



# 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*

## Ignore the Hype – Focus on Results Instead

The hype in our field is sometimes a bit much – Six Keys to Unlock Your Training Program's Potential! Unleash Hidden Performance with the Seven Secrets of Dynamic Presentations! Accelerate Learning with Five Easy Steps! Put the Power of "WOW" into Your Next Seminar!

I have no more free time than the next person and would love a quick fix for the difficult issues we all face. Who wouldn't? But I do regret the tendency of our training profession to fall into the quick fix, make-a-wish game.

The reality is that making training work in organizations isn't achieved overnight, and there is no silver bullet that turns learning into worthwhile performance and business results. If we judge training by the (rightful) standard that it is intended to improve job performance and effectiveness, then most training does not work. That's the truth, and it has been the truth for the last several decades despite all the miracle cures promised by thousands of vendors and consultants.

But that doesn't mean the situation is hopeless. The reality is also that the formula for increasing return on training investment is very simple. It goes like this: Get more trainees using their learning on the job. **Doing better training is not the challenge; it is getting better results from the training that we're doing.**

We regularly evaluate dozens of training programs, from supervisory skills to executive education. The results we find are remarkably consistent: Some of the trainees use their learning in truly impactful ways and achieve very positive results for the business. The problem is that this percentage is always quite small. Overall impact is low because not enough people are using the training as well as these few. In one case, a client doubled the ROI of a program provided to more than 100 managers just by getting six more trainees to use their learning half as well as the few best ones had previously!

So, if you want to drive more results from your learning investments, here is our best advice: Find out what stopped or got in the way of the people who did not use their learning. It is most likely that these non-users were not stupid or lazy or intent on not performing well. Instead, something got in their way, such as competing priorities, a lack of incentive, a failure of direction by a supervisor, or some other similar obstacle. What is common about these obstacles is that they can almost always be removed or reduced by the cooperative support of a manager or senior leader.

Once you have identified the obstacles, tie their removal to the business case for making the training work more often. If, for example, the training helped improve customer retention for the few who used it, you can easily translate the customer retention value into a "money left on the table" metric. Then, an argument to explicate the value of getting 10% or 20% more of the trainees using their training can be made, and you are well on your way to soliciting more manager support — and, importantly, convincing senior leaders that they should hold managers accountable for supporting training application by their direct reports.

Our Advantage Way<sup>SM</sup> User Group members have made great strides in gaining manager support and senior leader commitment to expanding training ROI using this business case approach. It works, we can prove it, and we can heartily recommend it to other practitioners.

Reminder for Licensed Advantage Way Users: sign up now for the annual **Advantage Way<sup>SM</sup> Users Conference, February 19-21, 2008 in Tempe, AZ.** (To register please call Sheryl Sundeen at +1 415-925-6832 x257.)

Rob Brinkerhoff

Robert O. Brinkerhoff, EdD, is a global thought leader on training effectiveness and evaluation, and creator of The Advantage Way<sup>SM</sup> and Success Case Evaluation Method<sup>®</sup>.

**Advantage Performance Group** is a performance development company whose Advantage Way<sup>SM</sup> approach guarantees measurable business impact from training.

Please visit our [website](#) or contact Sheryl Sundeen at Advantage Performance Group for more information via email: [SSundeen@advantageperformance.com](mailto:SSundeen@advantageperformance.com)

---

**Forward to a friend**  
[Unsubscribe from this service](#)  
[Change format of future eMessages](#)

