

ABC Company Training and Development Plan

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November 17, 2013
MAL 525 - Synthesizing Leadership
City University of Seattle

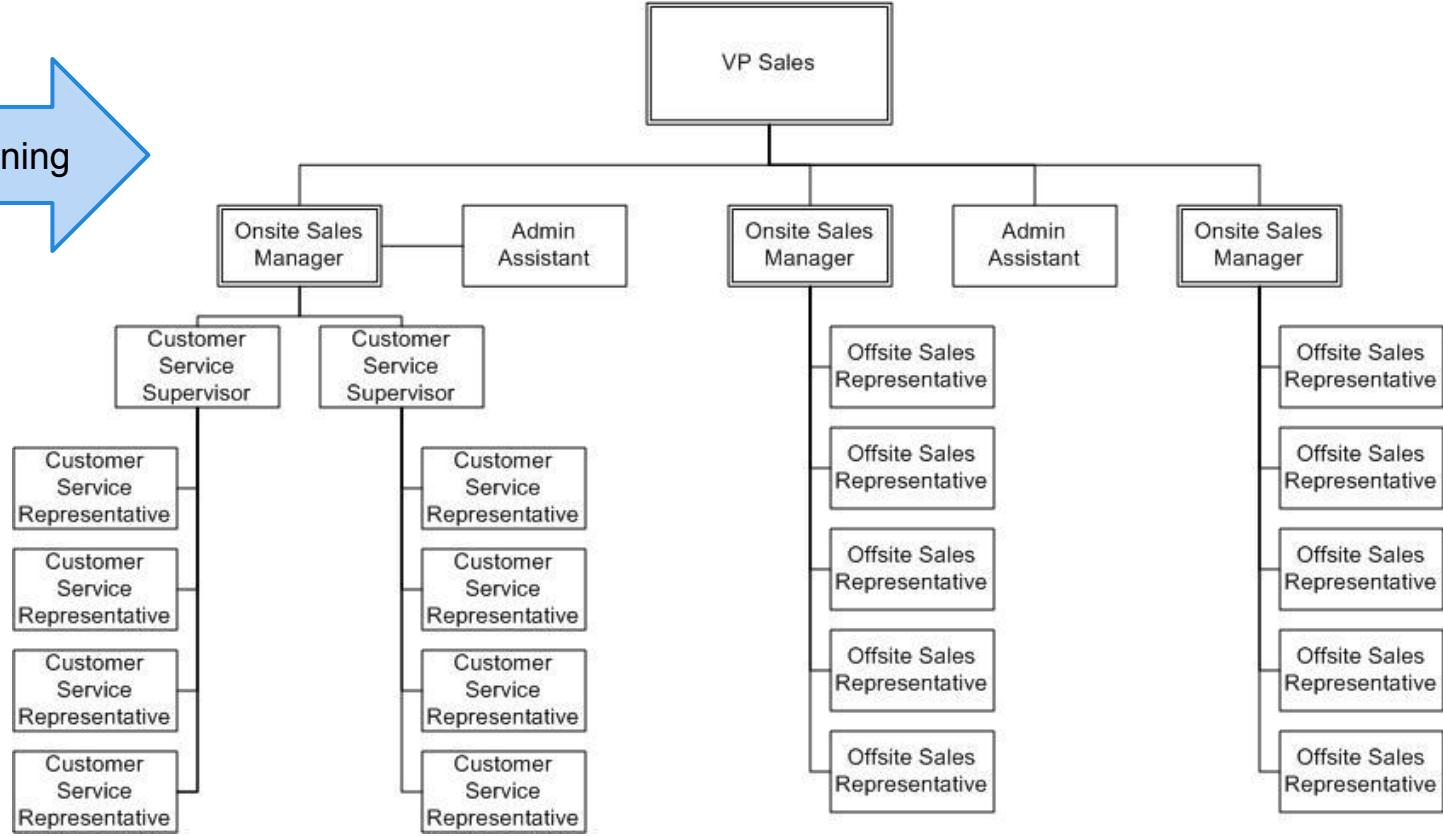
Situation

- Objective: Create and administer an effective training and development plan for the sales team
- Organizational development training team
 - VP Organizational Development
 - Training Manager
 - Specialist
 - Coordinator

ABC Co. Sales Department Structure

Organizational
Development
Team

Training



Assessment of Training Needs

- **Assessment survey**
 - Measures gaps of employee skills and required skills
 - Benchmarks current skills for results measurement
 - Survey developed by VP and Training Manager
 - Administered by Training Coordinator and Specialist
- **Personnel assessment interviews**
 - Sales department skills assessment
 - Other affected departments for feedback on sales
 - Interview questions developed by VP and Training Manager
 - Administered by Training Coordinator and Specialist

Assessment of Training Needs

- Observation
 - Formal (task based assessment)
 - Informal (no influence or interaction)
 - Information gathered by Training Coordinator (retrieved from sales managers and supervisors)
 - Reviewed by Training Manager

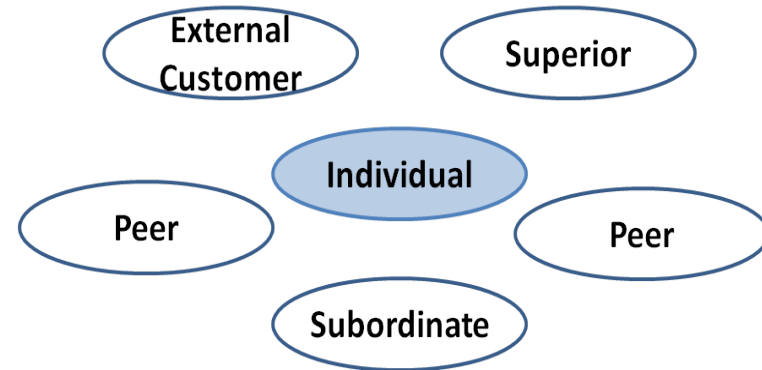
Training Design and Delivery

- Design and delivery plan

Goal	Objectives	Methods	Documentation	Evaluation
<p>Generate overall goals that tie into organizational improvement</p> <p>Example:</p> <ul style="list-style-type: none">- increased sales team performance- increase sales team autonomy- etc...	<p>Specific learning objectives for sales skills</p> <p>Example:</p> <ul style="list-style-type: none">- problem solving- cold calling- leads generation- decision making- etc...	<p>Detailed training plans addressing each objective</p> <p>Example:</p> <ul style="list-style-type: none">- formal problem solving course- practice sessions on cold calls- coaching plans for leads generation- decision making process classes- etc...	<p>Evidence produced during learning methods</p> <p>Example:</p> <ul style="list-style-type: none">- course completion results- learning assessment scores- coaching notes- etc...	<p>Review and summarize documentation to conclude if learning objectives were achieved</p>

Measuring Training Results

- Follow up assessment survey after training program
 - Re-administer to review performance
 - Comparison to initial benchmarked results
- 360 degree assessment for supervisors and managers
 - Feedback from relevant sources
 - External customer
 - Superior
 - 2 peers
 - Subordinate
 - Administered by Training Coordinator
 - Reviewed by Training Manager



Supporting Corporate Strategy

- Training plan design
 - Emphasize the mission, vision, and goals of the corporation
 - Encourage on-the-job application of principles and practices
 - Value and accentuate the special abilities of the employees
 - Expect a high level of quality of service and performance by mentoring and leading by example

Ongoing Coaching

- Brings about successful development of next generation leaders
- Gives emerging leaders an opportunities to grow with the corporation
- Provides experienced leaders the chance to feel great reward in helping others to reach their potential

Organizational Culture

- A culture that gets excited about training
- Training is an integral part of the workflow
- Employees are alert in training sessions
- Employees happy to be there, eager to learn
- Curious - lots of questions and discussion

(Karsh, 2011)

Promoting Organizational Culture

- Managers and leaders set the example
 - Attend training first
 - Employees will follow the leaders example
- Training is a prize
 - Training is a reward for high performers
 - Also a reward to pump up employee morale
- The importance of being present
 - Emails and calls can wait

Promoting Organizational Culture

- Establish a training support system
 - Teams to pitch in for one another when a team member is in a training session
- Fun and relevant
 - Empowered employees have a hand in selecting training priorities
- Training follow-up
 - Lunch and learn sessions
 - Keep the training alive and easy to implement at work

References

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