

Developing YOUR People – creating training plans that rock!

by Richard Lannon — aligning the enterprise and technical skills

The development of other people should be one of the top priorities in building high performance teams. There are a lot of options in developing people. As a technical professional and employee, it is great to be able to take the time to get training. As a manager and leader, you need to ensure that training aligns with the organization, your team, the individual and the performance management needs. Consider the following when determining and creating training and development opportunities for your technical team members.

Spend some time understanding the person, their skills and training needs. Spend some time in discussion and reflection to consider what will benefit the organization. Remember, most technical professionals prefer hard skilled training. As the leader, you need to consider soft skills that align with the business needs.

Ensure there is a clear understanding of the core competencies for the position (hard and soft skills). Identify the essential and desirable skills that affect performance and results. Most organizations will have a skill set grid that can be used. If not, speak to your human resource department to comprehend the acceptable approach to understanding core competencies required in your organization.

Assess the trainee's skills, style, attributes, situation, and especially their learning style. Knowing a person's learning style can really help in determining how best to approach coaching and training with that individual.

Make sure the person seeking skill development is involved in the plan. Agree and explain everything with the other person. This is a continuous process. Ensure you have follow-up planned.



Put together the training and development plan. Ensure you identify and agree on development priorities. Call it the basic training plan. Often technical professionals will want to focus on their hard skills. It is just easier to learn about new technologies. Ensure the plan has soft skill development opportunities needed to excel in their profession.

Get agreement on learning objectives, activities and tasks. Break down each skill to train. Identify and agree on elements and standards of each part (not too many at once). Assess and agree on current ability for each area to develop skills on.

Start the implementation process for the learning plan. Ensure there is a follow up and review mechanism in place. Depending on the learning focus; meet weekly, monthly, quarterly and yearly to ensure learning and development objectives are achieved.

Build a framework for recognition to encourage, measure, record and support your people development. Be prepared to adjust the plan and priorities as requirements change and when appropriate. Continue positive, ongoing recorded review.

Finally, do not ignore the plan or your people. People need guidance on their learning and development throughout the year not on their annual perform-

ance review day. Do not waste your people's time or try to fix them. Use professional development tools and techniques to ensure you enhance the professional development opportunities and performance of your people. If you want a high performance team, get them building the skills that align with the organization, team and their individual needs throughout the year.

*Richard Lannon aligns the enterprise and technical skills to common business objectives. Working with professionals, he identifies what is important, establishes direction and builds skills that positively impact the bottom-line. He provides the blueprint for clients to be structured, engaged and trained. That is why his clients call him the **setability expert**.*

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