



This month:

WHO IS RESPONSIBLE?

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Who is responsible for training in your company? Does the responsibility begin and end with the training department? Many managers turn to the training team to solve the various performance problems facing their teams. Given a closer look, the problems often stem from areas outside the realm of training. A great training program can give employees a foundation of the right knowledge and skills to do a job effectively, but the execution of those skills in the workplace is a collaborative effort between the student and his or her coach. Building on the foundation introduced in training requires a continual focus - observations, discussions, a lot of practice and the appropriate reward and recognition for improvements. Having said all that, however, not all performance issues are training related... Training departments are often asked to address attendance, timeliness, dress code and other random issues. While it would be nice to have someone else handle those difficult discussions with your staff, these are performance issues, and not developmental ones... the responsibility for these items lies with you, the leader

"Success on any major scale requires you to accept responsibility. In the final analysis, the one quality that all successful people have is the ability to take on responsibility."

- Michael Korda



remember, no matter how good your training department, the success of your workforce isn't entirely their responsibility...



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360° Feedback Surveys provide individuals with valuable input about their work performance from various perspectives. Obtaining feedback from respondents including your leaders, peers and direct reports allows you to objectively evaluate your strengths and developmental areas. This feedback becomes the foundation for creating action plans for your ongoing personal development. TriOpus Group offers the surveys as well as a one-day program to support them, which includes analysis of the feedback and development planning. Personal coaching is another optional service which many of our clients have utilized in conjunction with their 360° Feedback to support and ensure the achievement of their goals. If you're interested in learning more, contact us at 1-800-864-2721.

When I visit organizations, I often ask the question, "Who is responsible for training in your company?" The most common answer I get is, "That would be the Training Department". I suppose this common response is not much different than if you asked your car dealer who looks after service and you are told it's the Service Department.

But I want to take a closer look at the training question.

Many organizations I have dealt with are quite happy to leave the responsibility for training to the Training Department. As someone who has been involved in the Training world for a long time, I have seen Training Departments sometimes become the scapegoat when things go wrong. Sales are down? It's the Training Department's fault. People didn't understand the training. We blew the budget? It's because of the money we spent on training. Customers are jumping ship? It's got to be that training program, it didn't work. Interestingly, credit is rarely given the other way – sales are through the roof? Must be the great sales training program! You're not likely to hear that.

But realistically, who is really responsible for training? In successful organizations, it is realized and understood that the Training Department is a resource for everyone but, from a practical perspective, could never be solely responsible for the success of the company's training. If training is going to be successful, and if organizations are truly going to see a return on their investment, it takes a collaborative effort from many.

A key responsibility falls to you. That's right, you. As a leader, you are ultimately responsible for the success of the team you lead. This includes ensuring that each individual receives the right training at exactly the right time and that there is ongoing coaching as your employees implement their newly learned skills (most of us will stumble and need support to stay on track when implementing new skills). If you fail to do this, you are unlikely to achieve your team's goals on time, which in turn can negatively affect the return on your investment in training.

As an employee, you have the equal responsibility to expect the right training that gives you the skills and knowledge you need to get the job done. It is also your responsibility to stretch yourself, try new skills and approaches. Without this, you are likely to miss your personal work goals and will not reach your true potential.

So what is the role of the Training Department through all this? Its job is to work with you as leader or employee, and help provide that specific and effective training that the leader and employee feel is the right fit and at the right time. The Training Department is your counsel and your resource. Perhaps that means they provide the specific training itself or that they help locate it in the marketplace.

As our companies and organizations have successes and failures, we need to look at their root causes. Are our leaders effectively coaching, are we building on our successes, do we have the right focus, are we being innovative, are we learning from our mistakes, do we have the right people in the right jobs, is our training meeting our needs, and so on?

Our Training Departments do play a major role in our success. But the responsibility for the success is not solely theirs. To truly see results and get a return on your investment in training, it takes a collaborative and continual effort between everyone.

Oh, and the next time someone asks you who is responsible for service (or training) in your company, I hope you'll say (and believe), "we all are".

