



Great Leadership Only Happens by Design

EMPLOYEE DEVELOPMENT

Getting the Best Return on Your Development Investment

One day a Chief Finance Officer walked into the CEO's office and said, "Look at this training budget. It is WAY too big! What happens if we train all these people, and then they go work for someone else?"

The CEO looked up casually and replied, "What if we did not train them...and they stayed?"

Your workforce needs to be trained to do what you need them to do. That becomes even more important in today's markets, where new opportunities and potential problems will only be spotted by those employees who have been effectively trained and educated. Your employees expect development, too, and for many of them that is the most important thing they look for in an employer. If you will not develop your employees, someone else will.

Though HR may arrange the schedule for formal training sessions, it is ultimately the leaders and managers, not HR, who are responsible for helping employees map their development plan and then making sure they put that learning to good use. **Leaders are the ones who get the immediate performance improvement and retention benefits of a trained employee, so they bear the responsibility for developing them.**

PLAN FOR DEVELOPMENT

What skills do you need your employees to have? What skills do your employees want to have? If the answers to those two questions are not the same, you have an interesting discussion ahead, but you will never know the answers if you do not have the development conversation with them. We will learn how to identify key skills and create an atmosphere where you and your employees are comfortable having a discussion about development.

MAXIMIZE THE LEARNING

The general consensus is that 70% of learning occurs on the job, 20% occurs in coaching and mentoring relationships, and the other 10% comes from formal training. Whatever methods you use to develop your workforce (and you should use all of them in some way), are your employees just fulfilling a requirement, or are they actually learning? The class will explore how to set learning objectives and then, after the learning occurs, reinforce the lessons and make sure they take hold.

PUT IT TO GOOD USE

If you are sending employees to training, and then they come back and dive into their Inbox and never put what they learned into practice, then you are just wasting time and money. We will examine how to ensure you are putting your employees' learning to use, so you get a return on your development investment and they get the satisfaction of making use of their new skills.