



The Training Manager Comprehensive Program: Managing the Training Function (2)

Website: www.btsconsultant.com

Email: info@btsconsultant.com

Telephone: 00971-2-6452630

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Introduction:

With the right practices, any training program can accelerate performance while delivering economic benefits; and as a focused and practical manager of a training function, you can lead the charge within your own organization. In this certificate, focus in-depth on effective methods to manage the entire scope of your organization's training effort. You will examine practical ways, sound techniques, and proven ideas to manage your organization's training and yield tangible, bottom-line results. This course is the more advanced edition of “The Training Manager Comprehensive Program: Managing the Training Function (1)” course.

Who Should Attend?

Training & Development Managers, Training Controllers & Administrators, Training & Development Coordinators, Training Managers' Secretaries, Training Assistants, Training Officers, HR Specialists, Generalists & Personnel, Line Managers, Capability and Development Officials, Senior Executive Capability and Development, Section Heads, Succession Planers, Talent Managers, Training Officers, Senior Training Officers, Team Leaders, Superintendents, Senior Training Administrators, those responsible for people development, Administrators, HR trainees, and Supervisors who are involved with training and development.

Course Objectives:

By the end of this course delegates will be able to:

- Identify gaps in key training and development roles needed in your organization.
- Develop a vision, mission and function priorities statement.
- Identify powerful yet simple techniques to market your training function.
- Evaluate how you supervise and develop trainers using competency tool.
- Describe the training manager's role using tools to supervise and coach instructors.
- Evaluate how you supervise and develop course developers' competency tool.
- Describe the training manager's role using design tools to supervise and coach course developers.
- Identify specific techniques to assess transfer of learning.
- Use practical recommendations to prioritize and keep your sanity as a 'department of one'.
- Use an eight step consulting approach to manage your training function.
- Learn how to contract for results, not just training activities/events.
- Assess your skill level with seven key consulting roles and determine when to use each.
- Use a nine-part plan to build alliances and work successfully with line managers and employees.
- Practice how to gain management's commitment to performance improvement.
- Describe the training manager's role using diagnostic tools to determine performance problems: Performance analysis, Goal analysis, Survey approach, Contextual analysis, and Post-training performance analysis

- Identify essential elements of performance enhancement plans and training proposals.
- Review options for contracting with your internal clients.
- Apply four tactics to improve learning transfer and involve managers in the process.
- Develop an action plan to get results.

Course Outline:

Managing a Training Function

- Identify key training and development roles.
- Define and create your vision, mission and training function priorities.
- Learn tips on keeping your sanity as a department of one.
- Identify advantages and disadvantages of where a training department reports.
- Benchmark your department by conducting a training function systems audit.

Internal Consulting Skills

- Determine where you are in the life cycle of a training department.
- Compare traditional training and performance consulting approaches.
- Identify when to use a continuum of internal consulting roles.
- Analyze your role in the organization.
- Identify who your clients are.
- Develop three-way partnerships with learners and their managers.
- Use an eight-step consulting process to become proactive and gain results.

Diagnosing Problems

- Examine the training manager's role in using five diagnostic tools.
- Determine if training is the answer.
- Identify options and/or solutions to non-training issues.
- Review post-training performance analysis.
- Make vague training needs specific to achieve better results.
- Identify survey assessment issues.
- Identify how, when and where to conduct training.

Developing a Plan & Gain Support for the Learning Function

- Learn the ten components of a performance improvement plan.
- Review a performance improvement plan example.
- Identify criteria for reviewing training proposals.
- Determine how you will contract with your client.
- Identify and apply strategies to market your programs effectively.

Manage Trainers, Course Developers & Staff

- Establish criteria to select internal trainers.
- Develop internal trainers and course developers..
- Decide whether to use existing materials or create new ones.
- Identify a process to select packaged training programs and/or equipment.
- Based on appropriate criteria, select a consultant or external trainer.

Making Learning Stick: Transfer of Learning

- Identify barriers to transfer of learning.
- Determine whose job is it to apply what's been learned.
- Review four tactics to transfer learning.
- Help managers to prepare their employees for transfer of learning.

- Learn how to conduct "level three" evaluation to measure learning transfer.

Managing the Training Budget

- Costs justify training.
- Create a training cost framework.
- Conduct a cost-benefit analysis (ROI)
- Find performance indicators to demonstrate training's benefit.