



# How to Create Effective Training

# What's the problem?

- Ask yourself, what is it that we are measuring that indicates a problem?
  - Ex. Number of calls to the helpdesk

# How will we know when we've solved it?

- Set a training goal
  - What are we currently measuring, and do we want it to increase or decrease?
  - Choose the amount of increase/decrease and set a due date.
  - Identify what people will generally do. You can use your goal from the previous step, but it can help to add an extra layer and mention what they will do differently in general terms.

Formula:

What we are measuring will increase/decrease number% by date as people do something

Example:

Number of calls to the helpdesk will decrease 25% by the end of the year as new hires have a better understanding of their equipment.

# What do people need to do and why aren't they doing it?

- List on the job behaviors that people need to do to reach your project goal. Behaviors should be observable (someone with a clipboard can check them off).
- Prioritize the behaviors and choose the most important ones.
- Determine which behaviors can be improved with training.

# How to Practice and Prerequisite Knowledge

- Brainstorm activities that will help people practice making the right decision.
- Activities need to be contextual
  - Must have a character who faces a realistic challenge
  - Feedback shows consequences of learner's choice
- What information must they know to complete the practice activity? ← This should be the focus of your presentation

# 4 Levels of Evaluation

- Level 1 - Reaction, training engaging, favorable, and relevant to their jobs
- Level 2 - Learning, whether learners acquire the intended knowledge, skills, attitude, confidence and commitment to the training
- Level 3 - Behavior, whether participants were truly impacted by the learning and if they're applying what they learn.
- Level 4 - measures the learning against an organization's business outcomes

# Learning Campaigns vs One and Done

Learning Campaign - variation of messaging over a long period of time

- Videos (Cartoons etc.)
- Posters
- Emails
- Intranet Posts