How Training Managers Can Use Self-Development to Improve Their Programs

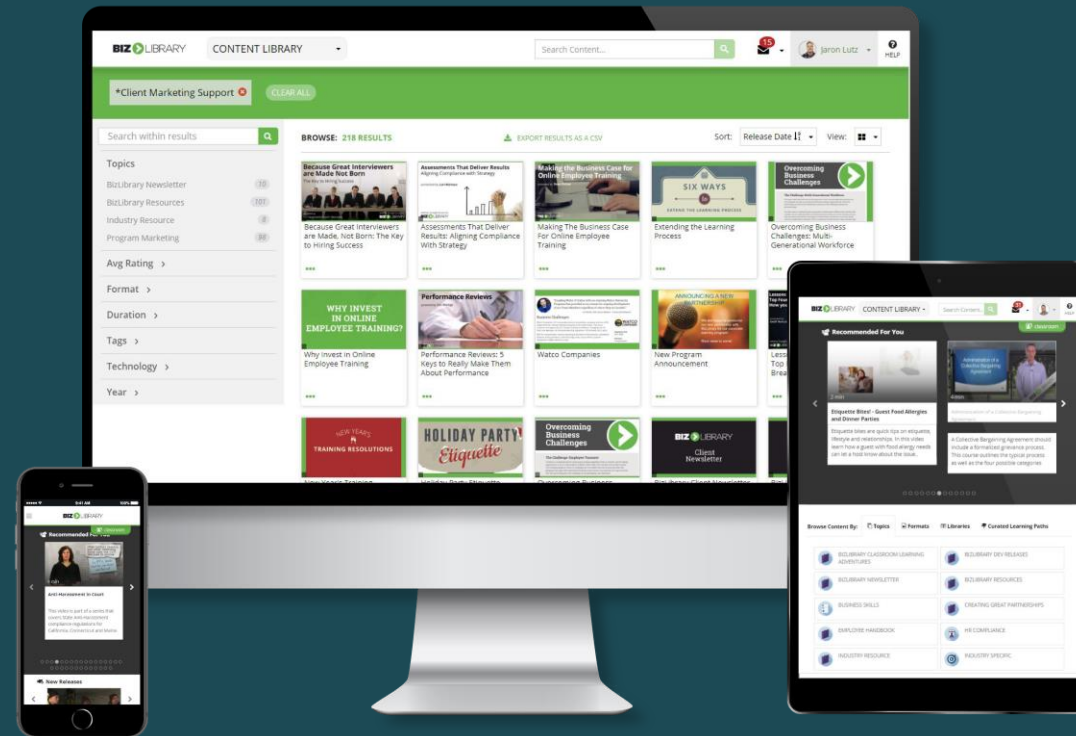Presenter: **Libby Mullen**

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Presenting Today

Libby Mullen

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COMPLIANCE

EMPLOYEE RETENTION

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NEW MANAGERS

Ourselves.

What we're going to discuss today!

- Seven competencies of a program manager's personal development

- How to align your own goals and metrics to your company's goals for improved results

- A framework to gain respect and buy-in from leadership for your training program

Nine Characteristics

Effective Program Management

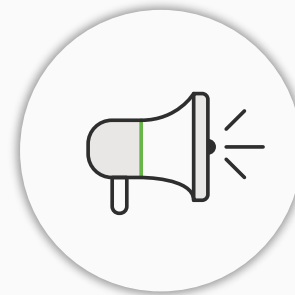Needs Assessment/Skill Gaps

Alignment

Goals and Metrics

Leadership Buy-in

Relevancy

Creativity

Marketing and Communication
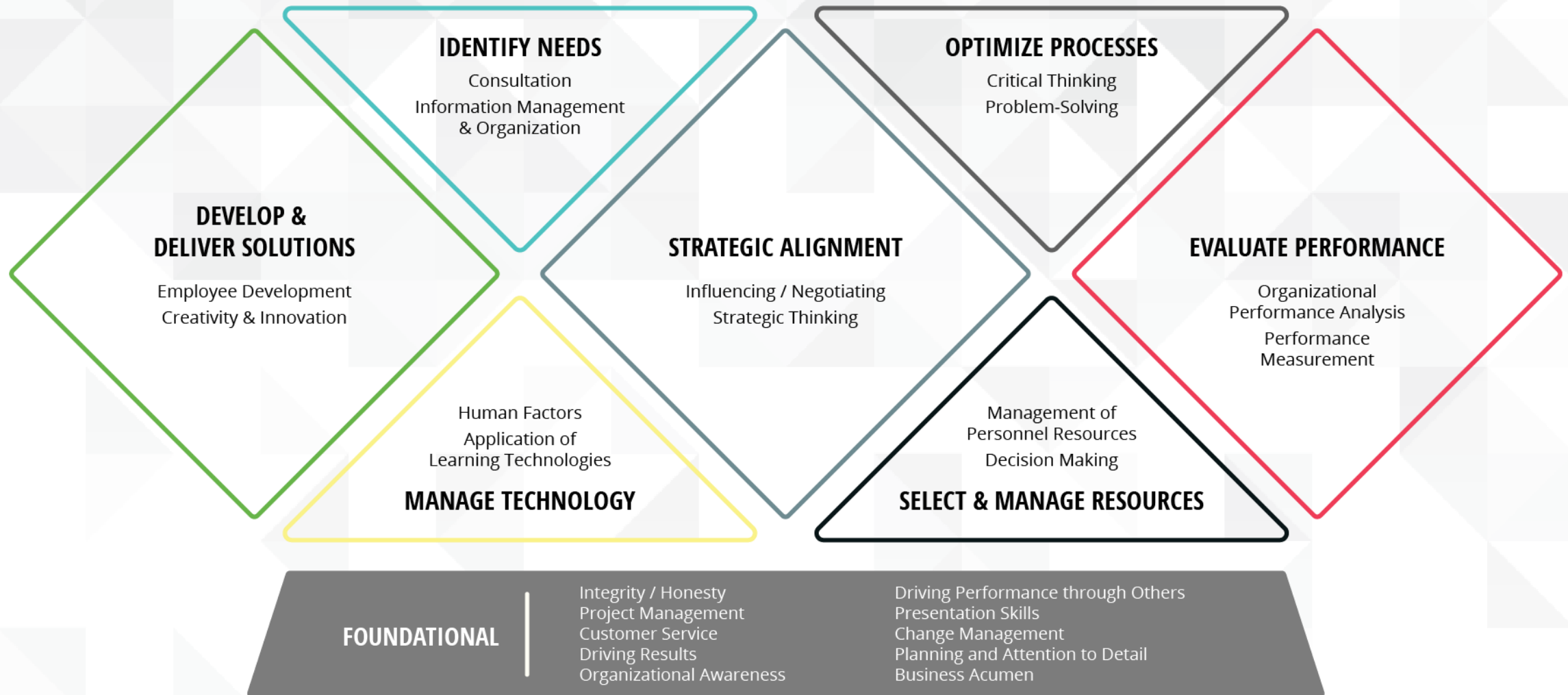
Post-Training Reinforcement

Training Manager Competency Areas

IDENTIFY NEEDS
Consultation
Information Management
& Organization

OPTIMIZE PROCESSES
Critical Thinking
Problem-Solving

**DEVELOP &
DELIVER SOLUTIONS**
Employee Development
Creativity & Innovation

STRATEGIC ALIGNMENT
Influencing / Negotiating
Strategic Thinking

EVALUATE PERFORMANCE
Organizational
Performance Analysis
Performance
Measurement

Human Factors
Application of
Learning Technologies

MANAGE TECHNOLOGY

Management of
Personnel Resources
Decision Making

SELECT & MANAGE RESOURCES

FOUNDATIONAL
Integrity / Honesty
Project Management
Customer Service
Driving Results
Organizational Awareness

Driving Performance through Others
Presentation Skills
Change Management
Planning and Attention to Detail
Business Acumen

https://trainingindustry.com/wiki/professional-development/the-training-manager-competency-model/

Program Management

Soft skills

- Active listening
- Coordinating with others
- Managing people
- Problem solving
- Business acumen

Who would you want to learn from at your organization? List three people in the group chat!

Open-Ended Questions:

WHY?   **HOW?**   **WHAT IF?**

● ● ●

Business Challenges

What business challenge am I trying to solve?

If my training is successful, what will that success look like?

Understand the Process

What process am I trying to affect?

How is that process run today?

How is that process helping us get closer to our strategic goals?

Stakeholders and Initial Impressions

What stakeholders have key insights into this business challenge?

Where do they think the problem exists?

Diagnosis

Where do I think the problem exists?

What is my reasoning?

Implementing Training

How can I use my training program to help solve this business challenge?

How will I measure my success?

Competencies:

Evaluating Performance

Identifying Needs

Create a List of Goals **+** Develop Metrics

Here are a few tips to improve your skills!

#1 Remember That Correlation Is Not Causation

- Don't jump to a conclusion too fast

- Leadership gets weary of over-exaggerated ROI claims

- If numbers increase or decrease, it is not all on you!

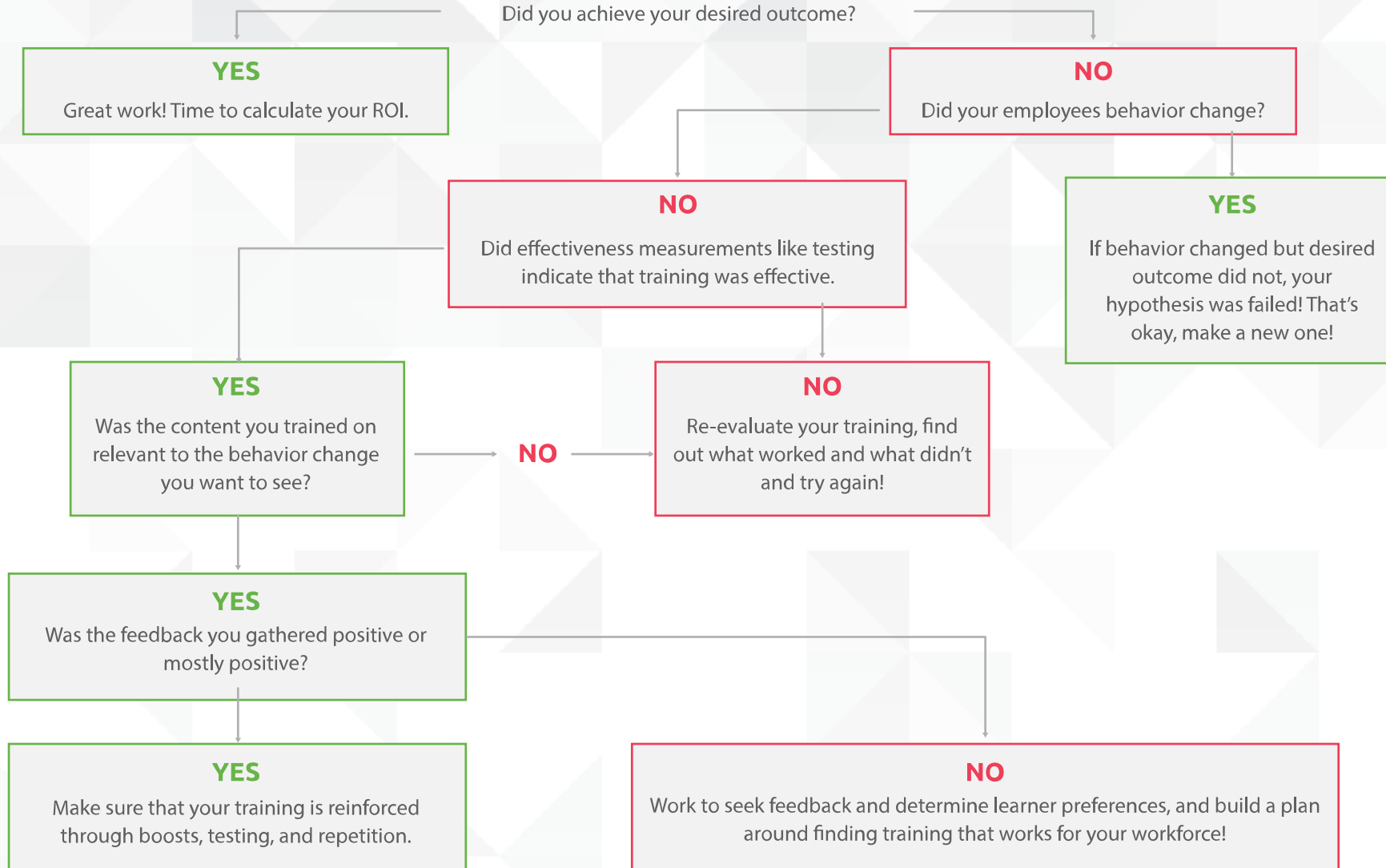# Here are a few tips to improve your skills!

#2 Feel Free to Experiment

A training goal is essentially a hypothesis.

"If X behavior changes, then Y result will change as well."

Here is an easy flow chart to help you evaluate failure in your evaluation!

○ ○ ○ ○ ○ ○

START

Did you achieve your desired outcome?

YES

Great work! Time to calculate your ROI.

NO

Did your employees behavior change?

NO

Did effectiveness measurements like testing indicate that training was effective.

YES

If behavior changed but desired outcome did not, your hypothesis was failed! That's okay, make a new one!

YES

Was the content you trained on relevant to the behavior change you want to see?

NO

NO

Re-evaluate your training, find out what worked and what didn't and try again!

YES

Was the feedback you gathered positive or mostly positive?

YES

Make sure that your training is reinforced through boosts, testing, and repetition.

NO

Work to seek feedback and determine learner preferences, and build a plan around finding training that works for your workforce!
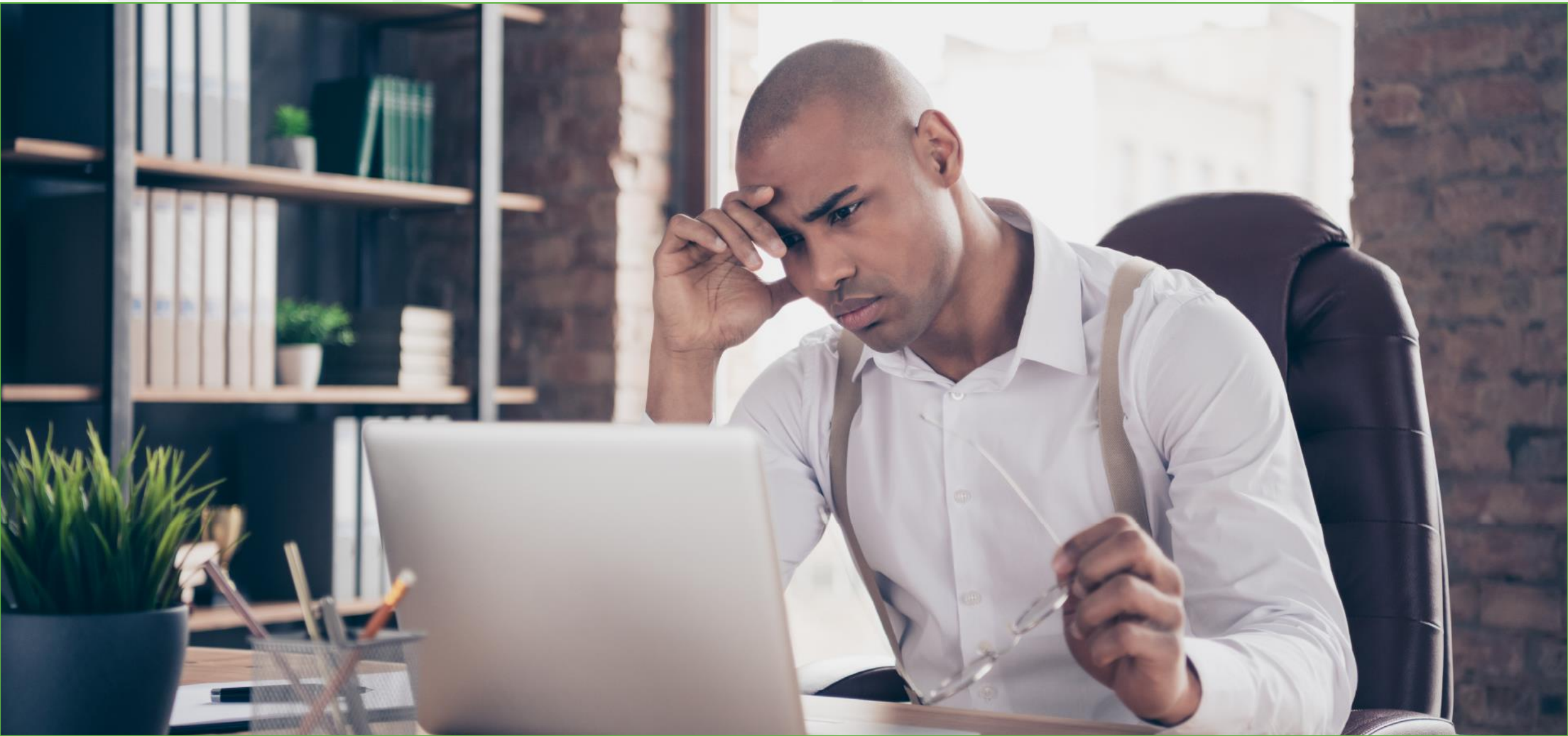
Leadership Buy-in

Skills you need:

- Program Management

- Identify Needs

- Develop Goals and Metrics

#1 Make A Plan

What & Why?

- Identify the perfect timing

- Learn more about your leader

- Think about the environment

- Will others need to be involved?

#2 Keep your statistics reliable and believable

#3 Using a framework

"Good (morning/afternoon), I was hoping I could take five minutes to run through some numbers with you and seek your guidance on our next step. Our last training effort was focused on (add a competency), and with enough work, it was successful. After talking to (stakeholder who was involved) we noticed that (behavior that changed), and because of that, (benefit that your training had on your company).

Our next focus is going to be (add your next competencies to train here). However, we will need (add your ask here, for instance: time, more budget, communication to staff, etc.). Our goal with this event is to (add benefit to your organization).

Can we count on your support with organizing this training?"

Key Takeaways

- How to combine the nine characteristics of a great training program and the seven competencies of a training manger to identify competencies that you and your business align with.

- The three areas to focus on with self-development: program management, identify needs, and develop goals and metrics. Leadership buy-in encompasses all of them.

- A three-step process to gain respect and buy-in from leadership for your training program, make a plan, use reliable data, and create a framework.

Questions?

FREE EBOOK: Unpacking Kirkpatrick

Download this ebook!

In this ebook, we'll cover:

- The four levels of training evaluation

- Best ways to use the Kirkpatrick Model

- How to align your training outcomes to business objectives

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Thank you for attending!

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