

TRAINING AS 'AN INVESTMENT' NOT 'A COST'

- ***'An organisation's greatest asset is its people'***
- ***'Organisations which fail to develop that asset fall behind the competition'***

But

- ***'Developing people is expensive and we can ill afford the time'***
- ***'If we do equip our people with extra skills, they will only leave'***
- ***'What is the organisation going to get out of it?'***
- ***'It's impossible to measure the benefit'***

TEN TRAINING 'JUSTIFICATIONS' CERTAIN TO MAKE MANAGERS SEE RED

'I will benefit from the break'

'I have three training days still to use up'

'It will be an opportunity to reflect on my role'

'It will make me a better person'

'It's a course I've always wanted to go on'

'I really deserve it'

'It will broaden my perspective'

'I'll meet my peers in other organisations'

'I'm certain to get something out of it'

'Everyone says it's a great experience'

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SEVEN 'WHAT' QUESTIONS TO ADDRESS

- ***What financial or other benefits will result from the achievement of our Key Performance Indicators?***
- ***What negative consequences might result from failure to achieve our KPIs?***
- ***What contribution is required from this individual / team in pursuit of those KPIs?***
- ***What additional capabilities do they need in order to deliver that contribution?***
- ***What is / are the most effective approach(es) for developing those capabilities?***
- ***What investment do we need to make in those methods?***
- ***What return will that investment give us?***

AGREEING SUCCESS MEASURES

THE IMPORTANCE OF TRAINING & DEVELOPMENT SUCCESS CRITERIA

- ***Benefits to teams & individuals must lead to benefits for the organisation***
- ***Effective evaluation requires that success criteria are determined up front***
- ***Clarity about learning objectives also increases the likelihood that they will be met (cause & effect)***

DETERMINING SUCCESS CRITERIA

- ***Organisations should expect two types of return:***

‘Payback’ describes financial return on the investment

e.g. Will the monetary value of the results exceed the cost of the training?

‘Pay-forward’ describes benefits from the investment that cannot easily be expressed in monetary terms

e.g. Will the organisation enjoy improved customer service, raised morale, greater workforce flexibility etc.?

AGREEING SUCCESS MEASURES

EXAMPLE SUCCESS CRITERIA

- ***Increased profitability***
- ***Improved performance against budget / reduced costs***
- ***Improved output / productivity / quality***
- ***Shorter processing times***
- ***Reduced re-work / error rates / scrap / waste***
- ***Hitting or exceeding other quantified targets***
- ***Enhanced skill levels / greater flexibility***
- ***Improved customer satisfaction***
- ***More / new customers/markets***
- ***Improved response to difficulties / crises***
- ***Improved employee satisfaction***
- ***Reduced staff turnover / absenteeism / grievances***
- ***Decision-making more effectively delegated***
- ***Fewer accidents / injuries***
- ***Less stoppage / downtime***