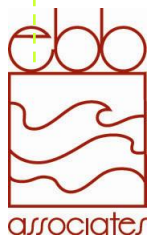
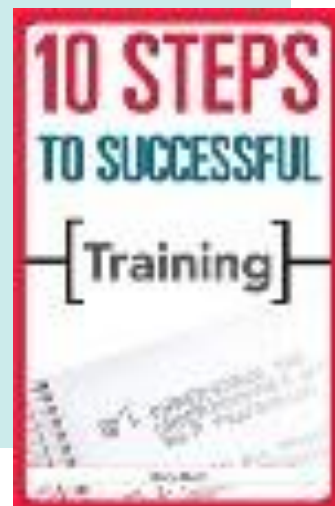


Successful Training, One Step at a Time

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Author Chat Description

Elaine Biech, author of the just published ASTD Press book, *10 Steps to Successful Training*, offers a unique and fun pathway to success as a trainer. Elaine shares the creative methodology she used to create this book along with solid tips useful for any trainer, no matter their experience level. Elaine will also offer practical trainer tools and creative approaches based on her three decades of experience that will help you design and deliver training that keeps both the learner and the organization's bottom line in mind.

If you dissect the above session description, objectives could potentially include:

- Offers a unique and fun pathway to success as a trainer.
- Shares the creative methodology she used to create this book.
- Shares solid tips useful for any trainer, no matter their experience level.
- Offers practical trainer tools and creative approaches based on her three decades of experience.
- Offers tools to help you design and deliver training.
- Offers tools that keep the learner in mind.
- Offers tools that keep the organization's bottom line in mind.

Tip: This handout can be downloaded at www.ebbweb.com at the ICE Spot.

About the Book

10 Steps to Successful Training is a bit unorthodox.

- It does not follow a representative ISD process.
- It does not fill in every detail that is critical to ensure training succeeds.
- It does not try to outline all the dos and don'ts of good training.
- It doesn't even touch on all the typical topics such as the pros and cons of various visual aids, how to deal with difficult participants, or how to write objectives.

Good grief!

10 Steps to Successful Training also doesn't follow a classic training table of contents. For example, Step Three addresses both the design and delivery at the same time. And there is an entire step dedicated to you, the trainer. So you see this isn't your typical, here's-the-training-cycle book.

What I have done instead is to pull out the 10 key actions trainers need to take to be successful. Yes, there are many other aspects that are required to have a complete training design and implementation. You can find those in many other books.

Why 10 steps? Why these 10 steps?

1. **Understand the Underpinnings of the WLP Profession.** Every trainer needs to understand the valuable research that has gone before to provide a rationale for why we do what we do. This means we are less likely to skip important elements of training that make a big difference in how our participants learn best.
2. **Align All Training to Organizational Requirements.** This step addresses the very reason we are all in business—to make a difference. It's the bottom line. This step is important for success because your organization expects a return on its investment in training.
3. **Incorporate Adult Learning Theory into Design and Delivery.** Many trainers can list the assumptions of adult learning theory, but do not always follow their own advice to implement the assumptions. This step is critical to successful training because it is the foundation from which all training should be built. Without it, training will be a wasted effort.
4. **Heed Preparation and Practice as Critical.** In our busy, fast-paced world it is almost impossible to find adequate time to prepare. Yet prepare we must. Preparation is one of the few elements of training over which all trainers have complete control. Inadequate preparation can render a training session close to useless. The waste of time and money and a reduction in participants' confidence and reliance in training make this the reason this step was chosen as one of the steps to success.

5. **Create a Safe and Engaging Learning Environment.** This step is important for success because it helps trainers understand what might prevent a participant from getting involved. Related to Step One, it is a prime example of turning research into a practical application. Understanding how to establish conditions to ensure successful training is key. Remember, it's all about the participant.
6. **Conduct Sessions Using Facilitation Skills.** The training profession, like the rest of the world is trying to do more in less time. In our profession that translates into removing the active learning. Conducting a training session in one hour instead of three is not always the right answer to saving money. In fact in some cases, if the hands-on, interactive learning aspect has been removed due to time constraints, it is likely that participants have not gained what they needed. Using facilitation skills is important to the success of training to get the job done.
7. **Deliver a Smooth Presentation.** The trainers' presentation can make or break a training. Fair or not, poor presentation techniques get in the way of learning. As an example, think back to your worst college professor and what made it so. How much did you learn in that class? If your participants aren't learning, your training is failing. Smooth presentations are a prerequisite for successful training.
8. **Enhance Content with Lively Openings, Functional Transitions, and Powerful Closings.** This step is important for successful training because it ensures that learners' needs are met from beginning to end, without hindering the flow and results of training.
9. **Apply Trainer Tips, Tricks, and Techniques to Enhance Learning.** This step is a potpourri of ideas to save time, increase enthusiasm, and result in learning. The ideas are important to engage the participants, but they are equally important to keep trainers excited about what they do. Success of training depends on both.
10. **Dedicate Yourself to Lifelong Professional Development.** This step is important because it keeps trainers involved and excited and knowledgeable about what they do. We know that training is all about the learner. *But*, it takes an excellent trainer to know how to guarantee that it *is* all about the learner. Successful training is dependent upon successful trainers.

I think you will agree that the 10 steps chosen are areas that are extremely influential in training's final results. Interestingly, in many cases, these same ten also need some shoring up. And even though *10 Steps to Successful Training* is not written in a traditional training sequence, you can see it addresses areas that many of us in the profession need to focus on due to their importance. You will not find all the answers in this book.

I do hope, however, that the 10 Steps will inspire you to step back and examine what you do in each of these areas and to identify how you can improve personally and professionally, putting your focus where it counts.

Tip: A couple of books will be given away at the end of this session.

Incorporating Adult Learning Principles in Your Design and Delivery

Adult Learning Principle	What I do Now	How I will Change
Need to Know		
Learner's Self-Concept		
Learner's Experience		
Readiness to Learn		
Orientation to Learn		
Motivation		

Tip: Print two copies of this tool; use one for design and the second one for delivery.

Keep the Learner in Mind

There are many things you can do to ensure that you keep the learner in mind. Here's a list of some of the actions you can take that make a good facilitator. At the end of your next training session, examine these and determine whether you did each to the best of your ability or whether there is room for improvement. Add a couple of your favorites at the end.

- Take time to welcome participants as they arrive.
- Create an environment where participants feel comfortable to take risks.
- Establish expectations at the beginning of the session.
- Elicit specific goals from individuals as well as the more general purposes of the group.
- Design a program that allows flexibility to meet participants' needs.
- Design experiential activities that encourage discovery.
- Encourage questions and answer them to your best ability.
- Use "I don't know" when you don't and offer to find the answer.
- Be aware of your body language.
- Use excellent communication methods.
- Remain neutral among participants.
- Maintain focus.
- Use diplomacy to address differences of opinion.
- Correct thoughtfully, tactfully, and gently when a participant is incorrect.
- Be considerate and respectful toward all participants.
- Maintain a high energy level from beginning to end.
- Reinforce freely.
- Act as a resource as well as a provider of resources.
- Recognize that you are learning along with participants.
- Share yourself, your feelings, and thoughts, in a way that participants can accept or not.
- Model compassion for others.
- Be positive.
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Tip: Ask someone to observe you for a couple of hours giving you feedback on this checklist.

Questions to Ask Regarding Business Results

Prior to the Training/Learning Event

- What organizational requirement will be addressed with the requested training?
- What organization or industry issues are driving the training request?
- Is training the solution? The only solution?
- How will participants' performance improve as a result of the training?
- Who are the suppliers and customers that will be affected by the training?
- What can the organization expect as a return on its investment?
- What is the value of the results?
- How will we measure the value?

During the Training Event

- Did the pre-work and conversations ensure that the participants are prepared as well as they need to be?
- Do participants know why they are attending the training session?
- How well are participants able to connect what they do to appropriate business goals?
- Do participants know how they contribute to achieving the results?
- Are participants confused by mixed messages?

After the Training Event

- Are managers and supervisors involved in the follow up as planned?
- Do participants know where they can receive support?
- Was coaching available as necessary?
- Are participants held accountable?
- Are managers and supervisors held accountable?
- How accurate was our measure of value?

Tip: Attend one of Cal Wick's presentations here at ASTD ICE for additional ideas that ensure that training has a positive affect on the bottom line.