



Information Guide:

Top tips to ensure successful, long-lasting impact from training

The immense power of excellent training and skill development lies in its ability to drive true transformational change, long-term cultural improvements and, ultimately, a more successful business. We know that effective training results in significant business metric improvements, causing an embedded, positive and visible change in the way people operate and the organisational culture as a direct result of the training delivered. How do you ensure maximum value and engagement with your investment in training?

Getting the most out of any training programme and ensuring that new skills become a way of life for your people requires focus and dedicated embedding activity. Below we have provided some key points to consider so that you can be certain you are delivering strategic, wrap-around planning and support throughout the entire training process to achieve long-term behavioural change.

Firstly, it is of course important to ensure you have the best training content. Assuming that this is in place here are some considerations to help to make the most of implementing this excellent content to achieve your specific goals.

Take the time upfront to develop a **compelling rationale** for the training programme, whether it covers technical, mandatory, or people skills. When you believe your organisation has a training need or opportunity that requires skill improvement, think deeply and have internal conversations about what will make it compelling and worthwhile so that people take it seriously and step in with enthusiasm.

You can maximise the value of your investment in significant training initiatives by:

- Developing a compelling rationale that engages all participants
- Having a clear focus on building and sustaining momentum
- Involving leaders, managers and key influencers as role models
- Measuring and tracking progress and engagement
- Using this data to manage any barriers to progress
- Recognising good adoption and use of the new skills
- Linking the outcomes of the training to achievement of organisational strategy and plans



When you've decided on the best training programme to achieve your goals, consider how you'll **build and maintain momentum**. It's critical to develop a communications strategy and consider how you'll keep the focus on that compelling rationale while also providing people with the motivation and stamina to practise and apply the training beyond the classroom. Depending on the size and importance of the programme, having a 3, 6, and 12-month plan in place where you're disseminating important messages underpinning the value of the training is highly effective.

It's essential to **involve leaders, managers, and key influencers** in the programme from the start, especially with large-scale training programmes. Running an engagement event upfront, where you can explain the rationale behind the 'what' and 'why' clearly, and most importantly, their role within the training programme and its delivery, is a good way to do this.

Any learning experience must be **an engaging learning experience** with a clear roadmap, rather than a one-off or standalone event. This entails paying close attention to what happens before and after a training programme. When we design a learning journey for people, we give them the opportunity to experience and learn the content and skills, participate in stimulating individual or team-based follow-up activities, and have easy access to good resources and materials to help them deepen their knowledge. There should be points along the way where they can self-assess and be evaluated on their ability to demonstrate and apply the new skills.

The ability to accurately **measure and track** the progress of and the results of any major training programme will provide an understanding of the full impact of your investment, including whether the training is improving business metrics. Any well-planned training programme should clearly show a line of sight between the training and the direct effect it has, proving that cause and effect without a doubt. If you want to accurately measure and track any significant training programme, there are several options, one of which is to implement a control group early in the programme to compare the performance of those trained and those yet to be trained.

"In 2021, for example, one of MGI's clients in Australia trained a significant portion of its frontline customer service team, while an equal portion were not trained. When they measured the net promoter score (NPS) in both populations during a difficult, pandemic environment, the trained group saw a 3-point increase in NPS, while the untrained control group saw a 4-point drop in NPS."



While measuring the impact of a training programme is always important, the first step in the measurement process is to assess the adoption and use of the training and skills. It is critical to ensure that people attend the training, that leaders actively listen to their feedback, and truly understand how the training is going before moving on to see if and how their newfound skills are being used in the workplace.

During the training, it is likely that there will be a need to **clear obstacles and barriers** at some point along the way. It's important to stay alert and listen to how the programme is progressing, using survey data to really encourage people to give an NPS on their experience and to freely give comments and feedback, all of which will provide a wealth of invaluable information and enable you to work out what needs to be promoted and any barriers to training that should be addressed. For large-scale training programmes, the team at MGI finds that regular focus groups at strategic points along the way are extremely valuable in fine-tuning an impactful learning experience.

It is a significant enabler to the success of the programme when all participants understand that the training is directly related to their future success and progress, and that their efforts to apply their newfound skills in the workplace will achieve **reward and recognition**. To maintain the integrity of any behavioural change programme, it is critical that the people who are using the skills and buying into the training are those who are progressing well within the organisation, rather than those who are yet to engage in training opportunities for positive change.

Finally, any significant training programme should be included and explicitly mentioned in your **company strategy** as an enabler to drive the successful achievement of company goals and values. Clearly linking a major training initiative to organisational strategy, policy and process keeps it alive and demonstrates its importance and potential impact throughout the organisation.

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