

# Energize and Engage Participants for Real Learning

CIASTD Regional Conference 2010

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**43 to 185 hours  
to develop ONE  
hour of ILT**

Defelice and Kapp  
2009research

**\$60 billion spent  
annually on training  
in United States**

Harold D. Stolovitch, Erica Keeps  
Training Ain't Performance

**Average  
[training]expenditures,  
across the entire  
workforce, more than  
\$400 per employee  
per year."**

Mary Broad, John Newstrom  
Transfer of Training

"Most of that investment in organizational training and development is wasted because most of the knowledge and skills gained in training (well over 80% by some estimates) is not fully applied by those employees on the job."

-Mary Broad, John Newstrom  
Transfer of Training

"You, learning professionals, are charged with incurring training and development costs that exceed the value you bring to the business."

-Jim Kirkpatrick  
Training on Trial

"However excellent your classroom training, without good coaching you are probably wasting 87 cents out of every skills dollar you spend."

-Neil Rackham  
Training and Development Journal

# Fuel Brainstorming

The following information provides trends and research on impacts to REAL learning.

## **High-Impact Learning Culture: The 40 Best Practices for an Empowered Enterprise** (Josh Bersin)

- Middle management and senior leadership own responsibility for 32 of the 40 practices
- Most of these practices relate to operational practices and processes and are outside of the traditional domain of corporate HR and training departments
- Leaders and managers play a pivotal role in influencing a company's learning culture
- Most practices focus on informal approaches to learning
- The 40 practices fall into six categories:

building trust	enabling knowledge sharing
encouraging reflection	empowering employees
demonstrating learning's value	formalizing learning as a process

## **Examples of Informal Learning Approaches**

On-Demand	Social	Embedded
<ul style="list-style-type: none"> <li>• E-learning</li> <li>• Books, articles</li> <li>• Videos</li> <li>• Podcasts</li> <li>• Learning/knowledge portals</li> </ul>	<ul style="list-style-type: none"> <li>• Wikis, blogs, forums</li> <li>• Expert directories</li> <li>• Social networks</li> <li>• Communities of practices</li> <li>• Conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Support</li> <li>• Feedback</li> <li>• Rotational Assignments</li> <li>• After Action Reviews</li> <li>• Quality Circles</li> <li>• Development Planning</li> <li>• Coaching &amp; mentoring</li> </ul>

**Transfer of Training** In rank order of who is in a position to impact the transfer of training (Bob Pike-Creative Training Techniques Handbook & John Newstrom, Mary Broad-Transfer of Training)

	Before	During	After
<b>Manager</b>	<b>1</b>	8	<b>3</b>
<b>Participant</b>	7	5	6
<b>Trainer</b>	<b>2</b>	4	9

# BEFORE Training

REAL learning was defined during the CIASTD workshop as learning that is:

1. Applied... actually used after the training event
2. Relevant... equips the participant to achieve BUSINESS results

What can be done by the manager, participant and/or trainer **BEFORE** the training workshop to set the stage for REAL learning?

## Some ideas...

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1. Trainer develops a project plan, with timelines and expectations communicated to all those involved

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  2. Manager meets with participant before the training, discusses expectations and how it is expected to relate to participant's job responsibilities (relate to performance expectations)

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  3. Have some participants and/or managers contribute to development of the learning experience

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  4. Trainer provides assignment to participants before the training, maybe to interview co-workers or gather opinions on a topic key to the learning outcomes

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  5. Manager provides insight into pre-work assignment; allows time for participant to complete the assignment
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# DURING Training

What can be done by the manager, participant and/or trainer **DURING** the training workshop to set the stage for REAL learning?

## Some ideas...

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1. Manager participates in the training workshop itself. Ideas are many!
  - Delivers the welcome
  - Sits on a Q&A panel with participants asking questions developed during training
  - Provides feedback and coaching during simulations
  - Observes small group interactions among participants, debriefs observations

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2. Trainer facilitates interactive workshop – limited lectures

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3. Some resources for training activities: Bob Pike (of course!), Thiagi, Mel Silberman and Elaine Biech

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4. Trainer provides in-session assessments

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5. Participants develop plans on how to transfer learning, share in small groups for peer feedback

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6. Participants anticipate barriers to learning transfer and pro-actively identify how to overcome

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# AFTER Training

What can be done by the manager, participant and/or trainer **AFTER** the training workshop to set the stage for REAL learning?

## Some ideas...

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1. Manager provides opportunity for participant to share the training with peers who did not attend

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  2. Trainer facilitates group coaching for participants periodically after the training to discuss what is going well and how to work through challenges with learning transfer into the workplace

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  3. Manager gets participant involved in decisions, activities and projects that require the participant to use learning from the training

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  4. Manager coaches participant with learning transfer

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  5. Participants journal progress and share with peers for peer coaching

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## Lisa Rike

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### Lisa’s Background:

Lisa provides over 20 years of experience in the adult learning and development field. Her experience as an instructional designer and facilitator spans multiple leadership and business skills areas such as:

Coaching	Engagement & Motivation
Behavior-style training (DISC)	Customer Service
Emotional Intelligence	Change Management
Team Building	Strengths Training
Business Planning	Negotiating
Decision Making	Time Management
Presentation Skills	Train-the-Trainer
Communication	Sales Skills
Leadership	Generations

As a consultant to Fortune 500 companies as well as small and mid size organizations, Lisa has designed staff development initiatives that range in scope from improving team performance to permeating company culture for improved business results across organizations. Her experience includes working in the corporate world for an international travel & leisure organization and working in private consulting firms serving numerous industries including pharmaceutical, health services, manufacturing, agriculture, automotive, state agencies, public service and non profit.

Lisa employs a participant-centered, results-oriented approach in her instructional design and workshop facilitation. Her BS degree in Public and Corporate Communications from Butler University, certifications such as with Corporate Coach U’s Coaching Clinic, involvement with the local and national levels of training industry associations such as the American Society of Training and Development (ASTD) and her innate pursuit for continued learning serve her well in her goal to provide relevant, interactive and meaningful development experiences that bring about true business results.