THE

"I DON'T HAVE TIME TO PLAN A TRAINING"

GUIDE TO PLANNING A TRAINING

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LinkedIn Workforce Learning Report, 2019

HOW THIS GUIDE FITS IN YOUR CHANGE CYCLE

WHAT'S IN THIS GUIDE?

3 CRUCIAL QUESTIONS + 3 SIMPLE TOOLS

WHY does your team need your training?

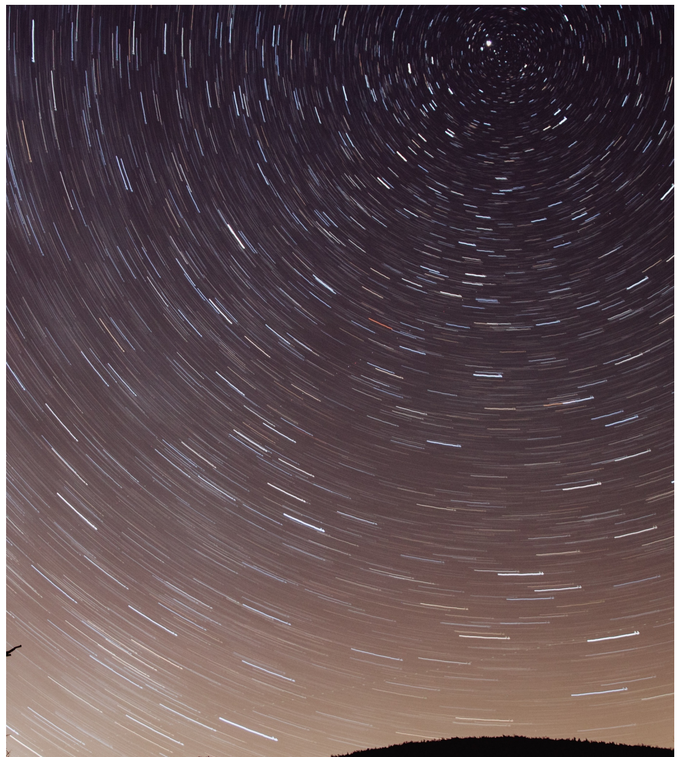
WHO are the stakeholders in this training?

WHAT are your learning objectives?

Don't build your training by opening and editing your deck from last year!
Asking these three questions will save you and your team time. It will also set you up for success.

1st question:

WHY DOES YOUR TEAM NEED YOUR TRAINING?



FIND THE GAP TO FIND YOUR WHY

CURRENT STATE

What objective facts tell you that change is necessary?

1. Customer complaints are up 19% from last year
2. Only 65% of callers report feeling heard by our staff
3. More than half of staff who quit cite lack of "formal" customer service training

FUTURE STATE

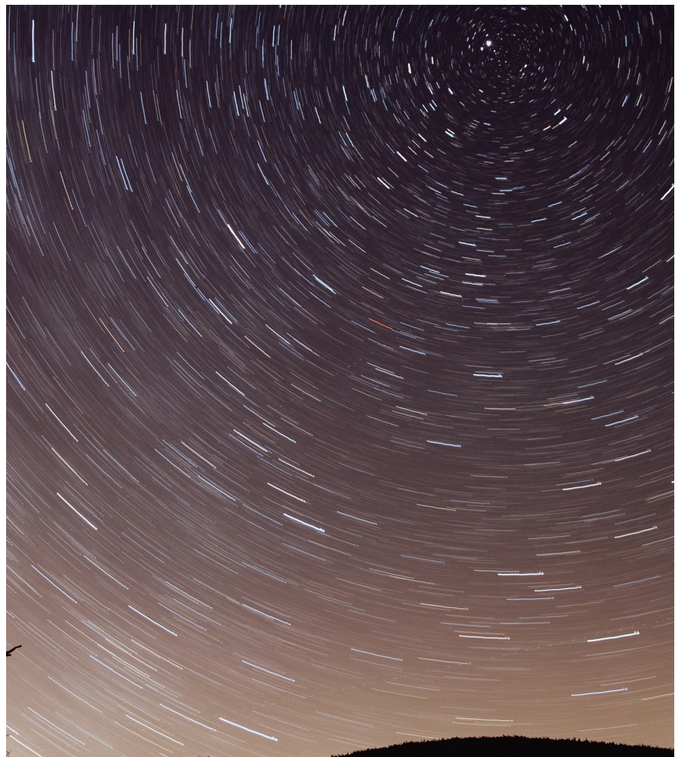
What data would indicate that the change had been made?

1. Customer complaints drop by 25%
2. 90% of customer feedback will indicate that they felt heard by staff
3. 90% of staff surveys rate customer service training as "good" or "excellent"

1st question:

WHY DOES YOUR TEAM NEED YOUR TRAINING?

FIND THE GAP TO FIND YOUR WHY



CURRENT STATE

What objective facts tell you that change is necessary?

FUTURE STATE

What data would indicate that the change had been made?

SIDEBAR:

LET’S BE REAL

You’ll need to supplement training with some systems thinking if the root cause of your gap is one of these:

- Wrong product
- Wrong tools/process
- Wrong permissions

2nd question:

WHO ARE THE STAKEHOLDERS IN THIS TRAINING?

GROUP	LEADER	SCHEDULE	SHARE YOUR WHYS
Which teams, departments or partners need to know about this training?	Who from this group has the time, drive and know-how to chime in on this training?	When in the next week will you meet 1-on-1 with this leader?	Share your WHY list, then sit back and listen to their perspective. Do they also see a gap? What do they see differently? **What have they taught you about WHY this training is necessary?**
Customer service	Michelle	Tomorrow	Michelle's team is still waiting for the script on handling shipping policies, which make up 80% of complaints.
Sales	Anlisha	EOD Friday	All 3 sales managers are coaching their sales team with different customer service techniques.
Leadership	Carmelo	7:30 Monday	Leadership recently discussed the customer service data and would be interested in supporting a training.

2nd question:

WHO ARE THE STAKEHOLDERS IN THIS TRAINING?

GROUP

Which teams, departments or partners need to know about this training?

LEADER

Who from this group has the time, drive and know-how to chime in on this training?

SCHEDULE

When in the next week will you meet 1-on-1 with this leader?

SHARE YOUR WHYS

Share your WHY list, then sit back and listen to their perspective. Do they also see a gap? What do they see differently? **What have they taught you about WHY this training is necessary?**

SIDEBAR:

WRITE YOUR OBJECTIVES SO THE LEARNING WILL STICK

INEFFECTIVE OBJECTIVES

State what the **instructor** will **explain** during the **training**.

I will explain that to reach our goal (90% of customers feel heard), it's important to restate each customer's concern.

EFFECTIVE OBJECTIVES

State what the **learner** will be able to **do** back at **work**.

Learner will be able to restate the concerns of neutral, irritated and irate customers so that 90% of customers confirm in real time that they are understood.

If you explain a skill, there's no guarantee your learners will use it.

If you ensure that your learners leave the room having practiced a skill on their real work, the odds are much better that the learning will stick.

3rd question:

WHAT ARE YOUR LEARNING OBJECTIVES?

By the end of training:

Learner will be able to restate the concerns of neutral, irritated and irate customers so that 90% of customers confirm in real time that they are understood.

Learner will be able to explain their product recommendation to the customer using at least three details from the customer's request.

Learner will be able to write or deliver a formal suggestion for updating customer service training.

Do your learning objectives describe the behavior outlined in your WHY?

3rd question:

WHAT ARE YOUR LEARNING OBJECTIVES?

By the end of training:

Learner will be able to

Learner will be able to

Learner will be able to

Do your learning objectives describe the behavior outlined in your WHY?

YOU’RE NOT JUST “FIXING A PROBLEM”

YOU’RE STRENGTHENING YOUR TEAM

ANOTHER QUESTION:

HOW DO WE SCALE THIS?

Learning projects can be complex, but **there are natural patterns** to how teams learn from and with one another.

My passion is leveraging those patterns to help teams become learning organizations.

If you ever want to talk shop, just reach out!

Alex Kerr
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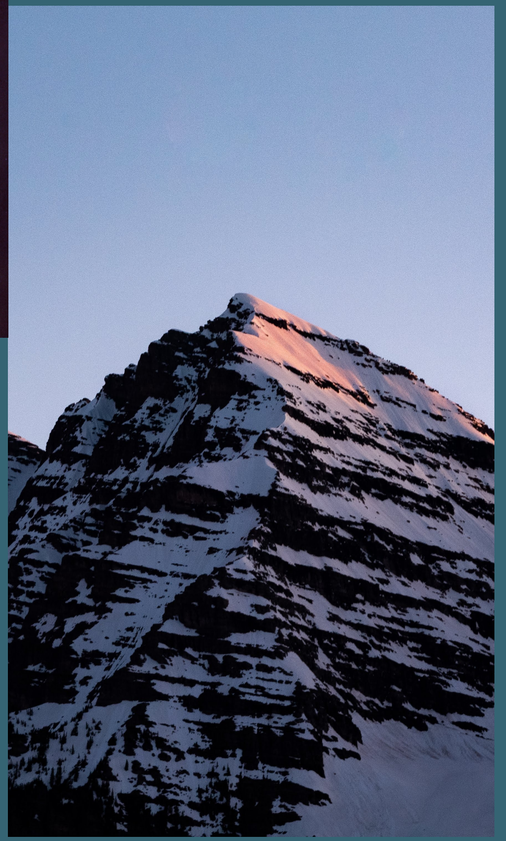
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