

The PEOPLE Ultimatum

A Special Edition for Training & Development Professionals



Welcome to Training & Development

One of the Most Critical Yet Underappreciated Departments in Most Organisations.

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ABOUT THIS NEWSLETTER

Dear Professionals,

The renowned author Mark Twain once said: "There is nothing training cannot do. Nothing is above its reach. It can turn bad morals to good; it can destroy bad principles and recreate good ones; it can lift men to angelship."

Training and education are indeed the most powerful levers for turning around the fortunes of a nation. This applies at all levels, whether it's transformation in people, reform in government, or growth in businesses. Unfortunately, organisations' record of investing in the training function and employees within their training department merits a below-average score.

According to a 2021 research conducted by Training Magazine (a leading Training and Development community-based organisation), the function within an organisation whose employees are less likely to attend structured training and development programmes is the training department.

In this wide-reaching study involving more than 2,000 partner organisations, a whopping 78% of the organisations surveyed reported that their training and development staff attend an average of 1 training programme over the course of 24 months, while employees in other functions attend an average of 3 programmes over the same period.

How is it possible that training and development staff, who are responsible for helping to build the employee competencies and organisational capabilities required by their organisation to succeed and thrive, are the very people who are less likely to be trained?

Considering the fact that "you can't give what you don't have," how are these individuals expected to perform their critical functions effectively if they are deprived of much-needed training and development opportunities?

The failure of most organisations to invest in the development of their Training Professionals can be traced to three factors:

1. Training has typically been viewed as a cost or even a perk – not as a critical strategic investment in getting the mission accomplished.
2. The training function in most organisations is usually viewed and treated like an administrative unit with their function resembling that of event managers.
3. Employees in training and development do not cover themselves in glory, especially due to their approach to their own self-development and the performance of their function. There is a lack of serious commitment to their personal growth, and most of the training they offer is rarely fully integrated into the organisation's operations. Consequently, the resources allocated for their development become a tempting target for budget cuts during financial constraints.

The World has Changed and with it the Power of the Training Function

We are now in the Knowledge Economy, an era dominated by Human Capital. In this era, maximizing the potential of human capital hinges on effective human capacity building, a primary responsibility of the training and development department.

Consider the most highly valued companies. In the past, these were manufacturing giants, autos, steel, and transportation. They possessed vast amounts of physical capital. Today, information-related companies like Google and Apple have taken the lead. These organisations have very little physical capital, yet they are the most valuable companies in the world. Their value is driven by human capital, by ideas, and human capital appreciates.

As Training and Development Professionals, we need to step up our game

The training and development function must rise to the challenge of building the human capital that will help their organisations acquire the right to win. We must educate and organize ourselves to maximize our impact on our organisations. This entails becoming true strategic business partners, identifying and aligning new initiatives with existing ones to support our organisation's goals, and running our departments with business discipline.

Our commitment to supporting you stands

At Workforce Consulting, we firmly believe that the training and development function is one of the most critical functions within any forward-looking organisation. The individuals in this role should be highly trained to help build a learning organisation.

That's why we've decided to dedicate our March edition of the People Ultimatum Newsletter to the professionals in the training and development field.

With that said, let's dive into the third edition of The People Ultimatum.

The Age of the Traditional Training Manager is Ending The Time of the Strategic Training Manager is Here

7 Key Steps to Making the Transition



SPOT THE DIFFERENCE

Traditional Training Managers

VS

Event Managers

- Take training brief from business
- Engage and contract with Trainers
- Hire Venue
- Set up and arrange the venue
- Organise catering
- Invite participants
- Obtain feedback from delegates
- Move on to the next training

- Take event brief from client
- Engage and contract with MC
- Hire Venue
- Set up and decorate the venue
- Organise catering
- Invite guests
- Obtain feedback from the client
- Move on to the next event

Before the business environment became as competitive as it is today, the role of a traditional training manager primarily centered on managing training transactions. As the comparison above illustrates, it was nearly as transactional as the role of an event manager. However, as the business landscape grew more volatile and complex, the importance of training employees with crucial skills to help companies stay competitive skyrocketed. This increase in the importance of the training function gave rise to a new type of manager: **the High-Performance Training Manager**.

Unlike traditional training managers whose primary preoccupation is to execute training programmes based on predefined briefs, focusing solely on immediate organisational needs without considering the broader strategic context, High-Performance Training Managers take a fundamentally different approach. They begin with the end in mind, striving to understand the overarching organisational needs and challenges before designing interventions or initiatives. The High-Performance Training Manager dives deep into understanding the organisation's capacity needs and then develops strategic training programmes aimed at driving transformative change aligned with organisational goals and objectives.

This proactive mindset is exemplified by their approach to asking the following key questions:

1. What is the business/organisation trying to accomplish?

High-Performance Training Managers seek to align training initiatives with broader organisational objectives, ensuring that every intervention contributes directly to the achievement of strategic goals.

2. What are the organisational leaders' key objectives and initiatives?

By understanding the priorities and initiatives of senior leadership, High-Performance Training Managers can tailor training programmes to support and reinforce these strategic imperatives.

3. What do they list as the competitive threats or downside scenarios?

High-Performance Training Managers identify potential risks and challenges faced by the organisation, designing training interventions to mitigate these threats and enhance resilience.

4. What keeps them up at night worrying?

By uncovering the concerns and anxieties of organisational leaders, High-Performance Training Managers can address critical issues through targeted training and development initiatives.

5. What are the causes of sub-optimal performance that education could help resolve?

High-Performance Training Managers analyze performance gaps and inefficiencies, identifying opportunities for education and skill development to drive performance improvement.

6. Where are there inefficiencies or inconsistencies that waste significant amounts of time and money?

High-Performance Training Managers identify inefficiencies in processes or workflows, designing training programmes to streamline operations and enhance productivity.

7. Where could an effective training or development programme reduce the risk and improve the likelihood or magnitude of success?

By pinpointing areas where targeted training interventions can mitigate risks and enhance performance outcomes, High-Performance Training Managers deliver measurable value to the organisation.

By starting with these probing questions, High-Performance Training Managers gain deep insights into the strategic landscape of the organisation, allowing them to design interventions that are not only impactful but also aligned with broader business objectives. This strategic approach sets them apart from traditional training managers and event managers, positioning

them as indispensable partners in driving organisational excellence and performance.

Considering the effectiveness and criticality of the role of the High-Performance Training Manager, it is prudent to identify the factors and attributes that fundamentally distinguish these managers from their traditional counterparts. Four core factors set High-Performance Managers apart. They are as follows:

4 Key Attributes That Set High-Performance Training Managers Apart from Traditional Training Managers

1. Mindset Shift from Transactional to Strategic: Traditional training managers often operate in a reactive mode, responding to immediate training needs as they arise. They may focus on delivering predefined content without considering its relevance or impact on organisational goals. In contrast, High-Performance Training Managers adopt a proactive mindset, actively seeking to understand the strategic priorities of the organisation and aligning training initiatives accordingly. Rather than viewing training as a standalone activity, they see it as a means to drive organisational performance and achieve strategic objectives.

2. Skill Set Enhancement Beyond Logistics Management:

High-Performance Training Managers take a fundamentally different approach. They begin with the end in mind, striving to understand the overarching organisational needs and challenges before designing interventions or initiatives.

While traditional training managers excel in logistics management—such as scheduling training sessions, booking venues, and coordinating catering—High-Performance Training Managers possess a broader skill set that encompasses strategic planning, stakeholder engagement, needs analysis, programme design, and evaluation. They are adept at conducting thorough needs assessments, identifying performance gaps, and designing customized training solutions that address specific organisational challenges. Moreover, they excel at stakeholder management, building relationships with key stakeholders across the organisation, and garnering support for training initiatives.

3. Collaborative Approach that Partners with Organisational Leaders: High-Performance Training Managers recognize the importance of collaboration and partnership with organisational leaders. Rather than working in isolation, they actively engage with senior leadership to understand their vision, goals, and challenges. By aligning training initiatives with business objectives and seeking input and buy-in from key stakeholders, they ensure that training programmes are relevant, impactful, and aligned with the organisation's strategic direction.

4. Data-Driven Decision-Making: Training Managers embrace a data-driven approach to decision-making,

leveraging metrics and analytics to measure the impact of training initiatives on organisational performance. They establish clear evaluation criteria and mechanisms to gather feedback from participants and stakeholders, allowing them to assess the effectiveness of training programmes and make data-driven adjustments as needed. By demonstrating the tangible value of training investments in terms of improved performance, productivity, and business outcomes, they earn credibility and recognition as strategic partners within the organisation.

Ready to become a High-Performance Training Manager? Here are 7 critical steps you must take.

7 Key Steps to Transitioning From a Traditional Training Manager to a High-Performance Training Manager

STEP 1: Embrace a Strategic Mindset: The foundation of High-Performance Training Management lies in embracing a strategic mindset. Shift your focus from mere execution of training tasks to understanding the broader organisational objectives and challenges. Cultivate a proactive approach to anticipating and addressing training needs aligned with the strategic direction of the business. Recognize the pivotal role of training in driving organisational performance and achieving key outcomes.

STEP 2: Develop Holistic Skills: High-Performance Training Managers possess a diverse skill set that extends beyond logistical management. Invest in developing skills in strategic planning, needs analysis, programme design, facilitation, and evaluation. Enhance your ability to conduct thorough needs assessments, identify performance gaps, and design customized training solutions tailored to organisational objectives. Build proficiency in stakeholder management, communication, and collaboration to garner support and alignment across the organisation.

STEP 3: Foster Collaborative Partnerships: Learn how to forge collaborative partnerships with business leaders and stakeholders to gain insights into their vision, goals, and challenges. Engage in open dialogue to understand their priorities and strategic initiatives. Position yourself as a trusted advisor and strategic partner, offering expertise and guidance on how training initiatives can support and enhance organisational objectives. Build strong relationships based on mutual trust, respect, and shared commitment to driving performance excellence.

STEP 4: Leverage Data and Analytics: Harness the power of data and analytics to inform your decision-making and measure the impact of training initiatives. Establish clear evaluation criteria and metrics to assess the effectiveness of training programmes. Gather feedback from participants and stakeholders to identify strengths, areas for improvement, and opportunities for optimization. Utilize data-driven insights to continuously refine and enhance training strategies, ensuring alignment with organisational goals and objectives.

STEP 5: Cultivate Innovation and Continuous Improvement: Embrace a culture of innovation and continuous improvement within your training function. Stay abreast of emerging trends, technologies, and best practices in organisational development and adult learning. Experiment with innovative learning methodologies, technologies, and delivery modalities to enhance engagement, retention, and effectiveness. Foster a learning culture that encourages creativity, exploration, and adaptability, driving ongoing innovation and evolution in training practices.

STEP 6: Demonstrate Impact and Value: Effectively communicate the impact and value of training initiatives to stakeholders and organisational leaders. Translate training outcomes into tangible business results, such as improved performance, productivity, and employee engagement. Present data-driven insights and success stories that demonstrate the return on investment (ROI) of training investments and the alignment with strategic objectives. Position yourself as a trusted advisor and strategic partner, capable of driving organisational performance and achieving key outcomes through targeted training interventions.

STEP 7: Pursue Continuous Learning and Growth: Commit to lifelong learning and professional development to stay at the forefront of High-Performance Training Management. Seek out opportunities to expand your knowledge, skills, and expertise in areas such as instructional design, learning technologies, organisational development, and change management. Stay connected with industry trends, thought leaders, and professional networks to exchange ideas, insights, and best practices. Embrace a growth mindset and a relentless pursuit of excellence, continuously pushing the boundaries of what is possible in training and development.

In conclusion

The journey to becoming a High-Performance Training Manager is one of transformation and mastery. By embracing a strategic mindset, developing holistic skills, fostering collaborative partnerships, leveraging data and analytics, cultivating innovation, demonstrating impact and value, and pursuing continuous learning and growth, aspiring professionals can unlock the full potential of this pivotal role and drive organisational performance excellence. It's time to embark on this journey and elevate the practice of training management to new heights of success and significance.

THE SMALL STEPS THAT BIRTH

GIANT LEAPS



One of the most beneficial skills you can learn in life is to consistently put yourself in a good position.

The person who puts themselves in a strong position can take advantage of circumstances, while others are forced into a series of poor choices. Over the long term, the average person who constantly puts themselves in a good position beats the genius who finds themselves in a poor position.

Strong positions are not accidental, and weak positions aren't bad luck.

Telling someone they need to put themselves in a strong position is useless. Everyone knows they need a strong foundation to build a house that can weather a storm, but not everyone knows how to create that foundation. Nevertheless, the answer is as simple as it is frustrating. The position you find yourself in today is the accumulation of the small choices you've been making for years.

If that's the case, why doesn't everyone make choices that will put them in a good position in the future?

The ordinary choices that guarantee a strong future go unnoticed. There is no pat on the back for doing the right thing, just as there is no slap on the wrist for doing the wrong thing.

Eating a chocolate bar right now won't make you unhealthy, just as not eating it won't make you healthy.

Saving money today won't make you rich, just as not saving it won't make you poor.

Reading a chapter of a great book today won't solve your problems, just as not reading it won't make them worse.

Not doing the obvious thing you know you should do — the thing that positions you for future success — rarely hurts you right away.

The small choices we make on a daily basis either work for us or against us. One choice puts time on your side, while the other ensures it's working against you. Time amplifies what you feed it.

On the first day, the difference between the choices that help us and the choices that hurt us isn't noticeable. But as the days turn to weeks, weeks into years, and years into decades, the small choices create massively different results.

Whenever this idea is brought up, people are quick to interject. "But...I do these things and I don't get the results." And it's true, most of us make the right choices most of the time. But most of the time isn't the same as all of the time.

For your choices to compound, you need to be consistent. Intensity will only carry you in the short term, but if you want compounding results, you need consistency.

In the absence of immediate rewards, we can keep up the intensity for a while, but most of us become intermittent.

A lack of consistency keeps ordinary people from extraordinary results.

It's like we're Sisyphus rolling a boulder halfway up the hill, only to throw our hands in the air and go home. When we show up the next day, we see the boulder at the bottom of the hill. Not only did this undermine our progress, but it makes getting started even harder.

Excelling at the small choices that compound over time perpetually leaves you in favorable circumstances.

No matter what happens in the world, you're never in a position where you are forced into a bad decision.

If you want results, you need to be willing to pay the price. The price is both easier than you imagine and harder than you think.

The price is consistently making the small choices that put you on the path to success for years. The price is knowing that time is working on your side even when the results don't show it...yet.

When you look below the surface, giant leaps aren't really giant leaps at all. They're a series of ordinary choices that suddenly become noticeable. If you look for the magic moment, you'll miss how ordinary becomes extraordinary.

The Tale of Atama and Ben:

Two Managers, Same Dream, Different Results

Lessons on Unlocking Your Potential as a High-Performance Training Manager



Once upon a time in a world-class organisation, there were two aspiring professionals: Atama and Ben. Both had dreams of achieving success in their careers and making significant contributions to their organisations. However, their paths diverged drastically due to their approaches to professional development.

Atama was a diligent and forward-thinking individual. Recognizing the importance of continuous learning and growth, she invested time and resources into developing her skills and knowledge. She attended workshops, and seminars, and pursued additional certifications relevant to her field. She sought out mentors who provided valuable guidance and insight, and she made a conscious effort to stay updated with the latest trends and advancements in her industry.

On the other hand, Ben was content with his current level of expertise. He believed that the skills he possessed were sufficient to carry him through his career. Rather than investing in his development, he preferred to focus on his immediate tasks and responsibilities, neglecting opportunities for growth and improvement.

As time passed, Atama and Ben both embarked on their professional journeys. Atama's dedication to self-improvement soon began to bear fruit. Her expanded skill set allowed her to tackle challenges with confidence and creativity. She earned the respect of her colleagues and superiors alike, and she was entrusted with increasingly complex projects and responsibilities.

In contrast, Ben's lack of investment in professional development started to take its toll. He found himself struggling to keep up with changes in the industry, and his stagnant skill set hindered his ability to excel in his role. Despite his initial competence, he began to fall behind his peers who had invested in their development. His career progression stagnated, and he became increasingly frustrated and disillusioned.

One day, a prestigious project was announced within their organisation. Both Atama and Ben saw this as an opportunity to prove themselves and advance their careers. Atama, armed with her diverse skill-set and knowledge gained through continuous learning, eagerly volunteered to lead the project. Her confidence and expertise shone through, and she successfully delivered results that exceeded expectations.

Atama's dedication to self-improvement soon began to bear fruit. Her expanded skill set allowed her to tackle challenges with confidence and creativity. She earned the respect of her colleagues and superiors alike, and she was entrusted with increasingly complex projects and responsibilities.

Meanwhile, Ben, lacking the necessary skills and knowledge required for the project, hesitated to take on a leadership role. His reluctance to invest in his development had left him ill-prepared for such challenges. As a result, he was sidelined, and relegated to a supporting role, while others who had invested in their professional growth took center stage.

In the end, Atama continued to ascend the ranks within the organisation, achieving her personal and professional goals with each new milestone. Her commitment to lifelong learning and development not only propelled her career forward but also inspired those around her.

Conversely, Ben found himself stuck in a rut, unable to break free from the limitations imposed by his complacency. His failure to invest in his professional development not only hindered his career advancement but also dampened his enthusiasm and passion for his work.

The tale of Atama and Ben, as different as night and day in their approach to learning, serves as a powerful allegory for the importance of investing in professional development.

In today's rapidly evolving world, the key to success for professionals like you lies in embracing a mindset of continuous learning and growth. By prioritizing your development, you can unlock your full potential, achieve your goals, and thrive in your careers.

But how do we achieve this high-performance state? Let's take inspiration from Atama's journey.

Here is a step-by-step guide to becoming a high-performance organisational training and development manager, echoing Atama's path to success.

STEP 1: Cultivate a Growth Mindset: Atama's success stemmed from her belief in the power of growth and learning. Adopt a growth mindset, embracing challenges and viewing failures as opportunities for growth. Recognize that skills can be developed through dedication and effort.

STEP 2: Pursue Education and Certification: Atama's dedication to self-improvement included pursuing education and certifications relevant to her field. Invest in formal education, such as a degree in organisational development, human resources, or related fields. Additionally, obtain certifications such as Certified Professional in Learning and Performance (CPLP) or Certified Professional in Training Management (CPTM) to enhance credibility and expertise.

STEP 3: Gain Practical Experience: Atama sought practical experience to complement her theoretical knowledge. Seek opportunities for hands-on experience through internships, volunteer work, or entry-level positions in training and development. This practical exposure will provide invaluable insights into the intricacies of organisational learning and development.

STEP 4: Develop Strong Communication and Interpersonal Skills: Atama's ability to effectively communicate and build relationships contributed to her success as a training manager. Hone your communication skills, both verbal and written, to convey ideas clearly and persuasively. Cultivate strong interpersonal skills to foster positive relationships with colleagues, stakeholders, and trainees.

STEP 5: Stay Current with Industry Trends: Atama remained abreast of industry trends and advancements, ensuring her knowledge remained relevant and up-to-date. Dedicate time to continuous learning by attending conferences, workshops, and webinars. Engage with industry publications, research, and online forums to stay informed about emerging practices and technologies in organisational training and development.

STEP 6: Foster a Culture of Learning: As a training and development manager, emulate Atama's commitment to fostering a culture of learning within your organisation. Advocate for continuous learning initiatives, such as mentorship programmes, peer-to-peer learning, and lunch-and-learn sessions. Encourage employees to pursue professional development opportunities and provide support and resources to facilitate their growth.

STEP 7: Leverage Technology and Innovation: Atama embraced technological advancements to enhance training effectiveness and efficiency. Explore innovative learning technologies, such as learning management systems (LMS), virtual reality (VR), and gamification, to deliver engaging and interactive training experiences. Embrace digital tools for content creation, delivery, and evaluation to optimize training outcomes.

STEP 8: MEASURE AND EVALUATE TRAINING EFFECTIVENESS: Atama understood the importance of measuring training effectiveness to demonstrate ROI and inform future initiatives. Develop robust evaluation metrics to assess the impact of training programmes on organisational goals and performance indicators. Utilize quantitative and qualitative data analysis techniques to gather actionable insights and continuously refine training strategies.

Step 9: Adapt and Evolve: In the ever-changing landscape of organisational training and development, agility and adaptability are essential. Embrace change and proactively adapt training strategies to meet evolving business needs and learner preferences. Stay flexible and open-minded, embracing innovation and experimentation to drive continuous improvement.

Step 10: Lead by Example: Finally, emulate Atama's exemplary leadership by leading by example. Demonstrate a passion for learning and development, embodying the values and principles you espouse. Inspire and empower your team to excel, fostering a collaborative and inclusive environment where everyone can thrive.

In conclusion

The tale of Atama and Ben serves as a timeless reminder of the transformative power of professional development. By following in Atama's footsteps and embracing a lifelong commitment to learning, you can become a high-performance training and development manager, driving positive change and facilitating growth within your organisation.



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TOP 16 TIPS

FOR TRAINING AND DEVELOPMENT PROFESSIONALS



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In the last twenty years alone, the business environment has transformed dramatically. Things are faster, smarter, and more technical, and the shelf life of knowledge is shrinking rapidly. In this fast-paced world, innovation fuels strong performance, and continuous learning is no longer a luxury – it's the only means for survival.

In today's world, an organisation's ability to grow, compete, and deliver strong results hinges entirely on the knowledge and skills of its people. Therefore, organisations and individuals who are slow to learn, failing to keep pace with the ever-evolving skillset demands, should expect to become irrelevant quickly.

The bottom line is, the world of work, both in the public and private sectors, has changed forever, and there's simply no way to hide from it.

The Challenge

As critical as a culture of continuous learning is to an organisation's survival, research presented by Harvard Business School reveals a surprising fact: only 10 percent of the population has a natural learning mindset – that is, people who seek out and enjoy learning. The remaining 90 percent will not seek to improve their skills unless mandated to as part of their job requirement.

This poses a significant challenge for leaders, HR, and L&D professionals tasked with improving organisational performance, and raises a pressing question: **How do we bridge the gap between the need for continuous learning and the natural inclination of a large portion of the workforce to shirk learning?**

Fortunately, a few strategies exist to tackle this challenge, one of which is a tried-and-tested approach known as Mandatory Training.

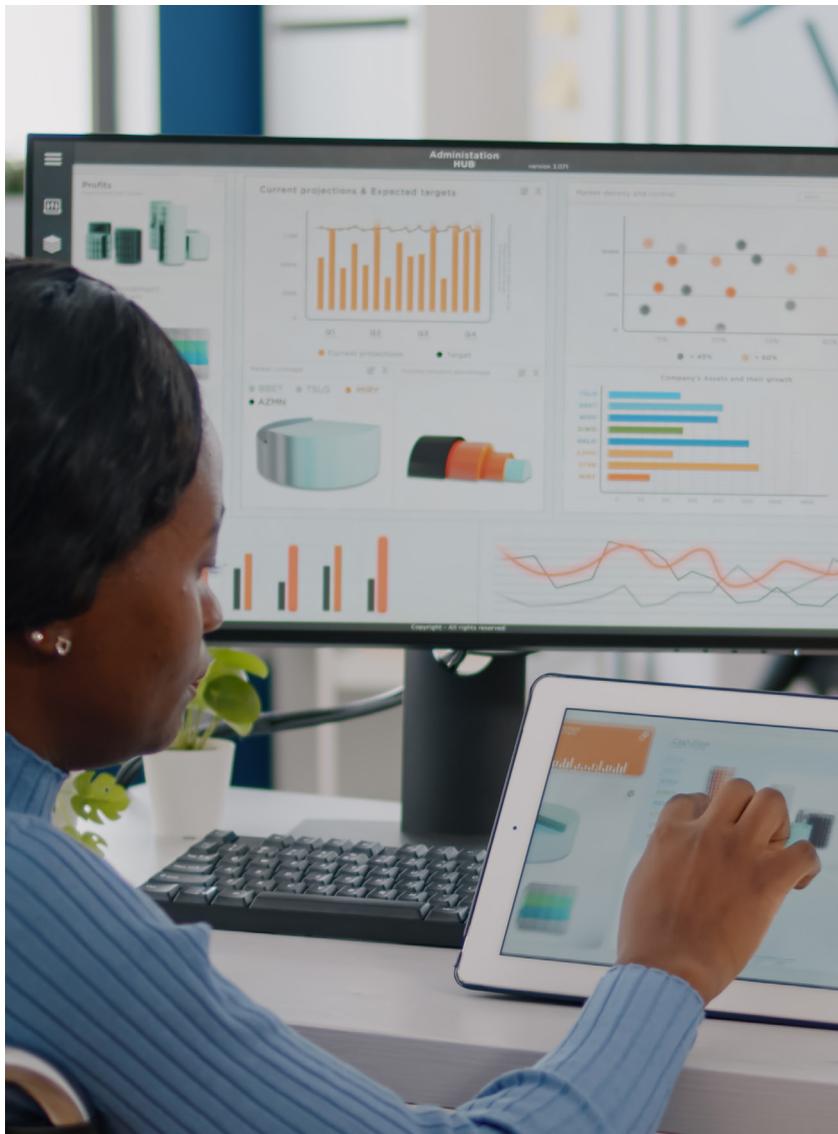
What is Mandatory Training?

Mandatory training is a knowledge management technique that requires employees to undergo continuous learning, enabling them to excel in their jobs. The strategic goals of mandatory training are to prevent skills gaps, empower employees to perform effectively, promote and preserve best practices, reduce risk, and ensure operational efficiency.

Typically, mandatory training covers topics such as customer service competencies, workplace safety, diversity and inclusion, data protection, and ethics. However, organisations can go beyond these typical topics and tailor training courses and programmes to the specific needs of their teams, ensuring that learning aligns strategically with the organisation's goals.

Why is Mandatory Training Essential to Organisational Health?

The concept of mandatory training borrows from a technique used by organised professions – such as accountants, lawyers, and doctors – to keep their members current. These governing bodies require continuing education because they found that, without it, professionals wouldn't stay up-to-date on the knowledge needed for their field.



Because They Never Stop Learning, They Never Stop Winning

How Training Leaders Can Drive Consistent High Performance through a Culture of Mandatory Training

In your organisation, what specific measures are in place to ensure that your employees constantly acquire the knowledge they need to excel in their roles? Would you say the measure is a game-changer for employee performance?

The best way to appreciate the value of mandatory training is to imagine what would happen if your doctor wasn't required to stay current with medical advances. What would happen if your doctor has not looked at a medical textbook in 20 years? The consequences are clear: They would prescribe outdated and banned medications or perform ineffective procedures, leading to devastating results.

The same principle holds true for your organisation. Employees who haven't upgraded their knowledge in months or years will, at best, deliver mediocre output. At worst, they could make costly mistakes that set the organisation back years. Ultimately, an organisation with over 50% of its workforce relying on outdated knowledge will suffer stagnation. This is because a failure to keep up with new knowledge will stifle innovation, hinder productivity, and lead to underperformance.

The current reality is that in most companies, there is little or no training, and mandatory training is rarely implemented. It is also all too common to find individuals within organisations who erroneously view training as a distraction from the "real" work that needs to be done. For those with this mind-set, take a minute to consider the tale of two woodcutters:

Woodcutter A spends all day chopping wood, rarely taking a break. Woodcutter B, on the other hand, stops intermittently to sit down. At the end of the day, Woodcutter B has cut three times more wood than Woodcutter A.

Woodcutter A, confused, asks, "How could this happen? You were resting all day! Or were you stealing my wood somehow?"

Woodcutter B replies, "I wasn't resting, nor was I stealing your wood. "When it appeared like I was sitting to rest, I was sharpening my saw!"

This analogy illustrates the importance of continuous learning. Without effective, continuous targeted learning, knowledge gaps quickly become major liabilities that have the potential to derail organisations.

On the other hand, when leaders mandate continuous learning for their entire organisation and ensure that it is executed correctly they can expect to reap at least three benefits as shown below:

Three Core Benefits of Mandatory Training

- 1. Training Sets Standards:** Deliberate, mandatory, and continuous training radically improves employees' understanding of company objectives and helps to raise and set standards of performance. If you don't train, then you can't expect your organisation to attain the next level. That is why most companies either remain small or continually waste time addressing the same issues and problems repeatedly.
- 2. Training Aids the Creation of a High-Performance Culture:** By consistently equipping employees with the necessary skills and knowledge, training leads to a highly skilled workforce, which in turn increases the chances for consistent high organisational performance. Training reduces employee errors and protects the organisation from unnecessary risks and financial losses. In addition, learning has also been shown to boost employee confidence, reduce stress, and foster self-management, all of which contribute to a significant return on investment by creating a more engaged and high-performing workforce.



3. Without Training, Organisational Decline is Inevitable: Just like the human body needs regular exercise to stay healthy, organisations need consistent training to thrive. Skipping training is akin to sending unprepared employees into the field, setting them up for failure. Proactive mandatory training equips your workforce with the knowledge and skills they need to anticipate challenges, not just react to them.

Mandatory training isn't just about ticking boxes; it's about investing in your most valuable asset – your people. When executed correctly, it strengthens their skills, protects your organisation from potential risks, and ultimately propels the organisation towards sustained success.

Note, however, that the effectiveness of Mandatory Training hinges on proper execution. This begs the question: How can we ensure mandatory training is executed correctly?

The Wrong and Right Way to Execute Mandatory Training

Logic follows that if there's an effective way to do something, there is a less effective way to get it done. The same holds true for Mandatory Training. To demonstrate how organisations can get their mandatory training right, we'll start by sharing two case studies.

Case Study 1:

For years, Company XYZ relied on an informal on-the-job training method for new hires, a process called the "Tribal Method of Training." In this method, new employees were expected to observe and learn from experienced staff for two days. The expectation was that this brief observation period would equip them with the necessary skills. However, this method lacked any formal structure. There were no training manuals, classroom sessions, or role-playing exercises. New hires were simply expected to learn and absorb complex knowledge by observing experienced staff for just 48 hours. Essentially, knowledge was passed down through informal oral tradition, similar to prehistoric societies (caveman style).

This is the worst kind of training imaginable. And as can be expected this lack of proper structure in knowledge transfer created a work environment full of mistakes and blame games. Unsurprisingly, Company XYZ suffered from extremely high staff turnover.

Case Study 2:

Company ABC, on the other hand, took a different approach. New employees are required to undergo extensive training before ever shadowing another person. These trainings are delivered in classroom-style programmes that cover policies, job responsibilities, and procedures comprehensively. Furthermore, the training doesn't stop there. A system is in place to ensure continuous learning, where improving and advancing the skills and professionalism of every employee is an ongoing process.

The result? There is uniformity in the quality of information for all employees. Everyone, from the CEO to entry-level staff, is on the same page. And this alignment drives strong performance organisation-wide.

These two case studies showcase the stark contrast between an effective and ineffective approach to handling mandatory training.

While Company A's "Tribal Method" exemplifies a haphazard approach, and its disastrous consequences, Company ABC demonstrates a winning strategy with well-structured training.

Both cases highlight the critical importance of well-structured and continuous mandatory training for organisational performance and health.

Having established the importance of mandatory training for organisational success, let's turn the spotlight on your organisation.

Here are two questions we'd like you to consider:

Question 1: In your organisation, what specific measures are in place to ensure that your employees constantly acquire the knowledge they need to excel in their roles? Would you say the measure(s) is a game-changer for employee performance?

Question 2: Do you have a system in place that ensures all employees performing the same job have access to the same knowledge, enabling them to deliver consistently at a top level?

If you are not sure of the answers to these questions, here is an exercise to aid you further in assessing the quality of your learning infrastructure.



Exercise

With quality training, everyone sings in harmony. What kind of music is your organisation creating? Write down whether the following statements are true or false in your organisation:

1. All employees consistently meet performance expectations for their roles.
2. Results are somewhat predictable because training and skills are consistent.
3. Each supervisor would provide similar approaches for addressing common questions or problems.
4. Each employee would give a similar answer to each question or problem.
5. Client treatment is similar, no matter who the client deals with in our company or department.
6. All staff members know what is considered good performance or attitude.

If you answered false to any of these statements, you need to refocus and revamp your training system and take it more seriously.

Without well-structured and regular training, employee activity will be unreliable, inconsistent, and unpredictable. The more proactive training you provide for your people, the better the overall performance of your organisation.

In Conclusion

In today's rapidly evolving business landscape, continuous learning is no longer a luxury, it's a necessity. Organisations that prioritise employee development through well-structured and engaging mandatory training programmes are better equipped to thrive.

As we've seen, effective mandatory training goes beyond simply checking a box. It's a strategic investment in your most valuable asset – your people. By equipping them with the knowledge and skills they need to excel, you can cultivate a high-performing workforce, achieve consistent results, and propel your organisation towards sustained success.

When your team is aligned, **anything is possible.**

The importance of clear goals, strong teamwork, and high-level innovative thinking has never been more crucial, particularly in light of the Federal Government's strong focus on improving public service performance.

Is your team prepared for the tough year ahead?

Our Expert-led Strategy Retreats build strong, forward-thinking teams with a clear path to success.

Why Workforce Consulting is is the Go-to Expert for Facilitating Strategy Retreats

It's simple. We've spent the last 20 years working with leaders to transform their organisation and boost performance. We excel in creating alignment through strategy and team-building retreats.

Our retreats provide a powerful platform for public and corporate leaders to assess their organisation, identify strengths and weaknesses, and create a clear plan to achieve their goals. We work with our clients through the entire process - from an insightful pre-retreat diagnosis and meticulous planning to the impactful delivery of the strategy retreat and the critical phase of post-retreat implementation.



Prescription Without Diagnosis is **Malpractice**

A Call to Action for Learning and Development Professionals

As Learning and Development (L&D) professionals, our mission is to facilitate growth, empower individuals, and drive organisational success through targeted training initiatives. However, in our pursuit of these noble objectives, it's crucial to remember a fundamental principle: prescription without diagnosis is malpractice.

Just as a doctor would not prescribe medication without first conducting a thorough diagnosis, we cannot and must never design and deliver training programmes without a comprehensive understanding of the underlying needs, challenges, and objectives of our learners and organisations.

Yet, all too often, we fall into the trap of "training for training's sake," delivering generic solutions to perceived problems without taking the time to diagnose the root causes or assess the true needs of our stakeholders.

This approach not only wastes valuable resources but also risks delivering ineffective or irrelevant training that fails to address the real issues at hand. It's akin to applying a Band-Aid to a wound without first understanding the extent of the injury or the underlying factors contributing to it. In the realm of L&D, this can have far-reaching implications, leading to disengagement, disillusionment, and ultimately, a lack of impact on organisational performance.

So, what can we do to avoid falling into this trap of prescription without diagnosis?

Here are some key strategies for ensuring that our training interventions are targeted, effective, and aligned with organisational goals:

- 1. Conduct Needs Assessments:** Before designing any training programme, take the time to conduct thorough needs assessments to identify gaps, challenges, and opportunities for improvement within the organisation. Engage with stakeholders at all levels to gather insights, perspectives, and feedback on their learning needs and priorities.
- 2. Define Clear Objectives:** Once the needs have been identified, work with stakeholders to define clear, measurable learning objectives that align with organisational goals and priorities. Ensure that these objectives are specific, achievable, relevant, and time-bound (SMART).
- 3. Customize Solutions:** Avoid adopting a one-size-fits-all approach to training. Instead, tailor solutions to meet the unique needs and preferences of your learners and organisation. Consider factors such as learning styles, job roles, and skill levels when designing training programmes.
- 4. Leverage Data and Analytics:** Use data and analytics to inform decision-making and measure the impact of training interventions. Gather feedback from participants, track learning outcomes, and assess performance metrics to evaluate the effectiveness of your programmes and identify areas for improvement.
- 5. Align with Business Objectives:** Always keep the bigger picture in mind and ensure that your training initiatives are aligned with broader business objectives and strategic priorities. Link training outcomes to key performance indicators (KPIs) and demonstrate the value of L&D in driving organisational success.
- 6. Continuously Evaluate and Iterate:** L&D is an iterative process, and continuous evaluation and improvement are essential for success. Regularly assess the effectiveness of your training programmes, gather feedback from stakeholders, and use insights to refine and enhance your approach over time.

By adhering to these principles and embracing a diagnostic mindset, we can avoid the pitfalls of prescription without diagnosis and ensure that our training interventions are targeted, impactful, and aligned with organisational goals.

Let's commit to putting the needs of our learners and organisations first and delivering training solutions that drive real, measurable results. After all, in the realm of Learning and Development, anything less than that is simply malpractice.



How to Get Management to Approve Your Training & Development Initiatives, Every Single Time



New professionals in Learning & Performance are often surprised to discover just how challenging it can be to win management buy-in for their training initiatives. However, securing this support is crucial for their performance and for driving organisational growth and success.

Securing buy-in from senior leaders can be a hurdle, but strategic and experienced Learning and Performance professionals have mastered overcoming it by aligning training initiatives with clear organisational goals and demonstrating their tangible value.

Here are 10 compelling strategies they use to gain the management support and investment necessary for impactful training programmes.

1. They Involve Decision-makers in their Plans and Activities:

Engage decision-makers early on in the planning process and seek their input and feedback. By involving senior leaders in the development of training initiatives, you can ensure alignment with organisational priorities and increase buy-in from key stakeholders.

2. They Anchor Everything to the Strategic Plan/Top Business Goals:

Align training initiatives with the organisation's strategic plan and top business goals. Demonstrate how learning and performance initiatives directly contribute to achieving strategic objectives, such as increasing revenue, improving customer satisfaction, or enhancing operational efficiency.

3. They Understand and Speak the Language of the Business:

Develop a deep understanding of the business context, industry trends, and key performance indicators (KPIs) that matter most to senior leaders. Communicate the value of learning and performance initiatives in terms of their impact on organisational outcomes and bottom-line results.

4. They Set Goals and Exceed Them, Consistently Delivering Value:

Establish clear, measurable goals for training initiatives and consistently deliver value by exceeding expectations. Demonstrate the tangible benefits of training in terms of improved performance, productivity gains, and return on investment (ROI).

5. They Position as Trusted Partners: Build trust and credibility with senior leaders by demonstrating reliability, integrity, and competence in your role as a learning and performance professional. Position yourself as a trusted advisor and strategic partner who can provide valuable insights and guidance on talent development and organisational effectiveness.

6. They Share Information on Their Activities and Communicate Consistently: Keep senior leaders informed and engaged by regularly sharing updates on training activities, accomplishments, and impact. Maintain open lines of communication and provide timely feedback on progress, challenges, and opportunities for improvement.

7. They Evaluate Everything & Measure ROI where Possible: Implement robust evaluation mechanisms to assess the effectiveness and impact of training initiatives. Measure key performance metrics, gather feedback from participants and stakeholders, and calculate ROI where feasible to demonstrate the value of learning and performance investments.

8. They Form an Inside Advisory Board: Establish an inside advisory board comprised of senior leaders and key stakeholders to provide guidance and support for learning and performance initiatives. Leverage their expertise and

insights to inform decision-making and ensure alignment with organisational goals.

9. They Prioritise and Check for Relevance: Prioritise training initiatives based on their strategic importance and relevance to business objectives. Regularly assess the alignment of learning and performance activities with organisational priorities and adjust course as needed to stay on track.

10. They Publish Their Results: Showcase the impact and success of learning and performance initiatives through case studies, success stories, and reports. Share results with senior leaders, employees, and other stakeholders to highlight the value of training investments and inspire continued support.

In conclusion

By adopting these strategic approaches, the most successful Learning and Performance professionals achieve widespread management buy-in for their training initiatives. You can too! By demonstrating alignment with organisational goals, delivering tangible value, and fostering trust and credibility, L&P professionals can position themselves as indispensable partners in driving organisational success through talent development and performance improvement.



How to use Assessments to Measure the Impact of your Learning Interventions

Public sector organisations rely on efficient learning programmes to deliver quality services. But how do you know if these programmes are working? Here's where assessment comes in.

What is Assessment and Why is it Important?

Assessment is simply the process of evaluating skills, knowledge, or abilities. It's like a test that helps identify strengths and weaknesses. In the context of learning, assessment helps ensure training programmes target the right areas.

Assessment: A Tool for Growth

Assessment is a springboard for growth, not an endpoint. The goal is to use the information to empower employees to:

- **Close skill gaps:** Identify weaknesses and provide targeted learning to address them.
- **Self-assess regularly:** Encourage employees to continually evaluate their progress.
- **Develop new skills:** Keep pace with industry changes through ongoing learning opportunities.

Designing Effective Assessments

Effective assessments should be clear and focused. They should take the following into consideration:

1. **Purpose:** What is the purpose of the assessment? What do you want to achieve with it? Is it to assess job knowledge? Skill gaps? Training effectiveness?
2. **Inclusivity:** Consider employee preferences and learning styles when designing assessments.
3. **Measurable Goals:** Set clear goals for what the assessment should reveal.

The Four Levels of Training Evaluation

A popular model for measuring learning impact is Professor Donald Kirkpatrick's "Levels of Training Evaluation." It outlines four key areas to assess:

- **Affective Learning:** Did employees find the training valuable and engaging?
- **Cognitive Learning:** Did employees gain new knowledge and skills?
- **Behavioral Learning:** Are employees applying what they learned in their work?
- **Business Results:** Did the training improve overall business outcomes?

Putting Assessment into Practice

Here are some examples of how to assess at each Kirkpatrick level:

- **Affective Learning:** Use surveys or questionnaires to gather feedback on the training experience.
- **Cognitive Learning:** Conduct pre-training and post-training tests to measure knowledge gain.
- **Behavioral Learning:** Observe employees on the job to see if they're using new skills using tools like 360-degree assessment, competency-based interviews, simulation exercises, etc.
- **Business Results:** Track metrics like productivity, customer satisfaction, compliance with policies and regulations, quality of work, innovation, and initiative, timeliness of completion, etc. to see if the training impacted business goals.

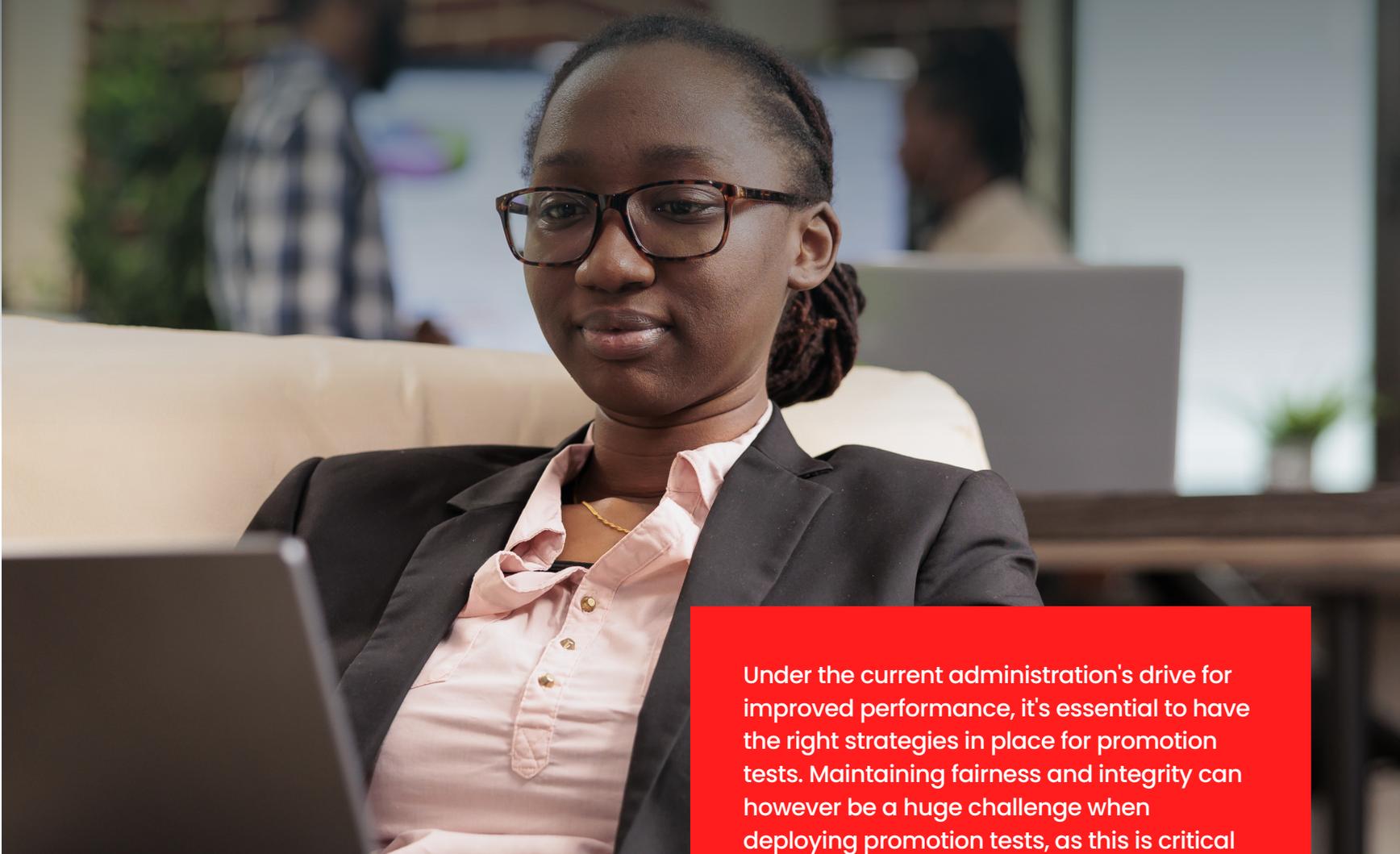
By using assessment strategically, public sector organisations can ensure their learning programs are effective, leading to a more skilled and efficient workforce.





Are you facing challenges promoting your team members while upholding fairness and transparency?

Join us for an exclusive webinar designed to tackle this critical issue.



HERE ARE THE KEY DETAILS:

THEME:

Designing an Objective & Transparent Promotion Tests for Driving Public Sector Performance

DATE:

Thursday, April 11, 2024

TIME:

12:00pm

Under the current administration's drive for improved performance, it's essential to have the right strategies in place for promotion tests. Maintaining fairness and integrity can however be a huge challenge when deploying promotion tests, as this is critical to having the right people occupying the more senior roles.

Our webinar aims to provide practical solutions for HR Directors, MDs, and CEOs of Nigeria's federal government MDAs. They will be equipped with insights into effective promotion test design, tools for transparency, and ethical considerations that ensure only the most qualified people are promoted.

Register now and equip yourself with the skills to drive performance and provide equitable access to career progression opportunities within your organisation.

Save your seat by using the link: bit.ly/promotion-tests-webinar

Transforming Leadership and Performance

in the Nigerian Public Sector

A Case Study

INTRODUCTION:

Workforce Consulting empowers organisations to achieve success by providing them with customized strategic training programmes designed to meet their specific objectives. We recently partnered with a leading public agency in Nigeria (referred to as “our client”) to develop a leadership development programme. This case study showcases how we helped them address their unique challenges, elevate their leadership capabilities and organisational effectiveness.

CLIENT ISSUE/BUSINESS SITUATION

Many organisations in the Nigerian public sector grapple with several distinct challenges, including bureaucratic inertia, evolving leadership roles, a dearth of capabilities to fill these roles, and a growing need for transparency and accountability.

Our client, a major player in the Nigerian public sector, recognized a critical gap within their organisation: the absence of a robust leadership development framework, hindering their ability to adapt to changing governance landscapes, innovate, and deliver services efficiently. Consequently, they sought our expertise to help elevate their institution’s leadership capabilities and align them with global best practices.

THE OBJECTIVE OF THE INTERVENTION

The intervention’s primary goal was to develop and implement a comprehensive leadership development programme that addressed the following objectives:

- Enhanced understanding of the evolving Nigerian Public Sector context.
- Develop core leadership competencies focusing on ethical leadership, strategic thinking, performance management and decision-making.
- Foster an innovative mindset and skills in change management.
- Improve communication and team-building skills, and talent management strategies.
- Implement effective performance and stakeholder management practices.
- Promote service delivery excellence, accountability, and transparency.

OUR APPROACH (WHAT WE DID)

- **Needs Assessment:**
We talked to all the key stakeholders and conducted surveys to understand the agency's specific needs and tailored the programme accordingly.
- **Customized Curriculum:**
We built a programme that combined the realities of the Nigerian public sector with global leadership models. The programme focused on practical skills with case studies, role-playing, and simulations.
- **Leadership Framework:**
We created a clear framework for the programme that aligned with the agency's goals.
- **Workshops:**
We held workshops on ethical leadership, integrity, and transparency in governance.
- **Strategic Thinking and Innovation:**
We facilitated sessions to improve strategic thinking and encourage innovation.
- **Change Management and Communication:**
We provided training on effective change management strategies and communication skills to help with stakeholder engagement and teamwork.
- **Talent Management and Succession Planning:**
We offered advice on best practices for talent management, including building a plan for future leadership roles.
- **Performance Tracking:**
We introduced a system to track progress and the programme's impact, including regular feedback and performance reviews.
- **Ongoing Support:**
We provided ongoing support and coaching to the leadership team to ensure they could continue using their new skills.

THE RESULTS:

The intervention had the following significant impact on the agency:

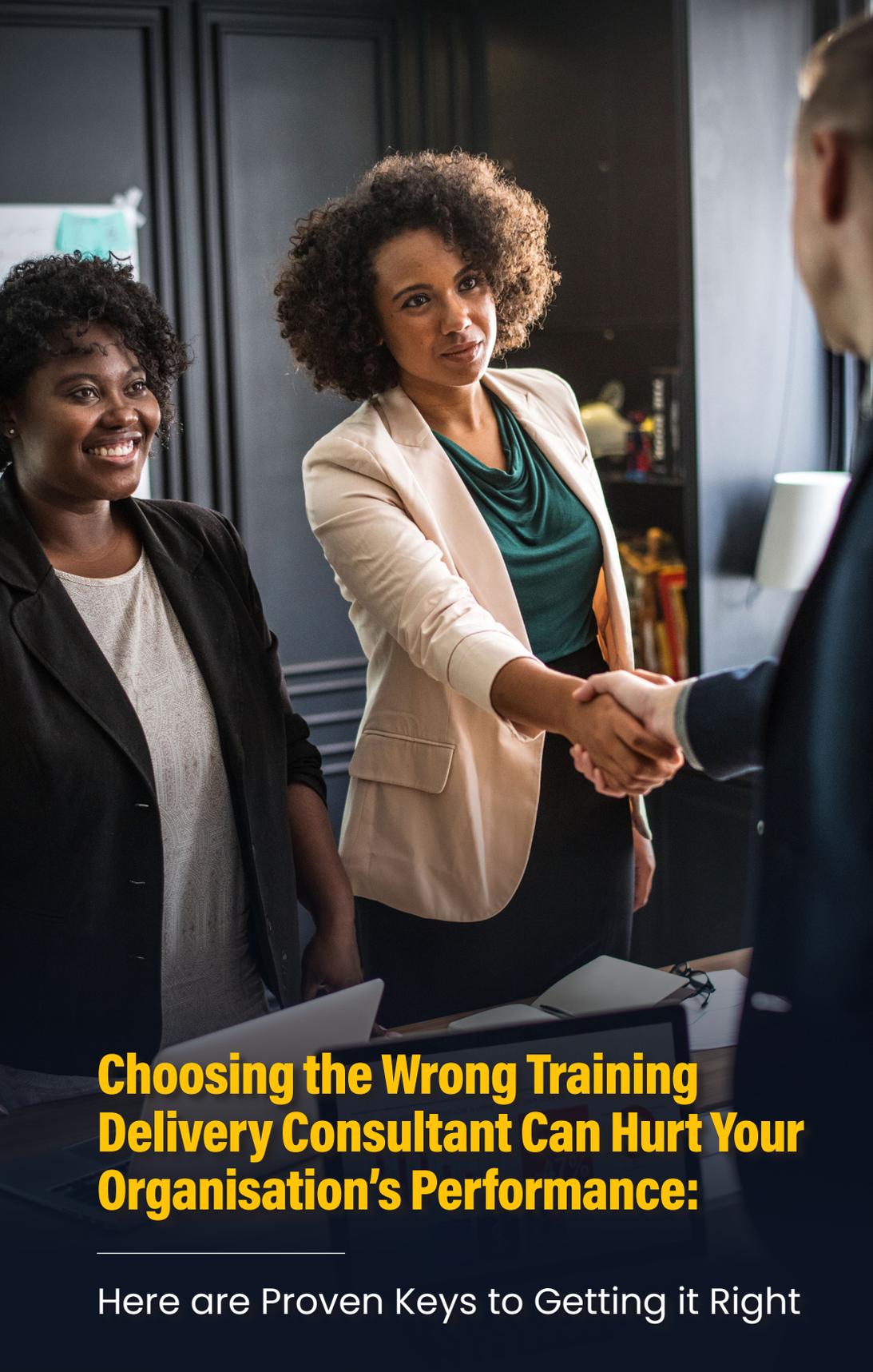
- Leaders significantly improved their understanding and application of skills relevant to the Nigerian public sector.
- Strategic thinking and decision-making among leaders improved, leading to more innovative and effective solutions.
- The leadership culture became more ethical, transparent, and accountable.
- Communication and teamwork improved, leading to higher employee engagement and performance.
- Service delivery metrics improved due to streamlined processes and better leadership.
- A strong talent management and succession plan ensured continued leadership excellence.

CONCLUSION:

This project exemplifies our expertise in crafting training solutions that address our clients' specific needs.

Our strategic and comprehensive approach led to a transformative leadership development programme for our client.

The results speak for themselves: a stronger leadership culture focused on ethics, strategic thinking, and collaboration. This has translated into improved service delivery, talent management, and stakeholder engagement. This case study serves as a testament to the transformative power of targeted leadership development programmes, empowering organisations to achieve lasting excellence in public service.



Choosing the Wrong Training Delivery Consultant Can Hurt Your Organisation's Performance:

Here are Proven Keys to Getting it Right

Once upon a time, in the bustling landscape of organisational development, there existed two fictional companies: Luminary Nigeria Limited and Ever-grey Africa. Both companies recognized the importance of training and development in fostering employee growth and driving organisational success. However, their approaches to partnering with training delivery consultants couldn't have been more different.

Luminary Nigeria Limited, led by visionary CEO Obatere, understood

that selecting the right training delivery consultants was paramount to achieving their organisational goals. Recognizing the expertise required in designing and delivering effective training programmes, Obatere embarked on a rigorous selection process to identify consultants who aligned with their values, understood their unique needs, and possessed the requisite skills and experience.

After thorough research, evaluations, and interviews, Luminary Nigeria Limited partnered with a team of seasoned

training delivery consultants who demonstrated a deep understanding of their industry, culture, and objectives. Together, they embarked on a collaborative journey to design and implement tailored training initiatives aimed at enhancing employee skills, knowledge, and performance.

On the other hand, Ever-grey Africa, under the leadership of CEO Adah, took a more haphazard approach to selecting training delivery consultants. Lacking a clear understanding of their training needs and objectives, Adah opted for convenience over careful consideration, engaging with consultants based solely on superficial criteria such as price or availability.

As a result, Ever-grey Africa found themselves working with consultants who lacked the expertise, experience, and alignment necessary to deliver impactful training programmes. Despite investing time and resources into training initiatives, they failed to see the desired results, with employees feeling disengaged, unmotivated, and ill-equipped to meet the company's evolving challenges.

Over time, the divergent paths of Luminary Nigeria Limited and Ever-grey Africa became evident. While Luminary Nigeria Limited thrived, achieving its expected results and organisational goals, Ever-grey Africa languished, struggling to keep pace with competitors and retain top talent.

The allegory of Luminary Nigeria Limited and Ever-grey Africa underscores the importance of investing in a rigorous process of selecting and partnering with training delivery consultants. By taking the time to identify consultants who possess the right expertise, experience, and alignment with organisational goals, companies can unlock the full potential of their training initiatives and drive sustainable growth and success.

For training and development professionals, the lessons from this allegorical tale are clear:

1. *Invest in due diligence: Take the time to thoroughly research, evaluate and vet potential training delivery consultants. Look beyond superficial criteria and prioritise consultants who demonstrate a deep understanding of your organisation's needs and objectives.*

2. *Seek alignment:* Choose consultants who align with your organisation's values, culture, and strategic priorities. Ensure they possess the expertise and experience necessary to design and deliver training programmes that meet your unique requirements.

3. *Foster collaboration:* Forge collaborative partnerships with training delivery consultants based on mutual respect, trust, and communication. Engage consultants as strategic partners in designing and implementing training initiatives that drive organisational growth and success.

4. *Measure and evaluate:* Continuously monitor and evaluate the effectiveness of training initiatives in achieving desired outcomes. Solicit feedback from employees, managers, and stakeholders to identify areas for improvement and refinement.

By following these principles and investing in the right partnerships, training and development professionals can position their organisations for success and unlock the full potential of their training initiatives. After all, in the competitive landscape of organisational development, the right consultants can make all the difference between success and stagnation.

A COMPREHENSIVE GUIDE TO CHOOSING TRAINING DELIVERY PARTNERS

Selecting the right training delivery partners is a critical decision that can significantly impact the success of your organisation's learning and development initiatives. To ensure you make the most informed choices, it's essential to have a comprehensive checklist of criteria to evaluate potential partners. Here's a detailed guide on what to look out for when choosing training delivery partners and what to avoid:

What to Look For:

1. Verifiable Track Record: Look for partners with a proven track record of success in delivering high-quality training programmes. Seek references, case studies, and testimonials from previous clients to validate their expertise and effectiveness.

2. Thought Leadership and Visible Expertise: Choose partners who demonstrate thought leadership and expertise in their field. Look for evidence of their contributions to industry publications, speaking engagements, and participation in relevant professional associations.

3. Knowledge of End-to-End Training and Development Process: Partner with organisations that possess a comprehensive understanding of the end-to-end training and development process, from needs assessment and programme design to delivery, evaluation, and follow-up support.

4. Possession of Training Facility: Consider partners who have access to dedicated training facilities equipped with the necessary technology, resources, and amenities to deliver effective training programmes. A well-equipped training facility can enhance the learning experience and accommodate diverse training needs.

5. Customization and Flexibility: Prioritise partners who offer customizable training solutions tailored to your organisation's specific needs, goals, and objectives. Look for flexibility in programme design, delivery modalities, and scheduling to accommodate varying learning preferences and constraints.

6. Engagement of Experienced Facilitators: Ensure that partners engage experienced and knowledgeable facilitators who possess subject matter expertise, strong facilitation skills, and the ability to engage and inspire learners. Request information on facilitator qualifications, certifications, and relevant experience.

7. Commitment to Continuous Improvement: Partner with organisations that demonstrate a commitment to continuous improvement and innovation in training delivery. Look for evidence of ongoing learning, professional development, and investment in emerging technologies and methodologies.

8. Client-Centric Approach: Seek partners who prioritise client satisfaction and success. Look for organisations that take the time to understand your unique needs, challenges, and objectives and are responsive, communicative, and proactive in addressing your concerns.

What to Avoid:

1. Lack of Transparency: Beware of partners who are not forthcoming about their credentials, experience, or methodologies. Transparency is key to building trust and confidence in the partnership.

2. One-Size-Fits-All Solutions: Avoid partners who offer generic, one-size-fits-all training solutions that do not take into account your organisation's specific needs and challenges. Look for partners who demonstrate flexibility and willingness to customize their approach to meet your requirements.

3. Inadequate Resources and Infrastructure: Steer clear of partners who lack the resources, infrastructure, and capabilities to deliver effective training programmes. Ensure that partners have access to the necessary technology, facilities, and support staff to meet your training needs.

4. Poor Communication and Support: Avoid partners who demonstrate poor communication, responsiveness, or support. Effective communication is essential for a successful partnership, and partners should be accessible, approachable, and proactive in addressing your inquiries and concerns.

5. Limited Experience or Expertise: Exercise caution when considering partners with limited experience or expertise in your industry or field. Choose partners who demonstrate a deep understanding of your organisation's context, challenges, and goals and possess the requisite knowledge and skills to deliver impactful training programmes.

By following this comprehensive checklist, you can make informed decisions when choosing training delivery partners and ensure that your organisation's learning and development initiatives are aligned with your goals, objectives, and expectations. Remember, the right partners can be invaluable allies in driving organisational success and achieving lasting impact through effective training and development programmes.

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