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WICKED
WORKPLACES

SEVEN STEPS TO EFFECTIVE TRAINING

Online course for new trainers

Avoid all the usual training pitfalls!

Fast-track your
success with these
practical tips.



www.mandyjohnson.co

This course will take about 10 minutes.

That's right 10 minutes.

What you're about to look at is seven steps to make you a more effective trainer.

This course is designed for new trainers and consists of seven practical steps: what makes a training session great beyond its actual content, and how you can deliver it seamlessly to avoid the usual pitfalls.

So lets get started.....

STEP 1: AN INSPIRING INTRODUCTION



Before you begin training you need to inspire people with the details of your business journey. Take your time, spell out your achievements in a humorous way and make this introduction as entertaining as possible.

What are some human angles from your past that would help make your introduction interesting and inspiring?

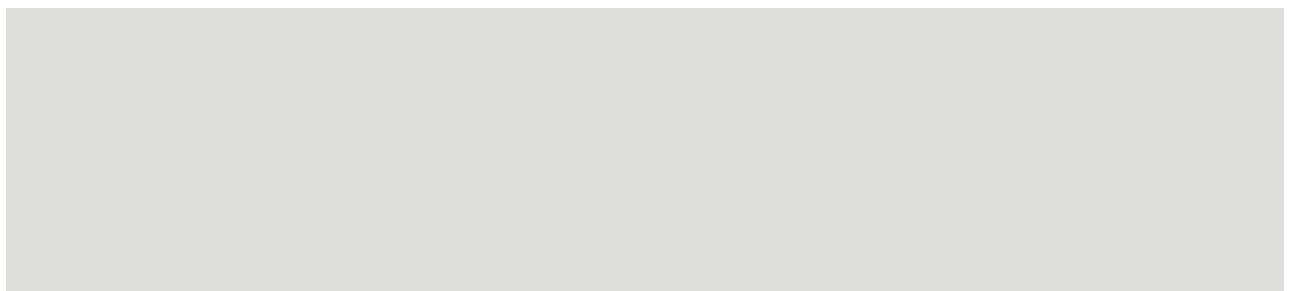
STEP 2: SHOWING, NOT TELLING



The best training changes people's beliefs about a topic and the most effective way to do this is to demonstrate the outcome with a story, corporate example or humorous anecdote.

For example, when I had to teach managers to look after their people I told them this true story: *'Our organisation researched what were the key factors in the success of their most profitable two hundred stores around the world. Was it their location or the rents they paid? They discovered that neither of these factors mattered. It was actually something very surprising – the only thing they all had in common was that they all had business teams that had stayed together for longer than 12 months. This was the real secret to their success.'*

Where could you find stories and corporate examples to support your training content?





STEP 3: LESS CONTENT, MORE PROCESS

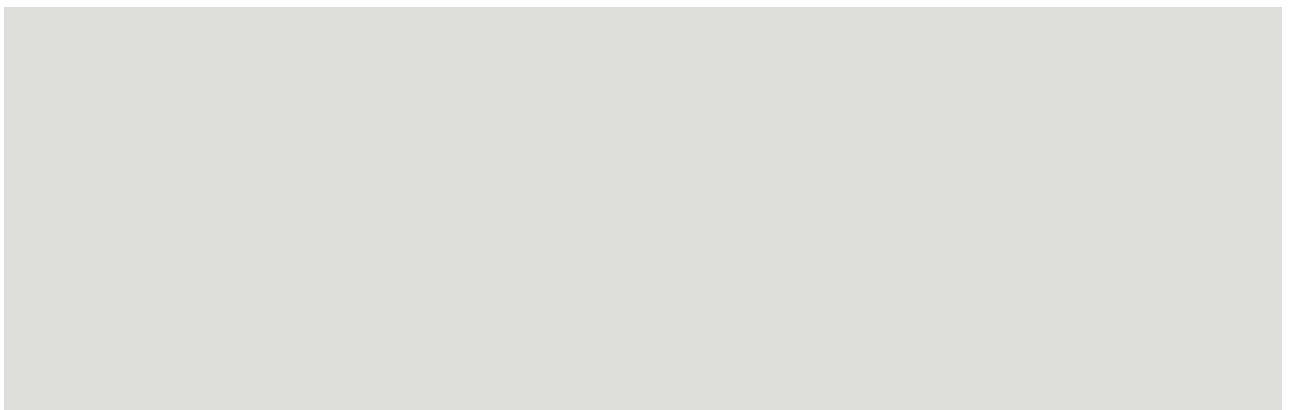
When Steve Jobs took over Apple it was failing. He reduced the company's product development line from 350 to 10 and achieved extraordinary success. As he said, *'Success means saying no to the hundred other ideas that there are. I am as proud of the things we haven't done as the things we have done.'*

The most common mistake is to overload training with too much content which leads to minimal transferal of skills. Less is more. The best training is 60% content and 40% process.

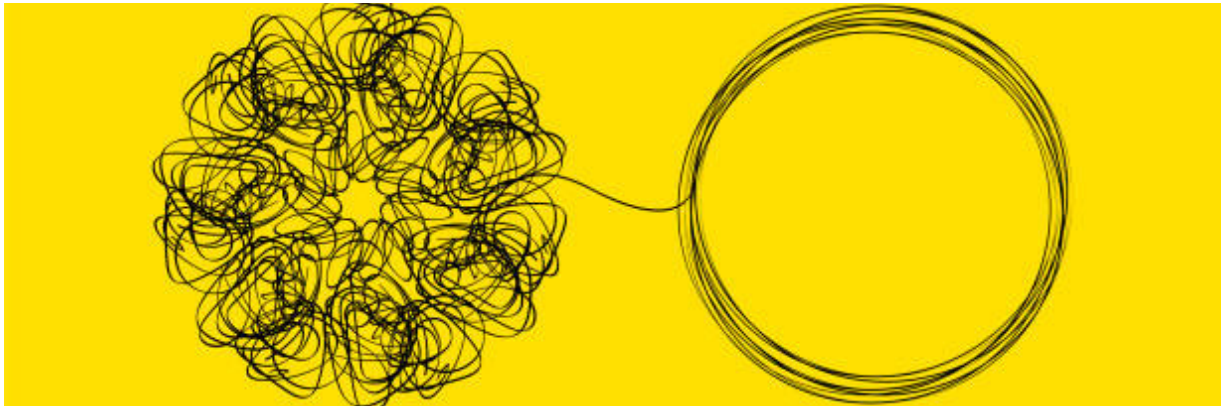
Here are some examples of processes that engage people when training:

- Icebreakers
 - Fun videos or quizzes
 - Activities that demonstrate a skill
 - Music
 - Prizes
 - Role play
- (www.businessballs.com)

What could you do in your training sessions to increase the process part of training?

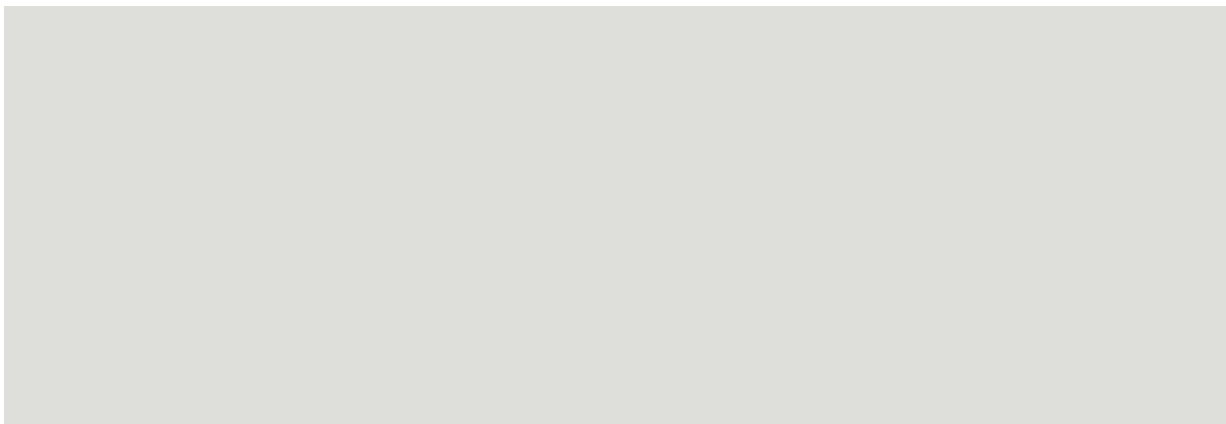


STEP 4: AN ORGANISED STRUCTURE ENDING WITH AN ACTION PLAN



Grouping content around a central structure increases its retention. For instance, new leader's training might start with reflection, how do you currently rate, then five steps to effective leadership and then finish with an action plan. When participants go back to work, they can more easily apply the skills, using the structure as a guide for implementation. The action plan is also important because all skills training needs to have an outcome at the end, with real dates for implementation.

What could you do with your existing courses to improve their structure?



STEP 5: USE COACHING TECHNIQUES, DON'T COUNSEL

Training sessions often get bogged down with people outlining all their past grievances. Coaching techniques are important because they focus people on the future (as opposed to counselling them around the past).

e.g. "That sounds extremely frustrating. What could you and your team do to ensure it does not happen again?"



THE DOS AND DON'TS OF COACHING:

DON'T:

- Give people the answers - ask questions to help guide them to find the right solutions to their own problems.
- Use 'why' questions. These can be condescending, are judgmental, encourage excuses and reinforce the wrong behaviours.

DO:

- Use open-ended questions as they encourage discussion.
- Use 'what' questions as they encourage reflection. e.g. "What could you do differently this month to improve on last month?"
- Use hypothetical questions as there is no risk for the answerer and they encourage learning. "Let's pretend that you win an award for sales this year. What would you have to do to get there?"

How could you improve your coaching techniques?

Coaching also enables you to handle conflict in training sessions more effectively. Two techniques that are especially useful for dealing with problematic attendees are:

Car-parking: This is effective if someone is long-winded or has a grievance that they continually refer to so that the training session begins to bog down.

'John, I understand you feel strongly about this, however we only have 2 hours today for everyone to learn some new sales skills. Let us discuss this after the session so that we can complete what we are here to do today.'

Power Play: There is an old saying 'need is power.' Often there is one person in a session who sits back, does not engage and can be quite aloof. It is human nature to try and engage these people by referring to them more regularly, asking them more questions and trying to get them on-side with more elaborate explanations.

The irony is that the more we try to engage these people, the less engaged they become. It is counterproductive. By carrying on as normal, you will find this person will then begin to engage more in the session.

STEP 6: PROVIDE PRACTICAL SKILLS REINFORCEMENT

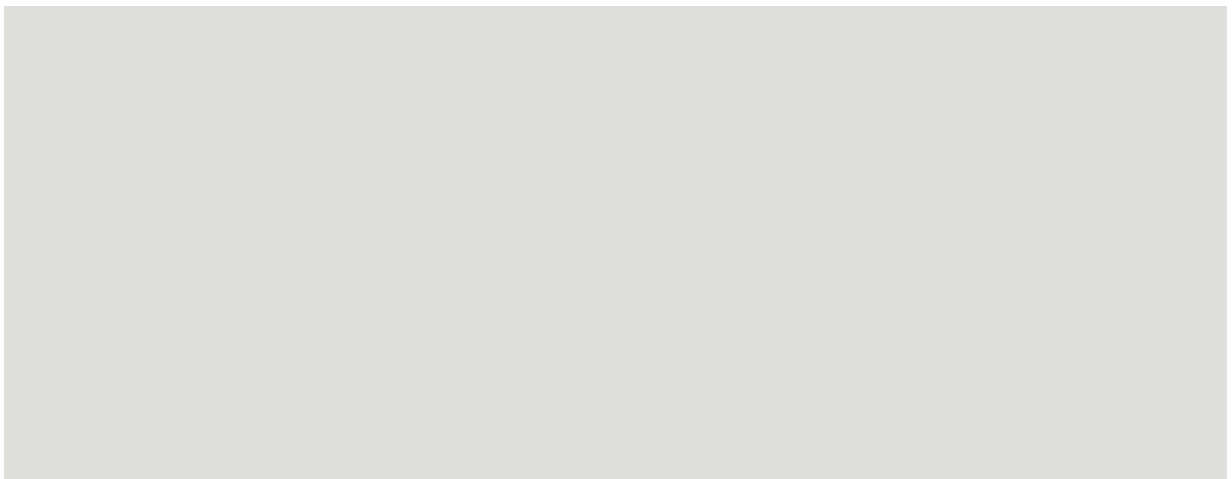


One training session does not lead to an instant transferral of skills. Workshops need to be followed up to be successful.

This includes such practices as:

- A follow-up email/session to check on achievement of the plan
- Manager's coaching notes so team leaders can encourage and practice skills with participants when they return to their store.
- Tools, checklists and templates that participants can use to track their progress in real life.

What can you offer to reinforce your existing training sessions?



STEP 7: MEASURE, MEASURE MEASURE & CONTINUOUSLY IMPROVE

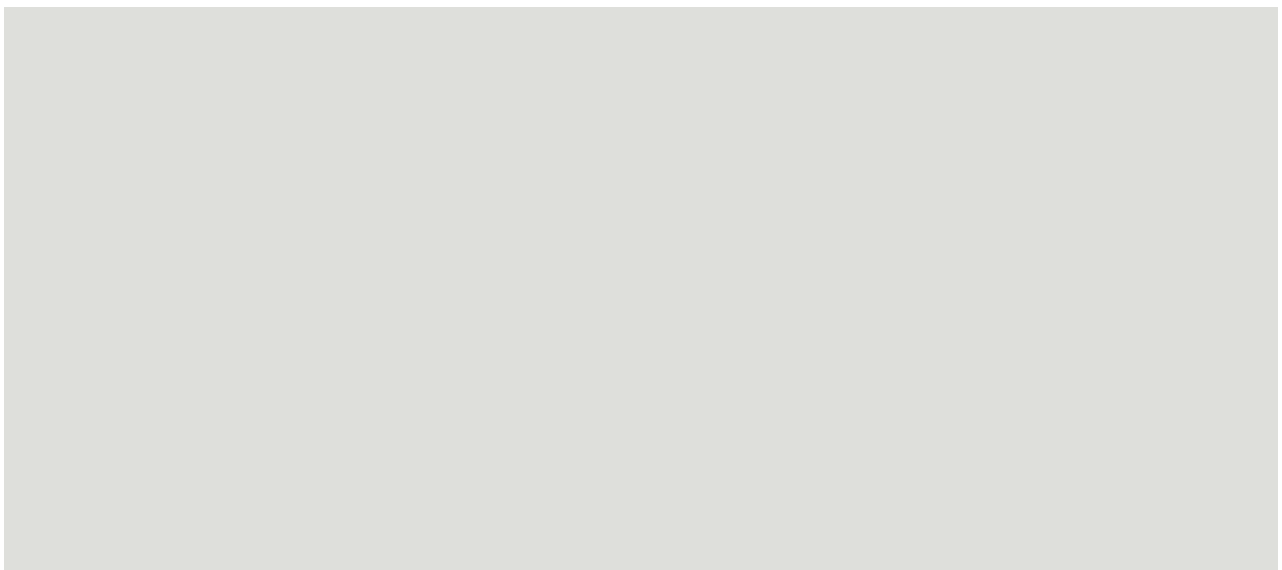


What gets measured gets managed so without real measurement there is no objective improvement.

Here are a few ideas:

- A session evaluation score.
- An increase in performance.
- Improved staff satisfaction ratings.
- Increased training sign-on in future sessions.

How can you effectively measure your training sessions?



And finally.....

Relax and enjoy yourself!



When I first started training I was very earnest and agonised over every evaluation comment. I eventually learnt that success was just the measure of improvement.

No matter where you start, if you just persevere, working on one improvement each month, before you know it, you'll be a great trainer.

I wish you all the best in your evolution!

Bonus after section

If you liked this course and want to learn more about the people innovations that build better businesses (so you can spend more time and energy on the things you love like developing your skills and profit or just going out for a long lunch) then have a look here at some of the other things I do :



Subscribe to my free monthly Wicked Workplaces newsletter for all the latest on innovations in the people area - [sign up here](#) and receive my free e-chapter download - The 3 secret weapons to great recruitment.



Feeling like 'there are no good people out there' or just struggling to make significant change (and no, mass redundancies don't count). Join one of my PCAP Tribe meet-ups, to get new ideas and stay focused on action. Every 6-8 weeks for 2 hours. [Download the information flier here](#)



Busting your butt in HR and not getting the results? Join one of my signature People and Culture Accelerator Programs to kick traditional HR into touch and build a better business. [See more info here.](#) (I also run a shorter version of this in-house for industry bodies such as Dairy Australia and Gymnastics Clubs Australia.)



Looking to challenge traditional ideas in your organisation or industry? I speak at conferences and run entertaining in-house masterclasses on how the world of work is morphing and what leaders have to do to keep up with this change. [See here for more info](#)



Wanting to enhance your 'people' expertise but don't have the time or energy for a lengthy uni degree? Read or listen to one of my books - *Winning The War For Talent* and *Family, Village, Tribe* - [go to my books page](#)

Or see over, for more about me.....



WICKED WORKPLACES



Hey, have we
met?

I'm Mandy
Johnson

Author, speaker,
educator and founder
of Wicked
Workplaces

I've been challenging conventional thinking around people practices for over 2 decades. (And if you're calculating my age, yes: I started when I still had my baby teeth).

I'm a best-selling author of 2 books - *Winning The War For Talent* & *Family VillageTribe* plus I've spoken about my 'people' innovations at 150+ events including the Asia/Pacific Talent Conference and been interviewed on & in Sky Business News, Channel 7 News, ABC John Faine program & Conversation Hour, Australian Financial Review, Qantas In-Flight Radio, The Age, Courier Mail, BOSS Magazine, and many more. My *Future of Work* essay is now included as an intro to Australasian university textbooks.

I'm currently working on turning all the innovations I've developed into bite-sized business tools like this, so there will be a lot more coming - watch this space. In the meantime you can find me here at www.mandyjohnson.co or at www.pcaps.com.au or connect with me on

