

THE EXTRA POINT

BY JERRY ROBERTS



920 Questions I Get Asked About Training — Part 2

Someone asked, "I don't have a lot of time to train up my team leaders, but I have to generate some progress with them, so they take over more of the load and I can focus on other pressing issues. What do I do?" I'm Jerry Roberts, and that's next, on The Extra Point.

The business owner had a problem. He was trying to expand, and needed a group of supervisors and team leads to step up and shoulder more of the load. That would free him to work more ON the business than IN the business.

We've talked about this before. Working IN the business refers to dealing with day-to-day tasks, more of the routine issues. Working ON the business deals with company growth. Ideally, the owner should be totally in the growth area, not the general operations.

Okay fine, but sometimes in business, you have to crawl before you can run. You don't have all the time you need to devote to the training, but people have to be trained. How do you handle it? In this particular case, the training had nothing to do with the areas of development that I specialize in, so offering more of my services wasn't the answer. Here's what I advised:

1. You may well not have enough time to devote to each individual, so you'll have to decide which supervisors and team leaders really want to grow. Who is hungry to get ahead? That's the first step — who wants it more?

A strong desire for personal growth and advancement is absolutely necessary. Choose the best candidates, based on that desire.

2. Who is coachable? If the worker won't make an honest effort to develop the skills you'll expose them to, then you're wasting your time. So, step two is to look at your list of people with that desire, and figure out who will

accept the instruction and do something with it. This is how you start.

This sounds pretty simple on the surface, but it's not necessarily so. That said, the better you know your workers, the easier it should be to make these determinations.

3. So, you start by training those who want it more, and who are most coachable. If you've selected the right people, you should have the best possible chance to achieve quick success with the training.

That will produce some momentum for you, and it will also do something else which could make a difference.

Those who saw the training go to someone else and not them, will also know that they've fallen behind in terms of potential advancement. The next time the training is offered, maybe others will step up and ask for it.

Can you guess who will conduct the training the next time around? Right, the people who took it the first time.

You want managers to learn how to teach others. It's a great way for them to grow as leaders in their own right. The other reason is because the whole idea is for you to delegate such work to others.

That way, you can work ON your business, and not IN your business.

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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