

## MaxKnowledge Performance Blog

### Getting Results from Training - Things to Do Before Training

by Amir Moghadam, Ph.D. - July 15, 2009

Employees must perceive training as valuable and be open to new ways of performing tasks. Below is a suggested list of things to do before training starts to maximize transfer of training to the workplace.

1. Brief trainees on the importance of the training and how it applies to their jobs. Tell employees how the training course is relevant, why it is likely to improve their knowledge and job skills, and how it is expected to produce a payoff for the employee and the organization. Tell the trainee in advance that you look forward to discussing in detail what he/she learned and how it will apply to his/her job. Employees are much more likely to be attentive, open to learning, and willing to apply what is learned when you champion their training course.
2. If possible, arrange for future trainees to meet with someone who already has effectively used the training. Prior trainees can provide helpful information on how to take advantage of the training and adapt the training to meet workplace needs.
3. If necessary, transfer work assignments to others. Some employees are reluctant to attend traditional training workshops because they expect to face a mountain of work when they return to their jobs. Instead of being open to learning, they are depressed at the prospect of work piling up in their absence. If you cannot transfer work assignments, consider providing online training programs for your employees, allowing them to complete the training at their own pace and schedule.
4. Arrange workloads so that participation in training will not be interrupted. Establish a policy that there will be no interruptions during training. In onsite training programs, interruptions distract the entire group. If messages are delivered to a trainee, the trainee may feel compelled to answer the message promptly, whether or not a prompt response is warranted. If you allow interruptions, training may be sacrificed whenever "something important" comes up; your employees will not be able to take full advantage of the training. In online training programs, interruptions can have the same effect. The concept of "anytime, anywhere" learning only works effectively if you allow your trainees to allocate adequate time for learning. Encourage your trainees to schedule short learning sessions throughout the week and consider providing them with "Learning in Progress" signs that they could display on their desk or hang on their office doors when they are engaged in online learning. Also, tell them they don't need to respond to emails and calls during their learning time.
5. Provide appropriate incentives for timely completion of training.

Dr. Amir Moghadam is Founder and CEO of MaxKnowledge. Moghadam has over 20 years of experience in career education, serving in many capacities including Professor, Director of Education, Academic Dean, Director of Student Affairs, Campus Director, College President/Owner, and International Training Consultant. He earned his Ph.D. in Engineering from the University of Cambridge, and his accomplishments have been recognized in Who's Who in American Education and Who's Who in the World.