

Is the Training They Asked For What They Really Needed?

Sandra Ihenacho – The Oracle
Africa's Leading Voice on Training Transfer Effectiveness

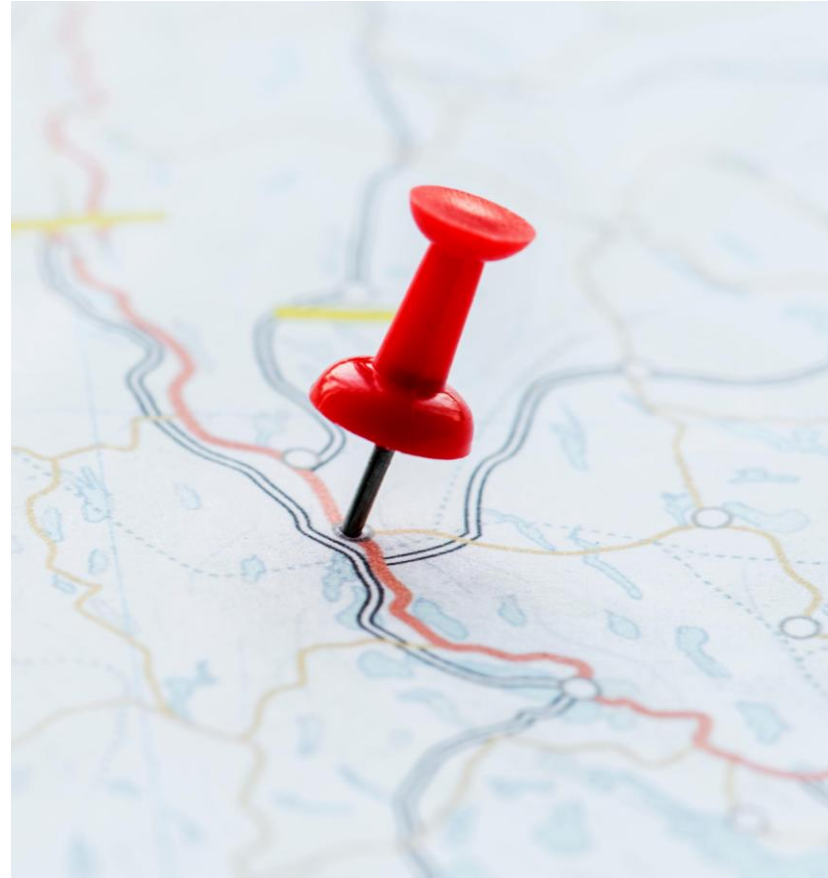


By the end of this session, you will be able to:

- Distinguish between a training request and a validated training need.
- Apply a simple 4-step diagnostic process to determine the right intervention before training
- Plan your next line of action after this webinar; what you will either Stop doing, Start doing, or/and Continue to do.

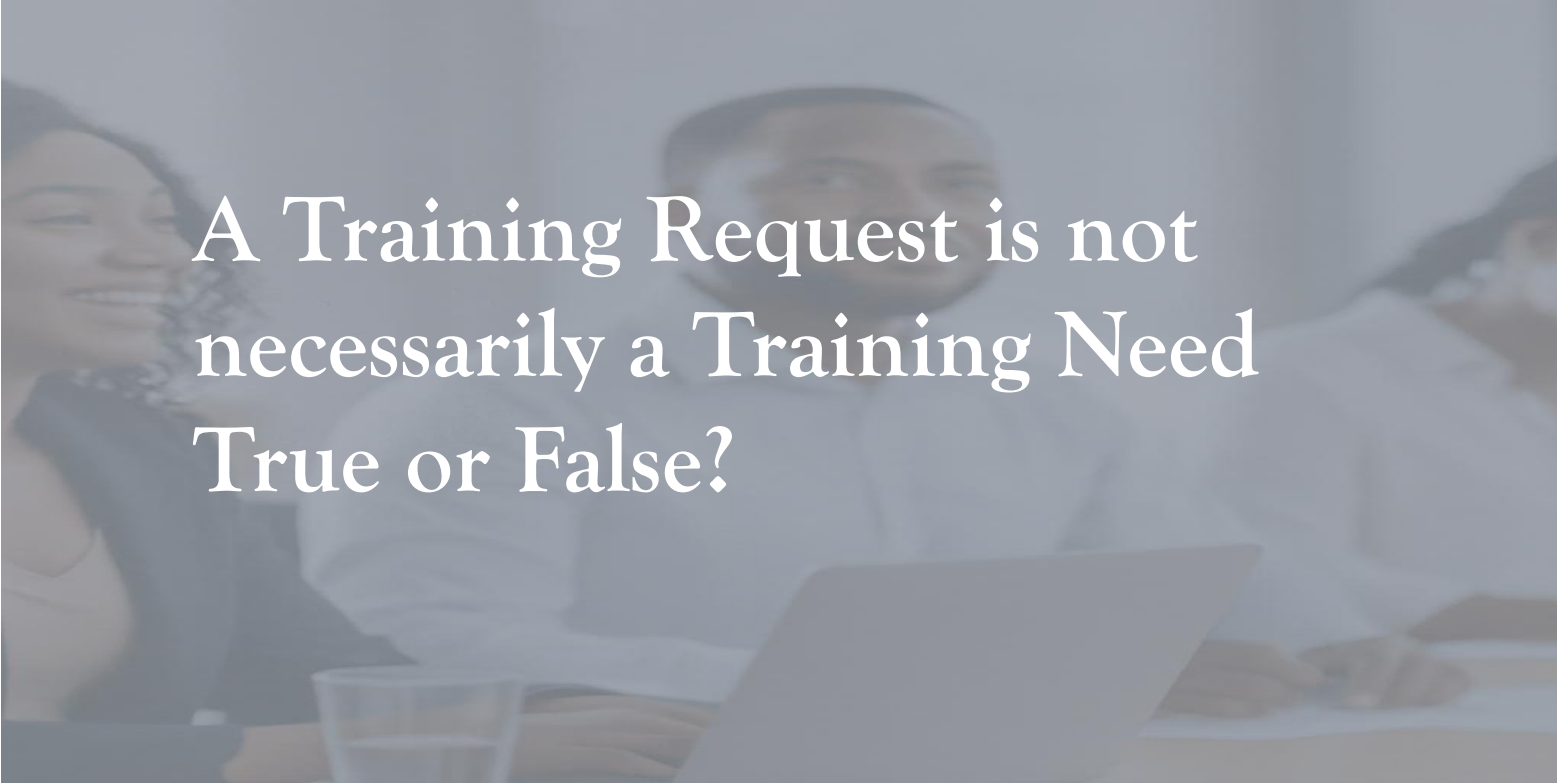
Road Map

- Q&A – Ask The Oracle
- Polls
- Your next line of Action



WHO IS IN THE ROOM?





A Training Request is not
necessarily a Training Need
True or False?



- **SmartServe Logistics:** We need a teamwork and collaboration training.

After the Training, the feedback gotten was:

- Average 4.8/5 rating
- Engaging
- Insightful
- Useful



- 12 Weeks Later.....
- Nothing has changed. What exactly did you train them on?




- So, what went wrong?
- The problem was not the training.
- The problem was that training was never the solution.

- The request sounded right. T/F
- The delivery was strong. T/F
- The feedback was great. T/F
- And yet... nothing changed.

- How many of you have experienced something like this?
- So, let us be honest
- This is not a rare case.
- This is happening every day.

- Most of the time, training does not fail because it was poorly delivered.
- It fails because it was solving the wrong problem.
- And if we don't fix that...
- We will keep delivering great sessions that produce zero impact.

- So, the first question is not; How do I design better training?
 - The first question is; Should this training exist at all?
 - Because **Training** is not the **Starting Point** it is the **Support**.
- 

- Before any training is designed; there is a conversation that should happen. A validation that must take place.
- And that is what I want to show you today.
- A simple but disciplined process.

Step 1: The Training Sponsor Conversation

- The first place to start is the person who requested the training.
- Do **NOT** ask *what training do you want for them?*
- But rather ask *what is not happening that should be happening?*
- These are the kind of questions you should ask: PEIPTA. On the next slide has the sample questions to ask the person or persons that asked for the training.

1. Performance-Focused Questions

- What are employees currently doing that they should not be doing?
- What are they not doing that they should be doing?

2. Evidence Questions

- How do you know this is happening?
- Can you give a recent example?

3. Impact Questions

- What is the consequence of this on your operations, customers, or results?

4. Previous Attempts

- What have you already tried to fix this?
- What happened?

This prevents you from **recommending recycled solutions**

5. Training Assumption Check (CRITICAL)

- Why do you believe training is the right solution?

Step 2: The Learner Conversation

- The next place to go is the people expected to attend the training.
- Do NOT ask why have you been picked to attend this training?
- But rather ask:
- Walk me through how you currently do your work?
- **These are the kind of questions you should ask: PEBISTA. On the next slide has the sample questions to ask the person or persons that have been chosen to attend the training.**

1. Performance-Focused Questions

- Walk me through how you currently carry out this task.
- At what point does it usually break down?

2. Evidence Questions

- Can you give a recent example of when this happened?
- What exactly went wrong in that situation?

3. Barrier Identification (Critical for Learners)

- What makes it difficult to do this consistently the right way?
- What typically gets in your way when you try to do it properly?

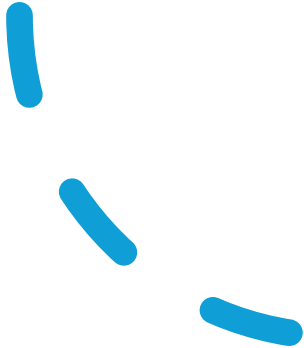
4. Support/Environment Questions

- What kind of support do you receive from your manager when handling this?
- Are there clear expectations for how this should be done?

5. Training Assumption Check (From Learner Lens)

- Do you think training will solve this? Why or why not?
- What would help you perform better?

- **Step 3: The Root Cause Analysis** – Analyzing the data gotten from Steps 1 and 2
- **Step 4: The Needs Analysis Report** – Reporting the outcome gotten from Step 3



Solution to SmartServe Logistics

This will be sent as a word document by Anna.

THE NEEDS VALIDATION PROCESS (NVP) MODEL



Steps in the Needs Validation Process Model

NEEDS VALIDATION PROCESS (NVP)

is designed to prevent misaligned training investments by assessing the appropriate solution to address identified performance challenges.

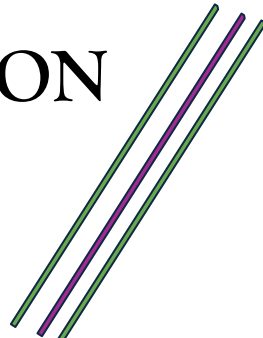
Expected Outcomes:

- A clear determination of whether training is the right solution or not.
- Identification of complementary solutions required to tackle non-training challenges.





WHAT WILL BE YOUR NEXT LINE OF ACTION



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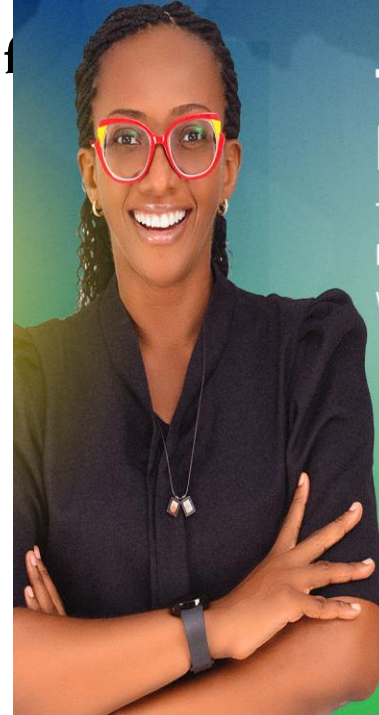
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Created by Nigeria's First Certified Transfer Designer and The Transfer Enabler for Africa for The Institute of Transfer Effectiveness. – **Sandra The Oracle**

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WHO SHOULD ATTEND

- HR & L&D Leaders
- Training Managers
- Internal & External Trainers
- Learning Consultants



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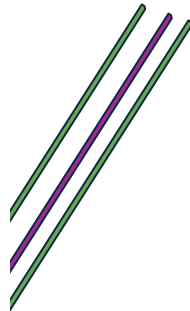
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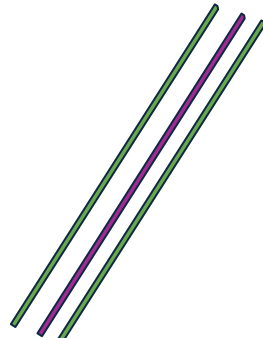
CONCLUSION

“The sponsor tells you what should be happening. The learner shows you what is happening. Your job is to close that gap.”

Sandra The Oracle
Africa’s Leading Voice on Training
Transfer Effectiveness.



QUESTIONS





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