



Transformation Services

Recommendations for Management to Increase Impact on Results

The Challenge

Sales and Human Resources managers increasingly face tough questions from their Board of Directors regarding investments in training programs:

- **How** will this program affect our bottom line?
- **What** were the results from past programs?
- **Why** do we have good evaluation scores, but no actual change in the way people work?

Experience shows that companies invest significant time and money in training programs without really achieving anticipated benefits. This paper addresses the gap between expectations and results, and is intended to help management improve the return-on-investment.

Reasons Why Training Fails

The most common reasons why training fails to achieve expected results include:

- **Management** – not leading and coaching the change
- **Good workshop rating** – equated to belief that participants will implement on their own
- **No implementation plan** – following training to ensure execution
- **No consequences** – for non-compliance
- **Focus on controlling** – not coaching
- **Individual focus** – rather than team development
- **Quick fix** – no continuity in approach or application of concepts

Return-on-investment will suffer unless management is committed to addressing these issues proactively on an ongoing basis.

Recommendations for Success

Based on our experience with 1800+ clients, we have identified key management actions to implement a successful program:

Establish a baseline – analyse wins and losses to determine what your organisation does well, and where it specifically needs to improve

Select carefully – customised programs must address specific issues identified, and relate them directly to participants' daily business

Estimate ROI – as a basis for making the “go” decision to implement training

Secure buy-in – at management level to actively lead the change process

Set expectations – brief participants personally (not via e-mail) on program objectives, contents and preparation

Evaluate usage – at 30 and 90 days after training to determine how well concepts are being adopted and applied

Internalise change – through ongoing review and refreshment of concepts as required

Measure business results – regularly, using win-loss analysis to establish the correlation between training and improvements

Align – goals, internal tools and processes to support desired change

About Infoteam

Founded in 1990, Infoteam develops and implements programs to fill sales pipelines, win important opportunities, and develop key accounts into strategic partnerships. Our programs are delivered around the globe in 15 languages through a network of 40+ consultants. Most customers say that Infoteam's differentiator is how well the concepts are implemented into day-to-day practice.