

THE EXTRA POINT

BY JERRY ROBERTS



908 Questions I Get Asked About Training – Part 1

Here are two questions I've recently been asked. One, are there categories of workers who don't require much, if any training? Two, if I don't have a lot of money for training but want to get the best bang for my buck, what do you suggest? I'll answer both, next, on The Extra Point.

It's unlikely you'll ever get a legit trainer to ever say that training isn't absolutely necessary. However, I've been involved in businesses that had nothing to do with training people, so I understand how training is viewed and valued, and how dollars are allocated to get the best results for the investment.

Because I've seen the issue of personal development from both sides, I'm able to help companies make good decisions in how to spend on training, and to position themselves for the best possible outcomes.

Now to the questions I posed a few moments ago. One, are there categories of workers who don't require much, if any training?

What I'd want to know is if this group of workers faces off with the public, your customers. Let's say they don't. Do these people regularly work closely with folks in other departments, where a certain degree of people skills are required. Again, let's say that's not the case.

If these workers don't have anything to do with other people, you can probably save money on training this group, other than in how to do their actual job. If they do connect with other human beings in the course of their work, it would be helpful to give them a boost in those people skills every once in a while.

I've been asked if all frontline supervisors need to be trained, or how about middle managers, or how about senior leaders, all the way to the top? The answer is the same. Does this individual impact other people, and their performance?

The CEO leads and grows other senior leaders. The senior leaders do the same for the middle managers, who do the same for the frontline supervisors, who strengthen the frontline workers who interact with your customers.

In that mix, who is unimportant? Whose performance isn't linked to the wellbeing and profitability of the organization?

The second question had to do with a limited budget and the inability to train everybody, so how do we get the best value for what we can spend? There's a little bit of work involved, but you can figure it out. Here are questions to ask yourself, and they are strictly needs-based.

1. Is there one specific development need or pain point that we must fix right now, because it's costing us trouble or money, or soon will? If so, invest your training dollars there.
2. If the answer to question one is no, are we in growth mode and we need to get people trained to handle a new direction we're going in? If yes, invest your training dollars there.
3. Should the first two questions not apply to your situation, think about a specific need to boost the skills of your managers. In example, are they doing a good job in coaching workers, and are you seeing results from that? If not, limit your investment to training on how to effectively coach a team.
4. If you want to motivate the whole team, look for training that engages everyone, and gets them involved in thinking of ways to improve the organization.

(Con't.)

You can still generate results with a small training budget. To do it, you have to dig in a little, ask yourself some questions, narrow your options, and choose the one program that will accomplish one particular goal.

Next time, repeat the process and pursue another objective. It'll work for you.

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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