

Attention CEOs - Why You Shouldn't Spend Money On Training

By [Elizabeth Black](#)

Training the world's workforce is big business these days. Whether it is global financial services companies transforming their institutions into learning organizations, entrepreneurs hiring consultants to teach customer service skills or state and federal governments awarding thousands of dollars to individuals and companies to upgrade their employees' basic skills, training is definitely on the minds of everyone.

Contrary to popular belief, however, training is not the panacea to what ails every worker or every company. It is incorrect to assume that the problems facing every organization can be cured by "providing training." In fact, only continuous learning, not training alone, can have an impact upon workforce productivity, but for a company to be successful in its learning interventions, it must know what it wishes to accomplish, give the proposed intervention time, energy and resources it needs to succeed, and ensure that there is a strategy into which the intervention will fit. Finally, there must be reinforcement, performance monitoring and evaluation. So, CEOs...DON'T just increase the training budget...DO the following:

Create a Learning Strategy

Everything gets back to the customer. What does the customer want and need from this employee? What is the company's strategy or business philosophy which will meet those customer needs? What are people expected to be able to do to meet or exceed the customer's needs?

Once these core competencies have been identified, individuals may be assessed according to whether or not they can perform up to the expected capability levels in each of these areas. Does the person then need training?

YES, if... ..the person is under-performing due to a knowledge or skill deficiency, or

...there is a developmental need, i.e., the person is expected to perform tasks in the near future for which that person lacks the required knowledge or skills.

NO, if... ..the person knows how to perform the tasks but isn't performing (this may be a management issue), or

...the person will not be performing those tasks in the near future (training in isolation of application back in the workplace is not effective), or

...the organization does not encourage and reward the new behaviors.

The essence of a training need, then, is a gap between what exists and what is needed in order to meet or exceed the customer's demands. One of the best payoffs from needs analysis is management involvement in training. Managers must play an

active role in the diagnostic process and have a sense of ownership of the training event which results. When training is conducted at arm's length from management, little can change.

Setting Learning Objectives

An identified training need pinpoints an area where change is required. Learning objectives specify what a person will be able to do differently as a result of training. The clearer the picture of what you want to achieve in a training session, the easier it becomes to plan the means and the greater the prospect of achieving success. Ineffective training adopts a scattergun approach, rather than pinpointing the target. Effective training designs are characterized by objectives which state clearly what the trained person will be able to do when back in the workplace.

So, in the end, it isn't that CEOs should NOT spend money on training; it is that they should spend it wisely and that means making sure that there is a real need, that there are training objectives in place and that the learners will actually use what they have learned, immediately, back on the job. Then, your investment in training can actually pay huge dividends.

Article Source: http://EzineArticles.com/?expert=Elizabeth_Black