some point, all organizations must realize a measurable return on their investment in training. In the short term, Making Training Pay Off provides a systemic, easy-to-implement approach for managerial support of any training initiative. In the long term, the training enables a return on investment from training dollars through managerial support of skills and the processes learned.

## About AchieveGlobal

AchieveGlobal is the world leader in helping organizations translate business strategies into business results by developing the skills and performance of their people. Our learning-based solutions focus on skills training and consulting services in sales performance, customer service, leadership and teamwork.

With offices throughout North America and a presence on every continent, we serve more than 70 countries, and offer programs and services in more than 40 languages and dialects. We continually adapt and translate our programs and services to meet the needs of global cultures.



**achieveglobal**

*Learning that works*

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Learning International  
Zenger Miller

Headquarters: Tampa, London  
800-456-9390 (North America)  
www.achieveglobal.com

## Toolkit Highlights

### Before the Training

These tools help leaders set the stage for success before training actually begins.

- **My Implementation Plan** helps participants link training goals to organizational initiatives, evaluate success and identify subsequent actions.
- **The Leaders' Planning Forum** enables leaders to develop a plan to ensure training achieves its goals.
- **A Baseline Skills Survey** measures participants' skills.
- **Introducing the Training to My Group** shows how to describe the training's importance, clarify expectations and the leader's support, and discuss concerns.
- **Creating a Computer Screen-Saver** is a daily electronic reminder of the training.

### During the Training

These tools help leaders remove obstacles and support participant progress.

- **The Kick-Off Speech** allows leaders to endorse the training and underscore their involvement and support.
- **How's it Going?** turns chance encounters into productive opportunities to assess progress.
- **Where is it Written?** examines unwritten organizational "laws" that might prevent new ways of working or trying new skills.

### After the Training

These tools help leaders encourage participants and guide them in applying their learning to the job.

- **Tools for giving recognition and celebrating success**, such as a "wrap" party, framing certificates and celebrating group progress.
- **Tools for applying skills on the job**, such as peer coaching, brainstorming and applying skills to new challenges.
- **Tools for keeping the skills on the front burner** include spreading the word, quotable quotes, showcasing key concepts and a poster contest.

### Program Specifications

#### Audience

Managers and supervisors whose employees are scheduled to participate in AchieveGlobal's customer service, leadership or teamwork training

#### Length

4 hours

#### Format

Practical skill application, small-group exercises, real-life examples, videos

#### Classroom materials

Facilitators: wall charts

Participants: resource guide and toolkit containing support materials and worksheets for use before, during and after training

#### Delivery

AchieveGlobal Training Performance Consultant or your own AchieveGlobal-certified facilitator

#### Class size

12 to 18 participants