

# Making training closer to business

**Pavel Bezruchko, General director, ECOPSY Consulting**

**Olga Jaroshenko, Deputy GD, HR director, Elopak**

## Business is relatively unhappy about trainings \*

- In 2009 number and volume of training activities were significantly reduced (40-80% decrease in different companies). This is an evidence of relatively low priority that personnel training has in comparison with other needs of the business...
- Unclear or absent return on investment (ROI) of trainings...
- Training participants, who do not change behaviors to increase their efficiency after many trainings...
- Providers, trainers, who teach well – known general theories and concepts that can not be implemented at work of employees in particular company...

# Maybe business is expecting “wrong thing” from trainings?

$$\boxed{\text{Successful work behavior after training}} = \frac{(\text{Good trainer x Good scenario x Good models})}{\text{Organizational barriers for implementation}} \times \text{Motivation to implement}$$

## Strategy № 1. Make it possible to implement

- Involve top-management
- Eliminate organizational barriers (information, tools, processes, responsibilities)
- Link successful behavior with rewards and create processes supporting implementation
- Select right participants, who's work can really benefit from it

## Strategy № 2. Make it “a really good learning event”

- Hire / attract professionals, able and willing to help people change their behavior for success
- Select right methods (in class, e-learning, blended learning etc.), create effective scenario
- Use, find or...invent models of success, suitable for particular situations in Your organization

# Models of success OR general theories?

	<b>Top managers in IT consulting</b>	<b>Sales rep (pharmacies)</b>	<b>Middle manager in production</b>
	<b>Business strategy</b>	<b>Selling skills</b>	<b>Motivating employees</b>
<b>Theories, used in 80% of training programs</b>	<ul style="list-style-type: none"> <li>/// SWOT analysis</li> <li>/// 5 forces (M.Porter)</li> </ul>	<ul style="list-style-type: none"> <li>/// SPIN (N.Reckham)</li> <li>/// 5-7 sale stages</li> <li>/// Handling objections</li> </ul>	<ul style="list-style-type: none"> <li>/// Hierarchy of needs (A. Maslow)</li> <li>/// Motivation vs Hygiene (F.Herzberg)</li> </ul>
<b>Models, that successful people really used in practice (in particular company in particular area)</b>	<ul style="list-style-type: none"> <li>/// How to eliminate key bottlenecks (sales or resources)?</li> <li>/// Gain and protect intellectual leadership - in what area and how ?</li> <li>/// How to attract and retain talents?</li> </ul>	<ul style="list-style-type: none"> <li>/// Proper frequency of sales visits (visits planning)</li> <li>/// Clear purpose and structure (format) of each visit</li> <li>/// Influencing whole distribution chain</li> <li>/// Maintaining and developing relationship with KOLs</li> </ul>	<ul style="list-style-type: none"> <li>/// Ability to listen and understand</li> <li>/// Heart-to-heart talk</li> <li>/// Constructive criticism and praise</li> <li>/// Discussing rewards, development and career in positive way</li> <li>/// Motivational goal setting</li> </ul>

# Creating “Chinese”<sup>\*</sup> training. Replicating behaviors proven successful

1. **Select** specific business - situations, where successful behaviors are critical (relative for training target audience and program topic)
2. **Set** specific objectives, measures of success for this situations
3. **Find** people in the organization, who reach success in this situations more often, then others. **Describe** algorithm and principles of behaviors they use in practice
4. **Train others**, keeping algorithm and principles short and simple, using case and exercises from (or very close to) daily work of participants

**Three examples to illustrate**



*\* “Chinese”, because their business culture is not very creative, but able to learn and replicate particular successful models and technologies of others very quickly*

# Reinforcing outcome for business. Beyond models of success

**Successful  
work behavior  
after training**

$$= \frac{(\text{Good trainer} \times \text{Good scenario} \times \text{Good models})}{\text{Organizational barriers for implementation}}$$

**x Motivation  
to implement**

## Strategy № 1. Make it possible to implement

- Involvement of top-management
- Eliminate organizational barriers (information, tools, processes, responsibilities)
- Link successful behavior with rewards and create processes supporting implementation
- Select right participants, who's work can really benefit from it

## Strategy № 2. Make it “a really good learning event”

- Hire / attract professionals, able and willing to help people change their behavior for success
- Select right methods (in class, e-learning, blended learning etc.), create effective scenario
- Use, find or...invent models of success, suitable for particular situations in Your organization

## Issue: Top managers often...

- do not see value of training
- see training as panacea
- ask for effects that training can not provide
- do not see actual development areas

## Solution: HR acts as internal consultant and facilitator, helping business owners to analyze and define problems, requiring different HR solutions

- Training – to form skills and knowledge, based on right models, resulting in effective work behaviors
- Reward and recognition, discipline or re-shaping of responsibilities – to solve issues of motivation
- Business process change, communication or team building – to handle cross functional boundaries
- ...

## Motivation to implement: Link success in learning with rewards (1)

- /// **Issue:** Corporate English language training program. People are often reluctant and “too busy for this long – term investment”
- /// **Solution:** Tie opportunity to participate highly appreciated international technical training program (Norway, Germany) linked with English language program tests
- /// **Result:** Participants advanced to the next language level. Absenteeism significantly reduced



## Motivation to implement: Link success in learning with rewards (2)

/// **Issue:** Make continuous learning part of company business culture

/// **Solution:**

- Qualification grades. Grade and salary of employ are in direct link with his / her qualification (not with the position)
- Working with each type of complex machinery require certification in Elopak Academy

/// **Result:** People are eager to learn things, important for the business

# Motivation to implement: Make them practice what they learn in real life

- /// **Issue:** Key account management program. How to enable participants to use account management principles and approach with their real customers?
- /// **Solution:** Short workshops between training modules. Participants make account management plans for their real customers (together with trainers), get formal approval and resourcing afterwards
- /// **Result:** All training participants apply key account management methodology, process and principles in their real work