



The Way to Success

CHANGING THE WAY THAT TRAINING WORKS

The
Advantage
Way

CALENDAR

WEB BRIEFINGS

Courageous Training: Bold Actions for Business Results
February 28, 2008
May 6, 2008
September 25, 2008

TRAINING 2008 CONFERENCE

Atlanta, GA - February 3, 2008

Success Case Method
Dr. Robert Brinkerhoff

Visualizing Value
Larry Mohl - Children's Healthcare of Atlanta

KNOWLEDGE ADVISORS ANALYTICS SYMPOSIUM

San Diego, CA - March 5, 2008

Success Case Method
Dr. Robert Brinkerhoff

ISPI CONFERENCE

New York, NY - April 5-8, 2008

Training Impact Evaluation that Senior Leaders Believe and Use
Dr. Robert Brinkerhoff

Driving and Measuring Business Results from Training
Dr. Robert Brinkerhoff and Tim Mooney

ASTD CONFERENCE

San Diego, CA - June 1-4, 2008

Using Evaluation to Move from Training Partner to Business Partner
Darell Provencher - Nike
Tim Mooney - APG

Training Impact Evaluation that Senior Leaders Believe and Use
Dr. Robert Brinkerhoff

The Training's NOT the Thing: Getting Business Results From Training
Lisa Bell - Holcim
Carolyn Laughlin - APG

Editor's Note: Welcome to the first issue of The Way to Success newsletter—a newsletter for L&D Professionals who are serious about turning their organization's learning efforts into measurable business results.

Dr. Robert Brinkerhoff, a global thought leader in the areas of evaluation and training effectiveness, is the author of the newsletter. This newsletter will put into plain English and "bite size" articles his wisdom, experiences and tips for assuring that learning initiatives deliver business impact.

**Coming soon to a training department near you:
Don't Just Do It—Make it Work!**

I've been thinking lately about what issues our profession is going to face in the coming decade. Now that we've been performance consulted, e-learned, ROI'd and human capitalized—what's next?

Well, I see a major challenge looming. It is best illustrated by relating an experience I had several years back.... Trying to sell enough evaluation studies to make a living, my colleagues and I worked with a few of the major national training vendors. Sometimes, we ended up doing impact evaluations of exactly the same training programs being delivered in different - but very similar - companies. Guess what we found?

One company used Program X with its front line supervisors and we'd find all sorts of bottom-line impact. Another company used exactly the same program, even the same facilitators, and we'd find almost no impact at all. How could this be? How could the same intervention achieve drastically different results?

The answer is that the programs were NOT truly the same. To think they were is to fall into the mental model trap of "training is an event." They were very different, despite the fact that the classroom and e-learning phases were exactly the same.

The differences lay in the process by which the companies implemented their training: how they aligned the organization behind the goals, how they clarified the business linkage, how they prepared managers and trainees to leverage the new skills, how they followed up and supported learning application, and so forth.

This is the coming challenge. Companies can spend millions on superb training events and programs, and they may or may not get any worthwhile results. Those that get great returns on their learning investments will be those that use a consistent and robust implementation process that ensures results. Those companies that spend all of their time just delivering events will see the same old outcome: less than 15% of trainees actually using their learning on the job in ways that make a difference.

Getting results from training is a whole-organization responsibility that involves people and processes well beyond the boundaries of the training department. If doing great training was yesterday's challenge, today's is getting great training **used** in workplace performance to achieve great results.

Where do you stand on this challenge? Take our brief mini-poll and we'll report the results in our next newsletter. Click this link now. www.zoomerang.com/survey. It will only take you 2 minutes or less.

Rob Brinkerhoff

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